

Achieving our goals

1. A new economy

Providing the regional policy, regulatory settings and identity that shape a globally competitive economy

Outcomes for 2014-2019

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

Goal performance measures

1. Council actions in the *Regional Economic Development Strategy* implemented in accordance with agreed timelines
2. Local business graduates' satisfaction with Council's Export Capability Program
3. Estimated economic impact from Council-supported major and regional events
4. Development applications decided within target decision timeframes.

Key services

- Airport
- Economic development
- Holiday parks

Related strategies and plans

Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033
Sunshine Coast Major and Regional Events Strategy 2013-2017
Sunshine Coast Rural Futures Strategy
Sunshine Coast Planning Scheme 2014

Operational activities for 2015-2016

1.1. Strong economic leadership, collaboration and identify

- 1.1.1 Continue to deliver Council's responsibilities in the *Regional Economic Development Strategy 2013-2033* including:
 - 1.1.1.1 Continue to support the activities of the Sunshine Coast Economic Futures Board, including the development of the New Economy Annual Report and the first biannual review of the Board
 - 1.1.1.2 Implement the new regional investment brand and Regional Investment Prospectus, with a specific focus on the investment opportunities associated with major capital projects and the high-value industries
 - 1.1.1.3 Implement innovative communication techniques to lift the awareness of the region's investment opportunities in key domestic and international markets
 - 1.1.1.4 Continue to administer the Sunshine Coast Planning Scheme including progression of Council nominated investigations and priority amendments to the planning scheme

1.2. New capital investment in the region

- 1.2.1 Progress the expansion of the Sunshine Coast Airport:
 - 1.2.1.1 Finalise Council's contribution to all statutory approvals to advance the expansion of the Sunshine Coast Airport
 - 1.2.1.2 Progress the endorsed financing strategy to secure the required investment to facilitate expansion of the Sunshine Coast Airport
- 1.2.2 Support the development and delivery arrangements for the Maroochydore Priority Development Area (PDA):
 - 1.2.2.1 Provide support to SunCentral Maroochydore Pty Ltd through its establishment phase and manage Council's shareholder interests in the company
 - 1.2.2.2 Facilitate the application of smart city principles across the Maroochydore PDA and the Sunshine Coast Enterprise Corridor, to build the connectivity of communities, improve accessibility to information and services and build the value proposition of the region
 - 1.2.2.3 Work with SunCentral Maroochydore Pty Ltd to conduct an expression of interest process for the development of a five-star hotel complex; an entertainment, convention and exhibition centre; and associated development
- 1.2.3 Pursue commitments from other levels of government to progress significant regional infrastructure priorities:
 - 1.2.3.1 Work closely with the Queensland Government and Building Queensland to elevate consideration and prioritisation of major infrastructure needs (in particular, road, rail and transport infrastructure) for the region
 - 1.2.3.2 Work with the Australian Communications and Media Authority on the assessment of an application for a cable protection zone to facilitate investment in an international submarine cable to come ashore on the Sunshine Coast

1.2.3.3 Continue to progress planning, infrastructure delivery solutions and service integration for key development areas at Kawana, Palmview and Caloundra South

1.2.4 Finalise planning, scoping and financing arrangements to progress the Brisbane Road carpark at Mooloolaba

1.3 Investment and growth in high-value industries

1.3.1 Implement the industry and investment plans for each of the high-value industries:

- Health and well-being
- Education and research
- Tourism, sport and leisure
- Clean technologies
- Aviation and aerospace
- Knowledge industries and professional services
- Agribusiness

1.3.2 Build the capacity of local businesses:

1.3.2.1 Facilitate local business access to specialist advice, information and services

1.3.2.2 Target Council's procurement policies and practices to support local businesses

1.3.3 Continue to work with the University of the Sunshine Coast, TAFE and the broader education and training sector to investigate options for generating appropriate skills and training initiatives to better prepare young people for employment options that are predicted to become available in the region

1.3.4 Continue to implement the Caloundra Aerodrome Master Plan and associated property management and leasing arrangements

1.3.5 Encourage private sector investment in the Oceanside Kawana Health Precinct

1.3.6 Monitor Council's investment in The Work Shop (an employment services partnership for the Sunshine Coast University Public Hospital project) and consider future funding arrangements

1.3.7 Engage peak industry bodies in the promotion of the Regional Economic Delivery Strategy and the investment credentials of the region

1.4 Strong local to global connections

1.4.1 Organise, undertake and report on the outcomes of, international investment, trade and export missions

1.4.2 Promote the region's capabilities, products and services in key markets

1.4.3 Manage incoming international delegations

1.4.4 Ensure Queensland Government Trade Commissioners and Austrade officials have access to up to date information on the strengths and competitiveness of the Sunshine Coast

1.4.5 Continue to support local business participation in the Export Capability Program

1.5 A natural, major and regional event destination

1.5.1 Build the reputation of the region as a major events destination:

1.5.1.1 Manage Council's major and regional events sponsorship commitments

1.5.1.2 Support the activities of the Sunshine Coast Events Board

1.5.1.3 Source and secure new major and regional events

2. A strong community

Supporting an engaged, resilient and inclusive community that embraces diversity

Outcomes for 2014-2019

- 2.1 Safe and healthy communities
- 2.2 Resilient and engaged communities
- 2.3 Culture, heritage and diversity are valued and embraced
- 2.4 People and places are connected

Goal performance measures

1. Completed actions in Council's Social Strategy in accordance with agreed priorities
2. Average patron satisfaction with Council venues provided for hosting community events and programs
3. Increased patronage of Council controlled major sporting facilities, performance and community venues
4. Increase in new library memberships
5. Ratio of desexed animals registered with Council compared to total animal registrations

Key services

- Community and cultural development and partnerships
- Community venues
- Disaster management
- Libraries
- Lifeguards
- Public lighting
- Roads, cycleways and pathways
- Road network management
- Sporting facilities
- Stormwater drainage

Related strategies and plans

Sunshine Coast Open Space Strategy 2011
Sunshine Coast Sustainable Transport Strategy 2011-2031
Sunshine Coast Community Events and Celebrations Strategy
Sunshine Coast Affordable Living Strategy 2020-2031
Sunshine Coast Domestic Animal Management Strategy 2014-2020
Sunshine Coast Youth Strategy 2010-2015
Sunshine Coast Social Infrastructure Strategy 2011
Sunshine Coast Council Positive Ageing Strategy 2011-2016
Sunshine Coast Performance and Community Venues Service Plan 2014-2029
Sunshine Coast Access and Inclusion Plan 2011-2016
Sunshine Coast Council Reconciliation Action Plan 2011-2031
Sunshine Coast Active Transport Plan 2011-2031
Sunshine Coast Libraries Plan 2014-2024
Sunshine Coast Sport and Active Recreation Plan 2011-2026
Sunshine Coast Aquatics Plan 2011-2026
Sunshine Coast Planning Scheme 2014

Operational activities for 2015-2016

2.1 Safe and healthy communities

- 2.1.1 Manage the Local Disaster Management Committee and provide disaster management services, information and advice
- 2.1.2 Develop contemporary flood studies and models to support appropriate land use decisions, disaster preparation and response
- 2.1.3 Plan, develop and manage appropriate operating arrangements for Council's community and sporting facilities:
 - 2.1.3.1 Manage the acquisition of sport and recreation facilities
 - 2.1.3.2 Implement prioritised projects from community facility master plans
 - 2.1.3.3 Progress open space network planning including planning for recreational activities and options for difficult to locate sports
 - 2.1.3.4 Further develop corporate events and sporting opportunities at the region's premier sporting precinct, the Sunshine Coast Stadium and Kawana Sports Precinct
 - 2.1.3.5 Undertake periodic review of the *Sunshine Coast Sport and Active Recreation Plan* and *Sunshine Coast Aquatics Plan*
- 2.1.4 Manage impacts on the community from native and domestic animals:
 - 2.1.4.1 Implement the annual program of actions in the *Domestic Animal Management Strategy 2014-2020*
 - 2.1.4.2 Continue to manage the implementation of Council's *Regional Flying Fox Management Plan*
 - 2.1.4.3 Continue to focus on education and communication to enhance responsible pet management practices
- 2.1.5 Implement 'smart LED deployment' for public lighting in accordance with Council's endorsed program
- 2.1.6 Facilitate a wider range of housing choice in the region:
 - 2.1.6.1 Profile identified business and industry workforce accommodation needs in the region (based on income, location and demographic considerations)
 - 2.1.6.2 Investigate opportunities to encourage the provision of more diverse and resource-efficient housing options
- 2.1.7 Develop partnerships and programs which encourage residents to lead more active, healthy lifestyles.
- 2.1.8 Develop a Community Safety Plan in accordance with Council's *Community Safety Policy* and *Public Space Closed Circuit Television (CCTV) Policy*
- 2.1.9 Develop community safety partnerships with state agencies and community groups to enhance resident and visitor safety

2.2 Resilient and engaged communities

- 2.2.1 Implement prioritised actions as identified in the Sunshine Coast Social Strategy
- 2.2.2 Implement the annual program of actions in the *Sunshine Coast Libraries Plan 2014-2024*
- 2.2.3 Implement the annual program of actions in the Sunshine Coast Performance and Community Venues Service Plan 2014-2029

- 2.2.4 Continue to ensure the manner in which Council distributes grant monies to community and not-for-profit organisations supports Council's social vision for the region
- 2.2.5 Continue to build community resilience to natural disasters through proactive communications and implementation of digital technologies
- 2.2.6 Review and strengthen the leadership and governance arrangements associated with the coordination of the community recovery phase following natural disaster events

2.3 Culture, heritage and diversity are valued and embraced

- 2.3.1 Finalise the Heritage Plan to guide the identification, protection, conservation, management, celebration and communication of the region's heritage
- 2.3.2 Conduct further due diligence assessment for the Nambour Heritage tramway
- 2.3.3 Deliver a celebration, events and cultural program which encourages community participation and capacity and celebrates diversity

2.4 People and places are connected

- 2.4.1 Implement appropriately sequenced smart region initiatives to provide inclusive and dynamic community places for linking people, technology and culture
- 2.4.2 Improve accessibility within and between communities by
 - 2.4.2.1 Facilitating delivery of efficient transport systems and connections through multi modal network planning and studies, and planning partnerships with the Department of Transport and Main Roads
 - 2.4.2.2 Continuing to deliver the pedestrian network and coastal pathways
- 2.4.3 Finalise the Sunshine Coast Light Rail Feasibility Study
- 2.4.4 Continue to implement actions in the *Sustainable Transport Strategy 2011-2031* and *Active Transport Plan 2011-2031*
- 2.4.5 Develop and implement a Sunshine Coast Parking Management Plan including local area parking plans
- 2.4.6 Progress and deliver major road infrastructure projects:
 - 2.4.6.1 Widening of Evans Street, Maroochydore
 - 2.4.6.2 Next stages of Brisbane Road upgrade, Mooloolaba
- 2.4.7 Maintain the region's sealed and unsealed roads network and identify proposed upgrades

3. An enviable lifestyle and environment

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

Outcomes for 2014-2019

- 3.1 Healthy natural ecosystems and protected remnant vegetation
- 3.2 Well-managed and maintained open space, waterways and foreshore assets
- 3.3 A reputation for innovative environmental practices
- 3.4 A region shaped by clever planning and design

Goal performance measures

1. Council's greenhouse gas emissions reduced
2. Audited parks meeting maintenance standards
3. Hectares of land per resident acquired through environment levy for conservation and preservation purposes maintained
4. Increase in landholder and community groups partnering Council in environmental and conservation groups

Key services

- Beaches, foreshores, coastal infrastructure and canals
- Bushland conservation and habitat
- Recreation parks, trails and facilities
- Rivers, streams, estuaries and water bodies
- Sustainable growth and network planning

Related strategies and plans

Sunshine Coast Biodiversity Strategy 2010-2020
Sunshine coast Waterways and Coastal Management Strategy 2011-2021
Sunshine Coast Climate Change and Peak Oil Strategy 2010-2020
Sunshine Coast Energy Transition Plan 2010-2020
Sunshine Coast Council Carbon Neutral Plan 2010-2020
Sunshine Coast Local Government Area Pest Management Plan 2012-2016
Sunshine Coast Planning Scheme 2014

Operational activities for 2015-2016

3.1	Healthy natural ecosystems and protected remnant vegetation
3.1.1	Continue to implement Council's <i>Biodiversity Strategy 2010-2020</i> :
3.1.1.1	Identify biodiversity target areas for future attention by Council
3.1.1.2	Analyse the Biodiversity Report and updated data to inform biodiversity conservation and management actions
3.1.1.3	Maintain and manage Council's existing environmental reserves
3.2	Well-managed and maintained open space, waterways and foreshore assets
3.2.1	Manage the region's important foreshore assets:
3.2.1.1	Implement the Shoreline Erosion Management Plan
3.2.1.2	Implement the Maroochydore Beach Protection Plan
3.2.1.3	Implement the Bribie Island - Golden Beach Protection Plan
3.2.2	Finalise the Constructed Water Bodies asset management plan
3.2.3	Partner with government, peak organisations and the community to prepare and implement integrated catchment management plans
3.2.4	Manage the region's high quality urban and rural open space network
3.2.5	Develop a Tree and Native Vegetation Policy to enhance the region's urban forest and implement a street tree planting program
3.2.6	Finalise the development of the Sunshine Coast Recreation Parks Plan to enable the provision of a range of infrastructure that encourages people of all ages to participate in some form of physical activity
3.3	A reputation for innovative environmental practices
3.3.1	Review and implement a range of sustainability programs and incentives which complement Council's vision for the region
3.3.2	Continue to engage, support and grow community partnerships in managing and enhancing the region's natural assets on public and private lands
3.3.3	Strengthen Council's approach to working with the Queensland Government, industry, community groups and land owners to manage pest plants and feral animals in the region
3.3.4	Finalise a design concept for the Mary Cairncross Scenic Reserve Visitor Education Centre
3.3.5	Investigate the feasibility of appropriate and sensitively-managed eco-tourism opportunities associated with key natural settings

3.4 A region shaped by clever planning and design

- 3.4.1 Progress Local Area Planning and place development for key centres
 - 3.4.1.1 Caloundra 4551
 - 3.4.1.2 Maroochydore (outside the priority development area)
 - 3.4.1.3 Mooloolaba
 - 3.4.1.4 Nambour
- 3.4.2 Provide input to, and endeavour to influence, the review of the South East Queensland Regional Plan
- 3.4.3 Deliver place management projects and initiatives in line with Council's endorsed schedule
- 3.4.4 Develop appropriate communication and education tools to enhance the understanding and awareness of the lifestyle and environment benefits associated with best practice urban renewal, well-managed urban growth and higher density living

DRAFT

4. Service excellence

Providing value-for-money services responsive to the needs of the community

Outcomes for 2014-2019

- 4.1 Customer focussed services
- 4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community
- 4.3 Sustainable waste and resource management services

Goal performance measures

1. Operating surplus ratio
2. Asset sustainability ratio
3. Asset consumption ratio
4. Capital works achieving physical completion
5. Percentage of successful prosecutions relating to vicious dog attacks
6. Percentage of calls to customer contact centres answered within 60 seconds
7. Total waste diversion rate
8. Customer interactions conducted online compared to other contact channels

Key services

- Cemeteries
- Customer and community relations
- Development services
- Local amenity and local laws
- Property management
- Public health
- Quarries
- Waste and resource management

Related strategies and plans

Customer Charter
Sunshine Coast Cemetery Plan 2012-2027
Community Engagement Policy
Sunshine Coast Council Asset Management Plan 2012
Compliance and Enforcement Policy

Operational activities for 2015-2016

4.1 Customer focussed services

- 4.1.1 Continue to improve services to the community by implementing new digital technologies (social, mobility, big data/analytics and 'internet of things')
- 4.1.2 Continue to deliver Council's development assessment services in a manner that supports Council's economic, community and environmental goals and is consistent with statutory obligations
- 4.1.3 Administer Council's local laws and relevant State legislation in a manner that supports Council's economic, community and environmental goals for the region and is consistent with statutory obligations
- 4.1.4 Implement the annual program of activities in the *Regional Cemeteries Plan*

4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community

- 4.2.1 Develop and deliver the Capital Works Program for 2015-2016 and subsequent years, including determining the timing, sequencing and identification of funding opportunities for community facility commitments
- 4.2.2 Manage the infrastructure network planning and charges to optimise funding for future growth assets
- 4.2.3 Finalise the contractual arrangements and commence construction of the Valdora Solar Farm
- 4.2.4 Conduct community survey activities to inform the future design and delivery of Council services
- 4.2.5 Oversee the Stage 1 construction of a new Animal Pound at Sippy Downs
- 4.2.6 Actively support the Queensland Government, Council of Mayors South East Queensland and the Australian Local Government Association in lobbying the Federal Government against proposed changes to the Natural Disaster Relief and Recovery Arrangements funding formula and conditions
- 4.2.7 Actively participate in and contribute to advocacy initiatives for the Australian Local Government Association and Council of Mayors South East Queensland to influence the review of revenue powers and fiscal responsibilities of the three tiers of government

4.3 Sustainable waste and resource management services

- 4.3.1 Implement the new Waste Strategy
- 4.3.2 Continue to manage Council's waste contracts

5. A public sector leader

Delivering a high performance organisation, supported by good governance and robust decision-making

Outcomes for 2014-2019

- 5.1 Robust and transparent decision-making
- 5.2 A financially sustainable organisation
- 5.3 An employer of choice
- 5.4 Productive, professional partnerships

Goal performance measures

- 1. Reduction in work time (days per month) lost due to workplace injuries
- 2. Right to information decisions set aside or amended on external review reduced
- 3. Net financial liabilities
- 4. Debt servicing ratio
- 5. Unqualified Audit
- 6. 'Open data sets' published on Council's website increased
- 7. Percentage of employees who would recommend Council as an employer

Key services

- Elected council
- Financial and procurement services
- Fleet management
- Governance
- Human resource management
- Information and communication technology

Related strategies and plans

Sunshine Coast Council Financial Sustainability Plan 2010-2020
Governance Framework
Corporate Planning and Reporting Framework
Contracts Governance and Probity Framework
Information and Technology Strategy and Roadmap 2010-2016
Human Resource Management policies

Operational activities for 2015-2016

5.1 Robust and transparent decision making

- 5.1.1 Advocate strongly to the Queensland Government to retain the current external boundaries of the Sunshine Coast local government area
- 5.1.2 Establish and implement a new electronic document management system
- 5.1.3 Implement an integrated corporate performance framework for Council
- 5.1.4 Implement appropriate arrangements to comply with the legislative requirements associated with the 2016 local government election
- 5.1.5 Continue to develop and publish 'Open Data' sets to increase availability of high quality and reliable information for use by industry, business and community
- 5.1.6 Pursue a range of contemporary communication channels to:
 - Promote the specific community benefit derived from progressing major projects of significance to the region;
 - Continue delivery of proactive, comprehensive, informative and regular information on the financial health and capacity of the organisation, range, scale and quality of Council's services and the innovations occurring to improve service delivery to customers; and
 - Gather timely feedback from customers and the community

5.2 A financially sustainable organisation

- 5.2.1 Continue to refine and implement long-term financial and asset management plans to guide the optimal utilisation of resources
- 5.2.2 Ensure council's finances are well managed and systems are in place to analyse performance, generate revenue, reduce costs and manage contracts
- 5.2.3 Diversify and strengthen council's revenue base by identifying options to generate income from new sources
- 5.2.4 Coordinate the delivery of the tourism, environment, heritage and transport levies and report outcomes to Council as part of annual budget deliberations

5.3 An employer of choice

- 5.3.1 Progress the negotiation of revised industrial arrangements for the council workforce in accordance with State Government policy and legislative arrangements
- 5.3.2 Review and implement more contemporary recruitment and selection processes for Council
- 5.3.3 Implement a suite of initiatives to promote diversity and flexibility of career opportunities in Sunshine Coast Council
- 5.3.4 Continue to embed principles of sustainability and innovation into processes, systems and organisational culture
- 5.3.5 Deliver the information and technology capital program to improve the capacity of employees to facilitate better service responses to customers

- 5.3.6 Design and implement change management programs to equip staff to deliver new service options arising from the deployment and application of future digital and mobile technologies
- 5.3.7 Maximise the safety and wellbeing of employees, contractors and volunteers

5.4 Productive, professional partnerships

- 5.4.1 Continue to implement the new corporate brand for Council
- 5.4.2 Continue to enhance the region's and Council's reputation nationally and globally through strong partnerships and alliances
- 5.4.3 Manage incoming sponsorship arrangements for Council's community program and events
- 5.4.4 Explore sponsorship and programming opportunities for Council's major venues in order to support other businesses within the region while also looking to generate alternative revenue streams
- 5.4.5 Build and maintain productive working relationships with governments, industry and community bodies
- 5.4.6 Engage with University of Sunshine Coast, TAFE and broader education sector to ensure higher education and training courses include those critical skill sets required by Council in the future