

Late Report

Item 8.4.1

Ordinary Meeting

Thursday, 23 February 2017

commencing at 9.00am

Council Chambers, Corner Currie and Bury Streets, Nambour

TABLE OF CONTENTS

ITEM	SUBJECT	PAGE NO
8	REPORTS DIRECT TO COUNCIL	5
8.4	OFFICE OF THE MAYOR AND THE CEO	5
8.4.1	2017-2021 SUNSHINE COAST COUNCIL CORPORATE PLAN	5

8 REPORTS DIRECT TO COUNCIL**8.4 OFFICE OF THE MAYOR AND THE CEO****8.4.1 2017-2021 SUNSHINE COAST COUNCIL CORPORATE PLAN****File No:** F2016/222048**Author:** Coordinator Corporate Planning and Performance
Office of the Mayor and Chief Executive Officer**Appendices:** App A - 2017-2021 Sunshine Coast Council Corporate Plan...13 [↓](#)**Attachments:** Att 1 - 2017-2021 Corporate Plan Framework45 [↓](#)
Att 2 - Changes between 2014-2019 and 2017-2021 Corporate
Plans47 [↓](#)**PURPOSE**

This report proposes for council consideration, the adoption of the Sunshine Coast Council Corporate Plan 2017-2021 which will guide the direction and priorities of the organisation in pursuing council's vision *Australia's most sustainable region – healthy, smart, creative*.

EXECUTIVE SUMMARY

The proposed Sunshine Coast Council Corporate Plan 2017-2021 (Appendix A) has been drafted based on the outcomes from a series of workshops held with Councillors and senior management during the second half of 2016.

The draft 2017-2021 Corporate Plan builds on Council's existing long term aspirational vision and strategic direction. The vision, goals, pathways and services have been reviewed and adjustments made to enable the next steps towards achieving future priorities and opportunities for both the organisation and the region.

Significant population growth, new employment opportunities, greater connectivity for communities and the increasing pace of digital transformation are significant drivers of change for the next few years. In response to these influences, Council proposes a revised vision '*Australia's most sustainable region -healthy, smart, creative*' as more descriptive of the visible changes that are set to occur in the immediate future.

The attributes of healthy, smart and creative are inherent within each of the five goals – a smart economy, a strong community, a healthy environment, service excellence and an outstanding organisation - which in turn are connected to, and interdependent on, each other.

Council will review the 2017-2021 Corporate Plan annually. These reviews are proposed to be completed by December each year, ahead of the operational plan and budget development schedule for the following financial year.

OFFICER RECOMMENDATION**That Council:**

- (a) receive and note the report titled "2017-2021 Sunshine Coast Council Corporate Plan"
- (b) adopt the 2017-2021 Sunshine Coast Council Corporate Plan (Appendix A)

- (c) note the Chief Executive Officer, in consultation with the Mayor, Portfolio Councillor Corporate Strategy and Finance and Divisional Councillors, may review and make minor amendments to the 2017-2021 Sunshine Coast Council Corporate Plan document to allow for final editing prior to publication and
- (d) note the first and subsequent annual reviews of the 2017-2021 Sunshine Coast Council Corporate Plan are to be completed before 31 December each year, in order to guide the operational planning and budgeting cycle for the following financial year.

FINANCE AND RESOURCING

Operational funding of \$30,000 is allocated to the 2016-2017 review of the corporate plan.

- Expenditure strategic workshop facilitation and guest speakers \$23264 (ex GST)
- Estimated cost 250 hard copies of the corporate plan \$2000 (ex GST)

The balance of 2016-2017 operational budget will go towards the design, development, videography, scripting and associated production costs for the interactive website.

The annual planning and resourcing to deliver on the corporate plan goals are considered and prioritised through the annual budget development cycle and the formation of the Operational Plan.

CORPORATE PLAN

Corporate Plan Goal: *An outstanding organisation*

Outcome: 5.1 - Robust and transparent decision-making

Operational Activity: S31 - Governance - providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported

It should be noted 'An outstanding organisation' is the goal under which the council's 2017-2021 Corporate Plan is sponsored; however, all five goals are interconnected and the achievement of council's vision is dependent on the successful progression of each goal's pathways.

CONSULTATION

Portfolio Councillor Consultation

Corporate Strategy and Finance - Cr Tim Dwyer.

Six meetings have been held this financial year specifically for discussion and input on the progress and development of the 2017-2021 Corporate Plan.

Internal Consultation

Internal consultation occurred through a series of workshops with councillors and senior staff between May and November 2016.

18 May 2016 – Reviewed the vision within the context of regional opportunities and challenges, emerging community views, priorities arising from the March 2016 local government election, and results from the 2015 community survey on service satisfaction and importance.

11 July 2016 – Focused on exploring the values, behaviours and working relationships for a high performing and innovative organisation.

Workshops 3 to 7 – held between 8 August and 7 November 2016 – Each workshop included a presentation from a specialist speaker providing an external view of the opportunities and challenges facing the region over the next 5-10 years. Council explored the outcomes and priorities for each of the five corporate plan goals to confirm the strategic direction, identify gaps and focus areas for the next five years.

28 November 2016 – Summarised the outcomes of the previous workshops, confirmed the intent of council's vision and strategic direction, proposed refinements to the overall corporate plan framework (refer Attachment 1) and considered a more contemporary approach to education and engaging the public about the purpose of the corporate plan and its connection to the provision of services to the community.

External Consultation

External parties were not consulted in relation to this report.

Community Engagement

Council's commitment to its vision '*Australia's most sustainable region*' continues for the proposed 2017-2021 Corporate Plan. Community satisfaction with service performance; and on-going engagement through council established business, industry and community taskforces and reference groups has helped shape the goals and priorities for the next five years. Equally, significant community consultation has been undertaken with regard to the strategic policies and plans underpinning the 2017-2021 Corporate Plan.

PROPOSAL

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

The existing Corporate Plan (2014-2019) commits Council to an annual review in line with professional corporate and strategic planning practice. The robustness of the corporate plan, the clarity of the priorities it establishes and the preparedness to regularly review deliverables (and adjust resources and efforts where required) are all important characteristics of an effective planning and performance framework – and of high performing organisations.

The second annual review, the 2016 update, occurred within the context of the local government election. At that time council confirmed the vision and purpose, included a small number of refinements to the goals and descriptors and undertook to more fully review the corporate plan, establishing the 2016-2020 councils' strategic direction well in advance of the 2017-2018 budget process.

The proposed 2017-2021 Corporate Plan presented with this report continues to guide and focus the organisation in responding to the emerging challenges and opportunities for the community now and into the future. The period '2017-2021' has been selected to cover the remaining current council term and to provide a period of transition for the 2020-2024 elected representatives to determine goals and priorities for that next council.

The 2017-2021 Corporate Plan provides a clear line of sight for the people who make up the organisation, establishing a tangible connection between their individual roles in delivering quality services to the community every day; with the long term aspirational vision for the region '*Australia's most sustainable region*'.

The detail of the proposed changes from 2014-2019 to 2017-2021 Corporate Plan are listed in Attachment 2.

Key elements of the draft 2017-2021 Corporate Plan are detailed under the following headings:

The vision

The draft 2017-2021 Corporate Plan builds on Council's existing long term aspirational vision and strategic direction. It continues to reflect a commitment to achieving balance in economic, social and environmental objectives, and recognises the value the community places on essential services and infrastructure priorities.

Vibrant, green, diverse as attributes of sustainability are now well embedded within Council and the community. The revised vision '*Australia's most sustainable region - healthy, smart, creative*' acknowledges unprecedented growth and the rapidly evolving digital age are significant drivers influencing council's strategic direction, priorities and services for the next five years. It also provides the basis for Sunshine Coast Council to take the next steps needed to achieve the priorities and opportunities ahead for both the organisation and the region. As such, the vision applies equally to all five goals and their strategic pathways.

Organisation values

The inclusion of council's values and associated behaviours in the current corporate plan has played a significant and visible role in building an outstanding organisation with a commitment to service excellence.

The 2017-2021 corporate plan extends the focus on these values, particularly 'one team' and 'service excellence'.

The 2017-2021 Corporate Plan framework is underpinned by the phrase '*Our communities: Your council team (our elected representatives, staff, contractors and volunteers)*'. This is in demonstration of the fact the quality and range of services delivered by the organisation are dependent on all these people working together as one council team with a common purpose.

Similarly, service excellence is more than maintaining the quality and range of services enjoyed by the community today. Service excellence is a continuing dialogue with the community; building stronger relationships with individual customers and recognizing the services delivered today may not be needed, or provided the same way in the future. The organisation has and will continue to work hard to find ways to use technology to deliver smarter and more efficient services, to provide sustainable services that improve the health and livability of our region.

Goals and pathways

The five corporate goals – a smart economy, a strong community, a healthy environment, service excellence, outstanding organisation - provide the community and the organisation with a line of sight from the vision '*Australia's most sustainable region – healthy, smart, creative*' to the programs, projects and services that are provided by council to residents, businesses and visitors across our region every day.

Critical to successfully progressing towards the vision is the interconnectedness and interdependency of the five goals. A truly sustainable region relies on achieving a balance between a social, economic and environmental goals.

The strategic pathways link the transformational actions detailed in Council's endorsed regional and supporting strategies to the five goals. Resource priorities for these actions are considered through the annual budget development cycle and outlined in the operational plan.

Services

The services, projects and programs the organisation delivers to the community are the most tangible mechanisms by which council progresses its strategic direction. The community may embrace the longer term vision for the region, but it frequently judges council's performance on the value derived from day to day service delivery.

For consistency of communication, the wide range of service activities, projects and programs of the organisation are grouped into 25 services. Council's role in these services includes leading, advocating, regulating, partnering as well as direct service provider. These 25 council services are supported internally by 6 corporate services.

The 2017-2021 Corporate Plan profiles each of these service with a focus statement for the period of the plan. The focus statement is not intended as a comprehensive description of everything the service entails, but to give an insight into one area in which the service is positioning itself to manage the challenges and opportunities of increasing population, community expectation and changing technology.

Measurement

The approach to monitoring and reporting council's progress towards achieving its vision for the future of the Sunshine Coast has been reviewed. The 2017-2021 Corporate Plan performance framework proposed is designed to better reflect existing practice and better align performance reporting with strategic outcomes.

It has been council's practice over recent years to publish a 'Mayoral State of the Region', 'State of the Environment' and 'State of the Assets' report. These reports provide an in depth view of the implementation of regional and supporting strategies, asset management plans etc. In many instances this type of monitoring and reporting provides a more holistic and comprehensive view of progress, than one or two more specific measures might convey. These documents are referred to in the 2017-2021 Corporate Plan as one means by which the community can understand the organisation's progress towards achieving the vision.

A suite of corporate plan measures with direct alignment to outcomes in regional strategies are proposed for each of the five goals in the 2017-2021 Corporate Plan. (Refer Attachment 1).

Council's endorsement of the 2017-2021 Corporate Plan means performance reporting against corporate plan measures will be annual for all measures, rather than current practice which mixes quarterly, half-yearly, annual and biennial reporting.

Community engagement

To complement the proposed Sunshine Coast Corporate Plan 2017-2021 publication it is intended to introduce an on-line interactive resource to educate, inform and encourage on-going dialogue with the community about Council's strategic direction.

Individuals will be able to learn more about how their specific areas of interest are addressed through the vision, goals and pathways; and provide feedback and comments on council's strategic direction, services and projects.

Council's commitment to review the corporate plan on an annual basis will continue. However, the timing of the annual review is proposed to be completed by December each year, placing it at the beginning of the operational plan and budget development schedule for the following financial year.

The on-going dialogue with the community through the 2017-2021 corporate plan interactive resource will allow relevant and visible engagement with the community for each annual review of the corporate plan.

Legal

The draft 2017-2021 corporate plan has been developed in line with the requirements of the *Local Government Regulation 2012*. The regulation requires (sections 165 and 166) that a corporate plan must:

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

For the 2016-2017 financial year council has no commercial business units. Business areas which undertake activities of a commercial nature and which may be classified as commercial business units during the life of the 2017-2021 corporate plan will be identified through each annual review process.

Policy

Once adopted, the corporate plan becomes the business planning document which will guide the operations of council for the next five years. All strategies, services, programs and projects progressed during that time will need to align with one or more of the strategic goals articulated in the 2017-2021 corporate plan.

Risk

It is considered there are no new risks for council in adopting the corporate plan as the vision and strategic intent are not substantially different from the direction pursued through the 2014-2019 corporate plan

However, it is good governance and organisation practice to review risks associated with its strategic objectives on a regular basis.

A review of strategic risks associated with the 2017-2019 corporate plan is included as part of the implementation plan triggered by council's resolution from this report.

Previous Council Resolution

On 9 June 2016, council resolved (SM16/8) as follows:

That Council:

- (a) *receive and note the report titled "2016 Update to Sunshine Coast Council Corporate Plan 2014-2019"*
- (b) *resolve under section 165(3) of Local Government Regulation 2012 to update the Sunshine Coast council Corporate Plan 2014-2019 with the following amendments:*
 - (i) *Inclusion of updated messages from Mayor (page 8) and Chief Executive Officer (page 9)*
 - (ii) *Goal 3 to read 'A healthy environment'*
 - (iii) *Goal 5 to read 'An outstanding organisation'*
 - (iv) *Descriptor for Goal 5 to read 'delivering a high performance organisation, supported by good governance, robust decision making and regional leadership'*
 - (v) *Minor grammatical changes resulting from (iii), (iv) and (v) above on pages 7, 18, 19, and the "Corporate Plan overview"*
- (c) *note the operational activities, approved by Council in its adoption of the Operational Plan 2016-2017, will replace the 2015-2016 operational activities on pages 21 to 35 of the Corporate Plan and*

- (d) *subject to recommendation (b) and (c) above, note that the online version and hard copies of the Sunshine Coast Council Corporate Plan 2014-2019 be adjusted accordingly.*

On 18 June 2015, council resolved (OM15/98) as follows:

That Council:

- (a) *receive and note the report titled “2015 Update to Sunshine Coast Council Corporate Plan 2014-2019”*
- (b) *endorse the amendment of the Sunshine Coast Council Corporate Plan 2014-2019 (Appendix A) and*
- (c) *subject to approval of recommendation (b) above, approve that the online version of the Sunshine Coast Council Corporate Plan 2014-2019 be adjusted to incorporate amendments in Appendix A and new message from Chief Executive Officer.*

On 12 May 2014, council resolved (SM14/12) as follows:

That Council:

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

Related Documentation

Related documentation includes all council endorsed strategies and plans – as identified under each of the five goals in the 2017-2021 Corporate Plan.

Critical Dates

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

Adoption of the proposed 2017-2021 Corporate Plan at this meeting allows council to consider capital and operating priorities and associated resources within the parameters of the new corporate plan; and for the forthcoming annual operational plan and budget to be finalised and adopted by June 30, 2017.

Implementation

Subject to council's adoption of the 2017-2021 corporate plan, the following actions will occur:

- Finalisation of graphic design and any minor grammatical corrections.
- Council's website and intranet updated to replace existing corporate plan references and replaced with new corporate plan.
- Initial print run to provide 250 hard copies of corporate plan
- All staff will be notified of the adoption of the new corporate plan and provide with a link to the new document
- Development of the interactive corporate plan website including existing and new videography, images and hyperlinks to more detailed information.
- Soft launch of interactive corporate plan website in conjunction with 2017-2018 budget.
- Consequential changes to council templates, reports, published and on-line documents to reflect new corporate plan will commence but may not take effect until after 1 July 2017.
- Review of risks associated with council's strategic goals and appropriate updates to strategic risk register.

Appendix A

LOGO

Central to document cover:

HEALTHY, SMART, CREATIVE

Australia's most sustainable region

Corporate Plan 2017-2021

Appendix A - Draft Corporate Plan 2017-2021

Indigenous acknowledgement

Photo

Acknowledgement of Country

Sunshine Coast Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social and economic significance. We wish to pay respect to their Elders – past, present and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community.

Document Sections, e.g.

Section 1 – Forewords and Our Team	Pages x to x
Section 2 – Vision and Goals	Pages x to x
Section 3 – Services	Pages x to x

Want to know more?

Complementing the Sunshine Coast Corporate Plan 2017-2021 publication is an on-line interactive resource. This resources allows ongoing dialogue with the community about council's strategic direction.

Individuals can see, hear and read more about how their specific areas of interested are included in the vision, goals and pathways; and provide feedback and comments on council's strategic direction, projects and services.

We encourage you to visit www.sunshinecoast.qld.gov.au/

Appendix A - Draft Corporate Plan 2017-2021

DOUBLE PAGE SPREAD

Corporate Plan Framework Diagram



Appendix A - Draft Corporate Plan 2017-2021

Mayor Foreword

Photo

2017 marks the 50th Anniversary of the naming of the Sunshine Coast. This is an important milestone which we celebrate with our community.

However, we must always remember that our region has a long and proud history that stretches back more than 40,000 years. It is the rich and vibrant heritage of our Indigenous peoples along with the evolution of our communities since European settlement first occurred in the 19th century, that has helped shape the Sunshine Coast that we know today and provides the foundations for our city-region of the future.

The future is here – that is our ethos on the Sunshine Coast. It embodies not just who we are now, but where we intend to be as we travel over that horizon.

A city-region that prides itself on its attributes, competitive advantage and outstanding natural assets. A place where its community is passionate about the lifestyle that we are fortunate to enjoy and the values that we hold.

In short the Sunshine Coast is a city-region that is healthy, smart and creative.

These attributes define our approach to our economy, our engagement with our community, the value we place on our environment and how Council operates as an organisation.

This is the heart of our Council's vision for the Sunshine Coast as Australia's most sustainable region – healthy, smart, creative.

It is a vision that underpins everything we do and is designed to deliver a dividend of prosperity and wellbeing for our residents – not only those who live here now but

also those who will call the Sunshine Coast home in the decades to come.

Having a clear vision and plan for our region is crucial, given the growth our region will continue to experience in the next 20 years and beyond. Today we are a population of approximately 300,000 people. Within 20 years we will reach nearly 500,000 residents.

Our Council wants to ensure our residents have the opportunity to stay here to pursue worthwhile careers and can access the facilities and services that they require. Our Council also wants our region's infrastructure to appropriately support our growing community. This is why since 2012, our Council has pursued a transformational agenda that will strengthen the economy, balanced with maintaining and enhancing the liveability of our Sunshine Coast.

We are now seeing the results of these efforts, with the region achieving an unemployment rate below the Queensland and national average, record levels of investment, high levels of business confidence and nationally recognised programs and activities that reinforce our environmental credentials.

But much more still needs to be done.

Our Council's new Corporate Plan 2017-2021 sets the pathways that we will pursue on behalf of our community for the next five years to reinforce our vision for the region.

During that time we will see our new city centre in Maroochydore take shape; our new runway completed at the Sunshine Coast Airport; Council off-setting 100% of its electricity consumption with energy produced by its solar farm; the vibrancy of communities across the region strengthened by new facilities and

Appendix A - Draft Corporate Plan 2017-2021

services; and strong measures put in place to protect and preserve the regional inter-urban break - that evolving landscape that defines the Sunshine Coast from the rest of south-east Queensland and is home to some of our most recognisable features like the Glass House Mountains and the Pumicestone Passage.

New communities will emerge at Aura and Palmview and our connectivity with the world will be advanced as we help local businesses to export their products and services and we progress our plans for an international broadband submarine cable connection.

At the same time, we will maintain our strong focus on providing value for money

services to our community – from maintaining our parks and recreational areas and improving our local road network to supporting numerous community organisations and initiatives that maintain and enhance our foreshore, waterways and other natural assets.

As a Council, we will do so as one team – Councillors and staff working together as valued partners with our community, business, industry and other tiers of government to bring the future to us, shape it and create opportunity as we go.

After all, that is what being healthy, smart and creative is all about.

Appendix A - Draft Corporate Plan 2017-2021

CEO Foreword

Photo

Our vision to be *Australia's most sustainable region – healthy, smart, creative* is ambitious but achievable. Our goals and strategic pathways address every aspect of life on the Sunshine Coast – how we live, work, and learn, raise our children, connect with our communities and enjoy all our region has to offer. Achieving these goals requires nothing less than bold, innovative, smart and creative solutions.

The Corporate Plan 2017-2021 sets clear goals and sets out a comprehensive blueprint to take our region into the future. We envision a dynamic, thriving economy, a region that is a responsible steward of its people and the environment, and a city-region that is resilient against emerging and unseen challenges.

Equity is a guiding principle of this corporate plan and a lens through which we view all of our planning, policymaking, decision-making and service delivery. Our commitment to equity means we will ensure that our people and our communities have equal access to opportunities to reach their full potential and to succeed. This is critical to ensuring our community and region is healthy.

This corporate plan is supported by a suite of endorsed regional strategies on critical matters such as the environment, economic development, social, financial and asset management. The corporate plan will be reviewed every year to track our priorities and responsiveness to issues.

Each of the strategic pathways link to the transformational actions detailed in council's endorsed regional strategies. Council's role in those transformational actions will vary – to lead, partner or regulate, to be a custodian for our natural

and built assets, to advocate on behalf of the community, to inform and to directly provide services on a day to day basis to people across our region.

At the same time, council acknowledges the services we deliver today may not be the services we deliver tomorrow. We must continue to monitor everything we do to provide sustainable and fiscally responsible services now and into the future. As a smart organisation, council will ensure there is value for money, efficiency and endeavour to ensure there is no duplication in anything we do.

We all want to live in a city-region that is extraordinary. We need a strong local economy and excellent arts, culture and recreational amenities that are widely available to residents and visitors.

Delivering sound outcomes will require the efforts of a united team, including our elected representatives, staff, contractors, partners and volunteers. This joint approach, for which the Sunshine Coast is renowned, will enable consistent, focused and timely services being delivered to our community. Strong leadership and partnerships will deliver better outcomes for everyone in our region. We should never apologise for representing strongly the needs and wants of the Sunshine Coast Community.

We are already well advanced as the vision, commitment and leadership of the Mayor and Councillors is taking this region forward in leaps and bounds. This leadership is leaving an enduring legacy for community, environmental and economic interests.

My leadership team and I are also committed to ensuring a workplace that is engaging, collaborative and inspires excellence, whilst building a productive

Appendix A - Draft Corporate Plan 2017-2021

culture, gearing up for exciting and positive times ahead.

We must always remember that the council workforce remains our greatest asset and these professional, competent and hard-working people are delivering value for money outcomes and essential services to our community every day.

The corporate plan also provides the strategic framework for the delivery of a range of services including capital works projects, community support programs, environmental land acquisitions, strategic planning initiatives and community engagement, supported by the highest customer service standards.

It is important to highlight that it is the council workforce that drives the professional approach in delivering the many day to day services that are taken for granted by most people including

roads, parks, libraries, sporting and community facilities, airport operations, bushland habitat, beaches and waterways.

Financially the council is in excellent shape, achieving eight consecutive unqualified audits and awarded the second highest credit ranking available. Our services will continue to be underpinned by sound financial management, keeping costs down and providing real value for money. However, it should be noted that it our intent to use an increase in debt to build much needed infrastructure to support a more sustainable local economy over the next four years.

Through the collaborative efforts of our staff and the community we will meet these challenges and build a healthier, smarter and more creative region. I invite you to contribute and participate positively with us on our journey.

Appendix A - Draft Corporate Plan 2017-2021

Your Council Team

Elected Members

Insert Photo of Councillors (as a team) not individuals

As the community's elected representatives, Councillors are responsible for making decisions that guide the future of the region as well as those more immediate needs within their divisions.

The portfolios reflect areas of strategic importance to council and the people of the Sunshine Coast, facilitating engagement with the community on its priorities and services; and supporting productive and professional relationships within the organisation.

Councillor portfolios, or special areas of interest, focus on the whole of the region.

Mayor Mark Jamieson

Portfolio - Region Making Projects, Regional Advocacy & Intergovernmental Relations

Division 1 – Cr Rick Baberowski

Portfolio – Transport, the Arts and Heritage

Division 2 – Deputy Mayor Tim Dwyer

Portfolio – Corporate Strategy and Finance

Division 3 - Cr Peter Cox

Portfolio – Place Development and Design

Division 4 - Cr John Connolly

Portfolio – Planning and Development (Assisting)

Division 5 - Cr Jenny McKay

Portfolio – Community and Environment

Division 6 - Cr Christian Dickson

Portfolio – Planning and Development

Division 7 – Cr Ted Hungerford

Portfolio –Governance and Customer Service

Division 8 – Cr Jason O'Pray

Portfolio – Tourism, Events and Sports

Division 9 – Cr Steve Robinson

Portfolio – Economic Development and Innovation

Division 10 -Cr Greg Rogerson

Portfolio – Local Infrastructure Delivery

Appendix A - Draft Corporate Plan 2017-2021

Staff

Our people are our greatest asset. Council is one of the Sunshine Coast's largest employers and we believe that our team's passion, professionalism and willingness to go above and beyond sets us apart from other councils and organisations.

We demonstrate, every day, that council is an outstanding organisation and committed to the long-term future of the region.

Council's values and behaviours shape how the organisation grows, our culture and performance. As an outstanding organisation, our people are committed to delivering a high performing organisation, supported by good governance, robust decision-making and regional leadership.

Contractors

Council works together with local contractors and businesses to meet existing and future infrastructure demands for the Sunshine Coast region.

Council's commitment to use local suppliers supports the development of a competitive and diverse local economy and industry network across the region.

We support keeping jobs local and strive to enable more businesses within the region to work with council by simplifying our procurement process and reinvesting in our local economy.

Volunteers

More than 1500 volunteers contribute time and care to council's volunteering program and each year these generous people enrich living within the Sunshine Coast through a diverse range of community organisations and council community programs and services.

With their help, council can deliver vital services and programs and build a stronger and connected community.

Events, programs, community organisations, disaster and emergency efforts are just some of the areas of service that depend on the freely given time, skill and passion of volunteers.

Council's Social Strategy also highlights the significant economic contribution and social value of volunteering on the Sunshine Coast.

Residents

Residents are the heart of the Sunshine Coast. It is through strong community partnerships that Council understands and sets the strategic directions for the region, as it seeks to deliver on what is most important to the people who were born in our beautiful region, or have chosen the Sunshine Coast as their home.

This corporate plan seeks to continue that partnership by clearly outlining the priorities for the coming four years and inviting ongoing engagement with the community as services and projects are delivered.

Visitors

Visitors are drawn by our stunning beaches, magnificent scenery and diverse, vibrant communities and activities. It is the healthy environment, the creativity and generosity of our communities and the sense of freshness and energy that brings visitors back again and again.

Appendix A - Draft Corporate Plan 2017-2021

Visitors are important to our economy, particularly to those residents who run businesses and/or are employed within the tourism, accommodation, entertainment and hospitality industries.

Council will continue to work with its various partners to strengthen our region's credentials as an attractive destination for national and international visitors.

Appendix A - Draft Corporate Plan 2017-2021

Vision, Goals, Strategic Pathways

Sunshine Coast Council has embraced the long-term aspirational vision to be *Australia's most sustainable region*. The importance of vibrant, green, diverse as attributes of sustainability are now well embedded within Council and our communities.

The vision *Australia's most sustainable region - healthy, smart, creative* continues to reflect a balance in our economic, social and environmental objectives. It acknowledges unprecedented our region's unprecedented growth and the rapidly evolving digital age are significant drivers influencing Council's strategic direction, priorities and services for the next five years.

The 2017-2021 corporate plan goals – a smart economy, a strong community, a healthy environment, service excellence, outstanding organisation - provide the community and the organisation with a line of sight from this vision to the programs, projects and services that are provided by Council to residents, businesses and visitors across our region every day.

The strategic pathways link these five goals to the transformational actions detailed in Council's endorsed regional and supporting strategies.

Council's role in those transformational actions will vary – to lead, partner or regulate, to be a custodian for our natural and built assets, to advocate on behalf of the community, to inform and to directly provide services on a day to day basis to people across our region.

Monitoring, planning and resourcing associated with the implementation of strategies and transformational actions to progress Council's goals is reviewed regularly and detailed within Council's annual Operational Plan.

Progress towards the goals is measured annually with performance reported in Council's annual report and website.

Appendix A - Draft Corporate Plan 2017-2021

Sunshine Coast Airport Expansion

Construction of a new east-west runway, designed to accommodate larger, more fuel-efficient aircraft, an expanded apron and related infrastructure.

Value: \$4.1 billion for the Queensland economy

Timeline: Construction completed 2020.

Key statistic 3500 fewer dwellings noise affected

A smart economy

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

The 2017 opening of the Sunshine Coast University Hospital marks a major milestone in Council's economic goals. The health and allied services sector is now the fastest growing employer in the region, pumping an estimated \$3.6 billion into the regional economy by 2025 and creating 9000 jobs.

This economic stimulus contributes to a strong community by creating career pathways for many, including young people in our community so they may live locally whilst studying at the university and realising new opportunities within the health industry.

Our environment is benefitting from a strong focus on growing cleantech and agribusiness industries on the Sunshine Coast. We are developing a global reputation for innovation and entrepreneurship and our region building projects are supporting the growth of healthier, cleaner and greener jobs and opportunities for the long-term future.

Strategies and plans *(Incorporate a design feature that suggests hierarchy)*

Regional Economic Development Strategy 2013-2033

Sunshine Coast Planning Scheme 2014

Major and Regional Events Strategy 2013-2017

Rural Futures Strategy

Sunshine Coast Airport Master Plan 2007

Sunshine Coast Holiday Parks Business Plan 2015-2020

Industry and investment plans for high-value industries

Goal measures:

1. Value of committed (or in the pipeline) major public and private investment in the region
2. Value of construction from building approvals
3. Estimated economic impact from Council supported major and regional events

Appendix A - Draft Corporate Plan 2017-2021

Light Rail

A fast, frequent, high-quality light rail service along the Sunshine Coast.

Value: \$3.4b into the regional economy during construction and
\$4.6m to the Sunshine Coast economy annually

Timeline: Stage 1 by 2025

Key statistic 9,000 jobs during construction and 250 jobs anticipated for
ongoing operation

A strong community

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

The Sunshine Coast region is ranked the healthiest in Queensland, and our council is committed to maintaining this achievement. Council continues to invest in the provision of recreational parks, trails and pathways, sporting fields, aquatic centres and stadiums to facilitate passive and active recreation for all people. Promoting and providing leadership through strong messaging on social issues such as domestic violence, disability advocacy, homelessness, multiculturalism and mental health is equally important to your council team.

A focus on leadership, collaboration and partnerships is achieving significant progress towards safe and healthy communities. The 'disaster hub' is a great example of building capabilities and capacity across the many government and community agencies that respond to a disaster event. Using digital technologies and smart communications as key components, the 'disaster hub' combines information from many agencies and presents it to the wider community in a way that is accurate, accessible and relevant for people to make the best decisions in times of natural disaster.

The people of the Sunshine Coast have a remarkable history of active involvement in community life. Our community is passionate about maintaining and celebrating our values and lifestyle. Thousands of volunteers freely give of their time and creativity to connect people and places through festivals, sporting events, social support services and environmental, arts and cultural programs, which invaluablely contributes to our region's vibrancy and sustainability.

Strategies and plans

Sunshine Coast Social Strategy 2015

Domestic Animal Management (Cats and Dogs) Strategy 2014 – 2020

Sunshine Coast Cemetery Plan 2012-2027

Sunshine Coast Heritage Plan 2015-2020

Reconciliation Action Plan 2011-2016

Access and Inclusion Plan 2011-2016

Performance and Community Venues Service Plan 2014-2029

Sunshine Coast Libraries Plan 2014-2024

Sunshine Coast Aquatic Plan 2011-2016

Sunshine Coast Stadium Facility Development Plan 2015-2030

Sport and Active Recreation Plan 2011-2016

Sunshine Coast Skate and BMX Plan 2011-2020

Master Plans – for recreation, multi-sports fields and complexes

Appendix A - Draft Corporate Plan 2017-2021

Goal measures:

1. Population engaged in volunteering
2. Maintain healthiest region in Queensland ranking ¹
3. Frequency of attendance at major venues, aquatic facilities, libraries, gallery and events
4. Number of people and community groups that benefit from council's funding program

¹ Performance data for this measure only released biennially

Appendix A - Draft Corporate Plan 2017-2021

Maroochydore City Centre Priority Development Area (PDA)

A planned city centre in the heart of the Sunshine Coast, the Maroochydore City Centre is the only greenfield CBD in Australia within an existing urban area.

Showcasing excellence in urban design, innovation and technology, the 53-hectare former golf course will include commercial, retail, residential and cultural precincts with 40 per cent of the site to be parks and waterways.

Value: \$5.9 billion for the Queensland economy

Timeline: 2017-2040

Key statistic: 30,000 new jobs

A healthy environment

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

The Sunshine Coast is well on its way to becoming a sustainable region with energy derived from renewable sources now a reality. This is set to rapidly increase as new innovations and technologies are deployed, making renewable energy more reliable and affordable, driving the new economy.

Maintaining our natural environment is critical to supporting our economy and community. The health and preservation of our landscape and character, biodiversity, waterways and wetlands and coastline and benefiting sustainably from the products and services they provide, continues to be a primary focus for Council and the community.

The environment we create, the built form, is the environment that we can shape and transform to ensure the region adapts and responds to changes in our climate, our population, our communication and use of technologies to create a more sustainable future.

Strategies and plans *(Incorporate a design feature that suggests hierarchy)*

Regional Environment and Liveability Strategy (Draft)

Sunshine Coast Planning Scheme 2014

Sunshine Coast Sustainable Transport Strategy 2011-2031

Sunshine Coast Waste Strategy 2015-2025

Sunshine Coast Open Space Strategy 2011

Sunshine Coast Social Infrastructure Strategy 2011

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

Goal Measures:

1. Council's greenhouse gas emissions reduced
2. No loss of the inter-urban break from its 2017 extent
3. Hectares of land per resident acquired through environment levy for conservation and preservation purposes maintained
4. Renewable energy capacity increased

Appendix A - Draft Corporate Plan 2017-2021

International Broadband Submarine Cable

A plan to link the Sunshine Coast region directly to global communications systems in Asia, the Pacific and the United States.

Value: \$700 million to the region and \$1.1 billion pa for the Queensland economy

Status: Application for cable exclusion zone lodged with Australian Communication and Media Authority.

Key statistic Estimated 1800 additional jobs for the region once internet gateway established

An outstanding organisation

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

Having a healthy workforce also directly translates to the health of our region. Council engages and supports its people to make positive and sustainable behaviour changes that reduce life-style related health risk factors and improves their overall health and wellbeing. The word FRESH has been chosen purposefully as a reminder that feeling physically and mentally FRESH is a key to satisfying work, sustainable performance and 'great health' within the organisation and the community.

Council recognises it needs to sustain a workplace that is smart, innovative, creative, engaging and inspires excellence in everything it does. Council has a great depth of skills and experience and how our people fulfil their roles, their commitment to the region and their willingness to go above and beyond, is what sets our organisation apart from other councils.

Council is in excellent financial shape. No other council in Queensland has a higher credit ranking. Our smart fiscal management is underpinned by the innovative and efficient approach taken by our workforce, commitment to keeping costs down and continuing to provide real value for money. Our approach is delivering unparalleled confidence in the region with the willingness of local and new businesses and the Federal and State Government to successfully invest and create wealth in our region.

Council's leadership team is empowering the workforce to lead and drive our professional approach to the delivery of core services and region-making projects. Our workforce is rising to the challenge and developing creative and innovative approaches to the way we do business.

Related documentation

Financial Sustainability Plan 2015-2025
People Strategy 2017-2019
Information and Technology Strategy 2011-2016

Goal measures:

1. Operating surplus ratio
2. Net financial liabilities ratio
3. Workplace health and safety – days lost to injury
4. Customer and employee experiences reflect organisation values

Appendix A - Draft Corporate Plan 2017-2021

Achieving outstanding recognition and fulfilling the high standards we set for the organisation

Striving to be our best is a shared goal of our workforce. Council will continue to focus on celebrating its achievements and successes by nominating services, projects, initiatives and people for local, state and national awards.

Council has been recognised many times by its peers, winning numerous prestigious awards and achievements across the organisation.

Council is constantly developing ongoing collaborations between research institutions, business and industry to support initiatives and innovation.

In addition to external recognition, the CEO Excellence Awards are presented as part of council's employee recognition program, which aims to notice, share, recognise and celebrate employees who are living council's values each day.

Appendix A - Draft Corporate Plan 2017-2021

Service excellence

Positive experiences for our customers, great services to our community

Our long term goals and strategic pathways provide guidance on the range, size, shape and health of our services into the future. Council takes pride in what we do and the quality of services provided to our community. We also acknowledge the services we deliver today, may not be the services we deliver tomorrow. Service sustainability and our ability to meet changing community expectations requires the quality, performance and relevance of our services to be reviewed and assessed.

Our organisation is looking for ways to use technology to deliver smarter and more efficient services to improve lifestyle of our residents. Over the life of this plan the region will see the introduction and activation of smart services for waste, WiFi, parking, tourism and events, lighting, water, CCTV, signage, building information modelling, power and energy, sound, sensors, health and education. While it will take some years for all communities to receive all smart services, the 'smart city implementation plan' puts our region at the forefront of 21st century service delivery.

Creating a positive experience for our customer includes being treated promptly, efficiently and professionally, including when council is responding as the regulator of local laws. Customers can expect clear and timely communication; that a staff member in the organisation is taking personal responsibility to assist them and that we aim to deliver on our promise.

Engaging with our community is creating open and ongoing dialogue, using community input to make better decisions for the whole of the region, to be authentic, meaningful, clear and consistent in the extent to which that input may influence council decision making.

Related documentation

Customer Experience Strategy (*draft*)
Sunshine Coast Asset Management Plans

Goal measures:

1. Level of community involvement in local issues and activities
2. Average gap between community satisfaction and importance score across all services
3. Asset sustainability ratio

Appendix A - Draft Corporate Plan 2017-2021

Council Services

Airport

Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and Caloundra Aerodrome.

Focus for 2017-2021

Construction of the new east-west runway and associated infrastructure to accommodate larger, more fuel-efficient aircraft, and enabling direct flights to more locations in Australia, Asia and Western Pacific.

Key Service Statistic

1,000,000 million passengers per annum.

Beaches, foreshores, coastal infrastructure and canals

Dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.

Focus for 2017-2021

Building resilience into our coastal infrastructure assets to mitigate the impacts of climate change.

Key Service Statistic

130 km of coastline, 60 km of beaches, 257 beach access points, 8 km of coastal protection works, and 96 constructed water bodies.

Bushland conservation and habitat

Partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve networks protection, enhancement and management, fire management programs.

Focus for 2017-2021

Improvement in quality of vegetation and habitats contained within the natural area reserve network.

Key Service Statistic

542 environmental reserves (includes natural amenity areas, bushland reserves, dune systems and riparian areas) covering 5,741 ha.

Appendix A - Draft Corporate Plan 2017-2021

Cemeteries

Providing and maintain cemeteries for burial and ashes internment.

Focus for 2017-2021

Explore opportunities to examine cemetery requirements to support population growth within the region and changing trends and practice.

Key Service Statistic

95% compliance with cemetery standards for maintenance.

Community and cultural development and partnerships

Planning, partnering and supporting the community through a range of community development, civic and cultural programs, and grants.

Focus for 2017-2021

Recognising and supporting opportunities which develop and grow creative and cultural industries on the Sunshine Coast, positioning the region as a key destination for both industries.

Key Service Statistic

220 events and more than 35,000 attendees to Horizon Festival.

Community Venues

Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues.

Focus for 2017-2021

Ensure Sunshine Coast venues are designed and equipped to be resourceful, to offer a high quality experience for the community and to ensure their usage is maximised.

Key Service Statistic

2500 community events each year attended by 320,000 people.

Customer and Community Relations

Providing customer contact channels, media and public relations, strategic marketing and reputation management, civic and community events to keep the public informed, engaged and celebrating community life.

Focus for 2017-2021

Provide a program of services that celebrate who we are as a region and respond to the needs of our community and introduce videography as a preferred communication medium, in conjunction with social media platforms, to enhance Council's reputation locally, nationally and internationally.

Key Service Statistic

Facebook engagements increasing by over 10% per month and customer contact service satisfaction rate consistently more than 90%

Appendix A - Draft Corporate Plan 2017-2021

Development Services

Provide development information and assessment services for planning, engineering, environment, building and plumbing as well as the management of development compliance and appeals.

Focus for 2017-2021

Establish 24/7 access to eServices that provide access to development information and decisions.

Key Service Statistic

143,732 free development information site reports provided free of charge and 800,000 site visits to PD Online.

Disaster Management

Regional disaster management co-ordination including prevention, preparation, response and recovery.

Focus for 2017-2021

Disaster risk reduction and the building of community resilience to mitigate the impacts of climate change and natural disasters.

Key Service Statistic

Over \$6 million allocated to disaster prevention, preparedness, response and recovery activities annually.

Economic Development

Providing industry and business programs and initiatives to support the growth of the regional economy.

Focus for 2017-2021

Delivery of programs and actions in support of the Regional Economic Development Strategy to contribute to achieving the aspirational goals.

Key Service Statistic

Consistently achieving more than 80% customer satisfaction.

Elected Council

Provides community leadership, democratic representation, advocacy and decision-making.

Focus for 2017-2021

Engage closely with the community, advocate for service and infrastructure priorities and build partnerships to deliver on healthy, smart and creative opportunities for our region.

Key Service Statistic

3032 customer requests directed to councillors offices during 2016.

Appendix A - Draft Corporate Plan 2017-2021

Holiday Parks

Providing and operating holiday parks including caravan, camping and cabin facilities.

Focus for 2017-2021

Increase the profitability of holiday parks thereby generating an on-going non-ratepayer funded revenue stream for Council.

Key Service Statistic

6 holiday parks provide 1100 powered sites for use by local residents and visitors.

Libraries

Providing access to information and learning opportunities through static and mobile libraries and loanable items.

Focus for 2017-2021

Develop an engaging program of events, processes and activities that encourage the community, all ages to take advantage of the huge range of services libraries have to offer; and explore opportunities in response to changing needs in the community and innovative technologies.

Key Service Statistic

8 static and 2 mobile libraries with a total membership of 111,600.

Lifeguards

Providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.

Focus for 2017-2021

Ensure all beaches are patrolled in accordance with Council contract requirements to prevent drowning on Sunshine Coast Council beaches.

Key Service Statistic

Patrolled 21 beaches, with 120,000 preventative actions and 550 rescues in 2016.

Local Amenity and Local Laws

Maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles.

Focus for 2017-2021

Providing customers with a greater understanding of legislation through education and warnings before enforcement.

Key Service Statistic

A minimum of 25,000 interactions per annum where public education on local laws is undertaken.

Appendix A - Draft Corporate Plan 2017-2021

Public Lighting

Providing and maintaining public lighting.

Focus for 2017-2021

Enhancing the urban environment with quality lighting outcomes that improve tourism and lifestyle of residents throughout the region.

Key Service Statistic

25,962 lighting assets at 30 June 2016.

Public Health

Protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.

Focus for 2017-2021

Develop species specific communication and education materials for high alert pest species and conduct targeted communication and education programs in high risk locations.

Key Service Statistic

Minimum of 6,000 interactions per annum where specific communication and education on pest species is provided.

Recreation Parks, Trails and Facilities

Design, maintenance and management of Council's public open space for active and passive recreation.

Focus for 2017-2021

Defining strategic links between recreation parks, trails and facilities to connect the existing assets and create economic, social and cultural opportunities.

Key Service Statistic

Council manages and maintains 482 parks totalling 541 hectares.

Rivers, Streams, Estuaries and Water Bodies

Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.

Focus for 2017-2021

Building partnerships to reduce the impacts of sediment, nutrients and litter on waterways.

Key Service Statistic

More than 3,700 km length of waterways, four coastal lagoons, and Pumicestone Passage.

Appendix A - Draft Corporate Plan 2017-2021

Road Network Management

Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making.

Focus for 2017-2021

Identify and pursue a range of techniques to improve forward project planning, design, and community engagement.

Key Service Statistic

427 concept and final designs completed during 2016-2017.

Roads, Cycleways and Pathways

Maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies.

Focus for 2017-2021

Modernising procedures and practices for service delivery including: increasing proactive maintenance programs; business analysis of multiple large data sets; improved scheduling and strategic procurement.

Key Service Statistic

Maintaining 2,316 km of sealed roads, 532 km of unsealed roads and 1,140 km of pathways.

Sporting Facilities

Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.

Focus for 2017-2021

Proactively master plan key sporting facilities to prioritise capital expenditure throughout the sporting network

Key Service Statistic

Providing 10 aquatic centres with over 1,000,000 visits and more than 800,000 visitors to the Sunshine Coast Stadium, Caloundra Indoor Stadium, Nambour Showgrounds and Maroochydore Multi Sports facilities annually.

Stormwater Drainage

Managing and maintaining functional stormwater drainage.

Focus for 2017-2021

Improve the quality and range of cyclic condition inspections of the drainage network to reduce Corporate and Community risks, and enable maintenance intervention at earlier stages of asset deterioration.

Key Service Statistic

26,213 metres of stormwater network inspected during 2015-2016.

Appendix A - Draft Corporate Plan 2017-2021

Sustainable Growth and Network Planning

Manage growth through network planning and establishing long term land use policy for urban settlements, the environment, flooding, transportation and the provision of infrastructure.

Focus for 2017-2021

Managing growth for the Sunshine Coast with a long term focus to 2041.

Key Service Statistic

\$31,726 million collected in infrastructure charges last financial year to be invested in growth assets on behalf of 287,000 residents.

Waste and Resource Management

Collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs.

Focus for 2017-2021

Identifying new landfill sites, associated bulk haul options and/or alternative waste technologies.

Key Service Statistic

34% of waste diverted from landfill.

Appendix A - Draft Corporate Plan 2017-2021

Services for the organisation's health and performance

Finance and Procurement Services

Financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.

Focus for 2017-2021

Increasing customer accessibility to self-service information and payments; and connecting local businesses to council's material and service supply requirements.

Key Service Statistic

11,307 rating and 69,308 payment transactions through 'my council' and \$180 million (66%) of council's procurement spend with local suppliers in 2015-2016.

Fleet Management

Procurement, maintenance and support for Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.

Focus for 2017-2021

Fostering effective partnerships with clients by providing cost-effective fleet management solutions.

Key Service Statistic

Council have a fleet of over 40 trucks servicing the region's 6805 hectares of environmental reserves, parks and gardens.

Governance

Providing internal leadership and communication, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.

Focus for 2017-2021

Facilitating coordinated provision of information, quality decision-making and alignment of services to Council's strategic direction.

Key Service Statistic

Council considered reports to make 273 formal decisions during 20 Ordinary and Special meetings in 2016.

Appendix A - Draft Corporate Plan 2017-2021

Human Resource Management

Assisting all employees with organisational development, payroll, recruitment, workplace relations, learning and development, workplace health and safety guidance and support

Focus for 2017-2021

Work with our employees to foster a mentally healthy, skilled, committed and innovative workplace culture.

Key Service Statistic

2247 days of corporate, FRESH and safety training provided to employees in the past 12 months.

Information and Communication Technology

Providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community.

Focus for 2017-2021

Implementing initiatives to digitally transform council to more effectively respond to community, business and visitor needs and enable the organisation to adapt to rapid changes in technology.

Key Service Statistic

130 sets of data made available to the public since mid-2015.

Property Management

Comprehensive management of Council's land and building assets to ensure that Council's property dealings are optimised, centrally managed and support council's objectives.

Focus for 2017-2021

Transitioning to mobile work places enabling greater agility and efficiency in service delivery, managing council's land holding with consideration for future generations; and implementing a commercial focus to managing council's property portfolio.

Key Service Statistic

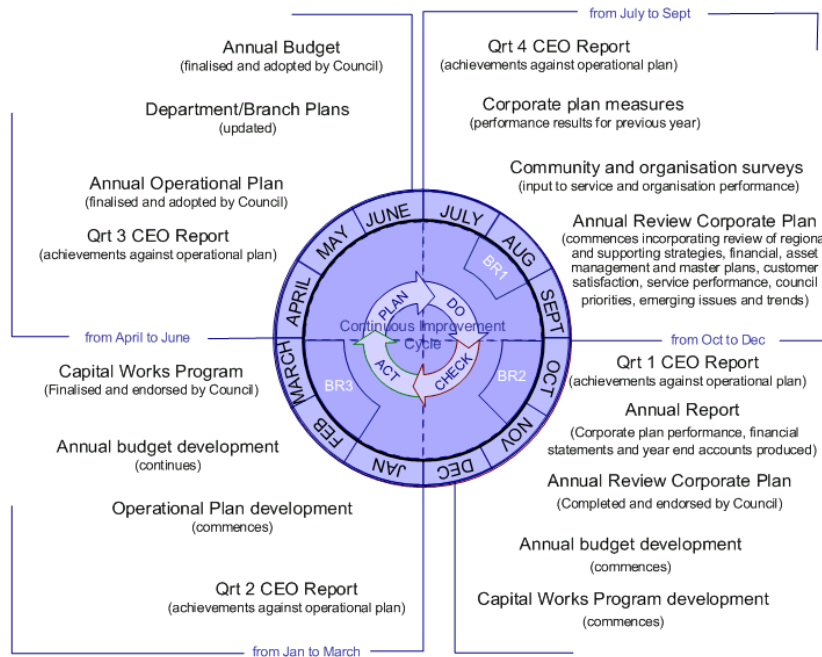
Value of council owned or controlled land and building assets (excluding auxiliary assets) is \$884,052,546.

Appendix A - Draft Corporate Plan 2017-2021

Monitoring and reporting to our community

Annual Planning and Reporting Cycle

(Minor variance to timeframes may occur some years)



The 2017-2021 corporate plan will be reviewed annually to ensure it retains its currency and relevance for our community. This annual review will be undertaken between July and December each year to maintain the direct line of sight between council's strategic direction and the prioritisation of resources to services, programs and projects through the annual operational planning and budget development process.

Our performance monitoring and reporting is underpinned by the organisation's values – high standards, being our best and service excellence. Performance measurement is about the continuous improvement of council services. Our organisation is proud of the quality of its services and strives to understand what it can do to better to maintain those high standards for our community.

Corporate plan measures are designed to track progress over time and are one indicator of performance.

Annual reviews of the outcomes achieved through the implementation of regional and supporting strategies, community satisfaction surveys, feedback and comments from customers are other mechanisms by which council monitors progress towards our vision.

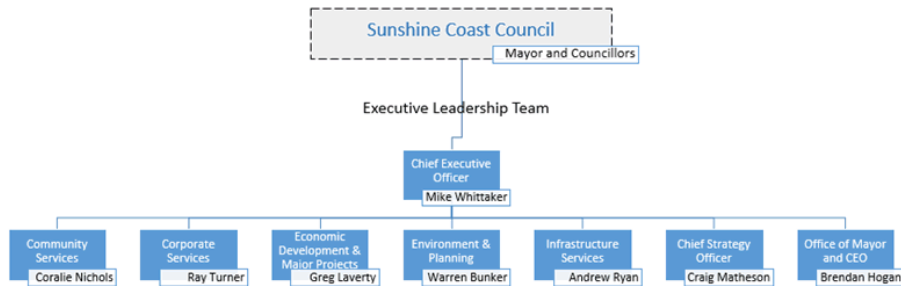
Appendix A - Draft Corporate Plan 2017-2021

As part of the continuous improvement ideal, the 2017-2021 Sunshine Coast Council Corporate Plan is complemented by an on-line interactive resource to educate, improve visibility and encourage on-going dialogue with the community about council's strategic direction. Reports, survey results and performance data will be published through the interactive resource as they become available during each year.

This on-going dialogue with the community through the corporate plan interactive resource facilitates relevant and visible engagement with the community for each annual review of the corporate plan.

Appendix A - Draft Corporate Plan 2017-2021

Sunshine Coast Council's Service Delivery Framework



Appendix A - Draft Corporate Plan 2017-2021

Definition of key terms

Advocate	to speak or argue 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 projects	construction of the necessary infrastructure (e.g. roads) to support the development of the region
Collaboration	working with someone to produce or create something
Corporate Plan	strategic document that identifies Council's priorities for the next five years
Governance	guides culture and business practices, effective decision-making through strategic and operational planning, risk management and compliance, financial management and external reporting
Infrastructure	the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage
Innovative	introducing new ideas and original and creative thinking
Region (Regional)	the area within the Sunshine Coast local government area
Resilient	able to withstand or recover quickly from difficult conditions
Social infrastructure	community facilities, services and networks that help individuals, families, groups and communities meet their social needs
Sustainable	meeting the needs of the present without compromising the ability of future generations to meet their own needs
Vision	a statement that describes the future towards which Council is working

ATTACHMENT 1

Sunshine Coast Council Corporate Plan 2017-2021



Our vision Australia's most sustainable region – healthy, smart, creative.

Our values Respect for each other | Being our best | Working as one team | High standards | Service excellence

Our goals

A smart economy

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

Strategic pathways

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

A strong community

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

- Safe and healthy communities
- Resilient and engaged communities
- A shared future that embraces culture, heritage and diversity
- People and places are connected

A healthy environment

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

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

Service excellence

Positive experiences for our customers, great services to our community.

Delivery pathways

- Respecting and valuing our customers
- Regular and relevant engagement with our community
- Service quality assessed by performance and value to customers
- Assets meet endorsed standards for sustainable service delivery

An outstanding organisation

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

Performance pathways

- A great workplace culture, with engaged, energised and skilled people
- Strong leadership enabling Councillors, individuals and teams to be their best
- A financially sustainable organisation
- Collaborative, proactive relationships with community, business and government
- Digital technology is fundamental to innovative solutions for future service delivery
- Information, systems and process underpin quality decisions and enhance customer relationships

Council services

- Airport
- Beaches, foreshores, coastal infrastructure and canals
- Bushland conservation and habitat
- Cemeteries
- Community and cultural development and partnerships
- Community venues
- Customer and community relations
- Development services
- Disaster management
- Economic development
- Elected council
- Financial and procurement services
- Holiday parks
- Libraries
- Lifeguards
- Local amenity and local laws
- Public health
- Public lighting
- Recreation parks, trails and facilities
- Rivers, streams, estuaries and water bodies
- Road network management
- Roads, cycleways and pathways
- Sporting facilities
- Stormwater drainage
- Sustainable growth and network planning
- Waste and resource management

Corporate services

- Fleet management
- Governance
- Human resource management
- Information and communication technology
- Property management.

Our communities: Your Council team (our elected representatives, staff, contractors and volunteers)

2017-2021 Sunshine Coast Council Corporate Plan

Section	2014-2019 Corporate Plan – Current	2017-2021 Corporate Plan - Proposed
Structure	<p>Sections:</p> <ol style="list-style-type: none"> 1 Foreword, messages from Mayor and CEO 2 Our organisation narrative – <ol style="list-style-type: none"> a. Striving for excellence b. Serving the community c. The journey so far d. Shaping our future 3 Our plan – framework and operational priorities listing <ol style="list-style-type: none"> a. Our commitment to the future b. Our values c. Achieving our goals (annual operational plan activities by goal) d. A focus on delivery e. Definition of key terms 4 Fold out double page corporate plan framework 	<p>Sections:</p> <ol style="list-style-type: none"> 1 Double page corporate plan framework 2 Forewords from Mayor and CEO, introduction to Our Team 3 Vision and Goals – explanation 4 Services – description, future focus, key statistic <p>Note 1: Organisation narrative transferred to on-line interactive website Note 2: List of annual operational priorities not included – will appear in operational plan only</p>
Vision	Australia's most sustainable region – vibrant, green, diverse	Australia's most sustainable region – healthy, smart, creative
Goal 1	A new economy	A smart economy
Description	Providing the regional policy, regulatory settings and identity that shape a globally competitive economy	A prosperous, high-value economy of choice for business, investment and employment (as per Regional Economic Development Strategy vision)
	<p>Outcomes</p> <ol style="list-style-type: none"> 1. Strong economic leadership, collaboration and identity 2. New capital investment in the region 3. Investment and growth in high-value industries 4. Strong local to global connections 5. A natural, major and regional event destination 	<p>Pathways</p> <p>1-5 remain the same.</p> <p>New 6. A regional hub for innovation, entrepreneurialism and creativity</p>
Goal 2	A strong community	No change
Description	Supporting an engaged resilient and inclusive community that embraces diversity	In all our communities, people are included, treated with respect and opportunities are available to all (adapted from Social Strategy vision)
	<p>Outcomes</p> <ol style="list-style-type: none"> 1. Safe and healthy communities 2. Resilient and engaged communities 3. Culture, heritage and diversity are valued and embraced 4. People and places are connected 	<p>Pathways</p> <p>1, 2 and 4 remain the same.</p> <p>3 amended to: A shared future that embraces culture, heritage and diversity</p>

2017-2021 Sunshine Coast Council Corporate Plan

Goal 3	A Healthy Environment	No change
Description	Managing and enhancing the region's natural assets, liveability and environmental credentials	No change
	Outcomes 1. Healthy, natural ecosystems and protected remnant vegetation 2. Well-managed and maintained open space waterways and foreshore assets 3. A reputation for innovative environmental practices 4. A region shaped by clever planning and design	Pathways 1. A resilient region shaped by clever planning and design 2. Protection and enhancement of our natural assets and distinctive landscapes 3. Responsive, accessible and well managed assets and infrastructure 4. Transitioning to a sustainable and affordable way of living 5. A reputation for innovation and sustainability
Goal 4	Service Excellence	No change
Description	Providing value-for-money services responsive to the needs of the community	Positive experiences for our customers, great services to our community
	Outcomes 1. Customer focussed services 2. Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community 3. Sustainable waste and resource management services	Pathways 1. Respecting and valuing our customers 2. Regular and relevant engagement with our community 3. Service quality assessed by performance and value to customers 4. Assets meet endorsed standards for sustainable service delivery
Goal 5	An outstanding organisation	No change
Description	Delivering a high performance, organisation, supported by good governance, robust decision-making and regional leadership	A high performing, customer-focused organisation marked by great people, good governance and decisive regional leadership
	Outcomes: 1. Robust and transparent decision-making 2. A financially sustainable organisation 3. An employer of choice 4. Productive, professional partnerships	Pathways: 1. A great workplace culture, with engaged, energised and skilled people 2. Strong leadership that enables Councillors, individuals and teams to be their best 3. A financially sustainable organisation that continually delivers valuable community outcomes 4. Collaborative, proactive relationships with community, business & government 5. Digital technology is fundamental to innovative solutions for future service delivery 6. Information, systems and process underpin quality decisions and enhance customer relationships
Services	Services Snapshot List of 25 external services and descriptions over 2 pages with additional paragraph relating to corporate services.	Council services and Corporate Services Photo, name, description, future focus statement and one key service statistic for each of 25 external council services and 6 internal corporate services.

2017-2021 Sunshine Coast Council Corporate Plan

Strategies, plans	Relevant regional strategies, supporting strategies. Master plans listed under goal	Minor modification – relevant regional and supporting strategies, condensed listing of master plans for each goal
Measures	<p>Total of 33 activity and outcome measures across 5 goals monitored and reported on either a quarterly, half-yearly, annual or biennial basis.</p> <p>New economy</p> <ol style="list-style-type: none"> 1. Council actions in the Regional Economic Development Strategy 2. implemented in accordance with agreed timelines 3. Local business graduates' satisfaction with council's Export Capability Program 4. Estimated economic impact from council-supported major and regional events 5. Development applications decided within target decision timeframes. <p>Strong community</p> <ol style="list-style-type: none"> 6. Completed actions in council's Social Strategy in accordance with agreed priorities 7. Average patron satisfaction with council venues provided for hosting community events and programs 8. Increased patronage of council controlled major sporting facilities, performance and community venues 9. Increase in new library memberships 10. Ratio of desexed animals registered with council compared to total animal registrations <p>Healthy environment</p> <ol style="list-style-type: none"> 11. Council's greenhouse gas emissions reduced 12. Audited parks meeting maintenance standards 13. Hectares of land per resident acquired through environment levy for conservation and preservation purposes maintained 14. Increase in landholder and community groups partnering council in environmental and conservation programs <p>Service excellence</p> <ol style="list-style-type: none"> 15. Operating surplus ratio 16. Asset sustainability ratio 17. Asset consumption ratio 18. Capital works achieving physical completion 19. Percentage of successful prosecutions relating to vicious dog attacks 	<p>Total of 18 measures with greater outcome focus, across 5 goals monitored and reported annually.</p> <p>Smart economy</p> <ol style="list-style-type: none"> 1. \$ value of committed (or in the pipeline) major public and private investment in the region 2. Value of construction from building approvals 3. Estimated economic impact from Council supported major and regional events <p>Strong community</p> <ol style="list-style-type: none"> 4. Population engaged in volunteering 5. Maintain healthiest region in Queensland ranking 6. Frequency of attendance at major venues, aquatic facilities, libraries, gallery and events 7. Number of people that benefit from council's funding program <p>Healthy environment</p> <ol style="list-style-type: none"> 8. Council's greenhouse gas emissions reduced 9. No loss of the inter-urban break from its 2017 extent 10. Maintain hectares of land per resident acquired through environment levy for conservation and preservation purposes 11. Renewable energy capacity increased <p>Service excellence</p> <ol style="list-style-type: none"> 12. Level of community involvement in local issues and activities 13. Average gap score between community satisfaction and importance of councils services 14. Asset sustainability ratio <p>Outstanding organisation</p> <ol style="list-style-type: none"> 15. Operating surplus ratio 16. Net financial liabilities ratio 17. Days lost to injury 18. Customer and employee experiences reflect organisation values

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	20. Percentage of calls to customer contact centres answered within 60 seconds 21. Total waste diversion rate 22. Customer interactions conducted online compared to other contact Channels Outstanding organisation 23. Reduction in work time (days per month) lost due to workplace injuries 24. Right to information decisions set aside or amended on external review reduced 25. Net financial liabilities 26. Debt servicing ratio 27. Unqualified Audit 28. 'Open data sets' published on council's website increased 29. Percentage of employees who would recommend council as an employer	
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