



Sunshine Coast Council Quarterly Progress Report Quarter 1 2012/13



Chief Executive Officer's Report

A message from John Knaggs

Overview

This report provides information on the operations and achievements for the Sunshine Coast Regional Council in relation to implementing its Corporate and Operational Plans.

It provides an overview of council's strategic direction, including the emerging priority areas for council over the past quarter.

In the period before this last quarter council developed and delivered its budget for 2012-13. A key issue highlighted in the budget was the significant reduction in revenues for council forecast over the coming years. Significant savings need to occur over the next financial year in order for council to re-position itself around its key priorities.

John Knaggs
Chief Executive Officer

During this quarter council announced the next phase of its Value and Success process with an organisational review and a drive for greater efficiencies. The organisation review will:

- Review and document upcoming key strategic and operational challenges;
- Consider initiatives that will ensure council is able to deliver its strategic objectives in the current financial environment. This will include financial implications for council including direct, indirect and consequential costs;
- Undertake detailed analysis of council's organisation structure, with subsequent recommendations for achieving efficiencies and positioning the organisation to meet future challenges in line with council's strategic focus;
- Review the current organisational improvement process and provide recommendations that ensure council has appropriate frameworks in place to monitor its performance; and
- Establish the extent to which the organisation's workforce is aligned with the strategic intent of the council, its focus on customers and its commitments to its business and regional partners (both now and in the future) and provide recommendations accordingly.

The outcomes of the organisational review process will be considered by council in the first half of 2013.

During the past quarter council made an important decision on the future of its lifeguard services.

At its Ordinary Meeting in August, council resolved to transition its lifeguard services to Surf Life Saving Queensland (SLSQ). This decision is presently being fully implemented.

It is acknowledged what is being proposed is a significant change for council lifeguards. Discussions will continue with the lifeguards and their unions during this period and steps will be taken during this process to support our staff and their job security. Importantly, council lifeguards will be offered the opportunity to transition to SLSQ under the same terms and conditions as their employment with council.

The new partnership arrangement is expected to start prior to the busy summer holiday season this year.

A submission to re-establish the former Noosa Council was one of 19 that were made to the Local Government Minister by the due date of 29 August 2012.

In early September the Minister for Local Government referred a total of five proposals, from the 19 received, to the Boundary Commissioner for further analysis of the merits of each proposal. The Noosa deamalgamation proposal was one of the five proposals within the State to be referred for further consideration.

During the next period it is expected council will be required to provide input into a Queensland Treasury Corporation conducted financial sustainability evaluation and to provide information on revenues, costs, balance sheet data and costs to deamalgamate.

The Boundary Commissioner must make a recommendation to the Minister for Local Government in relation to Noosa by 28 November 2012 as to whether the proposal should proceed to a poll of Noosa constituents.

If the Minister approves the Boundary Commissioner's recommendation for a poll, the Commissioner must provide another report to the Minister by 14 December 2012.

The Minister will then make that report public. This report is expected to contain all the relevant information for the community to make an informed decision at the time of the poll.

If there is to be a poll, it will be held prior to 31 March 2013. If a poll supports deamalgamation, the State Government's Executive Council, on the recommendation of the Minister, will approve the deamalgamation. Elections, if required, will be held by 31 March 2014.

In early September council, in partnership with members of the Local Disaster Management Group, launched a community awareness to highlight the potential weather related natural disasters and emergencies that our region faces at this time of year.

The campaign, *Get Ready Sunshine Coast - for the coming summer season*, is designed to make residents aware of the risks and be prepared in and around their homes. In addition, in response to the recommendations of the Queensland Floods Commission, council released updated flood maps for the Sunshine Coast region.

During the quarter negotiations around establishing a tripartite agreement involving the State Government, council and the landowner in relation to the Caloundra South Development commenced. It is expected that the outcomes of this will be considered towards the end of this year.

Also, during the quarter I was pleased to announce a council staff member had progressed as a finalist in the 2012 Telstra Queensland Business Women's Awards. Congratulations to Frances Martin from our Building and Facility Services Branch. Frances was announced as a finalist in the Young Business Women's Award. Frances joins four other finalists in her category and a total of 19 finalists from across Queensland in all award categories.

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



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Finance and Business

A message from Greg Laverty,
Executive Director

For all branches, it has been a busy start to the new financial year.

This quarter has seen us embarking on many and varied projects and activities—some a continuation of the great work undertaken in previous years, as well as the commencement of new projects that will shape not only our organisation but also our community.

The same can also be said for our colleagues throughout the organisation and I am looking forward to working across council to project manage the next phase of the Value and Success process that our organisation has committed to.

The next part of our journey will be both challenging and exciting.

About the Department

The Finance and Business department has more than 400 staff members located across council's four administration centres, depots, quarries, and the Sunshine Coast Airport. The nine corporate branches and businesses that make up the department are responsible for:

- operating, maintaining, commercially developing and strategically planning for council's airports;
- providing policy settings, industry development strategies, and business support services to develop a more resilient regional economy;
- implementing financial management and governance, including delivery of council's annual budget;
- providing strategic and operational business, commercial and financial advice, services and products to internal and external clients;
- implementing good corporate governance practices and principles which reflect council's vision and community expectations;
- providing comprehensive meeting planning and support services to ensure statutory compliance, good governance and accountability;
- providing agile and transformative information technology services;
- coordinating and executing council's long term land acquisition strategy and property management for council's land assets; and
- coordinating council's organisational improvement program.

Strategic Direction

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

Robust economy

1.1 A broad economic base

Councillors approved the project plan for development of the new Economic Development Strategy and work has commenced on the development of a key policy issues discussion paper.

Council sought to identify opportunities for local businesses associated with the development of the Sunshine Coast University Hospital through the delivery of a series of information sessions delivered across the region and attended by more than 450 people from the construction and related sectors.

1.2 Support for local business

During the quarter, \$54.5 million was procured for local business and 4,082 subscribers have registered for council's tender alert service.

Council's Local Business Support Program continued to be a primary service offering to the business community, providing support in challenging economic conditions. During the quarter, over 100 businesses accessed direct professional support through the Business Connect Service. Client satisfaction with this service measured at approximately 96 per cent.

1.3 Infrastructure for economic growth

Scoping commenced for the development of a targeted business investment plan for the Maroochydore Principal Activity Centre. The brief for the Airport Terminal Precinct Master Plan was completed and baseline environmental studies commenced as part of the Sunshine Coast Airport Environmental Management Plan.

1.4 A sustainable tourism industry

Council was presented with a working draft of the Major Events Strategy for consideration and regional stakeholders, including Tourism Queensland and Events Queensland, were consulted on the direction and key components of the draft strategy.

1.5 A strong rural sector

Councillors were consulted on the direction and key components of the Rural Futures Strategy, and will be presented with the draft strategy for review prior to the commencement of a community consultation process.

As part of the Canelands Master Plan project, a presentation on the progress and key issues associated with the Maroochy River Plains was delivered to Councillors. A briefing session was also attended by Councillors and the chair and co-chairs of the Caneland Land Owners Group to progress discussions on key policy options for consideration by council.

Innovation and creativity

3.2 The education sector as a catalyst for business development

Initial scoping meetings with regional education sector stakeholders are ongoing, with a primary focus on responding to the workforce requirements for the key catalytic projects in the region.

Accessibility and connectedness

6.3 Affordable access to contemporary communication services

Councillors were briefed by NBN Co on the planned fixed wireless rollout on the Sunshine Coast, and dialogue continued with NBN Co and other telecommunications providers in relation to securing further investment in broadband and telecommunications infrastructure and services in the region.

Great governance

8.1 Ethical, accountable and transparent decision-making

The Local Law Review project commenced with key internal stakeholders participating in focus group meetings and workshops.

As part of the Governance Framework project, a range of governance fact sheets were developed and presentations on Right to Information and Local Laws were conducted.

8.2 Effective business management

Council's Contracts Governance Committee approved nine tenders collectively valued at \$5.2 million; and established, varied or extended 28 contracts collectively valued at \$21.9 million. Council is focused on maximising commercial, environmental and social outcomes, contributing to the local economy, and generating local employment.

Business support activities included due diligence and evaluation of applications under the Investment Incentive Scheme, modelling carbon tax impact and liability, reviews of AWI and Mary Cairncross Scenic Reserve business cases, discussions for renewable energy purchases, and establishing an electricity supply contract saving \$245,000 from the 2012/2013 Budget.

The Queensland Competition Authority's final report investigating the competitive neutrality complaint was reported to council and made available for public inspection, with council's decision communicated to relevant parties within the required timeframe.

The Quarries business steadily improved during the quarter with a focus on improved work practices, efficiency, productivity and reliable customer service. Supply of road base materials and asphalt to internal customers provided savings of \$409,000 at external prices.

A project plan for the Corporate Plan Review was developed and discussions held with the Portfolio Councillor.

The top Business Continuity Plans commenced, with a draft of the Payroll plan completed and a report on the activity to be presented to Audit Committee.

Work commenced on the upgrade of essential infrastructure systems to support council's virtual computer environment, as well as a major tender for a new storage solution. There was also further progress on the decommissioning of legacy IT systems and software.

As part of the Mooloolaba Road widening and strategic site development project, construction on the Bundilla Bridge commenced and the strategic site pre-feasibility was completed for review.

8.3 Strong financial management

Grant funding of \$23.3 million was approved, and investigation was made into funding opportunities following the release of two Federal Government reports, "State of the Regions 2012-13" and "Strong Foundations for Sustainable Local Infrastructure – connecting communities, projects, finance and funds".

Council's Long Term Financial Plan was updated to reflect the adopted Budget 2012/2013.

During the quarter, the July Rate Notices were issued to 150,500 ratepayers.

8.7 Excellence in customer service

The External Customer Survey was undertaken, with analysis of data to be finalised.

Operational Performance

Capital Programs

Information Communication Technology Services

eRequest functionality, provided by the Business Reform - Business eServices Program, has contributed significant productivity gains for initial processing by

customer contact officers. The newly launched Events Desk is being used by many council event organisers to streamline wait list management and cancellations.

The Intranet Upgrade is now complete following the upgrade to SharePoint 2010, availability of Federated search and Collaboration, Team and Topic sites now live. Departments are progressing well in the conversion of content from the old site to the new intranet service.

Lunchbox sessions have been delivered across the organisation by the Maximo Enterprise Implementation P4 project and a workshop for preventive maintenance schedules was conducted with Environmental Operations. The Mobility Project is currently piloting access to the intranet in a new seamless way from iPads with deployment commencing across departments in a staged manner. An iPad user forum has also been established.

A proof of concept for the first HR indicator (% excess annual leave) has been developed by the Business Intelligence/Enterprise Reporting project, together with the automation of internal HR forms and provision of Aquatic Centre reports.

The Process Automation project is currently consulting with Finance branch regarding the Capital Allocation process.

The Reservation Management System (RMS) Consolidation project has migrated Noosa River and Dicky Beach Holiday Parks to RMS Cloud.

The airports and pontoon & waterways businesses are now operating in the Property Lease Management system.

Windows 7 and Office 2010 have been installed on approximately 100 desktops/laptops and 18 Office 2010 Specialists have completed advanced training in Microsoft Office products.

Business stakeholders have been identified and initial engagement to gather requirements has commenced in the Enterprise Content Management Feasibility project.

The Strategic Knowledge Services Committee approved in principle key policies for the Knowledge Management Strategy &

Implementation of Knowledge Management Policy project.

Seven companies responded to the storage tender with various options being evaluated by the SAN Replacement project.

Sunshine Coast Holiday Parks

Progress on implementation of the capital works program to the end of this quarter includes the following:

- New Cotton Tree Holiday Park amenity building No 2, valued at \$1 million, was completed in July 2012.
- New Coolum Beach Holiday Park amenity building No 3, valued at \$750,000 was completed in August 2012.

Operational Programs/Projects

Local law development and review

Substantial work was undertaken with a wide range of key stakeholders and users of the local laws through a series of workshops and meetings. These activities established the operational efficiency and effectiveness of the local laws and identified issues requiring amendment.

Meetings were also held with each councillor to provide an overview of the local law review project and to ascertain their input for the issues identification process. These meetings also provided an opportunity to explain the local laws and the local law making process to the new councillors.

The issues identification workshops were followed up with specific focus group meetings to evaluate and assess the issues identified to determine a series of recommendations that were presented to the project principal stakeholder group in September 2012.

Further refinement and research on the recommendations will occur during the next quarter.

Outlook

The forward outlook for the next quarter will be as follows.

Council and the Caneland Land Owners Group will meet to discuss key policy options for consideration by council.

A Health and Medical Services Investment Mission is planned.

Civil works relating to the development of the Carpenters Land Industrial Estate are scheduled to commence.

There will be a budget review undertaken for council's consideration.

Work will continue with the external auditors on completion of the audit of 2011/2012 Annual Financial Statements.

Following further refinement, the Major Events Strategy will be finalised and presented to council.

The Corporate Plan Review will be progressed with a target of council endorsement of a new Corporate Plan (in the first quarter of 2013).



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Infrastructure Services

A message from Andrew Ryan,
Executive Director Infrastructure Services

Department overview of operations

In parallel with a department focus of delivering great services and outcomes to our community and customers, this quarter the department undertook a comprehensive review of our business strategy and performance practices. Our leadership team focussed on identification and documentation of performance targets and actions. As part of the process branch managers documented their strategic direction. This involved challenging their thinking on what they look like now, how they see the future and what could be preferred alternatives. These documents are key elements for ensuring there is alignment between department strategies and structures and council's vision of becoming Australia's most sustainable region.

Across the quarter deployment of mobile technology to our geographically based staff in the field continued to progress. Several pilots in Civil Works and Parks & Gardens Branches commenced with opportunity for efficiency and personal productivity still under exploration. Learning from these pilots are integrated into each subsequent pilot program. Our employees are enthusiastic about their changing business landscape specifically in terms of mobility. Success on our journey has been a partnership between Information Communication Technology Services and Human Resources and this partnership has turned possibilities into realities. The exciting aspect is that the rules of the game have changed and the future of work is no longer in the future. Our challenge will be to harness the opportunities of technology while retaining strong personal relationships and culture.

About the Department

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

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

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

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

Strategic Direction

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

Ecological Sustainability

2.2 Our natural environment preserved for the future

During the quarter, work progressed on expanding council's Conservation Partnership program. With 17 properties registered in Land For Wildlife and two Voluntary Community Associations registered with the Titles Office. The program serves to preserve and rehabilitate natural ecosystems that are located on private property throughout the region (land for wildlife, conservation agreements and conservation covenants). The program continues to experience solid growth that offers great community outcomes in terms of support for property owners engaged in this program and biodiversity protection and conservation priorities for the region.

2.4 Healthy waterways and foreshores

In partnership with Regional Strategy & Planning, Environmental Operations continues to support the development of council's Shoreline Erosion Management Plan (SEMP) and Coastal Management Plan. Expectations are that the plans will provide guidance and direction around council's management of coastal assets within the region.

2.5 Innovative programs to protect our ecology

The development of a proposal for construction of an advanced waste treatment plant has progressed across the quarter. This work cumulated into a strategic forum held for councillors and senior staff to review a draft business plan for advanced waste treatment. The business plan included options and costings for the various advanced waste treatment technologies available. This is an exciting initiative that will benefit both council and community in terms of minimising our carbon footprint and increasing the life of existing landfills by diverting organic waste for

reuse. The project completion is due towards the end of quarter 4, 2013.

2.6 Environmentally friendly infrastructure and urban design

Erosion and the resultant transport of sediment to the environment and council's infrastructure (e.g. roadways and stormwater systems) is a key area of interest. If not managed effectively, releases of sediment result in impacts on flooding regimes, ecological processes, road safety and impact on the Sunshine Coast water based tourism industry. In the past quarter, the department's approach to erosion and sediment control has seen Infrastructure Services Environment Officers continue to attend pre-start and site meetings for Civil Works Services branch projects. This provides a well-timed opportunity for site staff to gain guidance on their responsibilities to manage erosion and sediment control on each particular work site. The Environmental Officer also undertakes surprise inspections of CWS construction sites to ensure best practice erosion and sediment control. Beneficial outcomes are being realised through increased awareness of these requirements along with proactive implementation of erosion controls by field staff and reduced potential for scrutiny of council work practices by private developers who are also required to implement best practise erosion and sediment control.

2.7 Integrated water cycle management

A large body of work has progressed on council's open drain mapping project. The project encompasses both the identification and recording of open drains into council's GIS mapping system. Allocated resources will progress collection with the next part of the project being a comprehensive body of work that will see mapping layers developed in partnership with the Spatial Information Unit. Mapping this data will ensure the most cost effective management of these assets. The data will also be available for consideration of future developments and routine maintenance activities and for general community enquiry purposes

Health and Well-being

4.1 Safe and healthy communities

During the quarter, a large body of work progressed on refinement of Infrastructure Services Disaster Management Field Coordination Centre framework. This framework encompasses operational procedures, guidelines for “stand up” arrangements in conjunction with the Local Disaster Coordination Centre, planning frameworks for tactical operation and reporting upon activation of the centre, and a comprehensive staff-training component. This quarter has seen the completion of a Field Coordination Centre Operations and Procedure Plan. This is a critical tool which sets out both operational and strategic guidelines for the stand-up and activation of the council Field Coordination Centre in emergency or disaster events. Whilst comprehensive in its approach it provides specific instruction at a strategic level for council staff that coordinate the operational response crews during disaster/emergency events. It also encompasses a reporting structure that will support consistent information flow from the ground crews to the Local Disaster Management Group, to allow educated and informed decision making in the planning, preparation, response and recovery of disaster/emergency events. This in turn ensures that council manages their developed response capability to these events, and is able to provide service and assistance to the community whilst adhering to industry best practice WH&S guidelines.

Accessibility and Connectedness

6.1 A transport system that allows ease of movement

During the quarter a significant project has progressed that has seen the development of a bus shelter database. Whilst continuing to expand its functionalities the database is used to aid the determination of council’s public transport infrastructure capital works subprogram. This involved an evaluation of location scored on user patronage, disability compliance issues and relevant conditional factors. In parallel with this work new bus shelter designs for both urban and hinterland variants have been developed in conjunction with G James Fabricators, Brisbane (with

Translink approval). Cost benefits are achievable, as the new designs will cut the cost of a shelter by approx 40% as well as addressing design issues such as vandalism and long-term maintenance issues.

An innovative study for the use of electric vehicle infrastructure has progressed during the quarter. This study involved electric and alternative fuel vehicles appropriate for the Sunshine Coast and has resulted in the purchase of two Holden VOLT electric vehicles. This is exciting for both the council and community as it demonstrates to our community that council is proactive in addressing its carbon reduction responsibilities. Expectations are that the vehicles will arrive in quarter 2, 2012 at which time they will become part of the pool cars managed by Fleet Branch. Further investigation is underway into the process for electric charging infrastructure.

Managing Growth

7.3 Well designed and beautiful places

Sunshine Coast recreation parks, environmental reserves and sports grounds are a crucial component of the regions open space infrastructure, providing the opportunity for residents and visitors alike to enjoy our rich, diverse and beautiful landscape. They underpin our wellbeing and lifestyle, providing health, recreation, economic and social benefits. During the quarter, work progressed on the development of a comprehensive manual to provide guidance on parks and open space design, built and maintained, improving the quality of life for the community, reducing environmental impact and achieving efficiencies. Once finalised this open space manual will be the blueprint for open space development on the Sunshine Coast.

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

Work is underway on developing documented procedures and a subsequent permit to assist members of the community wishing to plant vegetation within local government controlled areas, in particular the nature strip adjoining their property. As part of the work, a regionalised permit is being developed, to ensure that all relevant stakeholders are consulted and that pedestrian and traffic safety

is considered during the assessment of applications.

This approval process will ensure that members of the community wishing to improve the amenity of their nature strip have accurate advice, with consideration to land tenure and appropriate selection and placement of plant species. This should also reduce the potential risk of damage to nearby trees and services.

During the quarter, work continued progressing on a department wide framework for quality management system. Outcomes across the quarter has seen accredited training for the Quality Assurance officer along with an external surveillance audit report. This report showed positive progress results, consequently recommending continued certification under Australian Standards.

Work has commenced on a multifaceted review of the ten year capital works program. The intent is to use findings from the review to refine, improve and develop a 2013/2014 Capital Works program. This review involves the commitment of staff resources to review and cleanse data in the capital works database to ensure greater alignment with councils asset management, growth and strategies. It is intended to develop the ten year program by March 2013 for council adoption

The 2012/2013 Reseal and Rehabilitation Program is well advanced. With fine weather so far this financial year, over 24% of the reseal program is completed and another 65% prepared for sealing with rehabilitation work commencing later this month, ahead of schedule. The asphalt rejuvenation program is set to commence next quarter and will assist in extending the life of our asphalt pavements.

In parallel with this program, a large body of work is underway to review and update the quality of asset data on our road, path and bridge assets. This will enable superior modelling of road deterioration in the Pavement Management System, which provides a valuable insight into improving the road network condition.

Implementation of Stage1 - Vegetation offsets for additional waste disposal capacity is

progressing. This is a requirement of clearing the Pierce Avenue gun club site. The cleared vegetation requires the planting and preservation of vegetation in an adjacent site to offset the clearing. The required vegetation offset plan developed in conjunction with Department of Environment and Heritage Protection is complete. A project supervisor will work with the Vegetation Offset Plan and supervise contractors working on the site.

The benefit of developing and implementing the Vegetation Offset Plan is to guide the replacement of lost vegetation to ensure no net loss of remnant regional ecosystems.

Council's capital replacement program for fleet enables the ongoing strategic management of this asset class. The focus for the program is to enable ongoing development, analysis and focus of fleet assets to council's operations to ensure cost effective asset management, competent operation and appropriate utilisation. During the past quarter, a number of meetings were held with internal user groups. The intention is to identify opportunities where it would be possible to standardise equipment. Standardisation provides a reduction in costs and lead times (removal of design and quoting elements) while incorporating previously leased trucks that are expiring into the capital program. The incorporation of the trucks are managed without additional budgetary provisions and without limitation to the existing assets within the program. Meetings with suppliers have been conducted to maximise the availability within the supply chains and to efficiently coordinate the additional truck requirements within the program for this financial year.

During the quarter, work commenced on an in-depth analysis of council Accident Data. The logic of the project is that through comprehensive data analysis, trends can be identified that can be used in the development of policy and training to reduce both direct and indirect costs associated with accident damage and repair while simultaneously improving the safety of our teams on the road. The project encompasses an in-depth investigation of all motor vehicle accidents over the past two years to determine the major contributing factors then formulate a mitigation strategy. Further analysis will be conducted through comprehensive benchmarking against similar

organisations to gauge the overall driving performance and identify possible targeted training opportunities. Additional opportunities for improvement may extend from the research of contributing factors such as vehicle selection, infrastructure design or environmental factors.

The project is commissioned to deliver savings across the organisation by reducing repair costs and down time while identifying training opportunities to improve the skills and safety of our drivers. Research conducted by the Transport & Engineering Branch will be utilised in the analysis to provide a comprehensive overview of the types of accidents occurring and the measures available to reduce the frequency and costs of motor vehicle accidents.

During the quarter a significant body of work continued to progress towards the implementation of an in-vehicle location system. This system will provide real-time and historical vehicle location information available through a mapping and reporting portal. The system will be implemented in a staged rollout starting with operational vehicles to provide occupants with an increased level of safety. The use of an in-vehicle location system is part of the department's commitment to continuous improvement of staff safety - efficient disaster responsiveness and asset management. A wide reaching internal communication program will be developed. The intent is to communicate the safety benefits to staff and dispel the myths and apprehensions active within individual teams. Furthermore, a number of preliminary meetings with internal stakeholders are planned with a purpose to gain input for the development of procurement tender documentation.

Phase 4 of the Asset Management System Mamimo 7 project is now underway. This phase offers some exciting opportunities which include; providing a module within Maximo7 that is integrated with the GIS system; expanding mobile capabilities to deliver a mobile workforce across business areas; providing additional functionality for the scheduling and assigning of bulk work orders and developing corporate asset management reports to facilitate strategic asset management decision making.

Operational Performance

Capital Programs

Key projects that have been completed during the quarter include:

- **Road Widening, Wilson Road, Ilkley – Stage 1(\$1.1M).** Included road widening, construction and bitumen seal.
- **Footpaths, increased Parking, Beach Road, Maroochydore (\$250,000).** Work included wide shady footpaths, increased parking, safer crossing points for pedestrian and slowing of vehicles as key elements of the project.
- **Improved Safety & Amenity, Coonowrin Road, Glasshouse Mountains, (\$380,000).** The project was designed to improve both safety and amenity of the section of the Glasshouse Mountains Township. Work included the construction of kerb and channel on the western side of Coonowrin Road, with an adjacent two metre wide concrete footpath, on road cycle lanes and protected right and left turning lanes into Sugar Coast Drive.
- **Cooroy Rugby League Field, (\$642,000).** Includes landscaping, subsurface drainage, automatic irrigation system, fencing and field lighting.
- **Carpark, Nelson Street, Carpark, Golden Beach, (\$281,000).** Upgraded existing dirt carpark into carpark featuring kerb and channel, asphalt, permeable pavers, line marking and landscaping.
- **80 Metres of Footpath, Bowen Road, Glasshouse Mountains (\$88,000).** Works included 80 metres of footpath, link block walls, forming new table drains and reinstating driveways and fences.
- **Road Widening, Moorindi Street, Tewantin, (\$85,000).** Works included repositioning the pathway, kerb and drainage for the affected area to allow buses and service vehicles to turn around safely in one movement.

Outlook

Operational Programs/Projects

Clear skies across the quarter have ensured that operations and maintenance of our parks and gardens has continued without any disruption. This has enabled the parks teams to catch up on much needed horticulture functions such as mulching, proactive tree maintenance, garden bed maintenance and ongoing infrastructure repairs. There has also been some great work achieved through proactive tree and shrub plantings that many parks staff contributed to.

Furthermore, clear weather across the quarter has ensured that maintenance operations and construction projects have been forging ahead. The maintenance focus has now moved away from potholes, clearing drains and gravel road washouts to also include a wider range of service activities like line marking, signage, bush shelters, pathways and kerbing.

The forward outlook for the next quarter will be:

Disaster Management training

In preparedness for the upcoming storm season a significant body of work will progress to develop two major exercise, plan and response simulations. The work involves planning, developing and conducting the simulations, anticipated to involve around 100 participants. The aim of the simulations is to test newly developed plans and operational structures which have been put into place since the last storm season. These exercises will take the form of both hypothetical/desk top scenarios, and fully functional activation exercises. Debriefing and evaluation sessions will follow ensuring the learning are captured. Through continuous improvement mindsets recommendations and changes will be made and implemented, ensuring compliance with current best practice in the disaster/emergency management field.

Mobile Technology Solutions

Ongoing deployment of technology to allow mobility in the field will continue progressing. This enabling staff at all levels the ability to capture and assign work remotely. This new way of working is seeing significant changes to systems and processes. In a goal of ensuring

successful implementations are continued high quality training programs are being rolled out. Firstly through lunchbox learning sessions which has a focus on the Maximo Asset Project and how the use of technology can facilitate efficient service delivery and enable improved management of council assets from the office and field using smartphone and table devices. Secondly a department wide change management program titled "Technology at Work" rolled out in partnership with Information Communication Technology Services and *Human Resources*.



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Community Services

A message from Coralie Nichols,
Executive Director

Department overview of operations

Council's Events Team have been busy over the Winter period rolling out the Sundayze Series. Five events were successfully delivered across the region providing free family entertainment. The Events Team were also nominated as a finalist in the Best Education or Training category of the 2012 Australian Events Industry Awards for the SCENE program. This is great recognition for a program that is very well received locally.

The Cemeteries Plan was adopted by Council in July and is now being implemented by staff. In this quarter Council also considered a review of Lifeguard Services, the future of the Encompass magazine, and the rollout of the Commercial Use of Community Land process. Councillor engagement has also commenced on the Festive Season Strategy, the Grants Program, the Creative Communities Plan and the Community and Performance Venues Regional Plan.

A successful Seniors Week was held across the region from 18 to 26 August 2012 and Council celebrated NAIDOC Week with a range of festivities reflecting the commitment by Council in our Reconciliation Action Plan.

Internally, it is pleasing to note that 92% of all employees have completed a performance appraisal. This feedback is also used in developing Council's Corporate Learning Calendar.

Council printed its last hard copy edition of Encompass magazine. Staff are now looking towards establishing a digital media response to keep residents updated and informed.

About the Department

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

Products and services produced by Community Services stem from its six branches:

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

Strategic Direction

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

Robust economy

1.2 Support for local business

SCENE– the Sunshine Coast Events Network, coordinated by Council's Civic and Community Events Team facilitate a series of educational event management workshops and networking evenings over the year. In July of this year an event management workshop was held for those who are new to event management or wanting to extend their skills in this area. This workshop was undertaken with partners from Events Queensland, The University of the Sunshine Coast, Geocentric Outdoors and private event companies. The workshop was well received and was followed by a networking evening held at the Innovation Centre.

Council's libraries conducted courses across the region that assisted with resume writing and interview skills, using iPads, completing tax returns and small business mentoring and development sessions.

The Community Permits Team have been seeking input from the community and visitors to the region about businesses operating on council-controlled public land. Input received will help council develop a new, simple and equitable application process before current permits expire on 30 June 2013. A stakeholder meeting for interested businesses was held on 29 August 2012 and the Registration of Interest process closed on 31 August 2012.

Footpath Dining and Trading guidelines are currently being reviewed. The new Local Laws education and promotional campaign completed with enforcement of breaches now commencing.

1.4 A sustainable tourism industry

Further to the announcement in January, the nine council owned and managed Visitor Information Centres (VICs) were transitioned to Sunshine Coast Destination Ltd (SCDL) on 1 August 2012.

Council project officers worked closely with SCDL over a six month period to ensure a smooth transition which included the sale of the business under a Business Sale Agreement, leasing of council owned premises to SCDL and the transfer of selected assets.

3.3 A creative and artistic region

The most recent Regional Arts Development Fund (RADF) round closed on 1 September with 27 local groups applying for major funding for a diverse range of projects. Assessment will commence in the coming weeks and recommendations will be reported to council later in the year.

Council staff continue to progress the Creative Communities Plan. This document now consists of a draft Cultural Development Policy and background paper. This change ensures the Policy will support key council cultural directions. The background paper and Policy are nearing completion after recent Councillor engagement conducted in the first two weeks of September.

The initial stages of the Community and Performance Venues Regional Plan is now complete with further work pending the outcome of the Major Governance Review.

Galleries are continuing to make operational improvements. The Collections Policy for Libraries is being analysed and developed.

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

Council's Human Resources Branch has a comprehensive approach to Learning and Development. Training is scheduled over each calendar year and in this quarter staff have been offered training in conducting performance appraisals, business writing, change management, leadership, innovation, media training and MS Office. This training is also complimented by regular Workplace Health and Safety training, orientation training and Code of Conduct Training for new staff and volunteers.

92% of all Council employees have now completed their performance appraisal. Feedback from staff has been utilised to make changes to the performance appraisal documentation.

The Executive Leadership Team work closely with the Human Resources Branch reviewing and updating operation Human Resource policies to ensure that Council's policies in this area reflect contemporary practice.

The new Leadership in Action program commenced in August 2012 with 20 participants. Human Resources have also completed a significant amount of work in preparing a standard induction program and documentation for all incoming council volunteers.

Health and Wellbeing

4.1 Safe and healthy communities

Development of the Draft Community Safety Scoping Paper has been completed. Key stakeholder engagement has now commenced. Councillor engagement will be conducted via a workshop in early October with a Strategy and Action Plan due for completion late 2012.

The Deputy Mayor launched the 2013 Sunshine Coast Australia Day Awards in September 2012. The Awards provide an opportunity to nominate people who have made a contribution to the region and publicly recognise and honour those achievements. Nominations close on the 28 December, 2012.

Nominations for Sunshine Coast Australia Day Awards are called across seven (7) categories:

Citizen of the Year

Young Citizen of the Year

Senior Citizen of the Year

Community

Creative

Environment

Sport and Recreation

The Caloundra Regional Gallery hosted the 2012 Sunshine Coast Art Prize (SCAP) 2D exhibition. David Fairbairn from Wedderburn, NSW was the 2012 winner of the prestigious national SCAP 2D art prize. David's work entitled D.G. No 1 (25-8-10) 2010 uses a figure as the starting point for a vigorous and expressive interplay of line and paint. Kate

Bergin from Doonan received the Highly Commended award for her traditional surrealist artwork entitled Mr Percival.

Environmental Health is currently scoping the education on-line programs for the public used by Brisbane City Council and Moreton Council.

The report to transition Lifeguard Services to Surf Life Saving Queensland was provided to Council in August 2012.

The draft Community Safety Paper has been completed. Key stakeholder engagement has commenced and councillor engagement proposed for September. The Strategy and Action Plan due for completion by the end of 2012.

A review of the animal pound process and the investigation of potential partnerships to be progressed in the second quarter.

4.2 Active lifestyles

In this quarter, two new *Active, healthy Sunshine Coast - every day, your way* classes were launched in Caloundra and Maroochydore to help increase the health and wellbeing of the community. This initiative funded by the Australian government in partnership with local organisations such as the Heart Foundation.

This follows the success of the *Active, healthy Sunshine Coast Heartmoves* classes in Nambour and Cooroy. *Heartmoves, Lift for Life* and *Heart Foundation Walking* programs are designed for the community to improve their fitness levels at their own pace while having fun.

The Healthy Communities Program Progress Report 2 has been accepted by the Department of Health and Ageing (DOHA). A revised Implementation Plan for the 2012-13 financial year focussing on the priority communities of Maroochydore, Nambour – Burnside, Caloundra (Moffat/Shelley), Cooroy and Cooran-Federal has been submitted to DOHA for their consideration.

The implementation of the Skate and BMX Strategy, the Aquatics Plan and the Sport and Active Recreation Plan is progressing as per the recommendations in the Adopted Plan.

Social Cohesion

5.1 Equity and opportunities for all

Seniors Week was held across the region from 18 to 26 August 2012. A new partnership has emerged with Stockland Shopping Centre Caloundra which resulted in a comprehensive timetable of activities, workshops and events being held across the week by local seniors groups in the Caloundra area. Council partnered with Sunshine 60 and Better to deliver a seniors mini Olympics during this important week with over 150 people in attendance. The success of this initiative has ensured council and Stockland's commitment to this important partnership in future years.

Two editions of the Positive Aging newsletter were released during this quarter. A lift out calendar was designed for inclusion in the seniors' newspaper for Seniors' Week (August edition).

Speak Up Engage youth engagement projects continued this quarter including the Nambour Youth Activity Precinct, Headspace youth engagement committee and the Mayor's Business Leaders Round Table. The focus of partnerships with youth service providers has moved towards advice and support in capacity building and economic sustainability.

Development of an event for Social Inclusion Week 2012 has commenced, for delivery towards the end of next quarter from 24 November to 2 December 2012. This event will serve as a showcase for council's community services and community groups across the region. It will be promoting services offered across the Sunshine Coast community and the many available resources with a focus on achieving better outcomes for the most disadvantaged in our community.

Due to changes within the community services sector, including State Government funding cuts, this quarter has had a strong focus on building the capacity of the local youth service providers through the delivery of the Youth Connect Network, support with strategic planning and funding submissions.

Statistics from the 2011 Census survey are periodically being released through mid-late 2012. Community Services is working to

incorporate new data into planning and decision making processes as further information becomes available. Once all the 2011 Census data is available Community Planning and Strategy will be revising the Community Planning Fact Sheets and working with Regional Strategy and Planning to incorporate new Census data into formats available for querying.

5.2 Strong community groups and networks

Roll-out of the CommunityHub is continuing with ongoing refinements of the system functionality and ease of use of the site. Steady promotion of the CommunityHub continues through community networks.

A review of council's Grants Funding Policy began in late August. Two staff and Councillor McKay attended the Australian Institute of Grants Management's Grant Program Evaluation Bootcamp in August to help inform and benchmark this process with best practice in Australia. A Strategic Discussion Forum on this topic is scheduled for 17 September 2012 which will further inform this process.

Information sessions have been held at several locations across the region to help promote and inform grant seekers on available funding sources from council, other organisations and government bodies.

National Aborigines and Islanders Day Observance Committee (NAIDOC) week celebrations were held in line with council's Reconciliation Action Plan. Coordination and support of successful Mabo day, Reconciliation week and NAIDOC week activities included flag raising festivities at Council Chambers. Community partnerships continue with external reference groups and events including Black Swans, Sunshine Coast Indigenous Network Group and Department of Aboriginal and Torres Strait Islander and Multi Cultural Affairs. We again partnered with event organisers and community groups in planning and supporting the Annual Cotton Tree NAIDOC Day event including the extremely successful Hip Hop workshops.

Provision of cultural heritage advice and expertise on key projects across council also continues.

Information was placed around all council buildings and on the intranet space informing staff of MABO day, Reconciliation Week and NAIDOC week.

Consultation is underway with stakeholders for the development and implementation of the Community Leasing Policy

The Cultural and Performance Venues Team conducted a fun-filled school holiday program this September at performance venues across the Coast. The J Noosa, Nambour Civic Centre and Lake Kawana Community Centre combined their school holiday events to give families a wider range of activities to keep children entertained. Activities included workshops, movies, theatre, music and magic.

5.3 A sense of identity and belonging

Background scoping of best practice Community Venue Management Models is currently being undertaken. From this study a set of criteria and templates will be sourced to inform planning of the best management and tenure mix for future community venues.

A Libraries Position Paper and draft Libraries Plan are currently in development. Councillor engagement and community surveying is currently being conducted and evaluated. A draft Libraries Plan is due for completion in late 2012.

Heritage Levy guidelines continues to be developed and evaluated for presentation to Council.

Membership campaign drives continue for Libraries with Prep – Year 2 being targeted. Approximately 3,500 new members have been enrolled.

Collaborations with State Library are continuing on improving partnerships with telecommunication providers for libraries.

The Sundayze Series has been successfully delivered with the exception of one being cancelled due to the weather. In addition well-attended Scene event was held this quarter in accordance with Council's Community Events and Celebrations Strategy. It is noted that the Sundayze Series has now ceased in accordance with directions provided by Council.

The Events teams program were of educational seminars and workshops and was a finalist in the Best Education or Training category in the 2012 Australian Events Industry Awards.

Planning for the Festive Season series of events and activities for 2012 are well underway. A review of the Festive Season Strategy is underway with a report due to Council in the second quarter.

Accessibility and connectedness

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

Provision of expertise on accessibility principles and implementation continues throughout council and the community. Advice has been provided through internal partnering on masterplanning accessibility principles, community engagement practices, improvement of the accessibility ratings of council's website and templates for corporate branded documents in large print. Involvement in the Sunshine Coast Access Advisory Network continues.

Managing growth

7.3 Well designed and beautiful places

The Public Art Policy continues to be implemented across Council. A Public Art Development Officer was appointed in June. Successful partnering with Infrastructure Services on public art projects with many projects in various stages of development. This quarter two artworks have been installed; internal partners were provided with expert public art advice through three commissioned Art Reports; and three Expression of Interest briefs were issued.

The inaugural Arts Dinner for the Sunshine Coast arts, cultural and creative community was presented on Wednesday 27th June 2012. The event was an opportunity for the arts community to come together to share a meal, share ideas and network. The successful recipients from round one of the Regional Arts Development Fund (RADF) were also acknowledged and celebrated on the night.

Prior to the Arts Dinner, a Street Performance workshop was held for performers registered

with the Sunshine Coast Council Street Performance/Buskers program. Members from this program were chosen to perform at the dinner and provide entertainment for the dinner guests.

Partnership with council for World Environment Day 2012, resulted in the Sunshine Coast Environment Council winning one of only five international awards through the United Nations Environment Program against the category of Biggest Mobilisation Activity. Awards were given to exciting and innovative projects that helped raise environmental awareness across the globe and that illuminate the pathway to a transition to a Green Economy.

Provision of expert creative advice and support was given to the largest theatre festival in South East Queensland - the Supported Theatre Alliance Festival; the Creative Alliance 'Pecha Kucha' event in Maroochydore; the Cartelux Film's Music Café resulting in the event being filmed and licensed to Foxtel; and the support and provision of speakers for the ArtsLink and Arts Queensland Creative Clusters event.

The coordination of a pre-Bigsound music conference meeting for 15 local attendees was held, funded through AMPED program. This meeting has ensured these local attendees are positioned to receive the most benefit from the upcoming four day international music event to be held in Brisbane in mid September.

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

In this quarter Council reviewed its Lifeguard Service and resolved to partner with Surf Life Saving Queensland to transfer Council's lifeguard service to Australian Lifeguard Service, the professional arm of SLSQ. This move will assist Council to meet the current and future demands for beach safety for a growing community.

The Sunshine Coast Cemetery Plan 2012-2027 was adopted by council at its Ordinary Meeting on the 26th July 2012. The Plan sets a framework to guide the management, operation and planning of the region's cemeteries over the next 15 years. The plan introduces four key strategies and an action plan to guide the future of council's cemeteries. These are centred on the need to be responsive to change; to provide

value to the community; to be operationally and cost efficient, and to maximise opportunities.

Pet owners received their annual Sunshine Coast Council animal registration renewal notices in the mail reminding them of the 30 September 2012 due date. Pet registration is focused on safety and security and is an important step in responsible pet ownership. All cats and dogs must be registered every year and wear a council-issued registration tag when in public.

Great Governance

8.4 Highly skilled, engaged and valued workforce

Policies will continue to be updated throughout 2012 and 2013 in the New SafePlan 3.

Further enhancements in leave management are scheduled for the Employee Self Service (ESS) in September 2012 with a new upgrade to be delivered by Frontier Software.

92% of all employees have completed a performance appraisal with changes to the documentation been considered. Training courses have been conducted with additional training on offer over the course of the financial year including First Aid Training now accessible for all employees.

8.5 Advocacy and partnerships

A 'Bang the Table' Online Community Engagement Workshop was held with council staff from across the organisation. The workshop demonstrated best practice online engagement to ensure practitioners understand the most effective way to achieve successful online engagement across the community.

Council is the recipient of a \$127,000 grant to run the Drawn Together graffiti reduction program. This is possible after a successful application to the Attorney-General to access Proceeds of Crime Funding enabling this important program to be delivered over the next two years.

8.6 An informed and engaged community

Investigations into the best options for structure, makeup and resourcing of the Sunshine Coast

Community Partnership to implement the Community Plan are underway with the intention of a report to be presented to Council in October 2012.

The final edition of Encompass magazine was published in August following a direction to move from hardcopy communication to less expensive channels such as e-newsletter. A marketing campaign will now be developed as part of the re-focus.

The 2012 annual media report was received with 2375 media clips identified, 320 media enquiries handled and 200 media releases distributed this quarter.

Operational Performance

Capital Programs

Community events highlights

Seven Community Grant Information Sessions were held at council libraries during August. Over 120 attendees represented a range of community organisations across the region.

NAIDOC week Flag Raising at Council chambers

Seniors Week activities

Pre-Bigsound music conference

Major community partnership initiatives

Meeting with Department of Aboriginal and Torres Strait Islander and Multi Cultural Affairs (DATSIMA) in regards to their commitment to the Reconciliation Action Plan.

NAIDOC week partnered with community in the planning for the Annual Cotton Tree event and attended event

Attendance at three Sunshine Coast Indigenous Network Group meetings and three Black Swans monthly carnivals.

The Supported Theatre Alliance Festival.

The Creative Alliance 'Pechu Kucha'.

The Cartelux Film's Music Café.

ArtsLink and Arts Queensland Creative Clusters event.

Initiatives to improve organisational performance and responsiveness

Completion and council adoption of the Sunshine Coast Cemetery Plan which will now guide the management, operations and planning of the region's 19 cemeteries and two historical sites over the next 15 years.

Outlook

The forward outlook for the next quarter will be:

- Continuing the Commercial Use of Community Land process as outlined to Council
- Determining an appropriate digital media response to replacing the hard copy Encompass Magazine
- Reviewing the Cultural Heritage Policy and Guidelines
- Finalising the transition of Council's Lifeguard Services to Surf Life Saving Queensland
- Completing a review of the Community Grants Program
- Finalising the Libraries Plan for Council's consideration
- Finalising the Creative Community Plan for Council's consideration
- Finalising the Community and Performance Venues Regional Plan



Sunshine Coast Council Quarterly Progress Report Quarter 1 2012/13



Regional Strategy and Planning

A message from Warren Bunker,
Executive Director

Department overview of operations

During the Quarter to September 2012, the department has achieved a number of significant milestones which have the potential to guide the future of the Sunshine Coast towards 2031 and beyond.

Council formally finalised the draft Sunshine Coast Planning Scheme for re-submitting to the Minister.

Council also unanimously decided to adopt the Light Rail Feasibility Study and to progress the preparation of a business case. This new form of public transport aligns perfectly with Council's vision to be Australia's most sustainable region, and reflects the aspirations and values of the Community Plan.

Development application timeframes are constantly monitored and have improved over the last quarter. With the exception of complex applications, all are now being processed within the statutory IDAS timeframes.

Finally, the quarter has seen the ongoing implementation of Council's policy framework and adopted strategies.

About the Department

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

- Business Performance; and
- Urban Development

Strategy

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

Development

- Building Services
- Development Business Services
- Engineering and Environment Assessment
- Planning Assessment
- Plumbing Services

Strategic Direction

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

Robust economy

1.1 A broad economic base

The implementation of the Carbon Neutral Plan has commenced for 12/13 with a focus on key projects that include the Energy Efficiency project tender and solar implementation program which supports emission reductions. A draft Carbon Policy has been established by Finance and Business Department with advice and input from Environment Policy Branch supported by carbon price modelling.

Suitable carbon reporting systems are continuing to be investigated by Environment Policy Branch.

1.2 Support for local businesses

A total of 22 plan sealing applications have been approved with a further 32 currently under assessment. 61 residential lots and 151 units were created over this quarter.

First stage of e-lodgment (Notice of engagement) for private building certifier's documentation is in the pre-testing stage.

1.3 Infrastructure for economic growth

Continued advocacy in developing the 10-Year Capital Works Program and ongoing review continues. Focus has been on trunk infrastructure required to be provided in line with infrastructure charges on development.

Development of the Sunshine Coast Infrastructure Plan and Program is continuing with research substantially completed and data collected. Mapping layers are being investigated.

1.5 A strong rural sector

Activities this quarter relate to substantial support to preparing the draft Rural Futures Strategy overseen by Economic Development Branch.

Ecological sustainability

2.1 The impact of climate change

The implementation of the Climate Change and Peak Oil Strategy for 12/13 has commenced with a focus on key projects that include planning on climate change adaptation and engaging with the insurance industry, neighbouring councils and Local Government Association Queensland.

The implementation of the Energy Transition Plan for 12/13 continues with particular emphasis on the Spearhead Energy projects including the biodiesel feasibility which is being finalised.

2.2 Our Natural Environment preserved for the future

Work has commenced in preparation for a Council review of the Environment Levy policy. An 11/12 progress report is being prepared for presentation to Council.

A review of the Environmental Grants and Partnerships Program is underway. Acquittals for partnerships have been evaluated as they have been lodged over the past month. Eight new partnership funding agreements were adopted by Council at its Ordinary Meeting in August 2012. Advice has been provided to potential applicants as required for the grants round closing in September 2012.

2.3 Viable ecosystems that maintain biodiversity values

The implementation of the Biodiversity Strategy for 12/13 has commenced. Statistical data has been provided by Spatial Information Management to inform the development of the Sunshine Coast Biodiversity Report.

2.4 Healthy waterways and foreshores

Implementation of the Waterways & Coastal Management Strategy for 12/13 has commenced with a focus on key projects which include catchment and estuary planning, coastal management and shoreline erosion management planning.

2.5 Innovative programs to protect our ecology

The Living Smart Schools campaign stage 1 has been completed with 50 schools involved across the Sunshine Coast region and resulting in almost 500 additional registrations in the last quarter. EcoBiz continues to help businesses achieve environmental and financial savings with a focus on getting local businesses including several Council facilities to ecoBiz partner status.

A Solar Implementation Feasibility Study has been completed as part of the Spearhead Energy projects. It assessed opportunities for Council buildings. Solar photovoltaic assessments were completed to retain a 44c/kw feed in tariff for ten of Council's sites and discussions are being held to commence solar pv installation.

2.6 Environmentally friendly infrastructure and urban design

Submission on the Energex Sunsouth Interim Assessment Report was completed and submitted by July.

The Suncoast project is under construction.

2.7 Integrated water cycle management

Drafting of the Total Water Cycle Management Plan is progressing.

Hazard Mapping has been endorsed in the 12/13 budget. Disaster Management Maps have been prepared in response to the Queensland Flood Commission Inquiry and proposed for public roll out in September 2012. Stormwater Master Drainage planning has commenced with a study being undertaken in conjunction with the placemaking team for Beerwah.

Innovation and creativity

3.1 Partnerships and alliances that drive innovation

New directors have been appointed to the Noosa Biosphere Governance Board as of Council's Ordinary Meeting in August 2012. Sector and Governance Board meetings continue in accordance with annual calendar of meetings and strategic projects are in

implementation. A review of the Noosa Biosphere Limited will commence later in the financial year.

Health and well-being

4.2 Active lifestyles

The Hard to Locate Sports Strategy completed in 2010 was incorporated into the adopted Open Space Strategy. Key Projects for 12/13 include:-

- Investigation of suitable relocation sites for Motocross/Model Flyers clubs; and
- Protection of existing venues in planning scheme.

Social cohesion

5.1 Equity and opportunities for all

During the first quarter a review of geographical areas has been completed and new Census Data 2011 is expected to be provided in October 2012. The Community Profile (updated with the new census data) will include 44 localities of Interest, Centres - Principal, Major and District and hinterland towns and is proposed for release in October 2012.

The implementation of the 12/13 actions for the Affordable Living Strategy are underway, focus areas include:-

- Sunshine Coast Aged Housing Study - draft study is being prepared which identifies existing facilities and needs for the future;
- Housing and Population Report based on the 2011 Census data is underway-scoping paper completed;
- Affordable Living Assessment Framework is now accessible on Council's website; and
- Bli Bli Housing Affordability Fund project continues with 50 homes under construction.

Accessibility and connectedness

6.1 A transport system that allows ease of movement

The Transport & Parking Management Plans are underway and expected to be presented for internal review before the end of this year.

Detailed progress contained in the Strategy Report Card showing activities across the priority areas of the Active Transport Plan.

6.2 Better public transport

A draft Public Transport Management Plan is underway and due for internal review by later in the year.

Ongoing engagement continues with State agencies and local operator. High level advocacy continues with TransLink.

Public Transport levy funds under constant scrutiny and actively managed. Continue to liaise with the State Government who is undertaking a South East Queensland review of service levels to find savings and efficiencies.

Council has decided to progress to the Light Rail Feasibility Phase. Team mobilisation and delivery options are being considered.

Council's five year plan for the Public Transport Levy and the Public Transport Plan presented to Council during the budget process.

Multi-modal model building is well advanced and expected to be useable by the end of 2013. Other strategic and simulation models built and used as needed.

Managing growth

7.1 The areas for growth and renewal are clearly defined

Continued negotiations with the State Government regarding state interests. Briefings and special meetings of council have occurred to achieve Council's endorsement of a draft Sunshine Coast Planning Scheme for public notification.

New State Government policies have been reviewed and advice given to internal stakeholders and where necessary, prepared for Council reporting.

Application lodgements continue to occur at historically low levels. Application processing times, however, continue to reduce and internal key performance indicators are being met.

7.2 The heritage and character of our communities is protected

The completion of the Sunshine Coast Local Heritage Places List and mapping audit for the draft Sunshine Coast Planning Scheme was achieved. A discussion paper on heritage is being prepared. This paper will be utilised to gain comment from Council to inform a draft Heritage Strategy for the Sunshine Coast.

7.3 Well designed and beautiful places

15 place audit reports were drafted in the quarter. The preliminary data collection phase for Mooloolaba and Caloundra tourist areas is being undertaken to assist with local planning.

Work is continuing on planning for 'greenfield' developments at Sippy Downs/Palmview, Kawana Waters and Caloundra South.

Master planning for the Maroochydore Central Precinct is now underway with consultants (KHA, Place Design and Cardno) preparing the master plan.

A comprehensive review/assessment of the existing coastal pathways performance and prioritisation methodology has been progressed and incorporated into the preliminary draft strategic plan.

7.4 Timely and appropriate infrastructure and service provision

Amendments to the Draft Priority Infrastructure Plan for the draft Sunshine Coast Planning Scheme have been undertaken following receipt of the first state agency review.

Water quality requirements continued to be applied to development approvals to achieve statutory water quality outcomes and the protection of receiving waters.

119 applications were approved over this quarter with a further 122 currently under assessment. Over 80% of applications are being assessed within the first IDAS period resulting in faster assessment times.

All environmentally relevant activities applications have been processed in accordance with statutory timeframes and requirements.

The implementation of the Social Infrastructure Strategy 12/13 actions has commenced with a focus on:

- Priority Infrastructure Plan - land for community facility component being completed.

The implementation of the Open Space Strategy 12/13 actions has commenced with a focus on:

- Completion of the Priority Infrastructure Plan - public parks network.
- Progressing the Russell Family Park investigation in regard to social and economic drivers.
- Investigation of suitable sites for acquisition to secure land for a future district sport and recreation facility for urban needs.

Great governance

8.2 Effective business management

Pilot trial of Electronic Planning Applications has commenced with selected local planning consultants.

Timeframes, outcomes and resources confirmed to support the Critical Events Management Project.

Operational Performance

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

The commitment and professionalism of staff have resulted in significant outcomes across the business. For the key material change of use, reconfiguration and operational works applications, 80% of material change of use applications, 94% of reconfigurations and 93% of operational works applications are decided within the 40-day IDAS timeframe, and over 50% are decided within the first 20 days. All plumbing applications are meeting their 2-day or 20-day timeframes.

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

- **Development applications comprise planning applications and operational works applications**
Development applications have seen a decrease this quarter so far however, 125 planning applications were lodged and 137 applications were approved during this quarter to date. 169 operational works applications were received (an increase from last quarter) with 99% (147) operational works approvals within IDAS decision time frames, which has resulted in no deemed approvals occurring.
- **Development Audit and Response Team**
Has commenced reviewing the current development response processes in order to identify opportunities for improvements to the development complaints procedures. This will also refocus the business for greater education, systems and proactive auditing at the earlier development application stage to enhance client relationships and community benefits.
- **Planning Appeals Management**
At the start of this quarter there were 34 planning appeals (including originating applications) and 1 compensation claim. During the quarter, no planning appeals were finalised and 3 new appeals were received. The total number of appeals now are 37 and 1 compensation claim at this stage of the quarter.
- **Development Indicators Quarterly Report**
Published on the Sunshine Coast Council website, this report outlines the number of applications received, type of applications and process timeframes for both the quarter and comparisons over the past few years.

Outlook

The forward outlook for the next quarter will be:

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

- Council is currently seeking State Government sign off to publicly notify the draft of the first planning scheme for the Sunshine Coast;
- Assuming State Government approval of the planning scheme, public consultation will follow;
- Continue to implement the adopted policy framework, in particular the identified short term actions;
- Continue to review and improve the Development Services processing to ensure a high level of customer service using innovative delivery methods; and
- Continue to progress the environment and public transport levy programs, including a range of sustainability initiatives.