

# Agenda

## **Ordinary Meeting**

**Thursday, 17 November 2022**

**commencing at 9:00am**

**Council Chambers, 1 Omrah Avenue, Caloundra**





## ORDINARY MEETING

### NOTICE

4 November 2022

Dear Councillors, Group Executives and relevant staff,

In accordance with Section 254C(2) of the *Local Government Regulation 2012*, I wish to advise that an Ordinary Meeting has been convened for

17 November 2022

commencing at 9.00am.

A handwritten signature in black ink, appearing to read "Emma Thomas", with a stylized flourish at the end.

Emma Thomas | Chief Executive Officer

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**1 DECLARATION OF OPENING**

On establishing there is a quorum, the Chair will declare the meeting open.

**2 WELCOME AND OPENING****3 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE****4 RECEIPT AND CONFIRMATION OF MINUTES**

That the Minutes of the Ordinary Meeting held on 27 October 2022 be received and confirmed.

**5 MAYORAL MINUTE****6 INFORMING OF CONFLICTS OF INTEREST****6.1 PRESCRIBED CONFLICTS OF INTEREST**

Pursuant to section 150EL of the *Local Government Act 2009* (the Act), a Councillor who has a prescribed conflict of interest in an issue to be considered at a meeting of the local government must –

- (a) immediately inform the meeting of the prescribed conflict of interest including the particulars stated in section 150EL(4) of the Act and
- (b) pursuant to section 150EM(2) of the Act must leave the place at which the meeting is being held, including any area set aside for the public, and stay away from the place while the matter is being discussed and voted on.

**6.2 DECLARABLE CONFLICTS OF INTEREST**

Pursuant to section 150EQ of the *Local Government Act 2009*, a Councillor who has a declarable conflict of interest in a matter to be considered at a meeting of the local government, must stop participating in the meeting and immediately inform the meeting of the declarable conflict of interest including the particulars stated in section 150EQ(4) of the Act.

If the Councillor with a declarable conflict of interest does not voluntarily decide not to participate in the decision, pursuant to section 150ES(3)(a) of the Act the eligible Councillors must, by resolution, decide

- (a) whether the Councillor may participate in the decision despite the Councillors conflict of interest or
- (b) that the Councillor must not participate in the decision and must leave the place at which the meeting is being held, including any area set aside for the public and stay away while the eligible Councillors discuss and vote on the matter.

The Councillor with the declarable conflict of interest must comply with any conditions the eligible Councillors impose per section 150ES(4) and (5) of the Act.

**7 PRESENTATIONS / COUNCILLOR REPORTS**







**8 REPORTS DIRECT TO COUNCIL****8.1 SUNSHINE COAST COUNCIL ANNUAL REPORT 2021/22****File No:** Council Meetings**Author:** Coordinator Corporate Planning and Performance  
Civic Governance**Appendices:** App A - Sunshine Coast Council Annual Report 2021/22 . 5/275 

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**PURPOSE**

This report presents the Annual Report 2021/22 for the Sunshine Coast Council (Council), covering the period 1 July 2021 to 30 June 2022.

The Annual Report 2021/22 is a statutory requirement of the *Local Government Act 2009* and provides all information required by the Act and the *Local Government Regulation 2012*.

**EXECUTIVE SUMMARY**

The Sunshine Coast Council Annual Report 2021/22 provides an important communication channel to keep the community and stakeholders informed on Council's delivery of the Operational Plan 2021/22 over the financial year and progress towards the delivery of the Corporate Plan 2021-2025. It features major achievements and highlights and shows Council's commitment to achieving our vision for the region through reporting on the progress of each corporate plan goal. It includes Council's annual disclosures and audited financial statements.

This year our Annual Report outlines Council's commitment to:

- Balancing our community, environment and economic strategic objectives as we seek to achieve our vision as Australia's most sustainable region. Healthy. Smart. Creative.
- Providing regional leadership as we position our region for the future and partner with our community, business and other tiers of government to effectively manage growth
- Responding to a changing climate by taking proactive action, committing to zero net emissions and embedding sustainability in everything we do, and
- Remaining agile and responsive to the changing needs of our community as we work together to recover from the COVID-19 pandemic and severe weather events.

Overall, Council was able deliver:

- 83% of the Operational Plan 2021/22, despite the need to adjust operations to keep our community safe through several weather events, and
- 85% of the \$268 million Capital Works Program, despite significant supply chain challenges impacting access to materials, services and labour that in some cases contributed to increased project costs.

Below is a summary of key highlights for the 2021/22 financial year aligned to the relevant Corporate Plan goal.

**Our Strong Community**

- Council welcomed the announcement on 21 July 2021 that Brisbane secured the rights to host the 2032 Olympic and Paralympic Games; the Sunshine Coast will play an integral role as a delivery partner hosting several events with an athlete's village for officials and competitors within the Maroochydore City Centre.



- The 'ThinkChange' travel behaviour change program was launched in May 2022 to encourage people to make small changes to their travel habits and reduce congestion, improve our lifestyle and help our environment.
- A renewed online community engagement platform called 'Have Your Say' was launched in July 2021, making it as easy as possible for residents to be involved in Council projects – 10,000 people have registered.

### **Our Environment and Liveability**

- The Sunshine Coast officially gained international recognition as a UNESCO Biosphere Reserve on 16 June 2022, recognising our region as a site of excellence, committed to responsible development and people living sustainably alongside active conservation.
- In November 2021, Council formally recognised that we are in a state of climate emergency that requires urgent and sustained effort to achieve zero net emission by 2041 and agreed to develop a governance structure that strengthens Council's climate actions.
- The South East Queensland City Deal was signed on 21 March 2022, committing \$35.3 million towards the Blue Heart Sunshine Coast; the project will assist the Maroochy River catchment to continue to play its important flood storage role and maintain biodiversity well into the future.

### **Our Resilient Economy**

- 71% (or \$300 million) of Council's total available purchasing spend for the year was awarded to local businesses.
- \$72.6 million in direct economic benefit was generated from 62 Sunshine Coast events through the Sunshine Coast Major Events Sponsorship Program.
- Council's International Broadband Submarine Cable landing station was acquired by ASX listed company NEXTDC for \$8 million in December 2021 – this is expected to provide a great stimulus for investment and employment opportunities in the region.

### **Our Service Excellence**

- 45,000 garden organic bins were distributed in May 2022, contributing to Council's commitment to reduce waste to landfill.
- \$22.9 million was invested to rehabilitate and resurface 83.5 kilometres of local roads to improve the safety of these roads for our community (a total area of 601,466m<sup>2</sup>).
- 304,745 customers were assisted through the development services counters and customer contact centres.

### **Our Outstanding Organisation**

- \$314.4 million was received from Palisade Investment Partners on 30 June 2022, this was the final payment and extinguished all debt Council had incurred for the Sunshine Coast Airport Expansion project.
- Council's commitment to wellbeing, health and safety has positively impacted our organisational safety culture and resulted in a 23% decrease in the employee lost time injury frequency rate.
- Council and Council employees have been recognised both nationally and internationally for its world-class performance by receiving 23 awards throughout the 2021/22 financial year.



**OFFICER RECOMMENDATION**

That Council:

- (a) receive and note the report titled “Sunshine Coast Council Annual Report 2021/22” and
- (b) adopt the Sunshine Coast Council Annual Report 2021/22 (Appendix A).

**FINANCE AND RESOURCING**

The cost of preparing the Annual Report is included within the operational budget for the Corporate Planning and Performance team. The report is developed by internal resources and designed to be viewed digitally through Council's website to contribute to sustainability objectives. There will be no hard copies produced – printed versions are available on request in accordance with Council's fees and charges register.

**CORPORATE PLAN**

**Corporate Plan Goal:** *Our outstanding organisation*

**Outcome:** We serve our community by providing this great service.

**Operational Activity:** S30 - Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.

**CONSULTATION****Councillor Consultation**

- Councillor E Hungerford, Portfolio Councillor for Outstanding Organisation
- Councillor J Natoli, Portfolio Councillor for Outstanding Organisation.

**Internal Consultation**

The Corporate Planning and Performance team have engaged with the:

- Chief Executive Officer
- Chief Strategy Officer
- Executive Leadership Team
- Communications Branch
- Corporate Governance Branch
- Finance Branch

**External Consultation**

There has been no external engagement in preparing this report.

**Community Engagement**

There has been no community engagement in preparing this report.

**PROPOSAL**

The Annual Report 2021/22 provides information to our community on the implementation of Council's corporate and operational plans over the past financial year and features major achievements, highlights and updates on our progress towards being Australia's most sustainable region. Healthy. Smart. Creative.



The Annual Report 2021/22 comprises four parts as described below:

### **Section 1 - Introduction**

This section provides introductory information to the Annual Report and contains:

- message from the Mayor
- message from the Chief Executive Officer
- key statistics about the Sunshine Coast and Council
- Councillor names, divisions and portfolios
- Council's corporate structure.

### **Section 2 - Report on performance against our Corporate and Operational Plans**

This section is aligned to Council's five corporate goals and includes:

- a summary of the desired outcome and pathways of each goal
- goal measures with the target and result for the year
- major highlights from the implementation of the Corporate Plan 2021-2025 and Operational Plan 2021/22, and
- key service statistics.

### **Section 3 - Annual Disclosures**

This section covers non-financial information required to be published in Council's Annual Report in accordance with the *Local Government Act 2009* and *Local Government Regulation 2012*. Annual disclosures are considered best practice in annual reports and information on governance and risk management are included.

### **Section 4 - Financial information**

This section contains Council's Community Financial Report, audited financial statements and other financial information required under *Local Government Act 2009* and *Local Government Regulation 2012*.

The financial information is presented to Council through a separate report and included within the Annual Report following adoption.

### **Legal**

The Annual Report has been compiled in line with the requirements of the *Local Government Act 2009*, the *Local Government Regulation 2012* (the Regulation) and the *Public Sector Ethics Act 1994*.

Section 182 (2) of the Regulation provides that a local government must adopt its annual report within one month after the day the Auditor-General gives the Auditor-General's audit report about the local government's financial statements for the financial year to the local government. The Queensland Audit Office provided the Independent Auditor's Report on Council's Financial Statements (which forms part of the Financial Statements, which are the subject of another report to be considered at this meeting) to Council on 10 October 2022.

While Council will formally consider the adoption of the Annual Report seven days after the date nominated in the Regulation, this is solely due to the timing of the Ordinary Meeting. All statutory timeframes in relation to the preparation and certification of Council's Financial Statements have been satisfied by Council. It is also noted that due to the timing for the publication of the Agenda Papers for the Ordinary Meeting, the content of the Annual Report and the Financial Statements will be published and publicly accessible from 7 November 2022, which is well within the one-month timeframe nominated in section 182 (2) of the Regulation.



In addition, the Queensland Audit Office has reviewed the Sunshine Coast Annual Report 2021/22 as a requirement of the Australian Auditing Standard (ASA 720) and *Auditor-General Act 2009* (Qld), to examine whether the financial information and non-financial information is consistent with the financial statements audited.

**Policy**

All governance disclosures are consistent with Council's policies, including:

- Code of Conduct for Councillors in Queensland (Queensland Government, 2020)
- Community Grants Policy
- Competition Reform Compliance Policy
- Administrative Action Complaints Management Process
- Councillors' Expenses Reimbursement and Provision of Facilities Policy
- Related Party Disclosures Policy
- Remuneration and Benefits Policy
- 2021/22 Revenue Policy
- 2021/22 Procurement Policy

**Risk**

In accordance with Council's Risk Management Framework, the risks and opportunities identified in relation to the annual report include:

Reputation/public image: the report provides information on Council's Operational Plan delivery and progress towards our Corporate Plan with both qualitative and quantitative updates to the community, and

Legislative: the report meets the legislative requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012*.

**Previous Council Resolution****Ordinary Meeting 10 November 2021 (OM21/101)**

*That Council:*

- (a) receive and note the report titled "Sunshine Coast Council Annual Report 2020/21" and
- (b) adopt the Sunshine Coast Council Annual Report 2020/21 (Appendix A).

**Related Documentation**

- Corporate Plan 2021-2025
- Operational Plan 2021/22
- Quarterly Progress Reports for 2021/22

**Critical Dates**

Section 182 (4) of the Regulation provides that the local government must publish its annual report on its website within two weeks of adopting the annual report. The annual report adopted by Council will be published on Council's website following the conclusion of the Ordinary Meeting at which it is considered. Further, the Annual Report proposed for adoption will have been published on Council's website from 7 November 2022.



**Implementation**

Should the recommendations be accepted by Council, the Sunshine Coast Council Annual Report 2021/22 will be published and made available through the following channels:

- Sunshine Coast Council website – document viewing and ability to download and print the report, and
- Queensland State Library – a digital copy will be provided for their records.

Community organisations and individuals requiring a hard copy of the Sunshine Coast Council Annual Report 2021/22 will be able to print a free copy from Council's website or purchase a copy from Council's customer contact centres on request in accordance with the adopted fees and charges register.








## 8.2 2021/22 FINANCIAL STATEMENTS AND COMMUNITY FINANCIAL REPORT

**File No:** Council Meetings

**Author:** Coordinator Financial Accounting  
Business Performance Group

**Attachments:**

Att 1 - Independent Auditors Report and Certified General Purpose Financial Statements 2021/22 .....	83/275	
Att 2 - Queensland Audit Office Final Management Report 2021/22 .....	147/275	
Att 3 - Community Financial Report 2021/22 .....	153/275	
Att 4 - SunCentral Maroochydore Pty Ltd Annual Report 2022 .....	161/275	
Att 5 - Sunshine Coast Arts Foundation Ltd Annual Report 2021/22 .....	187/275	

### PURPOSE

The purpose of this report is to present to Council the audited Financial Statements for the financial year ended 30 June 2022, Queensland Audit Office Final Management Report 2021/22 and Community Financial Report 2021/22 in accordance with the requirements of the *Local Government Act 2009 and Local Government Regulation 2012*.

The 2021/22 audited Financial Statements and annual report for Council's controlled entities, SunCentral Maroochydore Pty Ltd and Sunshine Coast Arts Foundation Ltd are also attached.

### EXECUTIVE SUMMARY

#### 1. Financial Statements 2021/22 (attachment 1)

The 2021/22 Financial Statements have been audited by Council's external auditors the Queensland Audit Office (QAO) to ensure accounting and legislative compliance.

#### **Queensland Audit Office has issued an unmodified audit opinion.**

This is the 14th consecutive unmodified audit opinion achieved by Sunshine Coast Council.

The result of Council's audit will be included in the annual Auditor-General's report to Parliament on the results of local government audits.

#### 2. Queensland Audit Office Final Management Report 2021/22 (attachment 2)

The QAO Final Management Report for the 2021/22 Financial Statements is attached. This report provides details on audit matters and other important information related to the audited financial statements.

The report also provides a summary of issues that have been previously raised but are not yet resolved, along with an update on actions taken to resolve these issues.

#### 3. Community Financial Report 2021/22 (attachment 3)

Council is required to prepare a Community Financial Report for each financial year. The report contains a summary and analysis of Council's financial performance and position for the financial year and will be included in the Annual Report.

#### 4. SunCentral Maroochydore Pty Ltd Annual Report 2021/22 (attachment 4)

The 2021/22 Annual Report, including the audited Financial Statements, for Council's controlled entity SunCentral Maroochydore Pty Ltd (SunCentral) is attached.



SunCentral's Financial Statements received an unmodified audit opinion from the Queensland Audit Office, and the financial results are included in the Consolidated columns of Council's financial statements.

5. Sunshine Coast Arts Foundation Ltd Annual Report 2021/22 (attachment 5)

The 2021/22 Annual Report, including the audited Financial Statements, for Council's controlled entity Sunshine Coast Arts Foundation Ltd (the Foundation) is attached.

The Foundation's Financial Statements received an unmodified audit opinion from the Queensland Audit Office, however the financial results are not included in the Consolidated columns of Council's financial statements as they are not material to Council.

## OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "2021/22 Financial Statements and Community Financial Report ", and
- (b) note that the 2021/22 Community Financial Report, 2021/22 Financial Statements and associated financial information will be included as Section 4 of Council's 2021/22 Annual Report.

## FINANCE AND RESOURCING

The original estimate for the cost of Council's 2021/22 audit was \$250,000 however due to additional effort required from matters identified on the audit, the final fee is \$282,000.

## CORPORATE PLAN

<b>Corporate Plan Goal:</b>	<b><i>Our outstanding organisation</i></b>
<b>Outcome:</b>	We serve our community by providing this great service.
<b>Operational Activity:</b>	S28 - 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.

## CONSULTATION

### Portfolio Councillor Consultation

The Portfolio Councillors, Councillor E Hungerford and Councillor J Natoli, have received advice of this report from the Audit Committee process.

### Internal Consultation

Internal liaison occurred with various staff members within the Finance Branch and other areas of Council in compiling the 2021/22 Financial Statements. The 2021/22 Financial Statements have been presented to Council's Audit Committee for review and clearance.

### External Consultation

- Queensland Audit Office
- Queensland Treasury Corporation
- Department of State Development, Infrastructure, Local Government and Planning



- Australis Advisory Group Pty Ltd
- Stantec Australia Pty Ltd (formerly Cardno (Qld) Pty Ltd)
- Unitywater
- SunCentral Maroochydore Pty Ltd
- Sunshine Coast Events Centre Pty Ltd
- Sunshine Coast Arts Foundation Ltd

External auditors Queensland Audit Office have audited the draft 2021/22 Financial Statements and Current Year Financial Sustainability Statement. The Long-Term Financial Sustainability Statement is not able to be audited as it is based on forward estimates.

### Community Engagement

No community engagement was required for this report.

### PROPOSAL

#### 1. Financial Statements 2021/22 (attachment 1)

The statutory Financial Statements for the year ended 30 June 2022, along with comparative figures for 2021, are attached (attachment 1).

These statements have been reviewed through the Audit Committee process as follows:

- Draft Financial Statements presented to Audit Committee on 8 September 2022
- Draft Financial Statements audited by Queensland Audit Office during September 2022
- Final draft Financial Statements and Queensland Audit Office Closing Report for the year ended 30 June 2022 presented to Audit Committee on 6 October 2022.

Queensland Audit Office has issued an unmodified audit opinion for Council's 2021/22 Financial Statements, and its controlled entities (the Group) SunCentral Maroochydore Pty Ltd, Sunshine Coast Events Centre Pty Ltd and Sunshine Coast Arts Foundation Ltd. This means the financial report:

- a) Gives a true and fair view of Council's and the Group's financial position as at 30 June 2022, and of their financial performance and cash flows for the year then ended
- b) Complies with the *Local Government Act 2009*, the *Local Government Regulation 2012* and Australian Accounting Standards.

This is the 14<sup>th</sup> consecutive unmodified audit opinion achieved by Sunshine Coast Council.

These results will be included in the annual Auditor-General report to parliament on the results of Local Government audits, published in early 2023.

### Council v Consolidated Statements

Council's Financial Statements are presented in consolidation format, with 2 columns representing Council's stand-alone position, and a second two columns where Council's interest in its subsidiaries is disclosed.

On consolidation, Council's interest in its wholly owned subsidiaries (SunCentral Maroochydore Pty Ltd, Sunshine Coast Events Centre Pty Ltd and its associate Unitywater), are included. The financials for Sunshine Coast Arts Foundation Ltd, were not consolidated into Council's financial statements as the amounts were not material to Council.

Council's stand-alone results are reported below as they are more directly comparable to Council's Budget and Monthly Financial Performance Reports. In addition, the operating



result and cash flows for Council are considered to be a better reflection of Council's position.

The consolidated statements include accounting entries to recognise a share of the profits of Council's subsidiaries and associated entities. In the case of Unitywater this share of profit is not directly available to Council until received in the form of dividends in future years.

Council's key financial outcomes for 2021/22 are as follows.

<b>Key Financial Outcomes 2021/22</b>			
	<b>Council 2021/22 \$'000</b>	<b>Council 2020/21 \$'000</b>	
		restated	*
Recurrent Revenue	513,138	470,907	
Less: Recurrent Expenditure	502,889	506,610	
<b>Operating Result</b>	<b>10,249</b>	<b>(35,703)</b>	**
Net Result	140,737	164,613	
Cash	332,292	206,199	
Debt	483,230	678,963	
<b>Net Assets</b>	<b>6,234,357</b>	<b>5,540,357</b>	*
<b>Key Indicators</b>	<b>%</b>	<b>%</b>	
Operating Surplus Ratio (i)	2.0	(7.6)	**
Asset Sustainability Ratio (ii)	71.2	75.7	
Net Financial Liabilities Ratio (iii)	64.2	54.3	
<p><b>** During 2021 Council refinanced its existing loan portfolio and increased the principal amount which resulted in one-off early repayment costs of \$34.346 million. The refinanced amount will result in lower interest rates and free up cash flow through lower repayments over the life of the loan portfolio.</b></p> <p><i>The 2021 Operating Result was also negatively impacted by COVID-19 in the amount of \$8.762 million.</i></p> <p><i>The early repayment costs and COVID-19 impacts affected the 2021 Operating Result and Operating Surplus Ratio. If this hadn't occurred, the Operating Result would have been \$7.405 million and the Operating Surplus Ratio 1.6% which is within the targeted range.</i></p>			

- i. Operating Surplus Ratio – This indicator measures the extent to which our operating revenue exceeds our expenditure. Target: Between 0% and 10%.
- ii. Asset Sustainability Ratio – Measures the extent to which our infrastructure assets are managed, with an orderly renewal regime in place.

The ratio of 71.2% is less than the 90% target, however is considered an acceptable result for a growth Council with a relatively young asset base and reflects Council's ongoing commitment to the renewal of its assets. The region has experienced significant growth in recent periods, leading to an increase in constructed and contributed assets. The influx of new assets is reducing the collective age of Council's assets, lowering the requirement of renewals expenditure and the Asset Sustainability Ratio forecast. Sunshine Coast Council's renewal program is based on asset management plans and is completed in conjunction with a stringent scheduled maintenance program.

- iii. Net Financial Liabilities Ratio – The indicator measures the extent to which the net financial liabilities of Council can be repaid from our operating revenue streams. Target: Not greater than 60%.



The ratio reflects Council's refinanced debt portfolio, which provides inter-generational equity for the funding of long term infrastructure projects.

The Financial Management (Sustainability) Guideline 2013 states "*high average Net Financial Liabilities ratio projections over the long-term are typically indicative of a local government that is undertaking/has undertaken significant infrastructure projects. Whilst some local governments may not achieve the recommended target for Net Financial Liabilities Ratio on average over the long-term, this does not necessarily indicate that a local government is likely to be unsustainable over the long-term. In such cases, well-managed local governments with robust financial management systems and the ability to service current and projected debt levels, can maintain long-term sustainability and average Net Financial Liabilities ratio projections over the long-term that exceed the recommended target.*"

## 2. Queensland Audit Office Final Management Report 2021/22 (attachment 2)

The QAO Final Management Report for the 2021/22 financial statements provides details on audit matters and other important information related to the audited financial statements.

The report also provides a list of all control deficiencies, financial reporting issues and other matters that have previously been raised but are not yet resolved. The listing includes issues from our reports this year and those issues raised in prior years.

Following the 2021/22 financial statement audit, remaining issues include 3 Internal Control items, and 1 Financial Reporting item as follows:

No.	Date identified	Issue	Details	Action Date	Status
<b>Financial Reporting Issues</b>					
22FR-1	Sep 2022	<u>Medium Risk</u> Formal review of remaining useful lives for assets is required	This will require a collaborative approach involving Asset Management Branch and the Asset Managers	2022/23 financial statements	Work in progress
<b>Internal Control Issues</b>					
22IR-1	Mar 2022	<u>Significant Deficiency</u> Weaknesses in security settings, user access privileges and checking of a key control report (5 actions)	Payroll system and processes	30/11/2022	Resolved (1) Resolved pending audit clearance (3) In progress (1)
22IR-2	Mar 2022	<u>Significant Deficiency</u> Weaknesses in security over EFT payment data, user access privileges and checking of key control reports (6 actions)	System enhancements required for the Payroll and Accounts Payable systems	30/6/2023	Work in progress (3) requiring system configuration Resolved (3)
21-IR-8	Sep 2021 <i>Re-raised</i>	<u>Deficiency</u> Other infrastructure asset class comprehensive revaluation not performed at the 5-year interval	This was on track for 2021/22 however due to unavailability of key staff, was unable to be completed, therefore indices were applied to ensure the values	2022/23 financial statements	Work in progress



No.	Date identified	Issue	Details	Action Date	Status
			were materially correct		

3. Community Financial Report 2021/22 (attachment 3)

Council is required to prepare a Community Financial Report for each financial year. The report contains an easy to understand summary and analysis of Council's financial performance and position for the financial year and will be included in the Annual Report.

4. SunCentral Maroochydore Pty Ltd (attachment 4)

The 2021/22 audited Financial Statements and Annual Report for Council's controlled entity, SunCentral Maroochydore Pty Ltd (SunCentral), are attached (attachment 4). These financial statements received an unmodified audit opinion from the Queensland Audit Office. The financial results of SunCentral are included in the Consolidated columns of Council's financial statements.

5. Sunshine Coast Arts Foundation Ltd (attachment 5)

The 2021/22 audited Financial Statements and Annual Report for Council's controlled entity, Sunshine Coast Arts Foundation Ltd (the Foundation), are attached (attachment 5). These financial statements received an unmodified audit opinion from the Queensland Audit Office. The financial results of the Foundation are not included in the Consolidated columns of Council's financial statements as they are not material to Council.

## Legal

The Annual Report has been compiled in line with the requirements of the *Local Government Act 2009*, the *Local Government Regulation 2012* (the Regulation) and the *Public Sector Ethics Act 1994*.

Section 182 (2) of the Regulation provides that a local government must adopt its annual report within one month after the day the Auditor-General gives the Auditor-General's audit report about the local government's financial statements for the financial year to the local government. The Queensland Audit Office provided the Independent Auditor's Report on Council's Financial Statements (which forms part of the Financial Statements) to Council on 10 October 2022.

While Council will formally consider the adoption of the Annual Report seven days after the date nominated in the Regulation, this is solely due to the timing of the Ordinary Meeting. All statutory timeframes in relation to the preparation and certification of Council's Financial Statements have been satisfied by Council. It is also noted that due to the timing for the publication of the Agenda Papers for the Ordinary Meeting, the content of the Annual Report and the Financial Statements will be published and publicly accessible from 7 November 2022, which is well within the one-month timeframe nominated in section 182 (2) of the Regulation.

Section 213B of the *Local Government Regulation 2012* states that the audited Financial Statements of Council's controlled entities must be presented at the next ordinary meeting of Council and published on Council's website within 14 days of the ordinary meeting.

## Policy

There are no relevant policies related to this report.

## Risk

Council has a statutory obligation to prepare annual general purpose Financial Statements that are subject to audit by the Auditor-General or their contracted representative.



**Previous Council Resolution****Audit Committee Meeting 6 October 2022 (AC22/39)**

*The Audit Committee receives and notes the “final draft Financial Statements and current year financial sustainability statement”, and the Queensland Audit Office closing report on its audit of these statements for the financial year 2021/22.*

*The Audit Committee notes and acknowledges the positive outcome of the audit process and the hard work that has been undertaken to achieve this audit outcome.*

*The Audit Committee advises that it has been actively involved in the preparation process throughout the year and in that process has reviewed previous drafts of these statements. It has received an update on changes which have occurred in those drafts up to the finalisation of this final draft.*

*On the basis of the work of the Audit Committee, subject to the completion of outstanding matters, we are not aware of any issue which would prevent the Council from adopting this draft and approving the Council’s Financial Statements for the year 2021/22.*

**Ordinary Council Meeting 22 September 2022 (OM22/78)**

*That Council receive and note the report titled “Queensland Audit Office – Second Interim Management Report for the financial year ended 30 June 2022”.*

**Audit Committee Meeting 8 September 2022 (AC22/29)**

*That the Audit Committee receive and note the report titled “Draft 2021/22 Financial Statements”.*

**Audit Committee Meeting 23 May 2022 (AC22/19)**

*That the Audit Committee receive and note the report titled “Annual Financial Statement Risk and Planning Assessment”.*

**Ordinary Council Meeting 28 April 2022 (OM22/25)**

*That Council receive and note the report titled “Queensland Audit Office - First Interim Management Report for the financial year ended 30 June 2022”.*

**Audit Committee Meeting 24 January 2022 (AC22/5)**

*That the Audit Committee receive and note the report titled “Planning for the 2021/22 Financial Statement Audit Process.”*

**Related Documentation**

There is no related documentation for this report.

**Critical Dates**

Section 182 (4) of the Regulation provides that the local government must publish its annual report on its website within 2 weeks of adopting the annual report. The annual report adopted by Council will be published on Council’s website following the conclusion of the Ordinary Meeting at which it is considered. Further, the Annual Report proposed for adoption will have been published on Council’s website from 7 November 2022.

**Implementation**

The 2021/22 Financial Statements and 2021/22 Community Financial Report will be included in Section 4 of Council’s 2021/22 Annual Report. The 2021/22 Annual Reports for Council, SunCentral Maroochydore Pty Ltd and Sunshine Coast Arts Foundation Ltd will be published on Council’s website.







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**8.3 TRANSPORT LEVY ANNUAL REPORT 2021/22****File No:** Council Meetings**Author:** Coordinator Transport Strategy & Policy  
Customer & Planning Services Group**Appendices:** App A - Transport Levy Annual Report 2021/22 ..... 27  

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**PURPOSE**

This report presents the Transport Levy Annual Report 2021/22 (Appendix A) which provides an overview of the Transport Levy Program achievements for the 2021/22 financial year.

**EXECUTIVE SUMMARY**

The Transport Levy Policy aims to provide a basis for improving the Sunshine Coast Council's strategic transport network and supporting its users. It aligns with the vision and objectives identified in Council's Integrated Transport Strategy.

The Transport Levy, which is contributed to by all ratepayers, plays an important role in enabling Council to investigate and deliver transport solutions now and into the future for the region, including major, long-term, multi-modal infrastructure outcomes.

The Transport Levy funding allocations are set as part of Council's annual budget development and adoption process. Projects for funding consideration under the Transport Levy are submitted from across the organisation.

The Transport Levy Annual Report 2021/22 (Appendix A) has been produced to communicate the achievements of the Transport Levy to ratepayers and the broader community in an engaging and informative manner.

In 2021/22, the Transport Levy amount was \$44 per rateable property and raised just over \$6.5 million, which has enabled Council to deliver a number of program initiatives. The Transport Levy Program initiatives are delivered under five sub-programs:

1. Service improvements
2. Infrastructure assets
3. User benefits
4. Research, planning and investigations
5. Transport Futures Fund.

In 2021/22 the Transport Levy produced a number of achievements including:

- Upgrades to 25 bus stops across the Sunshine Coast were completed, comprising a mix of new shelters on high patronaged stops frequented by seniors, and bike parking facilities at bus stops on the existing cycle network.
- Continuation of the Mass Transit Project and in particular the delivery and endorsement of the Sunshine Coast Mass Transit Options Analysis. The State Government, through the Department of Transport and Main Roads, is establishing arrangements to progress the preparation of the Detailed Business Case for Sunshine Coast Mass Transit.
- Over 2,700 passenger trips and over 33,000 km travelled on the two Flexilink Services.
- 11,203 passenger trips on Council Link services.



- Continue to support the Kenilworth Community Transport Service which has grown to have 199 registered passengers, with 5 volunteer drivers.
- Delivery of the RideScore Active Schools program across nine selected Sunshine Coast Schools with 18,193 recorded trips and 1,400 students registered at the end of June 2022.
- The development of **ThinkChange™**, Council's branded travel behaviour change program which has the primary objective of helping the Sunshine Coast identify ways that we can reduce car use and reduce how far we travel in our cars.
- Release of the Sunshine Coast Hinterland Active Travel Map.

## OFFICER RECOMMENDATION

That Council:

- receive and note the report titled "Transport Levy Annual Report 2021/22"
- note the Transport Levy Annual Report 2021/22 (Appendix A) for the purpose of promoting Transport Levy outcomes and
- acknowledge and thank the community groups and volunteers that have contributed to the delivery of the Transport Levy program outcomes over the 2021/22 financial year.

## FINANCE AND RESOURCING

In 2021/22, the Transport Levy realised just over \$6.5 million in revenue. An additional \$395,516 of non-levy funding was also secured to support Transport Levy initiatives, in particular the delivery of built bus stop infrastructure and grants associated with the RideScore program.

Table 1 below provides an overview of the 2021/22 Transport Levy Program expenditure for each of the funding sub programs as of 30 June 2022 and dealing with year-end transactions.

**Table 1 Transport Levy Program Expenditure as at 30 June 2022**

	<b>2021-2022 Actuals</b>
	<b>\$</b>
Transport Levy Revenue	6,548,279
Non-levy Fund Contributions	395,516
<b>Total Revenue</b>	<b>6,943,795</b>
<b>Expenditure</b>	
Service Improvements	278,638
Infrastructure Assets	589,590
User Benefits	492,592
Research, planning and investigations	1,196,211
Transport Futures Fund	4,386,764
<b>Total Expenditure</b>	<b>6,943,795</b>

As at 30 June 2022, the Transport Futures Fund balance is \$21,571,709 and the Externally Restricted Transport Levy Cash Reserve is \$873,024 reflecting unspent funds allocated.



The \$4,386,764 directed to the Transport Futures Fund in 2021/22 is made up of an initial contribution at the beginning of 2021/22 and accumulation of any unexpended funds in the year. This represents 67% of the collected Transport Levy revenue which align with the policy requirement of about 60%.

The Transport Levy Annual Report 2021/22 has been graphically designed internally to report to Council and the community. It will be available on Council's website for access and download.

## CORPORATE PLAN

**Corporate Plan Goal:** *Our strong community.*

**Outcome:** 1.2 - Vibrant community places and spaces that are inclusive, accessible and adaptable.

**Operational Activity:** 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.

## CONSULTATION

### Councillor Consultation

- Councillor R Baberowski – Portfolio Councillor, Community
- Councillor D Law – Portfolio Councillor, Community

### Internal Consultation

Consultation with representatives from the following areas of Council was undertaken in preparing the Transport Levy Annual Report 2021/22 and this agenda report:

- Group Executive, Built Infrastructure
- Transport Infrastructure Management, Built Infrastructure
- Community Planning and Development, Economic and Community Development
- Financial Services, Business Performance
- Transport and Infrastructure Planning, Customer and Planning Services
- Urban Growth Projects, Customer and Planning Services
- Communications, Business Performance.

### External Consultation

There has been no external consultation undertaken in relation to this report.

### Community Engagement

There has been no community engagement undertaken in relation to this report.

## PROPOSAL

The Transport Levy Policy aims to provide a basis for improving the Sunshine Coast's strategic transport network and supporting its users. The Transport Levy also provides Council with the opportunity to improve strategic transport needs of the Sunshine Coast of today as well as achieving major, long-term, multi-modal infrastructure outcomes.



The Transport Levy Annual Report 2021/22 (Appendix A) has been produced to communicate the achievements of the Transport Levy to ratepayers and the broader community in an engaging and informative manner.

The Transport Levy Program initiatives are compiled under five sub-programs:

1. Service improvements – Investigating and trialling improved public transport options and alternatives.
2. Infrastructure assets – Improving public transport infrastructure across the Sunshine Coast Council area.
3. User benefits – Developing initiatives to educate, inform, assist and improve the travel behaviour of users and their choices of travel mode.
4. Research, planning and investigations – Building our knowledge and progressing strategic outcomes (monitoring, research, planning and forecasting).
5. Transport Futures Fund – Support efforts to secure other Government investment in strategic transport needs for the region. This does not include subsidising current or proposed public transport services contracted by the State.

The implementation of initiatives under these five sub-programs involves numerous Groups across the organisation including Business Performance, Built Infrastructure, Economic & Community Development and Liveability & Natural Assets.

In 2021-2022 the Transport Levy had a number of achievements including:

- Infrastructure assets - In 2021/22, \$589,590 from the Transport Levy was utilised to continue Council's bus stop infrastructure program. Under this program, 25 bus stops across the Sunshine Coast were completed, comprising a mix of new shelters on high patronaged stops frequented by seniors, and bike parking facilities at bus stops on the existing cycle network. Funding assistance was also received from the Queensland Government to support Council's bus stop infrastructure program.
- Research, planning and investigations - Continuation of the Mass Transit Project and in particular the delivery and endorsement of the Sunshine Coast Mass Transit Options Analysis. The Options Analysis considered a wide range of options for delivering a mass transit system to serve the concentration of population in the urban corridor from Maroochydore to Caloundra (focusing on a first stage in the northern part of the corridor) and produced a refined range of options to be further investigated in the Detailed Business Case. The report was finalised in October 2021 after considering the feedback received during the extensive community engagement process conducted in the previous financial year.

The State Government, through the Department of Transport and Main Roads, is establishing arrangements to progress the preparation of the Detailed Business Case for Sunshine Coast Mass Transit. The Department of Transport and Main Roads is in the process of commissioning project management services to program and implement the various components of the Detailed Business Case. As a partner in the Detailed Business Case, Council is working with the Department of Transport and Main Roads to determine the basis on which the partnership will proceed. Infrastructure Australia has included Sunshine Coast Mass Transit in its 2022 Infrastructure Priority List for consideration as part of an Early Stage Proposal for Sunshine Coast transport connectivity – Caloundra-Maroochydore.

- Service Improvements - The Flexilink services provide an affordable, reliable and accessible public transport option for people with limited public transport options. There were over 2,700 passenger trips and over 33,000km travelled on the two Flexilink Services.



- Service Improvements - The Council Link program provides an important service by improving community connectedness and reducing social isolation. There were over 11,200 passenger trips on Council Link services.
- Service Improvements – Council continued to support the Kenilworth Community Transport Service which provides affordable, reliable and accessible community transport options to residents of the Kenilworth region who have limited transport options. The service has grown to have 199 registered passengers, with five volunteer drivers.
- User Benefits - Delivery of the RideScore Active Schools program in partnership with We Ride Australia across nine selected Sunshine Coast Schools in February 2022, with 1,400 students registered at the end of June 2022. Using smart phone and Bluetooth beacon technology, parents receive real-time notifications on the arrival and departure of their children riding and scooting to and from school. Children receive points for each of their recorded trips, and rewards are offered at certain milestones. 18,193 cycling and scooting trips by RideScore participants have been recorded since the program launch in late February 2022.
- User Benefits - The development of **ThinkChange™**, Council's branded travel behaviour change program, is a key action item of the Integrated Transport Strategy. **ThinkChange** is a commitment, by Council, to work with the community to identify and implement different ways we can all make changes so that we have less congestion and better liveability on the Sunshine Coast. Five pilot initiatives have been developed under **ThinkChange** and will be progressed to delivery in 2022/23.
- User Benefits - Release of the Sunshine Coast Hinterland Active Travel Map.

## Legal

There are no known legal implications to this report.

## Policy

The publication of the Transport Levy Annual Report aligns with and supports the Transport Levy Policy and the Integrated Transport Strategy.

## Integrated Transport Strategy

**Objective 1: Connected and Integrated** – An integrated transport system that connects people and places, supports future growth and serves the economy.

Strategy 1 – Connected passenger transport network

Strategy 2 – Integrated transport and land use

**Objective 2: Smart and Sustainable** – A transport system that provides increased travel choice and mobility across the region and is adaptable to emerging technologies and new business models.

Strategy 3 – A more healthy and active region

Strategy 4 – Changing our travel behaviour

Strategy 5 – Smart mobility for the future

**Objective 3: Safe and Efficient** – People and goods enjoy safe, reliable and convenient travel within an efficient transport system.

Strategy 6 – A safe, efficient and sustainable road and freight network.



**Risk**

There are no identified risks associated with this report. The annual communication of the Transport Levy Program achievements will ensure that the wider community and key stakeholders are aware of the outcomes achieved through the application of the Transport Levy Policy.

**Previous Council Resolution****Ordinary Meeting 10 November 2021 (OM21/104)**

*That Council:*

- (a) receive and note the report titled "Transport Levy Annual Report 2020/21" and*
- (b) note the Transport Levy Annual Report 2020/21 (Appendix A) for the purpose of promoting transport Levy outcomes.*

**Related Documentation**

- Sunshine Coast Council Corporate Plan 2022-2026
- Sunshine Coast Council Operational Plan 2022/23
- Sunshine Coast Council Integrated Transport Strategy
- Transport Levy Policy
- Sunshine Coast Community Strategy 2019-2041.

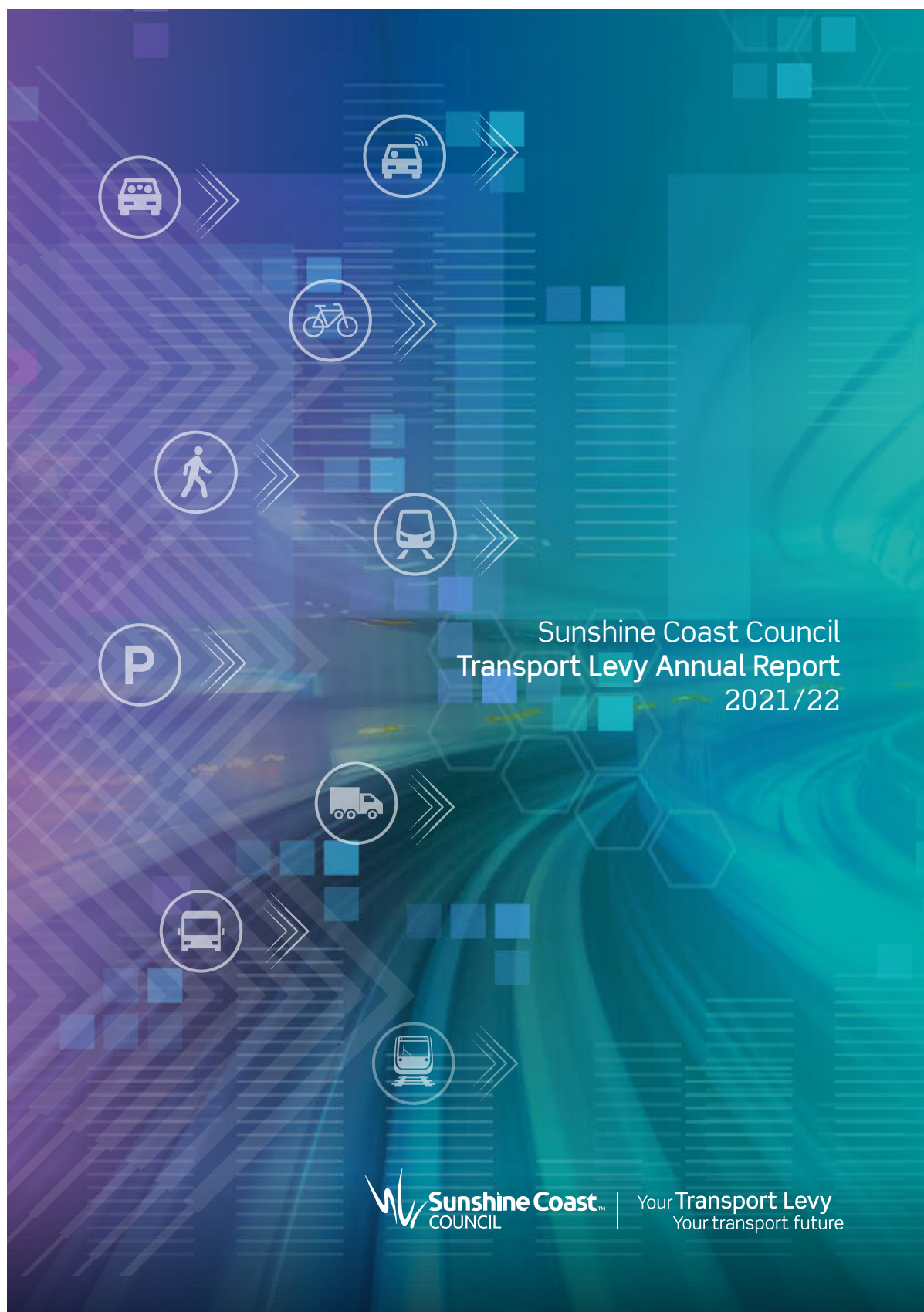
**Critical Dates**

There are no critical dates that relate to this report.

**Implementation**

Should the recommendation be adopted by Council, the Chief Executive Officer will place the Transport Levy Annual Report 2021/22 (Appendix A) on Council's web site and the Transport Levy Annual Report will be disseminated and communicated in consultation with Council's Communication Branch.







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#### Reference document

This document should be cited as follows: Sunshine Coast Regional Council, 2022, Sunshine Coast Transport Levy Annual Report 2021/22.

#### Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Sunshine Coast Regional Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.

## Acknowledgement of Country

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

Together, we are all stronger

## From your Mayor and Portfolio Councillor

The Transport Levy plays a key role in improving our connectivity across our communities. It also provides the critical resources needed to better understand and improve how we access work, recreation and each other. Importantly, it also helps us plan, advocate and prepare for the future transport needs of one of Australia's fastest growing regions.

In 2021/22, there was no increase to the Transport Levy, keeping it at \$44. The levy generated about \$6.5 million which was allocated towards numerous projects to assist in preparing today's Sunshine Coast for tomorrow.

Council is improving accessibility to the bus network with improved bus stops. Also, as part of the Ridescore Active Schools Program trial, we are influencing how students at nine schools walk and ride to school.

Council's endorsement of the ThinkChange program is a key step in acknowledging that people should be aware of how they travel. It's important for residents and visitors to be aware of how their choices to reduce travel, or to take an alternative mode, can benefit themselves and the region.

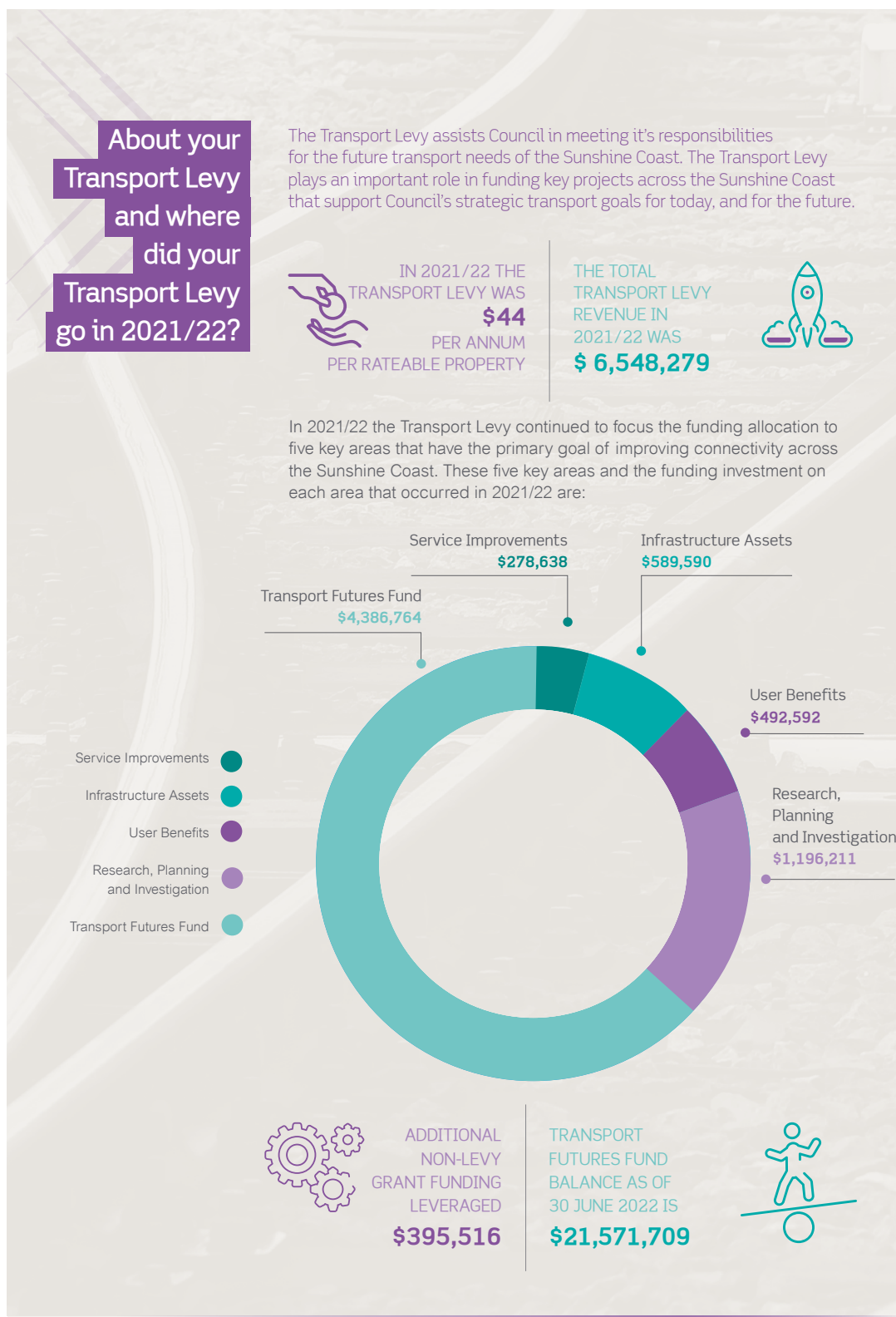
The Transport Levy has also enabled Council to continue the Flexilink services on the fringe of the public transport network, support the community-led Kenilworth Community Transport Service and continue the well-used Council Link service.

The Transport Levy has also contributed the finalisation of the Options Analysis for the Sunshine Coast Mass Transit project. Your contribution to the Transport Levy helps us continue to work towards a more healthy, sustainable and better connected Sunshine Coast.

Mayor Mark Jamieson  
Councillor Rick Baberowski









## Transport Levy 2021/22 Program snapshot

### Sunshine Coast Mass Transit Options Analysis

Council endorsed the Sunshine Coast Mass Transit Options Analysis on 20 October 2021. The Options Analysis was finalised after considering the feedback received during the extensive community engagement process conducted from 28 April 2021 to 22 June 2021.

The Options Analysis considered a wide range of options for delivering a mass transit system to serve the concentration of population in the urban corridor from Maroochydore to Caloundra (focusing on an initial stage in the northern part of the corridor). It also produced a refined range of options to be further investigated in the Detailed Business Case.

The Queensland Government will lead the preparation of the Detailed Business Case in collaboration with Council as a joint funding partner. The Detailed Business Case will evaluate the viability of the options put forward in the Options Analysis. This will confirm the economic, social, environmental and financial viability as the basis for enabling an investment decision to be made by the Queensland and Commonwealth Governments.



### Bus Stop Upgrades

In 2021/22, \$589,590 from the Transport Levy was utilised to continue Council's bus stop infrastructure program. Under this program, 25 bus stops across the Sunshine Coast were completed, comprising a mix of new shelters on high patronaged stops frequented by seniors, and bike parking facilities at bus stops on the existing cycle network.

Funding assistance was also received from the Queensland Government to support Council's bus stop infrastructure program.

### Service improvements

In 2021/22, the Transport Levy continued to fund a number of transport trials in several Sunshine Coast community areas that are not currently serviced by public transport.

### Council Link

Council Link provides an affordable, door-to-door transport service for people aged 60 and over and for people with disabilities or a mobility impairment. This service, which was contracted to Comlink, collects people from their homes and takes them to and from their local shopping centre.

*Council Link is a Sunshine Coast Council program funded through the Transport Levy.*



AVERAGE **220**  
PASSENGERS  
PER WEEK AND  
**53,924** KM  
TRAVELLED BY  
COUNCIL LINK



**58**  
SUBURBS  
SERVICED

**11,203**  
PASSENGER  
BOOKINGS  
DELIVERED  
FOR THE YEAR



**52**  
NEW REQUESTS  
FOR SERVICE







#### Flexilink Trial Services

In 2021/22, the Transport Levy continued to deliver trial Flexilink transport services to two areas of the Sunshine Coast that currently have no access to public transport; the Peachester to Beerwah Flexilink service and the Conondale to Maleny Flexilink service.

Flexilink services are pre-booked scheduled transport services with each service offering six one-way trips that can be booked daily, Monday to Saturday.



IN 2021/22 THE FLEXILINK SERVICES DELIVERED OVER **2,700** PASSENGER TRIPS AND TRAVELLED OVER **33,000km** ACROSS THE TWO SERVICES



#### Kenilworth Community Transport Service

Throughout 2021/22, a dedicated group of volunteers from the Kenilworth community continued to operate the Kenilworth Community Transport Service. The service provides affordable, reliable and accessible community transport options to residents of the Kenilworth region who have limited transport options.



THROUGHOUT 2021/22 THE SERVICE AVERAGED **16** TRIPS PER MONTH AND **1.6** PASSENGERS PER TRIP, THE SERVICE NOW HAS **199** REGISTERED PASSENGERS, WITH **5** VOLUNTEER DRIVERS







## Transport Levy 2021/22 Program snapshot

### User benefits

#### Active Travel Maps

Following the successful release of the first four Active Travel Maps, Council has recently completed the fifth Active Travel Map series - the Sunshine Coast Hinterland Active Travel Map.

This A5 full-colour booklet showcases walking, cycling and public transport infrastructure across the hinterland areas centred around the train line and the main range towns.

A digital version can be accessed on Council's website.

#### RideScore Active Schools Program

Council, in partnership with We Ride Australia, has developed the RideScore Active Schools Program. This program was rolled out to nine selected Sunshine Coast schools in February 2022, with 1,400 students registered at end of June 2022.



**18,193** CYCLING AND SCOOTING TRIPS  
 BY RIDEScore PARTICIPANTS HAVE BEEN  
 RECORDED SINCE THE PROGRAM  
 LAUNCH IN LATE **FEBRUARY 2022**,  
 RESULTING IN A SIGNIFICANT REDUCTION  
 IN PRIVATE VEHICLE TRIPS TO SCHOOLS.



In addition to funding from the Transport Levy, this program has been made possible with Federal grant funding from the Move it AUS program, Queensland Government and Stockland.





### ThinkChange

**ThinkChange**\*, Council's branded travel behaviour change program, is a key action of the Integrated Transport Strategy and is a 2021/22 Transport Levy funded initiative. The primary objective of **ThinkChange** is to help everyone on the Sunshine Coast identify ways that we can all reduce our car use and reduce how far we travel in our cars.

**ThinkChange** is a commitment, by Council, to work with the community to identify and implement different ways we can all make changes so that we have less congestion and better liveability on the Sunshine Coast.

In 2021/22, **ThinkChange** has already developed five pilot initiatives in collaboration with participating partners and it is intended that these five pilot initiatives will progress to delivery in 2022/23.



### Modelling partnership with the Department of Transport and Main Roads

In 2021/22, Council has continued to develop and refine both region wide and local area computer models to assist with transport planning and forecasting of trips across the Sunshine Coast.

This model development has been undertaken in partnership with the Department of Transport and Main Roads and is partially funded by the Transport Levy. Transport modelling enables Council to analyse the existing and future performance of the transport network.



### Transport Futures Fund

The Transport Futures Fund was created to ensure that Council could be positioned to support major public transport investments by the Queensland Government and the Australia Government, at a future time.

This does not include subsidising current or proposed public transport services contracted by the State.

THE TRANSPORT FUTURES FUND IN  
**2021/22**  
INCREASED BY  
**\$4,386,764**

REFLECTING COUNCIL'S BUDGET  
ALLOCATION AND END-OF-FINANCIAL  
YEAR RECONCILIATION OF  
TRANSPORT LEVY EXPENDITURE

THE TRANSPORT  
FUTURES FUND  
BALANCE AS AT  
30 JUNE 2022 IS  
**\$21,571,709**









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**8.4 ENVIRONMENT LEVY ANNUAL REPORT 2021/22****File No:** Council meetings**Author:** Coordinator Biodiversity & Waterways  
Liveability & Natural Assets Group**Appendices:** App A - Environment Levy Annual Report 2021/22 ..... 41  

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**PURPOSE**

The purpose of this report is to present the Environment Levy Annual Report 2021/22 to Council for consideration.

**EXECUTIVE SUMMARY**

The Environment Levy, generated by all rate payers, provides important funding that allows Council and the community to work together to deliver a range of strategic projects, programs and initiatives that contribute to the preservation and enhancement of our natural environment, in particular our biodiversity, waterways and wetlands and coastal areas.

As a requirement of the Strategic Environment Levy Policy, an Annual Report for the 2021/22 financial year has been prepared (Appendix A).

The annual report summarises the program's \$13.17 million investment under five messages that align with the Environment Levy's tag line "*Your Environment Levy in action*" through:

- buying, protecting and enhancing environmentally significant land
- delivering on-ground environmental projects
- engaging and supporting the Sunshine Coast community
- building our knowledge (monitoring and research) and
- other environmental operational activities including invasive plant, animal and broader conservation estate management.

The delivery of the Environment Levy Program has supported the implementation of Council's Environment and Liveability Strategy 2017 (the ELS) which is assisting to transform the Sunshine Coast to deliver a healthy environment and liveable Sunshine Coast in 2041. It is a key funding source for various Transformational Actions set out within the Environment and Liveability Strategy.

Some of the 2021/22 program highlights include:

- \$5.67 million spent on purchasing 4 new properties adding approximately 165 hectares to Council's reserve network
- \$1.28 million managing land acquired through the Environment Levy
- \$1.1 million invested into coastal protection works and dune rehabilitation
- \$740,000 invested into invasive species research, action and community engagement
- \$610,000 supporting 19 community groups through Environment Levy partnerships
- \$325,000 awarded through Landholder Environment Grants to 103 private landholders
- \$616,000 invested into building our knowledge through a range of research management and monitoring projects



The Environment Levy Annual Report 2021/22 has been graphically designed internally to report to Council and the community. It will be available on Council's website for access and download.

## OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled "Environment Levy Annual Report 2021/22"
- (b) note the Environment Levy Annual Report 2021/22 (Appendix A) for the purpose of promoting Environment Levy outcomes and
- (c) acknowledge and thank the community groups, landholders, students, teachers and volunteers that have contributed to the delivery of the Environment Levy program outcomes over the 2021/22 financial year.

## FINANCE AND RESOURCING

In 2021/22, the Environment Levy generated approximately \$11.95 million in revenue. The total expenditure in delivering the endorsed program was \$13.17 million with \$1.22 million drawn from the Environment Levy restricted cash to fund significant investment into strategic land acquisitions (as per the provisions of the Environment Levy Policy).

Table 1 provides an overview of the 2021/22 Environment Levy Program for each of the reporting themes.

**Table 1: 2021/22 Environment Levy revenue and expenditure**

	2021/22 Actuals
Revenue raised	\$11,947,343
Restricted cash contribution	\$1,218,723
<b>Total</b>	<b>\$13,166,066</b>
<b>Expenditure</b>	
Buying, protecting and enhancing environmentally significant land	\$6,986,516
Delivering on-ground environmental projects	\$615,681
Engaging and supporting the Sunshine Coast community	\$1,421,519
Building our knowledge (monitoring and research)	\$2,027,814
Other environmental operational activities	\$2,114,536
<b>Total Expenditure</b>	<b>\$13,166,066</b>

The restricted cash balance at October 2022 was approximately \$1.07 million.

## CORPORATE PLAN

**Corporate Plan Goal:** *Our environment and liveability*

**Outcome:** 2.2 - Protection and enhancement of our natural assets and distinctive landscapes.

**Operational Activity:** 2.2.1 - Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.



## CONSULTATION

### Councillor Consultation

- Councillor M Suarez – Portfolio Councillor, Environment and Liveability
- Councillor P Cox – Portfolio Councillor, Environment and Liveability

### Internal Consultation

Consultation with Environment Levy project managers, finance officers and the Integrated Environment Team has occurred in preparing the Environment Levy Annual Report 2021/22.

### External Consultation

There has been no external consultation undertaken in relation to this report.

### Community Engagement

No community engagement has been undertaken in relation to this report.

## PROPOSAL

The Sunshine Coast Council Environment Levy allows Council to invest in the protection, enhancement and sustainable use of the region's biodiversity, waterways and wetlands, and coastal areas.

Coordination and implementation of the annual Environment Levy Program is overseen by the Environment and Sustainability Policy Branch, in conjunction with project managers across Council and the Integrated Environment Team.

In 2021/22, the Program's \$13.17 million investment has been summarised under five messages that align with the Environment Levy's tag line "*Your Environment Levy in action*":

- Buying, protecting and enhancing environmentally significant land
- Delivering on-ground environmental projects
- Engaging and supporting the Sunshine Coast community
- Building our knowledge (monitoring and research) and
- Other environmental operational activities.

Program delivery has supported the implementation of Council's Environment and Liveability Strategy 2017 (ELS) which is assisting to transform the Sunshine Coast to deliver a healthy environment and liveable Sunshine Coast in 2041. The Environment Levy Program outcomes have been summarised under a number of the Environment and Liveability Strategy's Transformational Actions.

### ***Connecting nature and people***

*Connecting our valued habitat areas to support our native flora and fauna and providing the community with opportunities to participate in conservation and to experience the natural environment.*

The Environment Levy has supported the acquisition of lands to expand the conservation estate and delivered a successful partnerships and grants program to engage and support the community in their conservation efforts.

Achievements include:

- \$5.67 million spent on purchasing 4 new properties, contributing approximately 165 hectares to Council's 7,864 hectare owned and/or managed reserve network, of which more than 4000 hectares has been secured through the Environment Levy.



- \$1.28 million managing land acquired through the Environment Levy.
- \$610,000 supporting 19 Environment Levy-partnership groups and almost \$10,000 provided in grants to community-based organisations.
- 4 new Voluntary Conservation Agreements bringing the total to 92 properties, protecting 1425 hectares.
- \$325,000 awarded through Landholder Environment Grants to 103 private landholders.
- More than 22,500 seedlings and 87 nest boxes for Land for Wildlife members.

***Stopping the brown from coming down***

*Partnering with rural, urban and development industries to reduce the impacts of sediment, nutrients and pollutants on waterway health.*

The Environment Levy has invested in improving the health of our catchments and waterways in engaging, educating and supporting the community and industry in fostering sustainable practices through improved erosion and sediment control.

Achievements include:

- \$220,000 invested into erosion and sediment control for waterways improvement and protection.
- Establishment of the first Regional Erosion & Sediment, Education & Trial facility - a purpose-built education facility to build knowledge, skills and capacity in erosion and sediment control practices.
- More than 500 sites visited by the Construction Management and Waterway Protection Taskforce to foster best practice in construction management through improved erosion and sediment control.

***Healthy coast***

*Providing a strategic and coordinated approach to the protection, sustainable use and enjoyment of our dunes, beaches, rocky shores and near-shore marine waters.*

The Environment Levy has continued to support a proactive approach to coastal management in delivering healthy, resilient, and usable coastal areas.

Achievements include:

- More than \$1.1 million invested to support biodiversity and scenic amenity of our coastal reserves through dune rehabilitation and shoreline erosion management.
- Almost 300 hectares managed through the coastal foreshore network.
- Continued investment in the development of the region's first Coastal Health Report—the first coast-wide assessment of the environmental condition and use of our beaches, headlands, lower estuaries, and coastal lagoons.

***Expanding the green space***

*Securing and activating space for future generations through accelerated strategic land programs to improve conservation, flood mitigation and sport and recreation opportunities.*

Environment Levy has supported initiatives in planning, research, and activation of our major greenspace areas.

- \$68,000 in ecological (flora and fauna) and hydrologic studies to inform management and planning for the Blue Heart Sunshine Coast and Lower Mooloolah River Greenspace areas.



***Managing our invasive plants and animals***

*Providing a collaborative, effective and efficient response to the management of invasive plants and animals to reduce their social, economic and environmental impacts.*

The Environment Levy has continued to support the delivery of invasive plant and animal management activities in accordance with the Sunshine Coast Local Government Area Biosecurity Plan 2017 (the Plan).

Achievements include:

- Commenced a 3-year Weed Management Pilot Program including trialling of new technologies, establishment of an Invasive Weeds Taskforce, and delivery of weed management demonstration sites
- \$339,000 to fund invasive plant and animal officer positions to support the delivery of the Plan.
- Innovative mapping and treatment of target terrestrial and aquatic invasive plants with a drone across 100Ha at 5 sites.
- \$126,000 invested into community engagement on biosecurity issues and to support on-ground pest actions.
- \$40,000 invested into the restoration of endangered riparian rainforest through the control of the invasive weed Cat's claw creeper on the North Maroochy River.

***An involved community***

*A major engagement program to inspire and empower the community to value the environment and play their part in a liveable, sustainable and resilient future.*

The Environment Levy has continued to support a range of community engagement and education projects to foster an involved community – one that values the environment and has the capacity to contribute towards the liveability, sustainability and resilience of the Sunshine Coast.

Achievements include:

- 340 students from 20 schools were engaged through the Kids in Action Program - exploring the theme of *Catchment Connections: Mountains to the Sea*. The program seeks to build environmental knowledge and understanding, whilst inspiring and providing opportunities for positive environmental and sustainability action.
- More than 200 attendees at the 2021 conservation forum - engaging volunteers on environmental issues and management approaches in working towards a sustainable future.
- Almost 1,400 community members engaged in coastal education via the Coastal Education Van at 17 events.

***Building our knowledge***

*Enabling evidence-based decisions for a healthy environment and liveable Sunshine Coast.*

The Environment Levy supports a range of targeted monitoring, modelling, research, and other data collection activities to inform evidence-based decision making, and current and future management actions.

Achievements include:

- A total investment of \$134,000 into shorebird, flying fox, koala and macropod research and conservation planning.



- Continued investment of \$135,000 into the monitoring of the Pumicestone, Upper Stanley, Mooloolah and Maroochy River catchments through the Healthy Land and Waterways Partnership.

### Legal

There are no legal implications to this report.

### Policy

Council's Corporate Plan 2022-2026 advances our vision for the Sunshine Coast as *Australia's most sustainable region - Healthy. Smart. Creative*. The plan identifies the goal for 'our environment and liveability' – *our natural assets, healthy environment and liveability credentials are maintained and enhanced*.

The Environment Levy Program is a key funding source for the implementation of the *Sunshine Coast Environment and Liveability Strategy 2017* which provides the long-term strategic direction in response to this goal.

### Risk

The annual communication of the Environment Levy Program achievements will assist to make the wider community and key stakeholders aware of the outcomes achieved by Council and the community volunteers through the Program.

### Previous Council Resolution

#### Ordinary Meeting 10 November 2021 (OM21/103)

*That Council:*

- receive and note the report titled "**Environment Levy Annual Report 2020/21**"*
- note the Environment Levy Annual Report 2020/21 (Appendix A) for the purpose of promoting Environment Levy outcomes and*
- acknowledge and thank the community groups, landholders, students, teachers and volunteers that have contributed to the delivery of the Environment Levy program outcomes for 2020 – 2021.*

### Related Documentation

- Sunshine Coast Council Corporate Plan 2022-2026
- Sunshine Coast Environment and Liveability Strategy 2017
- Sunshine Coast Local Government Area Biosecurity Plan 2017
- Sunshine Coast Council Environment Levy Policy

### Critical Dates

There are no critical dates that relate to this report.

### Implementation

The dissemination and promotion of the Annual Report will be undertaken in consultation with the Communication Branch.







## Acknowledgement of Country

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### Reference document

This document should be cited as follows:  
Sunshine Coast Regional Council. 2022. Sunshine Coast Environment Levy Annual Report 2021/22.

### Disclaimer

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### Acknowledgement

Cover image:  
Melomys – S. Foreman.

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

**Together, we are all stronger**

## Message from your Mayor and Councillors

Your Environment Levy supports a range of projects, programs and initiatives to protect and enhance our natural assets and helps us to deliver a healthier environment and more liveable Sunshine Coast.

Many of these projects are delivered in partnership with dedicated volunteers, landowners, community groups and research organisations – without whom, we would not be able to advance our efforts to achieve a sustainable Sunshine Coast.

In 2021/22, the Environment Levy has continued to support the purchase of land with important ecological values to grow our conservation estate, establish new reserves, expand existing ones and safeguard precious habitat.

As a council, we have also continued to lead the way in advancing our approach to invasive species management—trailing innovative technologies to improve the management of pest animals and weeds that can impact adversely on our environment, our communities and the resilience of our economy.

This year's program saw the inclusion of new projects focused on protecting waterways, which are assets highly valued by our community and fundamental to maintaining the liveability of our region. Through these projects we are engaging, educating and supporting industry and our community, along with fostering sustainable practices to improve erosion and sediment control.

Our council is pleased to celebrate the success of the projects, programs and initiatives funded by your Environment Levy and we would like to particularly acknowledge the work of our volunteers in working with us in our important stewardship of our region's invaluable natural environment.

Councillor Peter Cox  
Mayor Mark Jamieson  
Councillor Maria Suarez





## Where did your Environment Levy go in 2021/22?

The Sunshine Coast's natural environment is one of our most important assets. It is highly valued by Sunshine Coast Council and our community. The Environment Levy contributes to maintaining and enhancing our natural assets in line with our vision to be Australia's most sustainable region—healthy, smart, creative.

### Environment 2021/22 highlights



IN 2021/22 THE  
ENVIRONMENT LEVY WAS  
**\$80**  
PER ANNUM  
PER RATEABLE PROPERTY

THE TOTAL ENVIRONMENT LEVY  
INVESTMENT IN 2021/22 WAS  
**\$13,166,066**

**\$5.67 million** invested into the acquisition of environmentally significant land

**\$1.1 million** invested into coastal protection works and dune rehabilitation

**\$740,000** invested into invasive species research, action and community engagement

**\$610,000** provided to partnership community groups to deliver environmental projects

**\$325,000** in Landholder Environment Grants for 103 private landholders to undertake on-ground projects

**\$220,000** invested into erosion and sediment control and waterway protection



## Environment Levy 2021/22 Program snapshot

Coochin Creek Environment Reserve

Kirby's Road Environment Reserve

### Strategic Land Acquisition Program

The Environment Levy has continued to support the acquisition of environmentally significant land to protect and enhance habitat areas and biodiversity corridors.

Four properties were purchased in 2021/22—adding a further 165 hectares to Council's conservation estate.

#### This included:

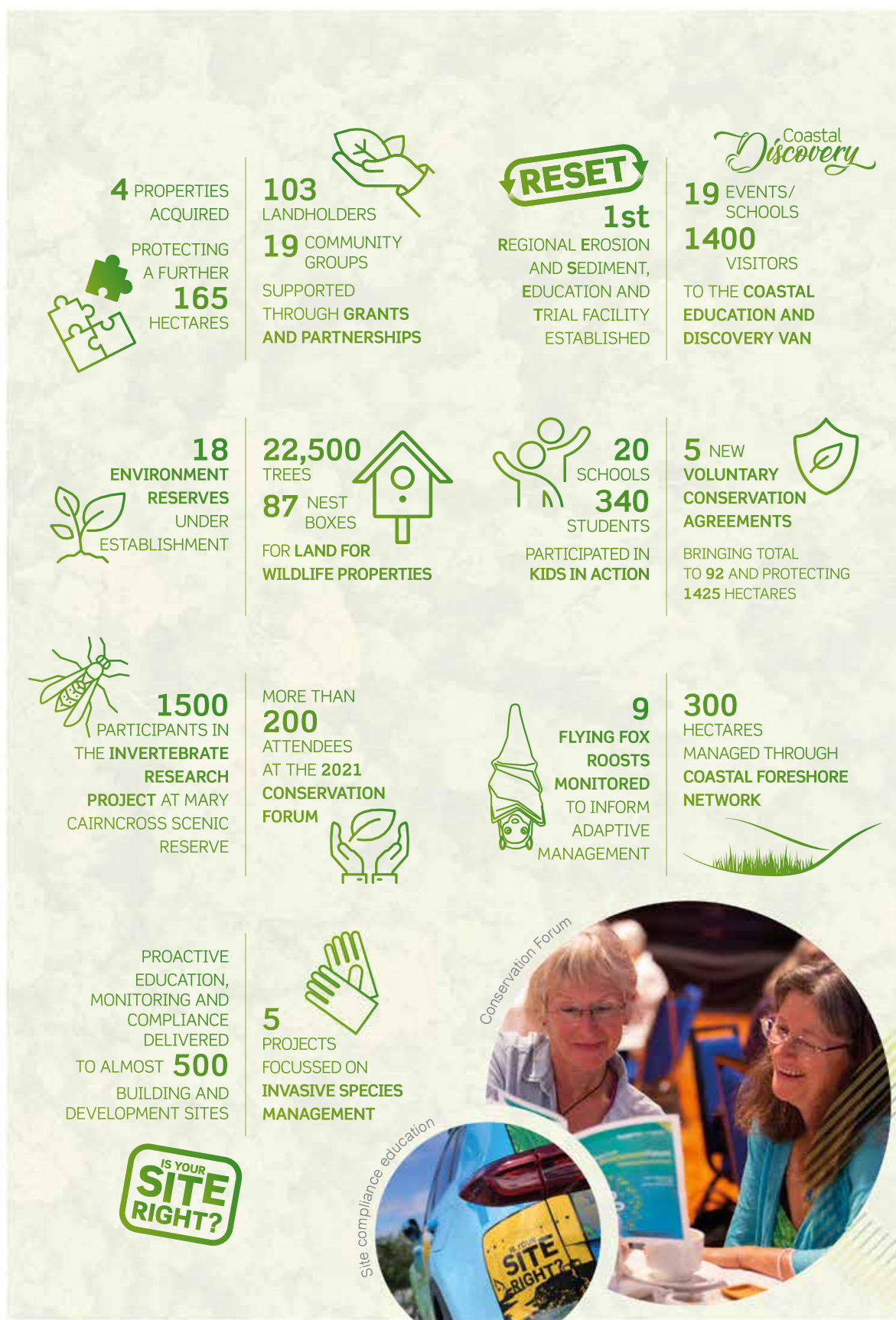
- **68 hectares of high-value habitat at Witta**  
expanding Kirby's Road Environment Reserve to 280 hectares and further consolidating landscape connectivity between Maleny and Kondalilla National Parks.
- **65 hectares at Coochin Creek**  
further consolidating the Regional Inter-urban Break Green Space and protecting 450 metres of Coochin Creek riparian habitat (which flows into the RAMSAR designated Pumicestone Passage).
- **19 hectares within the Blue Heart Sunshine Coast project area**  
expanding Coolum Creek Environment Reserve to 465 hectares, protecting Maroochy River riparian habitat and providing opportunity to consolidate connectivity of the Maroochy-Noosa Wallum biodiversity corridor.
- **13 hectares in Verrierdale**  
expanding an existing protected area of very high biodiversity values to 37 hectares to further protect **Critically endangered Lowland Rainforest regional ecosystems** and habitat for the Richmond birdwing butterfly (*Ornithoptera richmondia*).



Flying fox education

Establishing environment reserves









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## 8.5 CULTURAL HERITAGE LEVY ANNUAL REPORT 2021/22

**File No:** Council Meetings

**Author:** Coordinator Cultural Heritage Services  
Economic & Community Development Group

**Appendices:** App A - Heritage Levy Annual Report 2021-22..... 55  

### PURPOSE

The purpose of this report is to present the Cultural Heritage Levy Annual Report 2021/22 to Council.

### EXECUTIVE SUMMARY

The Cultural Heritage Levy (Heritage Levy) is used to document, research, conserve, protect, promote and provide access to those tangible and intangible items, places, facilities and events that define the stories, history and values of the people, communities and culture of the Sunshine Coast.

The Heritage Levy, which is generated by all ratepayers, plays an important role in enabling Council to deliver the Sunshine Coast Heritage Plan 2021-2031 (Heritage Plan) and ensures that Council effectively manages and conserves the region's heritage assets.

The annual Heritage Levy Program, aligned to the Heritage Plan and guided by the Heritage Levy Policy, delivers a range of projects under the five outcome areas of Knowledge, Conservation, Support, Communication, and Advocacy – all aimed at supporting the Heritage Plan's vision: *our heritage is our gift for the future*.

In 2021/22, the Heritage Levy amount of \$13 per rateable property raised \$1,934,719, which enabled Council to deliver a suite of programs under the Heritage Plan outcomes.

The 2021/22 Heritage Levy Program achieved:

- \$20,000 for the inaugural Historian in Residence program, with two research topics: mapping First Nations sites; and sporting history since 1901
- \$210,000 for research into regional stories, digitisation of significant regional collections, and engaging our community with heritage through digital stories and online content
- \$135,000 invested in the conservation of the region's heritage assets including State heritage-listed Landsborough Shire Council Chambers (Landsborough Museum), with its collection of over 14,000 objects; and State heritage-listed Bankfoot House, with its nationally significant collection
- \$115,000 to support the region's community museums and historical societies through practical workshops, professional development, community programs, collaborative marketing and events
- \$105,000 to support regional heritage programs and events, including the annual Heritage Symposium, Sunshine Coast Open House and the Horizon Festival
- \$25,000 to support cultural heritage projects developed in collaboration with Kabi Kabi Peoples, Jinibara Peoples and Descendants of Australian South Sea Islander peoples
- Over \$165,000 provided through grants programs to support First Nations groups, community museums and historical societies, and
- Endorsement of the Strategic Policy – Arts and Heritage Levy 2022 in June 2022.



It is important to note that this financial year the Cultural Heritage Collection managed by Council grew significantly with the donation of more than 14,000 objects as part of a new arrangement for the Landsborough Museum. The operation of the museum and its significant collection was accepted by Council at the request of the Landsborough and District Historical Society in November 2021, after the society stated it may be forced to fold due to falling volunteer numbers.

## OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Cultural Heritage Levy Annual Report 2021/22”,
- (b) note the Cultural Heritage Levy Annual Report 2021/22 (Appendix A) for the purpose of promoting Heritage Levy outcomes, and
- (c) acknowledge and thank the volunteers of the region’s community museums, heritage associations and groups that have contributed to the delivery of the Heritage Levy program outcomes for 2021/22.

## FINANCE AND RESOURCING

In 2021/22, the Heritage Levy generated \$1,934,719 in revenue.

Table 1 provides an overview of the Heritage Levy Program revenue and expenditure for each of the funding sub-programs as at 30 June 2022.

**Table 1: 2021/22 Heritage Levy actuals (revenue and expenditure) as at 30 June 2022**

<b>Revenue</b>	<b>2021/22 Actuals</b>
Heritage Levy Revenue	\$1,934,719
Heritage Calendar Sales	\$2,435
Donations (cash)	\$570
Restricted Cash Funding	\$215,750
<b>Total Revenue</b>	<b>\$2,153,474</b>
<b>Expenditure by Outcome (Heritage Plan 2021-31)</b>	<b>2021/22 Actuals</b>
Knowledge	\$97,840
Conservation	\$422,232
Support	\$363,682
Communication	\$212,371
Levy Management	\$266,379
<b>Restricted Cash Funds (Heritage Levy Policy)</b>	
Built Heritage Conservation Fund	\$33,794
Heritage Levy Futures Fund	\$757,176
<b>Total Actual Expenditure</b>	<b>\$2,153,474</b>



Table 2 provides the balances for the restricted cash funds as at 30 June 2022.

**Table 2: 2021/22 Heritage Levy Restricted Cash Balances as at 30 June 2022**

<b>Restricted Cash</b>	<b>Balance</b>
Heritage Levy (unallocated Levy funding prior to the establishment of the Heritage Levy Futures Fund)	\$339,754
Built Heritage Conservation Fund	\$128,938
Heritage Levy Futures Fund (established 2016/17)	\$4,111,558
<b>Total Restricted Cash</b>	<b>\$4,580,250</b>

## CORPORATE PLAN

**Corporate Plan Goal:** ***Our strong community.***

**Outcome:** 1.5 - Creative and innovative approaches to building a strong community.

**Operational Activity:** 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.

## CONSULTATION

### Councillor Consultation

- Councillor R Baberowski - Portfolio Councillor, Community

### Internal Consultation

- Finance Branch

### External Consultation

There has been no external consultation in relation to this report.

### Community Engagement

There has been no community consultation undertaken in relation to this report.

## PROPOSAL

The Cultural Heritage Levy (Heritage Levy) enables Council to invest in, and make accessible to the community, the research, conservation, protection, promotion and interpretation of those tangible and intangible items, places, facilities and events that define the stories, history and values of the people, communities and culture of the Sunshine Coast.

Specifically, the Heritage Levy is used to achieve Council's vision for heritage in the region "*Our heritage is our gift for the future*", as identified in the Sunshine Coast Heritage Plan 2021-2031 (Heritage Plan), and its five key heritage outcome areas: Knowledge, Conservation, Support, Communication and Advocacy.

Coordination and delivery of the annual Heritage Levy Program is overseen by the Cultural Heritage Services Team within the Arts, Heritage and Libraries Branch, and is developed



annually to align with the five outcome areas of the Heritage Plan and is endorsed by Council as part of its annual budget deliberations.

The Cultural Heritage Levy Annual Report 2021/22 (Appendix A) summarises the key achievements under the five Heritage Plan Outcome areas:

### **Knowledge**

*Heritage, its value and significance to the Sunshine Coast community, is comprehensively identified, researched, recorded and shared.*

Projects included:

- \$20,000 for the inaugural Historian in Residence program. Two professional Historians appointed and projects completed - Mapping First Nations Sites on the Sunshine Coast and Sporting History Since 1901 in the Region. Four public consultation sessions were held, with three additional public programs delivered.
- \$43,400 for the ongoing digitisation of significant regional collections, including over 8000 items from the Bill Robinson collection. This project includes making these collections more accessible online, linked to a searchable platform.
- \$34,400 utilised for ongoing improvements and training for the Collections database to improve visitor experience and search functions.
- The acquisition of the Landsborough Museum collection has added over 14,000 objects to Council's Cultural Heritage Collection.

### **Conservation**

*Best practice conservation management and innovative solutions protect and conserve the Sunshine Coast's natural and cultural heritage for current and future generations.*

Best practice projects included:

- Projects aligned to the Conservation Management Plans at Bankfoot House have been delivered:
  - Repainting of Bankfoot House completed in an appropriate heritage colour scheme (funded by Property Management)
  - Bankfoot House Paths and Patio Project (funded from Restricted Cash of \$215,750 this financial year):
    - Reconstruction of deteriorated garden elements (grape trellis, 1935 timber clothesline)
    - Addition of a patio to the Mary Grigor Centre to optimise public programming, and
    - A network of connected pathways for improved accessibility across the state heritage listed precinct.
- Operational and programming costs of \$83,700, including educational resources and additional display cases at Bankfoot House
- Council accepted the collection and operation of Landsborough Museum, one of the largest community museums in Southeast Queensland, including its collection of more than 14,000 objects
- Conservation and facility planning for Landsborough Museum at a cost of \$44,000, with a series of operational management reports (on the building, the collection and the exhibitions) completed or close to completion



- Ongoing improvements to collection management and storage of artefacts in the Cultural Heritage Collection at a cost of \$25,500 (see also Collection Store project below), and
- Built Heritage Conservation Fund - \$43,500 utilised for the Caloundra Lighthouse rehabilitation works. The remaining \$33,794 moved into the corresponding restricted cash at the end of the financial year.

**Support**

*Provide opportunities to stimulate understanding, activation and appreciation of the region's cultural heritage.*

Projects included:

- \$65,000 in professional development and support programs were delivered for local museums and the heritage sector, through workshops, hands-on skills sessions and access to expert advice.
  - Workshop topics included deaccessioning, conservation, strategic planning, and exhibitions.
  - External industry professionals completed Significance Assessment Reports and Preservation Needs Assessment Reports for a number of community museums. These will help groups prioritise and plan for the future.
- \$20,000 to commence the Collection Store project with consultants appointed and stakeholder engagement sessions completed. This project will be finalised in 2022/23 (additional \$178,142) with a Situation Analysis Report completed, proposed site selected, assessed and concept designs developed.
- The Heritage Levy funded the following Community Grants programs:
  - \$25,000 in Cultural Support Programs to support projects developed by Kabi Kabi Peoples, Jinibara Peoples, and Descendants of Australian South Sea Islander peoples.
  - \$103,400 in the Community Partnership Funding Program (16 organisations).
  - \$30,926 in the Events and Exhibitions Program (five projects).
  - \$30,739 in the Collection Care Program, (five projects).
  - A total of over \$190,000 in grants provided to the community.
- \$39,700 in interpretive projects were delivered, including a series of digital stories: "Allure of the Beach", celebrating the importance of ocean and beach culture; and collaborative films with Placemaking, capturing local stories in Woombye and Eumundi. Caloundra Regional Gallery utilised Cultural Heritage Collection objects and digital stories for a number of exhibitions, and
- \$50,500 in community events and programs including First Nations Family Fun Day at Bankfoot House, annual Heritage Symposium, collaborative film screenings for Reconciliation Week and at local film festivals, and Sunshine Coast Open House (sponsorship).

Other achievements:

- 71 events and public programs, with over 8500 attendees including Museum Mystery Madness (pilot school holiday program across the region), Historian in Residence, Heritage Talks, Sconetime, and Sector Development Programs
- 3778 visitors to Bankfoot House, including 877 school students engaging with our curriculum aligned education programs



- 34 digital programs, including Zoom/Teams workshops and online exhibitions, with 652 attendees, and
- 107,989 visits to the Heritage website.

**Communication**

*Increased visibility of heritage to strengthen community identity, resilience, and awareness of Sunshine Coast's cultural heritage.*

Achievements included:

- Regional Heritage Discovery Guide reprinted, and associated marketing campaign developed and promoted at several business/tourism events.
- \$2000 for the Cultural Heritage Prize, awarded through a sponsorship agreement with the University of the Sunshine Coast. Four student prizes (\$500 each) awarded annually.
- \$22,000 for two internship positions provided through Council's My Summer Workplace Program.
- \$85,000 for the Dicky Beach interpretive project, in partnership with Council's Parks and Gardens branch.
- Additional interpretive projects in Woombye, Eumundi, Coolumb Beach, Maleny Library and Landsborough.

**Levy Management/Advocacy**

*Key decision makers have an increased awareness and appreciation of the region's diverse heritage*

The Cultural Heritage Services Team consists of four Full Time Equivalent staff. Their responsibilities include management of key programs relating to sector development; heritage and community grants and marketing, managing Bankfoot House including running tours, programming, and volunteers, managing Council owned heritage collections and built heritage project support.

The Cultural Heritage Services team worked with other areas of Council, government and community groups to provide advice for a number of heritage listed places and projects including:

- Dicky Beach interpretive project
- Landsborough Museum
- Point Cartwright and La Balsa Parks Master Planning
- Eumundi Museum
- Buderim Pioneer Cottage
- Montville Memorial Gates
- Caloundra Lighthouses

As per the Heritage Levy Policy:

- \$77,294 (4%) of the Heritage Levy for 2021/22 was allocated to maintenance programs for heritage listed, Council owned, community leased properties through the Heritage Levy restricted fund – Built Heritage Conservation Fund. \$43,500 was spent on the Caloundra Lighthouse rehabilitation project, and the remaining \$33,794 moved into the corresponding restricted cash at the end of the financial year (see Conservation above).



- Over \$637,000 (33%) allocated to the Heritage Levy Futures Fund to support a Regional Collections Store and Interpretive Facility:
  - A \$200,000 project to investigate land/site options, further development of the business case and concept designs has commenced and will be completed in 2022/23. An initial \$20,000 was allocated to the project in 2021/22.
- Any unspent Heritage Levy funding has been allocated to the Heritage Levy Futures Fund at the end of the financial year. This equated to \$757,176 in 2021/22.

### **Challenges and Conclusion**

Throughout the 2021/22 financial year, several planned programs and events were impacted by the COVID-19 pandemic, localised flooding and resourcing issues.

Despite the challenges, a number of successful and engaging heritage initiatives were delivered.

In June 2022 the proposed Arts and Heritage Levy was endorsed by Council as part of the annual budget. The associated amendments to the strategic policy, now known as the Arts and Heritage Levy Policy, were also endorsed at this time. These provide a framework for managing the Levy and its broader scope.

From 2022/23:

- The Arts Levy program is based on \$3/rateable property and is aligned to the Sunshine Coast Arts Plan 2018-2038.
- The Heritage Levy program remains at \$13/rateable property and is aligned to the Sunshine Coast Heritage Plan 2021-2031.

It is intended that the Cultural Heritage Levy Annual Report 2021/22 (Appendix A) be made available on the Heritage website.

### **Legal**

There are no legal implications relevant to this report.

### **Policy**

The Sunshine Coast Heritage Plan 2021-2031 and the Heritage Levy Policy provide strategic direction and structure for the Heritage Levy.

The Heritage Levy is the key funding source for the implementation of the 10-year plan.

The annual Heritage Levy Program is developed in alignment with these documents and is endorsed by Council as part of the budget process.

### **Risk**

The Heritage Levy Policy does not stipulate the requirement to develop an annual report. However, communication of the annual Heritage Levy Program achievements ensures that Council, the community and key stakeholders, including the heritage sector and its many volunteers, are aware of the outcomes achieved by Council through the Heritage Levy.

### **Previous Council Resolution**

#### **Ordinary Meeting 25 February 2021 (OM21/11)**

*That Council:*

- receive and note the report titled "Sunshine Coast Heritage Plan 2021-2031"*
- adopt the "Sunshine Coast Heritage Plan 2021-2031" (Appendix A) and*



- (c) *authorise the Chief Executive Officer to make necessary minor administrative amendments to finalise the “Sunshine Coast Heritage Plan 2021-2031” to allow for final editing and publication.*

**Related Documentation**

- Sunshine Coast Council Corporate Plan 2021-2025
- Sunshine Coast Community Strategy 2019-2041
- Sunshine Coast Heritage Plan 2021-2031
- Strategic Policy – Heritage Levy 2021
- Strategic Policy – Arts and Heritage Levy 2022

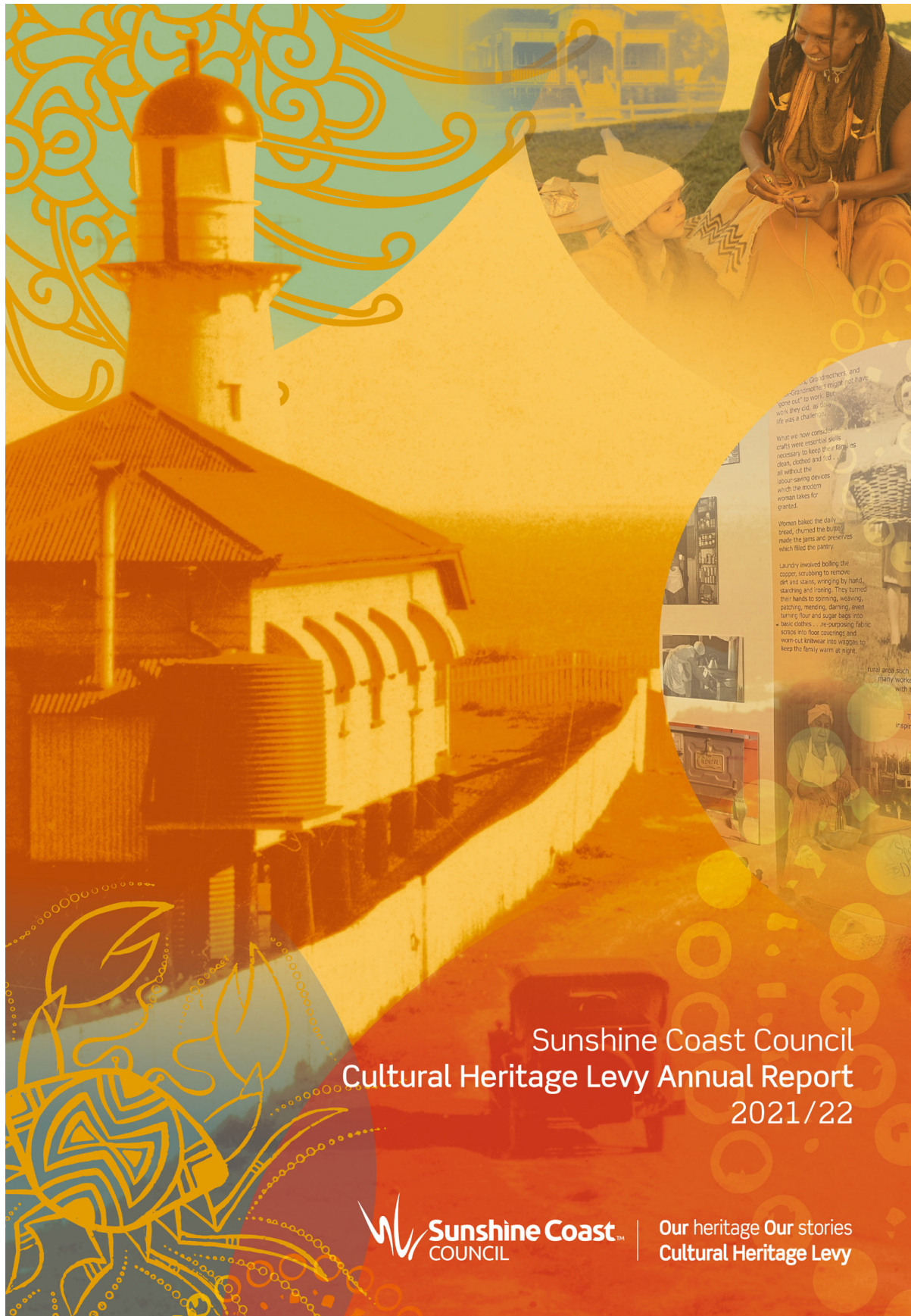
**Critical Dates**

There are no critical dates that relate to this report.

**Implementation**

Should the recommendation be endorsed by Council, the Heritage Levy Annual Report will be promoted in consultation with the Communication Branch.







## Acknowledgement of Country

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### Reference document

This document should be cited as follows:  
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2022. Sunshine Coast Cultural Heritage Levy Annual Report 2021/22.

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We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

**Together, we are all stronger**

## From your Mayor and Portfolio Councillor

Preserving our cultural heritage was one of the many criteria required for the Sunshine Coast to be officially recognised as a UNESCO Biosphere Reserve.

It is through the Cultural Heritage Levy that council was able to demonstrate how the region's First Nations history, built heritage, iconic sites, collections, and post-European settlement stories would be preserved for future generations.

This year marked the launch of the inaugural Historian in Residence program which aims to fill in the gaps in the Sunshine Coast's history. Our digital projects program captured local stories, while First Nations programs enabled the community to experience and understand history and culture from alternative perspectives.

The Levy continues to support heritage groups, Council's heritage trainees and students by providing access to ongoing professional development.

Many of the region's historic collections and buildings are cared for by Council and community groups, who are tasked with preserving, interpreting, promoting and making these collections accessible. Council is proud to support the sector by providing community partnership funding and other grant opportunities through the Levy.

We would like to take this opportunity to specifically thank our museum and heritage volunteers who help everyday with the preservation and interpretation of our history.

Mayor Mark Jamieson  
Councillor Rick Baberowski





## About your Cultural Heritage Levy and where did your Cultural Heritage Levy go in 2021/22?

The Cultural Heritage Levy plays an important role in enabling Council to deliver the Sunshine Coast Heritage Plan 2021-2031 and ensures that Council effectively manages and conserves the region's heritage assets.

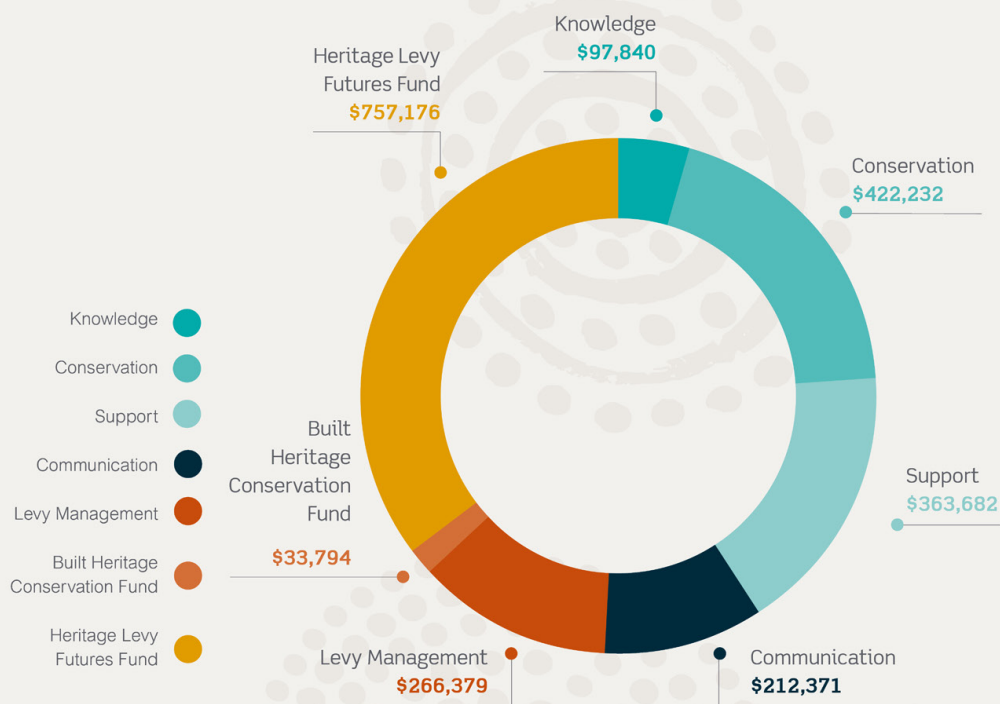


IN 2021/22  
THE CULTURAL  
HERITAGE WAS  
**\$13** PER ANNUM  
PER RATEABLE  
PROPERTY

THE TOTAL  
CULTURAL HERITAGE LEVY  
REVENUE IN  
2021/22 WAS  
**\$1,934,719**



In 2021/22 the Cultural Heritage Levy continued to focus on the five key outcome areas identified in the Sunshine Coast Heritage Plan. The funding investment that occurred in 2021/22:



### ADDITIONAL FUNDING

RESTRICTED CASH  
**\$215,750**

SALES AND  
DONATIONS  
**\$3005**

AS OF 30 JUNE 2022 HERITAGE LEVY  
FUTURES FUND BALANCE IS  
**\$4,111,558**

BUILT HERITAGE CONSERVATION FUND  
BALANCE IS **\$128,938**

OTHER RESTRICTED CASH  
BALANCE IS **\$339,754**  
TOTAL **\$4,580,250**





## Cultural Heritage Levy 2021/22 Program snapshot

### Overview

The Sunshine Coast Heritage Levy is used to document, research, conserve, protect, promote and provide access to items, places, facilities and events that define the stories, history and values of the people, communities and culture of the Sunshine Coast.

The Heritage Levy is used to achieve Council's vision for heritage in the region 'Our heritage is our gift for the future', as identified in the Sunshine Coast Heritage Plan 2021-2031, and its five key heritage outcome areas: Knowledge; Conservation; Support; Communication; and Advocacy.

### Knowledge

Projects to research, record, and share information about the region's heritage. In 2021/22, this included the inaugural Historian in Residence program, digitisation of significant regional collections, and improved accessibility to stories through digital platforms.



Supporting local museums,  
Kenilworth Museum.



**2** HISTORIANS  
IN RESIDENCE  
APPOINTED



TOPICS EXPLORED:  
**1** FIRST NATIONS  
CONNECTIONS



AND  
**2** SPORTING  
HISTORY

OVER **8,000** ITEMS  
DIGITISED FROM THE BILL  
ROBINSON COLLECTION



COUNCIL NOW MANAGES  
LANDSBOROUGH  
MUSEUM AND ITS  
COLLECTION OF OVER  
**14,000** OBJECTS



### Conservation

Supporting best practice management of heritage assets, from artefacts and archival records to heritage listed homes and lighthouses. In 2021/22, this included professional conservation treatment for SS Dicky wreck pieces, expert advice to guide preventative conservation at Landsborough Museum, a significant project to upgrade public programming spaces and accessibility at Bankfoot House, and rehabilitation works at the Caloundra Lighthouses.



Historian in Residence Program,  
Heritage Library.

### Support

In 2021/22, the Cultural Heritage Levy continued to assist local museums, heritage organisations, and First Nations Peoples through professional development initiatives, grants programs, and community events.



OVER **\$190,000**  
IN GRANTS INITIATIVES  
SUPPORTED IN 2021/22



**16** ORGANISATIONS,  
COMMUNITY PARTNERSHIP  
FUNDING PROGRAM



**5** PROJECTS, COLLECTION  
CARE PROGRAM



**5** PROJECTS, EXHIBITIONS  
AND EVENTS PROGRAM



**3** PROJECTS, CULTURAL  
SUPPORT PROGRAM







Welcome to Country, First Nations Family Fun Day.

### Communication

Creating and increasing awareness of the region's heritage continues to be an important role of educational initiatives, interpretive trails, and marketing campaigns. The ever-popular Discovery Guide reached new audiences through partnerships with local film festivals and industry events.



**71** EVENTS AND PUBLIC PROGRAMS,  
OVER **8,500** ATTENDEES



NEARLY **108,000** VISITS TO THE HERITAGE WEBSITE



**3,778** VISITORS TO BANKFOOT HOUSE,  
INCLUDING **877** SCHOOL STUDENTS  
EXPERIENCING EDUCATION PROGRAMS



Delivering an education program for school students.

### Advocacy

Council works in partnership with internal and external stakeholders, and provides advice and assistance for heritage places and projects.

The Built Heritage Conservation Fund supports maintenance programs for heritage listed, council owned, community leased properties.

The Heritage Futures Fund was established to provide capital funding for a Regional Collections Store and Interpretive Facility.

### IN 2021/22



THE HERITAGE LEVY FUTURES FUND INCREASED BY  
**\$757,176**

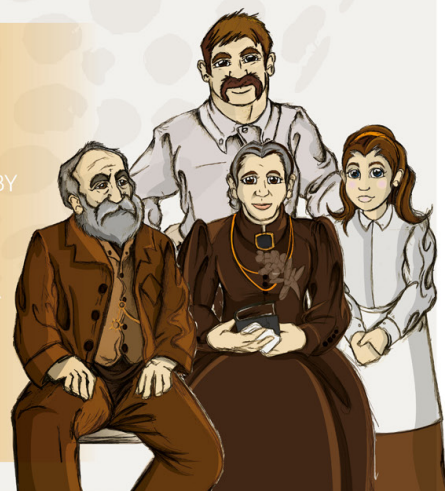


THE BUILT HERITAGE CONSERVATION FUND INCREASED BY  
**\$33,794**

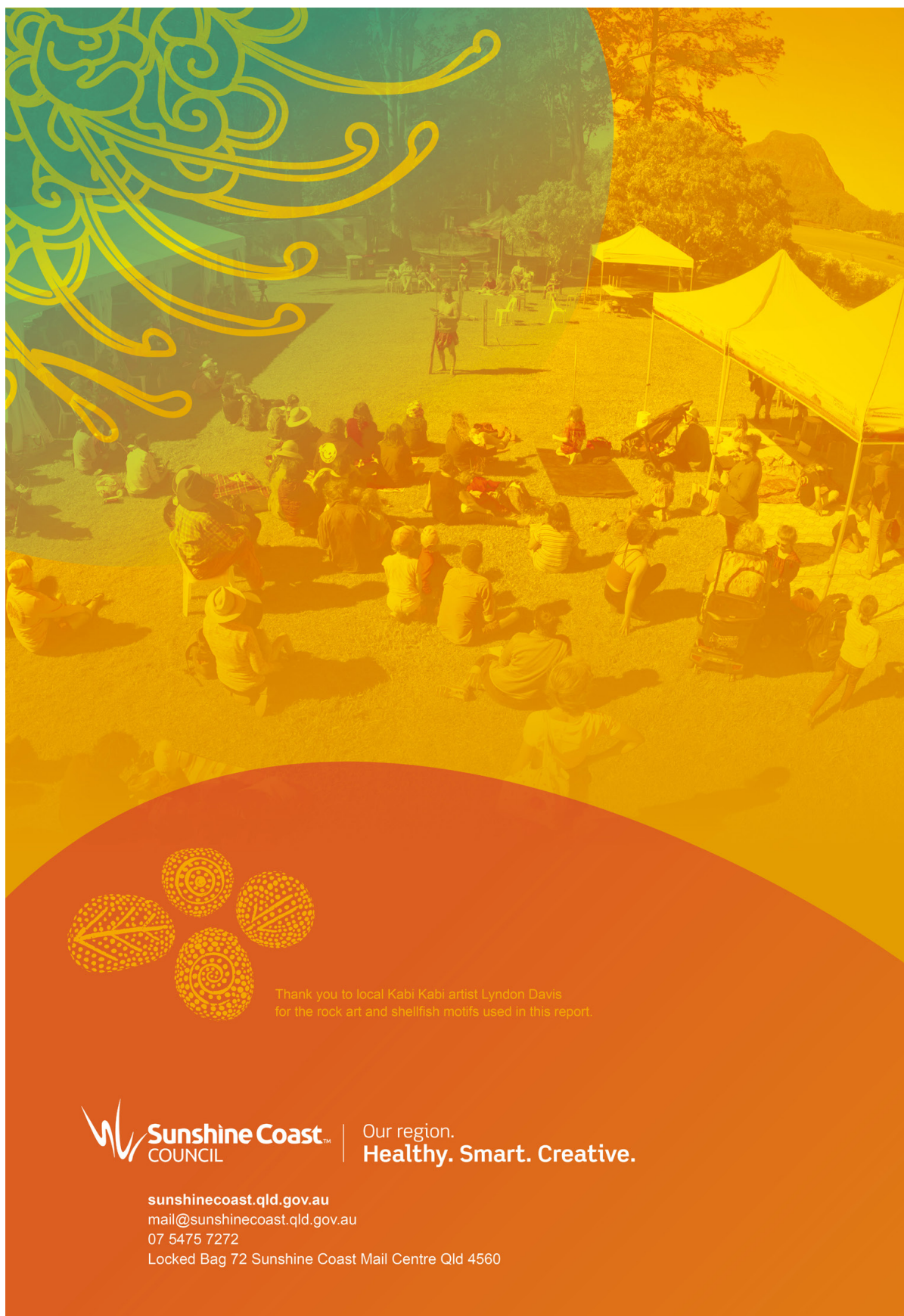
REFLECTING COUNCIL'S BUDGET ALLOCATION AND  
END-OF-FINANCIAL YEAR RECONCILIATION OF CULTURAL  
HERITAGE LEVY EXPENDITURE



THE TOTAL OF ALL OF THE CULTURAL HERITAGE  
LEVY RESTRICTED FUNDS AS AT 30 JUNE 2022 IS  
**\$4,580,250**












## 8.6 LANDSBOROUGH MUSEUM - MANAGEMENT REPORT

**File No:** D2022

**Author:** Coordinator Cultural Heritage Services  
Economic & Community Development Group

**Attachments:** Att 1 - Landsborough Museum Preservation Needs Assessment (Extract only) ..... 71 [↓](#)   
Att 2 - Landsborough Museum Facility Development Asset Management Plan (Extract only) ..... 89 [↓](#)   
Att 3 - Landsborough Museum Interpretation Plan (Extract only) ..... 97 [↓](#) 

### PURPOSE

This report responds to the resolution of Council on 10 November 2021 (OM21/113) which requires the Chief Executive Officer to prepare a document addressing the operational planning for Landsborough Museum by November 2022 including:

- i. a specific management strategy for the accepted community collection (Landsborough Museum Preservation Needs Assessment, Attachment 1), and
- ii. a facility management strategy within the context of the Heritage Precinct Strategy and the 15-year Masterplan for Landsborough (Landsborough Museum Facility Development Asset Management Plan, Attachment 2), and
- iii. an exhibitions development strategy (Landsborough Museum Interpretation Plan, Attachment 3), and present this report to Council by 30 November 2022.

### EXECUTIVE SUMMARY

At the Ordinary Meeting held on 10 November 2021 (OM21/113), Council endorsed a recommendation to accept the donation of the Landsborough Museum community collection from the Landsborough and District Historical Society and to support a governance model to enable Council to manage and operate Landsborough Museum.

Earlier this year, Landsborough Museum (the Museum) was formally handed over to Council and a further agreement signed with the Landsborough and District Historical Society for its members to provide ongoing research support via a Memorandum of Understanding.

The Museum operates out of the 1924 Landsborough Shire Council Chambers building, which is owned by Council and is state heritage listed (Queensland Heritage Register 601915), with historical, aesthetic and social significance.

A recent Conservation Management Plan (2019) provides a framework for managing this significant building. The building and the associated outbuildings sit adjacent to the former Landsborough Depot and are within the Landsborough Heritage Precinct identified in the Landsborough Placemaking Master Plan endorsed by Council at its Ordinary Meeting held on 30 January 2020 (OM20/4).

In response to the resolution of Council at the 10 November 2021 Ordinary Meeting (OM21/113), this report provides Council with three operational planning documents:

- i. Landsborough Museum Preservation Needs Assessment (Attachment 1) to guide the preservation of the collection, and
- ii. Landsborough Museum Facility Development Asset Management Plan (Attachment 2) to guide the immediate repair of the building by addressing basic workplace health and



safety requirements and issues of building compliance, deterioration and accessibility, and

- iii. Landsborough Museum Interpretation Plan (Attachment 3) to identify how it can be best interpreted.

It is noted that the Landsborough Museum Facility Development Asset Management Plan (Attachment 2) prepared by consultants Stantec (formerly Cardno), identified a range of issues with the buildings that house the Museum and its collection. These issues of compliance, specifically as it relates to fire and electrical safety, will need to be addressed by Council in the immediate future. In consultation with the Property Management Branch, priority items will be addressed with the available budget in 2022/23 and/or referred to the 2023/24 budget process for Council's consideration. Longer term issues will be referred to the ten year capital budget program.

The Landsborough Museum Preservation Needs Assessment (Attachment 1) and Landsborough Museum Interpretation Plan (Attachment 3) will be considered as part of the planning for the annual Arts and Heritage Levy funded program, which is presented to Council as part of the annual budget process.

## OFFICER RECOMMENDATION

**That Council:**

- (a) receive and note the report titled "Landsborough Museum - Management Report"
- (b) note that a request to develop a long term strategic plan for Landsborough Museum will be included in the Arts and Heritage Levy Program for consideration in the 2023/24 budget process, and
- (c) note that costs associated with building safety and compliance of Landsborough Museum will be addressed with the available budget in 2022/23, or through the 2023/24 budget process, and longer term issues will be referred to the ten year capital budget program.

## FINANCE AND RESOURCING

The Landsborough Museum Facility Development Asset Management Plan (the Plan) (Attachment 2) provides a 15-year capital renewal outlook and has identified a number of significant priority issues facing the Landsborough Museum building specifically relating to fire and electrical safety.

The Plan identified the overall condition of the Landsborough Museum building as Fair to Poor from inspections undertaken on 18 May 2022 and 24 August 2022, and a level of investment is likely to be required to bring the building up to Council's expectations of a public visitor site, and hence, provide an acceptable level of service.

### The Facility - Short term

The Plan identifies a budget of approximately \$243,000 will be required to address the priority issues of the building over the next 12-18 months.

**Table 1: 2022-2024 Priority Issues**

Financial Year	Budget and description	Funding source
2022/23	Safety and compliance issues: Electrical switchboards and meter upgrades \$56,000	Combination of existing and additional budget



Financial Year	Budget and description	Funding source
	Fire detection, egress measures and signage upgrades \$47,000 Total \$103,000	
	Staff Workplaces (up to Council standard): Staff wifi and network \$15,000 Air conditioning \$36,000 - \$42,000 (TBC) Total \$50,000	Combination of existing and additional budget
2023/24	Safety and compliance issues: Balustrade and stairs \$20,000 Internal ramp \$50,000 PWD toilets \$20,000 Total \$90,000	To be determined through normal budget development process

#### The Facility - Medium to long term

The Plan, in looking at the long-term capital renewal program – provides three models for consideration. These are summarised below.

**Table 2: 2022-2038 Spend per Financial Modelling Scenario (Source: Facility Development Asset Management Report, Extract, Table 1.4)**

Scenario	2022 - 2026	2027 - 2031	2032 - 2036	2036+	Total
Scenario 1 Total	\$536,070	\$442,445	\$256,675	\$162,615	\$1,397,805
Scenario 2 Total	\$960,570	\$460,445	\$256,675	\$162,615	\$1,840,305
Scenario 3 Total	\$1,432,065	\$116,475	\$245,900	\$84,865	\$1,879,305

- Scenario 1 – Run to fail and safety improvements – assets are replaced on a like for like basis on reaching condition rating of “5-Very Poor” (equivalent to end of asset life).
- Scenario 2 – Scenario 1 plus functionality improvements – as identified upon inspection or via stakeholder engagement.
- Scenario 3 – Scenario 2 plus additional functional and safety improvements to maintain an overall condition rating of “2-Good”. The impact of this scenario is moving a number of renewal activities into earlier years.

Arts, Heritage and Libraries Branch will now work with Property Management Branch to review the Plan in detail with works to be prioritised and included in Council’s annual budget process, including the 10-year capital works program within the context of maintaining a Council owned and managed facility.

#### Levy funded

Council’s Arts and Heritage Levy currently generates over \$1.9 million annually for Heritage Programs and is the key funding source for the delivery of the Sunshine Coast Heritage Plan 2021-2031.

The Heritage Levy Program, presented annually for endorsement as part of Council’s annual financial planning processes, identified \$60,000 for Landsborough Museum in 2022/23. This



allocation was based on previous expenditure at Council's other heritage offering - Bankfoot House (a house museum and interpretive centre at the Glass House Mountains) and is intended to focus on operational and programming deliverables.

A further \$30,000 was allocated to manage Council's heritage collections held at both at Bankfoot House and Landsborough Museum.

The Landsborough Museum Preservation Needs Assessment (Attachment 1) identifies a series of threats to the collections held within Landsborough Museum and outlines a series of recommendations and interim measures. In the main, these relate to the development and implementation of appropriate collection management measures, policies and procedures; and a program of training, cleaning, rehousing, and monitoring of collections.

Many of these recommendations can be addressed by the Arts and Heritage Levy 2022/23 heritage program (Heritage Collection) budget.

Ongoing, the Landsborough Museum Preservation Needs Assessment recommendations will be considered in the development of the annual Arts and Heritage Levy funded program.

The Landsborough Museum Interpretation Plan (Attachment 3) outlines a series of improvements to the Museum's exhibitions and to the structure and flow of the visitor experience.

For the next three years, these are largely cosmetic and/or aesthetic changes but will have a dramatic visual impact without significant costs.

The Landsborough Museum Interpretation Plan will inform ongoing short and long-term planning for the Museum as will:

- i. The Regional Collection Store (currently the subject of a feasibility planning process) particularly as it relates to the museum's capacity to manage the heritage collection.
- ii. the outcomes of the stakeholder engagement program to be rolled out as part of the Landsborough Heritage Precinct Master planning process to be undertaken in 2024/25.
- iii. the proposed Queensland Government's rail duplication project.

All of these projects may impact significantly on the site noting that in the case of projects ii) and iii) the impacts will be on the feasibility of growing the Museum's offering.

#### Other funding sources

It is important to note that the Landsborough and District Historical Society, whose members actively volunteer at the Museum, are also proactively sourcing grant funding for exhibition projects in support of the Interpretation Plan. The continuation of the Landsborough and District Historical Society as an incorporated entity separate to Council enables the organisation to apply for external grants.

## **CORPORATE PLAN**

**Corporate Plan Goal:** ***Our strong community.***

**Outcome:** 1.5 - Creative and innovative approaches to building a strong community.

**Operational Activity:** 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.



## CONSULTATION

### Councillor Consultation

Councillor R Baberowski - Division 1 and Portfolio Councillor, Community

### Internal Consultation

Group Executive, Economic and Community Development  
Manager, Arts, Heritage and Libraries  
Senior Management Accountant, Business Performance  
Buildings and Facilities Asset Manager, Business Performance  
Coordinator Placemaking, Liveability and Natural Assets

### External Consultation

The committee of the Landsborough and District Historical Society have been proactively involved in discussions with consultants and staff in the development of the Landsborough Museum Preservation Needs Assessment (Attachment 1), Landsborough Museum Facility Development Asset Management Plan (Attachment 2), and Landsborough Museum Interpretation Plan (Attachment 3).

Professionals in the fields of conservation, exhibitions, museums, and facility management were contracted to deliver and/or assist with these projects.

### Community Engagement

No broad community engagement was undertaken.

Discussions in relation to this project have involved the primary stakeholders being Landsborough and District Historical Society and Council.

It is noted in this report that the delivery of the Landsborough Museum Interpretation Plan should consider the Landsborough Heritage Precinct master planning process to be undertaken in 2024/25, and the proposed Queensland Government's rail duplication project, and any stakeholder engagement already undertaken or proposed as part of these projects.

## PROPOSAL

In response to the resolution of Council at the 10 November 2021 Ordinary Meeting (OM21/113), this report provides Council with three operational planning documents:

- i. Landsborough Museum Preservation Needs Assessment (Attachment 1) to guide the preservation of the collection, and
- ii. Landsborough Museum Facility Development Asset Management Plan (Attachment 2) to guide the immediate repair of the building by addressing basic workplace health and safety requirements and issues of building compliance, deterioration and accessibility, and
- iii. Landsborough Museum Interpretation Plan (Attachment 3) to identify how it can be best interpreted.

### Landsborough Museum Preservation Needs Assessment (Attachment 1)

The Preservation Needs Assessment was prepared by a professional conservator and provides a comprehensive analysis of existing conditions and suggests the "collection is a significant repository of information of the Landsborough and surrounding region and its history. It is yet to reach its full potential due to space restrictions and lack of resources."



The Preservation Needs Assessment identifies a series of threats to the collections held within Landsborough Museum, notably pests, mould, poor storage, a lack of climate control in storage and display, policy and procedural omissions or oversights, and the need for disaster planning and training.

The recommendations focus on incremental improvements that can be undertaken in the short-term, for the long-term preservation of the collection – and to align to best practice. These include improvements to exhibition and storage conditions (light levels, temperature, humidity, pests, mould); the development and implementation of appropriate collection management measures, policies and procedures; and a program of training, cleaning, rehousing, and monitoring of collections.

Council staff, supported by the passionate Landsborough and District Historical Society volunteers, are already working on many of these projects, and rationalising storage areas.

The Landsborough and District Historical Society is actively seeking external grant funding to assist with insulation of the collection storage areas and purchasing additional shelving.

#### Landsborough Museum Facility Development Asset Management Plan (Attachment 2)

This is Landsborough Museum's first Facility Development Asset Management Plan and has been developed to articulate future development requirements and management of the site's assets over the next 15-year horizon.

This includes requirements for refurbishment, maintenance, compliance, redevelopment upgrades and enhancements to facilitate the requirements of the Museum.

The Plan considers the overall condition of the Landsborough Museum as fair to poor. Of particular concern is the number of compliance, safety, and regulatory issues that the Plan identified. These issues are summarised in Table 3 below and will need to be addressed as soon as possible.

**Table 3: Safety issues observed during inspection (Source: Facility Development and Asset Management Plan Report, Table 1.2)**

Driver	Description	Location	Comments/ issues/actions
Electrical safety	Electrical wiring is exposed and running over wall/ceiling fixtures. There are also insufficient GPOs as many extension cords are in use.	Bicentennial Building – exhibition area Connection Building Workshop Buildings	The wiring is exposed in particular to water from roof leaks and condensation in the areas observed. Provide protection to exposed wiring, including under Heritage building. Install additional GPOs in all buildings Rewiring of the Bicentennial building is required.
	Switchboard in cupboard in one of the amenities is exposed to a gutter	Bicentennial Building – amenities	The switchboard is exposed to water overflowing from the gutter during heavy rain. Replace switchboard with waterproof board
	Staff close off the electricity to the building by closing down one of the circuits on the switchboard.	1924 Heritage Building	Staff are shutting down one circuit via switchboard when locking up the building (see safety issues) which is not good practice and closes off protection of devices on that circuit until it is restored. Replace switchboard
Fire Protection	Existing smoke detectors are battery operated	All areas	Replace battery operated smoke detectors with complaint hardwired devices.
Compliance with PWD (persons with disabilities) requirements	The toilets are not compliant with PWD requirements	Bicentennial Building – amenities	The amenity doors are of insufficient width and there are no aids for PWD inside the toilet cubicle itself e.g., handrails (AS1428.1-2019). Upgrade amenities to include PWD facilities



Driver	Description	Location	Comments/ issues/actions
	Ramp for PWDs is not compliant	Connection Building	Ramp for wheelchair access to/from Heritage Building is not wide enough (circa 850mm) compared to required PWD clearance (1m) (AS1428.1-2019). The exit to low point is very close to adjacent stairway which is also not practical. Upgrade ramp.
Asbestos exposure	Asbestos manhole	1924 Heritage Building	Manhole through to attic from safe needs replacing. Asbestos manhole cover. Upgrade when condition reaches intervention criteria
Trip, slips and falls	Poor condition of stairs of original building entrance	1924 Heritage Building	The stairs up to the door of the building are in poor condition, are a safety risk and a rarely used as an entrance. More visitors enter from the deck via the concrete ramp. Repair or replace existing stairs
	Non-compliant balustrade	1924 Heritage Building	The balustrade is not compliant with current code for "openings" permissible once a structure is over 1 metre from the ground (Building Code of Australia Volume 2).
	Uneven floor (internal)	Workshop Buildings	Flooring is rubber sheeting and crusher dust over an uneven base which slopes down towards the stormwater drain towards the southern end of the buildings Provide concrete floor
	Uneven floor (external)	Car Park	Main car park very uneven with an unsealed surface. A number of potholes were observed. Reconstruct car park and driveway
Evacuation signage	Signage does not meet relevant code for emergency exits and no emergency lighting is installed	Bicentennial Building – exhibition area	Signage does not meet relevant standard for emergency exits (Building Code of Australia Volume 1).
		Connection Building Workshop Buildings	Upgrade signage and install emergency lighting

The Plan contains three capital renewal models to address the immediate issues:

- Scenario 1 – Run to fail and safety improvements – assets are replaced on a like for like basis on reaching condition rating of "5-Very Poor" (equivalent to end of asset life).
- Scenario 2 – Scenario 1 plus functionality improvements – as identified upon inspection or via stakeholder engagement.
- Scenario 3 – Scenario 2 plus additional functional and safety improvements to maintain an overall condition rating of "2-Good". The impact of this scenario is moving a number of renewal activities into earlier years.

In all three scenarios, the compliance issues – fire safety (wired detection systems, evacuation and exit compliance measures); access ramps (internal and external); accessible toilets; and electrical issues (switchboard replacements, exposed wiring) were flagged as significant safety and regulatory concerns that need to be rectified within the current financial year.

Approximately \$243,000 will be required for this work in 2022/23, or as soon as practicable in 2023/24.

Property Management will now review the identified non-compliance issues and develop a scope of works to address. Property Management has already improved the security and monitoring of the site, and is currently working to address the fire safety issues (wired detection systems, evacuation and exit compliance measures).



With a Master Plan still to be implemented for the area in which the Museum site sits, and as part of the broader heritage precinct, it is likely the existing assets will be impacted in the future.

As such, the Plan recommends Scenario 1, with select functional improvements from Scenario 2. This will avoid over investment in the existing assets in the short-term, allowing for this to be modified when the Master Plan is implemented.

#### Landsborough Museum Interpretation Plan (Attachment 3)

The Landsborough Museum Interpretation Plan (Attachment 3) outlines a series of improvements to the exhibitions and to the nature and structure of the visitor experience.

This is a five year plan which recommends a shift away from a content and typology focus (bulk groupings of objects, like with like – crockery, cameras, radios, woodworking tools) to a more contemporary thematic approach is at the core of the Plan. Objects and images in context, telling regional stories around key themes within the history of the Sunshine Coast will provide a more engaging visitor experience for all ages and abilities.

An overview of the key stories, major themes, and floorplan of the Bicentennial Wing is provided in the Interpretation Plan. Detailed object and image lists are not available at this time, noting a document like this could run to hundreds of pages (the space is over 300 square metres and will accommodate thousands of objects).

A staged approach is planned to align to key milestones:

- 2022–2023: Thematic and aesthetic realignment of Landsborough Museum exhibitions and content – Landsborough and District Historical Society will celebrate their 50-year anniversary in 2023.
- 2023–2024: Focus on the heritage listed Landsborough Shire Council Chambers (former) – to commemorate the Centenary of the building, built 1924.
- 2024–2025: Landsborough Heritage Precinct due for master planning and community consultation. This will enable further consultation and development of the plans for the Museum.
- 2025–2026: Landsborough Museum will celebrate 50 years in 2026.

During this period, a longer term strategic plan will be developed. The plan will be informed by contemporary museum thinking and approaches, and the built environment in which the Landsborough Museum sits – including the Landsborough Heritage Precinct Master Plan process to be undertaken in 2024/25 and the proposed Queensland rail duplication project.

The Landsborough and District Historical Society is actively seeking grant funding for exhibition projects in support of the Landsborough Museum Interpretation Plan.

#### **Legal**

A series of compliance, safety, and regulatory concerns have been identified through the Landsborough Museum Facility Development Asset Management Plan and should be addressed to avoid any health and safety ramifications.

#### **Policy**

The Art and Heritage Collections Policy and its guiding principles provides a clear framework for heritage collections and their important role in documenting and celebrating the unique character and identity of the Sunshine Coast.

The Sunshine Coast Heritage Plan 2021-2031 provides additional strategic direction. Of relevance to the management of the Landsborough Museum are:

- Strategy 2.2 Ensure Council-owned heritage assets are managed in accordance with best practice conservation principles.



- Strategy 2.4 Facilitate the adaptive re-use of Council's heritage facilities, with the aim of achieving sustainable use outcomes.
- Strategy 4.2 Strengthen partnerships which create and promote cultural heritage tourism opportunities.
- Strategy 4.3 Expand audience understanding of and appreciation for the region's cultural heritage.

**Risk**

Given the identification of substantial non-compliance issues with the Landsborough Museum (building), failure to address these issues represents significant risks to people, property, and to reputation.

This may also impact on insurance premiums.

**Previous Council Resolution****Ordinary Meeting 10 November 2021 (OM21/113)**

*That Council:*

- (a) *receive and note the report titled "Landsborough Museum - Governance and Partnership Report"*
- (b) *acknowledge with gratitude the contribution of over 45 years of the community volunteers in the operation of the Landsborough museum and accept the donation of the Landsborough Museum community collection in line with the Arts and Heritage Collection Policy 2017*
- (c) *support a governance model for Landsborough Museum that enables Council to operate the Museum as a service of Council and the Landsborough and District Historical Society to provide agreed support services*
- (d) *authorise the Chief Executive Officer to progress formal agreements with Landsborough and District Historical Society to support Council's decision and*
- (e) *request the Chief Executive Officer to prepare a report including:*
  - i. *a specific management strategy for the accepted community collection*
  - ii. *a facility management strategy within the context of the Heritage Precinct Strategy and the 15 year Masterplan for Landsborough and*
  - iii. *an exhibitions development strategy, and present this report to Council by the 30 November 2022.*

**Ordinary Meeting 30 January 2020 (OM20/4)**

*That Council:*

- (a) *receive and note the report titled "**Landsborough Placemaking Master Plan**"*
- (b) *adopt the Landsborough Placemaking Master Plan (Appendix A)*
- (c) *delegate authority to the Chief Executive Officer to make necessary minor amendments to finalise the "Landsborough Placemaking Master Plan" in consultation with the Portfolio Councillor Place Development and Design and Divisional Councillor and*
- (d) *refer the project to the 2020/21 budget for consideration.*

**Related Documentation**

- Art and Heritage Collections Policy



- Sunshine Coast Heritage Plan 2021-2031
- Landsborough Placemaking Master Plan (2020)

**Critical Dates**

The identified compliance issues represent critical issues and should be rectified as soon as possible.

**Implementation**

Should the report be accepted by Council, the Chief Executive Officer will advise staff to implement the recommendations within the report.



# LANDSBOROUGH MUSEUM

## Preservation Needs Assessment

Prepared by: Melanie Fihelly, BAppSc PMAICCM  
Objects Conservator

Date: June 2022



This Preservation Needs Assessment was funded by Sunshine Coast Regional Council's Cultural Heritage Levy.

Landsborough Museum Preservation Needs Assessment (EXTRACT ONLY)

1



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### 3. Executive Summary

The Landsborough Museum (LM) was opened in 1976 by the Landsborough and District Historical Society (L&DHS). The L&DHS was formed in 1973, by a small, dedicated group of volunteers, who after the closure of the Landsborough Shire Council Chambers in 1974, established the LM.

The aim of the L&DHS was to collect, research, preserve and interpret the heritage of the Landsborough Shire Council area. The community owned collection, which is of some significance, was housed and exhibited in a Sunshine Coast Council (SCC) owned, State heritage listed building under a community lease arrangement.

In mid-2020, and again in mid-2021, the L&DHS wrote to the SCC requesting assistance in the management of the Museum and its collection. The request was in response to the increasing challenges the L&DHS had been facing to keep the doors of the volunteer-run Museum open.

The SCC Cultural Heritage Services team (Arts, Heritage, and Libraries Branch), has been working with the L&DHS to find ways of supporting them, and while training, grants, marketing, and volunteer recruitment campaigns have all been undertaken (supported by the SCC Heritage Levy), the challenges remained.

A series of facilitated workshops were undertaken in 2020 to help address the issues and identify possible solutions. At the group's Annual General Meeting in 2021, it was resolved to donate the collection and handover operations of the Museum to SCC.

At the November 2021 Ordinary Meeting of the SCC, the resolution to handover the operation of the LM and its associated collection to the SCC was passed unanimously. This donation was formalised with the signing of the Deed of Gift and Memorandum of Understanding between L&DHS and the SCC. The SCC expect to take over in July 2022. (Abernethy, J, 2022, pers. com.)

The Museum is located on Maleny Street; and is across the road from the commercial centre and Railway station of Landsborough. The collection is displayed and stored in the former Council Chambers building, an adjacent mud brick building, a connected shed and two semi-enclosed covered areas. There are also a very small number of items located outdoors.

There is a large SCC owned Depot outbuilding on council and state owned land located nearby at the back of the museum. This outbuilding is not operated by the museum group but may become available for use in the future.

Most collection items have been donated by the wider local community and reflect items that were typical of those used historically in the local area. The focus of the museum volunteers is the preservation, display, and interpretation of the collection; plus associated maintenance; collection management, documentation, and research activities.



The collection is a significant repository of information of the Landsborough and surrounding region and its history. It is yet to reach its full potential due to space restrictions and lack of resources.

The museum must be mindful of investing significant funds in major capital works projects. A decision is yet to be made about the possible construction of a rail overpass abutting the museum. A rail overpass would significantly hinder the future use of the site as a museum. It is best to invest funds in easily relocatable infrastructure such as pods and display cases; and in conservation and preservation activities that relate directly to upgrading the condition of the collection.

The Sunshine Coast Council is currently undertaking a feasibility study and concept design for a Regional Collection Store. The store would house all of council's heritage collections in a purpose-built facility.

### **Major recommendations**

The following major recommendations are made following the assessment of this museum:

1. Improve environmental conditions, such as upgrading display cases and using portable climate-controlled pod buildings to create storage and display microclimates.
2. Urgent treatment of the pest infestation in the textiles store, implementation of an Integrated Pest Management (IPM), and creation of a quarantine processing space.
3. Professional mould remediation followed by a combined collection audit, triage, and preservation housekeeping cleaning event.
4. Create more storage space, and relocate items stored in poor and crowded conditions.
5. Upgrade and enforce the conservation policy relating to work on objects.
6. Compile a list of priority A list collection items. Update the disaster plan and purchase disaster recovery kits.
7. Relocate and conserve rapidly deteriorating objects.

Key issues related to carrying out these recommendations include:

1. Training and additional volunteers to assist with the collection audit, triage, cleaning, and rehousing events.
2. Funds for additional storage materials and training in tasks such as pest infestation treatment and quarantine, preservation housekeeping, collection rehousing, IPM and disaster preparedness.
3. Funds to upgrade environmental conditions, such as the purchase of portable pod buildings.
4. Funds for the conservation of rapidly deteriorating significant objects.



#### 4. Key Recommendations

Recommendation	Action	Priority
Policies	<ul style="list-style-type: none"> <li>Review all policies and procedures, given the significant organisational changes that will follow the donation of the collection and full handover of operations to the SCC.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Ongoing 3 yearly review of all policies.</li> </ul>	3
	<ul style="list-style-type: none"> <li>The management and documentation of the collection needs to be supported by a more comprehensive framework of policies and procedures.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Collection policy to more clearly reflect the themes that are most relevant to the local heritage, and augment under-represented local heritage themes.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Further investigate and identify the provenance and authenticity of Aboriginal objects. Ensure that no secret/sacred items exist in this collection or are described in any associated documentation.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Collection triage and review event to deaccession duplicate or irrelevant items.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Establish a system of clear thesaurus descriptors in the database.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Volunteers to undertake further training in cataloguing the collection into a computer database system.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Ensure all items are photographed and have provenance or descriptive information entered into records</li> </ul>	3
	<ul style="list-style-type: none"> <li>Update the Significance Assessment to ensure there is a clearly identifiable collection priority "A list" of significant collection items.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Enforce the existing preservation plan for metal objects, and enforce volunteer position descriptions to ensure that volunteers and staff do not undertake conservation work that requires the skills of a professional Conservator.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Revise the Disaster Plan to include a collection salvage priority list; undertake regular disaster training drills; purchase a set of disaster bins.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Revise the Strategic Plan.</li> </ul>	1



	<ul style="list-style-type: none"> <li>• Cleaning products should be assessed and updated by a Conservator.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Cleaning Policy to extend regular cleaning practices to the shed and storage areas and hard to reach places behind furniture and vertical blinds.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Engage a Conservator to write a Preservation Housekeeping manual and undertake a preservation housekeeping event.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Include IPM, OHS, and manual handling activities in policy documents.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Update and implement a Conservation Policy for the conservation and restoration of the L&amp;DHS that reflects current conservation standard practice and establishes a standardized format that include records, photos, treatment proposal, and condition reports.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Create a flow chart nominating those responsible for conservation treatment decision making.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Produce a brief induction overview for new volunteers outlining the Conservation Policies.</li> </ul>	3
Collection	<b>6.2 General storage and display</b> <ul style="list-style-type: none"> <li>• Apply for grant funding to purchase shelves, painting racks, archival materials, work tables, and other storage and processing infrastructure.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Acquire 4 climate controlled pods to help alleviate the cramped conditions. Pod structures could include dongers, carcoons or purpose-built climate-controlled enclosures. The pods could be used for: <ul style="list-style-type: none"> <li>• a quarantine/infested collection processing area</li> <li>• a clean conservation work projects room</li> <li>• a temporary clean textiles storage area</li> <li>• a temporary clean objects storage area</li> </ul> </li> </ul>	1
	<ul style="list-style-type: none"> <li>• Quarantine processing areas to be located away from the main museum display and storage areas.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• A preservation housekeeping event is required for all stored items, with a process that includes triage, condition assessment, clean, remediation of mould, and treatment of insect pests.</li> </ul>	1



	<ul style="list-style-type: none"> <li>Sort, clean and rehouse the collection prior to relocation in new storage.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Do not store non-collection material in the collection store and ensure collection objects are stored at least 10cm off the ground.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Establish a clean store for archival materials that is off the floor and away from mould and insect pests.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Ensure props are labelled so that they are clearly distinguishable from collection items.</li> </ul>	3
	<b>6.3 Textiles</b>	
	<ul style="list-style-type: none"> <li>Quarantine and treat pest infestation, establish IPM programs.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Completely empty the textiles store and neighbouring room, clean and spray for pests.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Conservator to repair textiles damaged by insect activity.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Thoroughly seal building envelope of textiles store and neighbouring room. Seal door to hallway.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Remove infested carpets and replace with low VOC vinyl flooring.</li> </ul>	1
	<ul style="list-style-type: none"> <li>If funds allow, relocate stored textiles to a better sealed and clean climate controlled space.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Rest displayed textiles.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Inspect shop mannequin supports. If necessary, pad out to ensure garments are not strained or remove from mannequins.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Retrain volunteers in the care of textile collections, brush vacuuming, and insect eradication techniques.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Replace mould affected covers in textiles store.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Establish a regular inspection routine of textiles and an adequate IPM program.</li> </ul>	2
	<b>6.4 Objects</b>	
	<ul style="list-style-type: none"> <li>Collection condition assessment triage with input from a Conservator, to identify fragile and damaged items in need of urgent conservation treatment.</li> </ul>	2



	<ul style="list-style-type: none"> <li>Inspect, clean, and re-house the contents of all boxes and other items stored in the workshop storage area.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Conservator to treat actively deteriorating objects such as the carriage, orange grader, laundry display items, overpainted LTO, mouldy objects, corroded metals, embrittled leather objects, torn paper, insect damaged textiles.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Hands on conservation training for volunteers in preventive conservation tasks.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Upgrade labelling of all inappropriately numbered objects.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Following efforts to best use existing space, investigate options to ventilate and utilise the neighbouring SCC owned shed.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Increase storage space and create an area for conservation and collection care/museum storage and quarantine rooms, possibly by installing climate controlled pods.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Treatment to remove mould.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Remove polish and oil coatings from furniture and discontinue use of these coatings.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Relocate fragile objects to the most protected part of the Bicentenary Wing, near where the telephones are currently displayed.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Apply for funds to install climate controlled display pods in the museum.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Susceptible organic materials should be rested and displayed 3 months out of 12.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Clean, declutter, and deaccession to improve both safety and storage conditions.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Identify, remove, and relocated any significant collection items in the shed or other poor storage locations.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Metal objects with enclosed cavities need to be propped open to reduce corrosion.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Continue to implement Conservation Management Plan recommendations for the Council Chamber building.</li> </ul>	3



	<ul style="list-style-type: none"> <li>Undertake an audit of hazardous materials. 1</li> </ul>	1
	<ul style="list-style-type: none"> <li>Consider relocating sensitive and important collection items from the shed and LTO inside the Bicentennial Wing.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Consider situating climate controlled display pods in less protected museum areas such as the breezeway, LTO display area, workshop shed, and near the entrance to the shed and washing display.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Consider temporarily blocking off the breezeway and using this area for urgent collection processing and pest treatment. 1</li> </ul>	1
	<b>6.5 Tools and large technology objects (LTO)</b>	3
	<ul style="list-style-type: none"> <li>Remove the overpaint of the most significant objects.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Take apart displays, relocate susceptible tools.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Better spacing of tools that are fixed to backing boards and are corroding on rear surfaces due to poor air circulation.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Relocate collection items stored outdoors and beneath the building to upgraded storage/display conditions.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Conservation treatment to clean and stabilise active corrosion, crumbling leather, unstable surfaces of LTO and tools.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Drain oils and other liquid from engine cavities.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Thorough cleaning of all objects stored in the workshop.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Use curtains over the front of shelves to protect objects from dusts.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Consider removing the central wall and installing a Carcoon inside the poorly sealed workshop space to protect from dust, pest, humidity, temperature, and mould.</li> </ul>	3
	<b>6.6 Paper based materials, photographs, audio visual, and film negatives</b>	
	<ul style="list-style-type: none"> <li>Valuable, fragile, and damaged paper based materials should be assessed and repaired by a Paper Conservator, and then stored in archival materials to prevent damage from handling or overcrowding.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Make and display copies of photos, posters, watercolour painting and other paper-based materials so that the original can be</li> </ul>	2



	removed from display.	
	<ul style="list-style-type: none"> <li>Remove the hanging Mylar enclosed posters from display and store flat.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Upgrade storage of conservation materials.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Digitise audio collection.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Treatment needs assessment, prepared by a paper conservator.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Identifying information written onto archive box stickers should be transcribed onto the boxes before stickers lose their adhesion.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Overcrowded drawers should have some items removed and be stored in the empty shelf space at the bottom of the cabinets.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Remove bubble wrap from book and wrap unprotected books in Mylar.</li> </ul>	2
	<ul style="list-style-type: none"> <li>De-frame photos and framed works and replaced with archival materials.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Photograph with a cracked and fragile surface to be removed from display, replaced with a replica, and conserved by a Photographs Conservator.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Remove watercolour paintings, booklets, and map from Breezeway display.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Remove original map of Currimundi and Kawana from its acidic Masonite backing.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Remove and rest/cover the Nationally significant William Landsborough Journal, Bible, and other items from near the window in the Bicentennial Wing.</li> </ul>	1
Security	<ul style="list-style-type: none"> <li>Upgrade padlock security to a NASKAM alarmed security system with code and master key.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Upgrade security of external building windows, shed doors, and 'under house' crawlspace.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Bicentennial wing glass doors are not used and should be bordered up to prevent ingress.</li> </ul>	2



	<ul style="list-style-type: none"> <li>• Check to ensure all security cameras are functioning.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Monitor security during staffing and volunteer changes to prevent displacement, loss and theft of items; and sudden loss of corporate memory, knowledge, and provenance information.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Ensure collection objects are not stored offsite.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Standardise acquisition and deaccessioning procedures relating to gifting, disposal, and missing/lost collection items. 2</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Record temporary object locations.</li> </ul>	3
	<ul style="list-style-type: none"> <li>• Limit access to removal, alteration and deaccession of objects.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Relocate key cabinet and limit access to master keys.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Display unsecured, attractive collection items more securely.</li> </ul>	2
Building	<ul style="list-style-type: none"> <li>• Seek further clarity from the SCC about plans for the potential rail overpass, so that long term planning for the site can commence, and funds can be wisely allocated at initial change management stages.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Undertake a detailed assessment of the suitability for museum use of the nearby SCC owned industrial shed.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Upgrade building envelope of LTO storage area and workshop/shed by enclosing the base of the building, diverting drainage, sealing the floor, applying insulating paint to external surfaces.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Continue to inspect and maintain building fabric so that collection items aren't impacted by any damage.</li> </ul>	3
	<ul style="list-style-type: none"> <li>• Enclose the breezeway.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Repair leaking roofs and weatherproof the breezeway, LTO store, and workshop/shed.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Alter gutters in LTO display area to prevent overflow during heavy rain.</li> </ul>	2
	<ul style="list-style-type: none"> <li>• Repair rust and water damage in the breezeway and adjoining shed.</li> </ul>	3



	<ul style="list-style-type: none"> <li>Implement strategies to alleviate poor ventilation in the council chambers building.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Address termite entry points; address garden beds and shrubs that are too close to the building; replace ant caps that are damaged or missing.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Remove display of timbergetting equipment and tools to reveal original back stairs of the Council Chambers building.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Relocate administrative, library, office, and most storage activities away from the Council Chambers building so that the building can be better interpreted as a collection item.</li> </ul>	3
Light	<ul style="list-style-type: none"> <li>Once vertical blinds are removed, cover windows in the Bicentennial Wing.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Remove remaining susceptible material types such as photos, paintings, and paper. Replace with replicas and rest in storage.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Reduce light on the carriage, fruit grader and surrounding LTO, or relocate this display.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Replace lights in the Council Chambers rooms with low lux and low UV LED lighting.</li> </ul>	2
Environment	<ul style="list-style-type: none"> <li>Move collection objects stored in the shed to inside a Carcoon or climate controlled storage pods.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Ongoing monitoring of environmental conditions, and logging of climate should be carried out to get a full idea of the climate experienced over the course of a year.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Detailed climate survey of the Bicentennial Wing.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Move badly deteriorated objects stored outside or beneath the building to a more protected location.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Consider repurposing the workshop shed for LTO display.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Enclose the base of the LTO display.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Consider creating a microclimate inside the workshop shed. This could be done by removing the centre wall and installing a pod - Carcoon or climate-controlled donger. Pods alongside the main shed building are another option.</li> </ul>	3



	<ul style="list-style-type: none"> <li>Consider installing climate-controlled pods for storage or display inside the Bicentennial Wing, breezeway, or LTO display area.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Assess the adjacent Council owned shed to see if it is suitable for installing climate-controlled storage pods, LTO stored beneath the building or LTO displayed outdoors.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Consider using insulating roof paint coatings in light colours, sprinkler systems on the roof, horizontal air curtains or a low false roof to help moderate climate.</li> </ul>	3
	<ul style="list-style-type: none"> <li>Modify or replace difficult to open display cases with more functional cases.</li> </ul>	2
	<ul style="list-style-type: none"> <li>Remove from display and rest paper-based materials and photographs in the Council Chambers area.</li> </ul>	1
	<ul style="list-style-type: none"> <li>Undertake mould remediation of affected objects and building surfaces. Remove mouldy vertical blinds in Bicentennial Wing.</li> </ul>	1
IPM	<p>Develop an Integrated Pest Management (IPM) program, including:</p> <ul style="list-style-type: none"> <li>Use of sticky insect traps to monitor biological threats to the collection.</li> <li>Clean and vacuum difficult to reach areas to remove dead insects and other likely food sources.</li> <li>Thoroughly clean the shed in difficult to reach areas.</li> <li>Treat infested and at-risk items with a suitable pest eradication method (freezing below -22C, or low oxygen or irradiation—depending on the type of object).</li> <li>Quarantine all incoming objects until they have been inspected and treated for pest activity.</li> <li>Undertake regular crack and crevice spray pest treatments of the museum on a six- monthly basis.</li> <li>Seal the building envelope to prevent pest ingress at points such as gaps in walls, ceilings, doors, windows, cracks, and crevices.</li> <li>Replace carpets with vinyl floorcoverings and thoroughly empty, clean and spray and seal ingress points of pest infested rooms.</li> </ul>	1



	<ul style="list-style-type: none"> <li>Request funding for a quarantine /pest affected material processing pod.</li> <li>Request funding for hire of a large freezer to process the infested textiles collection, plus funding for irradiation, or a Conservator to undertake Nitrogen treatment of items not suitable for freezing.</li> <li>Treat termite infestation in tree stump and remove attached vegetation. Consult a termite expert to assess for ongoing risk to the collection and building.</li> </ul>	
Pollutants	<ul style="list-style-type: none"> <li>Protect and cover items stored in shed.</li> <li>Engage a contractor to vacuum the printing machine to remove lead-based dusts.</li> <li>Place a barrier layer between the insulating rubber matting and any susceptible objects stored in the LTO display area.</li> <li>Ensure low VOC products and paints are used for any new building works, and that suitable off-gassing periods are observed before collection items are reintroduced into storage and display spaces.</li> </ul>	2 3 3 3
Housekeeping	<ul style="list-style-type: none"> <li>Train cleaning staff in preservation housekeeping practices.</li> <li>Ensure cleaning staff have adequate PPE.</li> <li>Undertake a preservation housekeeping event and focus the majority of cleaning activities on storage areas until the pest infestation and issues with heavy dirt have been addressed.</li> <li>Include an annual spring clean in the cleaning roster.</li> <li>Update the housekeeping schedule to establish a rotating roster focused on the intensive cleaning of heavy dirt and storage areas, rather than the removal of surface dust in displays.</li> <li>Housekeeping staff to be made aware of any risks identified in a hazardous materials audit.</li> <li>Continue with existing cleaning practices, incorporating recently gained knowledge of preservation housekeeping.</li> <li>Continue to remove previously used commercial cleaning materials and solutions and replace with conservation cleaning</li> </ul>	1 1 1 3 2 2 2 2



	<p>materials and solutions.</p> <ul style="list-style-type: none"> <li>Access remaining difficult to reach areas underneath and behind furniture, such as in the kitchen. This may require extra assistance to move furniture (only move large furniture when it is safe to do so without risk to the furniture itself).</li> <li>Purchase an extra vacuum with hepa-filter to use with brush vacuum.</li> <li>Requests for more suitable storage and display space to be supported by SCC, so that the collection can be kept clean. This could include construction of a display pod inside the existing shed, a lined and airconditioned shed adjoining the existing building, or refurbishment of the two outbuildings nearby so that they are suitable for museum display use.</li> </ul>	<p>2</p> <p>1</p> <p>1</p>
Visitor Impact	<ul style="list-style-type: none"> <li>Continue to maintain the current practices for monitoring and facilitating visitors.</li> <li>Use props instead of collection items as demonstration aids to school groups.</li> </ul>	<p>2</p> <p>2</p>
Disaster	<ul style="list-style-type: none"> <li>Purchase Disaster kits, update disaster plan, and undertake disaster training.</li> <li>Disaster Planning Memorandum of Understanding with nearby groups and Historic Societies to be negotiated to assist with disaster response and recovery.</li> <li>Prior identification of an emergency storage location and the sourcing of vehicles to transport collection materials offsite should be investigated as a contingency.</li> <li>Identify, list, and map the location of significant and at-risk objects that are evacuation priorities. Familiarize staff with this list and make it easily accessible.</li> <li>Cease use of cramped workshop space for restoration activities by volunteers undertaking work with tools, paint and chemicals.</li> <li>Survey collection for hazardous chemicals and items, safely dispose of chemical contents, and remove from publicly accessible locations.</li> <li>Alter drainage around the base of the LTO display and Council building to avert water ingress damage in the event of heavy rain</li> </ul>	<p>2</p> <p>2</p> <p>2</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p>



	<ul style="list-style-type: none"> <li>or cyclone.</li> <li>Seal the LTO display area.</li> <li>Reassess function of the LTO area.</li> </ul>	<p>2</p> <p>2</p>
Training Needs	<ul style="list-style-type: none"> <li>Continue entering data and uploading photos of the collection into the computerised database.</li> <li>Recruit and train more volunteers with computer skills to continue cataloguing and digitising the collection.</li> <li>Initiate research projects that align with gaps in significant local history themes, and pursue the acquisition of any related provenanced collection items.</li> <li>Interview longstanding L&amp;DHS members to record any known provenance or historic information not yet recorded on the database and prevent displacement or sudden loss of corporate or collection knowledge.</li> <li>Identify collection based activities that could be done by volunteers in downtime while attending the museum building.</li> <li>Further hands-on conservation training in the preparation and care of items on display and upgrading storage.</li> <li>Training in brush vacuuming and dry-cleaning techniques.</li> <li>Assessment of work projects and training of staff and volunteers by SCC workplace safety staff.</li> <li>Prioritise volunteer activities so that urgent and important work to prevent immediate deterioration of the collection takes priority over more familiar and routine day to day tasks.</li> <li>Ongoing regular training by a Conservator to establish and guide applied preventive conservation projects and implement the recommendations in this PNA report.</li> <li>Disaster preparedness training.</li> <li>Objects handling training.</li> <li>Object triage and quarantine training.</li> </ul>	<p>3</p> <p>3</p> <p>3</p> <p>1</p> <p>2</p> <p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>1</p> <p>1</p> <p>1</p>



	<ul style="list-style-type: none"> <li>• IPM and training in processing an insect pest infestation.</li> </ul>	1
	<ul style="list-style-type: none"> <li>• Preservation housekeeping training.</li> </ul>	1

*The following were omitted from this EXTRACT ONLY version of the Report*

## 5. Policies

Collections Management Policy

Disaster Plan

Maintenance Policy

Cleaning Policy

Strategic Plan

Significance Assessment

Conservation Treatment Policy

## 6. Collection, Storage and Display

6.1 Collection

6.2 General Storage and Display

6.3 Textiles

6.4 Objects

6.5 Tools and Large Technology Objects (LTO)

6.6 Paper Based Materials, Photographs, Audio Visual, and Film Negatives

6.7 Security

Building envelope

Keys

Visitors

Theft and displacement

Database

## 7. Building

Location, Structure, Layout

## 8. Environment

Pests

Pollutants

## 9. Housekeeping

## 10. Visitor Impact

## 11. Disaster Preparedness



## **12. Training Needs Skills Assessment**

### **13. Authorship**

Melanie Fihelly is a highly experienced Objects Conservator, and her qualifications include a Bachelor of Applied Science in Conservation of Cultural Materials and a Certificate in Museum Studies. Melanie has been awarded Professional Membership of the AICCM (Australian Institute for the Conservation of Cultural Materials). She specializes in the conservation of objects, built heritage, and outdoor sculptures; and also provides training and preventive conservation advice to the museum and gallery sector.

Melanie has a diverse set of skills and extensive knowledge gained from experience in both the private sector and major cultural institutions. Over the past twenty years, she has worked on projects at Queensland Museum, Queensland State Archives, Queensland State Library, Arts Queensland, Brisbane City Council, Port Arthur Historic Sites, Queen Victoria Museum and Art Gallery, MONA, The Australian Museum, The Art Gallery of Western Australia, the Western Australian Maritime Museum, The National Archives (Perth), The Australian War Memorial, and Conservation Works Pty Ltd (Canberra), plus numerous private clients, councils, and regional museums.



# Facility Development and Asset Management Plan

Landsborough Museum

304900660

Prepared for  
Sunshine Coast Council

19 September 2022



now







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## Document History

Version	Effective Date	Description of Revision	Prepared by	Reviewed by
00-01	31 August 2022	Working draft	C. Bridge, P. Cannons	P. Cannons
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B	19 September 2022	Final version	C. Bridge, P. Cannons	P. Cannons



## Executive Summary

Landsborough Museum and Bankfoot House are the only two Sunshine Coast Council owned and operated heritage facilities in the region. State-heritage listed Landsborough Museum incorporates the historic 1924 Landsborough Shire Council Chambers, and houses one of the largest community collections in Southeast Queensland, with more than 14,000 objects.

The Landsborough and District Historical Society operated the Landsborough Museum since 1976. Sunshine Coast Council has agreed to take on the responsibility for the management of the museum, noting the significance of the museum and its collection to the region's history. The museum's management and the conservation of the collection will now be funded by the Sunshine Coast Council Heritage Levy.

Sunshine Coast Council formally became responsible for management of the Museum on 18 May 2022.

This first Facility Development and Asset Management Plan (FD-AMP) has been developed to articulate future development requirements and management of the site's assets over the next 15-year horizon. This includes requirements for refurbishment, maintenance, compliance, redevelopment upgrades and enhancements to facilitate the requirements of the museum.

There is still a need to develop and refine the longer-term operating strategy for the museum. This should reflect how team operating models will evolve to meet the needs of the growing Sunshine Coast Council population. Such a strategy will identify asset investment needs which will influence the outcomes of future FD-AMPs.

## Asset Condition

The overall condition of the Landsborough Museum is assessed as fair to poor from inspections undertaken on 18<sup>th</sup> May 2022 and 24 August 2022. A significant level of investment is likely to be required to bring it up to Council's expectations of a public visitor site, and hence, provide an acceptable level of service. A summary of the inspection findings is provided below.

Table 1-1 Condition assessment summary

Building	Overall condition rating	Comments and significant issues (those leading to condition assessment scores of poor or worse)
<b>Buildings</b>		
1924 Heritage Building	3-Fair	<ul style="list-style-type: none"> <li>Switchboard appears to be significantly aged and in need of renewal.</li> <li>Manhole through to attic from safe needs replacing (asbestos material)</li> <li>The main entry stairs up to the entrance building are in poor condition, are a safety risk and a rarely used as an entrance.</li> <li>Increased risk of termite risk from access via contact between gardens and building</li> <li>Cracked cast columns in need of repair in the superstructure. A tree stump is also present which requires removal.</li> <li>Drain running under the building which presents an undermining risk</li> </ul>
Connection Building	3-Fair	<ul style="list-style-type: none"> <li>Electrical wiring is seen in a number of places running unprotected along wall/ceiling structures</li> <li>The internal guttering design runs within the covered area and poses a leak risk to exhibits, electrical items etc.</li> </ul>



Building	Overall condition rating	Comments and significant issues (those leading to condition assessment scores of poor or worse)
		<ul style="list-style-type: none"> <li>The roof is not insulated and causes overheating of area plus those in the adjacent workshop buildings</li> </ul>
Exhibition Building (Bicentennial)	4-Poor	<ul style="list-style-type: none"> <li>Concern over switchboard for the building (within a cupboard in one of the amenities) which can get overflow/condensation from a gutter which runs above it</li> <li>The roof is insulated with sandwich panels which have a poor fire rating. The panels are rusted in parts on edges and staff report leaks from some of the joins between panels.</li> <li>Externally, a number of screw fittings were observed to be rusted or missing.</li> <li>The western edge of the roof appeared to show signs of deterioration</li> <li>Superstructure is generally in a poor condition - significant crack identified at rear of building. Evidence the rammed earth wall join to ground is deteriorating where not repaired in 2013.</li> <li>A number of areas where external render / wall wash is deteriorating along the western wall adjacent to the access road.</li> </ul>
Workshop Buildings	4-Poor	<ul style="list-style-type: none"> <li>Only external door is in poor condition and is only able to be opened from inside</li> <li>Electrical wiring is seen in a number of places running unprotected along wall/ceiling structures</li> <li>Flooring is rubber floor coverings and crusher dust over an uneven base which slopes down towards the stormwater drain towards the southern end of the buildings</li> <li>Superstructure was in poor condition - rusting and possible corrosion on wall braces observed</li> <li>Internal wall finishes were in poor condition. Gaps observed between wall and floor in multiple places - moisture access plus other pests</li> </ul>
Car park and grounds	3-Fair	<ul style="list-style-type: none"> <li>Main car park very uneven with an unsealed surface</li> <li>Side access road shows crocodile cracking indicating possible issues with road base</li> </ul>

The following safety-based observations were also made during the inspection.



Table 1-2 Safety issues observed during inspection

Driver	Description	Location	Comments/ issues/actions
Electrical safety	Electrical wiring is exposed and running over wall/ceiling fixtures. There are also insufficient GPOs as many extension cords are in use.	Bicentennial Building – exhibition area Connection Building Workshop Buildings	The wiring is exposed in particular to water from roof leaks and condensation in the areas observed. Provide protection to exposed wiring, including under Heritage building. Install additional GPOs in all buildings Rewiring of the Bicentennial building is required.
	Switchboard in cupboard in one of the amenities is exposed to a gutter	Bicentennial Building – amenities	The switchboard is exposed to water overflowing from the gutter during heavy rain. Replace switchboard with waterproof board
	Staff close off the electricity to the building by closing down one of the circuits on the switchboard.	1924 Heritage Building	Staff are shutting down one circuit via switchboard when locking up the building (see safety issues) which is not good practice and closes off protection of devices on that circuit until it is restored. Replace switchboard
Fire Protection	Existing smoke detectors are battery operated	All areas	Replace battery operated smoke detectors with complaint hardwired devices.
Compliance with PWD (persons with disabilities) requirements	The toilets are not compliant with PWD requirements	Bicentennial Building – amenities	The amenity doors are of insufficient width and there are no aids for PWD inside the toilet cubicle itself e.g., handrails (AS1428.1-2019). Upgrade amenities to include PWD facilities
	Ramp for PWDs is not compliant	Connection Building	Ramp for wheelchair access to/from Heritage Building is not wide enough (circa 850mm) compared to required PWD clearance (1m) (AS1428.1-2019). The exit to low point is very close to adjacent stairway which is also not practical. Upgrade ramp.
Asbestos exposure	Asbestos manhole	1924 Heritage Building	Manhole through to attic from safe needs replacing. Asbestos manhole cover. Upgrade when condition reaches intervention criteria
Trip, slips and falls	Poor condition of stairs of original building entrance	1924 Heritage Building	The stairs up to the door of the building are in poor condition, are a safety risk and a rarely used as an entrance. More visitors enter from the deck via the concrete ramp. Repair or replace existing stairs
	Non-compliant balustrade	1924 Heritage Building	The balustrade is not compliant with current code for “openings” permissible once a structure is over 1 metre from the ground (Building Code of Australia Volume 2).
	Uneven floor (internal)	Workshop Buildings	Flooring is rubber sheeting and crusher dust over an uneven base which slopes down towards the stormwater drain towards the southern end of the buildings Provide concrete floor
	Uneven floor (external)	Car Park	Main car park very uneven with an unsealed surface. A number of potholes were observed. Reconstruct car park and driveway
Evacuation signage	Signage does not meet relevant code for emergency exits and no emergency lighting is installed	Bicentennial Building – exhibition area Connection Building	Signage does not meet relevant standard for emergency exits (Building Code of Australia Volume 1). Upgrade signage and install emergency lighting



Driver	Description	Location	Comments/ issues/actions
		Workshop Buildings	

In addition to the safety issues identified above, several functional improvements have also been identified. These have been developed in conjunction with stakeholders and will improve the use of spaces and enhance the visitor experience.

#### Demand

The Sunshine Coast Council services a growing region. Council population trend data shows in the next 20 years the population is expected to increase in excess of 160,000 people from 350,000 to over 510,000. Much of this is in the south where the Caloundra South and Beerwah East developments are in construction and planning respectively. This means it would be reasonable to expect visitor numbers to grow.

Based on the current visitor numbers and factoring these by increasing population projections, coupled with the planned improvements to exhibitions, removal of the entrance fee, and a new marketing strategy, visitor numbers are expected to grow as shown in Table 1-3.

Table 1-3 Forecast museum visitors per month by gender

Total entries by month	2026		2031		2036		2041	
	Male	Female	Male	Female	Male	Female	Male	Female
January	92	105	102	116	111	127	121	137
February	79	90	87	99	95	109	103	118
March	64	73	71	81	78	88	84	96
April	75	86	83	95	91	104	99	112
May	136	155	151	172	165	188	179	204
June	103	117	113	129	124	141	135	153
July	88	100	97	111	106	121	115	131
August	57	65	63	72	69	78	75	85
September	125	142	138	158	151	172	164	187
October	100	114	111	126	121	138	131	150
November	50	57	56	63	61	69	66	75
December	31	35	34	39	37	42	40	46
<b>Total</b>	<b>1000</b>	<b>1139</b>	<b>1107</b>	<b>1260</b>	<b>1211</b>	<b>1379</b>	<b>1312</b>	<b>1494</b>

#### Levels of Service (LOS)

Council have LOS developed for Cultural Heritage Venues which the museum is part of. These LOS are documented in the Operational Levels of Service for Cultural Heritage Venues. It would be of benefit to review and agree:

- > Which should be applied to the Landsborough Museum
- > What the current and optimal measures for the site based on the vision that Council has for the site.

The LOS define the regulatory, customer and technical service standards the museum will operate under. The service standards are measurable and should be reported on to determine if the museum is achieving them. Achievement of the LOS will impact the funding required and can highlight under and over expenditure, or if the LOS are inappropriate for the museum.

In relation to condition the current LOS require the overall buildings and facilities to be rated in "good" condition, which is a higher service standard that currently provided.



## Financial Summary

Due to the current LOS status described above the renewals plan for the museum based around asset condition but also factors in functionality and safety considerations identified. Three scenarios are developed as follows:

- > Scenario 1 – Run to fail and safety improvements
  - Assets are replaced on a like for like basis on reaching condition rating 5 i.e., equivalent to end of asset life. Safety improvements address those issues listed in **Error! Reference source not found.**
- > Scenario 1 – Scenario 1 plus functionality improvements
  - As scenario 1 plus includes the functionality identified upon inspection or via stakeholder engagement. These are listed in **Error! Reference source not found.**
- > Scenario 3 – Maintain an average condition standard of 2-Good, with functionality and safety improvements.
  - As per Scenario 2 plus maintain an overall condition as outlined in the Operational Level of Service for Cultural Heritage Venues document. The impact of this is the moving of a number of the renewal activities into earlier years.

The expenditure over the next 15 years for each scenario is shown in Figure 1-2. Table 1-4 provides this expenditure forecast tabulated into five-year intervals for each scenario.

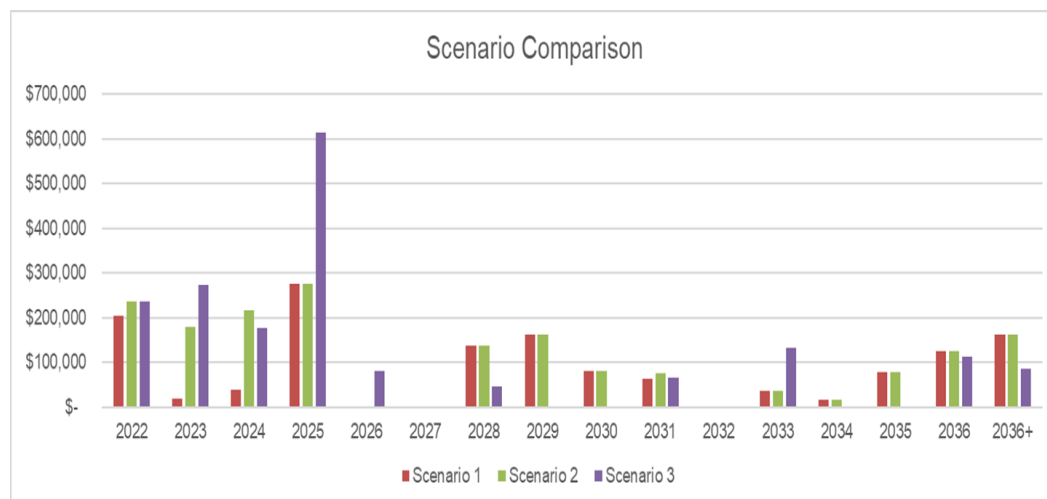


Figure 1-2 Comparison of expenditure by scenario.

Table 1-4 2023-2038 spend per financial modelling scenario \$

Scenario	2022 - 2026	2027 - 2031	2032 - 2036	2036+	Total
Scenario 1 Total	\$536,070	\$442,445	\$256,675	\$162,615	\$1,397,805
Scenario 2 Total	\$960,570	\$460,445	\$256,675	\$162,615	\$1,840,305
Scenario 3 Total	\$1,432,065	\$116,475	\$245,900	\$84,865	\$1,879,305

The first 5 years of the forecast is shown in more detail in Figure 1-3. This figure gives a breakdown by asset class for each scenario and thus, provides the opportunity to any program to be planned with specific trades and/or contractor arrangements



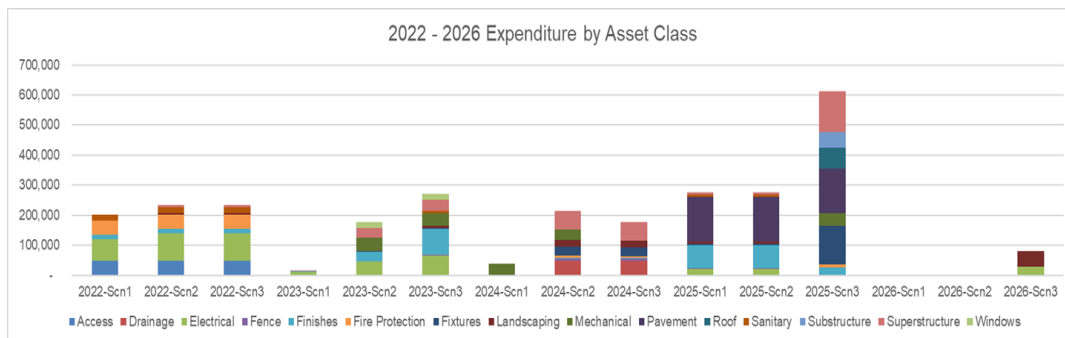


Figure 1-3 Annual Expenditure by Asset Class

From Figure 1-3 the electrical and fire protection asset classes feature in the first year across all three scenarios due to safety issues identified. Expenditure in year 5 is zero for scenarios 1 and 2, with minimal expenditure in scenario 3. For scenario 3 the trend is reflective of the condition-based intervention criteria being changed from run to fail to when assets are in poor condition. The impact of this is to bring many works forward in the program.

With a master plan still to be developed for the site and more broadly the heritage precinct, it is likely the existing assets will be impacted. For this reason, it is recommended that scenario 1 is adopted, with potentially selected "no regrets functional improvements included in scenario 2. This will prevent over investment in the existing assets in the short term that maybe modified when the master plan is implemented. It is expected any master planning activities will not impact the heritage building but is likely to impact the remainder of the buildings.



## Landsborough Museum Interpretation Plan 2022



**Prepared by:**

Cultural Heritage Services, Sunshine Coast Council.

**With support and assistance from:**

Museum Development Officer, Queensland Museum;  
Landsborough & District Historical Society.

*NOTE: This document is constantly updated as exhibition elements, such as graphic design and object selection, are finalised. This version is current as at AUGUST 2022.*



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## INTRODUCTION

### History of the Landsborough Museum

The Landsborough Museum opened in 1976 as a social history museum focussing on the history of the local government area. It was established by the Landsborough and District Historical Society (L&DHS), formed in 1974, and is a well-established and respected facility that has served its community for many years.

The former Landsborough Shire Council Chambers forms a major part of the facility. The 1924 Council Chambers building is state heritage listed (Queensland Heritage Register 601915), and has historical, aesthetic, and social significance. A recent Conservation Management Plan (2019) provides a framework for managing this significant building. The building and the associated outbuildings are owned and managed by council.

The museum was expanded in 1988 with the construction of the Bicentennial Wing, Breezeway and now incorporates a series of sheds for exhibition and storage. The rammed-earth Bicentennial Wing currently houses the majority of the museum exhibitions.

Council acquired Landsborough Museum and its extensive and significant collection in 2022, at the request of the L&DHS, for the purpose of preserving the history of the region.

The Museum's collection is historically significant for its representation of the wider story of the Sunshine Coast and Queensland. With research and interpretation significance in the areas of exploration and the development of primary, secondary and tertiary industries; development of local government, transport, and communication; and soldier settlement and coastal development (detailed information is available in the Landsborough Museum Collection Significance Assessment Report 2018).

The condition of the collection as a whole is good to fair, with some additional detail in the Preservation Needs Assessment Report (2022).

Generally, a professional approach to improving display facilities, a regular program of events, and improved conservation, storage and documentation of the collection, will increase the customer experience, provide greater access to all visitors, and importantly ensure the continued preservation of the collection into the future.

A Memorandum of Understanding (MOU) between Sunshine Coast Council and L&DHS outline the roles and responsibilities of each organisation in the management of the site and collections, interpretation and promotion of the site.

### Vision and Purpose

As established in the Sunshine Coast Heritage Plan (2021-2031), council's vision for heritage is:

*Our heritage is our gift for the future*

Activity at Landsborough Museum will be guided through the development of a Business Plan which will outline how:

*In the next five years, Sunshine Coast Council in conjunction with the Landsborough and District Historical Society, will develop the Landsborough Museum as an exemplary heritage facility showcasing*



*high quality interpretation and engaging community programs and events.*

Additionally, this plan will respond to the following goals:

- Goal One: The buildings, grounds, collections and histories of Landsborough Museum are preserved in accordance with best heritage practice.
- Goal Two: Landsborough Museum is effectively managed.
- Goal Three: The site, collection and stories will be shared through engaging interpretation and accessible public programs.
- Goal Four: Landsborough Museum is promoted as a significant cultural, educational and tourism asset and community facility.

### **Guiding Documents**

There are several key documents that provide guidance for the ongoing care and management of the Landsborough Museum. Documents that inform this plan include the following:

- Arts and Heritage Collections Policy 2017
- Landsborough Museum Business Plan 2022
- Landsborough Placemaking Master Plan 2020
- Landsborough Shire Council Chambers Conservation Management Plan 2019
- Preservation Needs Assessment 2022
- Significance Assessment 2018
- Sunshine Coast Heritage Plan 2021-2031
- Thematic History of the Sunshine Coast 2020

### **Audience**

#### *Age and demographics*

To date, the collection of visitor data has been undertaken by the L&DHS. The society has collected visitor data broken down into Adults, Free<sup>1</sup>, Children, Adult Groups, Children Groups and Pensioners.

The following statistics have been drawn from the statistics collected between 2015-2021:

- 71% of visitation were adults,
- 35% of visitation came from formalised group tours (this includes both adults and children, with children's groups making up 19% and adult's groups making up 16% of total visitation)
- During this period general visitation during open days was 84% adults and 16% children. With adults broken down into 34% pensioners, 38% adult, and 12% free
- 65% of children visitation came as part of formalised group visit. The majority of these have been identified to be from Scout group visits.

From the limited survey undertaken in 2011 by the L&DHS, the age demographic visiting the museum has been identified as, 5% being Over 70, 72% over 50 – 69 and 23% as being under 50.

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<sup>1</sup> Free – There is no concrete definition of a free visitor to the museum, other than person who did not have to pay to enter, and evidence indicates this included (but not limited to) society members, tradespersons, VIPs, invited guests, council staff and in some circumstances visitors who couldn't afford the entrance fee.



Several trends have been identified through the statistical data. Families are an underrepresented visitor group to the museum, with most children visiting as part of formalised groups. The limited data on demographics identified that a high percentage of visitation is transient, visitors travelling through the region. The statistics have identified that programming is limited in its nature and regularity. An identified single day event in August 2017 had 219 free visitors. This data indicates that targeted programming would provide a means of increase and capitalise on diverse visitor potential.

SWOT analysis in 2019 undertaken by the L&DHS identified that there are opportunities to attract more diverse visitor groups as well as new exhibition space for more exhibitions.

Updated interpretation will seek to increase engagement and diversity of museum visitation. Exhibition content will look to be inclusive and accessible, to include families, younger children, people with disabilities, and older audiences. The introduction of regular programming will assist in engaging new audiences and increase activation of the museum.

#### *Ergonomic factors*

Development of new exhibitions and materials will ideally take into account the needs of a wide variety of audiences. Exhibition planning will take into consideration:

- Needs of elderly visitors;
- People With Disabilities – for example braille, audio descriptive, lighting, tactile and physical space;
- Dominance of groups rather than single visitors;
- Family groups, including the under 5 demographic.

A dedicated exhibition guide needs to be developed to assist and standardise increased accessibility of the interpretive material throughout the museum. This should outline key issues like heights of the interpretive materials, including that of cases, fonts, viewing distances and special requirements.

#### *Level of knowledge*

The Landsborough Museum website, currently operated by the L&DHS, contains a brief history of the site, significance of the collection, and online catalogue. It provides an opportunity for visitors to familiarise themselves with the venue and collection prior to their visit.

It is anticipated that a number of visitors will have a basic knowledge of the region heritage due to existing interest or as part of their curriculum. Interpretation at the museum however will not require any pre-existing knowledge.

#### *Access and inclusion*

Landsborough Museum is heritage listed, urban property with semi-attached outbuildings accessed by a central entry point. All areas of the Museum, including amenities, are equal accessible to some extent – but not to current standards.

Updates to current facilities, display furniture and access points will need to take equal accessibility into account. It is anticipated that inclusive access will be upgraded via a central entry through the breezeway and an upgrade to an internal ramp to ensure compliance into the Council Chambers. As soon as practicable upgrades to the toilets will be undertaken to meet standards.

During the staged roll out of all new content, labels and interpretation will be developed to cater for a broad audience and consider age and accessibility of visitors. Types of accessible interpretation to be



investigated include braille, audio descriptive, handling items, tactile interpretation, and an audio or hearing aid loop.

It is anticipated that these measures will allow the stories within the Landsborough Museum to be shared and interpreted by all visitors.

## **IMPLEMENTATION**

### **Motivation**

In mid-2020 and again in mid-2021, the Landsborough and District Historical Society (L&DHS) wrote to Council requesting assistance in the management of the Museum and its collection. The request was in response to the increasing challenges the L&DHS had been facing to keep the doors of the volunteer-run Museum open.

Council's Cultural Heritage Services team had been working with the Landsborough and District Historical Society to find ways to support them, and while training, grants, marketing, and volunteer recruitment campaigns have all been undertaken, the challenges remained.

At the Sunshine Coast Council's Ordinary Meeting of 10 November 2021, the request by the Landsborough and District Historical Society for council to take over the operations and management of the Landsborough Museum was unanimously endorsed.

On 18 May 2022 the Deed of Gift, Deed of Surrender and Memorandum of Understanding were signed between the Sunshine Coast Council and the Landsborough and District Historical Society, formalising the handover.

There is an opportunity to stage projects and improvement works with an align to known historical milestones. Which includes, 50<sup>th</sup> anniversary of the Historical Society (2023), 100<sup>th</sup> anniversary of the former Landsborough Shire Council Chambers (2024) and the 50<sup>th</sup> anniversary of the Landsborough Museum (2026).

Priority works will include, improved access, wayfinding, work areas for staff, improvements to exhibitions and improvement to collection management.

### **Longevity and Rotation**

#### *Permanent exhibitions*

The current permanent exhibitions and layout featured within the Bicentennial Wing were developed in 2013, with minor alterations and updates being undertaken. Displays within the machinery shed have seen minor alterations over the same period, with the exception of extensive and heavy handed restoration works undertaken to a large number of display items.

Semi-permanent exhibitions will be planned with a 5-7 year lifespan, with regular rotation of content within the displays. Smaller items that are representative (e.g.: crockery, tools, irons) may be rotated so as to lessen the impacts of long term display. The presence of duplicate items in the collection will also support this rotation of objects.

More robust and hardy items, such as metal objects, will not require high levels of rotation. Items of a more delicate nature however, such as textiles, have higher preservation needs and will benefit from



shorter periods of display. References such as the Preservation Needs Assessment (2022) should be consulted in establishing these timeframes.

#### *Temporary exhibitions*

The Landsborough Museum currently has a temporary exhibition program, with a space located on the western wall of the Breezeway. These exhibitions have typically had a duration of 2 – 3 years, and cover a theme not represented in the permanent exhibitions.

The Landsborough Museum will continue to have a dedicated internal space for temporary exhibitions. These exhibitions will initially focus on the strengths and categories represented in the collection and will be rotated at minimum every four – six months. However future developments would envision a temporary exhibition program that could accommodate a diverse range of touring exhibitions.

#### *Timing*

The implementation of new interpretive materials throughout the Landsborough Museum would need to be undertaken in multiple stages. Safety and compliance issues will be prioritised during the short-term. External longer-term projects, including the master-planning of the Heritage Precinct (by SCC) and the possibility of road-over-rail crossing (by TMR), have potential impacts that need to be clarified prior to any major changes to the Landsborough Museum.

### **Regulations**

As a site listed on the Queensland Heritage Register, council must ensure all work is in accordance with provisions outlined in the Queensland Heritage Act 1992.

A Conservation Management Plan (CMP) is in place for the Former Shire Council Chambers building and other outbuildings within the heritage listed boundary. Several of the policies in the CMP refer to recommended improvements, upgrades, and even interpretation of the heritage listed building. These have been reviewed and this Interpretation Plan addresses these policies.

Item	Description
Address	6 Maleny Street, Landsborough
Description	Landsborough Shire Council Chambers
LGA	Sunshine Coast Council
Heritage Status	State Heritage Place (QHR 601915)
Property Description	L3 RP76609





All activity will be in accordance with council's policy and procedures regarding to health and safety and risk management.

### Milestones

The extent and size of the collection, the need to clearly understand the stories held by the Museum (and identify the gaps), and the nature of the transition of the Landsborough Museum from the Landsborough & District Historical Society to Sunshine Coast Council – all have an impact on the ability to implement the Interpretation Plan.

As such a staged approach is recommended to undertake all the necessary updates required for the thematic interpretation of the museum and its associated collection. The plan recommends alignment to the following milestones:

- **2022 – 2023** – Thematic realignment of Landsborough Museum exhibitions and content – Landsborough & District Historical Society celebrates 50 years in 2023.
- **2023 – 2024** – Focus on the heritage listed *Landsborough Shire Council Chambers (former)* – to commemorate the Centenary of the building, built 1924.
- **2024 – 2025** – Landsborough Heritage Precinct due for master planning (SCC Placemaking team) and community consultation. This will enable further consultation and development of the plans for the Museum.
- **2025 – 2026** – Landsborough Museum will celebrate 50 years in 2026.

### KEY STORIES

The significant stories and events of Landsborough Museum will be interpreted through the structure of the *Australian Historic Themes Framework*. The key themes groups have been identified as, *Peopling Australia, Developing Local, Regional and National Economies, Building Settlements, Towns and Cities, Governing and Developing Australia's Cultural Life*.

These key thematic groups were identified through the known strength and provenance of the Landsborough Museum collection and the *Thematic History of the Sunshine Coast* (2020).

A number of key stories have been identified as having limited representation in the collection. These stories will require additional acquisitions and research into the collection prior to being incorporated as exhibitions. These will be undertaken in later stages of interpretation implementation.

#### A. Peopling Australia

Element	Select Sub Stories
Living as Australia's Earliest Inhabitants (Peopling Australia)	<ul style="list-style-type: none"><li>- Gubbi Gubbi Gun'Doo Yang'ga'man – Gubbi Gubbi Canoe and associated didactic material</li><li>- Relevant digital stories from SCC Cultural Heritage Services</li><li>- Other content to be developed in partnership with Jinibara Peoples and Kabi Kabi Peoples</li></ul>

#### B. Developing Local, Regional and National Economies

Element	Select Sub Stories
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Utilising natural resources – Timber Industry	<ul style="list-style-type: none"> <li>- Early settlement</li> <li>- Plantations</li> <li>- Colonial and Indian Exhibition</li> </ul>
Developing primary production - Pastoral (Dairy)	<ul style="list-style-type: none"> <li>- Maleny Dairies</li> <li>- Maleny Butter</li> <li>- Share farming</li> <li>- Domestic dairy</li> <li>- Trophies and Awards – Royal National Agricultural and Industrial Association of Queensland Show</li> </ul>
Developing Primary production - Agriculture	<ul style="list-style-type: none"> <li>- Tobacco</li> <li>- Pineapple</li> <li>- Mixed agriculture</li> <li>- Settlement schemes (soldier, depression, tobacco)</li> </ul>
Marketing and retailing	<ul style="list-style-type: none"> <li>- Tytherleigh's stores</li> <li>- The Old Lemonade Factory (Caloundra)</li> <li>- Landsborough Radio Service</li> </ul>
Catering for tourists	<ul style="list-style-type: none"> <li>- Tourism</li> <li>- Attractions</li> <li>- Agritourism</li> </ul>
Moving goods and people	<ul style="list-style-type: none"> <li>- Rail network</li> <li>- Gympie Road</li> <li>- Bruce Highway</li> <li>- Nicklin way</li> <li>- Shipping (SS Dicky, SS Tarshaw, Gneering)</li> </ul>

### C. Building Settlements, Towns and Cities

Element	Select Sub Stories
Planning urban settlements – Selecting township sits / Making suburbs	<ul style="list-style-type: none"> <li>- Subdivision and urbanisation</li> </ul>
Supplying urban services (transport, roads)	

### D. Governing

Element	Select Sub Stories
Administering Australia – developing local government authorities	<ul style="list-style-type: none"> <li>- Landsborough Shire Council / Caloundra City Council</li> <li>- Landsborough Shire Council Chambers (former)</li> </ul>



Establishing regional and local identity	- Sir Frank Nicklin
Defending Australia – going to war	- Regional Service personnel (Far from this Land exhibition)
Defending Australia – preparing to face invasion	- Regional involvement during Second World War (limited/no known collection)

### E. Developing Australia's Cultural Life

Element	Select Sub Stories
Going to the Beach	- Ma and Pa Bendall - Rise of Surf Culture
Going on Holidays	
Forming associations	- Surf Life Saving generally, inc significant local clubs
Organising Recreation	

### SITE OVERVIEW



Aerial of site



Partial floorplan

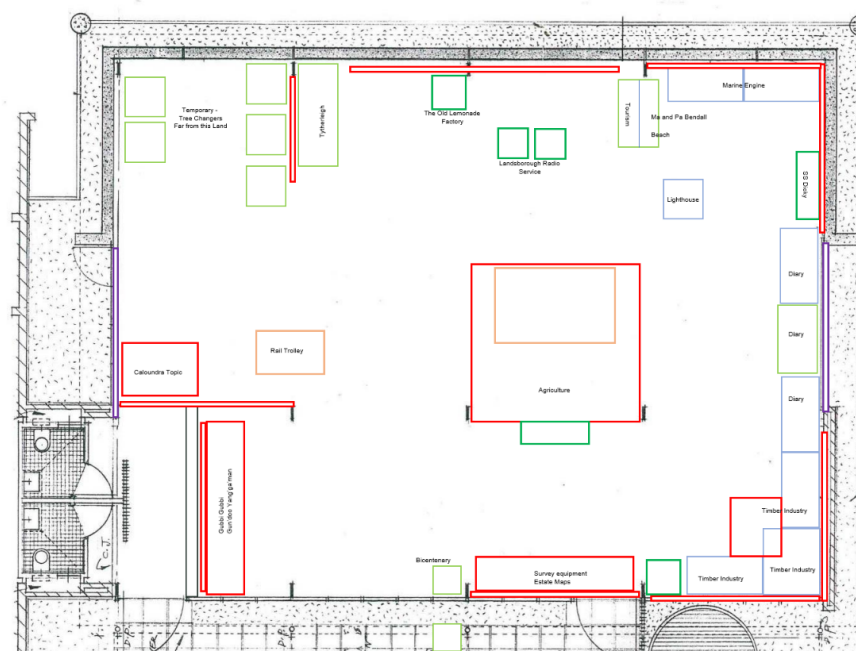
Identifier	Elements
ES1	Facilities sign
ES2	Landsborough Museum – opening hours etc sign



ES3	Landsborough Shire Council Chambers – building interpretation sign
1	Breezeway
2	Bicentennial Wing (exhibition space)
3	Landsborough Shire Council Chambers (exhibition space and office)
4	Machinery Shed (exhibition space)
5	Collection Store and Workshop (no exhibitions)

**Bicentennial Wing (exhibition space) – overview – refer floorplans**

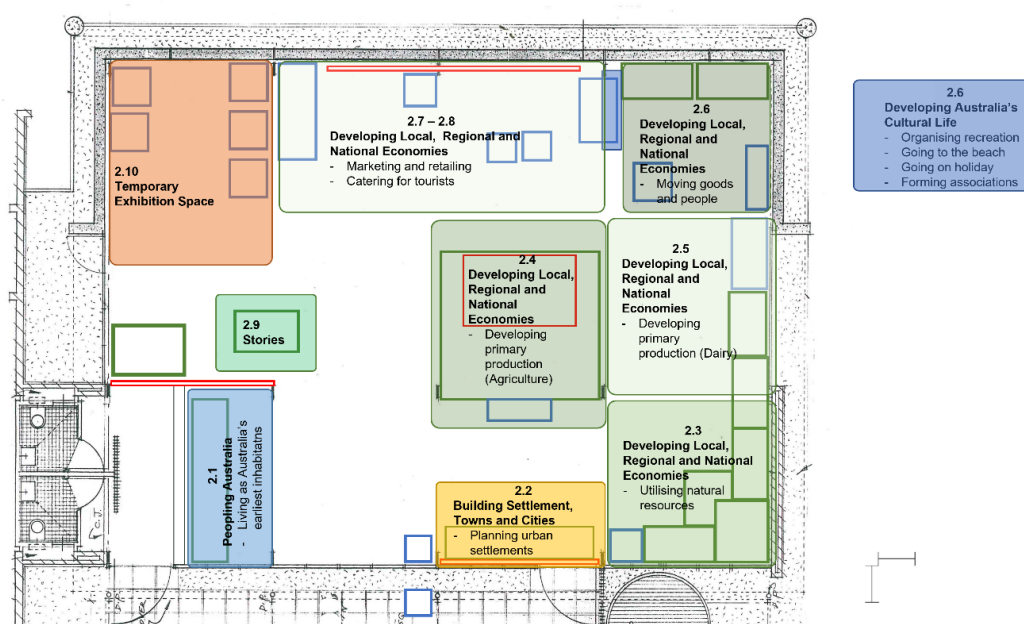
Identifier	Elements
2.1	Gubbi Gubbi Gun'doo Yang'ga'man
2.2	Surveying the Region
2.3	Timber Industry
2.4	Agricultural Pursuits
2.5	Dairy Farming
2.6	Coastal Stories
2.7	Tourism
2.8	Business
2.9	Stories (rail trolley)
2.10	Temporary Exhibition Space



**Concept floorplan**

Concept layout, using existing exhibition furniture, new plinths, and thematic groupings





Thematic groupings

## EXHIBITION CONTENT

Omitted from this EXTRACT ONLY version of the Report

## CONCLUSION

The proposed Interpretation Plan will further develop the Landsborough Museum as a self-guided experience. The introduction of new signage will improve visitor engagement and allow for easy transition between the various buildings in the complex.





A staged approach to the implementation of the Interpretation Plan, and its thematic framework, will enable the alignment with the following milestones:

- **2022 – 2023** – Thematic realignment of Landsborough Museum exhibitions and content – Landsborough & District Historical Society celebrates 50 years in 2023.
- **2023 – 2024** – Focus on the heritage listed *Landsborough Shire Council Chambers (former)* – to commemorate the Centenary of the building, built 1924.
- **2024 – 2025** – Landsborough Heritage Precinct due for master planning (SCC Placemaking team) and community consultation. This will enable further consultation and development of the future plans for the Museum.
- **2025 – 2026** – Landsborough Museum will celebrate 50 years in 2026.

Generally, a professional approach to improving display facilities, a regular program of events, and improved conservation, storage, and documentation of the collection, will increase the customer experience, provide greater access to all visitors, and importantly ensure the continued preservation of the collection into the future.



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**8.7 QUARTERLY PROGRESS REPORT - QUARTER 1 2022/23****File No:** Council Meetings**Author:** Coordinator Corporate Planning and Performance  
Civic Governance**Appendices:** App A - Chief Executive Officer's Quarterly Highlights Report  
Quarter 1, 2022/23 ..... 113    
App B - Operational Plan Activities Report Quarter 1, 2022/23.135  
 

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**PURPOSE**

This report presents the Progress Report for Quarter 1, 2022/23. The report covers the period 1 July to 30 September 2022 and seeks to inform Council and the community on the progress of implementation of activities, significant projects and service highlights from Council's Operational Plan 2022/23.

**EXECUTIVE SUMMARY**

Each quarter, Council receives a progress report on the delivery of the Operational Plan 2022/23. The report is published and made available to the community.

The report comprises:

- Appendix A – Chief Executive Officer's Quarterly Highlights Report Quarter 1, 2022/23
- Appendix B – Operational Plan Activities Report Quarter 1, 2022/23.

Below is a summary of key highlights achieved throughout Quarter 1, 2022/23:

**Our Strong Community**

- \$2,720,803 in community grants were awarded across 343 applications to support community organisations to deliver a wide range of outcomes across the region
- The horizon festival was host to an exciting line-up of 440 artists and presenters, with 21,492 attendances recorded across the 127 events.
- 211,539 visitors attended our libraries to access resources, information and learning opportunities.

**Our Environment and Liveability**

- The Organisational Zero-net Emissions Plan 2022 was adopted by Council in July 2022 to continue our leadership and commitment to contribute locally to the global emissions reduction challenge.
- More than 1500 residents completed the 2022 Living on the Sunshine Coast community survey with 71% of respondents rating access to the natural environment as the most important attribute that makes a place liveable.
- Six National Tree Day events were held, which saw 320 volunteers planting over 3880 tubestock.

**Our Resilient Economy**

- \$46.6 million in economic activity for the region was generated from 25 Sunshine Coast major events with 86,505 guests attending.



- 72% of Council's total available purchasing spend for the quarter went to local businesses, resulting in \$82.4 million being injected into our local economy for the quarter.
- 3041 Sunshine Coast businesses accessed specialist advice, information, workshops and events that support economic development in the region.

#### **Our Service Excellence**

- \$2.7 million was invested to rehabilitate and resurface 3.9 kilometres of local roads to improve the safety of these roads for our community (total area 23,859m<sup>2</sup>).
- The Nambour Aquatic Centre Splash Park opened to the public on 17 September 2022, attracting more than 4,000 visitors on the first weekend of the school holidays.
- The new boardwalk between Sage Street and Royal Drive, Buderim was completed, offering a smoother journey for those using wheelchairs, walkers and prams.

#### **Our Outstanding Organisation**

- Sunshine Coast City Hall reached a construction milestone with the tower crane dismantled, external scaffolding removed and the fit-out on several floors completed.
- Council was named a finalist in two categories of the 2022 National Economic Development Awards for Excellence: Economic Development Strategic Thinking and the Economic Development Marketing and Promotion.
- Council was successful in receiving several funding allocations from other tiers of government to support early literacy, road safety, active transport, local arts project and disaster resilience.

### **OFFICER RECOMMENDATION**

#### **That Council:**

- (a) receive and note the report titled "Quarterly Progress Report - Quarter 1 2022/23"
- (b) note the Chief Executive Officer's Quarterly Highlights Report - Quarter 1, 2022/23 (Appendix A) and
- (c) note the Operational Plan Activities Report - Quarter 1, 2022/23 (Appendix B) reporting on implementation of the Corporate and Operational Plans.

### **FINANCE AND RESOURCING**

This report is developed and funded within the current operational budget to provide an update on the progress towards the operational plan activities.

Financial reporting information is not included in this report. A Financial Performance Report is provided to Council each month covering operating revenue and expenses as well as progress on the capital works program.

### **CORPORATE PLAN**

<b>Corporate Plan Goal:</b>	<b><i>Our outstanding organisation</i></b>
<b>Outcome:</b>	We serve our community by providing this great service.
<b>Operational Activity:</b>	S30 - Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.



## CONSULTATION

### Councillor Consultation

This report has been discussed with Councillor J Natoli and Councillor E Hungerford as Portfolio Councillors for Our Outstanding Organisation.

### Internal Consultation

Consultation has occurred with relevant Coordinators, Managers and each Group Executive to provide accurate information on service delivery and operational plan activities.

This is a whole of Council report and consultation involves all Groups of Council:

- Built Infrastructure Group
- Business Performance Group
- Customer and Planning Services Group
- Economic and Community Development Group
- Liveability and Natural Assets Group
- Civic Governance Group
- Office of the CEO.

### External Consultation

There has been no external consultation in relation to this report.

### Community Engagement

There has been no community engagement in relation to this report although community engagement has been an inherent part of many of the activities profiled in this report.

## PROPOSAL

Under section 174(3) of the *Local Government Regulation 2012*, the Chief Executive Officer is required to provide a regular report to a Council meeting outlining the progress in delivering on the outcomes in its operational plan.

### Progress report

The Chief Executive Officer's Quarterly Highlights Report – Quarter 1, 2022/23 (Appendix A) consists of a summary of achievements under each of the corporate plan goals, as reflected in the structure of Council's Operational Plan 2022/23.

Operational Plan Activities Report - Quarter 1, 2022/23 (Appendix B) provides details on the implementation of the 83 activities outlined in Council's Operational Plan 2022/23. It includes the status of each activity covering percentage complete, on time and on budget indicators as well as progress commentary.

### Legal

This report has been prepared in response to the requirements of section 174(3) of the *Local Government Regulation 2012*.

### Policy

The presentation of this report in itself, is not inconsistent with any adopted Council policies. The quarterly progress report is, however, a component of Council's Strategic Planning and Reporting Framework.



**Risk**

In accordance with Council's Risk Management Framework, the risks and opportunities identified in relation to the quarterly progress report include:

- reputation/public image: the report provides information on Council's operational plan and service delivery with both qualitative and quantitative updates to the community
- legislative: the report seeks to fulfill the legislative requirements of the *Local Government Act 2009* and the *Local Government Regulation 2012* and
- business activity: the report keeps Council informed on the progress of the operational plan activities and risk associated with their budget and schedule.

**Previous Council Resolution****Ordinary Meeting 25 August 2022 (OM22/61)**

*That Council:*

- (a) receive and note the report titled "**Quarterly Progress Report - Quarter 4, 2021/22**" and*
- (b) note the Chief Executive Officer's Quarterly Highlights Report - Quarter 4, 2021/22 (Appendix A) and*
- (c) note the Operational Plan Activities Report - Quarter 4, 2021/22 (Appendix B) reporting on implementation of the Corporate and Operational Plans.*

**Related Documentation**

- Corporate Plan 2022-2026
- Operational Plan 2022/23
- Financial information provided to Council in the Financial and Capital management report.

**Critical Dates**

Quarterly Progress reports are usually presented to Council within eight weeks of the end of the calendar quarter, subject to the scheduled meeting cycle. The *Local Government Regulation 2012* requires the report to be presented to Council at intervals of not more than three months.

**Implementation**

The report will be published and available for community access via Council's website and a digital copy will be provided to the State Library.





## Sunshine Coast Council CEO's Quarterly Highlights Report

Quarter 1 – 2022/23







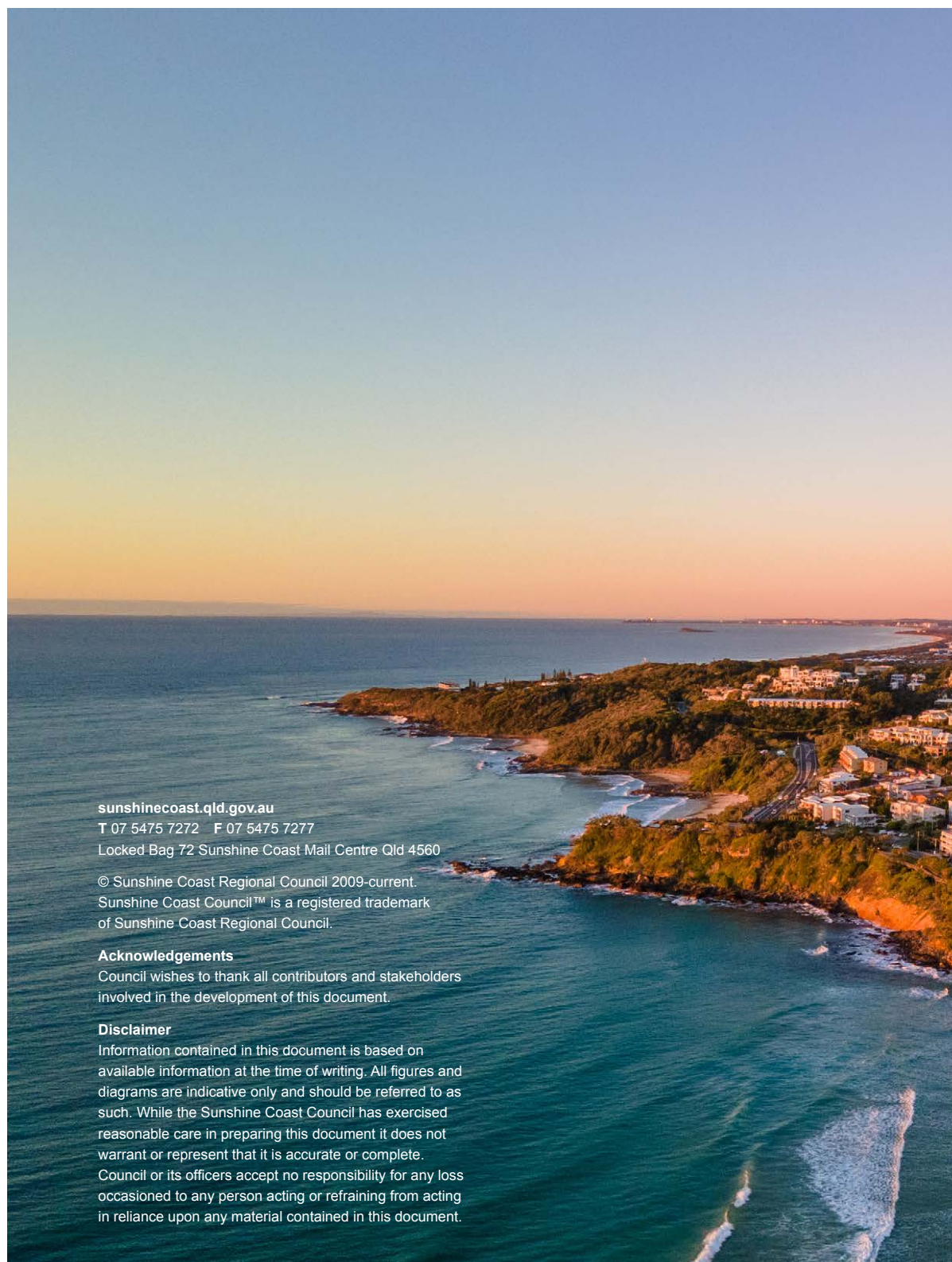




## Sunshine Coast Council CEO's Quarterly Highlights Report

Quarter 1 – 2022/23





[sunshinecoast.qld.gov.au](http://sunshinecoast.qld.gov.au)

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#### Acknowledgements

Council wishes to thank all contributors and stakeholders involved in the development of this document.

#### Disclaimer

Information contained in this document is based on available information at the time of writing. All figures and diagrams are indicative only and should be referred to as such. While the Sunshine Coast Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete. Council or its officers accept no responsibility for any loss occasioned to any person acting or refraining from acting in reliance upon any material contained in this document.



## Traditional Acknowledgement

Sunshine Coast Council acknowledges the Sunshine Coast Country, home of the Kabi Kabi peoples and the Jinibara peoples, the Traditional Custodians, whose lands and waters we all now share.

We recognise that these have always been places of cultural, spiritual, social and economic significance. The Traditional Custodians' unique values, and ancient and enduring cultures, deepen and enrich the life of our community.

We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

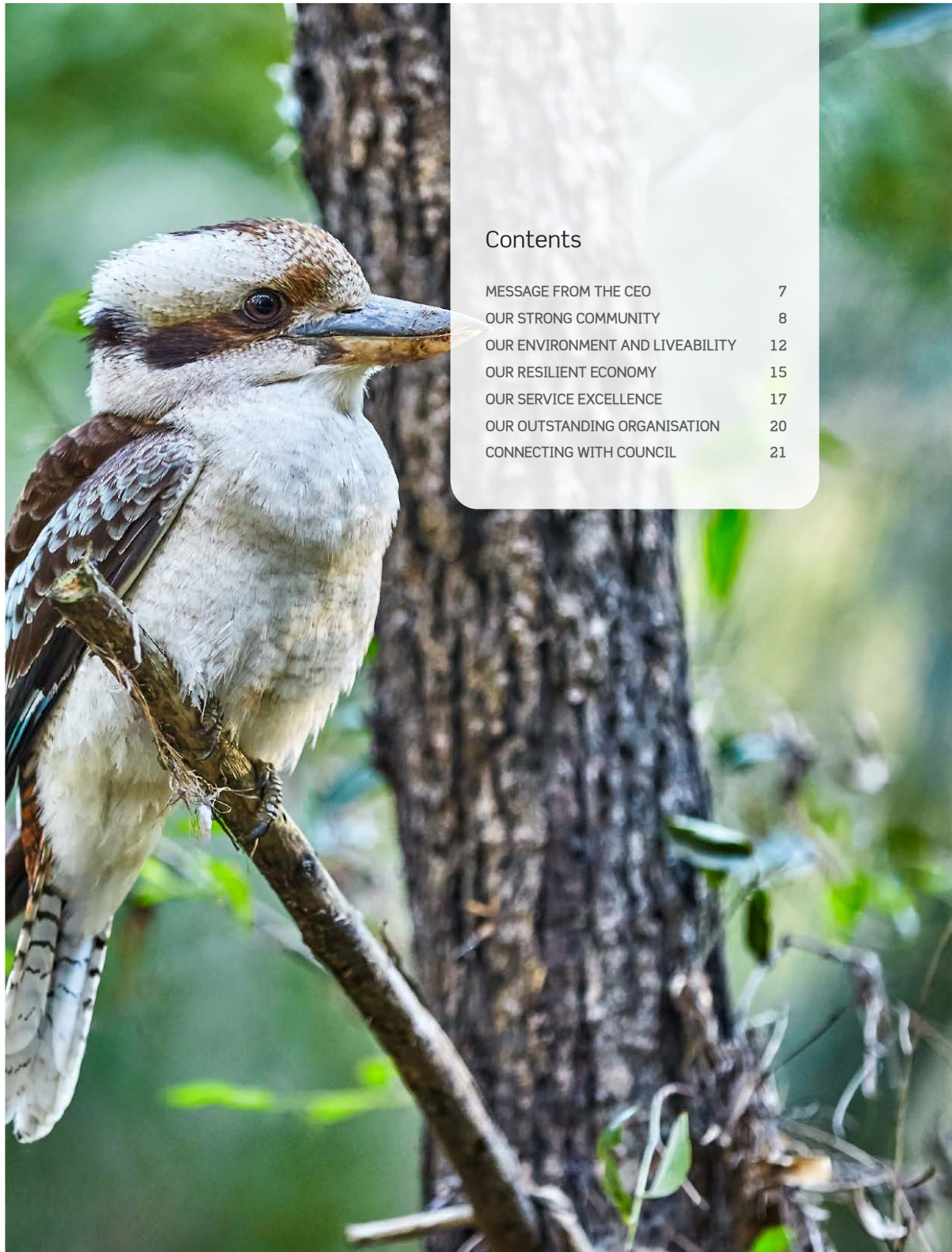
Truth telling is a significant part of our journey. We are committed to better understanding the collective histories of the Sunshine Coast and the experiences of First Nations peoples. Legacy issues resulting from colonisation are still experienced by Traditional Custodians and First Nations people.

We recognise our shared history and will continue to work in partnership to provide a foundation for building a shared future with the Kabi Kabi and the Jinibara peoples.

We wish to pay respect to their Elders – past, present and emerging, and acknowledge the important role First Nations people continue to play within the Sunshine Coast community.

Together, we are all stronger.





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## Message from the CEO



**Emma Thomas**  
Chief Executive Officer

As we reflect on the first quarter of the 2022/23 financial year, we can already see many great outcomes being achieved for our region. Whether it be through the delivery of our services and programs or through our forward planning, we are ensuring our community can thrive now and for future generations to come.

This quarter we progressed our diversity and inclusivity objectives by calling on our community to stand as one and help shine a light on racism in the region. The 'Shine a Light on Racism' campaign encourages the community to stand up against racism in their everyday lives and pause and reflect on what it means to take personal responsibility to become anti-racist. It is important that we are welcoming and respectful to others, irrespective of background. We are all welcome here.

We welcomed the Horizon Festival back to the region between 26 August and 4 September 2022 after a tumultuous few years of disruptions caused by the COVID-19 pandemic. This highly anticipated event was host to an exciting line-up of 440 artists and presenters that included many local acts to provide

fantastic entertainment in the form of music, visual art, performance, dance, spoken word, comedy, and workshops. An impressive 21,492 people enjoyed the festivities either in-person or through the digital events.

Engagement with our community continues to be front and centre of Council business to help shape our projects and inform decision making. This quarter we commenced engagement on the second stage of the Mooloolaba Foreshore Revitalisation project – a Central Meeting Place precinct that is located near the Brisbane Road entry point to Mooloolaba Esplanade. Residents are encouraged to have their say on the two proposed concept designs, 'Concept Blue' or 'Concept Yellow'. This multi-stage project is designed to maintain our liveability credentials by increasing public open space in the beachfront parkland by 40 per cent and creating a place for connection, as well as a fantastic location to admire one of the world's-best beaches.

Our commitment to climate change continued through the quarter as we progressed the implementation of our organisational Zero-net Emissions Plan. Through the plan we have committed to an integrated approach to measuring, monitoring, analysing and reporting on our actions to proactively respond to our target of Zero-net emissions by 2041.

There has been encouraging signs for Major Events on the Sunshine Coast, attracting 86,000 people and generating approximately \$46.6 million of direct economic benefit from 25 events during the quarter. This is almost double the

same time last year and equivalent to pre-COVID-19 pandemic times. A highlight for our budding future athletes was the Touch Football National Youth Championships where more than 100 junior teams converged on the Sunshine Coast from all around the nation between 28 September and 1 October 2022.

As a Council we are continually looking for ways to improve our service delivery to ensure we provide consistent and positive customer experiences. Waste and Resource Management is a service we take great pride in, collecting 99% of bins on schedule. The future of this service has been secured for the next eight years with family owned business JJ's Waste and Recycling commencing Council's largest service-delivery contract in July 2022. This coincided with the start of the expanded garden organics collection services, with 45,000 households now recycling their garden waste across the region and contributing to reducing the amount of waste that goes to landfill.

There are many more fantastic highlights mentioned throughout the report and I encourage you to read on and find out how Council is partnering with our community, business and other tiers of government to progress our healthy, smart, creative region.

**Emma Thomas**  
Chief Executive Officer





## Our Strong Community

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



**160,803**

people attended community events at Council's venues



**89%**

customer satisfaction with library and cultural programs



**137,998**

attendances to Council owned aquatic centres



**343**

community grant applications awarded, allocated more than \$2,720,803 for the quarter

### Community and cultural development and partnerships

#### Horizon Festival

The highly anticipated Horizon Festival 2022 returned in full following COVID-19 disruptions in 2020 and 2021. The uplifting, world-class festival featured local acts and nationally recognised artists across 10 days and nights between 26 August to 4 September 2022. This year, 21,492 attendances were recorded across the 127 events, including music, visual art, performance, dance, family entertainment, spoken word, comedy and workshops.

The festival is an exciting celebration of the arts and a great example of Council and our community working together to create a festival that delights audiences.

At its heart, the festival is deeply connected to place. It celebrated the spectacular natural landscape of the Sunshine Coast region, honoured the stories and artworks of our First Nations people, provided a platform for local artists to extend their practice, and is a way for communities to engage, experience art and be inspired.

#### Veiled Histories: Works by leading First Nations artist

A powerful exhibition of artworks by leading First Nations artists Jennifer Herd (MBarbarum) and Joanne Currie Nalingu (Gungurri) was held at the Caloundra Regional Gallery between 1 July and 26 August 2022.

The exhibition, called 'Veiled Histories: Works by leading First Nations artists' captures the artists' enduring careers and deep spiritual connections to the past for both Indigenous and non-Indigenous peoples.

The exhibition program featured a free artists talk, revealing the back stories and motivation behind their works and youth art trails and other family activities within the art space to help engage and inspire all ages.

#### First Nations Self Determination, Representation and Wellbeing Forum

More than 200 powerful voices attended Council's second annual First Nations Self-Determination, Representation and Wellbeing Forum at the Novotel Twin Waters on 8 and 9 August 2022.

The Forum coincided with the International Day of the World's Indigenous Peoples and was a great opportunity for First Nations communities to join together for collaborative discussions about voice, self-determination and wellbeing. Key themes included cultural integrity, cultural values and practices, First Nations story, empowerment, representation and economic development.

In line with our Sunshine Coast Community Strategy 2019-2041 and Sunshine Coast Reconciliation Action Plan, Council is committed to growing a strong community, including long-term and meaningful engagement with Traditional Custodians and First Nations communities.



### Rehabilitation works at Caloundra lighthouses

Council completed works at the heritage listed Caloundra lighthouses to provide important rehabilitation work and ensure our region's signature maritime beacons stand the test of time.

Through the Arts and Heritage Levy, Council contracted Conbuild to undertake works during August and September 2022 that included installing new timber decking and balustrading and vital weatherproofing and roof works.

The original 1896 lighthouse is the town's oldest surviving building, and its 1968 neighbouring replacement is one of only two of its type in Australia. The rehabilitation works will help preserve our maritime history for future generations to come.

### Grants to our Community

Local community groups were invited to participate in a free 90-minute grant writing workshop, either online or in-person, between 26 July and 4 August 2022.

Sessions explored how to plan and communicate projects, what supporting documentation to include and provided guidance on how to complete project budgets - aiming to increase the chance of application success and to build capacity of community groups.

Council grants provided to our community during the quarter included:

- \$47,192 through the Regional Arts Development Fund for 12 creative projects
- \$161,000 through the Arts and Heritage Levy Program to heritage partnerships, events and collection care, and
- 16 applications approved to the Creative Investment Program progressed to the next stage.

### Our People, Our Places, Our Aura

The Our People, Our Places, Our Aura community engagement program was delivered between 8 June to 23 July 2022 with approximately 600 people participating. In total 1375 submissions were received across the range of engagement

exercises on offer which included a survey, pop-up activities at six locations, online activities and a workshop.

Some of the key findings from the engagement program discovered the community has a strong desire for more events, youth focused provisions, public transport and community safety.

The findings of the engagement program are intended to provide the community and Council with an understanding of the focus areas for future community development programs, activities and foster a strong community in Aura.

### Anti-racism Campaign launched

The 'Shine a Light on Racism' campaign was launched on 22 July 2022 at Venue 114, and aimed to promote everyone's responsibility in becoming anti-racist.

Spearheaded by seven local patrons, the campaign called on residents to #DotheWork and help address racism in our community and actively learn to become an ally. The campaign content and workshops will be promoted throughout the year with community, sporting and business groups.

The South Sydney Rabbitohs and Vodafone Warriors backed the campaign as part of their National Rugby League game held at Sunshine Coast Stadium on 6 August 2022. The Sunshine Coast campaign has also been recognised by the Queensland Human Rights Commission.

### Hope for Homes Forum

In partnership with the Goodlife Community Centre Buderim, The Shack Nambour and the Salvation Army, Council supported the Hope for Homes Forum on 26 September 2022 at the Goodlife Community Centre, Buderim.

More than 130 participants heard from guest speakers from various community, charitable and government organisations who shared information and learnings about current and future partnership projects.

Further collaboration will continue with the service sector and community organisations to respond to homelessness and explore further opportunities.



### Nambour's public piano

A public piano was installed at the Nambour Town Square in August 2022 as a free and fun way for people to activate the community space throughout spring.

It is one of the ways Council is supporting the activation of Nambour, while complementing the opportunity that exists within the Special Entertainment Precinct boundaries.

The public piano offers our community a place for connection and conversation, the potential to reveal some undiscovered local talent and provides a place to practise for those who don't have regular access to a piano. It also features artwork by local artist and Street Art Nambour Group member Ross Holloway.

## Disaster Management

### Training exercise for the Local Disaster Management Group

The Local Disaster Management Group (LDMG) participated in a disaster preparedness, response and recovery training exercise on 3 August 2022.

The training exercise included a fast-forming weather event, more than 100mm of rain, flash flooding, hail and storm surge, severe storms, super cells and tornadoes. The Guardian IMS (a digital tool), which tracks and shares real-time data during disasters, was also tested.

The training has assisted the LDMG ahead of the summer storm season and provided an opportunity to put into practise the improved processes and learnings from previous disaster events so the Sunshine Coast community is best supported and protected during all aspects of a disaster.

## Libraries

During the quarter, 211,539 visitors attended our libraries to access resources, information and learning opportunities. Key highlights and initiatives from the quarter include:

- The Storytellers Festival was delivered to 600 participants and focused on connecting local authors and providing a range of workshops
- A multi-cultural morning tea with 140 attendees was held at Maroochydhore library to celebrate

### Multi-Cultural Week

- The online book club continues to be very popular with 1145 downloads of eBook club titles through the 'Libby' application
- Through the Life Long Programming, 191 programs were delivered with 1095 attendees which included new and old customers
- Council launched the online platform 'Hoopla', which provides access to video content and digital comics, and
- The cloudLibraries' Languages other than English (LOTE) online platform was made available, significantly increasing resources for community members whose first language is not English.

## Lifeguards

Council invests \$5.7 million into lifeguard services across the financial year to keep our residents and visitors safe across our region's beaches.

The Lifeguard Service is operated by Surf Life Saving Queensland on behalf of Council and manages foreshore and aquatic activities across 21 locations for the enjoyment and protection of Sunshine Coast residents and visitors.

In addition, Council provides beach matting, wheelchairs and life jackets for public use at no charge, making our beaches more inclusive and accessible.

## Community venues

Council's Venue 114 facilitated and delivered a number of successful events during the quarter, including the:

- Travis Shultz Wine Symposium
- Sunshine Coast Symphony Orchestra
- Medical Grads Celebration
- In Conversation – Becoming Anti Racist event
- Breast Cancer Fundraiser
- Mayor Telstra Innovation Awards, and
- Burlesque La'Mour cabaret performances.



## Roads, cycleways and pathways

### Mobility Maps

Council's new mobility maps went live in July 2022 to help improve the way residents and visitors accessed and ultimately enjoyed popular areas of the Sunshine Coast.

The launch follows the trial where wheelchairs were turned into mapping tools with specially trained local "pilots" and equipped with advanced technology to track routes from Maroochydore to Mooloolaba.

Using modern mapping-technology, the revolutionary pilot project is focused on making life easier for people of all abilities, from mums and dads with toddlers in tow, to the elderly, people using wheelchairs and mobility aids.

The maps categorise clear routes and allow users to make informed choices before visiting locations across the Sunshine Coast, enabling everyone to find their best path, according to their needs and ability. The initiative furthers Council's commitment to accessibility and inclusion and promotes activity and visitation to our coastal areas for all.

### School Bike Restoration trial

In a collaboration between Council, Brightwater State School and Chancellor State College, a heart-warming program was rolled out to give children in need access to a bike to ride to and from school.

The initiative expands on Sunshine Coast Council's existing RideScore Active Schools Program, providing disadvantaged children with a mode of transport when there is often no alternative. Schools are supplied with bicycles that are sourced from the Endeavour Foundation's Tip Shop at select Council waste facilities. The students work with a qualified bicycle mechanic from Peddlar in Golden Beach, Caloundra to give the bikes a fresh lease on life.

The mechanic runs weekly 90-minute in-school lessons to select students at both participating schools, providing them with hands-on skills and an opportunity for them to thrive in an environment outside the classroom.

## Sporting facilities

Council's world-class sporting facilities continue to attract season fixtures and major events.

The Sunshine Coast Stadium held the:

- 2022 Oceania Rugby under 20 Championships for the first time between 1 and 10 July 2022
- Rugby World Cup Qualifier match between Tonga and Hong Kong was held on 23 July 2022
- The Living Life Festival was held for the first time on 13 August 2022, and
- Buskers by the Lake returned for the second year from 19 to 20 August 2022.

The Caloundra Indoor Stadium held the National Table Tennis Championships between 3 to 10 July 2022, with 445 competitors and 17,709 games played.

The Maroochydore Multi Sports Complex hosted:

- Two netball tournaments - the Vicki Wilson Cup on 21 July 2022 and Lightning Netball Cup on 14 September 2022, and
- The Coastal District Interschool Sport AFL and Soccer tournaments across term three of the school calendar.

The Nambour Showgrounds held a number of successful events, including the:

- Queensland Garden Expo from 8 to 10 July 2022
- Nambour Swap Meet held on 30 July 2022
- Sunshine Coast Motor Sport Club Street Sprints from 6 to 7 August 2022, and
- Sunshine Coast Caravan and the Outdoor Expo from 19 to 21 August 2022.

## Green and gold runway event

Council held a free community event on 7 August 2022 at the Sugar Bag Road Mountain Bike Park, Caloundra to celebrate and acknowledge it is 10 years to go until the Brisbane 2032 Olympic and Paralympic Games.

As mountain biking will be an integral part of the Games on the Sunshine Coast, our community were encouraged to #HaveaGo at the action-packed day of bike demonstrations, trails and a chance to meet former world champion Janine Jungfels.

All ages were welcome to attend the special event which provided exposure to sport and a sense of community.





## Our Environment and Liveability

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



**4654 hectares**

of landscape and garden beds maintained



**536**

wheelie bins of weeds removed by 1095 volunteers with the Community Nature Conservation Program



**10,053 hectares**

managed for conservation under the Sunshine Coast Land for Wildlife program



**1565 MWh**

of power generated from Council's landfill Renewable Energy Facility in Caloundra, and a reduction in greenhouse gas emissions of 20,314 tonnes

### Organisational Zero-net Emissions Plan

The new Organisational Zero-net Emissions Plan 2022 was adopted by Council in July 2022 to continue our leadership and commitment to contribute locally to the global emissions reduction challenge.

The plan provides a framework to implement emission reduction under six focus areas, including waste, electricity, transport, supply chain, building and infrastructure, governance and culture change.

Through the plan, Council will measure, monitor, analyse and report on our actions to proactively respond to our 2041 emissions reduction target.

### Living on the Sunshine Coast survey

More than 1500 residents completed the 2022 Living on the Sunshine Coast survey and provided their insight into 'liveability' attributes.

When considering what makes a place liveable, locals placed the most importance on access to the natural environment, with 71 per cent of respondents scoring it as the number one feature of their neighbourhood – comparatively higher than the national benchmark of 48 per cent.

Out of 16 attributes, respondents also nominated community safety, a lack of road congestion, a strong sense of community, and the provision of high-quality health services amongst the top five most important 'liveability' traits. In terms of what is needed to be maintained, locals felt

most passionate about preserving the natural environment, neighbourhood safety, our sense of community, provision of health services, and shopping or leisure amenities.

The survey was conducted by Informed Decisions Consulting in March 2022 and findings will be used to monitor the progress of our regional strategies, inform Council's Corporate Plan, and to support ongoing advocacy for continuous improvements in the liveability standards of the community.

### Get your kit on

Council launched the 'Get Your Kit On' campaign in July 2022, encouraging residents to make a plastic-free pledge during the Plastic Free July challenge.

A range of workshops and events were on offer during the month, from beeswax wrap workshops to beach clean-ups and provided a great opportunity for the community to come together on the issue of waste reduction and learn something new in a fun and friendly environment.

Sustainable living forms a key part of Council's Environment and Liveability Strategy 2017 and initiatives such as Plastic Free July also provided locals with an opportunity to contribute to a healthy environment and liveable Sunshine Coast.



### Grow It Local program

More than 100 local residents participated in the Grow It Local program on 17 September 2022, alongside master gardener and celebrity chef, Paul West.

Council, alongside 52 other local councils across the country partnered with Grow it Local – a national grass roots 'local grow' community to get more people growing, sharing and eating locally grown food.

In line with supporting sustainable living initiatives, the event provided locals with an opportunity to learn new gardening skills, connect with others, embrace healthy and sustainable ways of living, and contribute towards our biosphere. More than 100 Sunshine Coast residents participated in the event.

### Beaches, foreshores, coastal infrastructure and canals

#### Schools Beach Clean Up Super Series

Council held the Schools Beach Clean Up Super Series between 17 October to 4 November 2022 for a rewarding and enriching experience for students to make a positive contribution to our Sunshine Coast environment.

With the start of the nesting season for marine turtles commencing from November, the half-day program helped to prepare Sunshine Coast beaches as well as generate ideas to reduce waste at the source and provide an opportunity for students to learn about coastal processes.

### Bushland Conservation and habitat

#### National tree day events

Six National Tree Day events were held over two weeks in July and August 2022, with 320 volunteers planting over 3880 tubestock plants in various locations across the region.

#### Cultural burn workshops

The second annual cultural burn workshop was

held at Tuan Environment Reserve between 11 and 13 July 2022.

Firestick Alliance, Kabi Kabi and Jinibara Traditional Owners partnered with Council to deliver the workshop and training, which included cultural activities, site assessments and delivery of a cultural burn over two hectares of open woodland.

### New nest for osprey birds

Council worked with wildlife habitat contractors to install additional support around the nest platform of Mooloolaba's well-loved ospreys so it could better retain material during breeding seasons.

Due to extreme weather over the last several years the osprey pair at Mooloolaba Spit lost their nest on multiple occasions. After seeking input from the University of the Sunshine Coast and the Queensland Department of Environment and Science, a wildlife habitat contractor was able to manufacture and fit a timber kickboard around the boundary of the nest on site, and install an anti-climb collar on the pole to protect the nest and offspring.

Council strives to find solutions that allowed our residents and wildlife to live together in harmony.

### Recreation parks, trails and facilities

#### Kids in Action 2022

Designed primarily for students in grades five and eight, Council's award-winning Kids in Action program encourages students to take responsibility for their learning through the planning and delivery of environmental projects.

The Kids in Action program celebrated its 10-year anniversary with the theme 'Catchment Connections: Mountains to the Sea' and looked at the movement pathways and journeys that flow across the landscape catchments of Kabi Kabi and Jinibara Country.

The Kids in Action Conference was held at Maroochy Regional Bushland Botanic Gardens on 9 September 2022 with more than 240 kids



attending from 20 different schools to share their environmental projects. The event provided an opportunity for the kids to learn from each other, through workshops, displays and performances.

#### Wild HeART Student Art Prize and Exhibition

Council supported the 2022 Wild HeARTS Student Art Prize, which called on junior artists from across Queensland to unleash their creativity and portray an Australian plant, animal or threatened species through visual art.

Almost 500 art entries were received which culminated at an exhibition held at the Maroochy Regional Bushland Botanic Gardens from 17 September to 3 October 2022.

The competition encouraged students to learn about their chosen species' unique qualities and its place in our landscape, helping to create a deeper connection and respect between children and their natural environment.

#### Rivers, streams, estuaries and water bodies

##### Construction Management and Waterway Protection project

Council continues to implement the Construction Management and Waterway Protection project (as a key Transformational Action under the Environment and Liveability Strategy 2017), to improve construction management practices and levels of compliance regarding erosion and sediment control.

Desired outcomes of the project are to improve the health of our waterways, wetlands and ocean. The project covers both building and development sites and includes education, engagement as well as compliance activities. During this quarter, increased controls on building sites has saved an estimated 340 tonnes of sediment from entering our waterways from inspected sites. Overall compliance has increased approximately 30 per cent since the first baseline report in November 2021.

In addition, Council removed a total of 3000 kilograms of litter from 14 waterways throughout the region.

#### Stormwater drainage

Council is continuing to undertake improved flooding and stormwater mapping, including a focus on the changing tidal environment associated with the Bribie Island breakthrough.

Throughout the quarter Council inspected and actioned:

- 640 metres of stormwater pipes were inspected using CCTV
- 104 drainage pits for structural condition, and
- 23 pipe patches were completed.

#### Sustainable growth and network planning

##### Mooloolaba's Central Meeting Place

Results from the community engagement process for Mooloolaba's Central Meeting Place (stage two of the Mooloolaba Foreshore Revitalisation project) were released in August 2022.

The engagement process included meetings with 12 stakeholder groups and more than 1000 surveys were completed. Results indicated the Central Meeting Place should be accessible for all users, provide access to an area with views of the ocean and bay, offer a place to sit and meet friends in all seasons, and consider public safety.

Consideration of the phase one community feedback, engineering reports as well as state authority approvals and funding requirements have informed design concepts which were released to the community for input on 28 September 2022.

The community have the opportunity to share their thoughts on the designs, referred to as 'Concept Blue' and 'Concept Yellow', via Council's 'Have your Say' website.





## Our Resilient Economy

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



**\$5.9 million**

in revenue for Sunshine Coast holiday parks



**86,505**

guests attended 25 major events, which generated approximately \$46.6 million in economic activity for the region



**3041**

businesses accessed specialist advice and information



**\$82.4 million**

or 72% of the total available purchasing spend for the quarter went to local businesses

### Economic development

The Regional Economic Development Strategy priorities and initiatives continued to be implemented throughout the quarter. Council worked with local industry organisations and businesses to support a range of programs and events, including:

- 144 businesses across the region accessed specialist advice through the Local Business Support program
- The Local Business Champions series highlighted eight businesses for making a significant contribution to the local business community
- Support continued for the 'Buy Local Sunshine Coast' campaign that highlighted the customer to business relationship and encouraged local spend.

The Place Activation program delivered and supported events that attracted visitors and built the capacity of the key destination precincts of Mooloolaba, Caloundra, Nambour and Coolum. Popular attractions were the Nambour Forecourt Live event, Skyline Ferris Wheel in Coolum, 'Shop Caloundra' promotion and marketing campaigns in Mooloolaba.

### Thriving Through Change Business Expo

In partnership with the Queensland Government Department of Employment, Small Business and Training and the Sunshine Coast Chamber Alliance, Council supported the second annual

### Thriving Through Change Business Expo.

Held on 23 August 2022, 350 Sunshine Coast businesses and 38 exhibitors were able to learn, connect and improve their business growth by receiving practical takeaways, strategies, tools and resources to implement.

The half-day, free event featured business exhibitions offering direct access to more than 35 local, Queensland and Australian Government support agencies, plus all of the region's thriving Chambers of Commerce and industry groups.

### 2022 Brand Perception Survey

Undertaking research is just one of the ways Council ensures we understand what the market is thinking about our region as a business destination. Council sought feedback from target audiences outside of the region between 21 June to 17 July 2022 through an online survey, testing the Sunshine Coast's appeal as a place to do business.

A total of 988 completed surveys were received from businesses located in Brisbane, Sydney, Melbourne and the Sunshine Coast. Key results from the survey indicate that the Sunshine Coast business brand is heavily connected with the broader destination brand and 'liveability' is considered the biggest benefit of running or investing in a business on the Sunshine Coast. Other benefits highlighted were that our region is more affordable than other cities, has close proximity to Brisbane, and the region offers



growth potential.

### Techstars Startup Weekend

Council proudly sponsored the Sustainable Cities and Communities category at the Sunshine Coast's seventh annual Techstars Startup Weekend between 5 and 7 August 2022.

More than 100 designers, developers, students and creatives gathered for the boot camp which ran for 54 hours and connected them with the very best mentors, investors, co-founders and sponsors.

For the first time, the Startup Weekend focused on the United Nations Sustainable Development Goals and concluded with a pitch night and an opportunity to further refine their offering with the support of Silicon Coast (local entrepreneurship network) and participate in the Social Enterprise World Forum.

### Forward Fest

Council supported the inaugural Forward Fest - a five-day event from 26 to 30 September 2022, aimed to provide unique networking opportunities and practical learnings to help our Sunshine Coast small to medium sized businesses become more competitive.

Businesses were able to connect with some of the best business minds and access presentations, panel discussions, interactive workshops, demonstrations and question and answer sessions. Presenting at the event was 120 high calibre and high-profile business leaders and influencers from some of the world's biggest and most respected brands.

This event also leveraged Council's investment in critical game-changing infrastructure like the Sunshine Coast International Broadband Cable, the Sunshine Coast Airport Expansion and the Maroochydore City Centre.

### Cricket World Cup tournament

Council supported the Veterans Cricket Australia inaugural over 60s Cricket World Cup on the Sunshine Coast between 2 to 15 September 2022. Three Sunshine Coast venues (in the suburbs of

Maroochydore, Caloundra and Yandina) were hosts for the tournament.

An estimated \$1.1 million in economic benefit was injected into our region from the event. The 12 teams participating were Australia, Canada, India, Sri Lanka, Wales, Zimbabwe, New Zealand, Pakistan, South Africa, USA, West Indies and the Rest of the World.

### Touch Football National Youth Championships

More than 100 junior touch football teams featuring the country's best underage touch footballer's competed at the 2022 DoorDash National Youth Championships, held at the Sunshine Coast Stadium between 28 September and 1 October 2022.

The Council-supported event featured eight age and gender divisions and attracted 5000 attendees, resulting in an estimated \$4 million of economic benefit to the region.

### Holiday Parks

High occupancy rates continued across the quarter, with the holiday parks maintaining over 85 per cent capacity.





## Our Service Excellence

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



**83%**

of development applications assessed within statutory timeframes



**88,410**

customers assisted through the development and customer contact centres



**2433**

building approvals issued with a construction value of \$601 million



**\$2.7 million**

invested into our road network to rehabilitate and resurface 3.9kms of road with a total area of 23,859m<sup>2</sup> for the safety of our community

### Development services

Development assessment activity has slowed down across the region which can be attributed to increases in interest rates, impacts of construction costs and reduced access to labour.

Statutory timelines have been impacted by high volumes of plumbing applications as well as higher complexity ratings on development assessment applications.

Council continued to provide proactive communication and engagement through industry association meetings, newsletters and the Development Industry Forum - a Council-led forum targeting industry representatives.

### Local amenity and local laws

#### ParkSmart vehicle

A new hybrid parking-monitoring vehicle, equipped with number plate recognition technology, high-speed cameras and a GPS tracking system was trialled at Birtinya, Point Cartwright, Nicklin Way and Caloundra between 18 July and 15 August 2022.

The new ParkSmart vehicle technology is already being used in other parts of Australia and aims to encourage vehicle turnover, create parking opportunities and allow equitable and safe access to various locations across our region.

The ParkSmart vehicle is clearly marked and the

trial was endorsed by Council in June 2021 to also provide a safer work environment for parking officers. Signage on how Council regulates parking is now in place to inform residents and visitors of the new system.

#### Feral animal surveys

The Feral Animal Prevention and Control Program was endorsed by Council in August 2022. Council receives almost 500 requests each year to assist the community with feral animal control and this three-year program will assist Council continue its plan to protect our native wildlife and environment.

The program focuses on preventing and controlling invasive feral animals throughout the Sunshine Coast and targets wild dogs, feral goats, cats, deer, European foxes and rabbits.

In addition, Council conducted routine night-time feral animal surveying at Kenilworth, Conondale and Cambrook on Council land between 15 and 17 August 2022 to learn more about distribution, population, size, habitat use and impacts of feral animals. The data collected from these surveys was used to assess the effectiveness and efficiency of programs and to implement improvements.

#### Invasive Plant Surveillance Program

The Invasive Plant Surveillance Program was endorsed by Council in August 2022, which aims to fight invasive plants through a partnership between Council and private landowners.



The three-year program will continue to allow Council to inspect private or public properties equal to or greater than 4000m<sup>2</sup> within the Sunshine Coast local government area and reduce the environmental, social, economic and amenity impacts associated with invasive plants.

Council's Biosecurity Plan 2017 prioritises the management of all invasive species for the five major Sunshine Coast catchments (Mary River, Upper Stanley River, Pumicestone Passage, Mooloolah River, Maroochy River, and part of Noosa River). The Program focuses on invasive plants listed in the *Biosecurity Act 2014* such as Groundsel bush, Cat's claw creeper, Fireweed, Giant rat's tail grasses and Salvinia.

### Responsible pet ownership

A range of education and regulation activities were delivered during the quarter including:

- Delivering the Responsible Pet Education program was delivered to more than 3600 community members through 31 public events, three community education sessions, 20 Smart Paws Kindy visits and six Smart Paws Junior visits
- 200 responsible pet ownership booklets were provided to vets, pet shops, pet parlours, dog trainers with puppy pre-school classes and real estate agents
- Council met with the Queensland Government Department of Environment to share knowledge and streamline responses to illegal dumping complaints and investigations
- Providing educational stalls at the Sunshine Coast Show, Queensland Garden Expo and Kenilworth Show to help the community understand treatment options and Council services related to feral animals and pest plants, and
- Partnering with Queensland Health to include monitoring for Japanese Encephalitis in the weekly mosquito sampling to inform responses at a state level.

### Capital works program

#### Mooloolaba Transport Corridor Upgrade

Stages two and three of the Brisbane Road, Mooloolaba upgrade includes the widening of Brisbane Road from two lanes to four lanes between Walan Street and Kyamba Court, on-road cycle treatments, intersection upgrades, landscaping and the new Mayes Canal Bridge.

During the quarter, traffic lanes were 'switched' to the new Mayes Canal Bridge lanes – operating one lane in each direction, allowing the old bridge to be demolished and the remaining two new lanes to be constructed.

The new bridge will maintain the same height clearance as the current bridge and be a 26.4-metre-wide, four-lane bridge with shared pedestrian and cycle paths on both sides. This important transport project will improve safety for motorists, cyclists and pedestrians, improve traffic flow, reduce delays during peak periods and cater for future traffic growth.

In addition, the key intersection at the corner of Brisbane Road, Walan and Hancock Streets reopened in September 2022 after extensive underground services works, including the completion of mains water, sewer, stormwater and telecommunications.

#### Quota Memorial Park playground

Council commenced the next stage of the Quota Memorial Park playground improvements in August 2022.

Once finished the playground will include a 7-metre-high 'Spire Gear Tower', contoured rock wall, climbing rope net, banister slide, internal climbers with various levels of challenge, a rope elevator and a huge spiral slide.

The playground provides an accessible junior and toddler play space in addition to the 1.7 hectare open space park extension which was part of stage one (completed in January 2022). The playground also honours the 1894 Moreton Central Sugar Mill, providing a meaningful connection to the park's history.



### New boardwalk in Buderim

Council completed the \$150,000 boardwalk between Sage Street and Royal Drive, Buderim in August 2022, offering a smoother journey for those using wheelchairs, walkers and prams.

Previously a dirt track, the community are now able to enjoy a seamless elevated stroll through the rainforest which meanders along the creek bed towards Tom Rickards Park at the top of Buderim Mountain.

With no trees removed during its construction, the structure is made entirely from 100 per cent glass fibre reinforced polymer composites and recycled plastic elements and is raised above ground level to mitigate regular flooding that occurs with extreme rain events.

### Nambour Aquatic Centre Splash Park

The \$3.2 million dollar Nambour Aquatic Centre Splash Park opened to the public on 17 September 2022, attracting more than 4000 visitors on the first school holiday weekend.

The Splash Park features more than 580 square metres of exciting waterplay for people and includes a new zero-depth and fully accessible splash pad, toddler slides, water jet features, tipping buckets, and two giant adventure water slides measuring 60 and 67 metres in length.

Council is committed to investing in new facilities to create jobs and improve the already fantastic lifestyle of locals. The venue will be a meeting place for many families for years to come, connecting our communities and enhancing the active and healthy lifestyle that we enjoy most.

### Quarries

During this quarter, Council sold 47,000 tonnes of quarry product, as well as conducted two blasts to enable ongoing quarry supplies.

### Road Network Management

A number of road projects progressed this quarter including the completion of safety improvements at Blackall Range Road, Woombye.

Following extensive road safety investigations of the area, Council identified instances of motorist negotiating curves at greater speeds than intended, causing them to run off the road.

Council was successful in obtaining \$157,000 in funding through the Australian Government's Black Spot Program to mitigate future risks. Deliverables for the project included the:

- Installation of two vehicle activated signs, which illuminate when motorists exceed advisory speed for a specific curve or road section, and
- Improved hazard signage and delineation to improve visibility during night time conditions.

### Waste and resource management

Significant progress was achieved during the quarter on a range of waste projects including the completion of the:

- New Cell 11 at Caloundra Landfill
- New Nambour Materials Recovery Facility, and
- Bulk earthworks at the Nambour Landfill expansion project.

### New waste service-delivery contract

Queensland-based, family-owned company JJ's Waste & Recycling commenced as the operator of our region's waste collection services in July 2022.

The service-delivery contract is valued at \$146 million over eight years and coincided with the start of Council's expanded garden organics collection service, with 45,000 additional households now recycling their garden waste.

Delivering on the Sunshine Coast Waste Strategy and our vision as Australia's most sustainable region. Healthy. Smart. Creative. the new-look waste fleet comprises one electric vehicle, with plans in place to trial a hydrogen fuel-cell waste truck in late 2022.





## Our Outstanding Organisation

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



84

offers of employment for the quarter



2

final award placements received during the quarter

### People and Culture

Council's organisational culture development program progressed during the quarter to ensure our culture enables the achievement of our strategic objectives and vision as Australia's most sustainable region. Healthy. Smart. Creative.

Council also progressed the Everyday Respect campaign to foster a diverse and inclusive workplace that is free from bullying and sexual harassment and provides a safe and respectful workplace for all.

### SCC Workplaces

This quarter the Sunshine Coast City Hall reached another construction milestone with the tower crane dismantled and external scaffolding removed.

The external façade and ground level streetscape progressed significantly, and the fit-out on a number of floors was completed.

The inspiration behind the Sunshine Coast City Hall's design – the hinterland's majestic Glass House Mountains – is now evident as the building's exterior is unveiled. The Sunshine Coast City Hall is expected to be operational in late 2022.

Detailed design for the Caloundra administration building progressed with the development of an expression of interest for construction intended for late 2022.

The feasibility report for the Nambour administration building was completed during the quarter and activities have advanced into developing the concept design.

### Connecting with our community

Council's commitment to connecting with our community through engaging story-telling, imagery and informative updates continued during the quarter.

As of 30 September 2022, Council's OurSC digital platform had 55,000 registered users and 9000 people had subscribed to receive the weekly e-newsletter.

### Funding Partnerships for regional opportunities

Funding partnerships and contributions from other tiers of government are critical to deliver some of Council's key projects outlined in the Corporate Plan 2022-2026, with many having existing commitments.

During the quarter, there were a number of successful funding announcements, including the:

- First 5 Forever allocation that provides funding to support early literacy
- Black Spot funding to keep our roads safe
- Regional Arts Development Fund to support local art projects
- Get Ready Queensland funding to encourage disaster preparedness and resilience, and
- Cycle Network Local Government Grants to support active transport in the region.

### Awards

Council was named as a finalist in two categories at the 2022 National Economic Development Awards for Excellence:

- Economic Development Strategic Thinking, and
- Economic Development Marketing and Promotion.



## 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](http://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](http://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](mailto: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](http://sunshinecoast.qld.gov.au)







# Operational Plan Activities Report Quarter 1, 2022/23





Quarterly Progress Report





## Corporate Plan Goal : Our strong community

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



### Healthy and active communities

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Following a significant review and benchmarking process of the Healthy Sunshine Coast program, extensive preparatory work has been undertaken to prepare for a relaunch which is earmarked to occur next quarter. This has included upgrading programming software, confirming contracts for suppliers and an expansion of the intentions of the program. An expressions of interest process has been run to attract program operators/partners with a total of 92 submissions received.  The Migrant Learn to Swim and Beach Safety program is scheduled to start on 8 October 2022 and is fully subscribed with 45 participants between the two locations of Nambour Aquatic Centre and Goodlife Community Centre, Buderim. This develops confidence and skills in and around water, leading to safer communities and the ability for our migrant communities to better access our waterways. Planning has commenced for the Healthy Ageing Forum being organised by a network of partners under the Healthy Sunshine Coast program and will occur towards the end of 2022 at the University of the Sunshine Coast.	CD: 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.	01/07/2022	30/06/2023	25%			RideScore delivery is on track and delivered across nine schools with an uptake of 1500 students. An additional project to restore bicycles from waste facilities and distribute to RideScore schools and other charities is being delivered. Council is also investigating options to include walking in the RideScore program.  The "E-bike Rides for Adults" were fully booked out in one day across five different events at various dates and locations. The purpose of this program is to educate users on road safety and pathway etiquette and familiarisation with electric bikes.	TIM: Transport Infrastructure Management











Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			The Sunshine Coast 2032 Legacy Community Reference Group met on 12 September 2022 to commence development of a Sunshine Coast vision and aspiration statements for the Brisbane 2032 Olympic and Paralympic Games. This will be used to inform the overarching Brisbane 2032 Legacy Plan which will be discussed at a state wide forum in February 2023. Council continues to be active in a range of legacy planning activities with key delivery partners.	ECDGE: Group Executive Economic and Community Development



*Vibrant community places and spaces that are inclusive, accessible and adaptable*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			<p>As part of the Travel Behaviour Change Program, ThinkChange, work progressed on the implementation of actions from Council's Workplaces Travel Program, with the aim to reduce employee private vehicle use and establish alternative travel options for employees moving to new worksites, with a primary focus on 800 plus employees moving to City Hall in Maroochydore.</p> <p>Council continued to deliver the RideScore Active School Travel Program to nine trial schools across the region with support from the Transport Levy and has commenced on expanding the program to additional schools identified as part of the ThinkChange program.</p> <p>The Flexilink service between Peachester to Beerwah and Conondale to Maleny continued to be supported through the Transport Levy, as well as the Kenilworth Community Transport Service.</p> <p>To meet the standards outlined in the <i>Disability Discrimination Act 1992</i>, 28 bus stops have been identified for upgrades.</p>	TIP: Transport and Infrastructure Planning





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Parking counters (which are linked to digital boards that designate the number of carparks), were purchased and will be rolled out in early 2023 at the following locations: - Montville - Russell Park Car Park - Caloundra - Happy Valley Car Park - Mooloolaba - Wharf Car Park	TIM: Transport Infrastructure Management
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 the town centres, destinations and tourism locations.	01/07/2022	30/06/2023	20%			The implementation of the ParkSmart program to regulate parking in Caloundra, Birtinya, and Buddina occurred in July 2022. There has been a reduction in the exposure to occupational violence as a result of the change in patrol method. The program has been well integrated into these communities and continues to support and encourage safe parking and vehicle turnover in line with parking arrangements. The next stage of planning is underway to introduce an additional two vehicles to the program this financial year.	CR: Customer Response
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.	01/07/2022	30/06/2023	25%			Planning continued during the quarter for a number key actions under the Sunshine Coast Sport and Active Recreation Plan 2011-2026 including the: - Civil works package for the Honey Farm Sport and Recreation Precinct - Moss Day Pavilion Indoor Equestrian Arena upgrade at Nambour Showgrounds, and - Major clubhouse upgrades for the North Shore Multi-Sports Complex and Palmwoods Football Club.	SCV: Sports and Community Venues
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, and improved car parking and demolition of the existing Learn to Swim pool.	01/07/2022	30/06/2023	25%			The official opening for the new Nambour Aquatic Centre Splash Park (including two new water slides) was held on Friday 16 September 2022. Within the first week of opening, more than 2000 slide passes were sold indicating the strong community support for this project. The Kawana Aquatic Centre detailed designs are progressing as planned with construction of stage one due to commence in early 2023.	SCV: Sports and Community Venues





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			<p>More than 600 participants attended the Storytellers Festival which focused on connecting local authors and providing a range of workshops. This quarter also saw the launch of the Kathleen McArthur Lunch hour Theatre Scripts - Podcast Series. There are 22 episodes, with a new episode being made available each week. Libraries launched the online platform Hoopla which provides access to video content and digital comics. The cloudLibraries' Languages other than English (LOTE) online platform was made available, significantly increasing resources for community members whose first language is not English.</p> <p>This quarter, there were 208,740 visitors to the region's libraries, a 12% increase on the last quarter of 2021/22, a total of 5748 new members, a 14% increase on the last quarter of 2021/22 and an 8% increase in items loaned. Libraries provided 38 outreach sessions this quarter, with a 28% increase in attendees from the last quarter, and the Libraries Lifelong Program delivered 191 programs, which attracted 1095 attendees.</p>	AHL: Arts, Heritage and Libraries







*An inclusive community, with opportunities for everyone*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			<p>Key initiatives progressed through our Innovate Reconciliation Action Plan 2021-2022 (RAP), these include:</p> <ul style="list-style-type: none"> <li>- Monthly meetings held with the Sunshine Coast First Nations Accord (corporate round table) and the Sunshine Coast First Nations community to build relationships and facilitate community conversations.</li> <li>- NAIDOC activities were held from 3 to 10 July 2022, and including Council's annual Flag Raising and the Wan'diny Sunshine Coast NAIDOC Family Fun Day held on Saturday 9 July 2022 at Quota Park Nambour, which attracted more than 2000 people in attendance.</li> <li>- Two First Nations 'Fire Country' initiatives were held in partnership with Kabi Kabi peoples, Jinibara peoples and surrounding traditional custodian groups.</li> <li>- The second 'First Nations Self-Determination, Representation &amp; Wellbeing Forum' was held from 8 to 9 August 2022 with more than 200 attendees in attendance. First Nations programming was included as part of the Horizon Festival from 26 August to 4 September 2022.</li> <li>- Council completed the Reconciliation Australia 'RAP Impact Measurement Questionnaire' during the quarter which reflects on our reconciliation achievements and learnings over the last financial year.</li> </ul>	CD: Community Development









Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.2	Deliver a 'Youth Council' program that fosters youth leadership and empowers young people to advocate and implement youth-led initiatives.	01/07/2022	30/06/2023	25%			The Youth Council continues to provide an opportunity for young leaders to advocate and influence on behalf of youth across the region. Findings from the youth engagement activities identified the issue of most concern to young people was mental health. As a result, the Youth Council partnered with You Turn Support Services and Headspace Maroochydore to deliver a youth "chill out" zone at the Caloundra Music Festival. The zone provided a safe and relaxed environment for youth aged 12-18 years at the festival and encouraged mental health practices such as mindfulness activities, opportunities to share their thoughts and to simply play games. The Youth Council also provided comment on a 'Climate Statement' that was developed by a coalition of young people from across the broader Sunshine Coast. Noting environment and natural areas were recognised as highly important to young people, Council staff and the Youth Council joined forces to present at an Environmental Forum at Matthew Flinders Anglican College held on 6 September 2022. The Youth Council members are continually sought out for participation or advocacy in numerous activities held by Council.	CD: Community Development







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
1.3.3	Work collaboratively to deliver initiatives and outcomes that foster social inclusion and diversity, with a focus on multicultural communities and accessibility.	01/07/2022	30/06/2023	25%			The Multicultural Advisory Group continue to meet and advocate on behalf of multicultural communities on the Sunshine Coast. This has included participation in the Shine a Light on Racism campaign which launched in July 2022 with a social media campaign receiving over 180,000 impressions. Strong support was received from the South Sydney Rabbitohs National Rugby League club via their social media channels and landing page received over 1400 visits with 40 contributions uploaded. There has also been eight radio interviews with campaign patrons. Three Active Bystander training sessions through Nambour Community Centre and one community conversation with the Buderim Men's Shed have been delivered. Advocacy work in access and inclusion has included representation at the Thriving Through Change Business Expo held on 23 August 2022 and the Sunshine Coast Regional Disability Expo held on 8 September 2022. Disability awareness training for Council staff is planned to be held during Disability Action week in December 2022. Work has also commenced on developing an Access and Inclusion Action Plan that will direct Council's efforts to support improved access and inclusion for people with disability.	CD: Community Development
1.3.4	Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.	01/07/2022	30/06/2023	25%			This quarter saw an ongoing focus on organisation capacity and knowledge building in delivering best practice engagement. Two separate training programs were conducted focusing on Council's Excellence in Engagement Framework and Facilitation Skills, a lunch and learn session was hosted with staff on planning effective engagement projects, and ongoing support and guidance was provided in the development of digital engagement projects via Council's Have Your Say platform to enhance and enable creative ways to engage with our community.	CD: Community Development



*Connected, resilient communities, with the capacity to respond to local issues*







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			This quarter Council approved \$298,368 in community grant funding for 119 community projects, events and activities through: Environment; Regional Arts Development Fund (RADF); Festive and Commemorative; Individual Development; Emergency; Councillor Discretionary Funding Program; and Recreation Trails Partnerships grants. A further \$2,422,435 in multi-year funding that was approved in previous years, was made available to 224 community organisations for second or third year payments under the Community Partnership Funding Program; Sports Field Maintenance Funding Program; Environment Levy Partnerships; and Festive and Commemorative Grants. Community capacity building activities undertaken included four information and grant writing workshops, comprising two in person sessions at Nambour and Beerwah and two sessions in webinar format attracting a total of 84 attendees. Feedback from participants was very positive with 90% rating the event they attended as very good or excellent. Council received 117 applications from community organisations for their projects, events and activities through the first major grant round for the 2022/23 financial year, which closed on 29 August 2022.	CD: Community Development
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	01/07/2022	30/06/2023	10%			The focus during the quarter was identifying active transport actions required to inform the development of the new Sunshine Coast Planning Scheme 2024. Due to this, development of an updated Active Transport Plan is underway and progressed slower than expected.	TIP: Transport and Infrastructure Planning
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.	01/07/2022	30/06/2023	15%			Council has progressed the Roads Plan this quarter by preparing a strategy for a draft communication and community engagement process.	TIP: Transport and Infrastructure Planning



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Progressing in accordance with the Queensland Government Department of Transport and Main Roads processes.	UGP: Urban Growth Projects
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.	01/07/2022	30/06/2023	25%			Council collaborated with church groups to deliver the Hope for Homes Forum held on 26 September 2022, which was attended by 130 people. Participants gave an overall rating of 9 out of 10 for the event. Outcomes included strengthening connections between groups and providing information to support community led initiatives to respond to homelessness. There are currently five community-led initiatives being supported by Council, and development of a Housing and Homelessness Action Plan has commenced. There has also been three toolbox talks delivered to inform frontline workers of how they can respond to people rough sleeping. Council is partnering with local domestic and family violence services in planning the 16 days of Activism against Gender Based Violence in November 2022. Council is also participating in work to develop youth focused resources that identify safe people and spaces and is supporting a program designed for perpetrators to take responsibility for their actions to avoid repeat offending. There has also been positive connections developed with the Maroochydore Men's Shed following their desire to be active in supporting prevention work.	CD: Community Development













*Creative and innovative approaches to building a strong community*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			The Horizon Festival was successfully delivered from 26 August to 4 September 2022. The festival engaged 601 artists, presenters and community participants across 25 locations in 161 events. Two events were postponed due to inclement weather. Positive feedback has been received from artists and audiences with several events selling out. A partnership with the University of the Sunshine Coast included two interns (interested in creative industries) working closely on the 'Horizon Kids' and festival production.	AHL: Arts, Heritage and Libraries
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.	01/07/2022	30/06/2023	25%			The Creative Investment Program was launched this quarter, with Expressions of Interest received for 18 applications. With 16 approved to go to full application. The "Project 24" artist in residence program was launched with 21 applications received, and 6 artists participating this quarter. A report has been commissioned to audit the region's creative sector to support the review of the Sunshine Coast Arts Plan and development of an incentives campaign. An annual funding agreement of \$70,000 with the Sunshine Coast Arts Foundation has been signed.	CD: 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.	01/07/2022	30/06/2023	25%			Key heritage initiatives progressed during the quarter, including the: - Launch of the Historian in Residence program - Digitisation of the significant Bill Robinson Collection continues to improve public accessibility - Operational management of Landsborough Museum and collection - Promotion of the regional museum network through marketing at community and tourism events - More than \$161,000 in grants were provided to community heritage groups, and - Professional development and support provided to local museums including collection and exhibition workshops.	AHL: Arts, Heritage and Libraries









## Corporate Plan Goal : Our environment and liveability





### *A resilient region shaped by clever planning and good design*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Planning for the Environment and Liveability Strategy 2017 new five-year implementation plan review has commenced. Council adopted the Zero-net Emissions Plan in July 2022, which provides a framework to implement emission reduction under six focus areas: waste, electricity, transport, supply chain, building and infrastructure and governance and culture change. An organisational sustainability survey was completed which will inform future planning for Council. Climate risk management planning has continued, including the development of the Regional Climate Action Roadmap in partnership with Noosa Shire Council.	ESP: Environment and Sustainability Policy
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.	01/07/2022	30/06/2023	25%			Key findings and outcomes from preliminary consultation on the new planning scheme were reported back to the community in September 2022. Planning scheme drafting is progressing informed by preliminary consultation feedback.	SP: Strategic Planning
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.	01/07/2022	30/06/2023	50%			Council is continuing to negotiate amendments to the Infrastructure Agreement (IA) to ensure the timely delivery of infrastructure for the Palmview community. There are a number of matters requiring further resolution before the amended IA can be finalised and any budget impacts known.	UGP: Urban Growth Projects
2.1.4	Advocate Council's policy positions to the State Government to inform the review of the South East Queensland Regional Plan.	01/07/2022	30/06/2023	25%			Engagement and advocacy are ongoing with the State Government on current Regional Plan implementation projects. During the quarter meetings were held with the State Government to reiterate Council's position on key regional planning matters.	SP: Strategic Planning
2.1.5	Continue to work with the State Government to progress the preparation of planning for the Beerwah East Major Development Area.	01/07/2022	30/06/2023	10%			Council is working in collaboration with the State Government to progress the Detailed Business Case.	UGP: Urban Growth Projects





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Council has continued to advocate for the protection of the Regional Inter-urban Break as a critical major green space that plays an important role in preserving our region's distinctive character, identity and valued lifestyle.	ESP: Environment and Sustainability Policy
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.	01/07/2022	30/06/2023	25%			Waterworks gauges have been installed at six sites. These gauges will improve maintenance by triggering intervention prior to levels of service falling below expectations.	TIM: Transport Infrastructure Management
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).	01/07/2022	30/06/2023	25%			Council progressed a number of placemaking initiatives this quarter. Streetscape initiatives in the design stage include: - Currie Street, Howard Street, Mill Street, Bury Street and Anne Street, Nambour - Cribb Street, Landsborough - Ocean Street, Maroochydore - Memorial Drive, Eumundi Streetscape initiatives in the community consultation stage include: - Maple Street, Maleny - Reed Street, Glass House (occurring in partnership with the University of the Sunshine Coast) Initiatives in the construction stage include: - Blackall Street, Woombye - First Avenue, Maroochydore	DPS: Design and Placemaking Services







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Council continues to coordinate the Sunshine Coast Local Disaster Management Group, and foster the partnership with the District Disaster Management Group to ensure that we maintain a preparatory, response and recovery capability to assist our community prior to, during and post disaster events which affect our region. Key relationships and resources are well maintained, along with the updating of current hazard risk assessment and Local Disaster Management Plan which is currently under review. These plans will be made available to the community to ensure they are able to retain confidence in Council's operations as the coordinator of disaster management for the region.	SF: Specialist Functions
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.	01/07/2022	30/06/2023	25%			A number of Coastal Hazard Adaptation Strategy actions have commenced, including: - Development of the Shoreline Erosion Management Plan - Collaborative design of Special Area Adaptation Plans Project - Case Study Options Analysis of Coastal Hazard Adaptation Infrastructure (Maroochydhore and Mooloolaba foreshores).	ESP: Environment and Sustainability Policy





*Protection and enhancement of our natural assets and distinctive landscapes*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.2.1	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	01/07/2022	30/06/2023	25%			Implementation of the 2022/23 Environment Levy Program is underway to ensure our natural assets are preserved and enhanced through land acquisition, projects and partnerships. Detailed field fauna surveys were undertaken in the Lower Mooloolah major green space to understand the values of the area.	ESP: Environment and Sustainability Policy





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
2.2.2	Complete the upgrade and replacement of the ageing groyne field at Maroochy River to protect the natural assets.	01/07/2022	30/06/2023	100%			Stage 2 of the project was completed this quarter. The projected budget was impacted by unforeseen conditions produced in this weather impacted coastal environment, given the work occurs in the beach zone. The completed groyne will protect the current beach area and river mouth environment from coastal erosion, providing a stabilised beach environment protecting the very popular Cotton Tree Holiday Park.	PD: Project Delivery
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.	01/07/2022	30/06/2023	40%			Council continue to work with the Community Reference Group and are currently finalising background studies with specialist consultants. Once community feedback has been sought and received in early 2023 a draft master plan will be developed.	DPS: Design and Placemaking Services





*Responsive, accessible and well managed assets and infrastructure*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Implementation of the Australian Government's Blue Carbon Restoration Grant is continuing. Council continued to work with the Kabi Kabi people on further opportunities for engagement and involvement in the project.	ESP: Environment and Sustainability Policy
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.	01/07/2022	30/06/2023	25%			Stage two community engagement was undertaken between August and September 2022, seeking feedback on preliminary ideas and activities for the proposed ecological park to inform a draft master plan.	ESP: Environment and Sustainability Policy











Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Maintenance is ongoing at Maleny Community Precinct to enable the demonstration of different weed control techniques and an environmental DNA trial was undertaken. After delays caused by weather, a site assessment of the Witta stockpile site has been undertaken and a Weed Management and Restoration Plan is being prepared. Additionally, a remote mower was trialled for track establishment and grass management along Curramore Road, Witta. Officers continue to investigate a range of weed control options and further works will continue at both sites during the next stage of operational works during 2022/23 financial year.	EO: Environmental Operations

*Transitioning to a sustainable and affordable way of living*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			As part of the initiatives from the Street Tree Master Plan, 379 trees were planted across the region this quarter.	P&G: Parks and Gardens
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community.	01/07/2022	30/06/2023	20%			Transitional implementation of the Sunshine Coast Biosphere has included: - Establishing Biosphere governance arrangements including the Biosphere Coordinating Committee and Community Advisory Group - Baseline Biosphere performance measurement framework considered and noted by the Coordinating Committee for finalisation and promotion via public release. Committee also discussed opportunities to further strengthen Jinibara and Kabi Kabi peoples' connections through the framework - Sunshine Coast Biosphere photography showcase opened, and - Promotion of the Biosphere at a range of local events and an Australian Biosphere Reserves Strategic Planning workshop	ESP: Environment and Sustainability Policy









*A reputation for innovation, sustainability and liveability*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	20%			Construction of new hi-tech materials recovery facility has commenced. Practical completion planned for the end of 2023.	WRM: Waste and Resource Management
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.	01/07/2022	30/06/2023	10%			Benchmarking of contemporary waste management strategies from across Australia has been undertaken and a review of current state, national and regional waste management policies and strategies. The benchmarking will inform the background planning, ahead of commencing the development of a new Sunshine Coast Council Waste Strategy.	WRM: Waste and Resource Management
2.5.3	Deliver education programs that make a difference to household waste behaviours towards a cleaner, greener and sustainable Sunshine Coast.	01/07/2022	30/06/2023	25%			Council has engaged a contractor to deliver education programs throughout the year to schools, community groups and events. Waste education for this quarter included the 'Kids In Action' conference and tours of the Resource Recovery Centre's and landfill sites.	WRM: Waste and Resource Management
2.5.4	Expansion of the garden organics program to reduce the amount of material that goes into general waste and landfill.	01/07/2022	30/06/2023	100%			The garden organics program is now complete, with the organic bin collection service expanded across the region, giving residents an easy and convenient way to recycle their garden waste and help the environment.	WRM: Waste and Resource Management











## Corporate Plan Goal : Our resilient economy

### *Strong economic leadership, collaboration and identity*



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			During the quarter the Regional Economic Development Strategy Annual Report 2021/22 was presented and endorsed by Council. The development of scope, methodology, budget and timeframe of the review of the next five-year Implementation Plan for the Regional Economic Development Strategy commenced this quarter. Once established, the process for stakeholder engagement will be developed and undertaken to help inform the review.	ECDEV: Economic Development
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.	01/07/2022	30/06/2023	50%			A targeted suite of Sports Industry Development projects progressed during the quarter, including EventsConnect - a virtual directory of Sunshine Coast event and sport industry suppliers, scheduled to launch in late 2022. Filming of 13 virtual venue tours was completed to create national and international awareness of the region and its venues, facilities and capabilities to increase interest and enquiries to host events, competitions and training. A number of events and programs were supported under the program this quarter including the Sunshine Sounds Festival, Sunshine Coast Officiating Summit and RoboRAVE. These events generated an anticipated economic benefit of \$2 million for the region.	ECDEV: Economic Development
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.	01/07/2022	30/06/2023	25%			A financial agreement is in place between Visit Sunshine Coast and Council. Payments are being made to Visit Sunshine Coast in accordance with this agreement and Council's allocated budget. Negotiations are underway with Visit Sunshine Coast on key performance outcomes for a new funding deed.	ECDEV: Economic Development





*New capital investment in the region*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.1	Progress amendments to the Maroochydore City Centre Priority Development Area scheme in conjunction with Economic Development Queensland.	01/07/2022	30/06/2023	20%			Council is continuing to engage with Economic Development Queensland in regard to amendments to the Maroochydore City Centre Priority Development Area.	UGP: Urban Growth Projects
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.	01/07/2022	30/06/2023	25%			Council is working in collaboration with the Sunshine Coast Airport and Economic Development Queensland to progress the designation of the Sunshine Coast Airport as a Priority Development Area.	UGP: Urban Growth Projects
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.	01/07/2022	30/06/2023	35%			Caloundra Administration building detailed design is well advanced and due for completion in late 2022. The business case for a new Caloundra Regional Gallery preliminary evaluation stage is in progress. Once this is completed, the concept design for the broader Community and Creative Hub can progress. The communication plan remains current and reports progress on implementation of the project.	LANAGE: Group Executive Liveability and Natural Assets
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.	01/07/2022	30/06/2023	25%			Council and SunCentral Maroochydore Pty Ltd have continued to work with Walker Maroochydore Developments Pty Ltd this quarter to progress development of the Maroochydore City Centre.	OCEO: Office of the CEO





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
3.2.5	Leverage our digital connectivity to generate new enduring investment, trade and employment opportunities for local business and industry.	01/07/2022	30/06/2023	25%			Council hosted the Brisbane-based New Zealand Trade and Enterprise Trade Commissioner and commercial business advisors on 16 August 2022, which included a tour of the NEXTDC SC1 Data Centre, Maroochydore City Centre and Sunshine Coast Airport. The objective was to drive awareness of the investment support on offer from Council to New Zealand companies that choose to invest locally. Outcomes include two New Zealand investment referrals and an invitation for Council to present alongside New Zealand Trade and Enterprise to interstate targets. Council partnered with Cooper Grace Ward for a boardroom briefing to 30 of their clients on 19 September 2022 to provide an update on population growth and key projects taking place on the Sunshine Coast. Presentations were made by Mayor Jamieson, NEXTDC and Walker Corporation. The briefing was well received and has resulted in an investment lead from a global consulting firm.	ECDEV: Economic Development



*Investment and growth in high-value industries*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	50%			Council commenced a community engagement process on 28 September 2022 in relation to two concept designs for the Central Meeting Place at Mooloolaba - Concept Blue and Concept Yellow, with engagement closing on 25 October 2022.  The intersection of Brisbane Road, Walan Street and Hancock Street in Mooloolaba reopened in mid-September 2022. The new western lanes will be operational by end of November 2022 while the existing lanes are reconstructed along with new drainage and services construction. The second stage of the bridge upgrade has commenced and this will continue into the new year.	PD: Project Delivery







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Council continued to attract new business investment enquiries during the quarter by promoting the Sunshine Coast as a smart place for business. The 'Give your business a boost of Vitamin SC' video campaigns continue to be promoted in addition to Google advertisements, storytelling blogs, Facebook, LinkedIn and advertorials, generating 310 investment leads for the quarter.	ECDEV: Economic Development

*Strong local to global connections*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Implementation of the Sunshine Coast Export Plan 2022-2023 commenced with the delivery of a New Zealand trade briefing, in partnership with Trade and Invest Queensland (TIQ) and Austrade business development directors based in Auckland. More than 50 local business representatives attended the briefing to learn of the priority industry sectors of focus for TIQ and Austrade and opportunities for trade and investment identified in the New Zealand market. Council launched an expression of interest (EOI) process for a Sunshine Coast business mission to New Zealand planned for December 2022. Seven EOIs were received by 30 September 2022.	ECDEV: Economic Development







*A natural, major and regional event destination*



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Caloundra Indoor Stadium held the National Table Tennis Championships in July 2022, the National under 15 Volleyball Championships in August 2022 and the Regional Disability Expo in September 2022. Maroochydore Multi Sports Complex hosted the Vicki Wilson Cup in July 2022, Coastal District Interscholar Sport for AFL and soccer, the AFL Club Academies Development Carnival, AFL Queensland School Holiday Camp and Lightning Netball Cup in September 2022. The Nambour Showgrounds saw the Queensland Garden Expo and Nambour Swap Meet in July 2022, and the Sunshine Coast Motor Sport Club Street Sprints and Sunshine Coast Caravan and Outdoor Expo in August 2022. Sunshine Coast Stadium secured the Oceania Rugby under 20 Championships and Rugby World Cup Qualifier in July 2022. The Living Life Festival and Buskers by the Lake were held in August 2022 and various local league grand finals, the Sunshine Coast Expo and the Touch Football Australia National Youth Championships took place in September 2022. Venue 114 delivered the Travis Schultz Wine Symposium, Sunshine Coast Symphony Orchestra, Medical Grads Celebration, In Conversation - Becoming Anti Racist, Breast Cancer Fundraiser, Mayor Telstra Innovation Awards and Burlesque La'Mour cabaret performances.	SCV: Sports and Community Venues
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 2032 Brisbane Olympic and Paralympic Games.	01/07/2022	30/06/2023	25%			During the quarter, 25 events were held including The Curated (side) Plate, over 60's Cricket World Cup 2022 and The Old Woman Ocean Ski Race 2022. The events showcased the diversity of the events calendar and included cultural, lifestyle, sporting, off-road and adventure style events. Six sponsorship applications were presented to the Sunshine Coast Events Board during the quarter with all recommendations supported. The event applications assessed included one lifestyle event, two cultural events and three sporting events; one of which is a Brisbane 2032 Olympic and Paralympic Games pre-legacy event.	ECDEV: Economic Development



*A regional hub for innovation, entrepreneurship and creativity*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Study Sunshine Coast appointed six Student Ambassadors from both the University of the Sunshine Coast and TAFE Queensland who have been engaged to promote the region to their friends, family and potential students in their home countries, highlighting the lifestyle and opportunity on the Sunshine Coast. Study Sunshine Coast hosted seven international delegates to showcase why the Sunshine Coast is the ideal destination for students to live, learn and kick start their future. The delegate group spent two days on the Sunshine Coast visiting various education, industry and tourism businesses and received a warm welcome to the Sunshine Coast from Mayor Jamieson. Study Sunshine Coast presented at the TAFE Queensland international student orientation session and occupied a stall at the University of the Sunshine Coast Orientation Week events (which attracted over 140 leads) and presented at the International Student Orientation session to over 200 new international students. Study Sunshine Coast successfully launched the Project Global Citizen cultural intelligence program which is highly sought after by domestic and international students seeking to develop their cultural intelligence for study, living and working with different cultures and 22 subsidised scholarships were offered.	ECDEV: Economic Development
3.6.2	Finalise the Caloundra Aerodrome Master Plan and prepare the implementation plan.	01/07/2022	30/06/2023	45%			Feedback from stakeholder engagement has informed the final draft of the Caloundra Aerodrome Master Plan, which includes a proposed implementation plan for Council consideration.	MPSP: Major Projects and Strategic Property







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			<p>Key initiatives were delivered to attract visitors and build capacity of key precincts, including:</p> <ul style="list-style-type: none"> <li>- Nambour Forecourt Live, held on 16 September 2022 (which attracted 300 attendees)</li> <li>- Skyline Ferris Wheel, Coolool Beach</li> <li>- "Shop Caloundra" campaign in partnership with Caloundra Business Alliance and Hot91 FM, increasing footfall and spending during August 2022, and</li> <li>- an ongoing social media campaign with the Mooloolaba Chamber of Commerce to stimulate business activity during the closure of Brisbane Road, Mooloolaba.</li> </ul> <p>Council delivered specialist advice to 144 businesses and delivered the Thriving Through Change Business Expo which connected 350 businesses to 38 exhibitors and included two masterclasses and an inspiring keynote speaker.</p> <p>Council partnered with Buy Local Sunshine Coast to campaign across social and digital media over an eight weeks period. The campaign reached 103,000 people and generated 1322 visits to the Buy Local Sunshine Coast website, encouraging customers to spend locally.</p> <p>The Local Business Champions series highlighted eight businesses which have made significant contributions to the local business community and the Small Business Friendly Program Annual Report was submitted to the Queensland Small Business Commissioner during the quarter.</p>	ECDEV: Economic Development







## Corporate Plan Goal : Our service excellence

### Engage with our community to inform asset management and service delivery





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			During the quarter, Council ran a campaign to make it easier for residents to pay their rates. More than 3400 residents elected to receive their rates notice via email and in doing so, have supported Council's sustainability efforts. Transitioning to paperless rates has reduced costs and paper waste for Council and has assisted residents by enabling access to their rates information from any device, anywhere, any time.	CR: Customer Response
4.1.2	Develop and implement a Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	01/07/2022	30/06/2023	25%			Council has commenced preparing a draft Strategic Asset Management Plan which delivers consistent asset management practices, processes and systems throughout the organisation.	AM: Asset Management

### Design accessible, flexible and innovative services that meet community needs



Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			The Smart City Framework and Smart City Implementation Plan 2022-2025 has progressed, this has identified processes and projects to realise smart city opportunities and further progress Council's data driven decision making capability with key projects underway relating to computer vision, technology, research projects and development of technology standards within Councils infrastructure manuals.	BI: Business and Innovation
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.	01/07/2022	30/06/2023	10%			Council's online plumbing inspection booking for domestic inspections enables plumbing customers to book an inspection and lodge forms online. The second phase of the online plumbing inspection booking system has been initiated this quarter for commercial inspections. This project is progressing with the scope and system requirements now finalised.	DS: Development Services





*Deliver consistent service levels that provide positive experiences for our community*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Guided by customer insights, major work was undertaken to digitise and automate our largest and most popular waste customer service processes making it easier for our customers to self serve. This has proven popular with over 8000 waste requests processed this quarter. These changes create value for the community and make it easier for Council to efficiently handle customer requests.	CR: Customer Response
4.4.2	Mobilise the next generation waste collection contract to ensure continuous provision of essential waste services to the community.	01/07/2022	30/06/2023	100%			The service provision under next generation waste collection contract commenced 10 July 2022, ensuring essential waste services are delivered to the community.	WRM: Waste and Resource Management

*Assess service performance and sustainability to inform evidence-based business planning*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	17%			Projects carried over from the 2021/22 financial year were completed during the quarter alongside the commencement of this year's program. Delivery of the capital program will be challenging as a similar set of compounding market and environmental risks that impacted the nation in the previous financial year continue. This is coupled with a consecutive La Nina seasonal outlook, bringing higher probability of wet weather and potential flooding. Some projects have already been re-programmed to mitigate these impacts where possible but market conditions remain unchanged with higher market pricing, supply chain and contractor availability issues. Resourcing will play a key role in the delivery of the capital program with widespread employment movements occurring both in the external sector and internal to Council. This overall program is currently on time and budget but will be monitored closely to consider delivery risk and whether adjustments to the capital program are required.	PD: Project Delivery





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			A Community Satisfaction Survey was completed in September 2022 to provide insights on how satisfied our community is with Council services as well as how frequently they use them. Analysis of results is underway and will be considered alongside other key information to inform the corporate and service planning.	OCEO: Office of the CEO







## Corporate Plan Goal : Our outstanding organisation

### *Maintain a financially sustainable organisation that balances the needs of our growing region*









Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Council's financial performance for 2022/23 is currently within the adopted metrics for the quarter. Financial performance is reported monthly and satisfies section 204 of the Local Government Regulation 2012.	F: Finance

### *Provide quality information, systems and processes to deliver fit for purpose solutions*





Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.2.1	Implement the information technology management program that provides a focus on software rationalisation, hardware replacement and progress the records and information management improvement program.	01/07/2022	30/06/2023	50%			Council has established an ongoing enterprise architecture function that will continue to plan and review our technology and associated investment strategy moving forward. Key objectives will be accomplished by focusing on software rationalisation, hardware replacement, process reengineering and automation including artificial intelligence in alignment to strategic corporate plan objectives.	DIS: Digital and Information Services
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.	01/07/2022	30/06/2023	50%			The concept and content of the Digital Plan 2022-2026 has been developed and aligns with the Smart Cities Framework and the Corporate Plan 2022-2026. A 10 Year Information and Communication Technology Capital Plan is also being developed which will set a strong focus on the capital investments in technology at an enterprise level to deliver against the newly developed Digital Plan 2022-2026.	DIS: Digital and Information Services









*Embrace a safe and collaborative workplace culture that attracts and retains high performing and engaged people*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.3.1	Progress people and culture strategic initiatives including a focus on the organisational priorities of diversity, inclusion and culture.	01/07/2022	30/06/2023	25%			A project to renew the organisational culture including the values is well progressed. A series of workshops have been undertaken with employees from across Council to discuss the organisational culture that is needed to achieve Council's vision and strategic objectives. The Diversity and Inclusion Program has continued with key deliverables including the development of the Prevention of Workplace Bullying and Harassment Procedure and the Sexual Harassment and Response Procedure, the Everyday Respect campaign launched, a Diversity and Inclusion Advisory Group was created, development programs offered.	P&C: People and Culture
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.	01/07/2022	30/06/2023	20%			Actions from the Wellbeing, Health and Safety Action Plan were implemented. Critical risks have been identified and the review and development of critical controls is underway. Safety leadership training is being offered to senior leaders to provide all leaders with the core skills and knowledge to lead their teams in a way that promotes wellbeing, health and safety.	P&C: People and Culture
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.	01/07/2022	30/06/2023	15%			Following reviews of staff allocations between major administration centres, a prioritisation approach that considers service continuity, user experience and cost efficiencies has been endorsed. This now allows the detailed relocation sequence to be programmed in October 2022 ahead of staged movements commencing from December 2022. Minor works on the depots have also commenced for this financial year and will continue into 2023.	LANAGE: Group Executive 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.	01/07/2022	30/06/2023	75%			Construction activities are due for completion in October 2022 ahead of final equipment and furniture installations in November 2022. This will allow for staged general staff occupancy from December 2022 and into first quarter 2023.	LANAGE: Group Executive Liveability and Natural Assets







Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
5.3.5	Facilitate and progress the Nambour centre activation project including the preliminary feasibility and design for the Nambour administration precinct buildings.	01/07/2022	30/06/2023	25%			The feasibility report for the Nambour Administration building has been completed. Activities have advanced into concept design with multiple options developed for consideration, review and input from a variety of internal stakeholders. A preferred option is anticipated to be resolved in late 2022 before proceeding into the next phases of design in 2023.	LANAGE: Group Executive Liveability and Natural Assets
5.3.6	Complete detailed design for the Caloundra administration building repurposing project, including an associated operational management plan.	01/07/2022	30/06/2023	65%			Detailed design is well advanced and expected to be completed by November 2022, prior to proceeding to expression of interest for construction.	LANAGE: Group Executive Liveability and Natural Assets

*Demonstrate accountable leadership, future planning, and good governance that provides confidence to our community*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	60%			Work has progressed on developing the Culture Plan and Digital Plan. These documents provide critical pathways to delivering on the our outstanding organisation goal and future strategy.	BPGE: Group Executive Business Performance Group
5.4.2	Complete implementation of the recommendations of the Office of the Information Commissioner's compliance audit report within the agreed timeframes.	01/07/2022	30/06/2023	60%			The majority of the 22 recommendations from the report have been completed or are in the process of being implemented. It is expected that all actions will be finalised in accordance with agreed timeframes.	CG: Corporate Governance
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.	01/07/2022	30/06/2023	30%			The Risk Management Manual and Framework are currently under review. The Framework will be responsive to the broad spectrum of Council's corporate and service delivery responsibilities.	CG: Corporate Governance



*Partner with community, business and government to represent and advocate the needs of our region*

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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.	01/07/2022	30/06/2023	25%			Funding partnership and contributions from other tiers of government are critical to deliver some of Council's key projects outlined in the Corporate Plan 2022-2026 with many having existing commitments. In addition, there were a number of successful funding allocations announced during the quarter, including: - First 5 forever that provides funding to support early literacy - Black Spot Program to provide funding to keep our roads safe - Regional Arts Development Fund to support local art projects - Get Ready Queensland to support disaster preparedness and resilience - Cycle Network Local Government Grants - installation and maintenance of bus stop shelters.	OCEO: Office of the CEO
5.5.2	Develop a Relationship Framework to support stakeholder trust, confidence and connection with the Sunshine Coast Council.	01/07/2022	30/06/2023	25%			Council has commenced modelling investigations for best-practice communication with our community which will be used to inform the development of the Relationship Framework.	C: Communication







## 8.8 OCTOBER 2022 FINANCIAL PERFORMANCE REPORT

**File No:** Council Meetings

**Author:** Coordinator Financial Services  
Business Performance Group

**Attachments:** Att 1 - October 2022 Financial Performance Report ..... 171    
Att 2 - Capital Grant Funded Project Report October 2022 181  

### PURPOSE

To meet Council's legislative obligations, a monthly report is to be presented to Council on its financial performance and investments.

### EXECUTIVE SUMMARY

This monthly financial performance report provides Council with a summary of performance against budget as at 31 October 2022 in terms of the operating result and delivery of the capital program.

#### Operating Performance

**Table 1: Operating Budget as at 31 October 2022**

	Original Budget \$000	Current Budget \$000
Total Operating Revenue	535,020	537,400
Total Operating Expenses	503,237	510,106
<b>Operating Result</b>	<b>31,783</b>	<b>27,294</b>

Details of the monthly financial report are contained in Attachment 1.

### OFFICER RECOMMENDATION

That Council receive and note the report titled "October 2022 Financial Performance Report".

### FINANCE AND RESOURCING

This report sets out the details of Council's financial performance and investments for the month ending 31 October 2022 and meets Council's legislative reporting requirements.

### CORPORATE PLAN

**Corporate Plan Goal:** *Our outstanding organisation*

**Outcome:** We serve our community by providing this great service.

**Operational Activity:** S28 - 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.



## CONSULTATION

### Portfolio Councillor Consultation

Consultation has been undertaken with the Portfolio Councillor, E Hungerford.

### Internal Consultation

This report has been written in conjunction with advice from:

- Group Executive Business Performance
- Chief Financial Officer

### External Consultation

No external consultation is required for this report.

### Community Engagement

No community engagement is required for this report.

### Legal

This report ensures that Council complies with its legislative obligations with respect to financial reporting in accordance with Section 204 of the *Local Government Regulation 2012*.

Investment of funds is in accordance with the provisions of the *Statutory Bodies Financial Arrangements Act 1982* and the associated Regulations and the *Local Government Act 2009*.

### Policy

Sunshine Coast Council's 2022/23 Investment Policy and  
Sunshine Coast Council's 2022/23 Debt Policy.

### Risk

Failure to achieve the budgeted operating result will negatively impact Council's capacity to complete its capital expenditure program.

### Previous Council Resolution

#### Ordinary Meeting 21 September 2022 (OM22/76)

*That Council:*

- (a) *receive and note the report titled "**Budget Review 1 – 2022/23**"*
- (b) *adopt Appendix A as tabled, pursuant to sections 169 and 170 of the Local Government Regulation 2012, Council's amended budget for 2022/23 financial year incorporating:*
  - (i) *the statement of income and expenditure*
  - (ii) *the statement of financial position*
  - (iii) *the statements of changes in equity*
  - (iv) *the statement of cash flow*
  - (v) *the relevant measures of financial sustainability*
  - (vi) *the long term financial forecast*



- (vii) the Debt Policy*
- (viii) the Revenue Statement*
- (c) adopt Appendix A as tabled, pursuant to section 120, 121 and 122 of the Local Government Regulation 2012, Council grants a concession by way of a part rebate of the differential general rate levied, to those ratepayers described in section 2.4.4 in the 2022/23 Revenue Statement, subject to the eligibility criteria and conditions set out in section 2.4.4 in the 2022/23 Revenue Statement*
- (d) note the following documentation applies as adopted 23 June 2022*
  - (i) the Revenue Policy*
  - (ii) the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget*
  - (iii) the rates and charges to be levied for the 2022/23 financial year and other matters as adopted 23 June 2022*
  - (iv) the Strategic Environment Levy Policy*
  - (v) the Strategic Arts and Heritage Levy Policy*
  - (vi) the Strategic Transport Levy Policy and*
- (e) endorse the Minor Capital Works Program (Appendix B).*

**Special Meeting Budget 23 June 2022 (SM22/2)**

*That Council adopt Appendix A as tabled, pursuant to sections 169 and 170 of the Local Government Regulation 2012, Council's budget for 2022/23 financial year incorporating:*

- i. the statement of income and expenditure*
- ii. the statement of financial position*
- iii. the statements of changes in equity*
- iv. the statement of cash flow*
- v. the relevant measures of financial sustainability*
- vi. the long term financial forecast*
- vii. the Debt Policy (adopted by Council resolution on 26 May 2022)*
- viii. the Revenue Policy (adopted by Council resolution on 26 May 2022)*
- ix. the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget*
- x. the Revenue Statement*
- xi. Council's 2022/23 Capital Works Program, endorse the indicative four-year program for the period 2024 to 2027, and note the five-year program for the period 2028 to 2032*
- xii. the rates and charges to be levied for the 2022/23 financial year and other matters as detailed below in clauses 3 to 12*
- xiii. endorse the 2022/23 Minor Capital Works Program*
- xiv. the Strategic Environment Levy Policy*
- xv. the Strategic Arts and Heritage Levy Policy and*
- xvi. the Strategic Transport Levy Policy*



**Related Documentation**

2022/23 Adopted Budget

**Critical Dates**

There are no critical dates for this report.

**Implementation**

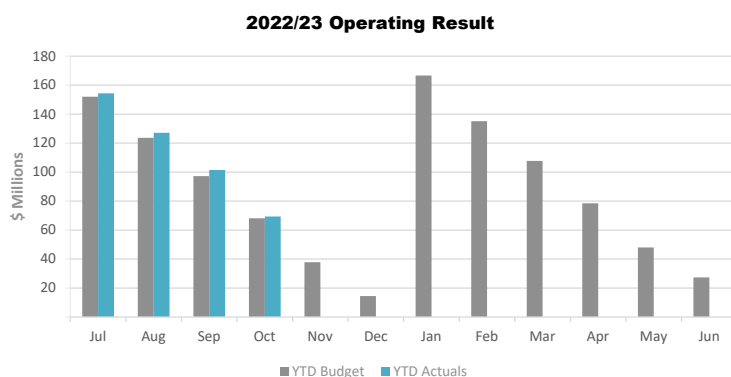
There are no implementation details to include in this report.







# Statement of Income and Expenses



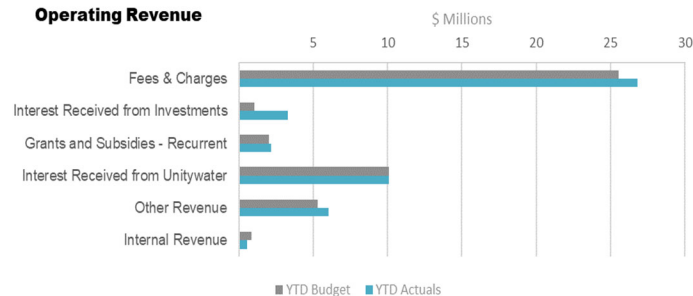
- Council has a positive operating result of \$67 million, which is \$4 million above the current budget as at 31 October 2022.

Statement of Income & Expenses							
	Annual		YTD				Annual
	Original Budget \$'000	Current Budget \$'000	Current Budget \$'000	Actuals \$'000	Variance \$'000	Variance %	Forecast Budget \$'000
<b>Operating Revenue</b>							
Net Rates and Utility Charges	369,957	369,804	183,403	183,669	266	0.1%	369,804
Fees and Charges	70,045	70,045	25,560	26,809	1,250	4.9%	70,045
Interest Received from Investments	3,000	3,000	1,036	3,278	2,242	216.4%	3,000
Operating Grants and Subsidies	12,804	14,692	2,040	2,188	149	7.3%	14,692
Operating Contributions	320	320	14	220	206	1431.1%	320
Utilitywater Participation	52,438	52,438	10,075	10,075	0	0.0%	52,438
Other Revenue	23,824	24,469	5,292	6,025	733	13.9%	24,469
Internal Sales/Recoveries	2,632	2,632	858	544	(314)	(36.6%)	2,632
<b>Total Operating Revenue</b>	<b>535,020</b>	<b>537,400</b>	<b>228,278</b>	<b>232,808</b>	<b>4,530</b>	<b>2.0%</b>	<b>537,400</b>
<b>Operating Expenses</b>							
Employee Costs	163,519	163,804	48,158	47,348	(810)	(1.7%)	163,804
Materials and Services	200,548	204,783	65,935	66,758	822	1.2%	204,783
Finance Costs	12,771	12,771	4,597	4,692	95	2.1%	12,771
Company Contributions	4,413	4,413	4,413	4,414	0	0.0%	4,413
Depreciation Expense	95,499	95,499	31,833	31,833	-	-	95,499
Other Expenses	23,292	23,571	7,382	7,783	402	5.4%	23,571
Recurrent Capital Expenses	3,195	5,237	3,022	2,947	(75)	(2.5%)	5,237
<b>Total Operating Expenses</b>	<b>503,237</b>	<b>510,079</b>	<b>165,341</b>	<b>165,775</b>	<b>434</b>	<b>0.3%</b>	<b>510,079</b>
<b>Operating Result</b>	<b>31,783</b>	<b>27,322</b>	<b>62,937</b>	<b>67,033</b>	<b>4,096</b>	<b>6.5%</b>	<b>27,322</b>
<b>Capital Revenue</b>							
Capital Grants and Subsidies	18,186	33,457	12,573	12,573	(0)	(0.0%)	33,457
Capital Contributions - Cash	32,000	32,863	9,533	9,533	0	0.0%	32,863
Capital Contributions - Fixed Assets	50,417	50,417	(0)	-	0	(100.0%)	50,417
<b>Total Capital Revenue</b>	<b>100,602</b>	<b>116,737</b>	<b>22,106</b>	<b>22,106</b>	<b>0</b>	<b>0.0%</b>	<b>116,737</b>
<b>Non-recurrent Expenses</b>							
Profit/Loss on disposal, revaluation & impairment	-	-	-	64	64	-	-
Movements in landfill and quarry provisions	3,010	3,010	1,003	1,003	-	-	3,010
Assets Transferred to Third Parties	-	-	-	-	-	-	-
<b>Total Non-recurrent Expenses</b>	<b>3,010</b>	<b>3,010</b>	<b>1,003</b>	<b>1,067</b>	<b>64</b>	<b>6.4%</b>	<b>3,010</b>
<b>Net Result</b>	<b>129,375</b>	<b>141,048</b>	<b>84,040</b>	<b>88,072</b>	<b>4,032</b>	<b>4.8%</b>	<b>141,048</b>



## Operating Result – October 2022

### Operating Revenue



### Operating Summary

	Annual		YTD			
	Original Budget \$000s	Current Budget \$000s	Current Budget \$000s	Actuals \$000s	Variance \$000s	Variance %
Operating Revenue	535,020	537,400	228,278	232,808	4,530	2.0%
Operating Expenses	500,042	504,842	162,318	162,828	509	0.3%
Recurrent Capital Expenses	3,195	5,237	3,022	2,947	(75)	(2.5%)
<b>Operating Result</b>	<b>31,783</b>	<b>27,322</b>	<b>62,937</b>	<b>67,033</b>	<b>4,096</b>	<b>6.5%</b>
Capital Revenue	100,602	116,737	22,106	22,106	0	0.0%
Non-recurrent Expenses	3,010	3,010	1,003	1,067	64	6.4%
<b>Net Result</b>	<b>129,375</b>	<b>141,048</b>	<b>84,040</b>	<b>88,072</b>	<b>4,032</b>	<b>4.8%</b>

### Substantial Revenue Variance for the Period Ending October 2022

	Annual		YTD				Annual Forecast Budget \$000
	Original Budget \$000	Current Budget \$000	Current Budget \$000	Actuals \$000	Variance \$000	Variance %	
<b>Operating Revenue</b>							
Fees and Charges	70,045	70,045	25,560	26,809	1,250	4.9%	70,045
Interest Received from Investments	3,000	3,000	1,036	3,278	2,242	216.4%	3,000

As at 31 October 2022, \$233 million operating revenue had been achieved which is \$4.5 million more than current budget.

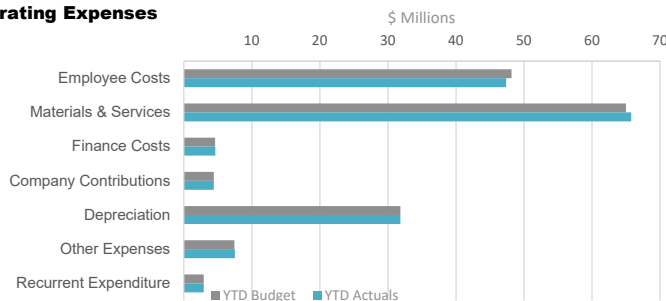
Significant revenue variances:

- Fees and Charges** – Council's Holiday Parks, Tip fees, and Animal Registration Fees are all ahead of the expected budget.
- Interest Received from Investments** – higher than projected interest revenue received from Councils investments due to increasing interest rates



## Operating Result – October 2022 (continued)

### Operating Expenses



### Operating Summary

	Annual		YTD			
	Original Budget \$000s	Current Budget \$000s	Current Budget \$000s	Actuals \$000s	Variance \$000s	Variance %
Operating Revenue	535,020	537,400	228,278	232,808	4,530	2.0%
Operating Expenses	500,042	504,842	162,318	162,828	509	0.3%
Recurrent Capital Expenses	3,195	5,237	3,022	2,947	(75)	(2.5%)
<b>Operating Result</b>	<b>31,783</b>	<b>27,322</b>	<b>62,937</b>	<b>67,033</b>	<b>4,096</b>	<b>6.5%</b>
Capital Revenue	100,602	116,737	22,106	22,106	0	0.0%
Non-recurrent Expenses	3,010	3,010	1,003	1,067	64	6.4%
<b>Net Result</b>	<b>129,375</b>	<b>141,048</b>	<b>84,040</b>	<b>88,072</b>	<b>4,032</b>	<b>4.8%</b>

### Substantial Expenditure Variance for the Period Ending October 2022

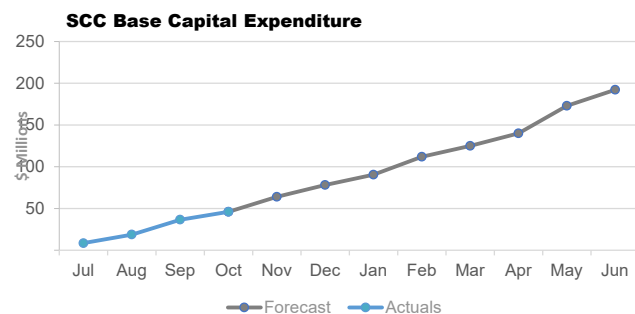
	Annual		YTD				Annual Forecast Budget \$000
	Original Budget \$000	Current Budget \$000	Current Budget \$000	Actuals \$000	Variance \$000	Variance %	
<b>Operating Expenses</b>							
Employee Costs	163,519	163,804	48,158	47,348	(810)	(1.7%)	163,804
Materials and Services	200,548	204,783	65,935	66,758	822	1.2%	204,783

As at 31 October 2022, \$166 million had been expended resulting in a variance of \$434,000 (0.3%) higher than budget.

- Employee Costs are below budget for the current financial year due to ongoing vacancies
- Materials and services are above budget due to \$787,000 unbudgeted expenditure on the February and April 2022 disasters. This expenditure will form part of Council's disaster claim submission to Queensland Reconstruction Authority.



## Capital Expenditure - October 2022

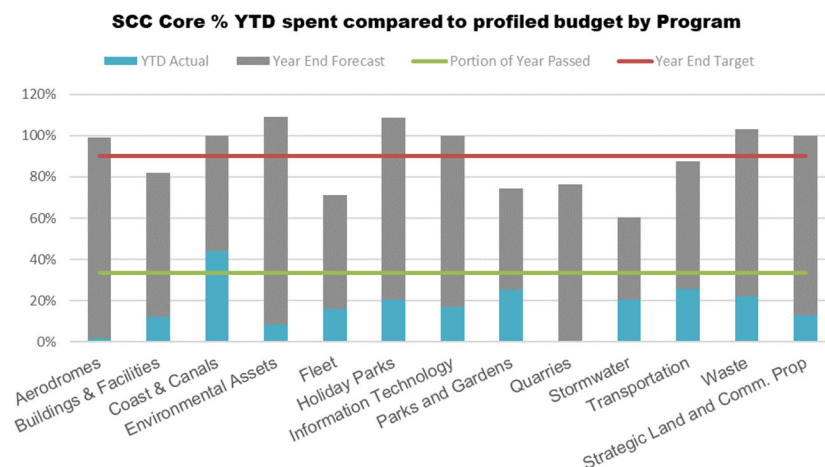


- As at 31 October 2022, \$65.6 million (22.2%) of Council's \$295.5 million Capital Works Program was financially expended.
- The Core Capital Program has progressed 22.6% of budget, an actual spend of \$49 million.
- Corporate Major Projects progressed 22.8%

Capital Expenditure						
	Annual		YTD		Year End	
	Original Budget \$000s	Current Budget \$000s	Actuals \$000s	% of FY Budget Spent	Forecast Year End Actual	Forecast Year End Variance to Budget
<b>Core Capital Works Program</b>						
Aerodromes	530	727	12	1.6%	720	(7)
Buildings and Facilities	21,764	21,578	2,619	12.1%	17,646	(3,932)
Coast and Canals	4,440	4,903	2,160	44.1%	4,903	-
Environmental Assets	3,840	3,337	282	8.4%	3,642	305
Minor Works	4,850	4,794	1,155	24.1%	2,590	(2,204)
Fleet	4,000	6,656	1,061	15.9%	4,735	(1,922)
Holiday Parks	4,095	2,732	564	20.7%	2,969	237
Information Technology	7,059	9,238	1,551	16.8%	9,238	-
Parks and Gardens	18,380	22,355	5,664	25.3%	16,637	(5,718)
Quarries	610	242	0	0.1%	185	(57)
Stormwater	9,141	8,356	1,721	20.6%	5,052	(3,304)
Transportation	75,526	80,698	20,823	25.8%	70,740	(9,958)
Waste	52,546	51,430	11,418	22.2%	53,047	1,618
<b>Total SCC Core Capital Program</b>	<b>206,781</b>	<b>217,045</b>	<b>49,030</b>	<b>22.6%</b>	<b>192,103</b>	<b>(24,942)</b>
<b>Other Capital Program</b>						
Corporate Major Projects	44,731	46,074	10,519	22.8%	34,116	(11,958)
Strategic Land and Commercial Properties	21,697	29,870	3,868	12.9%	29,870	-
Maroochydore City Centre	-	464	17	3.6%	12	(452)
Sunshine Coast Airport Runway	-	2,042	2,156	105.6%	2,042	-
<b>Total Other Capital Program</b>	<b>66,428</b>	<b>78,450</b>	<b>16,559</b>	<b>21.1%</b>	<b>66,040</b>	<b>(12,411)</b>
<b>TOTAL</b>	<b>273,210</b>	<b>295,496</b>	<b>65,589</b>	<b>22.2%</b>	<b>258,143</b>	<b>(37,353)</b>



## Capital Expenditure - October 2022 (continued)



### Buildings and Facilities

- Detailed design is progressing for a new library and community centre at Sippy Downs as well as the upgrade of the Kawana Waters regional aquatic centre.
- Procurement is underway for the replacement/refurbishment of 11 public amenity buildings throughout the region. This includes:
  - Buderim Lions Park, Buderim
  - Russell Family Park, Montville
  - Allan Walker Park, Buddina
  - QCWA Park, Landsborough
  - Sir Francis Nicklin Park, Palmwoods
  - Glenfields Neighbourhood Park, Mountain Creek
  - Frank McIvor Park, Currimundi
  - Outrigger Park, Minyama
  - Lemon Park, Palmwoods
  - Mary Cairncross, Maleny
  - Pioneer Park, Gheerulla

### Fleet

- \$4.1 million of orders have been placed with delivery expected throughout the 2022/23 financial year.

### Holiday Parks

- Construction for the replacement of amenities at the Coolum Beach and Mudjimba holiday park are both finalised with the old Mudjimba amenities block to be demolished during November.

### Stormwater

- Council's \$3.6 million stormwater pipe relining program has begun with \$723,000 in expenditure

### Transportation

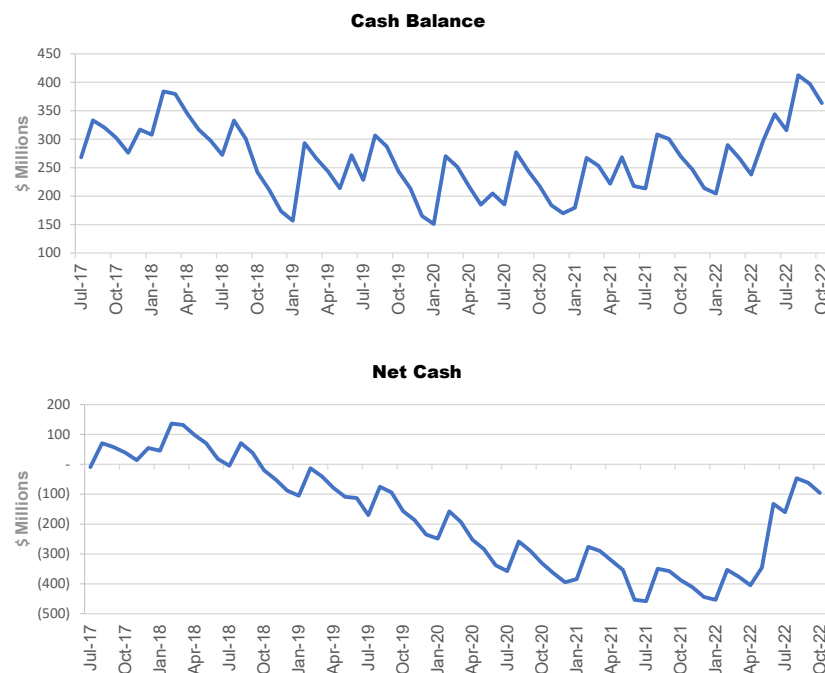
- Council's \$22.3 million road resurfacing and rehabilitation program has progressed 32% with a total expenditure of \$7.1 million.
- Council's \$2.4 million bus stop program has progressed 28% with a total expenditure of \$661,000.
- Construction continues for Council's major transport corridor upgrade at Brisbane Road Mooloolaba

### Waste

- Design and construction is progressing for the new material resource facility at the Nambour resource recovery centre.



## Cash Flows and Balance Sheet



Cash and Balance Sheet - October 2022	
	Original Budget \$000s
<b>CASH FLOWS</b>	
Opening Cash	289,721
Net Cash Inflow/(Outflows) from:	
Operating Activities	78,211
Investing Activities	(177,162)
Financing Activities	19,509
<b>Net Increase/(decrease) in Cash Held</b>	<b>(79,442)</b>
<b>Cash at year end</b>	<b>210,279</b>
<b>BALANCE SHEET</b>	
Current Assets	269,810
Non Current Assets	6,319,144
<b>Total Assets</b>	<b>6,588,954</b>
Current Liabilities	136,038
Non Current Liabilities	541,261
<b>Total Liabilities</b>	<b>677,299</b>
<b>Net Community Assets/Total Community Equity</b>	<b>5,911,655</b>

- Council's cash at 31 October 2022 is \$365 million
- Council's debt at 31 October 2022 is \$472 million



## Debt

Sunshine Coast Council's debt program is governed by the 2022/23 Debt Policy, which was adopted with the Original Budget adoption on 23 June 2022.

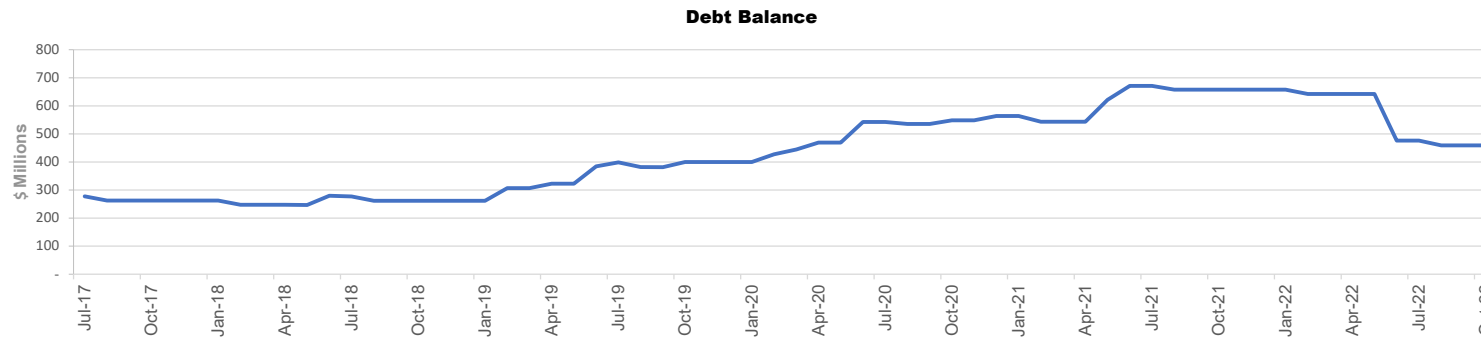
New borrowings are undertaken in accordance with the Queensland Treasury Corporation Guidelines, the Statutory Bodies Financial Arrangements Act 1982 and Section 192 of the Local Government Regulation 2012.

Table 1 includes Sunshine Coast Council's budgeted debt balance for 2022/23.

Council's debt as at 31 October 2022 is \$472 million.

Debt - 2022/23				
	Opening Balance \$000	Debt Redemption \$000	New Borrowings \$000	Closing Balance \$000
Sunshine Coast Council Core	345,766	16,680	34,200	363,286
Maroochydore City Centre	138,717	6,879	-	131,837
<b>Total</b>	<b>484,483</b>	<b>23,559</b>	<b>34,200</b>	<b>495,124</b>

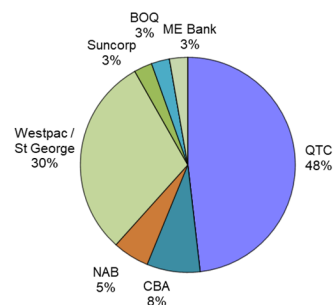
Table 1: 2022/23 Adopted Debt Balance



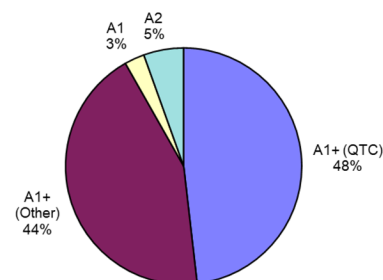


## Investment Performance

Investment per financial institution (%)



Investment by Standard & Poor's (Short Term Credit Rating)



Investment Performance - October 2022			
Liquidity as at:		31/10/2022	
		\$'000's	
<b>At-call accounts</b>			
QTC + CBA (excl. trust)		194,385	53.23%
Maturities within 7 days		-	0.00%
<b>Total at-call</b>		<b>194,385</b>	<b>53.23%</b>
Investment Policy Target			10.00%

Term deposits maturing:			
	\$'000's		Count
within 30 days	30,000		3
30-59 days	50,000		5
60-89 days	40,000		4
90-179 days	40,000		4
180-364 days	-		-
1 year - 3 years	-		-
<b>Total</b>	<b>160,000</b>		<b>16</b>

INVESTMENT SUMMARY (including Trust) as at:							Investment Policy	
	31/10/2022		31/07/2022		31/10/2021		Individual Limit	Group Limits
A1+ (QTC)	175,917	48%	266,469	84.3%	248,690	91.9%	100%	100%
A1+ (Other)	159,277	44%	39,555	12.5%	21,948	8.1%	40%	100%
A1	10,000	3%	-	0.0%	-	0.0%	30%	50%
A2	20,000	5%	10,000	3.2%	-	0.0%	30%	45%
A3	-	0%	-	0.0%	-	0.0%	5%	10%
Total Funds	365,194		316,024		270,638			
FUND SUMMARY								
General Funds	354,385		305,460		257,649			
Trust Funds	10,809		10,564		12,989			
Total Funds	365,194		316,024		270,638			

- All investment parameters remain within the guidelines established by the Investment Policy.
- For the month ending 31 October 2022 Council had \$354 million cash (excluding Trust Funds) with an average interest rate of 3.3%, being 0.4% above benchmark. This is compared to the same period last year with \$258 million cash (excluding Trust Fund) with an average interest rate of 0.37%, being 0.36% above benchmark.
- The benchmark used to measure performance of cash funds is Bloomberg AusBond Bank Bill index (BAUBIL).







2022/23 Financial Year Grant Funding							
	Description	Division	Suburb	Estimated Construction Start Month	Construction Completed Month	TOTAL Grant Revenue \$'000	Project Expenditure to date \$'000
<b>Federal Government</b>						<b>(\$20,015)</b>	<b>\$7,048</b>
1	<i>Roads to Recovery Program</i>					(\$3,600)	
<i>Local Road and Community Infrastructure Grant Funding - Round 2 - Agreement end date 30 June 2022</i>						<b>(\$1,107)</b>	<b>\$1,244</b>
2	H3790 - LRCIP2 - Citrus Road Gravel Road Upgrade	Division 05	Palmwoods	August 2021	February 2022	(\$220)	\$1
3	H3799 - LRCIP2 - Zgrajewski Road Gravel Road Upgrade	Division 09	Yandina Creek	January 2022	November 2022	(\$400)	\$1,137
4	H3941 - LRCIP2 - Crosby Hill Road Pathway	Division 07	Buderim	July 2021	January 2022	(\$81)	
5	H4223 - LRCIP2 - Scholars Drive to Columbia Street - Road Link	Division 06	Sippy Downs	May 2022	July 2022	(\$289)	\$106
6	K1484 - LRCIP2 - Meridan Way Lighting	Division 03	Meridan Plains	September 2021	November 2021	(\$35)	
7	K1492 - LRCIP2 Spray Seal - Old Gympie Road Resurfacing	Division 01	Glass House Mountains	October 2021	October 2021	(\$17)	
8	K1493 - LRCIP2 Spray Seal - Bald Knob Road	Division 05	Peachester	October 2021	October 2021	(\$19)	
9	K1495 - LRCIP2 Asphalt - Mountain View Road	Division 05	Maleny	October 2021	October 2021	(\$46)	
<i>Local Road and Community Infrastructure Grant Funding - Round 3 - Agreement end date 30 June 2023</i>						<b>(\$7,308)</b>	<b>\$101</b>
10	K1622 - LRCIP3 North Shore Football Club - Sports Field Lighting	Division 08	Marcoola	March 2023	April 2023	(\$400)	\$7
11	H2095 - Buderim Lions Park Public Amenities Rehab	Division 06	Buderim			(\$245)	\$2
12	H5465 - LRCIP3 Lake Weyba Foreshore Trail Upgrade	Division 09	Weyba Downs			(\$300)	\$5
13	K3000 - LRCIP3 Eumundi Tennis court replacement	Division 10	Eumundi			(\$600)	\$14
14	K3488 - LRCIP3 Palmwoods Cricket AFL - LED Lighting	Division 05	Palmwoods			(\$450)	\$13
15	H9256 - LRCIP3 Outrigger Boat Ramp Carparking	Division 04	Minyama			(\$400)	\$0
16	H8037 - LRCIP3 Lindsay Road Buderim - Pathway	Division 07	Buderim	May 2023	May 2023	(\$78)	\$4
17	K1397 - LRCIP3 Katherine Street Beerwah Pathway	Division 01	Beerwah	July 2022	December 2022	(\$125)	\$41
18	H5978 - LRCIP3 Brandenburg Road Seal Widening	Division 05	Mooloolah Valley	February 2023	June 2023	(\$385)	\$6
19	K1030 - LRCIP3 Claymore Road Pathway Lighting	Division 06	Sippy Downs			(\$325)	\$8
20	K2732 - LRCIP3 WOR LED Streetlighting Upgrades	Whole of Council				(\$4,000)	\$0
<i>Urban Congestion Fund</i>						<b>(\$8,000)</b>	<b>\$5,704</b>
21	H3747 - Mooloolaba Transport Corridor - D and C	Division 04	Mooloolaba		November 2023	(\$8,000)	\$5,704
<b>State Government</b>						<b>(\$13,364)</b>	<b>\$1,915</b>
<i>Walking Local Government Grant</i>						<b>(\$54)</b>	<b>\$0</b>
22	K3037 - Walking Network Plans	Whole of Council				(\$54)	
<i>2022-24 Local Government Grants and Subsidies Program</i>						<b>(\$180)</b>	<b>\$114</b>
23	H5637 - Caloundra Headland Coastal Pathway	Division 02	Kings Beach	May 2023	December 2023	(\$180)	\$114
<i>Queensland Transport Cycle Network Program</i>						<b>(\$2,697)</b>	<b>\$253</b>
24	H9547 - BA238 Bokarina-Warana Coastal Pathway	Division 03	Warana			(\$270)	\$23
25	H3732 - Oval Avenue and Gosling St Upgrade	Division 02	Caloundra	April 2024	November 2025	(\$237)	\$55
26	H3839 - LGIP Stringybark Rd Footbridge-Pathway	Division 07	Sippy Downs			(\$2,100)	\$13
27	H4851 - LGIP Ballinger Rd Cycle Lanes	Division 07	Buderim			(\$56)	
28	B4344 - Sixth Avenue Road Cycle Treatments	Division 04	Maroochydore	September 2022	October 2022	(\$234)	\$162



	Description	Division	Suburb	Estimated Construction Start Month	Construction Completed Month	TOTAL Grant Revenue \$'000	Project Expenditure to date \$'000
	<b>Blackspot Funding</b>					<b>(\$1,551)</b>	<b>\$2</b>
29	K3443 - Blackspot Old Gympie Road Beerwah	Division 01	Beerwah			(\$133)	
30	K3444 - Blackspot Ilkley Road Ilkley - Hazard	Division 05	Ilkley			(\$515)	
31	K3445 - Blackspot Brisbane Road Mooloolaba	Division 04	Mooloolaba			(\$153)	
32	K2085 - Blackspot Edmund St and William St Intersection	Division 02	Shelley Beach			(\$750)	\$2
	<b>Black Summer Bushfire Recover Grants Program</b>					<b>(\$102)</b>	<b>\$5</b>
33	K3402 - Nambour Showgrounds PA System	Division 10	Nambour			(\$102)	\$5
	<b>34 Local Government Subsidy - SES</b>					<b>(\$30)</b>	
	<b>35 Bus Stop Shelter Program</b>					<b>(\$437)</b>	
	<b>36 Passenger Transport Accessible Infrastructure Program</b>					<b>(\$321)</b>	
	<b>37 Passenger Transport Infrastructure Investment Program</b>					<b>(\$273)</b>	
	<b>Transport Infrastructure Development Scheme</b>					<b>(\$995)</b>	<b>\$59</b>
38	H1251 - North Arm Yandina Creek Road Stage 3 Gravel Road	Division 09	Yandina Creek			(\$304)	\$2
39	H3802 - North Arm Yandina Creek Road Stage 2 Gravel Road	Division 09	Yandina Creek			(\$104)	\$21
40	H4615 - Sippy Downs School Precinct	Division 06	Sippy Downs			(\$10)	
41	K3738 - TIDS Jacana St Raised Priority Crossing	Division 03	Currimundi	December 20022	January 2023	(\$45)	\$9
42	K3739 - TIDS Beerburum St Raised Zebra Crossing	Division 03	Aroona			(\$90)	\$2
43	K3740 - TIDS Bellara Dr Raised Priority Crossing	Division 03	Currimundi	April 2023	April 2023	(\$45)	\$9
44	K3741 - TIDS Kalana Road Zebra Crossing	Division 03	Currimundi			(\$10)	\$8
45	H4613 - Cotton Tree Precinct Improvements	Division 04	Cotton Tree			(\$10)	
46	H8013 - Chevallum Road Widening	Division 05	Chevallum	Dec-22	January 2023	(\$127)	\$0
47	H9439 - Glenview Road Upgrade Stage 5	Division 05	Glenview	November 2022	March 2023	(\$239)	\$6
48	B1514 - TMR Local Government Alliance	Whole of Council				(\$11)	
	<b>South East Queensland Community Stimulus Program - Agreement end date 30 June 2024</b>					<b>(\$6,525)</b>	<b>\$1,483</b>
49	H1670 - SEQCSP First Avenue Streetscape	Division 04	Maroochydore	October 2022	November 2023	(\$910)	\$83
50	H9957 - SEQCSP Buderim Village Park Buderim Stage 9	Division 07	Buderim			(\$550)	\$314
51	K1618 - SEQCSP Caloundra Indoor Sports Stadium - Roof Replacement	Division 02	Caloundra	June 2023	September 2023	(\$700)	\$24
52	K1898 - SEQCSP Parkyn Parade Pedestrian Facilities	Division 04	Mooloolaba			\$0	\$124
53	K2259 - SEQCSP Albany Lakes Park Play Upgrade Stage 2	Division 06	Sippy Downs	August 2022	September 2022	(\$400)	\$383
54	K2406 - SEQCSP Turner Park Beerwah Activation Stage 2	Division 01	Beerwah	August 2022	October 2022	(\$100)	\$109
55	K2449 - SEQCSP North Shore Multi-Sports Complex	Division 08	Mudjimba	December 2022	April 2023	(\$650)	\$73
56	K2478 - SEQCSP Palmwoods Warriors Football Club	Division 05	Palmwoods		June 2023	(\$400)	\$26
57	K2843 - SEQCSP Landsborough Streetscape - Stage 2	Division 01	Landsborough	December 2022	June 2023	(\$100)	\$7
58	K1647 - SEQCSP Outrigger Park - Public Amenity	Division 04	Minyama		September 2023	(\$215)	\$1
59	H7863 - SEQCSP Coolum Sports Complex intersection	Division 09	Coolum Beach	Sep-22	May 2023	(\$700)	\$37
60	H4602 - SEQCSP Woombye Streetscape Placemaking	Division 05	Woombye	October 2022	April 2023	(\$500)	\$138
61	H4605 - SEQCSP Eumundi Town Centre Placemaking	Division 10	Eumundi	May 2023	November 2023	(\$500)	\$35
62	K1308 - SEQCSP Ocean Street Placemaking Renewal	Division 08	Maroochydore	May 2023	June 2024	(\$300)	\$14
63	B3888 - Sunshine Coast Stadium Stage1 Northern Carpark	Division 09	Bokarina	October 2022	January 2023	(\$500)	\$116
	<b>Project Complete</b>						



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## 8.9 CALOUNDRA AERODROME MASTER PLAN

File No:	Council meetings
Author:	Head of Strategic Property Business Performance Group
Appendices:	App A - Caloundra Aerodrome Master Plan 2042 .....199/275 
Attachments:	Att 1 - Caloundra Aerodrome Investment Plan - <i>Confidential</i>

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### PURPOSE

The purpose of this report is to seek Council's endorsement of a new Master Plan for Caloundra Aerodrome, being the *Caloundra Aerodrome Master Plan 2042*.

In preparing this report, the Chief Executive Officer recommends that **Attachment 1** - Caloundra Aerodrome Investment Plan be considered confidential in accordance with Section 254J(3)(g) of the *Local Government Regulation 2012* as it contains information relating to negotiations relating to a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

### EXECUTIVE SUMMARY

In May 2021, Council appointed engineering, management and development consultancy SMEC as the lead consultant to develop a new Master Plan for Caloundra Aerodrome. The previous Master Plan, endorsed by Council in 2013, recommended a 5-year review period.

Since endorsement of the current Master Plan in 2013, a number of changes have affected the operations and strategic position of the Caloundra Aerodrome, including:

- Council obtaining freehold title to the Caloundra Aerodrome land from the State Government
- significant growth and future expansion plans have been articulated by aviation related businesses already located on-site
- increasing demand for industrial land across the region
- desire by some of the current lessees to expand their lease footprint and to obtain greater certainty from Council on the future of the Caloundra Aerodrome to underpin their own investment decisions
- the development of plans for mass transit on the Sunshine Coast, and proposals for the development of a rail solution on the Caboolture and Maroochydore Corridor Options Study (CAMCOS)/Sunshine Coast corridor, which is adjacent to part of the Caloundra Aerodrome site
- technological changes in aviation, emerging business opportunities and broader industry trends - both domestically and internationally - including drone technology and use, electric powered aircraft, tourism, advanced manufacturing and defence-based industries
- a revised designation of the ecological values of land surrounding parts of the Caloundra Aerodrome as matters of state environmental significance and koala habitat and
- land use challenges impacting on the proposed Queensland Air Museum (QAM) expansion.



- operational site management transferring from Sunshine Coast Airport (SCA) to Council's Property Management Branch, following the lease of the SCA to Palisade Investment Partners

The objective of the proposed new Caloundra Aerodrome Master Plan as developed by SMEC is to establish a clear value proposition for the Caloundra Aerodrome as a key aviation and aerospace industry asset within south-east Queensland with the capacity to support more advanced technology solutions and supply chain requirements for this sector – without necessarily expanding the scope of aircraft movements from this site.

This approach is considered to be one that will afford the Caloundra Aerodrome a distinct industry locational advantage within south-east Queensland and improve the scale of economic benefit delivered by the precinct to the Sunshine Coast over a 20-year timeframe.

The development of the proposed new Master Plan has been delivered in two stages, being:

1. Strategic Assessment – opportunities and future role; and
2. Development of the Master Plan

The proposed Caloundra Aerodrome Master Plan 2042 (**refer Appendix A – Caloundra Aerodrome Master Plan 2042**) provides a vision commensurate with the objective outlined above and is consistent with the intent of the *Sunshine Coast Regional Economic Development Strategy 2013-2033* (REDS).

In summary, the main features of the Master Plan are:

- Establishes a clear value proposition for Caloundra Aerodrome as a key aviation and aerospace asset within southeast Queensland without necessarily expanding scope for aircraft movements
- Identifies 6.3ha of aviation related commercial land to be made available with flexible lot sizes
- Identifies a future investigation precinct
- Seeks to ensure no material degradation of the current impacts associated with flying operations
- Seeks to attract industries that have a minimal impact on surrounding sensitive receptors.
- Recommends user pays charging scheme implemented for landing and parking, with emphasis on regional based users being prioritised.
- No suggestion of any revision to current flight paths, nor installation of additional runways or modification of existing runway dimensions.
- Removes Isabel Jordan Bushland Reserve as an area of aerodrome expansion.
- Greater investment in aviation infrastructure and parking facilities at the Aerodrome.
- Commits to continue data collation for future assessment / ongoing management of flight movements
- Sets a new vision that enables the aerodrome to evolve as a significant location for high value aerospace and aviation industries.

The additional airside infrastructure will improve the capacity for aircraft storage and promote efficiencies in runway usage by reducing bottlenecking at the runways, thus reducing the need for aircraft to complete additional flight circuits while waiting for runway availability.

The Master Plan also identifies a future opportunity at the eastern boundary of the site associated in part with the delivery of the proposed heavy rail station within the adjoining CAMCOS corridor. While there is no certainty as to the timing of delivery by the Queensland



Government of the rail solution, the Master Plan recommends further investigations are undertaken to consider the opportunities and constraints of utilising land in this area. An eastern interface between the Caloundra Aerodrome and proposed major transport hub may provide a significant opportunity for the future economic sustainability of the Caloundra Aerodrome. The further investigation area is described as Stage 2 within the Master Plan.

## OFFICER RECOMMENDATION

**That Council:**

- (a) receive and note the report titled “Caloundra Aerodrome Master Plan”**
- (b) endorse the Caloundra Aerodrome Master Plan 2042 (Appendix A) and**
- (c) refer the Infrastructure Investment Plan for consideration as part of the next budget development process.**

## FINANCE AND RESOURCING

The proposed *Caloundra Aerodrome Master Plan* is a planning document which seeks to articulate Council’s vision for the Caloundra Aerodrome over the next 20 years and to guide development, investment and operational management of the site.

The proposed Master Plan makes a number of recommendations for delivering growth capacity for aerospace, general aviation and related industries at the site, including:

1. establishing new useable/leasable areas within the existing site footprint
2. additional airside infrastructure and
3. further investigation/planning work for future useable areas.

Growth in the aerodrome’s broader economic contribution is predicated on the requisite investment in infrastructure and resultant availability of serviced land assets as proposed in the Master Plan – to enable both business retention and expansion plus investment attraction activities.

The capital investment required to implement the entirety of Stage 1 of the proposed Master Plan has been estimated at approximately \$15.85 million. The investment estimates have been costed by SMEC, industry peer-reviewed and subsequently assessed by internal officers to ensure allowances have been made for the significant volatility being experienced in construction and labour force costs. At the same time, it is recognised this investment would be in an asset that has the capacity to generate returns to Council to offset the proposed capital outlay. Accordingly, an Infrastructure Investment Plan has been developed to accompany this report (see **Appendix A**) which outlines the anticipated capital commitment required, expected revenue return to Council and forecast economic benefit over the life of this Master Plan. There is potential for the proposed capital investment to be debt funded, with the debt serviced through lease revenue. This is consistent with Council’s current Debt Policy.

There has been strong interest from some of the existing businesses at the Caloundra Aerodrome to expand at the site, coupled with interest from other businesses seeking to relocate to the Caloundra Aerodrome. At the present time and under the current configuration, the Caloundra Aerodrome is at capacity and there are no leases readily available for development. The proposed Master Plan, supported by the proposed Infrastructure Investment Plan, identifies new development areas that could be progressed (if supported by Council) to secure further private sector investment and business growth in the Caloundra Aerodrome.

The completion of Stage 1 works is expected to generate new investment and business development opportunities that have the capacity to make a significant contribution to the regional economy, through direct capital and operational investment by other parties and



flow-on activity to other industries. AEC Group has forecast the estimated economic benefit post Stage 1 completion as follows:

- \$178.1 million in output for local business
- \$75.3 million in Gross Regional Product; and
- 1,119 full-time equivalent (FTE) jobs paying \$49.2 million in wages, salaries, and other employee compensation

## CORPORATE PLAN

**Corporate Plan Goal:** *Our resilient economy*

**Outcome:** 3.6 - Encourage investment in talent and skills.

**Operational Activity:** 3.6.2 - Finalise the Caloundra Aerodrome Master Plan and prepare the implementation plan.

## CONSULTATION

### Councillor Consultation

A workshop was held with Councillors in October 2022.

### Internal Consultation

- Chief Strategy Officer
- Group Executive, Customer and Planning Services
- Group Executive, Economic & Community Development
- Group Executive, Business Performance
- Acting Group Executive, Built Infrastructure (prior to 4 October 2022)
- Group Executive, Liveability and Natural Assets
- Chief of Staff
- Head of Property, Business Performance
- Chief Financial Officer
- Head of Productivity and Industry, Economic & Community Development
- Coordinator Planning Scheme Amendments, Customer & Planning Services
- Coordinator Flooding & Stormwater Policy, Built Infrastructure
- Coordinator Biodiversity & Waterways, Liveability & Natural Assets
- Head of Strategic Property, Business Performance
- Buildings & Facilities Assets Manager, Business Performance
- Principal Property Officer, Business Performance
- Senior Property Officer, Business Performance
- Facilities Officer (Aerodrome Reporting Officer), Business Performance
- Project Officer, Liveability & Natural Assets



**External Consultation**

SMEC were engaged as the lead consultant to develop the proposed *Caloundra Aerodrome Master Plan 2042*.

AEC Group were engaged by SMEC to provide economic assessment as part of the development of the proposed Master Plan.

Feedback on the Draft *Caloundra Aerodrome Master Plan 2042* has been sought from Sunshine Coast Airport.

The Department of Transport and Main Roads (DTMR) have reviewed the proposed Master Plan and provided feedback to assist Council in understanding the impacts to, and requirements of, adjoining state-controlled road. Consultation has also occurred with DTMR's project team for the proposed Beerwah to Maroochydore (B2M) rail extension project, the corridor for which is proposed in land adjoining the Caloundra Aerodrome.

**Community Engagement**

The engagement process for the Caloundra Aerodrome Master Plan project was delivered in accordance with the International Association of Public Participation (IAP2) framework and guidance. Stakeholder analysis was undertaken to identify stakeholders, their level of influence and potential impact on the master plan process and potential impact on the decision-making process. Through this process, stakeholders were identified including existing aerodrome users, external aviation bodies and surrounding business and community groups.

Due to the limited nature of the associated impacts on the surrounding community and the fact that no changes are proposed to the existing flights paths, Obstacle Limitation Surface (OLS) or Aircraft Noise Exposure Forecast (ANEF), following internal discussions and approvals, Council progressed with targeted stakeholder consultation rather than broader community consultation on the draft Caloundra Aerodrome Master Plan.

As agreed in November 2021, the following stakeholders have been engaged during the development of the Master Plan:

- Bellvista and Bells Reach Community Association
- Caloundra Residents Association
- Golden Beach & Pelican Waters Community Association
- Caloundra Chamber of Commerce
- Wildlife Preservation Society of Queensland
- Queensland Air Museum (Caloundra Aerodrome tenant)
- Helimods (Caloundra Aerodrome tenant)
- GoFly Aviation (Caloundra Aerodrome tenant)
- Aircraft Maintenance Specialists (Caloundra Aerodrome tenant)
- Cirrus Aircraft Sunshine Coast (Caloundra Aerodrome tenant)
- Omni (Caloundra Aerodrome tenant)
- Inspire Aviation (Caloundra Aerodrome tenant)
- Westpac Helicopters – Surf Life Saving Queensland (Caloundra Aerodrome tenant)
- Ocean Views Helicopters (Caloundra Aerodrome tenant)
- Australian Air Cadets (Caloundra Aerodrome tenant)
- Sunshine Coast Airport



Engagement has occurred in the form of one-on-one interviews, updates at the quarterly Caloundra Community & Aviation Forum, in-person presentation/group discussion, electronic document review, written submissions and telephone interviews.

### **Results of Stakeholder Consultation**

Feedback from these engagements is summarised under four main themes of infrastructure, land availability, impact management and future growth.

#### **1. Infrastructure**

Additional investment in hard infrastructure at the Caloundra Aerodrome was deemed essential to unlocking the economic potential of this site, without expanding the impacts on surrounding communities. The lack of aircraft housing capacity (particularly sheltered hangar space) was expressed by tenants and potential new business entrants as a pressing impediment to existing business expansion and future investment. In addition to the new developable areas, the Master Plan proposes new airside parking areas which can accommodate undercover open T Hanger structures.

The expansion of runways and airside infrastructure to accommodate Code 2B aircraft (larger aircraft than is currently accommodated at Caloundra Aerodrome) was identified as an important investment for some, but not all, stakeholders. It was suggested that expansion of this nature would rapidly provide an increase in business capacity and access to additional markets, that would trickle through to multiple businesses. It was noted that expanded runways/airside infrastructure was mentioned as an opportunity in the *Caloundra Aerodrome Business Plan* produced in 2018 and would provide a step towards compliance with Civil Aviation Safety Authority (CASA) Manual of Standards (MOS) 139 (a statutory set of requirements and standards for aerodromes with published instrument flight procedures).

Feedback received indicated that while an increase in larger aircraft capacity could provide opportunities for some industry participants, it may also impact on existing aerodrome planning controls e.g. noise contours (ANEF), building height restrictions (OLS) and others.

The proposed Master Plan does not therefore, include provision for expansion of runways but does include expanded airside infrastructure to better facilitate the operations of existing and potential new tenants.

#### **2. Land availability**

The notion of additional developed land to accommodate business growth and industry expansion within the existing Caloundra Aerodrome site was acknowledged as an action that has been present in the current Master Plan since 2013. Stakeholders deemed this proposal as fairly achievable within the existing site. The proposed Master Plan provides for the establishment of a new expansion area of approximately 6.3ha of net developable area within the existing Aerodrome site.

Some stakeholders suggested that attraction of new businesses should not be to the detriment of existing Caloundra Aerodrome businesses, some of whom have a necessary business requirement for airside access. It is not the role of the Master Plan to restrict the nature, type and scale of new business investment in the site where that investment is consistent with the intended uses of the Aerodrome.

Other feedback included the need to ensure Caloundra Aerodrome operations were not impeded by future development/built form in inappropriate areas, such as allowing development within the Public Safety Area (PSA) at the end of the runways. Other stakeholders questioned the scope, scale and limitations presented by the existing PSA as an impediment to future business investment and industry growth. Recognising the differing views in this regard, it is proposed to commission an independent review of the PSA as part of the development of the new Sunshine Coast Planning Scheme – recognising that the current PSA was implemented as part of the development of the current Planning Scheme.



### 3. Impact Management

Stakeholders acknowledged that noise is a key issue requiring ongoing stringent management by all parties. Flight training was noted as the most impactful activity at the site. One stakeholder group registered frustration at the existing noise management measures and felt that strengthening of compliance with these measures for flight training activity was necessary. It was suggested that Council's existing *Fly Neighbourly Policy* is somewhat ineffective given its reliance on non-binding participation and lack of specific and direct objectives.

As a counterpoint, some stakeholders highlighted flight training as a principal function of an aerodrome and therefore, part of the Caloundra Aerodrome's core value to the south-east Queensland aviation industry. Some stakeholders also noted a significant reduction in the number of training operators at the Caloundra Aerodrome in recent years and felt that relationships between all parties have improved over time, assisted in part by the ongoing Caloundra Community & Aviation Forum, held quarterly.

The Master Plan seeks to ensure no degradation of community impacts of current flying operations by exploring implementation of suitable mechanism to manage and mitigate operational risks, such as implementing landing fees to rationalise the use of the runways by non-local flight training. The plan also seeks to attract industries that have minimal impact on surrounding sensitive receptors. The expression of intent process recommended by the proposed Master Plan seeks inputs from current and potential tenants to understand, qualify and quantify the contributions or impacts that the proposed use will make to the future development and sustainability of the Aerodrome.

The removal of the Isabel Jordan Reserve as an expansion area was positively received, both from an environmental viewpoint and from the provision of clarity and certainty for affected organisations.

### 4. Future Growth

Some stakeholders acknowledged the Caloundra Aerodrome as an important asset for the region and potentially, south east Queensland. It was acknowledged the proposed Master Plan would require significant capital investment, over time. However, it was recognised that some opportunities could be realised with minimal modification and investment and that it would be an opportune time to capitalise on the proposals. Many stakeholders identified that the continued usefulness of existing infrastructure is a good basis for future enhancement - that is to say, that investment in the Caloundra Aerodrome should continue to build on the investment in existing assets. Accordingly, the proposed Master Plan recommends the investment in the construction of new taxi ways that will seek to improve aircraft manoeuvring and flow during peak periods, provision of new aprons to increase general aviation parking capacity and car parking along Pathfinder Drive to accommodate the expansion of QAM.

Several stakeholders noted the Caloundra Aerodrome provided a different offering to the SCA and that it is important to remain a complementary proposition, rather than a competitive one. With that said, some stakeholders noted the potential for growth in private chartering which could provide revenue generation, flow-on economic benefits to the area and improved direct connectivity to Caloundra from areas typically too far to reach by car. The notion of connectivity was considered very important for the future growth and development of the precinct. While the proposed Master Plan does not specifically provide for expansion of charter flight operations, it would not inhibit future investment in charter flight operations which are consistent with the operational parameters of the existing airport infrastructure.



## PROPOSAL

### Background

In May 2021, Council appointed engineering, management and development consultancy SMEC as the lead consultant to develop a new Master Plan for Caloundra Aerodrome. The previous Master Plan, endorsed by Council in 2013, recommended a five year review period. Generally, aviation facility master plans are required to be reviewed and updated on a regular basis to ensure compliance, relevance and currency with contemporary aviation operational requirements and legislation.

Since endorsement of the current Master Plan in 2013, a number of changes have affected the operations and strategic position of the Caloundra Aerodrome, including:

- Council obtaining freehold title to the Caloundra Aerodrome land from the State Government
- significant growth and future expansion plans have been articulated by some aviation related businesses already located on-site
- increasing demand for industrial land across the region
- desire by some of the current lessees to expand their lease footprint and to obtain greater certainty from Council on the future of the Caloundra Aerodrome to underpin their future investment decisions
- the development of plans for mass transit on the Sunshine Coast and proposals for the development of a rail solution on the CAMCOS/Sunshine Coast corridor, which is adjacent to part of the Caloundra Aerodrome site
- technological changes in aviation, emerging business opportunities and broader industry trends - both domestically and internationally - including drone technology and use, electric powered aircraft, tourism, advanced manufacturing and defence-based industries
- a revised designation of the ecological values of land surrounding parts of the Caloundra Aerodrome as matters of state environmental significance and koala habitat and
- land use challenges impacting on the proposed Queensland Air Museum (QAM) expansion.
- operational site management transferring from SCA to Council's Property Management Branch, following the lease of the SCA to Palisade Investment Partners

The development of the proposed new Master Plan has been delivered in two stages, being:

1. Strategic Assessment – opportunities and future role; and
2. development of the Master Plan

A project steering committee comprising Council officers, was established at the outset to contribute to the Strategic Assessment and to guide the development of the Master Plan.

To complete the Strategic Assessment, SMEC reviewed information provided by Council, interviewed Caloundra Aerodrome businesses, residents' associations and other stakeholder groups, independently researched relevant issues and utilised the expertise of technical consultants, including in areas of land use planning, aviation regulation and economic analysis. The Strategic Assessment covered the following key considerations:

- land use context
- physical characteristics
- stakeholder feedback



- economic context and
- aviation activities.

The Strategic Assessment was ultimately an information gathering stage of the project to understand the current operating context of the Caloundra Aerodrome, constraints, and future opportunities.

Following the completion of the Strategic Assessment, support was provided to progress to Stage 2, being the development of the proposed Master Plan. In this context, there was an agreed nominated consultation/engagement approach, being direct engagement with Caloundra Aerodrome stakeholders including tenants, community and residents' associations and the Caloundra Chamber of Commerce.

### **Engagement process to inform the development of the proposed Master Plan**

Council's *Community Engagement: Excellence in Engagement Framework 2021* articulates Council's commitment to undertake engagement that is authentic, meaningful and fit-for-purpose. The framework identifies a spectrum of engagement options to consider, including *Inform, Consult, Involve, Collaborate, and Empower*. Assessment of the Caloundra Aerodrome Master Plan project against criteria contained in the framework indicated *Consult* as the appropriate level of engagement to be adopted for the project. The active contribution of Caloundra Aerodrome stakeholders representing tenants, community and residents' groups, business interests and environmental interests was considered both essential and appropriate for the development of the proposed Master Plan.

Interviews between SMEC and the identified stakeholders took place in two blocks - July to September 2021 (Caloundra Aerodrome tenants and community organisations) and January to February 2022 (community and resident associations and Chamber of Commerce). Additionally, updates were provided to the quarterly Community and Aviation Forum, with the most recent update provided to that forum on 10 August 2022. The Community and Aviation Forum includes representatives of:

- Bellvista & Bells Reach Community Association
- Golden Beach & Pelican Waters Community Association
- Parklands Community Group
- Caloundra Residents Association
- Caloundra Chamber of Commerce
- Omni Executive
- Helimods
- Queensland Aviation Museum (QAM)
- Cirrus Aircraft Sunshine Coast
- GoFly Aviation
- Aircraft Maintenance Specialist
- Ocean View Helicopters
- Inspire Aviation
- Westpac Rescue Helicopters
- Sunshine Coast Skydivers



### Proposed Master Plan

The objective of the proposed new Caloundra Aerodrome Master Plan is to establish a clear value proposition for the Caloundra Aerodrome as a key aviation and aerospace industry asset within southeast Queensland, which has the capacity to support more advanced technology solutions and supply chain requirements for this sector – without necessarily resulting in a significant expansion in aircraft movements from this site.

This approach is considered to be one that will afford the Caloundra Aerodrome a distinct industry locational advantage within south east Queensland and improve the scale of economic benefit delivered by the precinct to the Sunshine Coast over a 20-year timeframe.

In this context and consistent with the objectives for the development and expansion of the aviation and aerospace industry in the *Sunshine Coast Regional Economic Development Strategy 2013-2033*, the proposed Caloundra Aerodrome Master Plan 2042 (**Appendix A**) provides the following vision for this asset:

***Caloundra Aerodrome will become a precinct of choice for advanced aerospace and associated advanced manufacturing activities, delivering cutting edge, sophisticated and sustainable opportunities of significance to the South-East Queensland aviation and aerospace industry.***

The importance of the Caloundra Aerodrome in a wider economic and employment context is best maximised by pursuing a distinct proposition that embeds its value not just to the Sunshine Coast but to the broader south east Queensland aviation and aerospace industry. High-value industries such as aviation and aerospace have the potential to generate a range of enduring career opportunities and higher-paying jobs for the local community. Many participants in this industry are also regarded as ‘clever’ innovation-oriented businesses which attract a workforce with high levels of knowledge and skills and generate unique intellectual property with significant commercial value.

With this in mind, the proposed Master Plan recognises that a facility such as the Caloundra Aerodrome offers substantial potential to pivot from a general aviation facility into an aerospace innovation hub, as it has the potential to support complementary development of other high-value industries – being a traditional aviation facility, with the ability to incorporate education, research and development, tourism, and clean technologies through future expansion.

An extant recommendation from the existing 2013 Master Plan is to improve the economic opportunities for the Caloundra Aerodrome through the extension of developable area along Pathfinder Drive, Caloundra West. The proposed *Caloundra Aerodrome Master Plan 2042* confirms this opportunity as a readily achievable land use outcome (subject to funding), which is described in the Plan as Stage 1.

Stage 1 includes the extension of Pathfinder Drive, Caloundra West and associated services, the release of approximately 6.3 hectares of proposed net developable area within the existing aerodrome footprint which can be made available through flexible lot sizes and improvements to airside infrastructure including taxiway and apron parking. This proposed land release seeks to support and facilitate the growth aspirations of the existing aviation related and associated manufacturing and technology dependent industries, tourism industry operators as well as accommodate the attraction of new cutting-edge aerospace industries and services to the aerodrome.

The additional airside infrastructure identified in the proposed Master Plan will improve the capacity for aircraft storage and promote efficiencies in runway usage by reducing bottlenecking at the runways, thus reducing the need for aircraft to complete additional flight circuits while waiting for runway availability.

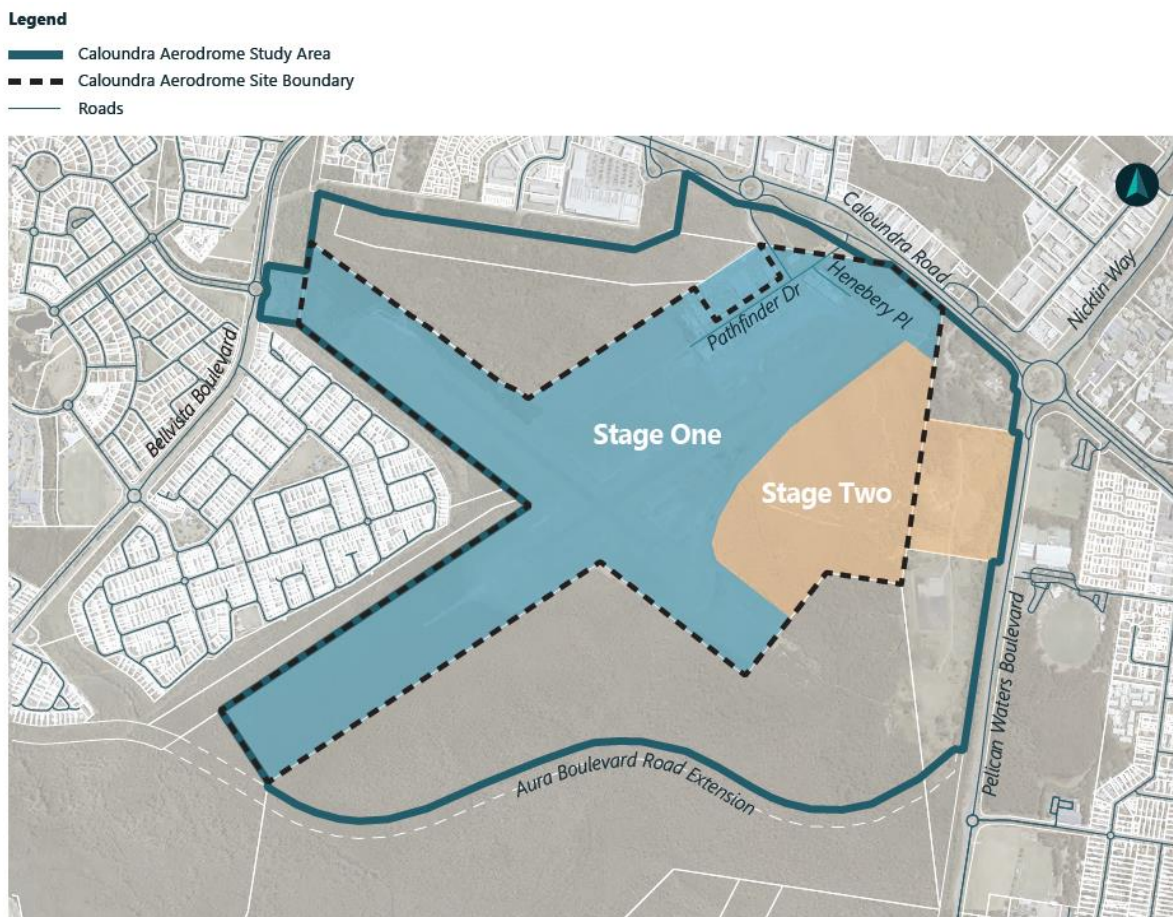
The Master Plan identifies the need to rationalise existing operations, particularly regarding heavy utilisation of the Caloundra Aerodrome by itinerant aircraft, through the introduction of user fees, the improvement in the collation of flight movement data, and the continuance of



Council's *Fly Neighbourly Policy*. The Master Plan does not suggest any revision to current flight paths. There is also no recommendation to install additional runways or modify existing runway dimensions.

The Master Plan also identifies a future opportunity at the eastern boundary of the site associated in part with the delivery of the proposed heavy rail station within the adjoining rail corridor. While there is no certainty as to the timing of delivery by the Queensland Government for the rail solution, the Master Plan recommends further investigations are undertaken to consider the opportunities and constraints of utilising land in this area. An eastern interface between the Caloundra Aerodrome and proposed major transport hub may provide a significant opportunity for the future economic sustainability of the Caloundra Aerodrome. The Department of Transport and Main Roads has provided feedback on the proposed Master Plan to identify any potential impacts to associated state-controlled road interests and any requirements thereof. Consultation with DTMR has also occurred to understand any potential requirements of the proposed Beerwah to Maroochydore (B2M) rail project. The further investigation area is described as Stage 2 within the Master Plan.

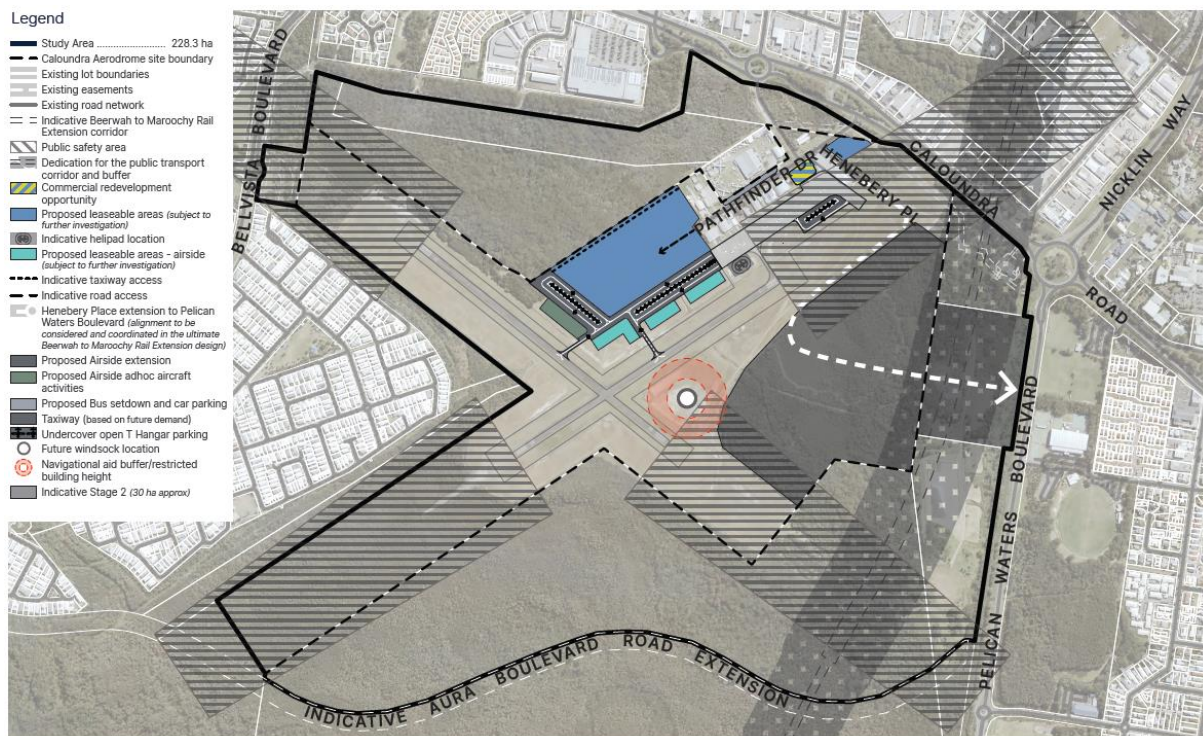
The Stage 1 and Stage 2 areas are depicted in Figure 1 below - Staging Plan



**Figure 1- Staging Plan**

The proposed new developable/leasable areas are shown in **Figure 2 - Caloundra Aerodrome Master Plan** below as blue areas, and new taxiways and aircraft storage spaces are shown airside in grey.





**Figure 2. Master Plan (Stage 1)**

The proposed Master Plan has been developed with appropriate regard to statutory and regulatory obligations, both in an aviation safeguarding context and from a land use planning viewpoint. It also makes a number of recommendations for improving and sustaining the operations and strategic positioning of Caloundra Aerodrome over the next 20 years. Commensurate with the nature of master planning documents, the proposed Master Plan remains at a reasonably broad and high-level to best position Council in adapting to a variety of future issues (including competing budgetary priorities, regional prioritisation, industry trends and external market factors). This approach is proposed in recognition of the fact that some recommendations in the current Master Plan 2013 (ie. the extension of Pathfinder Drive) are yet to be finalised.

In developing the proposed Master Plan, it was identified that only one full year of aircraft movement data in recent years is sufficiently available and reliable for analysis. The period covering 2020 and much of 2021 is somewhat unreliable as a basis for assessing typical aircraft movements, given the public movement restrictions in place during the COVID-19 pandemic. There were also issues identified with the accuracy of flight movement capture, which currently occurs through the transcription of radio declarations from pilots. With this in mind, the proposed Master Plan recommends continued collation of flight movement data to build a more robust dataset for future assessment and modelling.

### **Forecast Economic Impact**

As context, including direct and flow-on activity, AEC Group has estimated the Caloundra Aerodrome to have made the following contributions to the Sunshine Coast Local Government Area (LGA) economy in 2019-2020:

1. \$64.6 million in output for local businesses (0.3% of the total for the Sunshine Coast LGA)
2. \$27.6 million in Gross Regional Product (0.4% of the total for the Sunshine Coast LGA) and



3. 502 full-time equivalent (FTE) jobs paying \$18.1 million in wages, salaries, and other employee compensation (0.4% of FTE jobs and 0.4% of total wages and salaries for the Sunshine Coast LGA).

By comparison, should Council agree to adopt the proposed Master Plan, its implementation is forecast to generate new investment and business development opportunities that have the capacity to make a significant contribution to the regional economy, through direct capital and operational investment by other parties and flow-on activity to other industries. AEC Group has forecast the estimated economic benefit post Stage 1 completion of the Master Plan to be

- \$178.1 million in output for local business
- \$75.3 million in Gross Regional Product and
- 1,119 full-time equivalent (FTE) jobs paying \$49.2 million in wages, salaries, and other employee compensation

Growth in the aerodrome's broader economic contribution is predicated on the requisite investment in infrastructure and resultant availability of serviced land assets as proposed in the Master Plan – to enable both business retention and expansion plus investment attraction activities.

### Legal

Legal Services have reviewed the Master Plan and advised there are no proposals which would interfere with Council's statutory obligations.

### Policy

#### **Sunshine Coast Regional Economic Development Strategy 2013-2033**

*Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033* (REDS) provides a 20-year vision and blueprint for sustainable economic growth. The aviation and aerospace industry is one of the seven High-Value Industries (HVI) that have formed the foundation of the REDS since its inception. Growing investment in that industry is a component part of realising the aspirational goals in the strategy. The proposed Caloundra Aerodrome Master Plan has been prepared with this strategic objective in mind.

The REDS recognised that growth, development and investment in the aviation and aerospace industry is heavily reliant on the availability of appropriate infrastructure assets and that the region was fortunate in having two (2) valuable assets (SCA and Caloundra Aerodrome) providing a competitive advantage by the nature of their complementary characteristics. With their different economic footprints and unique features attracting different business and investment opportunities, if managed and developed appropriately, they have the capacity for delivering both significant growth and sustained economic benefit to the region. The development and implementation of the proposed Caloundra Aerodrome Master Plan seeks to harness the Caloundra Aerodrome's potential to support the development of the aviation and aerospace industry on the Sunshine Coast and develop as a distinct, contemporary industry asset that provides a compelling opportunity for the industry and its associated supply chain in south-east Queensland.

### Risk

The principal objective of the proposed *Caloundra Aerodrome Master Plan 2042* is to establish a clear and compelling value proposition for the Caloundra Aerodrome and appropriately optimise its economic contribution to the region. Currently there is desire and a critical requirement from some of the existing Caloundra Aerodrome businesses to expand and grow their operations, but they require certainty (tenure, space and precinct investment) to convert those proposals to new investment. There is a risk that should the Master Plan not be endorsed, this may signal a hesitancy from Council to invest in the future functional



requirements of the Caloundra Aerodrome and could result in the loss of investment by both existing businesses and new entrants.

Community opposition to the continued operation and expansion of the aerodrome is another risk due to noise issues, however the Master Plan seeks to provide for no material worsening of the current impacts associated with Aerodrome operations. The proposed Master Plan supports ongoing fly neighbourly measures to reduce noise impacts such as encouraging the introduction of electric and hybrid-electric aircraft use, sharing the runway loads to disperse constant noise and continuous monitoring of circuit training which has been identified as the predominantly nuisance noise source. Noise mitigation will be an ongoing operational matter which can be addressed through management of movements, proposed fee management and attracting industries that have minimal impact on surrounding sensitive receptors.

Environmental impacts and risks associated with the Master Plan have been reduced by removing the Isabel Jordan Bushland Reserve as an expansion area. The proposed Stage 2 will however, necessitate further investigation to consider potential environmental constraints.

In regard to contamination risks, a site-specific contamination assessment (including on-site testing) will be required prior to any future development occurring on site to ensure potential contamination sources are identified and appropriately managed.

There are no discernible risks for the QAM with the implementation of the Master Plan. The QAM has been consulted during the Master Planning process. Proposed new parking along Pathfinder Drive will free up land within their existing lease area to enable future expansion of that important community facility.

### **Previous Council Resolution**

The current Caloundra Aerodrome Master Plan was endorsed by Council resolution at the Ordinary Meeting held on 28 March 2013

### **Ordinary Meeting 28 March 2013 (OM13/48)**

*That Council:*

- (a) *Receive and note the report titled "Caloundra Aerodrome Master Plan"*
- (b) *Adopt the "Caloundra Aerodrome Master Plan" (Appendix A) with the following amendments;*
  - (i) *remove the runway extension shown in Figure 10 and reflect any consequential amendments to noise contour diagrams and obstacle limitation surfaces be formulated based on the fullest extent that the runways could be built to and*
  - (ii) *insert the following text into Figure 10 "the Caloundra Aerodrome has enduring rights that allow future infrastructure expansion to meet the future needs of the aerodrome" ensuring the text is easily seen and read*
- (c) *Note that funding of the master plan is contingent on the future endorsement of supporting business cases and annual budget consideration by Council*
- (d) *Seek the cooperation of the State Government in the establishment of a satellite helicopter training facility*
- (e) *Engage with the State Government to facilitate the expansion of the Queensland Air Museum*
- (f) *Request the Chief Executive Officer advise the Department of Transport and main Roads that the alignment and design of the East-West link between Caloundra South and Pelican Waters:*
  - (i) *must not be in conflict with the Obstacle Limitation Surface as depicted in the Caloundra Aerodrome Master Plan and*



- (ii) *consider the implications of the extent of wetlands that might give rise to an increase bird strike for aircraft using the aerodrome*
- (g) *request the Chief Executive Officer to develop a communication strategy in consultation with Division 1 and 2 Councillors and the Aviation Portfolio Councillor to provide an ongoing engagement with the communities surrounding the aerodrome, this is to include a set of measures to improve ongoing awareness of property owners and residents of the Caloundra Aerodrome*
- (h) *acknowledge the content and intent of the 1992 Commonwealth Government deed prepared for the Caloundra Aerodrome*

**Related Documentation**

*Proposed Caloundra Aerodrome Master Plan 2042*

*Caloundra Aerodrome Master Plan 2013*

*Caloundra Aerodrome Business Plan 2018*

*Regional Economic Development Strategy 2013-2033 (REDS)*

**Critical Dates**

Investment in the future of the Aerodrome is critical for many of the current lessees who have been seeking to expand and grow their operations for some time, as they have contracts and funding commitments contingent on their expansion. Likewise, establishing a clear future for the Aerodrome is an important component in supporting the investment by new business entrants seeking to establish at this facility. There has not however, been land readily available for development and any expansion of the development footprint has been in abeyance pending a new Master Plan being completed. Therefore, there is an expectation by some tenants and potential new business entrants that once the proposed Master Plan is endorsed, Council will move to establish new developable areas as soon as possible.

Additionally, the proposed *Caloundra Aerodrome Master Plan 2042* was a funded commitment in the 2021-2022 financial year. The Master Plan should therefore be finalised in order to facilitate implementation planning in a timely manner (eg. forward capital works program development, operational resource allocation etc).

**Implementation**

Should the recommendations in this Report be accepted by Council, it is noted the Chief Executive Officer will authorise the Property Management Branch to proceed to implement the recommendations, including the introduction of user fees, ongoing management of leases, assessment of funding and delivery mechanisms for capital works, development of forward capital budgets and refinement of operational priorities.







**8.10 DISPOSAL (LEASE) TO THE DEPARTMENT OF COMMUNITIES,  
HOUSING AND DIGITAL ECONOMY**

**File No:** F22/00256  
**Author:** Manager Leasing and Land Management  
Business Performance Group  
**Attachments:** Att 1 - Property Details - *Confidential*

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**PURPOSE**

The purpose of this report is to seek Council's support to enter into a Lease with the Department of Communities, Housing and Digital Economy over a residential property to support the provision of social housing or crisis accommodation within the Sunshine Coast local government area.

In preparing this report, the Chief Executive Officer recommends that **Attachment 1 – Property Details** be considered confidential in accordance with Section 254J(3)(f) of the *Local Government Regulation 2012* as it contains information that may directly affect the health and safety of an individual or a group of individuals. The Department of Community, Housing and Digital Economy has also indicated their preference for the property address to remain confidential as the property may be used for crisis accommodation.

**EXECUTIVE SUMMARY**

At present, there is a significant community issue with regard to housing affordability, rental accessibility and increasing homelessness. Given the current pressure for demand for Government accommodation as emergency crisis or social housing, the State is seeking opportunities to enter into Head Lease agreements over private properties.

This report seeks Council's support to enter into a lease agreement over a Property with the Department of Communities, Housing and Digital Economy for emergency crisis accommodation or social housing purposes.

Given the subject property will potentially be used for crisis accommodation, the property details are contained in confidential attachment 1.

**OFFICER RECOMMENDATION**

**That Council:**

- (a) receive and note the report titled “Disposal (Lease) to the Department of Communities, Housing and Digital Economy”**
- (b) resolve, pursuant to section 236(2) of the *Local Government Regulation 2012*, that an exception to dispose of an interest in land (Lease) over a property owned by Council in Maroochydore other than by tender or auction applies, as the disposal is pursuant to section 236(1)(b)(i) to a government agency and**
- (c) note that the Department of Communities, Housing and Digital Economy is a government agency.**

**FINANCE AND RESOURCING**

The proposed rental rate for the Head Lease agreement is yet to be determined and the Department of Communities, Housing and Digital Economy may fund any necessary upgrades to the property to bring it up to a lettable standard.



**CORPORATE PLAN**

**Corporate Plan Goal:** *Our service excellence*

**Outcome:** We serve our community by providing this great service.

**Operational Activity:** S21 - 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.

**CONSULTATION****Councillor Consultation**

- Councillor J Natoli – Division 4 Divisional Councillor
- Councillor R Baberowski – Portfolio Councillor, Community
- Councillor D Law – Portfolio Councillor, Community

**Internal Consultation**

- Legal Services
- Property Management
- Strategic Property
- Strategic Planning
- Urban Growth Projects
- Transport & Infrastructure Planning
- Community Development

**External Consultation**

Council's Urban Growth Projects team has liaised with the Department of Communities, Housing and Digital Economy in relation to the Property. The Department has viewed the building & pest inspection reports, advising that the Property is suitable for their purpose and has an interest in entering into a Head Lease with Council.

**Community Engagement**

Due to the administrative nature of this report, no community engagement has been undertaken.

**PROPOSAL**

The property which is the subject of this report (and as described in confidential attachment 1).

At present, there is a significant community issue with regard to housing affordability, rental accessibility and increasing homelessness. Given the current pressure for demand for Government accommodation as emergency crisis or social housing, the State is seeking opportunities to enter into Head Lease agreements over private properties. The proposed State Government emergency crisis accommodation model houses tenants for a short transitional period until a State Government owned/managed long-term social housing option can be secured.

The Property is currently vacant and is in a condition to allow it to be made available for emergency crisis accommodation or social housing. Council commissioned a building & pest inspection report for the property that indicated limited improvement works are required to be



undertaken at the property to ensure its rental suitability. These improvement works may be funded by the Department of Communities, Housing and Digital Economy.

This report seeks Council's support to enter into a Lease agreement with the Department of Communities, Housing and Digital Economy for a property owned by Council in Maroochydore and support the response to demand for emergency crisis accommodation or social housing purposes.

**Legal**

Legal Services have been consulted in relation to this report.

**Policy**

There are no Council policies relevant to this report.

**Risk**

There are no foreseeable significant risks associated with the recommendation in this report.

**Previous Council Resolution**

There are no previous Council Resolutions relevant to the specific recommendations in this report.

**Related Documentation**

There is no related documentation relevant to this report.

**Critical Dates**

The property is currently vacant so the early finalisation of the proposed lease is considered desirable and in light of the current concerns with regard to housing affordability, rental accessibility and increasing homelessness.

**Implementation**

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will delegate to Council's Property Management Branch to enter into a Lease agreement with the Department of Communities, Housing & Digital Economy.







**8.11 RESILIENT HOMES FUND - VOLUNTARY HOME BUY BACK PROGRAM**

**File No:** F22/00491  
**Author:** Head of Strategic Property  
Business Performance Group  
**Attachments:** Att 1 - Tranche 1 Subject Properties - *Confidential*

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**PURPOSE**

The purpose of this report is to seek Council's authorisation of the Chief Executive Officer to enter into contracts of sale to acquire properties under the Voluntary Home Buy Back program, with the acquisition of these properties funded by the Resilient Homes Fund administered by the Queensland Reconstruction Authority (QRA). The properties to be acquired are advised to Council by the QRA.

Subject to Council accepting the recommendations in this report, there are currently four properties proposed for acquisition in the first tranche presented to Council by the QRA.

In preparing this report, the Chief Executive Officer recommends that **Attachment 1- Tranche 1 Subject Properties** be considered as confidential in accordance with section 254J(3)(g) of the *Local Government Regulation 2012* as the attachment contains information relating to negotiations of a commercial matter involving the local government for which a public discussion would be likely to prejudice the interests of the local government.

**EXECUTIVE SUMMARY**

Queensland has recently experienced extraordinary levels of rainfall and flooding. To help people living in Queensland recover quickly and become more resilient to future flooding, the Queensland and Australian Governments have jointly funded a \$741 million Resilient Homes Fund under the Disaster Recovery Funding Arrangements.

Funding is available to assist eligible homeowners to repair (enhancing resilience), retrofit, or raise flood affected homes. In addition, the Fund also provides a dedicated program which affords the opportunity for some property owners who meet specific criteria to have their homes purchased under the Voluntary Home Buy Back program.

There is \$350 million available for the voluntary purchase of flood-impacted homes as part of the \$741 million Resilient Homes Fund. The Resilient Homes Fund is a two-year program and homes may be purchased at any point during that time.

Buy backs are considered on a case-by-case basis and are voluntary. The intent of the acquisitions is to mitigate risk to life and property in areas that are susceptible to frequent and severe flooding.

As indicated above, there is a defined amount of funding available under the Voluntary Home Buy Back program, so funding will be prioritised based on the severity of impact from the most recent events, the overall flood risk to the property and socio-economic factors.

Notwithstanding the acquisition of properties identified through the Voluntary Home Buy Back program will be funded from the Resilient Homes Fund, Council is the purchaser and will execute the contracts of sale. Authorisation is required from Council for the Chief Executive Officer to enter into these contracts, given there is no direct allocation for these acquisitions in Council's adopted budget. Accordingly, this report proposes that the Chief Executive Officer be authorised to acquire properties that are advised to Council by the QRA for acquisition under the Voluntary Home Buy Back program.



The QRA has commenced contacting registered property owners to confirm their interest in the Voluntary Home Buy Back program and is proceeding with independent property valuation reports of eligible properties.

To date, four properties within the Sunshine Coast Council local government area (LGA) have been identified as eligible under the Voluntary Home Buy Back program. These properties are referred to as Tranche 1 and are identified in confidential **Attachment 1**. The next step in the process is for the QRA to make formal written offers to the land owners once authority is in place for Council to execute the contracts.

Once the acquisition of these properties has been settled, Council will need to ensure all buildings are demolished/removed from the property and the land is rehabilitated. Where these works are undertaken by Council, actual eligible costs will be reimbursed by the QRA following lodgement of a submission.

Council will also be required to rezone the land for non-habitable uses in accordance with Council's obligations under the Resilient Homes Fund criteria.

Should Council wish to re-purpose the land for an acceptable non-habitable use (eg. public park) then the costs associated with delivering the repurposed site would need to be met by Council.

## **OFFICER RECOMMENDATION**

**That Council:**

- (a) receive and note the report titled "Resilient Homes Fund - Voluntary Home Buy Back Program"**
- (b) resolve to authorise the Chief Executive Officer to enter into contracts of sale to purchase properties approved for acquisition by the Queensland Reconstruction Authority under the Voluntary Home Buy Back Program, subject to Council entering into a funding agreement with the Queensland Reconstruction Authority**
- (c) authorise the Chief Executive Officer to take the necessary action in order to implement Council's decision in respect of (b) above, including but not limited to, making, amending and discharging the contractual arrangement/s and**
- (d) authorise the Chief Executive Officer to publicly release the property details once the ownership of the properties has transferred to Council.**

## **FINANCE AND RESOURCING**

Expenses relating to the acquisition of properties under the Voluntary Home Buy-Back program are included in the Resilient Homes Fund, which is jointly funded by the Commonwealth and Queensland Governments under the Disaster Recovery Funding Arrangements.

Conveyancing and other associated costs will also be recoverable costs through the Resilient Homes Fund.

Following acquisition of a property under the Voluntary Home Buy-Back program, Council is required to secure the property, arrange for the residence on the property to be demolished, the land cleared and rehabilitation undertaken. These costs are also recoverable through the Resilient Homes Fund, as are the costs of engaging a project manager to undertake the work if required.

The QRA has advised that to date, an initial \$4 million in funding is allocated for the acquisition of four properties in the Sunshine Coast Council LGA. Once a funding agreement is signed between Council and the QRA, 30% of the \$4 million will be paid as an upfront lump sum to Council. Council will then be paid instalment payments (up to a further 60% of the funds required) for expenditure incurred, with the final 10% paid to Council when the



acquisitions are finalised. The QRA has also advised that an additional allowance for expenditure which goes over and above the initial \$4 million, if required, as a contingency fund of up to \$660,000.

Council will be required to submit monthly reports to the QRA on progress and costs spent.

## **CORPORATE PLAN**

**Corporate Plan Goal:** *Our environment and liveability*

**Outcome:** 2.1 - A resilient region shaped by clever planning and good design.

**Operational Activity:** 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.

## **CONSULTATION**

### **Councillor Consultation**

- Mayor, Mark Jamieson
- Councillor Rick Baberowski, Division 1
- Councillor Maria Suarez, Division 9
- Councillor David Law, Division 10

### **Internal Consultation**

- Coordinator Disaster Management
- Coordinator Flooding & Stormwater Policy & Planning
- Manager Strategic Planning
- Manager Transport and Infrastructure Planning
- Manager Environment & Sustainability Policy
- Manager Parks and Gardens
- Natural Areas Manager
- Group Executive Customer & Planning Services
- Group Executive Liveability and Natural Assets
- Chief Strategy Officer
- Senior Solicitor, Property & Commercial
- Acting Building and Facilities Assets Manager
- Chief Financial Officer
- Chief of Staff

### **External Consultation**

The QRA contacted owners of all properties that meet the criteria for the Resilient Homes Fund to notify them of the program. Owners may register for inclusion in the program and can select from the following categories (more than one (1) category can be selected):

- Voluntary Home Buy-Back
- Resilient Retrofit Program and



- Home Raising Program.

Once the interest is registered in the buy-back option, the State Government assesses whether the property is eligible and satisfies the guidelines for the Voluntary Home Buy-Back program. The QRA also arranges independent market valuations of the eligible properties.

Council promoted the Resilient Homes Fund to the community via social media, OurSC Story and Councillor columns. Council also wrote to the owners of 265 priority properties promoting the Resilient Homes Fund.

### **Community Engagement**

Under the Resilient Homes Fund, the Queensland Government (Queensland Reconstruction Authority and the Department of Energy and Public Works) has undertaken community engagement and awareness activities to promote the Program to flood impacted homeowners affected by the events of 2022.

During the three months and six months Damage Assessment and Reconstruction Monitoring phases, the Resilient Homes Fund was promoted through conversations on site and information flyers. Partnering with the Department of Communities, Housing and Digital Economies, information about the Resilient Homes Fund was shared with those homeowners experiencing hardship.

Numerous media releases, Facebook and social media posts and eNewsletters have targeted homeowners in the eligible local government areas, while information for homeowners is promoted through a dedicated webpage.

### **PROPOSAL**

Queensland has recently experienced extraordinary levels of rainfall and flooding. To help people living in Queensland recover quickly and become more resilient to future flooding, the Queensland and Australian Governments have introduced a \$741 million Resilient Homes Fund. The resilience program is the largest of its kind to ever be delivered in Australia. The intent of this fund is to help Queenslanders across 39 local government areas whose homes were impacted by the 2021-2022 floods.

Funding is available to assist eligible homeowners to repair (enhancing resilience), retrofit, or raise flood affected homes. In addition, the Fund also provides a dedicated program which affords the opportunity for some property owners who meet specific criteria to have their homes purchased under the Voluntary Home Buy Back program.

Buy backs will be considered on a case-by-case basis and are voluntary. The intent of the acquisitions is to mitigate risk to life and property in areas that are susceptible to frequent and severe flooding.

As indicated above, there is a defined amount of funding available under the Voluntary Home Buy Back program, so funding will be prioritised based on the severity of impact from the most recent events, the overall flood risk to the property and socio-economic factors.

Notwithstanding the acquisition of properties identified through the Voluntary Home Buy Back program will be funded from the Resilient Homes Fund, Council is the purchaser and will execute the contracts of sale. Authorisation is required from Council for the Chief Executive Officer to enter into these contracts, given there is no direct allocation for these acquisitions in Council's adopted budget.

The Voluntary Home Buy Back program will cover costs for homeowners and participating Councils including:

- independent valuation of the property
- costs associated with the sale of the property such as legal costs related to conveyancing



- costs for home demolition
- costs for land rehabilitation and re-zoning to non-habitable uses.

The first step in the process under the buy back program is for homeowners to register their interest. An initial eligibility check is undertaken by the QRA and then a home assessment is completed to confirm eligibility and identify suitable resilience options. Council's Flooding & Stormwater Policy & Planning team has been involved with assessing the prioritisation of the properties. If buy back is noted as an option by the assessor, then the QRA arranges an independent property valuation to determine the fair and reasonable sale price.

To date, four properties within the Sunshine Coast Council LGA have been identified as eligible under the Voluntary Home Buy Back program. These properties are referred to as Tranche 1 and can be found in **confidential Attachment 1**. The QRA is in the process of obtaining independent valuations of the properties and is intending to make formal written offers to the registered owners to purchase as soon as possible.

Once a written offer from the QRA is accepted by an owner, QRA's conveyancers will draft Contracts which will then be reviewed by Council's Legal Services team prior to execution.

### Legal

Council's Legal Services Branch has been consulted and to date, has not identified any significant risk other than the ongoing cost to Council to establish and maintain the sites for future uses.

### Policy

Under Council's Purchase of Land and Conveyancing delegation, the Chief Executive Officer may make, amend or discharge a contract for the purchase of land subject to a range of conditions. One of those conditions is that funds have been provided for in the approved annual budget or by Council resolution to meet the expenditure value.

In this instance, the circumstances do not strictly comply with the provisions of the existing delegation because Council has not made provision in its adopted budget for 2022-23 for the acquisition of properties. Hence, this report seeks a specific authority from Council for the Chief Executive Officer to enter into contracts of sale to acquire properties, where the proposed properties have been advised to Council by the QRA for acquisition under the Voluntary Home Buy Back program.

### Risk

The key risks associated with not proceeding as proposed in this report are that:

1. Impacted and eligible property owners are not able to access the Buy Back Program – and the associated risks for these property owners continuing to be exposed to the impacts of flooding, particularly with the current forecasts for the summer season;
2. Council not receiving reimbursement of costs in a timely manner by the QRA; and/or
3. The ongoing cost to Council should it retain the acquired properties for re-purposing for an alternative, acceptable and non-habitable use (eg. public park).

Risks (1) and (2) can be mitigated by proceeding to grant the recommended authorisation to the Chief Executive Officer and with the reliance on that authorisation being subject to Council entering into a funding agreement with the QRA.

Risk (3) is largely unavoidable if Council is to participate in the Voluntary Home Buy Back program on behalf of its community. The ongoing costs to maintain acquired properties will need to be considered in the context of formulating the 2023-2024 budget - unless a decision is made to grant a long-term lease of the acquired property to an adjacent property owner for



non-habitable uses. In this scenario, Council would seek to transfer the maintenance costs associated with the property to the lessee.

**Previous Council Resolution**

There are no previous Council resolutions relevant to this report.

**Related Documentation**

- Queensland Reconstruction Authority, Resilient Home Fund, Voluntary Home Buy Back Program - Local Government Program Guidelines.
- Council delegation to the Chief Executive Officer – C-031-2019 – Purchase of Land and Conveyancing

**Critical Dates**

The QRA is unable to provide written offers to eligible property owners without Council's approval, as Council will be required to execute the contracts and take on ownership of the land. The QRA has already commenced acquiring properties in other LGA's and are keen to issue formal letters of offer for the Tranche 1 properties within the Sunshine Coast Council LGA.

A decision on this report is required at the earliest opportunity so that Council can participate in the Voluntary Home Buy Back program on behalf of its community.

**Implementation**

Should the recommendations in this report be accepted by Council, the Chief Executive Officer will:

- Delegate to the Strategic Property team to finalise the acquisitions and ensure the requirements of the Voluntary Home Buy Back program are adhered to.
- The Strategic Planning Team will be responsible for rezoning the land for non-habitable uses in accordance with Council's obligations under the Resilient Homes Fund criteria.
- The Facilities Management team will be required to arrange demolition of the buildings on the subject properties.
- A working group with the relevant operational teams within Council will be established to plan for the future use of the properties.
- Inform the community of the purchases once they have transferred into Council's ownership.



**9 NOTIFIED MOTIONS****10 TABLING OF PETITIONS**

Petitions only eligible for submission if:

- \* Legible
- \* Have purpose of the petition on top of each page
- \* Contain at least 10 signatures
- \* Motion limited to:
  - Petition received and referred to a future meeting
  - Petition received and referred to the Chief Executive Officer for report and consideration of recommendation
  - Petition not be received







**11 CONFIDENTIAL SESSION**







**12      NEXT MEETING**

The next Ordinary Meeting will be held on 8 December 2022.

**13      MEETING CLOSURE**