



Sunshine Coast
COUNCIL

Our region.
Healthy. Smart. Creative.

Sunshine Coast Council Operational Plan 2022/23

June 2022



Acknowledgement of Traditional Custodians

Sunshine Coast Council acknowledges the Kabi Kabi peoples and the Jinibara peoples and recognises that the Sunshine Coast local government area has always been a place of cultural, spiritual, social and economic significance to its Traditional Custodians.

Council is committed to working in partnership with Traditional Custodians and the First Nations community to support self-determination through economic and community development.



sunshinecoast.qld.gov.au
T 07 5475 7272 F 07 5475 7277
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

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Acknowledgements

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Disclaimer

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Image credits

Ben vos productions for Horizon Festival 2018 and 2019 (pages 2+9)

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Sunshine Coast Council Corporate Plan 2022-2026

OUR VISION

Australia's most sustainable region. Healthy. Smart. Creative.

OUR PURPOSE

To serve our community with excellence, respect our past, and position our region for the future.

OUR VALUES

Respect for each other

Being our best

Working as one team

High standards

Service excellence

OUR GOALS

OUR STRONG COMMUNITY



Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.

Strategic pathways

- Healthy and active communities
- Vibrant community places and spaces that are inclusive, accessible and adaptable
- An inclusive community, with opportunities for everyone
- Connected, resilient communities, with the capacity to respond to local issues
- Creative and innovative approaches to building a strong community.

OUR SERVICE EXCELLENCE



Our services are consistent and accessible and provide positive experiences for our customers and value to our community.

OUR OUTSTANDING ORGANISATION



Our organisation is high performing, innovative and community focused, marked by great people, good governance and regional leadership.





OUR ENVIRONMENT AND LIVEABILITY

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.

Strategic pathways

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

Delivery pathways

- Engage with our community to inform asset management and service delivery
- Know and understand our customers
- Design accessible, flexible and innovative services that meet community needs
- Deliver consistent service levels that provide positive experiences for our community
- Assess service performance and sustainability to inform evidence-based business planning.

Delivery pathways

- Maintain a financially sustainable organisation that balances the needs of our growing region
- Provide quality information, systems and processes to deliver fit for purpose solutions
- Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people
- Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community
- Partner with community, business and government to represent and advocate the needs of our region.

OUR RESILIENT ECONOMY

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.

Strategic pathways

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

Message from the CEO



Emma Thomas
Chief Executive Officer

Sunshine Coast Council's vision is Australia's most sustainable region. Healthy. Smart. Creative. This vision sets a clear direction and aspiration for the future and we are committed to working collaboratively across our community and organisation to achieve it.

The Operational Plan 2022/23 advances the strategic goals and pathways from the Sunshine Coast Council Corporate Plan 2022-2026 which was adopted in May 2022. The operational plan establishes our priority activities for our organisation and assigns accountability to deliver on these across the next 12 months. This line of sight to our corporate plan enables us to continue to monitor progress towards achieving Council's vision through a balanced portfolio of work that continues to serve our community with excellence, respect our past and position our region for the future.

Over the next 12 months, our Council will continue to work with, and engage with, our community and businesses in an open and inclusive manner regarding priorities for our region, including:

- continued emphasis on sustainability in all forms and our responsiveness to the impacts of a changing climate
- planning and securing opportunities which will build the future prosperity and liveability of our region
- maintaining our focus on fiscal responsibility and emphasis on the delivery of services which meet community need in a cost effective and responsive manner
- managing our assets for current and future generations

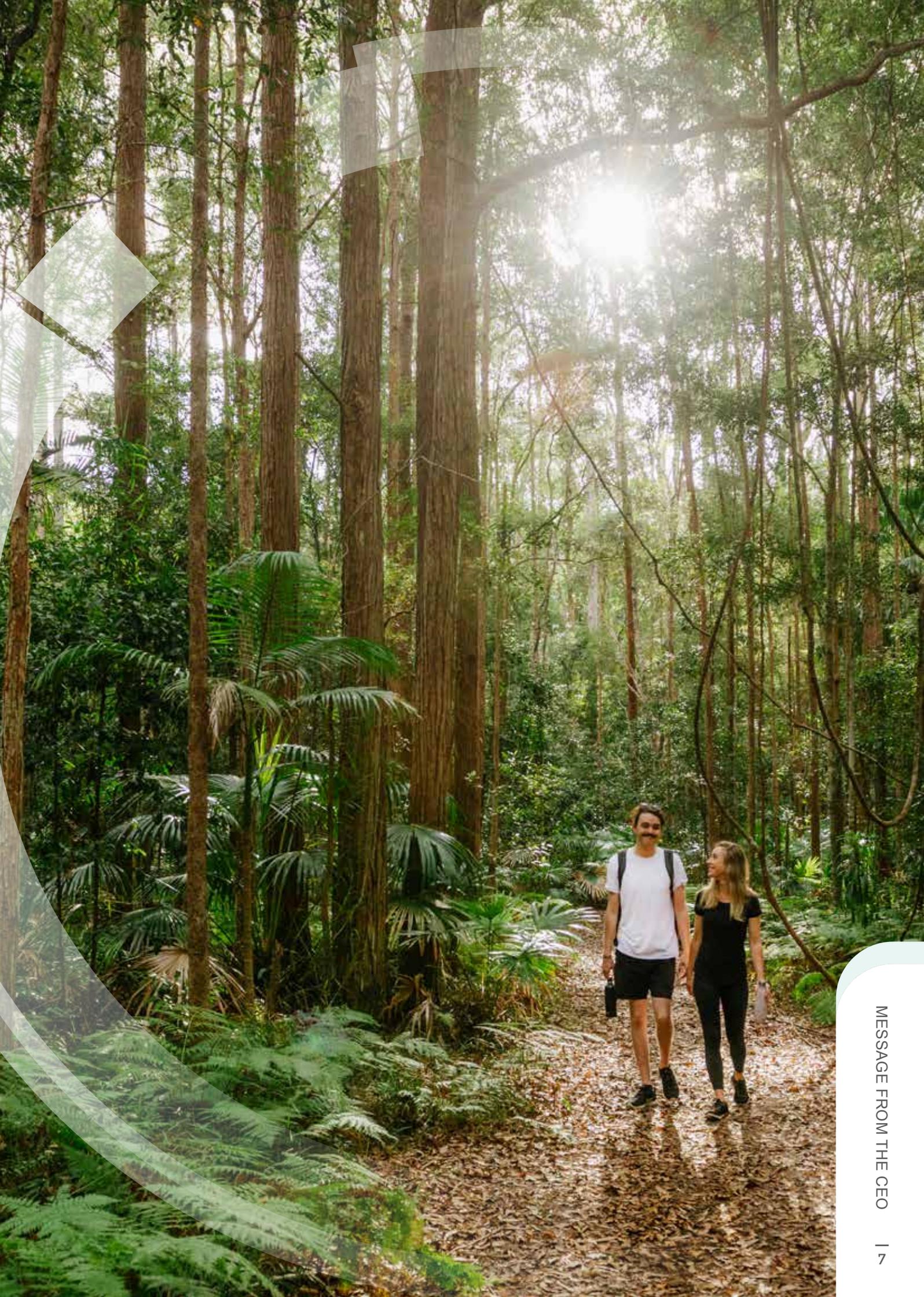
- continuing to support the recovery of our community and local businesses from the impacts of the COVID-19 pandemic, and
- supporting a safe, contemporary and innovative organisation.

The Sunshine Coast continues to be a desirable place to call home. It is critical to continue to focus our planning on maintaining and enhancing the natural environment and lifestyle that attracts people here. These are important considerations as we engage with our community to progress the development of the new planning scheme.

There is a lot to be excited about on the Sunshine Coast, including our role as a delivery partner in the Brisbane 2032 Olympic and Paralympic Games which bring opportunities to secure an enduring legacy that supports our communities to thrive well into the future. Our relationships across the community, business, and all tiers of government, will play an important role in realising the opportunities the Olympic Games presents and to proactively pursue funding to deliver key priorities.

The Operational Plan 2022/23 identifies 81 operational activities and 31 service outputs which will be the basis of quarterly progress reporting to the public, that will be published on our website. I look forward to working together to continue to progress our vision and deliver on our budget commitments towards a stronger, better and sustainable Sunshine Coast.

Emma Thomas
Chief Executive Officer



Introduction

What is the purpose of the operational plan?

The Corporate Plan 2022-2026 is Council's blueprint for the future. It considers the strategic direction of Council and defines how the organisation services and supports the community. Everything Council delivers aligns to the corporate plan. Section 104(5) of the *Local Government Act 2009* and Section 175 of the *Local Government Regulation 2012* sets out the requirements and content for an operational plan. The regulation provides that the operational plan must:

- (a) be consistent with the annual budget
- (b) state how a Council will:
 - (i) progress the implementation of the five-year corporate plan and
 - (ii) state how a Council will manage operational risks.

The Operational Plan 2022/23 has been prepared consistent with these requirements. The Operational Plan 2022/23 and the annual Budget 2022/23 are complementary documents and are developed in parallel to provide consistency between commitments in Council's work program and the resourcing allocations determined as part of the annual budget.

How are operational activities determined and linked across Council?

The operational activities are drawn from implementation plans associated with Council decisions, Council endorsed strategies, legislative requirements, essential service reform and emerging issues and risks. Each operational activity aligns with one of the strategic goals as defined in the Corporate Plan 2022-2026. Linked to the corporate plan goals, and outlined within this plan, there are also two pathway types which are used to underpin the goals and help connect planning for the future, current service delivery and organisational performance activities.

- 1 Strategic pathways describe where Council is working to position itself to be better able to progress our vision and strategic intent within our regional goals.
- 2 Delivery pathways describe our organisational outcomes from a community-centric perspective and describe our capabilities and how we work together to achieve our purpose and deliver our goals.

Together this structure provides a holistic and integrated approach to progress Council's vision, strategies and plans.



Figure 1: Corporate Planning and Reporting Framework

How are operational activities allocated and progressed?

The Operational Plan 2022/23 assigns lead responsibility for each operational activity to a 'Group' within the Organisational Structure (see Figure 2). Each Group of Council is responsible for delivering their assigned operational activities and reporting on implementation progress through quarterly and annual reporting processes. The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2022-2026 relies on a collaborative, one-team approach by our elected representatives, employees, contractors, partners and volunteers.

This joint approach, for which the Sunshine Coast is renowned, enables consistent, focused, timely and value-for-money services to be delivered to our community. Operational activities are also incorporated into Group and Branch Business Plans, as well as individual performance plans. Each Group is responsible for managing the scheduling, delivery, performance and reporting for those activities, projects and services for which they have lead responsibility in line with the commitments and expectations of Council, as well as identifying, managing and monitoring operational risks.



Figure 2: Organisational Structure





Our Strong Community

Our communities are connected and thriving places where people are included, treated with respect and opportunities are available for all.

STRATEGIES

The **Sunshine Coast Community Strategy 2019-2041** provides a long-term framework for how Council and our community will work together to advance our shared goal of a strong community through to 2041 so we can remain strong, continue to thrive and adapt well to change.

Connecting our communities is an important element of our strong community. The **Integrated Transport Strategy** focuses on achieving a connected, smart, integrated, safe and efficient transport system that services and supports our growing population.

These strategies are cascaded through the Corporate Plan 2022-2026 to establish the operational plan activities for the financial year which progress the strategic pathways and advance our vision and goals.

STRATEGIC PATHWAYS

1. **Healthy and active communities.**
2. **Vibrant community places and spaces that are inclusive, accessible and adaptable.**
3. **An inclusive community, with opportunities for everyone.**
4. **Connected, resilient communities, with the capacity to respond to local issues.**
5. **Creative and innovative approaches to building a strong community.**

OPERATIONAL ACTIVITY

LEAD GROUP

1.1.1 Deliver the 'Healthy Sunshine Coast' program to increase health and wellbeing in the community through low cost or free activities and workshops.	Economic and Community Development
1.1.2 Partner with the State Government and school communities to deliver travel behavioural change programs that support active transport options, including the 'RideScore Active School Travel' program, walking and cycling to school events, the cycle skills education course and the safe school travel program.	Built Infrastructure
1.1.3 Identify and secure an enduring legacy for the Sunshine Coast as a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games and work collaboratively with our Community Reference Group and key partners to identify Sunshine Coast specific themes, opportunities and challenges.	Economic and Community Development
1.2.1 Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices through travel behaviour change programs and connecting our local communities by supporting transport services such as Council Link, Flexilink and Kenilworth Community Transport Service.	Built Infrastructure
1.2.2 Continue implementation of 'smart parking' technology with two additional car park locations in Maroochydore and Maleny that will improve car park usage data to inform future planning, travel choices for our residents and assist to reduce traffic congestion.	Built Infrastructure



OPERATIONAL ACTIVITY	LEAD GROUP
<p>1.2.3 Expand the trial and implementation of regulated parking technology to provide a safer work environment while encouraging vehicle turnover to provide fair and equitable access to town centres, destinations and tourism locations.</p>	<p>Customer Engagement and Planning Services</p>
<p>1.2.4 Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including: commencing civil works at Honey Farm Sport and Recreation Precinct, completion of the equestrian arena upgrade at Nambour showgrounds, and major upgrades to the North Shore Multi-Sports Complex and Palmwoods football clubhouses.</p>	<p>Economic and Community Development</p>
<p>1.2.5 Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011- 2026 including: commissioning of the Nambour Aquatic Centre water slides, completing the Kawana Aquatic Centre staged detailed designs with commencement of stage 1 construction including a new program pool, demolition of the existing Learn to Swim pool and delivering improved car parking.</p>	<p>Economic and Community Development</p>
<p>1.2.6 Implement prioritised projects and programs from the Sunshine Coast Library Plan 2014-2024 and the Library Network Plan 2019-2041 including delivery of programs that support life-long learning and planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs.</p>	<p>Economic and Community Development</p>
<p>1.3.1 Implement key actions from the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 and develop a new Stretch Reconciliation Action Plan that strengthens relationships and supports social and economic opportunities for the First Nations community.</p>	<p>Economic and Community Development</p>
<p>1.3.2 Deliver a 'Youth Council' program that fosters youth leadership and empowers young people to advocate and implement youth-led initiatives.</p>	<p>Economic and Community Development</p>
<p>1.3.3 Work collaboratively to deliver initiatives and outcomes that foster social inclusion and diversity, with a focus on multicultural communities and accessibility.</p>	<p>Economic and Community Development</p>
<p>1.3.4 Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.</p>	<p>Economic and Community Development</p>
<p>1.4.1 Provide support to the community and other not-for-profit organisations in the delivery of resources, facilities and services that meet the needs of communities through the grants program.</p>	<p>Economic and Community Development</p>
<p>1.4.2 Undertake a review and develop the next version of the Active Transport Plan that sees walking and cycling playing an essential part in an integrated transport system to provide improved mobility, safer streets, healthier residents and a reduced impact on global climate.</p>	<p>Built Infrastructure</p>
<p>1.4.3 Develop a Roads Plan that ensures the road network plays its intended role in moving people and goods while connecting our communities efficiently and effectively, including: applying technology to improve network efficiency, guiding future investment in Council roads and informing advocacy for State and Federal government investment.</p>	<p>Built Infrastructure</p>

OPERATIONAL ACTIVITY

LEAD GROUP

1.4.4	Progress a detailed business case with the State Government for staged development of a local mass transit solution that integrates transport and land use planning to maintain the liveability of the region.	Customer Engagement and Planning Services
1.4.5	Work collaboratively to raise awareness and support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention.	Economic and Community Development
1.5.1	Deliver the Sunshine Coast's premier multi-arts Horizon Festival for 2022 to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector.	Economic and Community Development
1.5.2	Plan and coordinate Council's Arts Levy Program to deliver an annual program of developmental opportunities for the creative sector and, in line with the Sunshine Coast Arts Plan 2018-2038 coordinate the delivery of the Regional Arts Development Fund, plan and implement the delivery of the Regional Arts Infrastructure Framework and deliver an engaging Regional Gallery program of exhibitions and events including the Sunshine Coast Art Prize.	Economic and Community Development
1.5.3	Develop the annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including: next stage planning for the Sunshine Coast Regional Collection Store, delivery of activation events for Bankfoot House and the Landsborough Museum, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects.	Economic and Community Development

SERVICE OUTPUTS

Council delivers the following services under this goal

Service 1	Community and cultural development and partnerships - providing planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants.
Service 2	Community venues – providing, managing, programming and administering community and cultural venues including the Events Centre, Venue 114 and other community spaces.
Service 3	Disaster management – providing regional disaster management coordination including prevention, preparation, response and recovery.
Service 4	Libraries – providing access to information and learning opportunities through static and mobile libraries, programs and loanable items.
Service 5	Lifeguards – providing regular patrols of beaches to ensure the safety and enjoyment of residents and visitors.
Service 6	Public Lighting - providing and managing public lighting.
Service 7	Roads, cycleways and pathways – maintaining and improving the road network and associated assets (sealed and gravel roads, bridges and pathways), vegetation management, construction and project delivery services, permit fees, private works and levies.
Service 8	Sporting facilities – providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields.



Our Environment and Liveability

Our natural assets, healthy environment and liveability credentials are maintained and enhanced.

STRATEGIES

The **Sunshine Coast Environment and Liveability Strategy 2017** provides the overarching direction to guide growth and deliver a healthy environment and liveable Sunshine Coast in 2041 and focuses on the preservation and enhancement of the natural environment and the liveability of the region.

This strategy is cascaded through the Corporate Plan 2022-2026 to establish the operational plan activities for the financial year that progress the strategic pathways and advance our vision and goals.

STRATEGIC PATHWAYS

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

OPERATIONAL ACTIVITY

LEAD GROUP

2.1.1 Undertake a review of the Environment and Liveability Strategy 2017 five-year implementation plan and progress embedding sustainability into organisational business while responding to climate change by building a more resilient Sunshine Coast through emissions reduction and climate risk management.	Liveability and Natural Assets
2.1.2 Progress the drafting of the new planning scheme informed by the preliminary community consultation outcomes and the state interest review, prior to undertaking formal community consultation on the proposed planning scheme that will shape future settlement patterns across the region.	Customer Engagement and Planning Services
2.1.3 Continue to negotiate with parties to the Palmview Infrastructure Agreement to ensure the timely delivery of all infrastructure obligations under the agreement.	Customer Engagement and Planning Services
2.1.4 Advocate Council's policy positions to the State Government to inform the review of the South East Queensland Regional Plan.	Customer Engagement and Planning Services
2.1.5 Continue to work with the State Government to progress the preparation of planning for the Beerwah East Major Development Area.	Customer Engagement and Planning Services
2.1.6 Plan for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through: advocating for its retention at current extent, identifying and acquiring strategic land and implementing the Inter-urban Break Outdoor Recreation Plan with partners.	Liveability and Natural Assets
2.1.7 Develop a project to enable improved identification and updating of stormwater assets in Council's asset register, to better shape appropriate levels of service in accordance with the Stormwater Management Strategy.	Built Infrastructure

OPERATIONAL ACTIVITY

LEAD GROUP

2.1.8	Deliver placemaking initiatives including streetscape improvements for Eumundi, Woombye, Nambour, Landsborough, Maleny, Glass House Mountains and Maroochydore (First Avenue and Ocean Street).	Liveability and Natural Assets
2.1.9	Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events and undertake a review of Council's Local Disaster Management Plan.	Built Infrastructure
2.1.10	Implement the Coastal Hazard Adaptation Strategy through, informing the development of the new planning scheme, undertaking dune protection, enhancement and management in identified areas, and seeking external funding opportunities to establish program partnerships and collaboration.	Liveability and Natural Assets
2.2.1	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	Liveability and Natural Assets
2.2.2	Complete the upgrade and replacement of the ageing groyne field at Maroochy River to protect the natural assets.	Liveability and Natural Assets
2.2.3	Progress the Point Cartwright Master Plan project, including management of the Community Reference Group, consultation activities, master plan development and readiness for implementation.	Liveability and Natural Assets
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project, land acquisitions, land management activities and stakeholder engagement.	Liveability and Natural Assets
2.3.2	Progress the master planning and strategic business case development to support establishing a Sunshine Coast Ecological Park on land adjoining the Mary Cairncross Scenic Reserve.	Liveability and Natural Assets
2.3.3	Coordination of weed management activities, demonstration sites and exploring new technology and methodologies to improve industry and community understanding of weed management practices.	Liveability and Natural Assets
2.4.1	Implement the Street Tree Master Plan to protect, enhance and sustain the region's existing and future street-tree network through better selection, placement and care of these environmental assets across the Sunshine Coast.	Built Infrastructure
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community.	Liveability and Natural Assets
2.5.1	Commence construction of the new hi-tech material recovery facility at Nambour waste precinct to improve the quality of processed recyclable materials, key deliverables include: procuring plant and equipment, designing and constructing a weighbridge and an internal site access road.	Liveability and Natural Assets
2.5.2	Develop a new Sunshine Coast Waste Strategy to guide service provision, emissions reduction, diversion of waste from landfill and continued modernisation of Council's waste management facilities and practices.	Liveability and Natural Assets
2.5.3	Deliver education programs that make a difference to household waste behaviours towards a cleaner, greener and sustainable Sunshine Coast.	Liveability and Natural Assets
2.5.4	Expansion of the garden organics program to reduce the amount of material that goes into general waste and landfill.	Liveability and Natural Assets

SERVICE OUTPUTS

Council delivers the following services under this goal

- | | |
|-------------------|--|
| Service 9 | Stormwater drainage – managing and maintaining functional stormwater drainage. |
| Service 10 | Beaches, foreshores, coastal infrastructure and canals – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps. |
| Service 11 | Bushland conservation and habitat – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs. |
| Service 12 | Recreation parks, trails and facilities – providing design, maintenance and management of Council's public open space for active and passive recreation. |
| Service 13 | Rivers, streams, estuaries and water bodies – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation. |
| Service 14 | Sustainable growth and network planning – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives. |





Our Resilient Economy

Our resilient, high-value economy of choice drives business performance, investment and enduring employment.

STRATEGIES

The **Sunshine Coast Regional Economic Development Strategy 2013-2033** sets a 20-year blueprint for the transformation of the region's economy – from a traditional, consumption dependent economy to one that is more responsive to demand and to global and national conditions and opportunities.

This strategy is cascaded through the Corporate Plan 2022-2026 to establish the operational plan activities for the financial year that progress the strategic pathways and advance our vision and goals.

STRATEGIC PATHWAYS

1. **Strong economic leadership, collaboration and identity.**
2. **New capital investment in the region.**
3. **Investment and growth in high value industries, innovation and entrepreneurship.**
4. **Strong local to global connections.**
5. **A natural, major and regional event destination.**
6. **Encourage investment in talent and skills.**

OPERATIONAL ACTIVITY

LEAD GROUP

<p>3.1.1 Undertake a review of the Regional Economic Development Strategy Implementation Plan 2019-2023 to drive further progress towards the delivery of a resilient and strong economy for the Sunshine Coast region.</p>	<p>Economic and Community Development</p>
<p>3.1.2 Enhance the sports industry through the 'Sport Industry Development' program that maximises the use of existing assets and enhances the region's capabilities through event attraction, training camps, targeted promotion, industry development and research.</p>	<p>Economic and Community Development</p>
<p>3.1.3 Provide financial support to 'Visit Sunshine Coast' to underpin its activities to promote the Sunshine Coast as a tourism destination, and develop and finalise a new performance deed.</p>	<p>Economic and Community Development</p>
<p>3.2.1 Progress amendments to the Maroochydore City Centre Priority Development Area scheme in conjunction with Economic Development Queensland.</p>	<p>Customer Engagement and Planning Services</p>
<p>3.2.2 Progress the designation of the Sunshine Coast Airport as a Priority Development Area including preparation of an Interim Land Use Plan and Development Scheme.</p>	<p>Customer Engagement and Planning Services</p>
<p>3.2.3 Progress implementation of the Caloundra Centre Master Plan 2017 in alignment with the Caloundra centre activation project, including finalising the business case for the new Caloundra Regional Gallery, and preliminary feasibility and design for the Community and Creative Hub Precinct.</p>	<p>Liveability and Natural Assets</p>
<p>3.2.4 Work with Walker Maroochydore Developments Pty Ltd and SunCentral Maroochydore Pty Ltd to support the implementation of the Maroochydore City Centre Development Agreement to advance the delivery of a contemporary city centre for the Sunshine Coast.</p>	<p>Office of the CEO</p>



OPERATIONAL ACTIVITY

LEAD GROUP

<p>3.2.5 Leverage our digital connectivity to generate new enduring investment, trade and employment opportunities for local business and industry.</p>	<p>Economic and Community Development</p>
<p>3.3.1 Progress implementation of Mooloolaba Master Plan, including consultation and design of the Foreshore Central Meeting Place project and completion of the next stages of the Brisbane Road four lane road upgrade (Walan Street to Kyamba Court) that incorporates the new Mayes Canal Bridge.</p>	<p>Liveability and Natural Assets</p>
<p>3.3.2 Work with key stakeholders to identify investment opportunities, undertake marketing activities and support investment projects across the region's high value industries.</p>	<p>Economic and Community Development</p>
<p>3.4.1 Drive export activity from the Sunshine Coast and support local businesses to expand into national and international markets by providing access to specialist services, contacts and training and partnering with State and Federal Government trade agencies for in-market assistance.</p>	<p>Economic and Community Development</p>
<p>3.5.1 Develop and attract events and sporting opportunities at Council venues including Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Nambour Showgrounds, Sunshine Coast Stadium and Venue 114.</p>	<p>Economic and Community Development</p>
<p>3.5.2 Implement priority activities from the Major Events Strategy 2018-2027 including: strengthening arts and cultural events, capitalising on the growing demand for off road and adventure style events and ensuring close alignment with opportunities identified from the Brisbane 2032 Olympic and Paralympic Games.</p>	<p>Economic and Community Development</p>
<p>3.6.1 Work with Education Sunshine Coast and the broader education and training industry to implement 'Study Sunshine Coast' and better prepare and connect young people to education and employment opportunities in the region including through skills development within schools and working closely with the State Government on regional initiatives.</p>	<p>Economic and Community Development</p>
<p>3.6.2 Finalise the Caloundra Aerodrome Master Plan and prepare the implementation plan.</p>	<p>Office of the CEO</p>
<p>3.6.3 Strengthen the collective resilience of our business communities and the destination appeal of precincts through the development and delivery of activation plans and support the business community through the 'Small Business Friendly Council' initiative and to help drive the 'Buy Local' initiative within the region.</p>	<p>Economic and Community Development</p>

SERVICE OUTPUTS

Council delivers the following services under this goal

- Service 15** Economic development – providing industry and business programs and initiatives to support the growth of the regional economy.
- Service 16** Holiday parks – providing and operating holiday parks including caravan, camping and cabin facilities.



Our Service Excellence

Our services are consistent and accessible and provide positive experiences for our customers and value to our community.

DELIVERY PATHWAYS

1. Engage with our community to inform asset management and service delivery.
2. Know and understand our customers.
3. Design accessible, flexible and innovative services that meet community needs.
4. Deliver consistent service levels that provide positive experiences for our community.
5. Assess service performance and sustainability to inform evidence-based business planning.

OPERATIONAL ACTIVITY

LEAD GROUP

4.1.1	Develop Service Excellence principles that consider customer insights to support the design of contemporary business approaches and deliver efficient and effective customer experiences.	Customer Engagement and Planning Services
4.1.2	Develop and implement a Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	Built Infrastructure
4.3.1	Implement the new Smart City Framework and commence execution of the implementation plan to realise Smart City opportunities and further develop Council's data driven decision making capability.	Business Performance
4.3.2	Expand the online plumbing inspection system to include commercial permits which will provide efficiencies through allowing all plumbing inspections to be requested online.	Customer Engagement and Planning Services
4.4.1	Utilise the customer experience program and analyse customer feedback and interactions to design solutions that improve outcomes for key business areas and our customers, including making it easier for our customers to find what they need and self service.	Customer Engagement and Planning Services
4.4.2	Mobilise the next generation waste collection contract to ensure continuous provision of essential waste services to the community.	Liveability and Natural Assets
4.5.1	Deliver the capital works program based on robust scopes, cost and risk assessment with well sequenced delivery schedules aligned to corporate priorities and long-term financial plans.	Liveability and Natural Assets
4.5.2	Progress a program of service planning and reviews that explore more efficient ways to deliver the right services, at the right service levels at a sustainable cost.	Office of the CEO



SERVICE OUTPUTS

Council delivers the following services under this goal

Service 17	Cemeteries – providing and maintaining cemeteries for burial and ashes interment.
Service 18	Customer and community relations – providing a range of customer channels for contact and information including updates to the website and interaction through calls, social media, chat functions, emails and call backs.
Service 19	Development services – planning, engineering, plumbing and landscaping approvals, provision of specialist advice to the community on planning requirements, audit of private development works, investigation of complaints from the public around land use or development, management of appeals.
Service 20	Local amenity and local laws – maintaining and regulating local amenity through local laws, regulated parking, community land permits and management of animals, overgrown land and abandoned vehicles.
Service 21	Property management – comprehensive management of Council’s land and building assets to ensure that Council’s property dealings are optimised, centrally managed, and support Councils objectives.
Service 22	Public health – protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations.
Service 23	Quarries – providing quarry products for construction, architectural and landscaping purposes.
Service 24	Road network management – providing road transport infrastructure planning, design and delivery, road safety and traffic management, travel behaviour change initiatives, streetscapes planning and place making.
Service 25	Waste and resource management – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, and community education programs.





Our Outstanding Organisation

Our organisation is high performing, innovative and community focused, marked by great people, good governance and regional leadership.

DELIVERY PATHWAYS

1. Maintain a financially sustainable organisation that balances the needs of our growing region.
2. Provide quality information, systems and processes to deliver fit for purpose solutions.
3. Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people.
4. Demonstrate accountable leadership, future planning, and good governance that provides.
5. Partner with community, business and government to represent and advocate the needs of our region confidence to our community.

OPERATIONAL ACTIVITY

LEAD GROUP

5.1.1	Review the long term financial plan based on sound financial modelling that includes improved contributed asset processes, enhanced asset management valuation systems and the delivery of a well informed budget.	Business Performance
5.2.1	Implement the information technology management program that provides a focus on software rationalisation, hardware replacement and effective records and information management.	Business Performance
5.2.2	Develop and implement an Information and Communication Technology Plan with a strong focus on cyber-security, mobility, connectivity, accessibility, cloud computing and building capability to provide efficient and secure systems and processes.	Business Performance
5.3.1	Progress people and culture strategic initiatives including a focus on the organisational priorities of diversity, inclusion, and culture.	Business Performance
5.3.2	Implement the Wellbeing, Health and Safety Plan with a focus on managing critical risks and continuing to improve the safety management system.	Business Performance
5.3.3	Complete staff relocations to the Maroochydore, Caloundra and Nambour administration centres and progress the delivery of the 10-year depot refurbishment program that includes the provision of additional accommodation for service delivery teams at the Caloundra depot.	Liveability and Natural Assets
5.3.4	Finalise construction of the Sunshine Coast City Hall in the Maroochydore City Centre by end of 2022 in preparation for staff relocations.	Liveability and Natural Assets
5.3.5	Facilitate and progress the Nambour centre activation project including the preliminary feasibility and design for the Nambour administration precinct buildings.	Liveability and Natural Assets
5.3.6	Complete detailed design for the Caloundra administration building repurposing project, including an associated operational management plan.	Liveability and Natural Assets



OPERATIONAL ACTIVITY

LEAD GROUP

5.4.1	Develop an Outstanding Organisation Strategy that demonstrates positive culture, accountable leadership and future planning, underpinned by good governance that builds confidence and trust with our community.	Business Performance
5.4.2	Complete implementation of the recommendations of the Office of the Information Commissioner's compliance audit report within the agreed timeframes.	Office of the CEO
5.4.3	Prepare a revised Strategic Risk Management Framework for Council that assists with the identification, consideration and mitigation of strategic level risks across the broad spectrum of Council's corporate and service delivery responsibilities.	Office of the CEO
5.5.1	Advance our region's major projects outlined in the Corporate Plan 2022-2026 through establishment of a strategic approach to stakeholder relationships, advocacy and funding partnerships.	Office of the CEO
5.5.2	Develop a Relationship Framework to support stakeholder trust, confidence and connection with the Sunshine Coast Council.	Office of the CEO

SERVICE OUTPUTS

Council delivers the following services under this goal

Service 26	Digital Information Services – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community.
Service 27	Elected Council – providing community leadership, democratic representation, advocacy and decision-making.
Service 28	Financial and procurement services – financial and procurement management and governance, ensuring effective business management and legislative compliance, coordination and development of Council's budget process, administration of financial systems, sundry debtors, accounts payable, financial and asset accounting, treasury, procurement, contract and supply functions.
Service 29	Fleet management – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.
Service 30	Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.
Service 31	People and Culture – partner with the organisation to inspire an environment for great leadership and people capability to build on our outstanding organisation for today and the future.

Governance, Risk and Reporting

Corporate governance

Governance provides the structure through which Council's vision and objectives are achieved within a context of competing and changing social, economic and environmental challenges.

Corporate governance refers to the system by which Council is directed and controlled within the local government environment. This diagram (see Figure 3) gives an overview of the Corporate Governance Framework processes and practices to enable informed decision making for councillors, management and employees of the Sunshine Coast Council. The principles of the *Public Sector Ethics Act 1994* – integrity and impartiality, promoting the public good, commitment to the system of government and accountability and integrity – are the key elements that influence the application of the Corporate Governance Framework. The Framework is designed to achieve Council's vision as Australia's most sustainable region. Healthy. Smart. Creative.

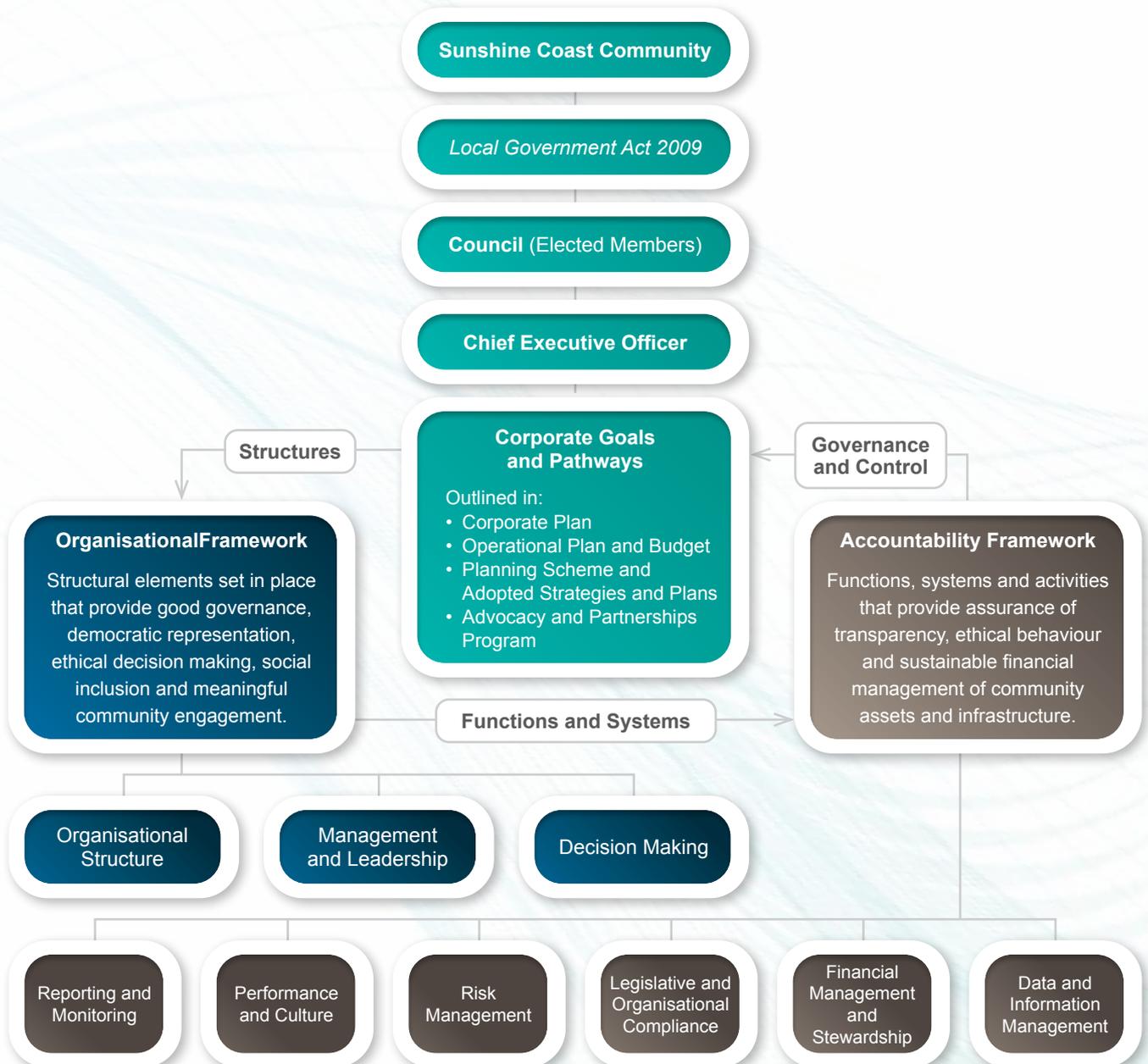


Figure 3: Corporate Governance Framework

Reporting on the progress of the Operational Plan

The Operational Plan 2022/23 provides the basis for reporting to Council on progress towards achieving corporate plan goals each quarter. Business areas provide progress information and highlights regarding:

- 1 operational plan activities
- 2 services and
- 3 significant projects.

This quarterly reporting is presented to Council and published on Council's website. Highlights and overall performance for the year are also reported in Council's Annual Report.

Risk management

Risk management is the identification, assessment and prioritisation of risks. It also includes the steps taken to minimise such risks.

Council has a Risk Management Policy, Risk Management Guideline and Risk Management Framework to assist in identifying risks and opportunities in all aspects of Council operations. Risk management practices at Council are consistent with AS/NZS/ISO 31000:2018 which is the international standard for risk management.

Council regularly reviews, monitors and reports on risks across Council, including strategic risks, operational risks and project risks. Regular risk reports are provided to the Audit Committee.



Figure 4: Risk Management

Connecting with Council

Council invites the community to take part in many forms of community engagement.

To receive Council news and information you can subscribe to Council's [e-newsletters](#) by visiting Council's website at sunshinecoast.qld.gov.au

Through social media, Council aims to keep you up to date on a range of Council activities.

Follow Council on:



Visit our have your say website at haveyoursay.sunshinecoast.qld.gov.au to comment on current consultations and projects or read about how community engagement helped shape Council projects.

Contact us via MyCouncil online anywhere, anytime to ask a question, report a problem, lodge a request or provide your feedback. Chat with a Customer Service Officer using Council's online Live Chat from 9am–4pm Monday to Friday or email mail@sunshinecoat.qld.gov.au

Customer contact counters are open 8.30am–4.30pm Monday to Friday in Caloundra, Maroochydore and Nambour.

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



Our region.
Healthy.
Smart.
Creative.

sunshinecoast.qld.gov.au
mail@sunshinecoast.qld.gov.au
T 07 5475 7272 F 07 5475 7277
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

 @sunshinecoastcouncil  @councilscc  @sunshinecoastcouncil



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