

Annual Report 2011-2012
(Editing and photo selection to be finalised)



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Acknowledgements

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Disclaimer

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About this report

Welcome to the Sunshine Coast Council's Annual Report 2011-2012. This report is one of the ways in which Sunshine Coast Council connects with the community and demonstrates its commitment to achieving their vision for the region, through implementing corporate, community and operational plans.

The report also details the achievements of council for the 2011-2012 financial year in delivery of services to the Sunshine Coast region. This report is the culmination of regular reporting to the community and other stakeholders and continues council's efforts to be transparent and accountable.

Message from the Mayor



The 2011-2012 financial year was an important twelve months for council and the Sunshine Coast region.

Local Government elections were held in April 2012 and a new council was elected to take the region forward over the next four years. I was among seven new councillors elected to the new team.

One of the first things the new council team undertook was to recommit to the vision for the Sunshine Coast, to be Australia's most sustainable region – vibrant, green and diverse.

In keeping with the community's broader vision for the region, council committed to deliver a stronger economy, while preserving the unique character of local communities and protecting the environment. Council also reinforced the importance of creating the right conditions for investment to help create jobs.

Over the past financial year, council continued to play its part in the development of major urban centres on the Sunshine Coast. These centres include the Maroochydore Principal Regional Activity Centre, Caloundra South, Palmview, Sippy Downs Town Centre and Kawana Town Centre, including the Sunshine Coast University Hospital precinct. Each of these centres will generate significant employment and business investment opportunities for the Sunshine Coast region.

During the past financial year the general rates increase was limited to 3.5% with no increase in key levies. Council's budget for the past year was \$638 million incorporating \$189.7 million for capital works. This included \$14.5 million for road reseal and rehabilitation programs, continuation of pension remissions and early payment discounts totalling \$12.2 million and \$4.91 million in upgrades as the Sunshine Coast Airport.

The 2012-2013 budget is the first to be adopted by the new council and is an ideal example of key initiatives to further invigorate the region's economy. These key initiatives included:

- scrapping pre-lodgement fees for discussions on possible development applications
- reducing application fees by 5% for all commercial, business and industrial land uses
- reducing application fees for seven selected land use types by 25% by means of a fee rebate when the use commences within two years
- boosting funding for economic development initiatives
- providing a capital works program of \$146 million of which a substantial part will be available for local businesses to tender for.

These initiatives are reinforced by a range of budget measures to build sustainability within our community and environment.

Council is focused on achieving the right balance across the Sunshine Coast, and through the efforts of the new team the region is already on the right track.

I would like to acknowledge the hard work done by the previous council over the past four years. The previous council established a framework of strategies and plans to help guide how the Sunshine Coast looks, feels and grows into the future. This work has laid

a solid foundation to help us realise our community's vision for a sustainable future.

M Jamieson

Mayor Mark Jamieson

Message from the Chief Executive Officer



The 2011-2012 financial year marked the completion of the first term of the Sunshine Coast Regional Council.

Over the past twelve months many achievements have been delivered across the region and a high standard of services have continued to be provided to our communities.

In April 2012, local government elections were held throughout Queensland. On the Sunshine Coast a new mayor and six new councillors joined six re-elected councillors to represent council and shape the future of the region over the next four years.

Creating real jobs and economic opportunities across the region is a priority for the new council. The council is focused on attracting new investment, responding to the demands of a growing population and delivering key infrastructure and region building projects on the Sunshine Coast.

In early 2012, the long-term future of Maroochydore took a giant step forward with council taking ownership of the Horton Park Golf Club land. This was a landmark day for the Sunshine Coast and the future of the region's central business district.

Council has invested \$42 million to secure the Horton Park Golf Club land, a strategic 53 hectare land parcel in central Maroochydore, to plan, develop and deliver a best practice town centre development that works towards securing the region's future with urban investment and growth in jobs.

This project will be the catalyst to support existing Maroochydore commercial investment and explore new business opportunities with a focus on diversifying the economy and realising the region's potential.

During the 2011-2012 financial year our Disaster Management Centre and council crews were kept busy as a number of flooding and storm events continued to impact on all parts of the Sunshine Coast.

The events included flooding in January, a storm devastating the township of Cooroy in February, and unprecedented rain in Cooroy, Pomona and Cooran just days later. This was followed by widespread flooding in coastal areas in late March when up to 340mm fell over a five hour period. Many parts of the Coast received considerable damage to buildings, roads and infrastructure.

Throughout all of this, council and emergency services crews worked around the clock to clean debris, put tarpaulins on roofs, restore power, remove fallen trees, repair roads and help both residents and businesses get back on their feet. Our staff worked tirelessly to ensure services were restored and our community remained safe.

Our organisation and region continued to be recognised for its excellence.

In September 2011, the Sunshine Coast Rivers Initiative was named the winner of one of the world's most prestigious environmental awards - the 2011 Australian National Riverprize. The Rivers Initiative is a collaborative partnership between council, community groups and government agencies.

In November 2011, 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 redeveloping the airport terminal.

The year ahead will be characterised by the need to closely examine all areas of our business and operations to further unlock the potential and efficiencies of the organisation. At the same time we will continue to deliver quality services across the region. Over the next twelve months our organisation will need to work hard to ensure it continues

to create a productive and prosperous future for the Sunshine Coast region.

J Knaggs

Mr John Knaggs
Chief Executive Officer

Major achievements

The 2011-2012 financial year was another important twelve months in the history of the Sunshine Coast. It was also an election year with a new council elected in April. The newly elected council recommitted to the vision for the Sunshine Coast to become the most sustainable region in Australia by:

Building economic sustainability

- Capital works programs to the value of \$189.7 million covering over 1,000 projects
- Developed, in a timely manner, the budget for 2012-2013 totalling \$604 million which includes:
 - o capital works of \$146 million
 - o reduced fees for employment generating development such as commercial, retail or industrial floor space applications
 - o waived all fees associated with pre-lodgement meetings and encouraged multiple meetings.
- Supported local business through tendering and other local spending to the value of approximately \$219 million
- Acquired the Horton Park Golf Club land to facilitate the development of the Maroochydore Principal Activity centre
- Commenced electronic lodgement of plumbing applications for faster processing and completion.

Building a sustainable community and lifestyle

- Developed the Social Infrastructure Strategy 2011
- Committed \$1.9 million for major events and festivals such as the PGA, Noosa and Mooloolaba triathlons and the Caloundra Music Festival
- Delivered the Sunshine Coast's new Local Disaster Management Plan
- Commenced the preparation of a new Public Transport Plan
- Endorsed and implemented the Access and Inclusion Plan for the region.

Building environmental sustainability

- Drafted the new Sunshine Coast Planning Scheme for review
- Utilised \$2.8 million of the Environmental Levy which included acquiring environmentally significant land and consolidated the Sunshine Coast Environment Land Acquisition Program to take the total area to 580 hectares
- Developed the Waterways and Coastal Management Strategy
- Winner of the 2011 Australian National Riverprize for the Sunshine Coast Rivers Initiative
- Commitment to public transport initiatives such as the Sunshine Coast Light Rail Project.

Awards

Sunshine Coast Council strives to achieve best practice in everything it does. This commitment was recognised by several sector awards over the past year.

Australian Major Airport of the Year

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.

Australian National Riverprize

A Sunshine Coast consortium, headed by council, took out one of the world's most prestigious environmental awards, the 2011 Australian National Riverprize. The award recognised the efforts of over 30 community groups and partners who work together through the Sunshine Coast Rivers Initiative to protect and improve the region's six river catchments.

National award for council's Broadband Today Alliance

The Broadband Today Alliance (BTA), a council-led initiative, won the Digital Productivity category in the National Economic Development Conference 2011 awards in Adelaide. The award was won for pioneering an organisation committed to developing the digital economy in Australia, enhancing the benefits of the Federal Government's National Broadband Network (NBN) rollout.

Queensland Landcare Award

Council was named winner of the Queensland Landcare Award for 2011 in the category of Local Government Landcare Partnerships.

Australian Tidy Towns Award

In 2012, Caloundra was the overall winner of the Keep Australia Beautiful, Australian Tidy Towns Awards 2012.

Queensland Premier's Corporate Sustainability Award

Council received the Corporate Sustainability Award at the Premier's Sustainability Awards. This award reflects our holistic approach to ensuring that sustainability becomes part of our everyday business.

All our staff, including more than 150 nominated Sustainability Champions, can proudly share this award.

Certificates of Merit received from Planning Institute of Australia

Council's Regional Strategy and Planning Department received Certificates of Merit from Planning Institute of Australia in 2011 for the Policy Framework and the Structure Plans.

Active Arts Award

Council was the winner of the Active Arts Award at the 2012 National Awards for Local Government for its 'Green Art' program. The green art initiative integrates art and environment sustainability to support our vision to become Australia's most sustainable region.

Sunshine Coast region



About the Sunshine Coast

The Sunshine Coast region is located in South East Queensland, about 100km north of Brisbane. It is bound by the Gympie region in the north and west, the Moreton Bay region in the south, and the Somerset region in the south-west. The Sunshine Coast is a diverse region with more than 200km of coastline, picturesque hinterland towns, coastal urban centres, waterways, national parks, state forests, bushland, rural areas and scenic mountains.

The Sunshine Coast is recognised as one of the fastest growing regions in Australia, with an increasing number of people choosing to move here from within Queensland, interstate and overseas. The population in the region has grown from approximately 203,000 in 1996 to 317,000 in 2011.

The Sunshine Coast is one of the most popular tourist destinations in Australia, making the local tourism industry a major economic driver. Diversification of the local economy is a key priority. This is achieved by supporting the growth of existing businesses, and by attracting appropriate new businesses through world class services, facilities and the desirable lifestyle on the Sunshine Coast.

With a diverse range of geographical, geological and topographical features, the

Sunshine Coast is becoming increasingly renowned for its richness in biodiversity. This has been recognised in the Noosa Biosphere Reserve, a UNESCO recognised conservation area. Approximately one third of the total Sunshine Coast regional area consists of native vegetation, with around half of this vegetation on private land. Council has purchased more than 3,000ha of this land for conservation purposes.

The region is fast becoming a cultural centre, with artists from various disciplines and backgrounds creating a diverse cultural and artistic community. Art and performance spaces and venues are located across the region, with a variety of shows and performances held regularly. The Sunshine Coast also plays host to events of all shapes and sizes throughout the year.

The region is currently serviced by the University of the Sunshine Coast, Sunshine Coast Airport, three public hospitals, numerous aged care facilities, and a vast open space network. A wide range of activities and pastimes are also on offer for the enjoyment of all. In addition to a strong association with the beach, there are many other sport and recreation, community and interest groups throughout the region.

Facts and figures

as at 30 June 2012

Population

316,858**

Area

3,127km²

Waterways

113km

Coastline

Over 200km

Parks and bushland

13,000ha parks and reserves

82ha botanic gardens

90km multi use recreational trails

Roads

4,000km*

Pathways

1,100km*

Rateable properties

157,362*

Council budget

\$638m (2011-2012)

For more facts and figures refer to council's website

** Approximate figures only*

***June 2011 ABS, Regional Population Growth Australia (3218.0)*














Our Council

Councillor information (June 2011 to May 2012)

The Mayor and Councillors are responsible for representing the interests of everyone in the community.



Councillor information (from May 2012)

 <p>Mayor, Cr Mark Jamieson <i>Economic Development Portfolio</i></p>	
 <p>Division 1, Cr Rick Baberowski <i>Transport Strategy Portfolio</i></p>	 <p>Division 7, Cr Ted Hungerford <i>Service Delivery Portfolio</i></p>
 <p>Division 2, Cr Tim Dwyer <i>Regional Projects Portfolio</i></p>	 <p>Division 8, Cr Jason O'Pray <i>Economic Development Portfolio – tourism, sport, major events</i></p>
 <p>Division 3, Cr Peter Cox <i>Economic Development Portfolio – health and medical precinct and education</i></p>	 <p>Division 9, Cr Steve Robinson <i>Economic Development Portfolio – new and emerging industries</i></p>
 <p>Division 4, Cr Chris Thompson <i>Finance and Water Portfolio</i></p>	 <p>Division 10, Cr Greg Rogerson <i>Place Management and Delivery Portfolio</i></p>
 <p>Division 5, Cr Jenny McKay <i>Community Programs Portfolio</i></p>	 <p>Division 11, Cr Russell Green <i>Regional Planning Portfolio</i></p>
 <p>Division 6, Cr Christian Dickson <i>Corporate Planning Portfolio</i></p>	 <p>Division 12, Cr Tony Wellington <i>Environment Portfolio</i></p>

Our organisation

The Chief Executive Officer and all four Executive Directors make up council's Executive Leadership Team. This team has the shared responsibility for providing the organisation with leadership and direction to achieve the outcomes determined by council.

Executive Leadership Team as at 30 June 2012



Chief Executive Officer, John Knaggs



Community Services, Executive Director, Coralie Nichols



Finance and Business, Executive Director, Greg Laverty



Infrastructure Services, Executive Director, Andrew Ryan



Regional Strategy and Planning, Executive Director, Warren Bunker

Corporate Plan

The Corporate Plan is the core strategic document of the Sunshine Coast Council. It identifies the priorities for council to 2014. It also guides council's decision making, budget operations and resource allocations to achieve our vision:

To be Australia's most sustainable region - vibrant, green, diverse

Supporting the vision are eight major themes (illustrated in the diagram below) and an aspiration statement. Each of the eight themes has a characteristic set of emerging priorities.

Vision and supporting themes



Aspiration

A council the Sunshine Coast community is proud of

To achieve this we will:

- focus on the future
- connect with our community
- be transparent and accountable
- develop and nurture partnerships
- provide a great place to work

Corporate Plan indicators

Council has a range of 'results based' indicators to monitor progress in implementing the priorities set in the Corporate Plan 2009-2014. These measures are in the table below.

	Measure	Results
Robust Economy	Economic diversification – gross value added – SEQ	<p>Major industry sectors by value are:</p> <ul style="list-style-type: none"> • financial and insurance services 9.3% • health care and social assistance 8.5% • manufacturing 6.2% • professional, scientific and technical services 5.5% • construction 11% • retail trade 9.3% <p>(Latest data 2011 Census. Source: ABS)</p>
	Employment in the region (growth by total labour force)	<p>Decrease of 2,500 persons (-1.4%) in the labour force within the region from June 2011.</p> <p>(Latest data June 2012. Source: OESR)</p>
	Employment (by occupation)	<p>Largest individual occupational groups::</p> <ul style="list-style-type: none"> • Professionals 16.1% • Technicians & Trades 16.9% • Managerial 12.8% • Clerical & Administrative 13.2% <p>(Latest data October 2011. Source: SCRC)</p>
	Employment	<p>The employment levels (working age population not classed as unemployed) was 93.9%, 0.6 % below the QLD average of 94.5%</p> <p>(Latest data June 2012. Source: calculated from OESR unemployment rate)</p>
Ecological sustainability	Council's carbon footprint	<p>177,329 tonnes of CO2 emissions for 2011-2012 year which is a 24.5% decrease from the 2010-2011 year (235,000 tonnes)</p> <p>(Latest data as at June 2012. Source: SCRC)</p>
	Native habitat coverage	<p>166,727 hectares or 53% of the Sunshine Coast areas is covered by native habitat</p> <p>(Latest data June 2012. Source: SCRC)</p>
	Native habitat protected for conservation purposes	<p>74,961 hectares or 23.9% of the Sunshine Coast area is protected for conservation purposes.</p> <p>(Latest data June 2012. Source: SCRC)</p>

	Measure	Results
Ecological sustainability	Water quality from construction sites	32% of all large development projects by private industry have proactively installed adequate water quality protection measures and rated as substantially compliant, while 18% were rated as moderately non-compliant. (Latest data June 2012. Source: SCRC)
	Waste disposal recovery	Approximately 66,584 tonnes of waste was collected and 20,557 tonnes was recovered - this is 31% of total waste managed (2011-2012) (Latest data June 2012. Source: SCRC)
Innovation and Creativity	Partnerships to drive innovation and creativity	Eight key partnerships are now in place – some of these include University of Sunshine Coast; TAFE Sunshine Coast; QUT; Fraser Coast Regional Council and Gympie Regional Council. (Latest data June 2012. Source: SCRC)
Health and Wellbeing	Partnerships to support community health and well-being	35 partnerships are currently in place – these include key partnerships with University of Sunshine Coast, Focus Health Network (formerly Sunshine Coast Division of General Practice) and North Coast Aboriginal Corporation for Community Health. Key partnerships also continue with 7 CALM partnerships and 3 Safe partnerships. (Latest data June 2012. Source: SCRC)
	Feeling safe	87% of people feel safe living in the Sunshine Coast region. (Latest data June 2012. Source: SCRC community survey)
Social Cohesion	Community volunteers supporting council	2,203 (approx) volunteers are registered with council (Latest data June 2012. Source: SCRC)
	Community pride	89% of people report a high level of pride in their neighbourhood. (Latest data June 2012. Source: SCRC community survey)
	Feeling part of the community	75% of people report a high sense of belonging to their neighbourhood or community. (Latest data June 2012. Source: SCRC community survey)
Accessibility and connectedness	Expenditure on integrated transport networks (Council)	Council expenditure of \$98.5 million for 2011-2012. (Latest data June 2012. Source: SCRC)
	Access to high speed internet (people with access)	93,179 occupied private dwellings had an internet connection or 79.8% of all occupied private dwellings. (Latest data December 2011. Source: OESR)
	Access to high speed internet (compared to capital cities)	High speed internet access for the region is 82% compared to Brisbane 81%. (Latest data December 2011. Source: OESR)

Managing growth	Measure	Results
	Development application compliance (with SEQ plan)	100% of development approvals are consistent with the SEQ regional plan and region's planning schemes for 2011-2012. (Latest data June 2012. Source: SCRC)
Great governance	Financial Ratios - (QLD Treasury)	Council is meeting five out of its six financial indicator/ratios and has plans in place to meet all indicators/ratios by June 2017. (Latest data June 2012. Source: SCRC)
	Planning approvals consistent with schemes	98.7% of approvals were consistent with the council's planning schemes for 2011-2012. (Latest data June 2012. Source: SCRC)
	Community engagement	61% of people feel they have a medium to high opportunity to participate in and contribute to local decision making. (Latest data June 2012. Source: SCRC)

How the Sunshine Coast ranks as Australia's most sustainable region

Information sourced from 2010 Sustainable Cities Index published by Australian Conservation Foundation

Sunshine Coast - City Fact Sheet

10th largest Australian city – 2nd on the 2010 Sustainable Cities Index

Cities are ranked from 1 (most sustainable) to 20 (least sustainable)

Environmental Performance	Air quality	Ranked as the most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Biodiversity	Ranked as the 7th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Ecological footprint	Ranked as the 9th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Green buildings	Ranked as the 2nd most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Water	Ranked as the 7th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
Quality of Life	Density	Ranked as the 14th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Employment	Ranked as the 13th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Health	Ranked as the 3rd most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Transport	Ranked as the 10th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Subjective wellbeing	Ranked as the most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
Resilience	Climate change	Ranked as the 6th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Education	Ranked as the 12th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Food production	Ranked as the 2nd most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Household repayments	Ranked as the 18th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20
	Public participation	Ranked as the 7th most sustainable region 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

Robust economy

Our quality of life is dependent on a strong economy and in planning for the future we need to be aware of the constraints and opportunities arising from global financial conditions. The region's economic base has been built upon its geography, natural resources and in particular the rural, tourism, construction and retail sectors. Council, through its economic development strategies, will continue to broaden this base to include creative and knowledge-based industries and clean, green businesses that lead to high value jobs and career opportunities.

Our emerging priorities

- A broad economic base
- Support for local businesses
- Infrastructure for economic growth
- A sustainable tourism industry
- A strong rural sector.

Our key achievements

Implementation of the Economic Development Strategy

The strategy provides a blueprint for stimulating business investment, generating sustainable employment opportunities and diversifying the economic base of the region. It provides focus for growing 11 other high value sectors that will help to form a more robust and resilient regional economy. These sectors are Aviation, Cleantech, Creative Industries, Digital Industries, Education Services, Food and Beverage, Health and Wellbeing, Light Industries, Professional Services, Sport and Leisure, Tourism and Events.



Focusing on economic development

The new Sunshine Coast Council elected in April 2012 adopted a portfolio system with a greater focus on the region's economic development.

Council is committed to creating the right environment for jobs to build the economy of the region. To achieve this, four economic development portfolios have been developed.

The primary portfolio is focused on key centres and economic development support and investment attraction. It also covers significant events, international relations and regional development and advocacy.

This portfolio is supported by sector specific portfolio areas:

- New and Emerging Industries (Clean Technology, Aviation, Resources, Communication Technology)
- Tourism, Sport and Major Events
- Health & Medical Precinct and Education.

Delivering a Natural Advantage to Business

The Delivering a Natural Advantage to Business package was designed to establish the region as an ideal place to invest. Council implemented a dedicated investment framework and business support package. The business investment framework was established to secure targeted and suitable investment and reinvestment in the regional economy.

The business investment framework is also designed to support existing businesses in the region that are looking to reinvest and expand their operations so that their investment remains in the region.

Specific initiatives that support local business include:

- Seasons of the Sun – brought together more than 500 of the region's food and beverage businesses under one brand
- Business Connect – one-on-one advice and support provided by accredited professionals. More than 60 businesses have received assistance since November 2011

- Business Ezy – e book information guide for operating a business in the region
- Business grants – available through council's Community Grants and Community Partnerships programs
- Business Local – workshops and advice on how to tender for council contracts.

Maroochydore Principle Activity Centre



In early 2012 council invested \$42 million to secure the Horton Park Golf Club land. Located in central Maroochydore, the 53 hectare land parcel will form the heart of the Maroochydore Principle Activity Centre.

Under the Maroochydore Principle Activity Centre Structure Plan, Maroochydore will become a best practice city centre with a mix of commercial, retail and residential development, parklands, community facilities, walkways and a public transport hub.

The purchase of the land allows council to accelerate the marketing and investment development of the Maroochydore CBD along with the job creation that is so important for the region.

Sunshine Coast University Hospital



Work has continued with the state government in developing a master plan for the University Hospital site at Kawana and council is advocating that funding of the hospital be brought forward. A Regional Health Panel has been established and is meeting on a monthly basis with state and local governments, the health sector, local developers and education representatives. Research has been commissioned to establish the training and educational needs associated with the health precinct development, from construction through to the operational phase.

Sunshine Coast Airport



A range of initiatives were implemented to continue the development of the airport.

Major focus areas have been:

- New route to Auckland
- Development of the aerospace precinct.

After two years of work and a committed partnership between Sunshine Coast Airport, Sunshine Coast Destination Limited, Auckland Airport, and Air New Zealand, plans were finalised for the new route to Auckland. New Zealanders account for 30% of international visitors to the Sunshine Coast and the flights are expected to add another 50,000 new room nights and provide a significant cash injection for the region.

Redesign of the Sunshine Coast Aerospace Precinct was also completed, precinct marketing continued and development commenced. The precinct is already home to progressive and globally-focused aviation companies which specialise in training and education, manufacturing, project management, charter services, mechanical design, emergency services, licensed maintenance and overhaul facilities and provides prime airside development opportunities for smart and innovative businesses.

In 2011-2012 the Sunshine Coast Airport also saw the implementation of fly-in/fly-out charters.

A new Temporary Local Planning Instrument for the Sunshine Coast Airport was introduced to provide a simpler process for the establishment of new businesses at the Airport.

Tourism events

Council invested \$1.9 million in major events and festivals such as the PGA, Noosa and Mooloolaba triathlons and the Caloundra Music Festival. These events and festivals attracted thousands of local, interstate and overseas visitors to the region – boosting the local economy. It is estimated that 36,000 people attended the PGA and 14,000 attended the Caloundra Music Festival. These two events generated revenue of approximately \$15 million for the region.

Strategy development

Work has commenced on a Major Events Strategy and a Rural Futures Strategy. Draft strategies have been developed for consultation

with stakeholders and both are expected to be finalised during 2012-2013.

Invigorating the region's economy

In June 2012 council adopted a budget aimed at invigorating the region's economy. The budget contained initiatives to stimulate economic activity and provide a better climate for local businesses. Initiatives to commence from July 2012 included:

- Pre-lodgement meetings held free of charge
- Reduced development application fees for commercial, business and industrial land use applications reduced by 5%
- Development application fees to receive a refund of 25% for the following land uses (where the use will commence within two years):
 - Office
 - Shop
 - Medical Centre
 - Showroom
 - Warehouse
 - General Industry
 - Light/Service Industry.

Bulcock Street Revitalisation, Caloundra



Work on the Bulcock Street Streetscape project continued to ensure that the heart of Caloundra remains commercially attractive while also creating a vibrant, safe and enjoyable place for locals and visitors. The project will provide visual and physical improvements to the city centre and streetscape environment along with improved safety, access and an active economical environment.

Ecological sustainability

Council has a local and global responsibility to current and future generations to protect and enhance the quality of our environment. Preserving our natural environment will ensure that the unique biodiversity of the Sunshine Coast is maintained. In planning for the future, council will lead by example in valuing, promoting and protecting the ecological and diverse values of the region and addressing key environmental issues such as climate change, waste management and healthy waterways.

Our emerging priorities

- The impact of climate change
- Our natural environment preserved for the future
- Viable ecosystems that maintain biodiversity values
- Healthy waterways and foreshores
- Innovative programs to protect our ecology
- Environmentally friendly infrastructure and urban design.

Our key achievements

Climate change

The implementation of the Climate Change and Peak Oil Strategy continued. This strategy helps council understand the impact of climate change and the actions it needs to take to create future resilience to climate change. It is supported by The Sunshine Coast Energy Transition Plan which details how council and the region can begin the transition to alternative energy sources.

Preserving the environment

The Environment Levy provides funds for acquisition of environmentally significant land, support of community partnerships and incentives and major/catalyst projects that respond to significant environmental issues.

A substantial land acquisition in the Obi Obi area has been finalised as part of the program and this acquisition protects a number of unique

ecosystems and consolidates a key wildlife corridor link.

Protecting biodiversity

The Sunshine Coast Local Government Pest Management Plan 2012-2016 has been completed and strategy implementation is continuing.

In addition, council has implemented the Roadside Declared Plant Program and Pest Animal Program. This delivered management programs for declared and environmental pest species to protect and enhance regional biodiversity values across the region.

Biodiversity Strategy

The implementation of council's Biodiversity Strategy continued and was promoted at World Environment Day in partnership with Environment Operations and Community Response teams.





Water sustainability

The Waterways and Coastal Foreshores Management Strategy continued to be implemented with the preparation of:

- Draft catchment and estuary management plans for the Noosa River and the Pumicestone Passage
- Draft Interim Coastal Management policy and Shoreline Erosion Management Plan are being developed.

Development and refinement of the Sunshine Coast Erosion Sediment Control Program also continued.

Waste minimisation

The Waste Minimisation Strategy was updated in June 2012. The strategy guides council's decision making and resource priorities for the future. It also maps out how council can reduce the need for landfill and help educate the community and increase the focus on recycling.

A new regional waste management contract is being developed and will be open for public tender when finalised.

Monitoring new development compliance

An improved electronic framework has been implemented and it increased council's capacity to monitor statutory and legislative planning, building, plumbing and operation works compliance. Erosion and sediment control compliance, in particular, has achieved significant improvements.

Buderim District Park



The final Buderim District Park Landscape Concept Plan was presented in May 2012 following consultation with residents and the wider community. The plan captured the vision for the new park to be:

A place of spectacle, nature, tranquillity, life and culture in the hearts of the people of Buderim and the Sunshine Coast. A place of varied landscapes and leisure experiences to be enjoyed by everyone.

The development of the park will occur in a number of stages over several years.

Cotton Tree Holiday Park



The amenity blocks at Cotton Tree Holiday Park received an \$800,000 upgrade which saw the demolition and replacement of the existing amenity block. The design of the new amenity block includes both a solar system (10Kw) and four 7300 litre water harvesting rain water tanks.

Northshore Community Centre



The Northshore Community Centre is a focal meeting point for the community, and includes: a hall with a small stage that can be separated into three meeting rooms, two offices, reception, commercial kitchen, multipurpose room and covered playground.

The design of the centre encompasses a wide range of sustainability principles including the use of rain water harvesting for irrigation of landscaping and toilet flushing. The centre has an automated climate control system which minimises the use of air conditioning and maximises natural ventilation. A 10kW solar power system makes the centre self sufficient during off peak periods.

Maroochy Wetlands Boardwalk



The Maroochy Wetlands Sanctuary boardwalk provides residents and visitors an opportunity to experience a view into the important role that tidal wetlands provide to our community.

From the council constructed boardwalk visitors can see how the wetlands provide fish habitats and support a wide variety of birds, mammals and crustaceans. Visitors can also learn how wetlands work to improve water quality, erosion protection and flood mitigation.

Council and community partners also joined together to undertake revegetation works in the Maroochy Wetlands Sanctuary.

Innovation and creativity

A culture of innovation and creativity will help brand the region, attract new investment and build on our competitive advantage. It will also ensure that the Sunshine Coast communities are able to respond positively to the challenges of the 21st century. Council will develop partnerships and alliances to drive innovation, while also developing arts and cultural opportunities to help foster and encourage creativity.

Our emerging priorities

- Partnerships and alliances that drive innovation
- The education sector as a catalyst for business development
- A creative and artistic region
- Council's working culture is dynamic, flexible and entrepreneurial.

Our key achievements

Partnerships

Partnerships and networks have been established to encourage innovation and sustainability. These include the Sunshine Coast Creative Alliance, Urban Design Advisory Panel, Sustainability Advisory Panel, Energy Transition Project Reference Group, Housing Affordability Taskforce, Noosa Biosphere Ltd, State Agency Transport Consultative Group, Transport Community Group and Cycling Reference Group.

Emerging skills needs

Work has been conducted with universities, TAFE and the Innovation Centre to assess skills needs in target sectors. Workforce development and business capacity building activities have been incorporated in priority sector plans including Resources, Health, and Aviation. Research has been commissioned to assess career pathways, training needs, and workforce requirements associated with major infrastructure projects and resource sector growth over the next 10 years.

Creative communities

A draft Creative Communities Plan has been developed and will be finalised during 2012-2013. The plan outlines the cultural planning process to guide the development of cultural facilities, services and programs across the region.

Council continued to support the Arts through the Regional Arts Development Fund. Council has formed collaborative partnerships with the Creative Alliance to launch SMART ARTS, and the Queensland Writers Centre and Queensland University of Technology to launch the NeoGeoGraphy project, the Sunshine Coast Art Prize, and Travelling Scholarship.

Other initiatives during the year focused on building the skills and networks of young artists, including AMPED, Homegrown and Raw Sounds Festival.

Community and Performance Venues Regional Plan

The Community and Performance Venues Regional Plan will provide strategic direction for council's community venues including the Events Centre Caloundra, Lake Kawana Community Centre, The J, Nambour Civic Centre, and second tier community centres. The plan is being finalised.

Public art



A Public Art Policy was endorsed by council in November 2011 to outline the framework and principles which guide the provision of public art in the Sunshine Coast region.

Council's working culture



In 2011 council conducted the first Organisational Climate Survey. This survey was a confidential way for staff to provide feedback on key topics like: what is important to council's performance, what does council do well and what are key areas for improvement.

Employees identified job satisfaction, work/life balance, skill retention, employee value and delivering a quality product or service as the most important areas. Employees celebrated the following aspects of council's culture: the safe working environment, supervisors' positive attitudes to workplace health and safety, team work and the willingness of supervisors to listen and respond to employees.

Keeping with council's continuous improvement culture the following key improvement areas were identified: retention of skilled employees, increasing employee value, greater cooperation across work areas, increasing trust and providing more career development opportunities.

Innovation in sports



The demand for potable water has reduced at Cooroy rugby league field thanks to an innovative irrigation system. The sporting fields now have access to a reliable and alternative water supply. The irrigation source and water storage facility holds 186,000L through the use of an onsite bore/pump and water tanks.

The \$643,000 project included landscaping, subsurface drainage, automatic irrigation system and fencing.

Night games can also be held at the venue thanks to a state government contributing \$142,000 to field lighting.

Council's culture supports and encourages innovation in the design and construction of all projects.

Health and wellbeing

An active and healthy community is resilient and enhances people's quality of life. Council plays a role in community wellbeing through safety initiatives, preventative health and education programs, provision of community sport and recreational opportunities and facilitating community interaction. It also has responsibility for ensuring the region's preparedness to deal with natural disasters.

Our emerging priorities

- Safe and healthy communities
- Active lifestyles.

Our achievements

Disaster management

The initial Sunshine Coast Local Disaster Management Plan has been completed and council coordinated the response to significant events in the region. The plan provides the community with the tools to ensure a timely and effective response, recovery and return to a safe environment following a significant event.

A Disaster and Emergency Management Hazard Risk Assessment Study and evacuation plans for the region were finalised and included in the new draft Sunshine Coast Local Disaster Management Plan.

Wellbeing Charter

The Wellbeing Charter guides the ongoing development of strategies and priorities to protect, preserve and enhance wellbeing on the Sunshine Coast. Council continued to implement the Wellbeing Charter.

An implementation plan is being drafted and will require approval from the state government. Activities under this initiative will continue through till the end of the 2013-2014 financial year in accordance with grant funding.

Sport and Active Recreation Plan

Council implemented the 2011-2012 activities from the Sunshine Coast Sport and Active Recreation Plan. The plan guides the current and future provision of sport and active recreation facilities and services (i.e. playing

grounds for football, cricket, equestrian, tennis) to meet the needs of the coast's diverse communities over the next 15 years.

Aquatic Plan

Council implemented the 2011-2012 activities from the Sunshine Coast Aquatics Plan. The plan ensures that maximum use is made of existing aquatic facilities and programs, and guides the planning, development and management of aquatic facilities across the region for the next 16 years.

Skate and BMX Plan

Council implemented the 2011-2012 activities from the Skate and BMX Plan. The plan recognises the significant role skate and BMX facilities play in the region's community infrastructure and guides council's decision making.

Quad Park Precinct

Quad Park Grandstand at Kawana has been constructed. The \$10 million complex is truly a regional facility and will firmly position the Sunshine Coast to host a wide variety of major sporting and entertainment events. The grandstand seats 1,000 people undercover and also houses change rooms, coach and medical rooms, a media box, public toilets, canteen and bar facilities.

Meridan Fields – Stage 2



Stage 2 of the Meridan Fields Sports Ground will deliver a significant improvement for spectators and locals enabling them to enjoy the sporting venue. Site drainage, improved pedestrian access throughout the facility, and grounds maintenance operations within the complex were undertaken.

Lions Park Fishermans Road, Maroochydore upgrade Stage 2



Maroochydore Lions Park is an important environmental and community recreation area located next to Eudlo Creek. Council is improving the park in accordance with the Maroochydore Lions Park - Landscape Concept Plan. Elements of the concept design that were delivered include: playground refurbishment, various new park shelters including barbeques and outdoor furniture and pedestrian pavements. Endemic plant species were revegetated and the turf was renovated.

Jasper Bentley Park, Nambour



Landscape and construction work was carried out at Jasper Bentley Park to ensure the park is an enjoyable place to visit and relax. The park received an \$82,000 makeover which included improved drainage, new playground element, new park shelter with picnic table and bench seat combo and landscape works.

Remediation works were carried out to improve the structural integrity of the retaining wall and ensure the safety of the space.

Mooloolaba Masterplan Park



The staged implementation of the Mooloolaba Spit Futures Plan has realised some significant improvements to the area. Some of the highlights have included the finalisation of Arthur Parkyn Park, undergrounding of overhead electrical cables, the Urunga Esplanade roundabout streetscape works, and the continued redevelopment of the open space areas within the Fisheries Precinct.

The plan when implemented will preserve the unique and fragile environmental characteristics of the Mooloolaba Spit for present and future generations, and achieve a balance between the diverse and competing land uses.

Girraween Sport Complex, Noosa



Girraween Sport Complex will meet the needs of a wide range of users, including but not limited to sporting organisations, schools, community groups, cyclists, tri-athletes and community members. The multi-stage development is nearing completion.

The sports field construction, which includes turfing irrigation and landscape works, was completed in 2011. Field lighting and entrance arch over the future criterium track is complete.

Social cohesion

Strong communities provide lifestyle choices, share ideas, provide mutual support, and celebrate their local identity and culture. Relationships between governments, community and business sectors build trust and encourage sharing of ideas and resources. Through its social planning strategies and programs, council will help develop a sense of identity and belonging, promote and encourage interactions, ensure equal opportunities and provide information to help strengthen community groups and networks

Our emerging priorities

- Equity and opportunities for all
- Strong community groups and networks
- A sense of identity and belonging

Our achievements

Positive Ageing Strategy

The Positive Ageing Strategy 2011-2016 was adopted by council in June 2011 and implementation began during the financial year. The strategy aims to maximise the benefits of an ageing population, working in partnership with other key agencies to address the changing needs of older people on the Sunshine Coast. Implementation is continuing, with identification of priorities.

Youth Strategy

In accordance with council's youth strategy, National Youth Week was celebrated in April 2012 and the theme for this year's celebration was Create-Imagine-Inspire. Several activities were successfully held across the coast including the *mmX.II youth art X-hibition* and the unveiling of the mural 'Community Spirit' by acclaimed local Aboriginal artist Jandamarra Cadd outside the Nambour Council Chambers.

Indigenous Reconciliation Action Plan

The Reconciliation Action Plan was endorsed by council in December. The plan is a reflection of council's commitment to improved relationships as endorsed by Reconciliation Australia.

Communications with Sunshine Coast Events Network (SCENE) on the Reconciliation Action Plan and the protocols on involving the Aboriginal and Torres Strait Islander community continued. Council maintains a role in the Sunshine Coast Indigenous Network (SCIN) group and the Black Swans (Indigenous Youth Group).

Community Events and Celebration Strategy

Council continued to implement the Community Events and Celebration Strategy. The SCENE 2012 program developed and the first of the workshop and networking evenings rolled out on April 2012 at Quad Park.

Festive Season Strategy



The Festive Season Strategy was successfully implemented during the year. Festive season activities and events included a regional Christmas tree trail, community carols events, New Year's Eve and Australia Day celebrations.

Affordable Living Strategy

Council continued to implement the priority actions from the Affordable Living Strategy including a review of council's website, preparation of an interactive illustration 'affordable living', updated fact sheets and information.

Fact sheets provide information on the seven affordable living outcomes. The fact sheets help the community to understand and adopt the seven principles of affordable living.

In addition the Bli Bli Land Housing Affordability Fund project has completed major infrastructure milestones and housing are now under construction.

Community grants

Council is committed to supporting not-for-profit organisations and groups to deliver vital programs and services to the community. For more information on grants provided by council please refer to council's financial reports or council's website.

Some of the grant programs offered include:

Community Grants Program

Not-for-profit community organisations can apply for up to \$50,000 to fund one-off projects that benefit Sunshine Coast communities.

Regional Arts Development Fund (RADF)

The RADF funding program is a partnership between council and Arts Queensland that supports the professional development and employment of artists and arts practitioners and the development of quality art and arts practice.

TravelSmart Grants Program

This initiative provides funding for projects that encourage people out of their cars and onto bikes, public transport, carpooling or walking.

Landholder Environment Grants

Private landholders can apply for a Landholder Environment Grant to help with conservation projects on their properties.

Libraries as Community Hubs

Libraries serve approximately 7,500 people every day, and have developed and implemented a range of service improvements and enhancements to increase their relevance to the community. These include events booking software, a single incoming phone number and increased self check service points. Membership drives have led to a 13% increase in membership. Research into a strategic regional plan for council's libraries has commenced.

New online CommunityHub

A major revamp of council's community information services website has commenced and promises to deliver a multimedia, interactive experience to users by the end of 2012.

The state-of-the-art CommunityHub will allow better communication between council, community groups and residents.

Community parks

Community parks help to foster a sense of identity and belonging within the local community by providing a place for people to come together. During the year council invested in community parks across the region.

Russell Family Park, Montville



The existing amenity and open space of the Russell Family Park continued to be built on with Stage 1 and Stage 2 of the Russell Family Park master plan. Stage 2 included a picnic shelter with accessible seating, stone faced seating walls, path connections to the existing network and gravel swale for improved drainage. The natural environment of the park was also enhanced with native tree and shrub planting, vegetation planting around the perimeter of the first pond and the construction of a viewing area.

Apex Park, Cooroy



Apex Park in Cooroy received an \$85,000 makeover which created more shade and a better use of the park space. The fencing of the park was rearranged during Stage 1 to ensure that the fencing was around the total playground footprint. This also provided more green open space in the park. Stage 2 included an upgrade to the old playground with the installation of a multi-age climbing structure and the relocation of existing play elements into the new fenced play area, a large double slide climbing structure to suit all ages, multi-level play elements, tunnels, climbers and activity panels.

Accessibility and connectedness

People of all ages and abilities need to get around the region simply and easily in order to conduct business and go about their daily lives. Providing excellent public transport and reducing people's dependence on the motor vehicle will be a significant challenge in our large and dispersed region and council will focus on opportunities to contribute to and champion this outcome. By enhancing accessibility and communication networks, council will help to better share information, reduce our environmental footprint, create wealth and become more involved in community life.

Our emerging priorities

- A transport system that allows ease of movement
- Better public transport
- Affordable access to contemporary communication services
- A community that recognises the importance of universal access and equity.

Our achievements

Sunshine Coast Sustainable Transport Strategy

In February 2011 council adopted the Sunshine Coast Sustainable Transport Strategy 2011-2031 as the key document to guide the council in future transport planning and management decisions. The strategy works towards delivering efficient, integrated transport networks to reduce the region's reliance on fossil fuels and to lower greenhouse gas emissions.

In partnership with Translink and the Department of Transport and Main Roads, council is utilising the transport levy funds to promote reduced car use and to trial a range of public transport services. A report on the Public Transport Levy, containing an indicative five year program, was presented to council in June 2012. A draft Public Transport Plan is under preparation.

During 2011-2012 liaison continued with local and state transport agencies to deliver public transport improvements.

Active Transport Plan

The Active Transport Plan is one component of the Sunshine Coast Sustainable Transport Strategy. The plan sets out the strategic plan for walking and cycling on the Sunshine Coast. Active transport modes like walking and cycling play an important role in creating a sustainable transport system for the Sunshine Coast.

Busing about our community



From Monday 26 December 2011 to Sunday 8 January 2012, council in partnership with TransLink, provided free public transport for everyone on the coast. The aim of the program is to increase patronage on public transport services and reduce traffic congestion across the coast.

The Noosa Transit Centre, Noosa Junction, was also completed in 2011 to deliver more efficient transport for locals and visitors, and to help alleviate traffic congestion.

In addition, an annual bus shelter upgrade program is being implemented to ensure that council complies with federal government requirements.

Tucker's Creek Bridge access to Mooloolaba



The duplication of Tuckers Creek Bridge commenced in April 2012. The new bridge will provide an additional two lanes to the southern gateway to Mooloolaba, along with improved pedestrian, bicycle and bus lanes. The final streetscaping will further enhance the village feel of this popular beachside destination and make it safer and easier for coast locals and visitors to access Mooloolaba.

All weather access the Hinterland



The replacement and upgrade of bridges at Whites Road Landsborough, Fisher Road Crohamhurst and Meyricks Road Glasshouse Mountains will serve generations to come, providing them with flood resistant infrastructure and all weather access.

National Broadband Network

National Broadband Network Brownfield roll out of fibre was announced in March 2012 to five locations. The network will connect over 90,000 premises in the region between April 2012 and June 2015. Interim satellite services commenced in July 2011. Three new

development areas went live in June, July and August 2012.

NBN Co and Ericsson will investigate suitable sites for the Fixed Wireless deployment. An investment facilitation plan being developed to support and facilitate the national broadband network fibre roll out in the region.

Access and Inclusion Plan



The Access and Inclusion Plan was endorsed by council in November 2011. The plan identifies ways to provide better access and inclusion opportunities across the Sunshine Coast to benefit the whole community. It aims to reduce the social, physical and economic barriers that may inhibit or prevent participation in civic and community life by any member of the public.

Key issues addressed in the plan include: the importance of working to ensure public places have access that accommodates parents with prams and small children, the ageing population, young people and people with disabilities and mobility issues. Other important issues, such as parking and transport through to planning and services, are also addressed.

Implementation has commenced, with a monitoring and reporting framework being developed to ensure that priorities are met. Council is currently undertaking many services, programs and infrastructure projects that deliver on its commitment to inclusion. An external working group has also been developed – Sunshine Coast Access and Advisory Network (SCAAN) – with the aim of ensuring the plan remains relevant to the community throughout implementation.

With the support of the Department of Families, Housing, Community Services and Indigenous Affairs, council installed eight new pool hoists and upgraded amenities to improve disability access to aquatic centres.

Coastal pathway



The construction of the Tripcony Coastal Pathway links Golden Beach to the rest of Caloundra, allowing pedestrians and cyclists to enjoy the views of Bribie Island across the Pumicestone Passage.

The project included: two 3-metre wide timber bridges, which will span the creeks, two 3-metre wide concrete pathways and gateways.

The pathway is a breathtaking nine-kilometre stretch of paths that meanders along Caloundra's beaches from Bells Creek in the south to Point Cartwright in the north.

With sights such as a lighthouse, lakes, creeks and surf beaches along the Coastal Pathway, this scenic trail is a great reason to get out and about and explore Caloundra's natural beauty.

Managing growth

Managing growth on the Sunshine Coast positively contributes to the diverse lifestyle choices available to our community. The protection of our environmental, open space, heritage and community values are integral to our future. Council will pursue balanced planning and partnerships with developers, builders, designers and the community to deliver a high quality built environment within an outstanding natural environment.

Our emerging priorities

- The areas for growth and renewal are clearly defined
- The heritage and character of our communities is protected
- Well designed and beautiful places
- Timely and appropriate infrastructure and service provision
- Council's services and assets meet the needs of our growing community.

Our achievements

Draft Sunshine Coast Planning Scheme complete

The Draft Sunshine Coast Planning Scheme has now been developed and submitted to the state government for formal review. Further consultation is continuing with the Department of State Development, Infrastructure & Planning and various state agencies to progress the scheme through the review process. Consultation with the new council has commenced.

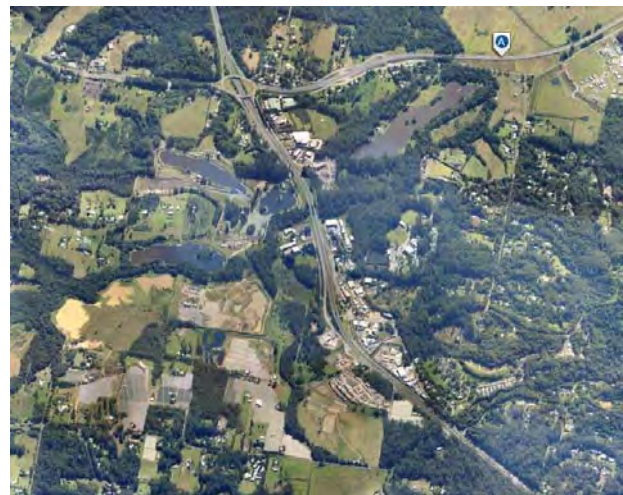
Plans for centres and towns

Structure plans for Maroochydore (gazetted in December 2010), Palmview (gazetted in November 2010), Kawana Town Centre (council endorsed in June 2012) and Caloundra South (council endorsed in October 2010) continued.

A Temporary Local Planning Instrument No1 (TLPI) for Kawana Waters came into effect in late 2011 to help expedite planning and development at Kawana Waters.

A number of master plans are either completed or planning/implementation has commenced. These include Nambour Hub, Coolum Village Centre, Noosa Junction, Maleny Community Precinct, Caloundra Main Street and coastal path.

Forest Glen Town Planning Amendment



The Forest Glen community will see a number of improvements with the amendments to the Maroochy Plan 2000 and the adoption of the Forest Glen Town Planning Amendment. Benefits of the changes include a new future link road between Sunshine Coast Grammar School and Mons Road. Under the amendment additional land has also been allocated in the special purpose precinct for educational and retirement village purposes.

State Planning Legislation and supporting policies

Regional advocacy forums and meetings have focused on improving the processes associated with plan making and development assessment for activity centres. Submissions have been made to the federal government on the "Sustainable Population Policy for Australia - Issues Paper" and the discussion paper on "Our Cities - building a productive, sustainable and liveable future".

New Queensland Coastal Plan

The Queensland Coastal Plan has been reviewed in detail and preparations have commenced to fulfil council's obligations to implement the plan. The state government has initiated two reform processes, the Queensland Coastal Plan and the Planning Reform.

Heritage register

The preparation of a Heritage Register for the Sunshine Coast is progressing and the register will provide base information for the new Sunshine Coast Planning Scheme. The draft Sunshine Coast Planning Scheme includes provisions to protect the places, values and significant regional landscape of the Sunshine Coast Region.

Social Infrastructure Strategy

Implementation of the Social Infrastructure Strategy continued with the key actions being completed. This included the incorporation of the community hub concept into the draft Sunshine Coast Planning Scheme, reviewing the 10 year capital works program, and planning for social infrastructure in Kawana and Maroochydore.

Open Space Strategy

Council continued to implement the Sunshine Coast Open Space Strategy. This strategy is a long term planning document for recreation parks, sports grounds and recreation trails. It also informs the management principles of the environment reserves managed by council.

Place Making

Council also adopted a Place Making Charter in October 2010. The aim of the charter is to ensure the protection of the Sunshine Coast character and quality of life for the diverse range of communities and places. It achieves this through understanding of the values, needs and aspirations of the community.

Training on Place Making is being rolled out across the organisation to provide staff with the knowledge and on how to embrace Place Making as a new way of thinking.

Noosa Junction – Arcadia Walk



The character of the Noosa Junction community has been enhanced and protected with stage 1 of the Arcadia Street upgrade. Completed in November 2011, the upgrade involved raising the pedestrian crossing at the eastern end of Arcadia Street and installing new timber trellis structures which integrate art work and provide more seating in this popular area. The character of the area was further enhanced by replacement tree planting and new footpath treatments.

Beerwah State School car park



Council partnered with the Beerwah State School community and Education Queensland to design improvements to the Beerwah State School car park. Council then undertook works including reconstructing median islands, new footpaths and fences, resheeting the carpark with asphalt and new line marking to cater for traffic flows in this growing community. This project resulted in better traffic management of bus services, drop off parking zones and general parking.

Sippy Downs Drive



The Sippy Downs Road Project involves connecting the section of Sippy Downs Drive, to the shared boundary of the Sunshine Coast University and Siena Catholic College. Works included the removal of the existing roundabout at Stringybark Road and construction of a fully signalised intersection with dedicated turning lanes.

When completed, Sippy Downs Drive will have two traffic lanes in each direction, an on-road bicycle lane, parallel parking bays and a four metre wide pathway. A landscaped central median will also be constructed.

Memorial Drive Eumundi



Memorial Drive in Eumundi received a \$60,000 makeover with the construction of approx 100m² of decorative concrete path and upgraded garden areas.

Coolum Village Streetscape



The Coolum Village Streetscape Plan is a multi-stage project with a strong place making focus. The plan aims to preserve the elements that make Coolum unique whilst enhancing the growing Village and improving pedestrian, cycle and vehicular safety.

Stage 2 involved the construction of a new public amenities building in Tickle Park,

together with improved pedestrian links including wider footpaths and landscaped gardens.

Stage 3 saw the construction of a new roundabout at the intersection of Birtwill Street and David Low Way along with major streetscaping improvements. Work included

roadwork and drainage upgrades, new pedestrian and cycle pathways, new seating and bicycle racks and future integrated public artwork.

Great governance

Council aspires to be recognised as a highly regarded and reputable organisation. We have an obligation to show leadership and engage with the community, operate according to the law, ensure professional and ethical standards and plan services to meet the needs of current and future generations. Great governance will allow council to achieve these goals and build community trust and pride in our organisation.

Our emerging priorities

- Ethical, accountable and transparent decision-making
- Effective business management
- Strong financial management
- Highly skilled, engaged and valued workforce
- Advocacy and partnerships
- An informed and engaged community
- Excellence in customer service.

Our achievements

Open and transparent decision making

Council implemented a new system for making decisions to enhance openness and transparency. The system enables all councillors to be involved every step of the way by holding an agenda review meeting a week prior to the council meeting. This allows all councillors to ask questions on reports and gain additional information to make informed decisions at the council meeting.

This system also allows the seven new councillors to gain experience in the operations of a regional council and compliments council's portfolio system.

The portfolio system allocates specific responsibilities to each councillor based on key strategic focus areas. These portfolios set the strategic direction of council for the next four years.

Contracts Governance Committee

The Contracts Governance Committee, which deals with contracts greater than \$150,000, approved 73 tenders collectively valued at \$75 million. The committee established, varied or extended 127 contracts collectively valued at \$115 million. These contracts facilitate the fast delivery of the capital works, operational and service delivery programs in an open, transparent and mature probity environment. The key focus is maximising commercial, environmental and social outcomes and contributing to the local economy while generating local employment.

Significant savings

Council established a three-year \$20 million electricity supply contract that will deliver savings of \$595,000 each year until 2014.

The Quarries Business provided internal customers with a product valued at \$5 million at cost, saving \$2 million at external prices.

Policy framework

A comprehensive policy framework was adopted. This framework sets the new strategic policy direction for council. Woven into the framework are environmental, social, economic and sustainability principles.

Legislative compliance

New legislation, including the Information Privacy Act, the Right to Information Act, the Local Government Act and the Integrity Act, were introduced and awareness programs conducted to support the implementation of this legislation.



Financial sustainability plan

The Financial Sustainability Plan 2010-2020 outlines the high level financial policies, commitments, positions, and parameters that guide the development of service levels, rating and other income, expenditure, and treasury management.

Commercial operations

Council has completed a comprehensive review of its commercial businesses and resolved to apply national competition policy reforms. A Competition Reform Compliance Policy was endorsed in 2012 to establish a compliance framework which outlines annual requirements in relation to competition policy principles.

Corporate and business entities

Council operated the following Corporate Entities: Noosa Biosphere Ltd, Quad Park Corporation and Sunshine Coast Events Centre.

New local laws

Council approved a suite of local laws based on the outcomes from submissions received and feedback from state and public interest checks. Local laws provide for the good governance of the coast's diverse communities. They replace the existing local laws for the region, providing one functional, easy to understand, enforceable and contemporary suite of local laws.

Online services

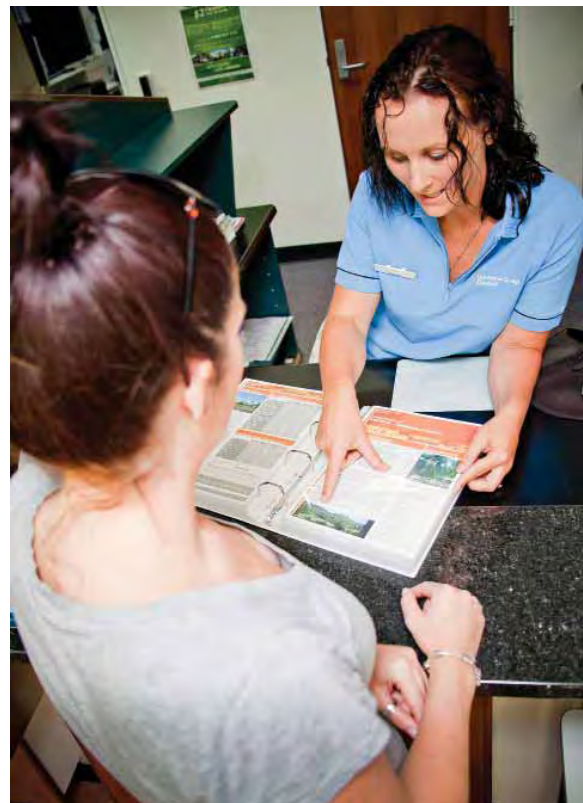
Council launched several online modules as part of its eBusiness strategy, providing customers with more ways to access their information and communicate with council by facilitating a range of 24/7 self-service interactions.

The new services improve the way the community engages with council by simplifying processes for bill payment, licenses, permits and requests. Customers now have an alternate method for these transactions, adding to phone, online chat and customer contact centres.

Council has also developed the CommunityHub, which provides an interactive, one-stop shop for community groups and the opportunity for community members to engage interactively with council and each other.

Value and Success Program

Council's Value and Success Program continued with the drafting of guidelines and tools to support the implementation of service planning and the review process. An assessment of service levels and performance, based on completed Service Output Statements, was presented to the Chief Executive Officer in April 2012. Departmental reports and improvement recommendations were presented to the Executive Directors in June 2012.



Performance management

A Performance Management Policy was endorsed in 2012 and outlines the performance management process that applies to all council employees.

Performance management profiles were developed and are in place for the majority of

employees. Learning and development programs are being incorporated into the performance management profiles.

Development services

Continuous improvement in relation to development services saw a reduction in timeframes for development applications, offering new services in the Plumbing Services Branch such as the 24 hour inspection service and dealing with vegetation protection under a new Temporary Local Planning Instrument.

Networks and partnerships

Networks and partners currently include Transport Community Group, Housing Affordability Task Force, Waste Management Task Force, Sustainability Advisory Panel, Urban Design Advisory Panel, Cultural Heritage Reference Group, International Relations Panel, Energy Transition Project Reference Group, Rural Futures Task Force and Cycling Reference Group.

In addition the Sunshine Coast Partnership will assist in the delivery of the Sunshine Coast Community Plan.

Corporate governance

Council's governance practices aspire to be highly regarded and reputable. Council's governance practices are aligned to a governance framework which supports strong integral leadership, transparent and accountable systems and processes, and a high level of engagement with our community.

Our governance framework was developed in consultation with the Queensland Audit Office and ensures good governance practices and procedures within the organisation. The framework focuses on:

- organisational accountability, needs and aspirations
- clear and objective strategic thinking
- ethical decision making
- the importance of the community as a key stakeholder
- the effective discharge of responsibilities
- fiscal responsibility
- council's commitment to good governance and continuous improvement.

Council is bound to act within a legislative framework which includes federal and state legislation. The major laws governing council and its operations from a governance perspective are:

- *Local Government Act 2009*
- *Information Privacy Act 2009*
- *Right to Information Act 2009*
- *Public Sector Ethics Act 1994*
- *Crime and Misconduct Act 2001*
- *Judicial Review Act 1991*
- *Workplace Relations Act 1996*
- *Public Interest Disclosure Act 2010.*

Council also has a range of strategic and organisational policies that guide decision making and operational activities.

Risk management

Council has developed an Enterprise Risk Management Framework to assist in identifying risks and opportunities in all aspects of council operations. The framework is based on AS/ NZS/ISO 31000:2009 which is an international standard for risk management. The framework is underpinned by a range of risk assessment tools to allow for practical risk management considerations to be applied to council activities.

Audit Committee

The overall objective of the Audit Committee is to assist the Sunshine Coast Council and the Chief Executive Officer to discharge their duties in accordance with the Audit Committee Charter:

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

The Audit Committee was comprised of councillors and independent external representatives as follows:

- Mr Peter Dowling AM (Independent Chair)
- Mr Len Scanlan (Independent Member)

- Cr Tim Dwyer
- Cr Chris Thompson.

Key activities undertaken by the Audit Committee during the year include:

- monitor the Financial Statement preparation process and review the draft Financial Statements prior to certification
- oversee governance reporting including risk management and workplace health and safety
- review both external and internal audit plans, reports and recommendations.

External Auditors, Executive Directors and Internal Auditors also attend meetings and contribute towards a culture of continuous improvement. The Audit Committee reports to council.

[Audit and Assurance](#)

The Audit and Assurance team conduct activities in accordance with best practice principles including guidance issued by the Institute of Internal Auditors. Activities for the period July 2011 to June 2012 covered revenue and expenditure control processes and the provision of advice and assistance to council staff.

Statutory information

Councillor remuneration

Remuneration percentage for period 1 July 2011 to 31 December 2011 was:

(1) the mayor be remunerated at 138.75% of the salary payable to a Member Queensland Legislative Assembly

(2) the deputy mayor be remunerated at 96.25% of the salary payable to a Member Queensland Legislative Assembly

(3) each councillor be remunerated at 85% of the salary payable to a Member Queensland Legislative Assembly.

Remuneration percentage for period 1 Jan 2012 to 30 June 2012 was:

(1) the mayor be remunerated at 140% of the salary payable to a Member of the Queensland Legislative Assembly

(2) the deputy mayor be remunerated at 97% of the salary payable to a Member of the Queensland Legislative Assembly

(3) each councillor be remunerated at 85% of the salary payable to a Member of the Queensland Legislative Assembly.

Note: amalgamation loading is payable to the mayor, deputy mayor and each councillor from 1 January 2012 until the conclusion of the 2012 Local Government elections.

Councillor remuneration and allowances – continuing councillors

1 July 2011 to 30 June 2012

Councillor	Salary	Amalgamation Loading (\$)	Employer Superannuation (\$)
Cr Dwyer	128,928	2,628	15,787
Cr Thompson	116,555	2,314	14,264
Cr McKay	115,099	2,314	14,090
Cr Dickson	115,099	2,314	14,090
Cr Hungerford	115,099	2,314	14,090
Cr Green	115,099	2,314	14,090

Councillor remuneration and allowances – outgoing councillors
1 July 2011 to 11 May 2012

Councillor	Salary	Amalgamation Loading (\$)	Employer Superannuation (\$)
Mayor Abbot	166,551	3,798	20,442
Cr Grosskreutz	101,648	2,314	12,475
Cr Jones	101,648	2,314	12,475
Cr Blumel	101,648	2,314	12,475
Cr Griffin	101,648	2,314	12,475
Cr Tatton*	101,648	2,314	0
Cr Brennan	101,648	2,314	12,475

Councillor remuneration – incoming councillors
14 May 2011 to 30 June 2012

Councillor	Salary	Employer Superannuation (\$)
Mayor Jamieson	22,155	2,659
Cr Baberowski	13,451	1,614
Cr Cox	13,451	1,076
Cr O'Pray	13,451	1,614
Cr Robinson	13,451	1,076
Cr Rogerson	13,451	1,614
Cr Wellington*	13,451	0

*Cr Tatton and Cr Wellington opted not to participate in a superannuation scheme.

Councillor expenses

Councillors' Expenses Reimbursement and Provision of Facilities Policy sets the parameters to authorise the payment of reasonable expenses incurred, or to be incurred, by councillors; and provide facilities, including administrative support staff, to assist councillors to discharge their duties and responsibilities, having regard to local circumstances (for full details see Councillors' Expenses Reimbursement and Provision of Facilities Policy at end of Statutory section). Councillors have discretion to expend annually budgeted amounts in accordance with the policy without resolution of council.

For the period 1 July 2011 to 28 June 2012 the budget allocation for mayor and each councillor was:

Category 1 – \$4,400 per councillor*

- registration, travel, accommodation, meals and incidental expenses incurred by attendance at conferences, workshops and seminars
- membership of, and subscription to, professional or industry associations and industry journals where relevant to a councillor's portfolio
- new council/councillor orientation programs.

**NB – unspent Category 1 expenses from 2010-2011 were rolled over into the 2011-2012 budget.*

Category 2 – \$1,000 per councillor

- the provision of food or beverages
- for divisional community engagement activities
- to demonstrate appreciation to the community
- the provision of token corporate gifts and remembrance wreaths.

Councillors were also provided with a council owned vehicle for official business.

Councillors may access private use of the vehicle with council reimbursed for expenses

associated with such private use. The amount to be reimbursed is calculated as 50% of the Fringe Benefits Tax (FBT) that would be applicable for the vehicle calculated annually; or based on the average private use over a three month period substantiated by log book details. It should be noted that council adopted a new Councillors' Expenses Reimbursement and Provision of Facilities Policy on 28 June 2012 in which private use of vehicle calculations were changed and are no longer linked to FBT.

In addition, councillors were provided administrative and secretarial support, office amenities and business and communications tools. Councillor support staff are employees of council and are subject to council's usual terms and conditions of employment. Office accommodation and associated facilities are provided for councillors at council owned or leased premises in Caloundra, Nambour, Maroochydore and Tewantin.

Business and communication tools are of the same standard as those available to senior management and remain the property of council. Councillors, with the exception of the mayor, are entitled to have council business related mobile phone and/or Blackberry charges paid by council except for 5% of the call charges which are recognised, in principle, as personal call costs. Councillors are invoiced on a periodic basis for the costs attributable to personal calls. If it becomes evident that 5% is insufficient for any individual councillor, this amount may be reviewed. It is recognised that community expectations and demands on the mayor are such that generally all mobile phone and/or Blackberry charges are deemed to be council business

Councillor expenses continuing councillors
1 July 2011 to 30 June 2012

Councillor	Expenditure (Category 1)	Expenditure (Category 2)	Total Expenditure
Cr Dwyer	3,200	954	4,154
Cr Thompson	4,785	662	5,447
Cr McKay	1,289	854	2,143
Cr Dickson	1,980	510	2,490
Cr Hungerford	1,026	499	1,525
Cr Green	6,533	998	7,531

Councillor expenses outgoing councillors
1 July 2011 to 11 May 2012

Councillor	Expenditure (Category 1)	Expenditure (Category 2)	Total Expenditure
Mayor Abbot	1,138	575	1,713
Cr Grosskreutz	1,257	852	2,109
Cr Jones	2,197	761	2,958
Cr Blumel	586	965	1,551
Cr Griffin	115	755	870
Cr Tatton*	0	999	999
Cr Brennan	1,140	586	1,726

*Cr Tatton did not have any category 1 expenses for the 2011-2012 financial year

Councillor expenses incoming councillors
14 May to 30 June 2012

Councillor	Expenditure (Category 1)	Expenditure (Category 2)	Total Expenditure
Mayor Jamieson	318	79	397
Cr Baberowski	40	0	40
Cr Cox	0	0	0
Cr O'Pray	40	136	176
Cr Robinson	40	64	104
Cr Rogerson	651	0	651
Cr Wellington	0	0	0

Councillor meeting attendance

From July 2011 to April 2012 council meetings comprised of committee meetings, ordinary meetings, special meetings and strategic discussion forums.

The Strategy and Planning Committee had a membership comprising five councillors and the mayor.

Strategy and Planning Committee	
July 2011 to April 2012	
Meetings held: 9	
Councillor	Member attendance *
Mayor Abbot	4
Cr Grosskreutz	5
Cr Jones	7
Cr Hungerford	7
Cr Griffin	8
Cr Green	7
Councillor	Non-member attendance #
Cr Blumel	0
Cr Brennan	2
Cr Dickson	1
Cr Dwyer	3
Cr McKay	6
Cr Tatton	2
Cr Thompson	1

*Statutory obligation for Committee members to attend.

#Non members attend meetings at own discretion. It is not a statutory requirement for non-members to attend.

The Performance and Service Committee had a membership comprising seven councillors and the mayor.

Performance and Service Committee	
July 2011 to April 2012	
Meetings held: 9	
Councillor	Member attendance *
Mayor Abbot	7
Cr Dwyer	8
Cr Thompson	8
Cr McKay	8
Cr Dickson	6
Cr Blumel	8
Cr Tatton	9
Cr Brennan	9

Councillor	Non-member attendance #
Cr Green	2
Cr Griffin	3
Cr Grosskreutz	0
Cr Hungerford	8
Cr Jones	4

*Statutory obligation for Committee members to attend.

#Non members attend meetings at own discretion. It is not a statutory requirement for non-members to attend

The Ordinary Meeting has a membership comprising all councillors and the mayor.

Ordinary Meetings	
July 2011 to April 2012	
Meetings held: 11	
Councillor	Member attendance *
Mayor Abbot	8
Cr Blumel	11
Cr Brennan	10
Cr Dickson	8
Cr Dwyer	9
Cr Green	9
Cr Griffin	10
Cr Grosskreutz	7
Cr Hungerford	10
Cr Jones	9
Cr McKay	9
Cr Tatton	11
Cr Thompson	9

*All councillors are required to attend Ordinary Meetings

Special Meetings	
July 2011 to April 2012	
Meetings held: 1	
Councillor	Member attendance *
Mayor Abbot	1
Cr Blumel	0
Cr Brennan	1
Cr Dickson	1
Cr Dwyer	1
Cr Green	1
Cr Griffin	1
Cr Grosskreutz	0
Cr Hungerford	1
Cr Jones	1
Cr McKay	1
Cr Tatton	0
Cr Thompson	1

*All councillors are required to attend Special Meetings.

Strategic Discussion Forums	
1 July 2011 to 7 Nov 2011	
Meetings held: 4**	
Councillor	Member attendance*
Mayor Abbot	2
Cr Blumel	4
Cr Brennan	4
Cr Dickson	2
Cr Dwyer	2
Cr Green	3
Cr Griffin	4
Cr Grosskreutz	1
Cr Hungerford	4
Cr Jones	3
Cr McKay	3
Cr Tatton	3
Cr Thompson	3

*No statutory obligation to attend Strategic Discussion Forums. Councillors notify any absences and reasons for such. These may include competing diary commitments, medical leave, annual leave, professional development and personal commitments.

**Limited number of strategic discussion forums held due to the upcoming council elections

From May 2012 to June 2012 the council meeting structure changed and now comprises of ordinary meetings, special meetings and strategic discussion forums.

Ordinary Meetings	
May 2012 to June 2012	
Meetings held: 2	
Councillor	Member attendance *
Mayor Jamieson	2
Cr Baberowski	2
Cr Cox	2
Cr Dickson	2
Cr Dwyer	2
Cr Green	2
Cr Hungerford	1
Cr McKay	2
Cr O'Pray	2
Cr Robinson	2
Cr Rogerson	2
Cr Thompson	1
Cr Wellington	2

*All councillors are required to attend Ordinary Meetings

Special Meetings	
May 2012 to June 2012	
Meetings held: 2	
Councillor	Member attendance *
Mayor Jamieson	2
Cr Baberowski	2
Cr Cox	2
Cr Dickson	2
Cr Dwyer	2
Cr Green	2
Cr Hungerford	2
Cr McKay	2
Cr O'Pray	2
Cr Robinson	2
Cr Rogerson	2
Cr Thompson	2
Cr Wellington	2

*All councillors are required to attend Special Meetings.

Conduct and performance of councillors

To ensure appropriate standards of conduct and performance are maintained by councillors, a code of conduct has been adopted and a process is in place to deal with complaints.

The Code of Conduct for Councillors sets out the standards of behaviours expected of councillors of Sunshine Coast Council. The requirements of the code are in addition to the roles, responsibilities and obligations of councillors set out in the *Local Government Act 2009*.

During the year, three complaints were made to council's Chief Executive Officer in relation to misconduct. These complaints were referred to the Department of Local Government and Planning's Chief Executive.

One complaint was received in relation to the conduct or performance of a Councillor. This complaint was assessed as constituting neither misconduct nor inappropriate conduct and no further action was taken.

Remuneration packages to senior contract employees

Council has five senior contract employees reporting to the Chief Executive Officer (four Executive Directors, one Director).

CEO and senior contracted employees	Total remuneration package
1	\$350,000 – \$390,000
5	\$190,000 – \$250,000

Equal employment opportunity

Council is committed to a policy of equal employment opportunity (EEO), fair treatment and non-discrimination for all existing and future employees. EEO is based on the principle that all employees have the right to equality of opportunity and fair treatment in employment.

Council recognises the benefits of workplace diversity and presented an ongoing commitment to furthering the principles of EEO.

Cohesive workforce

Council strives to be an equal opportunity employer, achieved through smart and focused recruitment strategies. Equal employment opportunity data collection has recently been introduced to assist in identifying opportunities for people from target areas in forthcoming years.

During the 2011-2012 year, council undertook a staff census to capture EEO statistics and relevant information. An analysis of the data established that:

- The ratio of employees identifying as Aboriginal and Torres Strait Islander is 1% which is under the 2% of people identifying as Aboriginal or Torres Strait Islander across the Sunshine Coast region. Council will continue to focus on employment opportunities for Aboriginal and Torres Strait Islander people

- Just over 1% of the workforce identified as a Person with a Disability or a person from a Non English Speaking Background
- The workforce gender balance is 50/50.

Council aims to attract and engage people to deliver great outcomes for the Region. Involvement in government funded employment schemes has enabled council to continue our ongoing commitment to employing long term unemployed, young people and indigenous and disabled peoples. This in turn has assisted in securing funding for traineeship programs targeted towards disadvantaged groups.

We have established new relationships and strengthened existing networks with local training providers, as well as state and federal government agencies and increased our presence in schools across the region.

Council offers a variety of work options including flexible working hours, rostered days off, part-time, job share arrangements and opportunities to work from home. This enables council to meet the needs of its contemporary workforce whilst also meeting customers' and residents' needs.

Council provides generous leave entitlements for employees such as mid-career breaks, study, parental and cultural leave. This allows employees to access leave for a range of reasons, with little disruption to the continuity of their employment.

Attractive employer, skilled workforce

Council has a reputation as an attractive employer with more than 3,000 applicants attracted by the diversity of positions offered during 2011-2012. This applicant base included graduates, apprentices, trainees and students who were requesting work experience and vacation employment opportunities.

We provide opportunities for all employees who do not currently have nationally recognised qualifications to undertake up-

skilling to benefit themselves and council. Our learning and opportunities suite has been expanded to include new Diploma qualifications in Sustainability, Project Management and OH&S (Advanced Diploma level).

Delivered learning outcomes

- 160 employees, 8% of staff, achieved a Certificate IV or Diploma level qualification by means of the Strategic Investment Fund, a jointly funded program between council, the Local Government Association of Queensland and the Queensland Government
- 336 employees, 16% of staff, undertook leadership training customised to their level within the organisation
- 439 employees, 22% of staff, undertook professional development training.

Safe and healthy workforce

Council is a committed Zero Harm – Great Health organisation aiming to create a workplace that is injury, illness and incident free. Under our FRESH program, we deliver programs that promote a healthy and active way of life for all employees, aimed at reducing the risk of accidents and workplace incidents.

Key results

- Promoted active and healthy lifestyle approaches under the FRESH (Fit Relaxed Energised Safe Happy) program
- 989 employees, 49% of staff, participated in workplace health and safety learning and development training packages
- Provided support to staff via WorkCover and occupational health and rehabilitation services to prevent re-injury
- Continued to monitor the Lost Time Injury Frequency Rate (LTIFR) as well as Duration Rates to assist the improvement of safety across the organisation.

Council's commitment to workplace health and safety is confirmed by the very positive responses expressed by employees in the 2011 Organisational Climate Survey. Employees indicated that council performs well in the provision of a safe work environment, with health and safety being a top priority when performing job responsibilities. These results reinforce the Zero Harm – Great Health culture, and reflect the strong commitment by the organisation to this philosophy.

Code of Conduct

Council delivered an extensive training program for all employees around its new Code of Conduct which was introduced in July 2011. In the period 1 July 2011 - 1 July 2012, 120 two hour training sessions were conducted by an external provider.

Registers open for inspection

Council makes the following registers available for public inspection:

- Local law
- Roads map and register
- Cost recovery fees and commercial charges
- Local government delegations
- Councillor's register of interests
- Regulated dog
- Registered animal
- Environmentally relevant activities
- Waste transporters
- Register of beneficial enterprises.

Changes to tenders

Contract Number 334101, Supply and Installation of Emergency Generator at Caloundra Administration Building:

Tender specifications were revised and altered following tender box close. All tenderers were invited to submit a best and final offer for the altered specifications.

Contract Number 1112140, Bulcock Street Streetscape Works Stage 2 – Village Laneway Construction Works:

Tender specifications were revised and altered following tender box close. Compliant tenderers were invited to submit a best and final offer for the altered specifications.

National competition policy

Council conducted the following business activities during the 2011-2012 financial year:

- Waste & Resources Management
- Sunshine Coast Airport
- Sunshine Coast Holiday Parks
- Quarries

Significant business activities that applied the competitive neutrality principle were Waste & Resources Management and Sunshine Coast Airport. There were no new significant business activities.

Council referred a competitive neutrality complaint from Waste Contractors and Recyclers Association of Queensland about council's conduct and pricing of bulk recycling services to commercial customers to the Queensland Competition Authority in April 2011.

In July 2011, the Queensland Competition Authority issued an investigation notice to council. Council has provided numerous responses to information requests and submissions to the investigation.

The Queensland Competition Authority issued its Final Investigation Report in June 2012. Council is considering the report and will make a decision whether to implement the Queensland Competition Authority's recommendations during 2012-2013.

No reports on references made to Queensland Competition Authority under part 3 of the Local Government (Beneficial Enterprises and Business Activities) Regulation 2010 were received by council in the 2011-2012 year.

Council's business activities are not accredited under part 4 of the Local Government (Beneficial Enterprises and Business Activities) Regulation 2010.

General complaints process

Council is committed to dealing with complaints fairly, confidentially, promptly and in a respectful manner. It is also committed to providing a superior level of service to its customers, and to open and transparent government. Council aspires to provide a level of service and conduct in a way that does not attract complaints. However, where a customer is not satisfied, council is equally committed to the prompt and efficient resolution of complaints.

Council provides access to the Complaints Management Process to all staff, rate payers and other customers. Council places the document on its intranet site and its website,

and includes training in the code of conduct program for new employees as well as in other specialised staff training. Managers will ensure that the information is made available to staff who do not have access to a computer.

The effectiveness of the Complaints Management Process is monitored in a number of ways, including trends in the numbers, types and resolution of complaints.

During 2011-2012:

- Council received 30 administrative action complaints
- Council resolved 25 administrative action complaints under the complaints management process
- There were no administrative action complaints that were not resolved by the local government under the complaints management process (including those which were made in a previous year).

Summary of concessions for rates and charges

General Rate Concessions

In addition to those classes of land granted a general rate exemption under Section 93(3) of the *Local Government Act 2009* and section 7 of the Local Government (Finance, Plans and Reporting) Regulation 2010 council gives the following types of properties a general rate concession equal to 100% of their general rates:

- Boy Scout and Girl Guide Associations
- Community Sporting Organisation – not-for-profit organisations without a commercial liquor licence or a community club liquor licence
- Community Cultural or Arts Organisation – Not for profit organisations without a commercial liquor licence or a community club liquor licence
- Charitable Organisations – a) not-for-profit organisation, b) registered as a charity or benevolent institution, and c) providing benefits directly to the community, and d) endorsed by the Australian Tax Office – Charity Tax Concession.

Deferral of General Rates

Section 55(b) of the *Local Government (Finance, Plans and Reporting) Regulation 2010* allows council to provide ratepayers with the opportunity to apply for a deferment of their general rates. The deferment of general rates applies only to ratepayers categorised in Differential General Rates Categories 1, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 28, and 30.

Eligible ratepayers may defer up to 50% of their general rate. The deferred rates will accumulate as a debt against the property until it is sold or until the death of the ratepayer.

To be eligible to defer payment of part of the general rate the following apply:

- the applicant must own and occupy the property
- there must be no overdue rates and charges on the said property
- the applicant must be the holder of a Pension Concession Card issued by the Centrelink or the Department of Veteran Affairs; or the applicant must be the holder of a Repatriation Health (Gold) Card issued by the Department of Veteran Affairs; or the applicant must be the holder of a Commonwealth Seniors Health Card; or the applicant must be the holder of a Queensland Seniors Card issued by the Queensland State Government.

Interest Charges, or the payment of a premium, shall be applied to all deferred general rates under Section 59(3) of the *Local Government (Finance, Plans and Reporting) Regulation 2010*. The interest shall be compound interest, calculated in daily rests. The interest rate shall be set at the 90 day bank bill rate as at the adoption of the 2011-2012 Budget.

Pensioner Concessions

Council's pensioner rate concession eligible pensioners are allowed under Chapter 2, Part 10 of the Local Government (Finance, Plan and Reporting) Regulation 2010. Full details of the amounts and eligibility criteria can be obtained from the 2011-2012 Revenue Statement - section 2.3.

Voluntary Conservation Agreement Scheme

Properties that have signed Voluntary Conservation Agreements with council receive a concession from council in accordance with the terms of their agreement.

Service, facility, activity supplied by another Local Government:

Nil

Service, facility, activity for which special rates/charges levied:

- Montville Beautification Levy
- Twin Waters Maintenance Charge
- Tourism Levy
- Hastings Street Security Patrols Charge
- Heritage Levy
- Noosa Junction Levy
- Environment Levy
- Transport Levy
- Brightwater Maintenance Levy (previously Brightwater Estate Landscaping Charge)
- Lower Noosa North Shore Electricity Charge
- Noosa Waters Lock and Weir Maintenance Levy

- Noosa Main Beach Precinct Streetscape Levy
- Rural Fire Levy
- State Commercial Waste Levy.

Reserves and controlled roads

The Sunshine Coast Council has control of:

- 12,108* ha of land that is a reserve under the Land Act (including 100 ha that is leased)
- 3,932km of roads.

*Figure reported is significantly lower than in previous years due to transition and cleansing of data

Local government owned companies – shareholders delegates

The authority exists “for the mayor or the mayor’s delegate appointed as council’s representative (acting in a shareholder capacity) to attend and act on its behalf at meetings of companies that council holds shares in and undertake any other business as required.”

This authority applies to Sunshine Coast Events Centre, Quad Park Corporation and Noosa Biosphere Ltd, which are council owned companies.

Overseas travel

The following table provides details of overseas travel made in an official capacity during the financial year.

Attendee	Destination	Purpose	Cost (\$)
Douglas Barnes, Co-ordinator, Collection Services	Alotau, Papua New Guinea	Sunshine Coast Council Project Partnership with Alatou Papua New Guinea	Nil travel cost to council. Accommodation & flight costs paid by AUS Aid
Sam Cunningham, Senior Urban Designer	Alotau, Papua New Guinea	Sunshine Coast Council Project Partnership with Alatou Papua New Guinea	Nil travel cost to council. Accommodation & flight costs paid by AUS Aid
Claudia Barnes, Management Accountant	Alotau, Papua New Guinea	Sunshine Coast Council Project Partnership with Alatou Papua New Guinea	Nil travel cost to council. Accommodation & flight costs paid by AUS Aid
Adam Britton, Project Co-ordinator	Alotau, Papua New Guinea	Sunshine Coast Council Project Partnership with Alatou Papua New Guinea	Nil travel cost to council. Accommodation & flight costs paid by AUS Aid
James Lillis, Senior Strategic Planner	Alotau, Papua New Guinea	Sunshine Coast Council Project Partnership with Alatou Papua New Guinea	Nil travel cost to council. Accommodation & flight costs paid by AUS Aid
Jim Straker, Waste Strategy Coordinator	New Zealand	Inspection of Alternative Waste Treatment Facilities at Christchurch and Timaru	Nil travel cost to council
Jason Deller, Principal Integrated Transport Planning	London, United Kingdom	Attend the Institution of Civil Engineers (ICE) Awards and receive the James Hill Prize: Best Paper 2011 Award	\$4,078.57
Mayor, Mark Jamieson, Mayor	Auckland, New Zealand	Inaugural Air New Zealand Flight to the Sunshine Coast Airport	\$1,306.26*
Councillor Jason O'Pray	Auckland, New Zealand	Inaugural Air New Zealand Flight to the Sunshine Coast Airport	\$1,602.26*
Peter Pallot, General Manager Airports	Auckland, New Zealand	Inaugural Air New Zealand Flight to the Sunshine Coast Airport	\$1,602.26*
Peter Pallot, General Manager Airports	Auckland, New Zealand	Development of Trans Tasman Flights	\$1,439.67

Attendee	Destination	Purpose	Cost (\$)
Stacy Madden, Marketing and Communications Coordinator	Auckland, New Zealand	Development of Trans Tasman Flights	\$1,625.37
Mayor, Bob Abbot	New Zealand	Standing Council on Police and Emergency Management (SCPEM), Intergovernmental Committee of the Australian Crime Commission (IGC-ACC) and Australia New Zealand Policing Advisory Agency (ANZPAA) Board Meeting	Nil travel cost to council. Travel costs met by Australian Local Government Association.
Mayor, Bob Abbot	New Zealand	Standing Council on Police and Emergency Management	Nil travel cost to council. Travel costs met by Australian Local Government Association.

**funded by contributions from Sunshine Coast Airport, Sunshine Coast Destination Limited, Air NZ and Auckland Airport*

Community Financial Report

The Community Financial Report aims to simplify the financial statements and provides a pictorial presentation on the financial performance and sustainability for the period of 1 July 2011 to 30 June 2012.

Each report in the financial statements provides information on a specific aspect of council's finances. Collectively, they provide a formal picture of the financial strength of the organisation.

The Community Financial Report consists of five key reporting elements, each of which has a specific purpose for measurement and presentation of council's finances. The linkages between the five key elements are shown below:

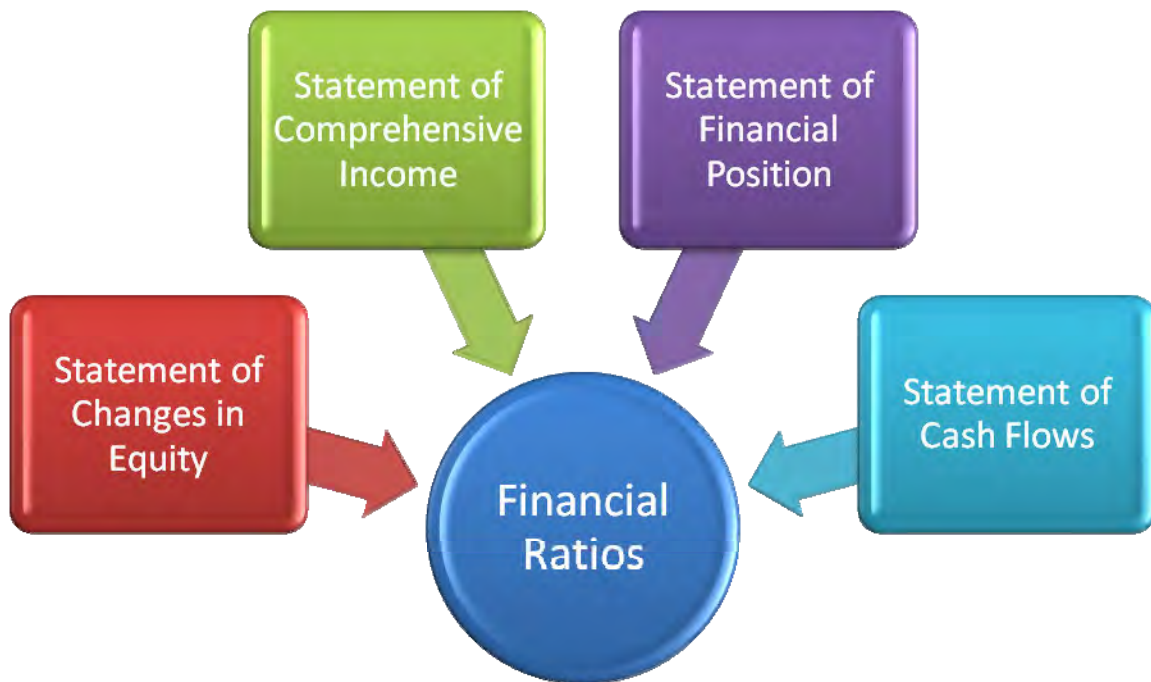


Figure 1 - Five key report elements

Highlights and achievements

Sunshine Coast Council continues to achieve and deliver a strong financial result for the Region. Key achievements include:

- Net operating result of \$86.8 million for the 2011-2012 financial year
- Ongoing stamp of approval from the Queensland Audit Office verifying that council's financial statements accurately reflect the actual financial performance and position for the financial year
- Delivery of a capital works program totalling \$167 million, funded from the operating surplus, new loans, and cash reserves
- Continued strong performance across a range of key financial performance indicators.

Significant events during the reporting period

Council finalised the agreement with Horton Park Golf Club for the purchase of land at Maroochydore which will be redeveloped into the new principal activity centre for the Sunshine Coast Region. The land will be paid off over the next couple of years, with council taking vacant possession on 1 July 2014.

The ongoing development of Caloundra South has been a significant issue and cause of potential concern for council due to being isolated from discussions between the developer and the Urban Land Development Authority (ULDA), who undertook the assessment on behalf of the State Government. As a consequence, council has noted in the financial statements a potential for future financial obligations to provide infrastructure not funded by the developer.

Queensland State Government elections in March 2012, closely followed by state-wide local government elections have resulted in significant changes to the political environment for the Sunshine Coast. The resultant change in business model and in funding priorities has resulted in some significant changes in budget programs and an adjustment in local priorities.

Statement of Comprehensive Income

This statement measures how council performed in relation to income and expenses during the financial year. In simple terms, it illustrates how the money received from rates and council operations is spent on the provision of services to the community.

	2007/08 (\$,000)	2008/09 ¹ (\$,000)	2009/10 (\$,000)	2010/11 ² (\$,000)	2011/12 (\$,000)
Revenue	583,409	5,302,544	619,393	532,728	510,234
Expenses	315,836	600,527	493,397	894,029	423,388
Net Result	267,573	4,702,017	125,996	(361,300)	86,846

Figure 2 - Revenue and expenditure 5-year trend

The graphs on the following pages show a dissection of both revenue and expenses to give a more detailed indication of the source and application of funding.

¹ The revenue for 2008/09 includes \$5.303 billion included in the accounting value of the three former shire councils of Maroochy, Caloundra and Noosa as revenue. The gain on restructure of the local government for Sunshine Coast Council was \$4,546 million. Normal operating revenue for 2008/09 was \$755.7 million.

² The net result for the 2010/11 financial year is a deficit of \$361.3 million which results from an accounting adjustment from the transfer of assets to Unitywater in the amount of \$480.3 million. Excluding this adjustment, the normal operating surplus was \$119 million.

Revenue – where the money came from

Throughout the year council received a total of \$434.7 million in operating revenue; \$75.5 million in capital revenue; and \$184.2 million recorded as revenue but which resulted from an increase in the carrying value of infrastructure assets through revaluation. Figure 3 shows the source of operating revenue by category.

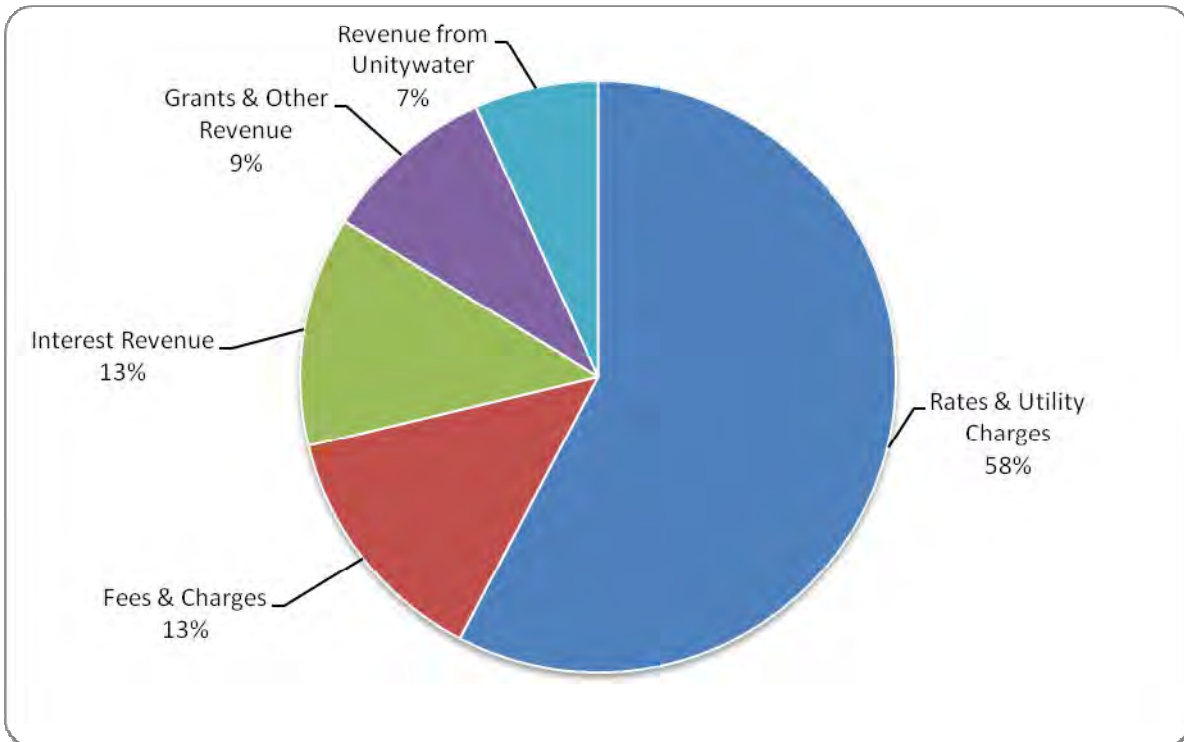


Figure 3 - Revenue sources 2011/12

Operating revenue reduced by approximately 0.1% in 2011-2012 compared with 2010-2011 and this has resulted in an active review of operating expenditure during 2012-2013 to reduce unnecessary outlays, and to identify areas with the potential for increased returns.

The above breakdown in revenue sources identifies that council has significant control over the majority of income sources, and as a result is not reliant on other levels of government or external agencies to maintain financial independence.

- Rates and utility charges include general rates, charges for waste collection and disposal, special rates such as the tourism and transport levy, and other separate and special rates.
- Fees and charges include a range of regulatory fees and charges and revenue from commercial operations such as the Sunshine Coast Airport, and Sunshine Coast holiday Parks.
- Interest revenue includes the return from the investment of surplus funds, plus the return on Shareholder Participation loans with Unitywater.

Expenditure – where the money goes

Council spent a total of \$423.4 million in operating expenses during the 2011-2012 financial year. Figure 4 shows a breakdown by expenditure function.

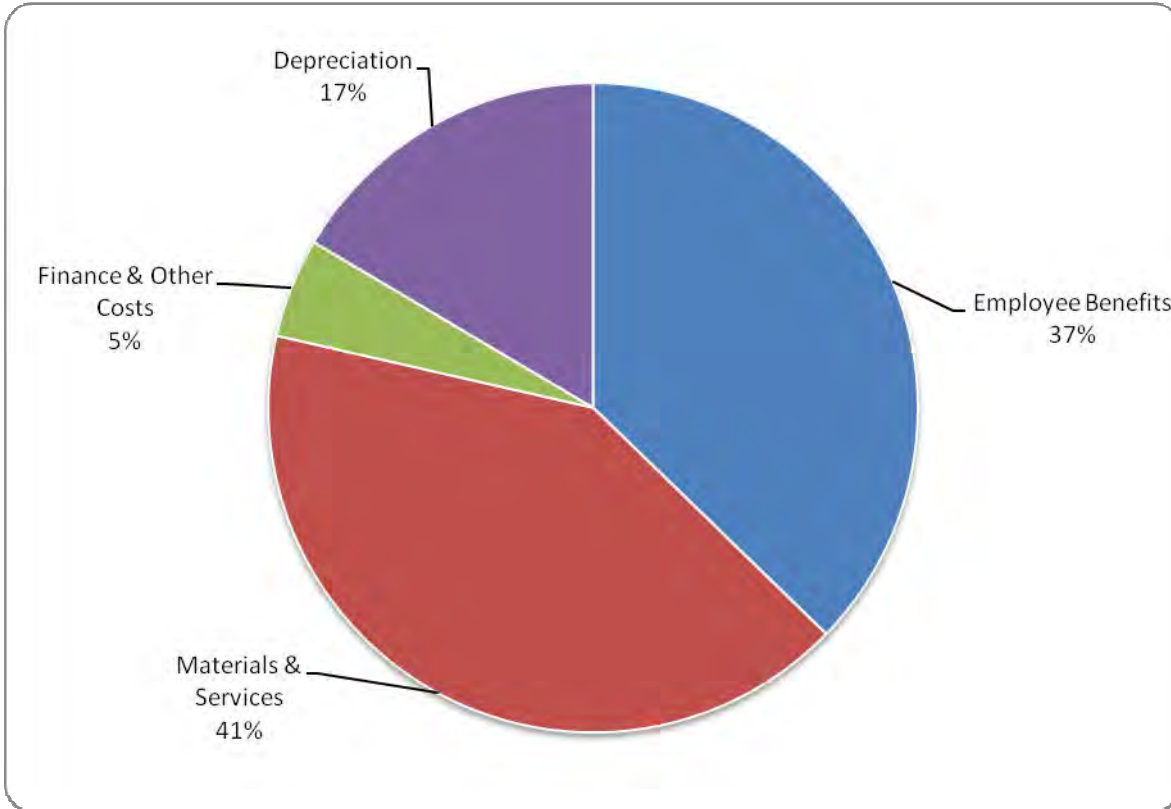


Figure 4 - Expenditure by function 2011-2012

Key performance statistics from the 2011-2012 financial year include:

- Expenditure increased by only 2.5% for the year over the previous period, and with the consumer price index running at 1.2% (weighted average for all capital cities from June 2011 to June 2012), costs rose by 1.3% in real terms for the period
- Growth in rateable properties for the period was 0.9%, and this also translates to an increase in community infrastructure required to be maintained by council
- The 41% council spends on materials and services plus the 37% spent on employee wages and benefits is a direct injection into the local economy
- Depreciation expenditure of \$69.2 million records the consumption of community infrastructure assets over their useful lives, and provides an indication of the level of expenditure on rehabilitation and renewal of existing assets required annually.

Statement of Financial Position

The Statement of Financial Position measures what we own (assets) and what we owe (liabilities) to determine the total community equity (net worth) at the end of the financial year.

	2007/08 (\$,000)	2008/09 (\$,000)	2009/10 (\$,000)	2010/11 (\$,000)	2011/12 (\$,000)
Assets	4,836,448	5,409,477	5,601,160	5,235,150	5,526,775
Liabilities	262,679	246,065	312,129	334,713	355,290
Community Equity	4,573,769	5,163,412	5,289,031	4,900,437	5,174,485

Figure 5 - Summary balance sheet five year trend

Assets – what we own

The major contributors to council's assets include:

- Property, plant and equipment (land, buildings, roads, bridges, stormwater, waste facilities, footpaths and drainage, airport and other community infrastructure);
- Council's investment in Unitywater; and
- Cash assets (predominantly short-term investments).

Over the current financial year, the Sunshine Coast community infrastructure assets increased by \$291.6 million. This is partially attributed to the investment into renewal and rehabilitation of existing assets; the growth of the asset base through upgraded and additional assets; and the revaluation of existing assets. Figure 6 below shows a breakdown of the top 15 areas of major investment during 2011-2012.

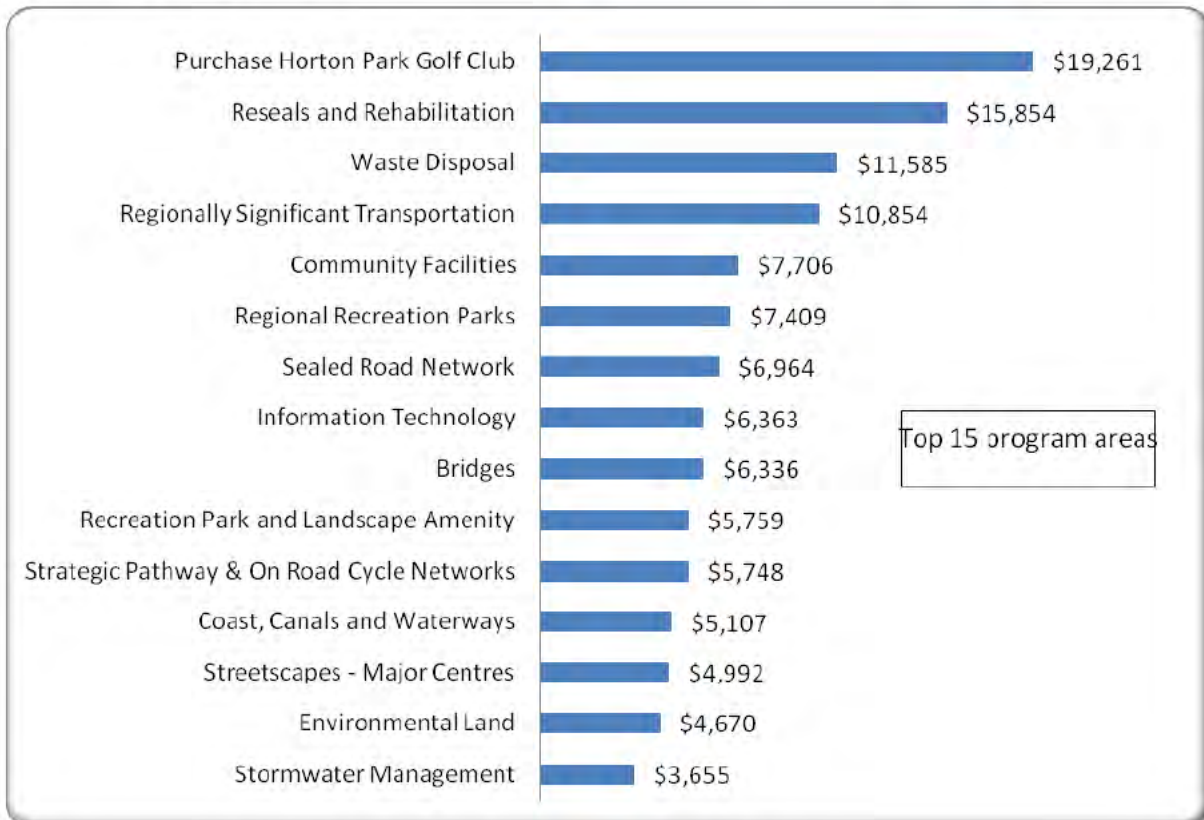


Figure 6 - top 15 program areas for capital expenditure

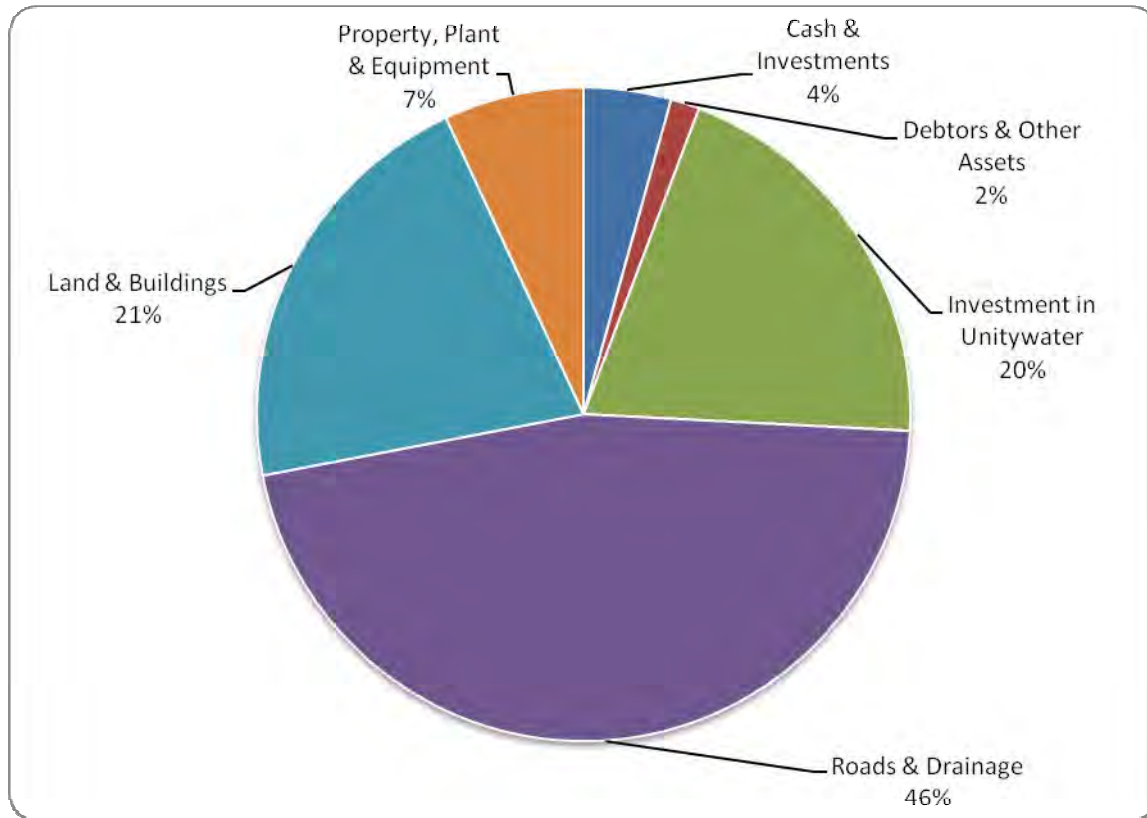


Figure 7 - Breakdown of assets by category

Liabilities – what we owe

The major components of council's liabilities include:

- Loans
- Amounts payable to contractors and suppliers
- Amounts owing to employees for accrued leave entitlements
- Monies paid to council in advance.

Total liabilities as at 30 June 2012 were \$355.3 million, which represents an increase of \$20.5 million over the previous year. The main reason for the increase is additional loan funding for capital asset purchase and construction. Figure 7 shows a dissection of liabilities as at 30 June 2012.

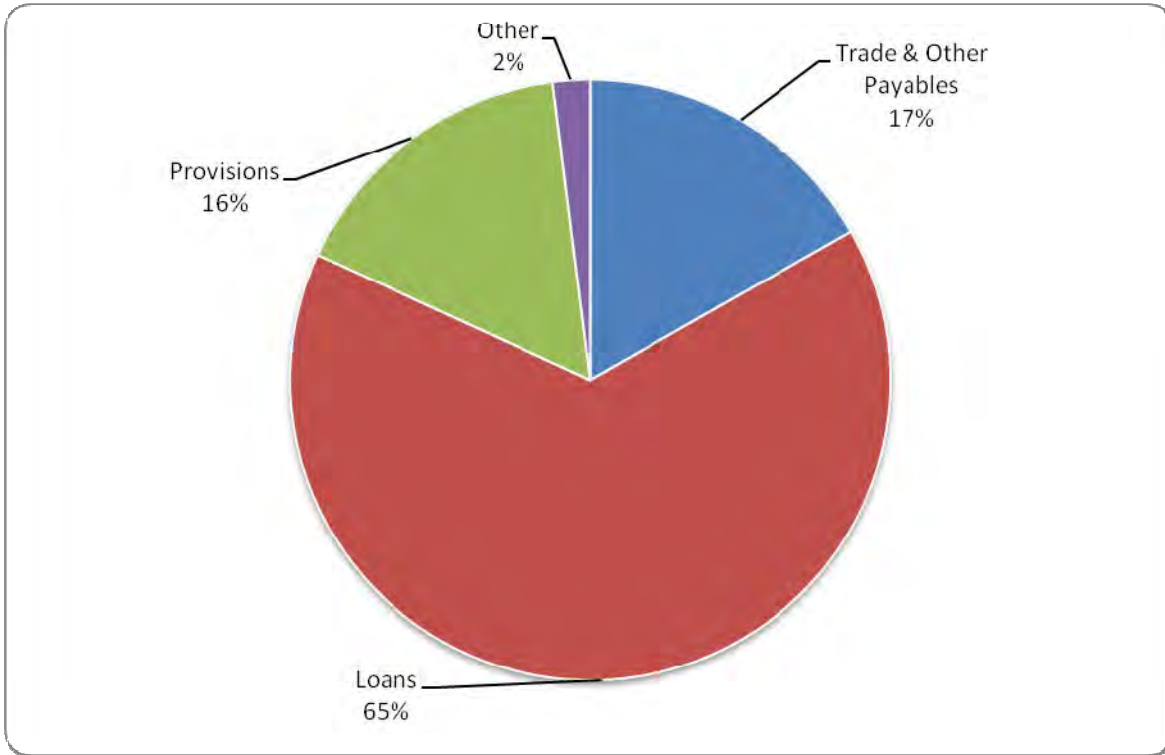


Figure 8 - liabilities by category

Managing council debt

Like any business, council utilises debt to fund the acquisition of significant assets and capital purchases. Council has a clear debt management policy which outlines proposed borrowing levels, based on strong financial management principles and restricts borrowing to certain classes of assets. Council does not borrow for operating expenses, and funds all renewal and refurbishment expenditure from operating cash flows; endeavouring to borrow only for new or significant upgrade projects.

The table below shows a snapshot of council’s debt levels over a five year timeframe, and whilst this indicates that debt levels are increasing, the current and proposed borrowings have been assessed as allowing council to maintain commitments within accepted financial sustainability targets.

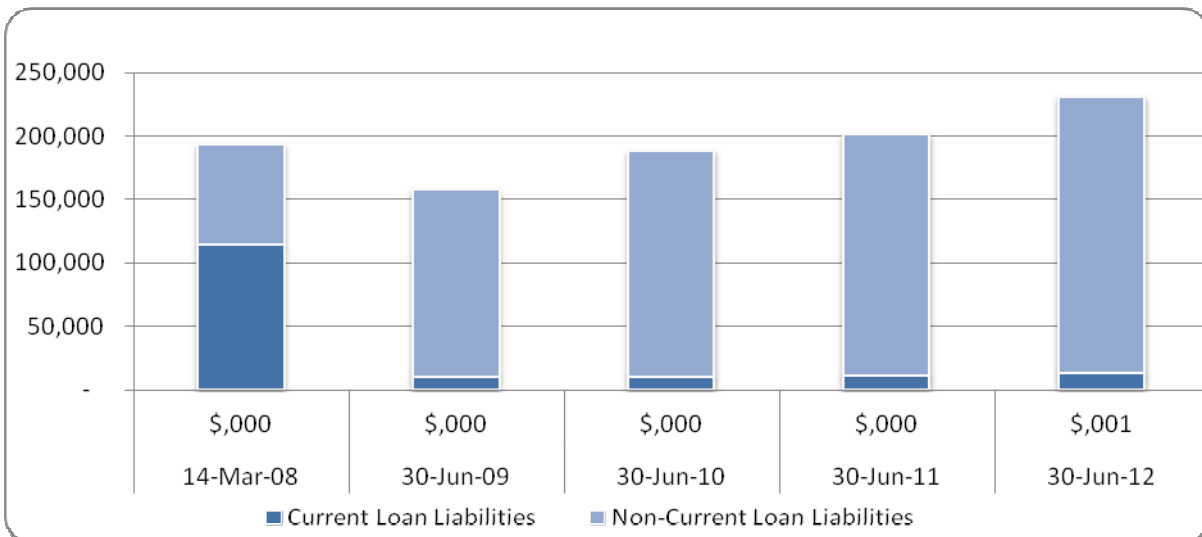


Figure 9 - 5-year debt trend (\$,000)

Statement of Changes in Equity

The Statement of Changes in Equity measures the change in council's net worth and details movements in items such as reserves, retained earnings, and the revaluation of council assets.

Community equity represents council's net worth: what we own (total assets of \$5.5 billion) less what we owe (total liabilities of \$355 million). Accordingly, community equity as at 30 June 2012 was \$5.17 billion, an increase over the previous year of \$271 million.

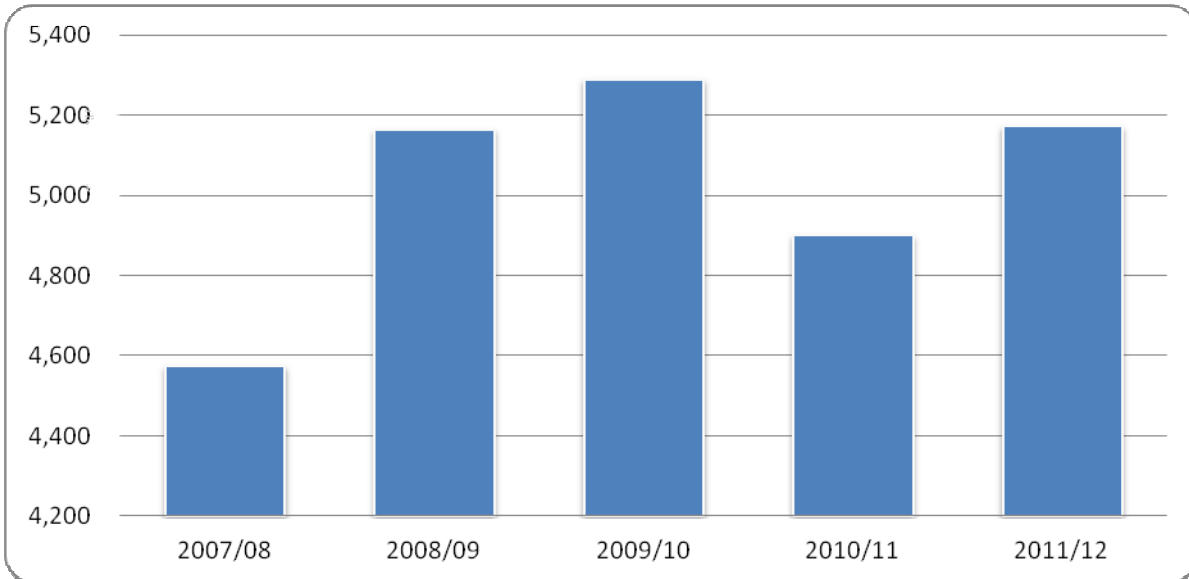


Figure 10 - Community equity trend (\$m)

Statement of Cash Flows

The Statement of Cash Flows illustrates how council applies the funds received during the year. Cash flows are divided between operating activities (income from customers and ratepayers; payments to suppliers and employees; interest income and payments); investing activities (grants received for capital purposes; payments for property, plant and equipment); and financing activities (proceeds from borrowing and the repayment of loans).

Council commenced the year with a cash balance of \$269 million, and showed a net movement of cash out of \$30 million, to leave a closing balance of \$239 million as at 30 June 2012.

Figure 11 below shows a five year trend in cash available to council.

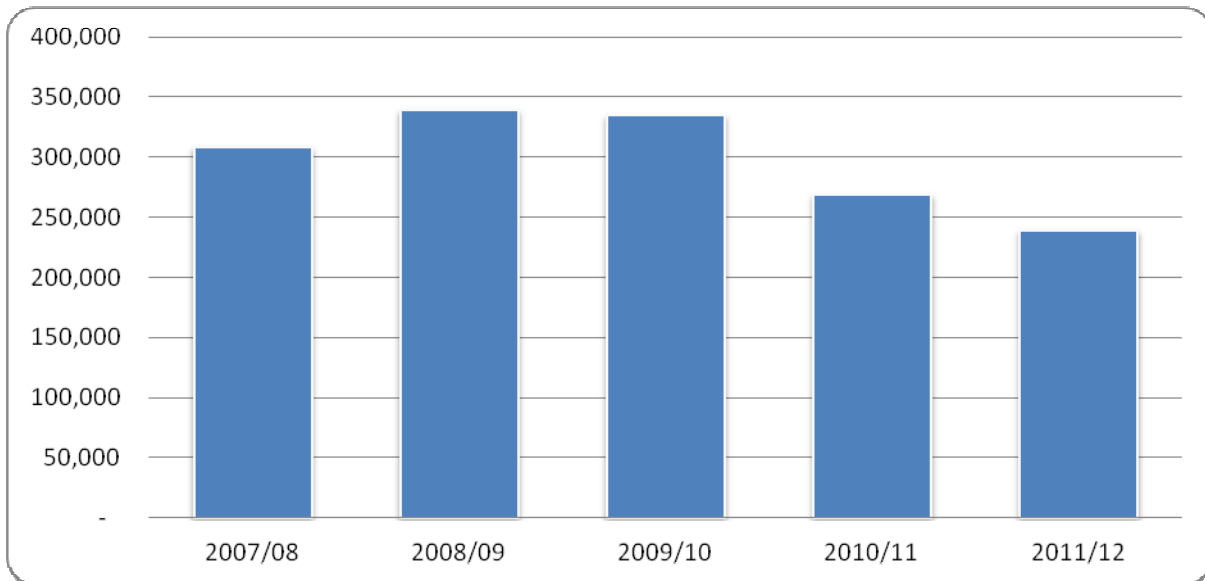


Figure 11 – five year cash trend

Ratios: Measures of Financial Sustainability

The *Local Government (Finance, Plans and Reporting) Regulation 2010* mandates a series of financial sustainability indicators that councils must publish annually. These measures are used to evaluate the relative performance and sustainability of local government in Queensland, and have also been applied in other states across the Nation.

Council's performance as at 30 June 2012 against the key financial sustainability ratios and targets are as follows:

Ratio	Explanation	Target	2011	2012	Target Met
Working Capital	Council's ability to meet its short term financial obligations	> 1.1	3.2	3.1	✓
Operating Surplus	Indicates the extent to which council can cover its operational expenses from total revenue raised	>10%	6.8%	4.4%	✓
Net Financial Liabilities	Council's ability to service its net liabilities from operating revenue	<60%	-2.6%	10.7%	✓
Interest Coverage	Council's capacity to cover its debt servicing costs from operating revenue	<10%	-1.2%	-0.70%	✓
Asset Consumption	Shows the remaining average proportion of council's infrastructure assets relative to their current replacement cost	<80%	79%	78%	✓
Asset Sustainability	Reflects the extent to which infrastructure assets managed by council are being replaced as they reach the end of their useful life	>90%	75%	70%	✗

Summary

The financial year ended 30 June 2012 represented a strong financial result for council, and builds on the firm foundation from previous years. Ongoing impacts from the economic downturn associated with the global financial crisis, and sovereign debt concerns in Europe have seen a slow-down in growth, and this is reflected in the reduction in revenue. As a result, council is continuing with a strategy of continuous improvement and identifying opportunities for expenditure savings to ensure the strong financial position is sustainable in the long term.

Council's financial management strategy is outlined in the Financial Sustainability Plan, as adopted by Council in February 2011. The plan identifies the high level policies, commitments, and parameters that guide the development of service levels, rating and other income, expenditure,

and treasury management. The Financial Sustainability Plan guides the development of council's long term asset management plans, the long term financial plan, and the annual budget.

Sunshine Coast Council has a firm commitment to sound financial management and will strive to ensure that the region becomes *Australia's most sustainable region – vibrant, green, diverse*.

Audited Financial Reports to be inserted here

Councillors' Expenses Reimbursement and Provision of Facilities policy

The Councillors' Expenses Reimbursement and Provision of Facilities Policy was amended and adopted by council on 28 June 2012. As such, the previous policy (2009) applied until 28 June 2012 and the new policy applied for the last two days of the financial year.

STRATEGIC POLICY

COUNCILLORS' EXPENSES REIMBURSEMENT AND PROVISION OF FACILITIES

CORPORATE PLAN REFERENCE:	<p>8. Great Governance</p> <p>8.1 Ethical, accountable and transparent decision-making</p> <p>8.1.1 Develop and implement a governance framework that provides transparent and accountable processes and enhances council's reputation</p> <p>8.1.3 Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice</p>
ENDORSED BY COUNCIL ON:	25 June 2009
POLICY OWNER AND DEPARTMENT:	Executive Director, Finance and Business

POLICY PURPOSE

The purpose of this policy is to set the parameters to authorise the payment of reasonable expenses incurred, or to be incurred, by Councillors; and provide facilities, including administrative support staff, to assist councillors to discharge their duties and responsibilities, having regard to local circumstances.

POLICY SCOPE

This policy applies to the Mayor, Deputy Mayor and Councillors and is made pursuant to Section 236B and 250R of *Local Government Act 1993* (the Act) and the principles approved by the Minister.

PRINCIPLES

This policy is compliant with the four underpinning principles set by the Minister for Local Government, i.e.

- Use of public moneys in the public interest by responsible budgeting and accounting;
- Fair and reasonable allocation of council resources (allowances, facilities and other benefits) to enable all Councillors to conduct the duties of their office;
- Transparent decision making by public disclosure of policy and resolutions; and

- Accountability for expenditure and use of facilities through full justification and acquittal.

DEFINITIONS

Advertising: informing and/or educating the public about an idea, goods or services by using an appropriate communication tool.

Approved: approved by council resolution.

Business and communication tools: computers, mobile phones, scanners, printers, faxes, photocopiers, landlines, blackberry devices, access cards, identification badges, protective clothing and stationery.

Chief Executive of the Department: the Director General of the Department of Local Government Sport and Recreation.

Civic function: a function that the Mayor hosts to promote inter-governmental relations, recognition of significant contributions or achievements made by community groups and individuals.

Civic event: ceremonial events for the community that council has an obligation to deliver under a state of federal arrangement and that require the attendance of the Mayor or council representative.

Council business: activities conducted on behalf of council where a Councillor is required to undertake certain tasks to satisfy a legislative requirement perform ceremonial activities or achieve business objectives of the council. Council business should result in a benefit being achieved either for the local government and/or the local community. This includes:

- Preparing, attending and participating in council meetings, committee meetings, workshops, strategic briefings, deputations and inspections;
- Undertaking professional development opportunities;
- Attending civic functions or civic events.
- Attending public/community meetings, presentation dinners, annual general meetings where invited as a Councillor;
- Attending a community event (e.g. school fete, community group awards and presentations, fundraisers) where a formal invitation has been received.

Councillors: the Mayor, Deputy Mayor and all other Councillors.

Duties: Councillors' roles and responsibilities set out in the Local Government Act.

Expense: reasonable payment for costs incurred, or to be incurred, in the Councillor discharging their duties. These expenses are to be reimbursed to Councillors (*or paid directly by council if deemed appropriate*).

Facility: the amenities and tools necessary for Councillors to perform their duties efficiently and effectively; and at a level that fulfils community expectation.

Hospitality: includes:

- the provision of food or beverages;
- for divisional community engagement activities such as community forums and meetings when initiated by the Councillor; and

- to demonstrate appreciation when a community group has assisted with a divisional project or service such as foreshore planting, beach clean up.
- the provision of token corporate gifts to visiting dignitaries or where Councillors are invited to speak to community groups/schools about council projects, services and programs; and
- the provision of wreaths at Anzac Day or similar state or national remembrance ceremonies.

Portfolio: the collection of functions assigned by council to individual Councillors from time to time.

Private Vehicle Use: any use of a council vehicle for other than council business (as defined above).

Professional Association: an association of practitioners of a given profession.

Professional Development any facilitated learning opportunity. This includes:

- Conferences, workshops, seminars or training provided by a government department (e.g. Department of Local Government, Sport and Recreation) or professional association;
- Study tours, conferences, workshops, meetings where a Councillor has been approved as council's representative;
- New Council/Councillor orientation programs;
- Membership of professional or industry associations relevant to a Councillor's portfolio;
- Subscriptions to professional association or industry journals relevant to a Councillor's portfolio;

Note: Reimbursement of expenses incurred for travel, accommodation, meal and incidentals associated with professional development will be in accordance with this policy.

Reasonable: the application of sound judgment and consideration of what is prudent, responsible and acceptable to the community when determining levels of facilities and expenditure.

Region: inside the boundaries of the Sunshine Coast Regional Council local government area.

Token Corporate Gift: an item or items with a combined value of less than \$100.00.

POLICY STATEMENT/DETAILS

1.1 Commencement

The Sunshine Coast Regional Council "Councillors' Expenses Reimbursement and Provision of Facilities" policy is effective immediately upon adoption by council. The previous policy will cease to have effect on that date.

1.2 Limitation

This policy deals with reimbursement of expenses and the provision of facilities to Councillors. It does not apply to the remuneration of Councillors or to hosting of civic functions.

1.3 General entitlement:

Councillors are entitled to be reimbursed for reasonable expenses incurred while undertaking council business and be provided with facilities to assist them in undertaking their duties, as described below.

1.4 Expenses

1.4.1 Professional Development

Entitlement: Councillors are encouraged to undertake relevant professional development and council will reimburse the cost of reasonable expenses incurred for professional development, without further approval, where the activity falls within the definition under section 5, and sufficient funding remains in the approved budget.

A budget for Councillors professional development will be approved on an annual basis.

1.4.2 Travel Costs

Entitlement: Councillors are entitled to be reimbursed for travel costs when undertaking professional development or council business, in accordance with the following conditions:

- council will book and pay for all travel under this policy;
- economy class travel is the standard, unless otherwise approved;
- travel is undertaken via the most direct route;
- requests for travel should be made in sufficient time to take advantage of discounts and gain access to the widest range of flights;
- travel tickets are not transferable;
- any fine issued while undertaking council business is the responsibility of the Councillor incurring the fine;
- travel insurance is provided for all Councillors on council business; and
- overseas travel is excluded from this policy.

1.4.3 Accommodation

Entitlement: Councillors are entitled to stay in accommodation to a maximum of 4 stars when undertaking professional development or other council business where it is not reasonable for the councillor to return home for the night, in accordance with the following conditions:

- council will book and pay for all accommodation under this policy;
- accommodation offered as part of a conference packages will be booked where practical;
- where a Councillor chooses to stay with friends or family, no accommodation expenses will be paid;
- Councillors may claim a *Daily Allowance* of \$20.00 per day to cover incidental costs (phone calls, newspapers, laundry/dry cleaning).

1.4.4 Meals

Entitlement: Councillors are entitled to be reimbursed for the cost of meals in accordance with a Schedule of Rates for Meals as reviewed annually, when undertaking professional development or council business outside the region, in accordance with the following conditions:

- The costs are incurred personally.
- The meal was not provided as part of the registration costs of the activity, event or included in the travel booking.

1.4.5 Hospitality

Entitlement: Councillors are entitled to reimbursement of reasonable costs for providing hospitality provided sufficient funding remains in the approved budget.

A budget for Councillor's hospitality will be approved on an annual basis.

Entitlement: The Mayor is entitled to host civic functions in accordance with council's Civic Functions policy. An amount over and above the hospitality entitlement for Councillors will be allocated to civic functions on an annual basis.

1.4.6 Advertising

Entitlement: Councillors are not entitled to be reimbursed or provided with funds, services or facilities for advertising purposes.

1.5 Facilities

1.5.1 Secretarial and administrative support

Entitlement: Councillors are entitled to reasonable administrative and secretarial support to be able to perform their duties and undertake council business. Councillor support staff will be employees of council and subject to council's usual terms and conditions of employment. The service level for Councillors support staff will be reviewed on a periodic basis and shall be subject to budgetary and operational constraints.

1.5.2 Council office amenities

Entitlement: Councillors are entitled to reasonable office accommodation and access to meeting rooms to be able to perform their duties and undertake council business. The standard of office accommodation will be determined by the Chief Executive Officer and located at council owned or leased premises. Appropriate furniture will be provided to ensure the councillor can perform their duties.

1.5.3 Business and communication tools

Entitlement: Councillors are entitled to be issued with business and communication tools to be able to perform their duties and undertake council business, in accordance with the following conditions:

- All tools are procured by the council and are of the same standard as those available to senior management.
- All tools remain the property of the council and must be accounted for during any audit and returned at the end of the Councillors' term of office.
- Councillors are expected to comply with the same conditions of use, guidelines and processes for business and communication tools that apply to employees.

1.5.4 Mobile phone/blackberry costs

General entitlement: Councillors, with the exception of the Mayor, are entitled to have the full cost of council business related mobile phone and/or blackberry charges paid by council, in accordance with the following conditions:

- Personal call costs are recognised, in principle, as equal to 5% of the total call charges for a mobile telephone or blackberry.
- This principle is subject to review, on a case by case basis, should it become evident to the CEO that 5% is reasonably insufficient for any individual Councillor.
- Councillors will be invoiced on a periodic basis for costs attributable to personal calls.

Entitlement for Mayor: The Mayor is entitled to have the full cost of council business related mobile phone and/or blackberry charges paid by council. It is recognised that community expectations and demands on the Mayor are such that generally all mobile phone and/or blackberry charges are deemed to be council business. The requirement to reimburse 5% of the total call charges is not applicable to the Mayor.

1.5.5 Vehicles

General entitlement: Councillors, with the exception of the Mayor, are entitled to be provided with a council owned vehicle for official council business, with access to private use of that vehicle subject to reimbursement to council for expenses associated with the private use of the vehicle:

- The expense for private use shall be calculated such that the contribution by the Councillor will be either:
- 50% of the Fringe Benefits Tax (FBT) that would be applicable to the vehicle, calculated annually; or
- Average private use over a 3 month period substantiated by log book details provided by the Councillor.
- Councillors must advise the CEO of which contribution method they choose.

Entitlement for Mayor: The Mayor is entitled to be provided with a council owned vehicle for council business. It is recognised that community expectations and demands on the Mayor are such that generally all vehicle use is deemed to be council business. The requirement to calculate private use is not applicable to the Mayor, unless the Mayor takes personal leave from council for a period of more than one week. Where such personal leave is taken the Mayor will reimburse council 50% of the FBT that would be applicable to the vehicle for that period.

All vehicles will be supplied and maintained in accordance with relevant council vehicle and fleet management policies.

1.5.6 Legal costs and insurance cover

Responsibility: Council may decide, pursuant to s240 (indemnity from matters arising out of acting honestly etc) of the LGA 1993 to cover costs incurred through any inquiry, investigation, hearing or legal proceedings into the conduct of a Councillor, or arising out of, or in connection with the councillor's performance of his/her duties.

Councillors will be covered under council insurance policies while discharging their duties. Specifically, insurance cover will be provided for public liability, professional indemnity, Councillors' liability, personal accident and/worker's compensation, international and domestic travel insurance.

2. Reporting

Councillors attending professional development activities will provide, at a minimum, a verbal report to the relevant Standing Committee.

A quarterly report will be provided to Councillors detailing expenses in each of the categories that have been reimbursed.

A report summarising all expenditure in relation to this policy shall be included in council's annual report.

RELATED POLICIES AND LEGISLATION

The Local Government Act 1993

The Local Government Finance Standards 2005

Guidelines for Councils – Reimbursement of Expenses and Provision of Facilities for Councillors

:

STRATEGIC POLICY

COUNCILLORS' EXPENSES REIMBURSEMENT AND PROVISION OF FACILITIES

CORPORATE PLAN REFERENCE:	<p>8. Great Governance</p> <p>8.1 Ethical, accountable and transparent decision-making</p> <p>8.1.1 Develop and implement a governance framework that provides transparent and accountable processes and enhances council's reputation</p> <p>8.1.3 Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice</p>
ENDORSED BY COUNCIL ON:	28 JUNE 2012
POLICY OWNER AND DEPARTMENT:	Executive Director, Finance and Business

POLICY PURPOSE

The purpose of this policy is to set the parameters to authorise the payment of reasonable expenses incurred, or to be incurred, by Councillors; and provide facilities, including administrative support staff, to assist councillors to discharge their duties and responsibilities, having regard to local circumstances.

POLICY SCOPE

This policy applies to the Mayor, Deputy Mayor and Councillors and is made pursuant to section 45 of the *Local Government (Operations) Regulation 2010* (the Regulation).

PRINCIPLES

This policy is compliant with section 102 of the Regulation as well as the principles underpinning the *Local Government Act 2009* (the Act), i.e.

1. transparent and effective processes, and decision-making in the public interest;
2. good governance of, and by, local government; and
3. ethical and legal behaviour of Councillors and local government employees.

DEFINITIONS

Advertising: informing and/or educating the public about an idea, goods or services by using an appropriate communication tool.

Approved: approved by council resolution.

Business and communication tools: computers, mobile devices, scanners, printers, faxes, photocopiers, landlines, blackberry devices, access cards, identification badges, protective clothing and stationery.

Chief Executive of the Department: the Director General of the Department of Local Government.

Civic function: a function that the Mayor hosts to promote inter-governmental relations, recognition of significant contributions or achievements made by community groups and individuals.

Civic event: ceremonial events for the community that council has an obligation to deliver under a state of federal arrangement and that require the attendance of the Mayor or council representative.

Council business: activities conducted on behalf of council where a Councillor is required to undertake certain tasks to satisfy a legislative requirement perform ceremonial activities or achieve business objectives of the council. Council business should result in a benefit being achieved either for the local government and/or the local community. This includes:

1. preparing, attending and participating in council meetings, committee meetings, workshops, strategic briefings, deputations and inspections;
2. undertaking professional development opportunities;
3. attending civic functions or civic events;
4. attending public/community meetings, presentation dinners, annual general meetings where invited as a Councillor; and
5. attending a community event (e.g. school fete, community group awards and presentations, fundraisers) where a formal invitation has been received.

Councillors: the Mayor, Deputy Mayor and all other Councillors.

Duties: Councillors' roles and responsibilities set out in the Act.

Expense: reasonable payment for costs incurred, or to be incurred, in the Councillor discharging their duties. These expenses are to be reimbursed to Councillors (*or paid directly by Council if deemed appropriate*).

Facility: the resources and tools necessary for Councillors to perform their duties efficiently and effectively; and at a level that fulfils community expectation.

Hospitality: includes:

1. the provision of food or beverages:
 - a. for divisional community engagement activities such as community forums and meetings when initiated by the Councillor; and
 - b. to demonstrate appreciation when a community group has assisted with a divisional project or service such as foreshore planting, beach clean up.

2. the provision of token corporate gifts to visiting dignitaries or where Councillors are invited to speak to community groups/schools about council projects, services and programs; and
3. the provision of wreaths at Anzac Day or similar state or national remembrance ceremonies.

Mobile device: includes mobile phones, smart phones, blackberry devices, iPads, iPhones and other similar equipment.

Portfolio: the collection of functions assigned by council to individual Councillors from time to time.

Private Vehicle Use: any use of a council vehicle for other than council business (as defined above).

Professional Association: an association of practitioners of a given profession.

Professional Development: any facilitated learning opportunity. This includes:

1. Conferences, workshops, seminars or training provided by a government department (e.g. Department of Local Government) or professional association;
2. Study tours, conferences, workshops, meetings where a Councillor has been approved as council's representative;
3. New Council/Councillor orientation programs;
4. Membership of professional or industry associations relevant to a Councillor's portfolio;
5. Subscriptions to professional association or industry journals relevant to a Councillor's portfolio;

Note: Reimbursement of expenses incurred for travel, accommodation, meal and incidentals associated with professional development will be in accordance with this policy.

Reasonable: the application of sound judgment and consideration of what is prudent, responsible and acceptable to the community when determining levels of facilities and expenditure.

Region: inside the boundaries of the Sunshine Coast Regional Council local government area.

Token Corporate Gift: an item or items with a combined value of less than \$100.00.

POLICY STATEMENT/DETAILS

2.1 Commencement

The Sunshine Coast Regional Council "Councillors' Expenses Reimbursement and Provision of Facilities" policy is effective immediately upon adoption by council. The previous policy will cease to have effect on that date.

2.2 Limitation

This policy deals with reimbursement of expenses and the provision of facilities to Councillors. It does not apply to the remuneration of Councillors or to hosting of civic functions.

2.3 General entitlement:

Councillors are entitled to be reimbursed for reasonable expenses incurred while undertaking council business and be provided with facilities to assist them in undertaking their duties, as described below.

2.4 Expenses

2.4.1 Professional Development

Entitlement: Councillors are encouraged to undertake relevant professional development and council will reimburse the cost of reasonable expenses incurred for professional development where the activity falls within the definition prescribed in this document, and sufficient funding remains in the approved budget.

Entitlement: Councillors will receive a budget of \$4,400 per financial year for professional development and associated expenses as defined within this policy.

2.4.2 Travel Costs

Entitlement: Councillors are entitled to be reimbursed for travel costs when undertaking professional development or council business, in accordance with the following conditions:

- a. council will book and pay for all travel under this policy;
- b. economy class travel is the standard, unless otherwise approved;
- c. travel is undertaken via the most direct route;
- d. requests for travel should be made in sufficient time to take advantage of discounts and gain access to the widest range of flights;
- e. travel tickets are not transferable;
- f. any fine issued while undertaking council business is the responsibility of the Councillor incurring the fine;
- g. travel insurance is provided for all Councillors on council business; and
- h. overseas travel is excluded from this policy.

Entitlement: Councillors may choose to utilise public transport. "Go Cards" and taxi vouchers are available for Councillor use on council business.

2.4.3 Accommodation

Entitlement: Councillors are entitled to stay in accommodation to a maximum of 4 stars when undertaking professional development or other council business where it is not reasonable for the councillor to return home for the night, in accordance with the following conditions:

- a. council will book and pay for all accommodation under this policy;
- b. accommodation offered as part of a conference package will be booked where practicable;
- c. where a Councillor chooses to stay with friends or family, no accommodation expenses will be paid;
- d. Councillors may claim a *Daily Allowance* of \$20.00 per day to cover incidental costs (phone calls, newspapers, laundry/dry cleaning).

2.4.4 Meals

Entitlement: Councillors are entitled to be reimbursed for the cost of meals in accordance with the below Schedule of Rates for Meals, when undertaking professional development or council business outside the region, in accordance with the following conditions:

- a. The costs are incurred personally.
- b. The meal was not provided as part of the registration costs of the activity, event or included in the travel booking.

c. In the case of alcoholic beverages Councillors obtain prior approval from the CEO.

Schedule of Rates for Meals:

Breakfast	\$32.00
Lunch	\$25.00
Dinner	\$40.00

2.4.5 Hospitality

Entitlement: Councillors are entitled to reimbursement of reasonable costs for providing hospitality provided sufficient funding remains in the approved budget. In the case of alcoholic beverages Councillors are required to obtain prior approval from the CEO.

Entitlement: Councillors will receive a budget of \$1,000 per financial year for hospitality expenses as defined within this policy.

Entitlement: The Mayor is entitled to host civic functions in accordance with council’s Civic Functions policy. An amount over and above the hospitality entitlement for Councillors will be allocated to civic functions on an annual basis.

Entitlement: Councillors are not entitled to be reimbursed or provided with funds for the purchase of alcoholic beverages without prior approval from the CEO.

2.4.6 Advertising

Entitlement: Councillors are not entitled to be reimbursed or provided with funds, services or facilities for advertising purposes.

2.5 Facilities

2.5.1 Administrative support

Entitlement: Councillors are entitled to reasonable administrative support to be able to perform their duties and undertake council business. Councillor support staff will be employees of council and subject to council’s usual terms and conditions of employment. The service level for Councillors support staff will be reviewed on a periodic basis and shall be subject to budgetary and operational constraints.

2.5.2 Council office accommodation and meeting rooms

Entitlement: Councillors are entitled to reasonable office accommodation and access to meeting rooms to be able to perform their duties and undertake council business. The standard of office accommodation will be determined by the Chief Executive Officer and located at council owned or leased premises. Appropriate furniture will be provided to ensure the Councillor can perform their duties.

2.5.3 Business and communication tools

Entitlement: Councillors are entitled to be issued with business and communication tools to be able to perform their duties and undertake council business, in accordance with the following conditions:

- a. All tools are procured by the council and are of the same standard as those available to senior management.
- b. All tools remain the property of the council and must be accounted for during any audit and returned at the end of the Councillors’ term of office.

- c. Councillors are expected to comply with the same conditions of use, guidelines and processes for business and communication tools that apply to employees.

2.5.4 Mobile device costs

Entitlement for Mayor: The Mayor is entitled to have the full cost of council business related mobile device charges paid by council. It is recognised that community expectations and demands on the Mayor are such that generally all mobile device charges are deemed to be council business. The requirement to reimburse 5% of the total call charges is not applicable to the Mayor.

General entitlement: Councillors, with the exception of the Mayor, are entitled to have the full cost of council business related mobile device charges paid by council, in accordance with the following conditions:

- a. Personal call costs are recognised, in principle, as equal to 5% of the total call and data charges for a mobile device.
- b. This principle is subject to review, on a case by case basis, should it become evident to the CEO that 5% is reasonably insufficient for any individual Councillor.
- c. Councillors will be invoiced on a periodic basis for costs attributable to personal calls.

2.5.5 Vehicles

Entitlement for Mayor: The Mayor is entitled to be provided with a council owned vehicle for council business. It is recognised that community expectations and demands on the Mayor are such that generally all vehicle use is deemed to be council business. The requirement to calculate private use is not applicable to the Mayor, unless the Mayor takes personal leave from council for a period of more than one week. Where such personal leave is taken, the Mayor will reimburse council 5.5% of the undepreciated value of the vehicle that would be applicable to the vehicle for that period.

General entitlement: Councillors, with the exception of the Mayor, are entitled to be provided with a council vehicle for official council business, with access to private use of that vehicle subject to reimbursement to council for expenses associated with the private use of the vehicle:

- a. The expense for private use shall be calculated such that the contribution by the Councillor will be either:
 - i. 5.5% of the undepreciated value of the vehicle, calculated annually; or
 - ii. Average private use over a 3 month period substantiated by log book details provided by the Councillor.
- b. Councillors must advise the CEO of which contribution method they choose upon commencement of the council term.

Other arrangement: Councillors may enter into an alternative arrangement in lieu of the provision of a council vehicle, suitable to their personal circumstances, at the discretion of the CEO. Such arrangement should equate to no more than the value of the general vehicle entitlement.

All vehicles will be supplied and maintained in accordance with relevant council vehicle and fleet management policies.

2.5.6 Parking

Entitlement: Councillors are entitled to park vehicles issued by Sunshine Coast Council in parking spaces designated for either "Councillor use" or "SCC vehicle use" at any of the council administration buildings.

2.5.7 Legal costs and insurance cover

Responsibility: Council may decide, by resolution, pursuant to section 107 of the Act, to cover costs incurred through any inquiry, investigation, hearing or legal proceedings into the conduct of a Councillor, or arising out of, or in connection with the councillor's performance of his/her duties.

Councillors will be covered under council insurance policies while discharging their duties. Specifically, insurance cover will be provided for public liability, professional indemnity, Councillors' liability, personal accident and/worker's compensation, international and domestic travel insurance.

3. Reporting

Councillors attending professional development activities will provide, at a minimum, a verbal report to the relevant Standing Committee.

A quarterly report will be provided to Councillors detailing expenses in each of the categories that have been reimbursed.

A report summarising all expenditure in relation to this policy shall be included in council's annual report.

RELATED POLICIES AND LEGISLATION

Local Government Act 2009

Local Government (Operations) Regulation 2010

Local Government (Finance, Plans and Reporting) Regulation 2010

Integrity Act 2009

Public Sector Ethics Act 1994

The Councillor Conduct Guide (CMC – October 2011)

Councillor Code of Conduct (June 2011)

Entertainment and Hospitality Policy (July 2009)

Global Reporting Initiative

This report aligns with relevant sections of the Global Reporting Initiative (GRI) framework. The framework provides a guide for organisations in measuring and disclosing their performance. It also facilitates transparency and accountability by organisations of all sizes and sectors across the world and takes into consideration economic, social, environment and governance elements (quadruple bottom line).

GRI reference number	Details	Page reference
1.1	Statement about the relevance of sustainability to the organisation and its strategy	Message from Mayor & CEO (page 6-7)
2.1	Name of organisation	Inside front cover, back cover
2.2	Primary products and services	About our Organisation, Highlights (page range 15 – 17)
2.3	Operational structure of organisation	About our Organisation (page range 15-17)
2.4	Location of organisation headquarters	Inside front cover, back cover
2.5	Countries in which the organisation operates	Map of region (page 12)
2.7	Markets served	Map of region (page 12)
2.8	Scale of reporting organisation	Key statistics, financial statements (page range TBC)
2.9	Significant changes during the reporting period regarding size, structure & ownership	Message from Mayor & CEO (page 7), financial statements (page range TBC)
2.10	Awards received during reporting period	Awards page (page 11)
3.1	Reporting period	Cover page
3.3	Reporting cycle	About this report (page 5)
3.4	Contact point	Inside front cover, back cover
3.12	Identifying standard disclosures	Statutory information (page range 48-62)
3.13	External assurance for the report	Audit certificate (page TBC)
4.1	Governance structure of organisation	About the organisation (page 15-17)
LA10	Description of Equal Employment Opportunity	Statutory information (page range 48 -62)
LA11	Composition of senior management	About the organisation (page range 15-17)
S04	Awards received relevant to social, ethical and environmental performance	Awards page (page 11)

Glossary

Advocacy

The act of speaking or arguing in favour of something, such as a cause, idea or policy.

Biodiversity

The variety of all life-forms including the different plants, animals and micro-organisms and the ecosystems they form.

Capital works program

A council plan, which prioritises the construction of the necessary infrastructure (e.g. roads, bridges, buildings) to support the development of the region.

Community Plan

A longer term planning document, which covers a minimum 10 year period. A community plan is developed from consultation with the community and council's vision for the future is derived from the community plan.

Corporate Plan

Strategic document that identifies the priorities for council for the next five years and beyond.

Ecology

The natural environment we live in.

Governance Framework

Outlines the relationship between the governing and accountability processes of council. It covers management structure, management standards and control and review processes.

Infrastructure

The basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage and the like.

Operational Plan

Details the activities and projects that council will undertake during a 12 month period to achieve the broader strategic direction and outcomes identified in the Corporate Plan, which are funded through the budget.

Place making

Capitalises on a local community's assets, inspiration, and potential, ultimately creating good public spaces that promote people's health, happiness, and wellbeing.

Sustainable

Meeting the needs of the present without compromising the ability of future generations to meet their own needs

Annual Report 2011-2012
(Editing and photo selection to be finalised on publication)

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