



Sunshine Coast Council Quarterly Progress Report Quarter 1 2013-14



Chief Executive Officer's Report

A message from John Knaggs

This report provides information on the operations and achievements for the Sunshine Coast Regional Council in relation to implementing its Corporate and Operational Plans for the period July to September 2013.

The new economic development strategy, a first for the Sunshine Coast, adopts a fresh approach that charts a course for the region's economy to nearly triple in size by 2033.

The strategy outlines the exceptional property development options and unique business opportunities across a number of high value industries – such as health and well-being, education and research; knowledge industries and professional services; aviation and aerospace; clean technologies; and tourism, sport and leisure.

Within the organisation we have continued the challenging task of finalising the new organisational structure in readiness for the de-amalgamation changeover date of 1 January 2014.

Overview

During the quarter the new Sunshine Coast Economic Development Strategy was launched.

The new economic development strategy, a first for the Sunshine Coast, adopts a fresh approach that charts a course for the region's economy to nearly triple in size by 2033. The strategy also outlines that the Sunshine Coast provides some of the best investment and development opportunities in Australia.

At the heart of the new strategy is a plan to build a new regional economy for the Sunshine Coast based on:

- World class infrastructure.
- Connectivity with international markets.
- Excellent investment conditions.

With council's vision to be Australia's most sustainable region, the strategy outlines the exceptional property development options and unique business opportunities across a number of high value industries – such as health and well-being, education and research; knowledge industries and professional services; aviation and aerospace; clean technologies; and tourism, sport and leisure.

The strategy promotes a period of unprecedented capital investment that will underpin the new economy and transform the region into a truly global community. Priority transformational projects include:

- A \$1.8 billion University Hospital incorporating world-class health and medical services and teaching and

- research facilities – now under construction and due to open in 2016.
- \$54 million investment to expand the programs of the University of the Sunshine Coast – recognized nationally for teaching quality.
- The planned expansion of the Sunshine Coast Airport, including a new international standard runway to accommodate flights directly from Asia and other major global destinations – which is expected to be completed by 2020.
- A new international city centre at Maroochydore on a 53 hectare site owned by Council – this being the only green-field CBD development in Australia. Early works on the site are expected to commence from late 2014.

The new regional strategy has been developed by the Sunshine Coast Economic Development Taskforce, which includes business, industry and council representatives from across the region.

I would like to thank council's economic development team for their commitment and dedication in guiding the development of the region's first comprehensive economic development strategy.

In July the scene was set for the Maroochydore city centre to become a leading business, services and employment hub for the Sunshine Coast after the Queensland Government's declaration of a Priority Development Area (PDA).

The PDA covers 60 hectares, including the 53 hectare Horton Park Golf Club land and seven hectares of state government owned land.

Maroochydore is the geographic and economic centre point of the region and over time the development of the city centre will deliver:

- Thousands of jobs in high-value industries.
- A wide range of higher-paid employment options – boosting average household income levels and the region's prosperity.
- A valuable boost for the local construction industry as the city takes shape.
- A focal point for the community – a place of celebration, creativity and cultural diversity.

Council will now work closely with Economic Development Queensland to prepare the development scheme for the PDA, which will outline the development that will occur to transform the area.

The preparation of the development scheme is a 12 month process and during this time the community will have the opportunity to comment on the draft documents for the PDA. An Interim Land Use Plan is in place for the next 12 months to enable development to be considered on key sites within the PDA.

Thank you to the many staff involved in this project as the PDA declaration is a major boost for Maroochydore city and investment confidence in our region.

During the quarter the new structure for the organisation was finalised. In addition to the announcement during the last quarter of the five departments – Corporate Strategy and Delivery; Corporate Services; Community Services; Infrastructure Services; and, Regional Strategy and Planning – the structure down to the branch level was completed and shared with staff.

The establishment of the new Sunshine Coast Regional Council structure, that will take effect on 1 January 2014, has occurred within the context of a range of factors including de-amalgamation and council's decisions within the budget process to further set up the organisation to be financially sustainable.

The principles that have been applied to the process overall are as follows:

- Ensure the business needs of Sunshine Coast Council from 1 January 2014 are best served.
- Work within the terms of the relevant industrial instruments as they apply to this circumstance, including the De-Amalgamation Regulation and Transfer Methodology.

- Communicate with employees in as timely and respectful a manner as possible.
- Seek to best-manage the impacts on people.
- Make, communicate and implement decisions within the tight timeframes that exist.

I want to acknowledge that this is a very difficult time for people across the organisation and their families. De-amalgamation of the Sunshine Coast Regional Council and our own organisational restructure is not an easy process. I want to thank all staff for the way they have conducted themselves, both individually and in their teams, through these very challenging circumstances. I am equally appreciative of the considerable efforts being made to support employees through this period of change.



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Community Services

A message from Coralie Nichols,
Executive Director

Now in its eighth year, the Sunshine Coast Arts Prize attracted 88 entries in the 3D category and 307 entries in the 2D category.

Our venues played host to more than 3000 local and international performances and events attracting over 147,300 people to the region.

In the quarter staff worked on 4 Master Plan documents to provide long term planning for council sporting/community facilities.

Our libraries hosted Children's Book Week and we also celebrated Seniors Week.

Council's wild dog program commenced this quarter after receiving a grant from the state government.

Telephone and email contacts continue to be the most popular methods of contacting council with 55,417 calls, 10,251 email requests and 1179 web-chats managed by the Customer Contact Centre this quarter. Customer satisfaction ratings for Customer Call Centre staff remains high at 4.7 out of a possible score of 5.

About the Department

The Community Services Department is a key frontline service delivery team of 790 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:

Robust economy

1.1 A broad economic base

Our libraries continue to help small business with a series of free information sessions offering practical advice from business experts. Sessions this quarter included business blogging, social media marketing, bookkeeping, starting an online business and effective tendering.

The Sunshine Coast Events Network hosted three educational workshops. Participants were able to learn the benefits of working with tourism markets and how to write successful funding applications in order to maximise exposure of events. A representative from Workforce Improvement Initiatives shared their experience in writing successful grant and funding applications to ensure applications get the attention they deserve. Also, the Commercial Manager for Woodford Folk Festival shared strategies on how to manage the preparation, activation and evaluation of merchandising operations.

Council invited local business to align their brand to one of the council's quality family-focussed Festive Season events as part of the programs annual sponsorship program.

Innovation and creativity

3.3 A creative and artistic region

Now in its eighth year, the Sunshine Coast Arts Prize attracts the best contemporary and emerging artists in Australia. This year the competition attracted 88 entries in the 3D category and 307 entries in the 2D category. The winners of each category received a \$15,000 prize.

Our venues played host to more than 3000 local and international performances and events attracting over 147,300 people. Sporting events included the Brisbane School Girls Rowing Regattas; Sunshine Coast Rugby

Union Senior and Junior Grand Finals; Sunshine Coast Gympie Rugby League Grand Finals; and the Gatorade Triathlon Series. Theatre-wise the region had performances of The Blue Flamingo; Frankenstein; I Heart Bunnings; Sydney Comedy Festival and The Haunting of Daniel Gartrell. Musically, Jimmy Barnes, Paul Kelly, Bernard Fanning were headline acts.

Our galleries hosted several great exhibitions including:

- *Right Back @ U* celebrating the hidden talents of the region's most active and emerging artists living with disabilities.
- *Aurukun: Stories of the Wik People*, a powerful exhibition of rare Indigenous art forms collected from the northern Cape York Community.
- *Coastal Collage*, a collection of ceramic works reflecting the flora, fauna, environment and colours of the coast.

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

The Human Resources Branch has spent considerable time supporting each of the Departments through the process of de-amalgamation and the impact on staff and the organisational review.

Health and wellbeing

4.1 Safe and healthy communities

Council's wild dog program commenced this quarter after receiving a grant from the state government. Wild dogs have social, economic and environmental impacts. Failure to control them can result in livestock losses, attacks on domestic pets and loss of native fauna. Council is supporting more than 20 local community groups to undertake a proactive wild dog baiting program.

In September, Council approved a systematic inspection program to monitor the compliance of mandatory condition for regulated dogs in accordance with the *Animal Management (Cats and Dogs) Act 2008*. Officers will undertake the inspections next quarter.

Staff from the Community Response Branch commenced delivery of the Declared Pest Plant Public Education Program at local shows and the Queensland Home and Garden Expo. In addition, officers have been progressing with the feral deer control project. All equipment has been purchased and a work plan has been drafted which will enable a cohesive and consistent approach to the project.

4.2 Active lifestyles

The Maroochydore Multi-Sports Complex Master Plan was adopted providing a 15 year vision of the Complex which is an integral sport, recreation and community facility. Key features of the Master Plan include:

- Development of underdeveloped fields for multi-use purposes
- Provide additional sporting areas
- Formalise car parking
- Improve pathways and connectivity
- Introduce recreational elements such as fitness stations.

Furthermore, the Mooloolah Recreation Reserve Master Plan 2013-2028 was adopted and community consultation commenced on the Elizabeth Daniels Sports Complex Draft Master Plan 2013 – 2028 and Nambour Showgrounds Draft Master Plan 2013-2023.

Social cohesion

5.1 Equity and opportunities for all

A key activity related to the Youth Strategy was partnering with the University of the Sunshine Coast to deliver the Epic Diem Nerd Culture Expo. The inaugural Expo featured epic games, vendors, medieval re-enactments and anime screenings. Council had a 'pop up' library called 'The Vault' at the event which allowed participants to become a member, reserve items and borrow books. Keeping in line with the Expo, the latest titles in sci fi, fantasy, manga and technology guides were available.

Seniors Week was celebrated in August with a range of free activities across the region. This year's theme was 'Respect and Social Inclusion' and provided an opportunity for people of all ages to recognise and respect the significant contribution seniors make to the Sunshine Coast. Activities focussed on becoming savvy with technology, organic home gardening and exploring family history.

The number of volunteering opportunities in our libraries and galleries remains stable with over 2500 hours contributed each month. The introduction of *The Corner* in our libraries has seen the number of volunteering opportunities increase. *The Corner* is an initiative in six Sunshine Coast libraries and features arts-based programs, activities and collections curated around a theme that enliven and renew children's spaces.

5.2 Strong community groups and networks

The Community Leasing Policy continues to be developed, following a Councillor Workshop which was held in September. The outcomes of the workshop will be used to finalise the policy and associated guidelines for council consideration later this quarter.

Relationships between council and traditional owners from the Kabi Kabi and Jinibara people continue to improve. Initial discussions have commenced on improving the clarity of protocols and investigations continue into the potential to develop formal agreements with the parties.

Work has also continued for the 150th year celebrations of the Descendants of South Sea Islanders, a celebration which is being supported by council's Cultural Heritage Levy.

5.3 A sense of identity and belonging

This quarter the Customer Relations Branch organised three formal Australian Citizenship Ceremonies which saw the welcoming of 444 new Australians. The role of council in delivering these ceremonies is to partner with the Department of Immigration and Citizenship to provide a forum where people can state their Pledge after successfully applying for Australian citizenship. The Branch also launched the Australia Day Awards Ceremony and is planning four festive season events for next quarter.

Library membership this quarter rose by 3.4% and now totals 148,237. This has been achieved with no new expenditure in advertising or promotion. Our galleries had 18,207 visits this quarter, compared to 17,978 last reporting period.

More than 250 educational sessions were conducted this quarter at our libraries and attended by more than 5000 people. A variety of workshops and presentations were provided including *Lazy Loser*, *Right Brain Genius*, *Edible Landscapes*, *Living Simply Living Smart*, *From Talent to Strength* and *Picture of Health*.

Our libraries also hosted activities related to Children's Book Week. This year's theme was 'Read Across the Universe' and highlighted the universal appreciation of reading for pleasure. The short listed books reflect the resurgence of universal themes in children's books including friendship, family, identity and connection.

Accessibility and connectedness

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

Several community organisations and sporting groups received grants from councils Community Partnership Funding Program. The Program supports groups making a significant contribution to the community.

Visitations to the CommunityHub have increased by approximately 16% this quarter,

with the number of users reaching 34,000. CommunityHub provides access to a broad range of community information on the Sunshine Coast including health, sport, arts, halls, childcare and respite services.

Managing growth

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

Four of councils aquatic centres went out to tender resulting in three-year management agreements being awarded across Beerwah, Buderim, Kawana and Coolum.

A centralised reporting project is also ongoing at our aquatic facilities with all but two aquatic centres now on the same software system. This will enable a more coordinated approach to recording visitor numbers, memberships and sales across the facilities.

Great governance

8.4 Highly skilled, engaged and valued workforce

Many activities for council's workforce have been implemented by the Human Resources Branch, including:

- Launch of the FRESH habits pilot program with 86 participants registering to improve nutrition, hydration and physical activity behaviours.
- Launch of councils quit smoking program "Break a Habit – Give it a Go" – with 31 participants.
- Review of the Fitness Passport program with two additional facilities being included.

8.6 An informed and engaged community

The Media & Public Relations team responded to 308 media enquiries and distributed 132 media releases this quarter. Council's social media following continued to grow with 6026 Facebook friends and 1610 Twitter followers.

A strategic level Engagement Policy has been drafted following internal consultation about

existing engagement techniques and processes. Further work to finalise this Policy will be undertaken next quarter.

Operational Performance

Not applicable

8.7 Excellence in customer service

Telephone and email contacts continue to be the most popular methods of contacting council with 55,417 calls, 10,251 email requests and 1179 web-chats managed by the Customer Contact Centre this quarter. The option of web call back continues to remain popular with 393 over the three month period.

Regular training of Customer Contact Centre staff has ensured that the ability to respond to customer requests without referral to another area of council remains high. This quarter, 87% of phone and 90% of online contacts were resolved during the customer's first contact. 90% of phone calls were responded to within 60 seconds. Customer satisfaction ratings for Customer Call Centre staff this quarter is also very high at 4.7 out of a possible score of 5.

Community Response Branch also continues to record improved customer satisfaction levels. This quarter, more than 103 customers were invited to take part in a Customer Satisfaction Survey, focussing on officer timeliness, communication skills and overall quality of service. This quarter saw the highest score achieved to date at 5.43 out of a possible 7 for overall quality of service.

Customer Service in our libraries includes the launch of *The Corner* project in conjunction with the State Library. Since launching in November 2012, more than 27,000 local children under 8 years and their families have enjoyed creativity through play. *The Corner* is being implemented in six libraries across the Sunshine Coast (Caloundra, Kawana, Maleny, Maroochydore, Nambour and Noosa). Each 'Corner' features arts-based programs, activities and collections curated around a theme that enliven and renew children's spaces.

Spydus 9 was launched in our libraries, delivery a new generation search interface for online searching, loans and renewals. An inbound automated call facility was also implemented, dramatically reducing the number of phone calls being handled by library staff. The facility also allows for members of the community to serve themselves in many instances.

Outlook

The forward outlook for the next quarter will be:

- Re-alignment of the department with regard to the new organisational structure and the impact of de-amalgamation.
- Preparation of the Community and Performance Venues Plan for Council consideration and endorsement.
- Presentation of the Sunshine Coast Libraries Plan for Council consideration and endorsement.
- Footpath Trading Workshop with Councillors to determine a preferred approach.
- Implementation of the 2013/14 Festive Season.



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Finance and Business

A message from Greg Laverty,
Executive Director, and Ray Turner,
Acting Executive Director

Highlights for the quarter:

The Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033 was finalised and launched on 24 September 2013.

The Sunshine Coast played host to key events for this quarter including the inaugural Tough Mudder Event with over 23,000 participants, the inaugural Ironman 70.3 Sunshine Coast, the Real Food Festival and the Noosa Jazz Festival.

About the Department

The Finance and Business department has staff 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:

Robust economy

1.1 A broad economic base

The Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033 was finalised and launched on 24 September 2013.

The Strategy establishes clear measurable goals to achieve a new economy for the region over the next 20 years. It will be jointly implemented by Council, industry and business partners.

The Expression of Interest process to design and build a solar farm at Valdora has been undertaken this quarter.

Responses received as a result of the market-sounding exercise, are currently being reviewed with the anticipation that a report will be prepared for Council's consideration within three months.

1.2 Support for local business

To the end of the quarter, \$43 million (70%) of total active procurement had been sourced from local businesses and more than 4,570 subscribers had registered for council's tender alert service. Tender information sessions and development workshops continue to be regularly held to assist prospective tenderers.

1.3 Infrastructure for economic growth

The Airport New Runway Strategy has progressed with the draft EIS expected to be ready for Council's consideration in November.

Data gathering for the Sunshine Coast Airport Terminal Precinct Master Plan has also commenced. Finalisation of this stage will enable the project to progress to the design stage.

1.4 A sustainable tourism industry

The Sunshine Coast Major and Regional Events Strategy 2013-2017 was endorsed by Council at the end of the last financial year.

Key events delivered under the Strategy for this quarter include the inaugural Tough Mudder Event (with over 23,000 participants), the inaugural Ironman 70.3 Sunshine Coast, the Real Food Festival and the Noosa Jazz Festival.

1.5 A strong rural sector

Implementation arrangements for initial actions under the adopted Rural Futures Strategy have been progressed during the quarter. The objectives and intent of the Strategy are being considered during the review of the draft Sunshine Coast Planning Scheme.

Innovation and creativity

3.2 The education sector as a catalyst for business development

A key focus of the Regional Economic Development Strategy 2013-2033 is investing in talent and skills to ensure the region provides an appropriately skilled and experienced workforce to meet the demand generated by key infrastructure projects and new industry investments.

Council continues to actively contribute to the development of the Regional Education and training Project – which is a collaborative approach to improving education and training outcomes and access in the region.

Accessibility and connectedness

6.3 Affordable access to contemporary communication services

Work continues with carriers to improve accessibility by the community to high quality broadband and telecommunications services.

Advocacy work continues, now to the new Federal Government to address poor mobile telephone coverage in the Conondale to Kenilworth and Obi Obi Valley. Council has also worked with NBN Co facilitate the availability of community information in relation to its fixed wireless roll-out.

Mid year rates notices were issued on 27 July with 158,932 notices at a total value of \$158,667,770.

Initial work on a comprehensive revaluation of council's land and buildings is being undertaken. Analysis and reconciliation of the Land Asset Register is currently being performed in readiness to tender for revaluation work in early 2014.

Draft 2012/2013 Sunshine Coast Council Financial Statements were presented to the Audit Committee in early September and then to the Queensland Audit Office by the statutory due date of 23 September 2013.

Great governance

8.1 Ethical, accountable and transparent decision-making

During the quarter, the Corporate Governance Framework was updated. Work commenced on the Visual Mind Map which is a software platform allowing the visual integration of policy and other relevant documentation.

Work on the Corporate Plan has also progressed, with the intention to present this to Council for consideration by early 2014.

8.2 Effective business management

The Contracts Governance Committee approved 13 tenders with a collective value of \$47 million and established, varied or extended 29 contracts collectively valued at \$35 million for delivery of the capital works, operational and service delivery programs. The key focus remains for an open, transparent and sound probity environment to maximise commercial, environmental and social outcomes and contribute to the local economy and local employment.

8.3 Strong financial management

Budget Review 1 2013/2014 was considered by Council in September approving adjustments, carry-overs and additional budget allocations. This review improved the 2013/2014 operating result and 30 June 2014 closing cash projection.

Operational Performance

Capital Programs/ Operational Programs/ Projects

- The Mobility Project is currently trialling software to provide staff with ability to access and update their work documents while mobile
- Three GIS analysts and three strategic planners have been dedicated to aligning the planning data with new cadastre and QA tasks in the Electronic Planning Scheme Project. Collaboration and communication with the state is ongoing and great headway has been made in formulating the anticipated document structure of the scheme. Old schemes and cadastre are locked down to minimise confusion.

Outlook

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

- Substantial effort will be required in preparing for the de-amalgamation of Noosa on 1 January 2013.
- The independent audit of Council's 2012/2013 Annual Financial Statements will be completed.



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Infrastructure Services

A message from Andrew Ryan,
Executive Director

This report summarises the department's noteworthy highlights as it records another successful period where Infrastructure Services continued delivering quality and value for money outcomes to our community. However, to ensure that the department remained strongly performing in an environment that is rapidly changing through the deamalgamation process, technology opportunities and service model changes, it was apparent we needed to establish a picture of how to sustain our delivery strength. A department wide strategic review was undertaken to identify disconnects and synergies and establish a broader perspective into how we could best respond to our changing future. The review involved staff at all levels to ensure our strategies, structures and systems were aligned with allocated physical and financial resources.

Recommendations from the review have been the catalyst for a reshape and realignment of the department. This included structures, service activity, service improvements, modes of service delivery and better use of resources. Without exception it is clear that the cumulative efforts and outcomes derived from the review will translate to a more aligned, agile and responsive department. A department that will continue to pursue - efficiency, effectiveness and functionality by delivering better services that meet the needs our community.

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 behaviour 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:

Ecological sustainability

2.2 Our natural environment preserved for the future

A range of operational and capital programs have commenced aimed at restoring and protecting our natural environment. Highlights for the quarter include the delivery of a number of key community environmental engagement programs. These included:

Growing Beaches Forum at the Maroochydore Surf Life Saving Club, which was designed to establish a dialogue around the principal coastal processes influencing the Sunshine Coast; Sunshine Coast Kids in Action Conference 2013 which delivered engaging, hands-on activities for students to learn about the importance of a sustainable environment; the third Sunshine Coast Conservation Forum at Lake Kawana Community Centre which centred on this year's theme of 'resilience through change' and was aimed at capturing the range of conservation projects and research that have contributed to enhancing the ability of a species and/or ecosystem to recover from the impacts of change.

2.5 Innovative programs to protect our ecology

Work is continuing on the development of a new Waste Management Strategy 2014 – 2020. This new strategy will be a more condensed version of objectives and outcomes than the current strategy and aligned with the new draft corporate plan. The document is intended to be less verbose and more easily understood with clear responsibilities identified and targeted dates for completion. The strategy will set achievable targets within the current and anticipated future economic climate and councils' capacity to fund achievement of the objectives. The process is to develop a draft

plan for council endorsement and then release the plan for public comments in 2014. A series of public workshops are proposed in 2014, where the community can be educated on the intended strategic objectives and provide comment to council. This strategy is being developed in the absence of a State Government Waste Management Strategy, which when completed may not align with the council's strategic direction for waste management. Council staff are regularly communicating with relevant State Government representatives and participating in the development of the State Government Waste Management Strategy to minimise any conflicts that may occur.

Across the quarter a considerable body of work has progressed in pursuit of implementing councils Waste Management strategies. These include: a regional ewaste collection service: a new green waste processing tender at various landfills: the appointment of successful contractors for liquid and solid waste collection services and a materials processing contract for kerbside collected recyclables. Additionally a new public education tender has been let to provide public waste education services until the new collection contractor takes over this role in July 2014.

2.7 Integrated water cycle management

A primary goal of the Stormwater Capital Program is to improve water quality where necessary to achieve the required discharge standards into natural waterways. This quarter, a number of erosion mitigation and scour protection projects have already commenced across the Region, with further projects currently under investigation and preliminary design.

Health and well-being

4.1 Safe and healthy communities

Recent feedback from the Queensland Reconstruction Authority regarding lodging applications made under the National Disaster Relief and Recovery Arrangement for damages to council infrastructure have seen improvements to council work practices specific

to staff ensuring that they capture any infrastructure damage through photographic evidence. These improvements will ensure greater accountability which may be required for future funding applications.

Accessibility and connectedness

6.1 A transport system that allows ease of movement

During the quarter work was undertaken to finalise arrangements for the 2013/2014 Free Holiday Bus Service. This service will provide free public transport for everyone on the Sunshine Coast between 26 December 2013 and 5 January 2014. Activities across the quarter included the use of the double decker bus throughout the region. Discussion and agreement with the transfer manager for Noosa has been agreed, and the Free Holiday Bus will be regional. The Free Holiday Bus initiative will be reviewed in 2014 to ascertain if this is a productive use of the Public Transport Levy funds to promote public transport use.

Development of our transport system network to allow greater movement across the region is a continuous goal for the Travelsmart team. During the quarter a monitoring and review process was commenced following the trial of Cooroy to Lake Macdonald Flexilink which was launched in July. Findings from the review will enable a decision on the continued viability of the service, by the new Noosa Council in early 2014. Twelve schools were also included in the Travelsmart schools program, continuing the program for the young in the region, which the state government closed in 2012.

Work continued progressing on the first rollout of council's visionary - New School's Precinct Access Improvements Program. The program includes a \$400,000 council annual budget allocation to blitz an area around a local school to remove as many impediments for children accessing school by walking or bicycle and to help reduce vehicle congestion around schools. To date most of Coolool pathway construction work has been completed, resulting in 1875m of new pathways including three pedestrian refuges at various locations. Work is now

underway to deliver the next phase of the program which will see work focused around the Maroochydore schools precinct, again aiming to deliver as many new paths and safe pedestrian links as possible. A great program allowing ease of movement.

Increasing involvement between the University of Sunshine Coast and Council on local projects has seen the co-funding for installation of sensitive road pavement strain gauges and other testing equipment installed on roads across the region e.g. the new Sippy Downs Drive and Bellvista Boulevard. The project involves wirelessly transmitting information back to the University to monitor road usage and pavement performance. It is anticipated that this work will result in changes in the way that road pavements are designed on both the Sunshine Coast and around the world. Greater economic benefits in pavement design and construction during the life of a road pavement asset will be derived.

Managing growth

7.3 Well designed and beautiful places

Maintaining service levels of the regions parks and gardens is paramount to ensuring levels of amenity, functionality and public safety are maintained. Across the quarter work progressed on a full review of park categories and hierarchy designed to ensure that open space is categorised in accordance with criteria as set out in the Open Space Strategy. Benefits of this will ensure that the regions parks and gardens are allocated the correct operational category and hierarchy, and therefore maintained to agreed service levels.

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

During the quarter work continued progressing on the rollout and integration of mobile devices to staff in the field. Indications emerging to date clearly show that staff adopting devices (iphones/ipads) have the capability to enhance effectiveness of services along with improvements in communication and

knowledge sharing. Technology acceptance and continuous usage rates suggest positive impacts on staff, ranging from greater flexibility, productivity, responsiveness and resource saving all translating to improved delivery of services to our community.

During the Quarter the construction of a new Recycling Shop at Buderim Transfer Station has progressed to near completion at a cost of approximately \$1,688,000. The official opening by the Mayor is planned for 13 November 2013 to coincide with National Recycling week. This shop will replace the existing but much smaller facility and provide a major increase in capacity to receive, store and sell donated goods and recovered useful products delivered for disposal to landfill. The shop will be operated under a contract by Endeavour Foundation, a Not for Profit community organisation that provides employment and training opportunities for local residents.

The larger shop will incorporate increased customer parking and more space for presentation of products for sale. The shop is strategically located at the entrance to the Buderim Transfer Station so that residents who only intend to donate goods or shop for recycled goods will not be required to wait and queue at the landfill weighbridge. This will reduce traffic congestion at the weighbridge and facilitate an improved customer experience for our recycling shop customers who are always keen to find a bargain.

Across the quarter work has progressed which will see the finalisation of the reinstallation of the Mooloolaba Surf Life Saving tower and associated access ramp and armour rock protection wall by Friday 4 October in time for the summer season. Additionally the Maroochy Alex beach replenishment program involving the dredging of 125,000m³ of sand from the Maroochy River was completed on 30 September in time for the storm season. Demobilisation will continue until the end of October and monitoring of beach profiles for another twelve months.

Across the quarter the regions Parks & Gardens capital projects have progressed in collaboration with our partners and the public to help maintain and improve council's park system. Volume one of the 'Open Space Landscape Infrastructure Manual (LIM)' was endorsed by council in quarter 4 2012/2013 and during this quarter the manual was widely distributed to all areas of Council and the landscape industry. The LIM is a construction guide that:

- helps designers, project managers and operational staff
- is a central source of information, saving council time and money
- is intended as a basic platform for guiding selection of robust, sustainable and accessible products
- illustrates design standards that have been researched by council for ready reference.

During the quarter a number of projects have been completed including: the Boreen Point Viewing Platform, Noosa Heads Lions Park Stage 3, Peregian Beach Viewing Platform, and work has commenced on the Peregian Beach Park upgrade. Other significant projects completed in this quarter include:

- the detailed design for the Beerwah Public Domain Improvements (Simpson Street streetscape) issued for construction
- construction of Skippy Park Stage 2
- completion of the Golden Beach Coastal Pathway upgrade
- Jasmine Circle Park playground upgrade
- Construction of Parkyn Parade Shared Pathway Stage 2 is about to commence
- Russell Family Park Stage 6 has been completed
- the installation of the Jubilee Park Palmwoods Sports Complex Lighting
- Paluma Park Buderim Subsurface Drainage
- Lions Park, Fishermans Road Maroochydore Pathway Link
- Black Swan Interpretive Signage and Entry Statement
- Stage 3, Bradman Avenue (construction complete end September)

- John Lantry Park Table Seat Combo
- Coolum Sports Complex car park lighting and cricket practice nets lighting installation
- Howard Street Pedestrian Link upgrade

During this quarter, work commenced on a significant refurbishment of the Beerwah Aquatic Centre. The project scope includes equipotential bonding and tiling of the 25m pool surface, as well as equipotential bonding of the Learn to Swim Pool. Progress to date has seen the concrete shell of the 25m pool sand blasted to remove all paint and the equipotential bonding component for both swimming pools. The project is expected to be completed in quarter 2 2013/2014 and will provide a more appealing community asset for Sunshine Coast residents.

Across the quarter a large project in George V1 Memorial Park, Yandina has seen new public amenities completed. This contemporary facility was both designed and delivered by the Building & Facilities project team. The project involved conforming to the architecture of the existing structures within the park. This new facility was built based on crime prevention through environmental design principles and openness in design and provision of good visibility.

Throughout the quarter a large body of work progressed on the delivery stage of the annual Road Reseal and Rehab program. A key achievement to date in the delivery of the program is the completion of all resealing work in the Noosa area, which included resurfacing of key roads within Noosa Heads necessary to compliment State Government Grant projects, such as the provision of bicycle lanes to encourage cycle use. Major rehabilitation work is also progressing well at Mary Street, Alexandra Headland where council is trialling a new sub-grade improvement material to maximise productivity and minimise demand on natural pavement resources. The programed work is progressing south with work currently underway in the central areas of Bli Bli, Maroochydore and Buderim.

Capital Programs

Infrastructure Services has completed 18.1% of the annual capital works program, of which includes projects carried over from 2012/13. Planning is well under way for delivery of the remaining projects on the program.

Key projects completed during the quarter include:

Division 1 - Skippy Park Playground, (\$230,000). Stage 2 of this playground has attracted hordes of after school users, with the other items within Skippy Park being activated.

Division 2 - Golden Beach Coastal Pathway upgrade staged implementation, (\$310,000). Provides users with a 3 metre wide shared pathway, additional seating, improved landscaping and overall intimate access with the coastline and Pummicestone Passage.

Division 3 - Jasmine Circle Playground Upgrade, (\$35,000). The upgrade of this playground has revitalised this local park and will keep the children in this local community entertained for years to come.

Division 4 - Parkyn Parade Shared Pathway, Stage 1, (\$132,000). This section of the Coastal Pathway includes upgrade of the existing pathway, landscaping and pathway lighting. This project forms a part of the Mooloolaba Spit Futures Plan 2009, with Stage 2 scheduled for construction prior to Christmas 2013.

Division 5 - Jubilee Park, Palmwoods, Sports Complex Lighting, (\$170,000). The installation of this lighting at the Jubilee Park Sports Complex has provided the users with the opportunity to use this open space area 24 hours, 7 days a week.

Division 6 - Paluma Park Buderim, Subsurface Drainage, (\$13,000). Installation of a subsurface drainage system to improve the function of this local park. Wet weather would often leave the park inundated with water.

Division 7 - Lions Park, Fishermans Road, Maroochydore Pathway Link, (\$12,000). Pathway construction, to link park shelter with toilet amenities building.

Division 8 - Bradman Avenue Project, (\$200,000). Includes planning, design and construction of a 3m wide shared Coastal Pathway, shade tree planting, landscape furniture and provision for future lighting. The project forms a stage of the Maroochy River Foreshore Open Space Master Plan.

Division 9 - Coolum Sports lighting, (\$200,000). Coolum sports car park lighting and cricket practice nets lighting projects.

Division 10 - Howard Street Pedestrian Link, (\$150,000). The Howard Street Pedestrian Link forms an essential part of the greater Pedestrian Network outlined in the Nambour Central Park Open Space Master Plan. The final stage of this project is the installation of an artistic mural relating specifically to Nambour history.

Division 11- Noosa Lions Park, Stage 3, (\$245,000). Council has completed construction of Stage 3 at Noosa Heads Lions Park. Refurbishment includes the construction of a new playground, soft landscaping and a new picnic and BBQ shelter area.

Division 12 - Boreen Point Viewing Platform, (\$321,000). Council has completed construction of a spectacular viewing platform with a small jetty at Boreen Point. Shaded seating, interpretive signage and a new pathway also formed part of the project. The new viewing area was built to replace the former Department Transport and Main Roads jetty that was destroyed in the 2010 floods. Timber and posts from the former jetty were used to construct some of the structure.

prepared with an intent to display it through various sources. Including television, radio, advertisements, social media and the council website. The primary purpose is to encourage the community to prepare their own private properties for weather events.

Furthermore, council will be running the annual disaster management exercise on 13 November. The intent of the exercise is to test both the current systems along with changes and improvements made during the past 12 months. This will ensure full capabilities for response and recovery from disaster/emergency events in the coming season.

Outlook

The forward outlook for the next quarter will be:

Disaster Preparedness - as we approach the traditional storm and wet season, preparations will be put into place to ensure both council and the community are 'flood/storm ready.' An important component of this preparedness lies with our field crews ensuring that council owned assets are prepared for the coming season. A wide-reaching community messaging is being



Sunshine Coast Council Quarterly Progress Report Quarter 1 2013-14



Regional Strategy and Planning

A message from Warren Bunker,
Executive Director

During the Quarter to September 2013, the department continued to consider the submissions to the draft Sunshine Coast Planning Scheme with a series of Council Special Meetings held.

Development Services continues to process the majority of applications within legislative timeframe and continue to rollout a range of electronic lodgement systems and process implementations.

The Environment Levy Program has continued to deliver outcomes this quarter including the acquisition of 312 hectares of environmentally significant land at Ninderry and Verrierdale and an allocation of more than \$800,000 in grants to support community groups through the Partnerships Program.

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

Strategy

- Environment Policy
- Infrastructure Policy
- Major Urban Development
- 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

1.2 Support for local businesses

The planning for developments at Maroochydore, Sippy Downs, Palmview, Kawana Waters and Caloundra South are progressing.

Development Services continued to provide specialist planning advice and plumbing services on the Sunshine Coast University Hospital project.

As part of the build it and benefit incentive scheme:-

- Continue to provide for free prelodgement advice, with an increase in enquiries experienced during this quarter.
- Several agreements for infrastructure charges incentives have been signed to allow development to proceed early.
- Process improvements are continuing with early advice, standard conditions and a focus on assessment timeframes

Ecological sustainability

2.1 The impact of climate change

The implementation of the 2013/14 actions of the Climate Change and Peak Oil Strategy are underway. The Valdora Solar Farm expression of interest are now being received for future assessment.

2.2 Our natural environment preserved for the future

The Environment Levy Program has continued to deliver outcomes this quarter including the acquisition of 312 hectares of environmentally significant land at Ninderry and Verrierdale and an allocation of more than \$800,000 in grants to support community groups through the Partnerships Program.

2.3 Viable ecosystems that maintain biodiversity values

Implementation of the 2013/14 actions from the Biodiversity Strategy are underway.

A draft Sunshine Coast Biodiversity Report is being prepared for presentation to council.

2.4 Healthy waterways and foreshores

Catchment planning is continuing for the Noosa and Pumicestone catchments.

A draft Coastal Management Policy and draft Shoreline Erosion Management Plan is progressing.

2.6 Environmentally friendly infrastructure and urban design

External landscape associated with the Sunshine Coast Hospital project was taken on maintenance and included transplantation of mature trees from the areas that were cleared as result of works.

2.7 Integrated water cycle management

Stormwater Management and Flood studies continues with the Maroochy River Flood model progressing.

Innovation and creativity

3.1 Partnerships and alliances that drive innovation

Ongoing discussions with the University of the Sunshine Coast to align research and development with Council's strategic direction.

Social cohesion

5.1 Equity and opportunities for all

Implementation of the 2013/14 actions from the Affordable Living Strategy are underway.

The Housing Affordability Task Force has continued to meet during this quarter.

The Halycon Landing affordable housing project at Bli Bli was awarded the Affordable Living Award at Council's annual Living Smart Glossies Awards.

Accessibility and connectedness

6.1 A transport system that allows ease of movement

Implementation of actions from the Sustainable Transport Strategy are ongoing.

6.2 Better public transport

The new Sunshine Coast Integrated Multi-modal model has progressed and will continue to provide travel forecasting information informing development assessment and forward planning.

Preliminary engineering and environmental assessment of corridor options for the Light Rail Feasibility study has been completed.

Managing growth

7.1 The areas for growth and renewal are clearly defined

Preparation of the new Sunshine Coast Planning Scheme is progressing with council considering all submissions received and providing direction for modifications to the advertised scheme.

261 Operational Works applications were lodged this quarter with over 90% now meeting the key performance indicator and being processed within the first statutory time period.

70 Material Change of Use applications were lodged this quarter with over 80% being processed within the first 20 business days.

33 Reconfiguring a Lot applications were lodged this quarter with over 70% being processed within the first 20 business days.

255 private certification applications were lodged this quarter.

7.4 Timely and appropriate infrastructure and service provision

Implementation of the 2013/14 actions for the Open Space Strategy are underway. Key actions include land investigation for future open space needs in Coolum and Maroochydore. A significant purchase of land in Glasshouse Mountains Township for the establishment of a district park and important pedestrian link has been a highlight of the quarter.

Implementation of the 2013/14 actions from the Social Infrastructure Strategy are underway. A background study has commenced to consider the community facility needs of the emerging workforce/residents of the Oceanside Health Hub at Kawana.

Great governance

8.2 Effective business management

Following the official launch of the electronic lodgement of development applications last quarter, Development Services have continued to work with the development industry in improving the approach to standard conditioning.

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.

Outlook

The forward outlook for the next quarter will be:

- Ongoing improvement in the Development Services areas, to provide early advice, continue to meet the assessments within the statutory timeframes and provide information to the public and the development industry on our performance.
- Refining the draft Planning Scheme following the review of submission and councillor feedback.
- To continue to respond to new legislative changes working with stakeholders and providing submissions on discussion papers and implementation of the legislation are enacted.



Financial Information

Financial information is not included in this report. A Financial Performance Report is provided to council each month covering operating revenue and expenses and capital programs.

For more information, refer to the Financial Performance Report available on council's website.

