



CEO's Quarterly Progress Report Quarter 2, 2017/2018



Message from the Chief Executive Officer

The new organisational structure came into effect in mid-November.

The new structure has had minimal impact on the majority of staff with the composition and focus of most teams remaining the same. Some realignments have been made which will result in the adjustment of reporting lines at the Branch Manager and Coordinator level.

This decision enables council to achieve an optimum structure to support our organisation being fit for the future. The new structure retains five Groups and two Offices within council.

- *Business Performance Group*
- *Customer Engagement and Planning Services Group*
- *Liveability and Natural Assets Group*
- *Built Infrastructure Group*
- *Economic and Community Development Group*
- *Office the Chief Executive Officer and Office of the Mayor*

*"Delivering on the Vision:
Australia's most sustainable region
– healthy, smart, creative"*

Service highlights for the quarter

- \$103 million or 65% of the total purchasing spend for the quarter has been to local businesses
- Over 66,500 customers assisted through the main contact centre
- Over 14,500 development information enquiries
- Community and not-for-profit organisations benefited from 272 grants worth over \$833,000
- 4752 hectares of mowing maintenance
- Over 1650 building approvals issued with a construction value of \$395 million
- 16,500 guests attended 13 major events which generated approximately \$6.2 million in economic activity
- 370 tonnes of green waste managed, and delivered services to 30 affected streets in response to the 9 December localised storm event.

Corporate plan highlights:

A Smart Economy

Sunshine Coast Airport

Palisade Investment Partners has taken control of Sunshine Coast Airport Pty Ltd under a 99-year lease with council. The long-term lease sees Palisade become responsible for operating, investing in, and developing the airport, as well as overseeing future expansion of both domestic and international routes available to and from the Sunshine Coast.

Under the lease agreement, council will maintain responsibility for facilitating the airport expansion project, including construction of a new 2450 metre runway, apron expansion and related infrastructure development.

To add to its already long list of achievements, the Sunshine Coast Airport won the Asia Pacific Small Airport of the Year at the CAPA Asia Pacific Aviation Awards for Excellence.

International broadband submarine cable

Council called for expressions of interest in December 2017 from suitably qualified providers who want to partner with council to deliver a new international broadband network by 2020.

Expressions of interest were called for one or multiple onshore and offshore components of the project being the submarine cable, the cable landing station/data centre and backhaul from the Sunshine Coast to Brisbane.

Economic development

The Regional Economic Development Strategy undertook a comprehensive review this quarter, indicating that the actions and outcomes outlined in the strategy are tracking ahead of schedule.

Highlights for the quarter include, the Sunshine Coast named in the *Smart 21 Community* list. The Level Up program successfully concluded after holding a total of 1823 individual sessions with businesses.

A Strong Community

Sunshine Coast Stadium

Events at the Sunshine Coast Stadium are reaching new levels. In October 2017 the Sunshine Coast Stadium was the first venue in the world to host the biggest global all-ages colour fitness festival. November saw the inaugural Craft Beer and Cider Festival. Kicking off 2018, the stadium will host two NRL pre-season games and a Super Rugby trial game.

Coolum library upgrade

The \$2.5 million Coolum Public Library upgrade was completed and officially opened in November 2017.

Some of the modern upgrades include the expansion of a children's activity area, a variety of technology spaces, and improved energy efficiency with LED lighting throughout.

A Healthy Environment

Maroochy geobag groyne

The decision to replace the Maroochy River groyne field with new geobags was adopted by council in December 2017. Council will now begin working through specific modelling and design work to replace the existing geobags.

Construction is expected to commence in the 2019/2020 financial year.

Sunshine Coast Parking Management Plan

The Sunshine Coast Parking Management Plan and associated Local Area Parking Plans were adopted in October 2017. Implementation of the plans has now commenced and will guide parking activities to help maintain the Sunshine Coast's distinctive lifestyle and manage parking demand while providing easy and affordable access to popular business centres, beaches and community facilities.

Biosecurity Plan

The Sunshine Coast Council Biosecurity Plan was adopted in December 2017. It provides a framework to guide the management of priority invasive species and identifies 88 priority invasive plants and animals that pose risk to our region.

Service Excellence

Customer experience

A Customer Experience Strategy is under development and will outline council's commitment to customer service excellence.

A tender for council's new Customer Relationship Management System was issued in November 2017, with plans to have the new system implemented in the 2018/19 financial year. The system will provide a central view of council customers and improved business relationships.

Building and development approvals

Bells Reach and Baringa have formed a new 'hot spot' on the Sunshine Coast annual building approvals heat map. Over the past 12 months the suburbs have recorded \$185 million in building approvals, significantly contributing to the Sunshine Coast's construction boom.

An Outstanding Organisation

Corporate Plan 2018-2022

Council adopted the updated Sunshine Coast Council Corporate Plan 2018-2022 in November 2017. This plan sets the strategic framework for everything council does, including the delivery of a wide range of services. The Corporate Plan reinforces council's long-term aspirational vision to be *Australia's most sustainable region - healthy, smart, creative.*

The Next Steps project

The Next Steps Project adopted by council in September 2017 is now well underway. A key focus has been the implementation of the recommendations of the Bendelta Next Steps report. The new organisational structure adopted by council in September 2017 was established and the process undertaken to appoint to each of the five Group Executive positions, Chief Strategy Officer, Project Director and Chief Innovation Officer.

Certified Agreement

In November a valid majority of employees voted in favour of the two proposed Sunshine Coast Council Certified Agreements.

A total of 1128 employees voted, including 820 online votes and 308 ballot papers. The outcome of the vote for both Agreements are:

- 89.19% in favour – Field-based Employees Certified Agreement 2017 (No. 3)
- 94.35% in favour – Salaried Officers Certified Agreement 2017 (No. 3)

The Sunshine Coast Council is one of the first councils in Queensland to have Agreements certified. The high positive vote result demonstrated that the organisation is supportive of the contents and conditions.

Council is now in the process of having the Agreements endorsed by all unions and the QIRC, and this will confirm employment conditions and wage increases through to 30 June 2020.

Awards for the quarter

- **Planning Institute of Australia Awards for Planning Excellence (Queensland)** - received a commendation in the category for Best Planning Ideas – Small Projects for Mary Cairncross Scenic Reserve Rainforest Discovery Centre
- **Planning Institute of Australia Awards for Planning Excellence (Queensland)** - the Sunshine Coast Solar Farm project won the 'Wendy Chadwick Encouragement Award' for being innovative and showing the greatest promise of achieving the vision of excellence in Queensland
- **Economic Development Australia national award** - for the "Your HQ with IQ" investment campaign
- **CAPA Asia Pacific Aviation Awards for Excellence** - "Asia Pacific Small Airport of the Year" awarded to Sunshine Coast Airport
- **2017 Queensland Landscape Industry Trainee of the Year** – awarded to Bailey Boreham from Parks and Gardens Branch.

Annual CEO Excellence Awards

The annual CEO Excellence Awards were held in November 2017. The awards are part of council's Employee Recognition Program which is designed to notice, share, recognise and celebrate employees who are living our values each day. It is our values that define the culture and behaviours of the organisation and this shapes our interaction with the community, partners and each other.

The "CEO employee of the year" was awarded to Kellie Holdsworth for going "above and beyond" in every situation she approaches and everyone she meets. Kellie is enthusiastic yet realistic about life and takes responsibility for ensuring the whole branch comes together as an effective team.

Managing and developing the workforce

Council is operating with a workforce headcount of 1858 (1768 council employees, 56 labour hire staff and 34 contractors). There is also additional budget allocation that provides capacity for temporary, consultancy-type arrangements as may be needed for short term projects, peak workload management and specialised expertise.

For further information on how we are serving the community and delivering on our corporate and operational plans, refer to the following information.

Michael Whittaker

Michael Whittaker
Chief Executive Officer
Sunshine Coast Council

A smart economy



\$4.68 million

in revenue for Sunshine Coast
Holiday Parks



549

businesses accessed specialist
advice and information.

20 events were delivered, and 950
participants benefited from services
provided by council through its
Regional Economic Development
Strategy



Over 16,500

guests to the region attended 13
major events which generated
approximately \$6.2 million in
economic activity for the region

Planning for the future

Regional Economic Development Strategy

A comprehensive review of the Regional Economic Development Strategy (REDS) was conducted by KPMG, with stakeholder input demonstrating that the actions and outcomes of the strategy are tracking ahead of schedule.

Council officers continued to deliver in partnership with the seven High-Value Industry taskforces. Highlights of the quarter included the successful conclusion of the 2017 *Level Up* program – totalling 1823 individual sessions with businesses – and the Sunshine Coast again being named in the *Smart 21 Community* list.

Engagement with businesses to promote investment in the region included a briefing to 25 investors and a guest speaker opportunity by the Mayor, opening of the 2017 DRILL Conference by the Deputy Mayor, and an introduction of 15 business opportunities to Deloitte.

Investment facilitation included the announcement of expansion by Walker Seafoods, which equates to \$15.64 million in recurring economic impact; the opening of Country Chef's pavlova factory in the region; and an official "walk-through" of Youi's new Sippy Downs facility.

A six-week lead generation campaign drove 32 leads via the *Smart Place for Business eBook*.

Centres and Industry Review

A Centres and Industry Review will be undertaken in the near future and will provide an analysis of the distribution and hierarchy of industry, retail and commercial centres throughout the Sunshine Coast Council Local Government Area.

Major projects

Sunshine Coast Airport Expansion

Council continued with facilitation of the Sunshine Coast Airport Expansion as part of the 99-year lease agreement with Palisade Investment Partners.

The Design and Construct (D&C) Contract tender discussions continued, with two shortlisted tenderers confirming indicative pricing for scope changes agreed with Palisade, based on amendments to the Principal's Reference Design. The Design Consultant continued preparation of the final offer to complete the detailed design. Design work for the temporary construction access to David Low Way commenced following the Golf Club President's approval.

Sunshine Coast Solar Farm

October 2017 saw the first complete month of full generation and the start of the Pool Price Pass Through arrangement at the Solar Farm.

In December 2017, the Australian Energy Market Operator and Energex agreed to the Generator Performance Standard and the final commissioning report.

For the financial year to 31 December 2017, electricity export revenue was \$574,516 from 11,180 MWh exported, large generation certificates with a market value of \$964,318 were created, and carbon savings of 8849 tCO₂e were achieved. Business case savings of \$522,500 exceeded target by \$99,300.

International Broadband Submarine Cable

The Sunshine Coast International Broadband Network (SCIBN) project continued to gain support within the public and private sectors.

A market sounding exercise conducted by GQI Consulting to inform a focused Request for Proposal (RFP) for the cable project attracted interest from 39 parties. A number of parties were invited to meet, participate in a teleconference, or submit written information. Council was presented with a report on the findings of the market sounding exercise and resolved that an Expression of Interest (EOI) process be undertaken.

The EOI process commenced in December with a call for suitably qualified providers wishing to partner with council to deliver the SCIBN project by 2020.

Also, in November, the feasibility study for the SCIBN project was submitted to the Federal Department of Communications and the Arts (DOCA), with council officers and GQI Consulting following up that same month with a presentation to DOCA on the study.

Delivery of council's services

Airport

Council's commercial partnership with Palisade Investment Partners reached a significant milestone with financial close taking place in December.

In a deal valued at more than half a billion dollars, council will retain ownership of the airport, with Palisade taking responsibility for operating, investing in and developing the airport under a 99-year lease. Palisade will oversee future negotiations with airlines to expand both domestic and international routes available from the Sunshine Coast.

In a three-year deal that will develop and implement a new marketing plan to drive future tourism growth, Sunshine Coast Airport signed a historic Aviation Partnership Agreement with Tourism Noosa and Visit Sunshine Coast.

Economic development

Initiatives to source private sector investment in the Oceanside Health Precinct include council co-exhibiting with the State Government at *AusBiotech 2017* in Adelaide; investment attraction meetings were held with companies including Johnson & Johnson and Pfizer; and scoping innovative technology partnerships focused on stem cell research to relocate to the precinct and/or partner with local researchers to enhance the region's reputation. Site visits were conducted with a number of potential investors into the precinct and marketing/promotion options were discussed with Stockland.

The Sunshine Coast presence at the Premier of Queensland Export Awards consisted of approximately 20 local businesspersons,

including finalists *Typefi Systems* in the "Small Business" category.

Opportunities for the Sunshine Coast relating to Trade 2018 at the Gold Coast Commonwealth Games were qualified.

Council endorsed the funding deed with Visit Sunshine Coast.

Student guide

The *Study Sunshine Coast Official Student Guide* was finalised in collaboration with the University of the Sunshine Coast, TAFE, CQUniversity, Lexis English, and local Registered Training Organisations. The 104-page guide is a key resource to help local and international students understand how they can study, live, work and play on the Sunshine Coast. Recruitment for 2018 Student Ambassadors commenced and will be announced next quarter.

Regional events

Regional event highlights during the quarter include the AFL Queensland Schools Cup, the Craft Beer and Cider Festival, the Sunshine Coast Smash (the *Brisbane Heat*), and the World Series Swim.

The 13 major events conducted attracted more than 16,500 guests to the region and generated an estimated \$6.2 million in economic activity – equating to an estimated 69 jobs.

Holiday parks

Revenue at council's six Sunshine Coast Holiday Parks was \$4.68 million during the quarter, which was down by \$175,000 for the same period in 2016. This is due to unfavourable weather during the quarter which impacted on occupancy.

Despite the Mooloolaba Holiday Park ceasing operations in July 2017, revenue for the year to 31 December 2017 was up 2.2% (\$212,000) on the same period in 2016.

A strong community



Over 50,000

library transactions took place in the final week of 2017, with 13,000 people borrowing items and/or using other library services



54,058 attendees

visited the 2017 Horizon Festival and involved 669 artists.



Over \$833,000

in grant funding allocated this quarter through the Community Grants Program



108,065m²

total area of roads delivered valued at \$4.1 million this quarter

Planning for the future

Coastal Pathway Master Plan

The [Coastal Pathway Linear Open Space Master Plan](#) was finalised following extensive community engagement and was adopted by council in December 2017.

The Master Plan directs the prioritisation of new pathways and upgrades to existing pathways and determining priorities include: safety, high use areas, connectivity, and coordination with adjoining projects. Available on [council's website](#), council's 10 year Capital Works Program reflects delivery for the Master Plan priority areas.

Priority project areas include:

- Bokarina to Warana
- Caloundra (Tay and Maloja Avenues)
- Coolum
- Dicky Beach
- Kings Beach (Esplanade Headland)
- Maroochydore (Duporth Avenue)
- Point Arkwright to Yaroomba

Sippy Downs Parks Master Plan

Community engagement by park user survey was undertaken in 2016 and was used to guide the preparation of the Draft Sippy Downs Parks Master Plan completed during the quarter. The draft master plan will be presented to council in January 2018 for endorsement to proceed to the next stage (being community review and consultation). The objective of the master plan is to guide the development and management of parks and open space at Sippy Downs. The plan aims to address key challenges, identifies opportunities to improve the function of parks, and aims to ensure the sustainable provision of activities and infrastructure for the locality into the future.

Integrated Transport Strategy

Council's Sustainable Transport Strategy is under review to become an Integrated Transport Strategy. Initial engagement with councillors, together with a residents' attitude survey, has occurred to inform the initial drafting. It is expected a draft document will be made available for community feedback in early to mid-2018.

Historic Cultural Heritage Study

Work is continuing on the Historic Cultural Heritage Study. The main objectives of the study are to produce a comprehensive history of the Sunshine Coast, a revised and updated local heritage register and an updated list of neighbourhood character areas.

Sports Infrastructure Plan

A consultant was engaged to complete the Sunshine Coast Sports Infrastructure Plan which will be undertaken during the 2017/18 and 2018/19 financial years. Work is underway on a situational analysis and a background document review.

Major projects

Brisbane Road Car Park

Heads of Agreement for Brisbane Road Car Park Development (BRCPD) is reaching its final stages, moving it from a concept to a construction project.

Council aims to have a construction contractor engaged with the preferred tenderer to commence works as soon as possible. It remains council's aim to have a major portion of the council car parks on the site available for residents and visitors to Mooloolaba for the December 2018 school holidays.

Delivery of council's services

Community & cultural development & partnerships

50th Anniversary

The grants and events program celebrating the 50th Anniversary of the naming of the Sunshine Coast concluded. Highlights from the quarter included the Mayor's Ball attended by 400 guests, the SC50 Exhibition held at the University of the Sunshine Coast, the Guinness Book of Records Greeting Card attempt, and the Mooloolaba New Year's Eve finale event.

Community wellbeing

Council's *Healthy Sunshine Coast* program continued to grow, from 1090 to 3264 people participating in the last quarter. Partnerships with Resolve Fitness and TAFE assisted in driving the growth of programs.

Public safety

Work continued with a variety of stakeholders and State agencies to broaden opportunities for collaboration within the Community Safety portfolio across the region. Council's partnerships with Sunshine Coast Crime Stoppers, White Ribbon local, and university student committees include offering expert advice and guidance in the areas of project delivery, governance, community development, strategic planning and community consultation.

Community Grants Program

A total number of 272 grants with funding of \$833,398 was provided to the community through the Community Grants Program's Major, Minor, Individual, Development and Emergency Grants; Heritage Levy Grants; Divisional Discretionary Festive Funding; and the Mayor and Councillor Discretionary Funding Program. The assessment processes undertaken for all programs ensured strong alignment with council's strategic framework and priorities.

2018 Commonwealth Games

Actions taken in relation to hosting of the Queen's Baton Relay as part of the 2018 Commonwealth Games include submission of planning documents to the Gold Coast Commonwealth Games Corporation and finalisation of the Permit and Traffic Management Plan. A community event for the relay entered its finalisation stages.

Horizon Festival

Implementation of the 2017 Horizon Festival events program was successful, with the acquittal of funding and sponsorships completed. Planning for the 2018 event is underway.

Cultural Heritage

Actions from the Sunshine Coast Heritage Plan 2015-2020 were implemented and delivered on time and on budget. These included scoping for collections, storage space, and regional interpretation space, and commencement of feasibility studies. Other actions included drafting of the Bankfoot House business plan, completion of the standards review program, and delivery of the inaugural Open House program.

An agreement in principle was made with the Registered Aboriginal Parties of the region proposing quarterly, scheduled meetings with council. Integration of Traditional Owner and broader Indigenous considerations are being implemented through a range of strategic and operational projects including the Environment and Liveability Strategy and Biosecurity Plan, Indigenous specific procurement guidelines, a cultural capability program, a draft Cultural Heritage Agreement, and the Commonwealth Games project.

Community venues and sporting facilities

Through partnering with the region's first national sporting team, Sunshine Coast Lightning, council successfully leveraged the team's premiership win in the Suncorp Super Netball competition to the benefit of the community.

Sunshine Coast Stadium

The Stadium became the first venue in the world to host the biggest global all-ages colour fitness festival, and continued to build strong

relationships with major promoters in live music, exhibitions and sport. In December, the Sunshine Coast welcomed one of Australian music's biggest names to the stadium when Tash Sultana performed the last show of her world tour. Events confirmed for 2018 include two NRL pre-season trial games and a Super Rugby trial game.

Stage 1 of the Stadium Feasibility Study was completed and presented to council.

Key projects delivered

Implementation of prioritised projects from master plans and development plans continued with the following projects completed:

- Stage 2 construction of the Maroochydore Multi Sports Complex netball courts (nearing completion)
- The Facility Development for AFL and netball developments at Maroochydore Multi Sports Complex
- Reserve 1000/North Street car park
- The Nambour Showgrounds Ring Road and drainage works
- The Caloundra Junior Rugby League dressing room upgrade and irrigation system.

Implementation of prioritised actions from published plans included the following:

- Finalisation of the design concept for the Beerwah Aquatic Centre, in consultation with numerous stakeholders
- Commencement of the development of the Kawana Aquatic Centre Master Plan
- Completion of periodic safety audits through the Royal Life Saving Society Queensland
- Development of initial concepts for the Nambour/Woombye Sports Demand Analysis
- Commencement of rebranding exercise and development of the new Lake Kawana Community Centre website
- Completion of new skate/BMX facilities at Mooloolah Valley and Alexandra Headland.

Buderim Village Park

Works were completed on 1 December 2017 at Buderim Village Park. Stage six comprises:

- A multi-purpose building which includes public amenities and performance stage with kitchenette and storage facility as well as artwork panels designed by a local artist
- A village square
- BBQ and picnic shelter
- Pathways and shaded seating areas, bike racks, drinking fountain, planting and landscaping.

The first event held was the Christmas Carols in December which was attended by almost 3000 people.

The building is available for public booking for performances, school events or as a meeting space.



Disaster management

This quarter's disaster management services focused on planning and delivery of the annual exercise – Exercise Heartburn. The exercise provided a realistic scenario for training and preparation for the impacts of heatwave conditions and extended power outages across the coast and tested the set-up and capacity of our Caloundra evacuation centre.

The exercise was held in November 2017 with a desktop activation of our Local Disaster Management Group and the evacuation centre at the Caloundra Indoor Stadium. It involved members of both the Local Disaster Management Group, District Disaster Management Group, all emergency agencies, council's Emergency Operations and Recovery Teams, and non-government/ volunteer organisations. The event was a great success, fostering relationships, and providing many learnings for both council and external agencies for strengthening our disaster management capabilities.

This quarter also brought the first major storm of the season, with the Local Disaster Coordination Centre and Local Disaster

Management Group standing up on 9 December 2017 in response to a "Micro – burst" storm which caused extensive damage across Beerwah and Landsborough. Council field crews, with the partnership of SES, delivered clean-up and restoration operations in the area with vegetation clean up by collection and mulching a significant task over 12 days.

As we move into the La Nina weather event we are encouraging our community to ensure they are ready for storm season, and have their emergency plans in place.

Libraries

Actions in the Sunshine Coast Libraries Plan 2014-2024 continued to be implemented and delivered on time and on budget. During the quarter, the Coolum Library extension was completed, Radio Frequency Identification (RFID) planning for infrastructure was completed, and the Beerwah Library refurbishment entered the procurement process stage.

Community facility project – Coolum Public Library upgrade

The \$2.5 million upgrade of the Coolum Public Library officially opened in November 2017.

Almost 380,000 people visited the Coolum Library in the 2016/17 financial year and an average of 140 new members signed up each month.

The library refurbishment was a joint initiative of Sunshine Coast Council and the Queensland Government. The upgrade improvements include an inviting reconfigured entry and an expansion of the children's zone allowing for dedicated areas for storytelling, reading nooks and tables for colouring in and other children's activities. Visitors are also provided with additional floor space and the variety of technology spaces when using the public computers or when they bring their own devices to use the free Wi-Fi. The library now has new LED lighting throughout as well as a new energy efficient air conditioning system.



Lifeguards

Statistics for the quarter are as follows:

- 134 rescues
- 2,239,600 attendees
- 994 first aid applications
- 41,693 preventative actions

Contract compliance inspections were conducted on all patrolled beaches.

Public lighting

Across the quarter 210 customer requests were received relating to street lighting, slightly lower than the previous quarter. These included 32 requests for glare shields, seven requests for new lights, 57 requests for repairs of council owned lights, 83 requests for repairs of Energex street lights and 31 other miscellaneous requests.

Roads, cycleways and pathways

Cycling workshops

October saw the final round of cycling workshops for 2017. Popularity of the workshops has continued, with the last two workshops involving a basic skills session and a pathway awareness ride. Over 300 people of all ages have participated in various types of workshops throughout the year.

Ride to work day

Despite impact from rain for a third year in a row, our Ride to Work Day event went ahead as planned in October 2017. Many participants completed a wet and windy ride to work. Some of those made it to one of the four free breakfast locations on their way through, and quite a number of those who registered picked up a prize for their efforts. Ride to Work Day is a nationally celebrated event and is scheduled to occur in October again in 2018.

Share our pathways

The Sunshine Coast has hundreds of kilometres of shared pathways across the region for all to enjoy. Due to an increase in pathway use, conflicts between users sometimes occur. To help educate the community on appropriate pathway etiquette, the TravelSmart Team updated and distributed over 5000 'Share Our Pathways' brochures of

guidelines for pathway behaviour. The information should help to alleviate the potential of pathway conflicts for both visitors and residents alike.

Flexilink taxi service - trial extension

Following a recent review, the TravelSmart Team were successful in organising an extension of the Peachester to Beerwah Flexilink service. Not only is the extension a great bonus to the residents in the area, it will allow further assessment of the current route and timetable to ensure that it is continuing to service the community well.

Road network management

Sam White Drive Buderim – emergency works

Sam White Drive, Buderim, sustained significant undermining damage to stormwater from a micro-burst storm in December 2017. An immediate response was required to make the road safe for local residents followed by investigation and determination of a remedial strategy. Over 620m² of road repairs were completed and the road was restored within three days of the storm event.

Road reseal program

The road reseal program completed 108,065m² of roads valued at \$4.1 million. Major works included Currimundi Road and Laxton Road rehabilitation and reseal works at Jingellic Drive, Toolga Street, Ocean Drive, Razorback Road, Yakola Parade, Pittards Road, Karawatha Road and Havana Road East.

Line marking

Line marking in Division 2 is in progress with 200 roads reinstated costing \$330,000. Green cycle lane treatment was re-applied under maintenance, 44.9 kilometres (km) of centre line repainted, 60km of edge line repainted, 5.18km of yellow parking restriction line repainted, 2100m² of transverse lines repainted, 127 bike symbols reinstalled, 6 disabled bays reinstalled, 1190m² of thermo plastic re-applied and 3823 road pavement markers installed/replaced.

Maintenance

Across the quarter 279 roads and street assets were cleaned capturing approximately 128m³ of material at a cost of \$67,000. This consisted of 88m³ of organic waste (grass clippings, leaves etc.), and 25m³ of general waste (plastics, coffee cups and plastic bags, etc.), and 12.58m³ of sediment (sand, soil and silt). A reduction in the number of cleans has occurred due to the wet weather during the quarter.

Stormwater drainage

A stormwater asset identification program for registering, conditioning, and mapping unregistered assets is in progress. This will improve data for enhanced management of the assets. An example of this program's success to date is the discovery of a stormwater network, comprising 800 metres of pipe and 58 structures, within council's Caloundra Depot site. Visual inspections of these assets were undertaken and contractors engaged to complete CCTV of the entire network. This CCTV data was reviewed and all assets conditioned accordingly. Several pipes were cleaned, returning the assets to full serviceability. Council's survey and geographic information system specialists provided assistance to capture and record data on the assets.

A healthy environment



1195

hectares of landscape and garden beds maintained



4.6 tonne

of litter removed from the region's waterways



28,726

tonnes of waste recovered



8344 hectares

managed for conservation under Sunshine Coast Land for Wildlife program

Planning for the future

Sunshine Coast Council Local Government Area Biosecurity Plan 2017

Sunshine Coast Council Local Government Area Biosecurity Plan was [adopted by council](#) in December 2017. Prepared in accordance with the legislative requirements to guide all stakeholders in the management of invasive plants and animals across the Sunshine Coast Local Government area.

The plan establishes a framework to support a cooperative and coordinated management approach and has a five year implementation plan to guide investment in areas of council responsibility.

Parking Management Plan

Council has adopted the Sunshine Coast Council Parking Management Plan and associated 37 Local Area Parking Plans.

The Parking Management Plan and the Local Area Parking Plans guide local parking activities and manage parking demand while providing access to popular business centres, beaches and community facilities.

The management plan is an important aspect of the Sunshine Coast's transport system and commitment to long term planning and management of growth.

Notably, the Parking Management Plan introduces paid parking to the business centres of Maroochydore, Mooloolaba and Sippy Downs. Levels of charge are to be determined.

Implementation of the plans have now commenced, and actions will be progressed based on respective Local Area needs and budget priorities.

Stormwater Planning

Scoping and preliminary planning for the 2018/2019 stormwater capital works program was completed.

Collaborative work is underway with the University of the Sunshine Coast on a number of projects, including culvert design. The culvert design project aims to find design improvements to increase flow capacities, and reduce the amount of debris blocking culverts during heavy rain events – for the benefit of reduced flooding risk.

Council has partnered with engineering consultants to develop solutions to improve the quality of stormwater discharged from particular hotspots in the stormwater network. The hotspots were identified from our ongoing operational water quality monitoring program.

Street Tree Master Plan

Community comment was invited on the Draft Street Tree Master Plan in November 2017. The master plan will guide future street tree planting – enhancing and expanding the street tree canopy over time and guiding the selection of the right tree plantings for the right locations. The review of community comments is underway. Following review, feedback will be addressed and a finalised master plan presented to council for endorsement.

Waste infrastructure needs

An action of the Sunshine Coast Waste Strategy 2015-2025 is to consider the region's future waste infrastructure needs. The Waste Management Branch held a workshop in October 2017 and is working on progressing the recommendations.

Major projects

Automated Waste Collection

As part of the new Maroochydore City Centre, Australia's first, high-tech, underground automated waste collection system for a CBD, is being installed.

Construction of the automated waste collection pipe network for Stage 1 is progressing, and construction of the collection station is scheduled for completion in February 2019.

The Waste and Resource Management Branch are responsible for the design, construction and ongoing operation and maintenance of the system. Further information is available on council's [website](#).

Delivery of council's services

Beaches, foreshores, coastal infrastructure and canals

During the quarter Minyama desilting works were completed and dredging of the Maroochy Waters entrance commenced.

Maroochy River Mouth

A number of Maroochy River mouth coastal structures, such as the geobag groynes and revetment walls have now reached the end of their useful life.

Investigation into future coastal infrastructure upgrades is taking place as part of the broader Maroochy River mouth management and in line with council's endorsed Shoreline Erosion Management Plan (SEMP) 2014.

Council sought community feedback on the following options for the Maroochy Groyne Field Renewal project:

- replace existing groynes - geobag to geobag
- replace existing groynes - geobag to rock
- new 200m rock groyne at Cotton Tree
- northern channel with constructed beach
- northern channel with breakwater

Following community consultation, council has adopted the geobag to geobag renewal option.

Bushland conservation and habitat

Visitor numbers for the quarter:

- Mary Cairncross Scenic Reserve - 56,075
- Maroochy Bushland Botanic Garden – 10,357
- Maroochy Wetland Sanctuary – 5409.

There were 16 new Land for Wildlife properties registered bringing the Sunshine Coast total to 1017 (800 registered and 217 working towards registration) with 8344 hectares being managed for conservation.

A \$1,547,480 vegetation offset agreement was finalised with Department of Transport and Main Roads for delivery of over 16.5 hectares offset at Lower Mooloolah Environmental Reserve for the Caloundra to Sunshine Motorway upgrade project.

Recreation parks, trails and facilities

During the quarter:

- A high demand on Parks and Gardens' services arose from the December storm cell impacts. While some minor localised damage occurred in Buderim, the areas of Beerwah and Landsborough received the most severe damage with power lines brought down by uprooted trees. Nearly 500 customer requests for service were received in the days following the storm. Arboriculture services involved removing fallen trees and debris from roads, footpaths and parks
- Parks were prepared for 66 Christmas and New Year's Eve celebration events throughout the region
- Trees are also being prepared in anticipation for the implementation of the new Street Tree Master Plan. It is forecast that 4000 new trees will be planted in the landscape next year.

Joint venture program

Parks and Gardens have again partnered with Queensland Corrective Services in a successful joint venture program that places offenders into community landscape projects throughout the Sunshine Coast. This program provides great benefit to council and the community and the successful partnership has been extended for another 12 months.

Rivers, streams, estuaries and water bodies

During the quarter, approximately 4.6 tonne of litter was removed from the region's waters.

Council supported Ocean Crusaders at 'Paddle against Plastic' clean up at Currimundi Lake where 647 kilograms of litter was removed by 107 volunteers from eight community groups and organisations.

Sustainable growth and network planning

As part of council's ongoing planning scheme amendment program, several proposed amendments have been reported to council to commence the amendment process. These amendments respond to council's adoption of the Caloundra Centre Master Plan and a temporary local planning instrument for Kawana Waters town centre, as well as a notified motion in relation to rooftop uses in principal tourist areas.

The amendments also respond, in part, to the South East Queensland Regional Plan 2017 that took effect in August 2017, by considering some potential site specific zoning changes in the new Urban Footprint. Subject to completion of a State interest review, it is anticipated these proposed amendments will be released for public consultation during the course of 2018.

Infrastructure Charges

Council's infrastructure charges instrument was amended with the adoption of the Infrastructure Charges Resolution (No.7) 2017 (ICR) to meet the requirements of state planning legislation.

The ICR applies to new developments and governs charge rates and associated administrative matters for the following trunk infrastructure networks:

- transport
- parks and land for community facilities
- stormwater
- water supply (Unitywater)
- sewerage (Unitywater)

The purpose and general effect of the latest amendments to the charges resolution is to ensure that it complies with the *Planning Act*

2016. This includes an update to the adopted charge rates to be consistent with the prescribed amounts stated in Schedule 16 of *Planning Regulation 2017*. The amendments also consist of administrative and policy changes.

Waste and resource management

Waste collection

In excess of 215,000 solid and liquid waste services are currently being performed each week with the waste contractor (Remondis) regularly exceeding all key performance criteria. Installation of additional volume sensors into public place bin enclosures across the region as well as the trial of a solar compacting bin enclosure have commenced as part of the data collection in preparation for the next waste contract.

Buderim resource recovery centre

The new internal sealed road and roundabout upgrade at Buderim Resource Recovery Centre has been completed linking the transfer station with the bulk stockpile area. This will improve customer experience and stormwater runoff quality.

Free mulch

Mulch is now free to commercial and residential customers of the rural waste facilities. A media campaign has commenced to raise awareness in the community that mulch is available at our waste facilities at no charge with no maximum quantities.

Plasterboard recycling

The success of the plasterboard recycling trial continues and will be rolled out to Beerwah Resource Recovery Centre in January 2018.

Service Excellence



87%
of development applications
assessed within statutory
timeframes



Over 81,000
customers assisted through the
development and customer
contact centres



1657
building approvals issued with a
construction value of \$395 million



3008
building and plumbing
applications lodged

Planning for the future

Review of the Cemetery Plan 2012 - 2027

A review of the Cemetery Plan is underway to ensure the plan is reflective of the requirements of the region.

Customer Experience Strategy

A Customer Experience Strategy is being developed that details council's commitment to having a customer focus and provides a framework for the organisation to deliver services in a manner that has the customer at the centre of its business while meeting the operational and efficiency requirements of the organisation. The strategy will apply to all services delivered directly or indirectly by council and will be the responsibility of all council officers. The strategy is expected to be presented to council in March 2018.

Delivery of council's services

Cemeteries

Completed capital works projects in the region's cemeteries this quarter include:

- Recladding of Kulangoor Cemetery Niche Wall including reinterment of ashes
- Revitalisation of Witta Cemetery entrance and shelter in accordance with existing Witta Cemetery Plan
- Additional burial infrastructure installed at Caloundra Cemetery further enhancing capacity and lifespan.

The mapping project for cemeteries is continuing with Kulangoor Cemetery being the focus for quality assurance and verification of burial records.

Customer and community relations

Community engagement

Progress towards the development of a centre of excellence in community engagement continued, with a series of Think Tank sessions delivered in collaboration with the University of the Sunshine Coast. Further investigations and collaborations were conducted in the innovation space, considering 3D visualisation opportunities for broadening engagement capacity and enhancing participation.

An evaluation report of key community engagement projects also commenced and is ongoing.

Customer Relationship Management System

The development and implementation of a Customer Relationship Management System (CRMS) and program of cultural change is progressing. A tender for the purchase of the system has been released and is expected to be finalised in early 2018. The CRMS will help provide a single view of council customers, improve business relationships with its customers and in turn manage and promote councils brand reputation. The CRMS aligns closely with the Customer Experience Strategy and therefore it is anticipated that a progress update will be presented as a package to council in March 2018.

Customer Contact Centres

Telephone and email requests were the main methods of interacting with council this quarter with 41,280 calls, 12,903 email requests, 10,125 visitors to our centres and 1974 web chats.

Customer satisfaction ratings remained very high at 4.7 out of a possible score of 5; and 87% of calls were responded to within 60 seconds.

Development services

The Sunshine Coast annual building approvals heat map was released this quarter, revealing Bells Reach and Baringa as having formed a new 'hot spot' significantly contributing to the Sunshine Coast's overall construction boom. Over the past 12 months, the two suburbs have recorded \$185 million in building approvals.

Development Services continued to process requests and applications with a focus on meeting statutory requirements. Market activity continued to be positive and assessment times were within statutory timeframes 87% of the time.

Development Services continues to proactively audit development approvals prior to commencing use/lot. A rolling program continues to be delivered for on-site sewerage facilities informing property owners on how to maintain and operate their facility effectively. An audit inspection program on advertising devices has been completed.

Eye on Development

This project will provide a more accessible way for the community to be informed of and explore development applications on the Sunshine Coast. It will allow users on any device to navigate, visualise, track and be alerted to applications in addition to features provided by traditional Development Application tracking systems such as PD Online.

The Infrastructure Charges Resolution (No. 7) 2017 (ICR) had effect on and from Monday 11 December 2017. Development applications decided on or after this date will have infrastructure charges applied in accordance with the ICR.

Local amenity and local laws

Car parking

For the seventh consecutive year, council provided a meter fee amnesty for parking in the Caloundra CBD for the Christmas-New Year holidays. To support council's Downtown Caloundra activities, an additional week had been added to the amnesty. The amnesty concluded at midnight on Sunday 28 January 2018.

The Birtinya residential parking permit trial has been extended for a further six months to allow council to collect more data to better understand the impacts the Sunshine Coast University Hospital may be having on parking in the residential area.

Property Management

With Sunshine Coast Airport transitioning to our commercial partners Palisade Investment Partners, the land and residential properties surrounding the airport site were handed over to council's Land Management Unit to manage.

At Kings Beach - LED lighting and controls were upgraded to allow the lights to change colour or be set at specified colours for specific events.

Public health

A 12-month trial program using a variety of control techniques to combat the highly invasive Giant Rats Tail grass has shown excellent results and will now be rolled out across council managed road reserves. The most successful technique that was trialled was the non-chemical geofabric control which provided 100% reduction.

Through the support of the Environment Levy, work is underway to acquire the latest technology in regards to mobile interactive education display materials to enhance the communities' awareness of their obligations under the *Biosecurity Act 2014*. Council endorsed the Sunshine Coast Council Local Government Area Biosecurity Plan 2017 which establishes a framework for cooperative and coordinated management of priority invasive plant and animal species.

The Feral Animal Education and Control team is preparing for the use of dart guns for the chemical capture of feral animals. Several officers have received the accredited training and firearms (dart guns and associated equipment) have been purchased. This additional method of capture provides an alternative to lethal control or trapping and can be used in built up areas or other sensitive locations.

The Feral Deer Program continues to enhance partnerships which now include working with HQ Plantations and the Queensland Parks and Wildlife Service (QPWS) to develop a memorandum of understanding (MOU) for the management of feral deer across the region. Both HQ Plantations and QPWS are a major landholder in our region and this partnership has the potential to allow more effective control on these properties compared

to relying on a number of small landholders with many neighbours.

Drone technology is being utilised in the salt marsh mosquito surveillance program to inform treatment of mosquito larvae in the Pumicestone Passage. This enables officers the ability to monitor more locations and provide a greater level of confidence in approving the aerial spraying of these locations.

The Environmental Health team have been assessing food inspection data which has resulted in the development of a food business improvement strategy to support business in meeting their obligations to supply safe food to our community. The strategy includes the development of a number of short videos to assist operators to improve their skills in food safety. Information packs have also been rolled out and are now provided to all new food businesses as well as an on-line food safety training course. These key areas of improvement are temperature control, hand washing and general cleaning practices.

An outstanding organisation



4 Awards

and 1 commendation received during the quarter



\$103 million

of total purchasing spend for the quarter to local business



782,620

threats to our ICT systems blocked during the quarter



2,893,248

emails in and out of council for the quarter

Planning for the future

Organisational Structure

A key focus in this quarter was the implementation of the recommendations of the Bendelta *Next Steps* report. The report adopted by council in September 2017 recommended changes to the organisation's structure and the establishment of a Board of Management (BoM).

A BoM was established and appointments have now been made. The new BoM is responsible for setting direction for the organisation and to meet the needs of a growing community.

A Transition and Culture (T&C) team was also established to work closely with the BoM to facilitate cultural and structural change.

Corporate Plan 2018-2022

Council adopted the updated Sunshine Coast Council Corporate Plan 2018-2022 which will continue to drive the direction and priorities of the organisation in pursuing council's vision to be *Australia's most sustainable region, healthy, smart, creative*.

Corporate Innovation Strategy

Dr Scott Bourke commenced in the role of Chief Innovation Officer (CINO). Development of an Innovation Strategy for Sunshine Coast Council (SCC) is a primary deliverable in 2018.

The CINO began consultations to develop a Sunshine Coast Council Corporate Innovation Strategy and a Corporate Innovation Action Plan.

Major projects

Sunshine Coast City Hall

A local company, Project Urban was appointed to project manage the early stages of the new Sunshine Coast City Hall. Negotiations continue with John Holland Property Development to finalise an agreement.

Sunshine Coast Exhibition and Convention Centre

A progress report on the Sunshine Coast Exhibition and Convention Centre was presented at the Special Meeting in November 2017, where council authorised the CEO to progress the Sunshine Coast Exhibition and Convention Centre project.

Delivery of council's services

Financial and procurement services

Finance

Budget Workshop #1 was held on 31 October 2017. This workshop set the context for the 2018/19 Budget Development in terms of seeking council's input to principles, parameters, service priorities, asset management and capital. The timetable for future workshops was also agreed.

Councillors will consider capital bids and have identified four service areas for a more comprehensive review:

- Libraries
- Cultural and Community Development and Partnerships
- Roads, Cycleways, Pathways
- Economic Development

The Consolidated Data Collection Return for 2016/17 was completed and submitted to the Department of Infrastructure, Local Government and Planning (DILGP) by the due date of 31 October 2017. This is one month earlier than was required in the previous year. Sale of Land auction was held on 28 October 2017, the culmination of 10 month's work to reduce the number of properties with

outstanding rates of more than three years. Only one property proceeded to.

Letters of Demand were issued to 2473 properties to collect \$3.5 million, which lead to 478 properties owing \$777,000 receiving a Statement of Claim. This was 30% lower than the same period last year.

Procurement Services

Local businesses received \$103 million or 65% of the total purchasing spend for the quarter.

Fleet management

During this quarter, 45 light vehicles were ordered.

Procurement for 2017/18 capital replacement program currently stands at \$150,000 expenditure to date with approximately \$17,000 committed.

Approximately \$2 million in fleet assets are currently in evaluation with outcomes expected to be announced early 2018.

Training on plant and equipment has been provided to 163 employees in the last quarter. This comprises of 116 Verification of Competency and 47 training courses to uphold the high level skills and capabilities within the organisation.

Quarry services

Successful shot blasts has occurred at both Dulong Quarry and Image Flat Quarry, within blasting limits and without incident. This brings the team to a 933 days injury free record – an amazing achievement in a high risk environment.

The first campaign (period of crushing) was successfully completed using a new crushing contractor to produce basalt aggregate.

The inclement weather during this quarter has resulted in a decline in production rates, leaving the total output for quarries below target. It is planned to recover the production deficit in the coming months.

The Image Flat Asphalt Plant has undergone major annual maintenance work securing the usable life of the asset.

Human resource management

Health and Safety continues to foster a culture which encourages everyone to take personal responsibility for their health and safety.

Training in first aid, emergency control organisation, risk management, traffic management and drug and alcohol risk management sessions have been delivered within the organisation.

A successful safety symposium was held in November 2017 that featured prominent guest speakers which included retired Major General John Cantwell, presenting on safety leadership and Superintendent Darryl Johnson who presented on domestic violence awareness and prevention.

Information and communication technology

Hackfest

Sunshine Coast Council Hackfest was successfully held in November 2017, with excellent submissions emerging from the weekend event that incorporated the use of creative thinking, technologists, government open data, and new technologies such as the Internet of Things (IoT) devices/sensors, cloud computing capabilities, and machine learning. Winners included a technology solution that allows you to ask how a plant was going such as whether it needs watering etc., digital art initiatives that could help the future Horizon Festival, solution to improve the use and management of outdoor exercise equipment, and clever applications from school age children that help with the care of dogs, or the use of skateboards. Entrants competed for prizes in excess of \$25,000 in value.

Library circulation and security system

As part of improving security and asset handling, a new asset tagging system is being installed and associated building works and software integration is underway. The system known as RFID will see live implementation commencing at Maroochydore Library in early April with another 10 sites going live in late April early May.

Smart city living

Smart City Living Lab experiments continue in Caloundra and the latest activities include: Image detection of Licence plate, people movement and person demographics, Smart water metering prospective sites review and IoT connectivity options review.

Data analytics

Big Data Analytics continued with the temporary engagement of a contract Data Scientist to share the latest analyst techniques with staff to facilitate the continued development of data analytics solutions to support council decision making, and improvements in service delivery. Activities include traffic sign recognition, continued support of the Local Government Association Queensland (LGAQ) LG Sherlock initiative, artificial intelligence to help identify pest animals, and also use of anonymous network data to improve transport models.

Works hub trial

The Civil Asset Management Branch has a strategic technology project underway. Third party software is in trial for a Works Hub and the pilot stage will run to April 2018 with further development planned thereafter.

The Works Hub is a centralised communication portal to deliver real time information to council staff and public about past present and future civil works, such as road closures, amenities, paths, parks and playgrounds, etc. As a centralised communication portal, it has features of subscriber updates, social media feeds, and automated notifications to residents about upcoming road and civil works in their area. It will integrate with other applications to provide real time updates about traffic congestion around our region and have links to council's Disaster Hub.

The Works Hub will also provide council the ability to monitor service delivery of council works undertaken by external contractors. This will be a useful contract management tool for officers working to ensure value for money for council and monitoring contractor's performance.

Major IT acquisitions

Council is in various stages of procurement of three significant information technology (IT) solutions. Those solutions are:

- Customer Relationship Management
- Strategic Asset Management System
- Human Capital Management System

These solutions will significantly change and improve council's capabilities across a host of areas to which they relate.

Elected council

During the quarter the elected council considered in excess of 61 meeting agenda reports and held two special meetings dealing with region making projects and the Sunshine Coast Airport Expansion Project.

The Local Government Remuneration and Discipline Tribunal, to which SCC provided a submission, released its 2017 report in December which specifies that SCC will remain as a category 7 for the purposes of remuneration for the Mayor, Deputy Mayor and Councillors.

Governance

Communication

During this quarter the Communication Branch planned and prepared the Mayor's annual State of our Region address held at The Events Centre in December 2017. This major event included producing a brochure, video and advertising that culminated in the Mayor's address to over 120 invited guests.

The branch also managed the communication and advocacy campaign for the November 2017 State Election. This included producing advocacy materials to highlight the key Sunshine Coast infrastructure and policy commitments required from all parties and candidates.

Specialist communication advice and support was provided to various areas of council regarding verge parking; and the management and removal of the dead whale on Bokarina Beach.

Corporate Governance

A number of reports were sent to council for consideration, which included:

- 2016/2017 Annual Report
- Councillor Expenses Reimbursement and Provision of Facilities Policy
- Adoption of Consolidated Local Law No. 5 (Parking) 2011
- Proposed Amendment Local Law No. 1 (Community Health and Environmental Management) 2017.

The branch finalised a review of council's Strategic Risks for consideration by the Audit Committee in January 2018.

Focus was also spent on aligning council's Delegations of Authority, Policy documents, Instruments of Appointment, and council's ReFlector database in line with the new organisational structure.

Work was undertaken on the Airport Transition Project specifically in developing an Airport Local Law, Delegations of Authority and Instruments of Appointment.

Internal Audit

A report on the work completed during quarter 2 was prepared for the Audit Committee consideration at the January 2018 meeting. It included the following reports:

- Visit Sunshine Coast Funding and Performance Deed
- Sunshine Coast Holiday Parks
- Rates - special levies, discounts and pensioner remissions, interest, fire levies
- Treasury short term investments and cash management
- Corporate Accounts Receivable
- Volunteer Management – environmental programs

Legals

During the quarter the Legal Services Branch delivered the following:

- 187 matters of legal advice / drafting
- 20 court appearances
- 1 court trial
- 1 claim Anti-Discrimination Commission
- 4 mediations
- 21 leases
- 15 conveyancing transactions
- Consideration of annual budget resolutions

Strategy and Coordination

Strategy and Coordination oversaw the review of the implementation of the Regional Economic Development Strategy 2013-2033 (REDS), undertaken by KPMG. During this quarter a range of consultations were held with key stakeholders and a draft report was prepared. The Sunshine Coast Economic Futures Board provided feedback on the draft report, which is now being finalised by KPMG. This report will be used to develop the next 5 year action plan for the REDS.

An organisation-wide audit of council Strategies, Plans, Master Plans and Charters endorsed by the Board of Management, has been initiated. The audit will confirm the status of documents and make recommendations about future governance, potential rationalisation and prioritisation to align with the Corporate Plan, annual Operational Plan, budget development process and resource availability.