Agenda

Ordinary Meeting

Thursday, 24 August 2023

commencing at 9:00am

Sunshine Coast City Hall Chamber, 54 First Avenue, Maroochydore

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ORDINARY MEETING

NOTICE

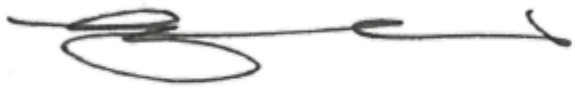
11 August 2023

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

24 August 2023

commencing at 9.00am.



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 July 2023 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 POINT CARTWRIGHT RESERVE AND LA BALSA PARK MASTER PLAN

File No: Council Meetings

Author: Manager Design & Placemaking
Liveability & Natural Assets Group

Appendices:
App A - Point Cartwright Reserve and La Balsa Park Master Plan - Version 01 ..... 5/411
App B - Point Cartwright Reserve and La Balsa Park Master Plan - Illustrative Plan 119/411
App C - Proposed Changes to Pet Access Map 121/411

Attachments:
Att 1 - Legislative Considerations 123/411
Att 2 - Environmental Values Report 125/411
Att 3 - Recreation Values Report 307/411

PURPOSE

The purpose of this report is to present the Point Cartwright Reserve and La Balsa Park master plan for Council consideration and endorsement.

EXECUTIVE SUMMARY

Point Cartwright Reserve and La Balsa Park are highly visited and enjoyed areas of significant environmental, recreational, and cultural value. This coastal locality faces ongoing challenges due to conflicting activities that are, at times, at odds with the site values. The ongoing tension between recreation activities and the site values creates disparate management objectives. Immediate action is required to address current risks and those that will be compounded by the forecast population growth for the region.

Change is necessary to address the current situation. Increasing conflict and tension between users and interest groups, along with emerging issues that are devaluing the place, have created the immediate need for a plan to improve management of the site values and give clarity to council, stakeholders and the community on the future vision and management of the area.

A master planning process was initiated by Council in 2021 to provide direction for effective, sustainable management of the area while balancing user needs and preserving the natural values.

Specialist reports

To inform the development of the master plan, specialist reports were commissioned in three key areas: cultural heritage, environmental values (Attachment 2), and recreation values (Attachment 3).

These reports, along with further investigations, shed light on the presence of listed conservation significant shorebirds, a nationally significant critically endangered threatened ecological community (Littoral Rainforest and Coastal Vine Thickets of Eastern Australia), significant nesting habitat for endangered loggerhead turtles and an internationally important biodiversity of nudibranch. They also highlighted the area's rich cultural heritage, which holds profound regional importance for Kabi Kabi First Nations people.

The site hosts a diverse range of recreational functions including a combination of passive and active pursuits, on the land, in the water and above the ground. Walking, cycling and picnicking are some of the primary activities.

In addition to the activities noted above, the site is loved by a passionate part of the community that enjoy the space for activities with their dogs in regulated on-leash and off-leash parts of the site.

'Point Cartwright Reserve is an area of both environmental and cultural heritage value. It is sensitive to impacts from over-use and inappropriate uses. As a result, the site is considered appropriate for moderate levels of passive recreation, exercise, infrequent gatherings and events, and [some] dog on-leash activities'. Ross Planning 2022. (Attachment 3)

Failing to address the current site issues will exacerbate the impacts into the future. With data collected from visitation counts showing that up to 3700 people can visit the reserve in a single day, 20% accompanied by at least one dog, and considering that more than 500,000 people are expected to call the Sunshine Coast home by 2041, an immediate long-term plan is needed to guide the sustainable future of the site.

Based on current population forecasts, the daily visitation could be as high as 5000 visitors per day by 2041. Pet ownership is also steadily increasing across the region with an additional 2006 dogs registered between 2017 and 2021 in the Wurtulla/Buddina catchment. Current trends towards higher density living and smaller lot sizes will put more demand on public open space.

Community Engagement

The first phase of community engagement provided an opportunity to understand the community's vision, values, ideas, and opportunities for the site. The specialist reports, along with the findings from this engagement, shaped the development of the draft master plan.

The second phase of community engagement, 'Have Your Say,' focused on providing educational material about the reserve and presenting the draft master plan to the community. The aim was for the Council to actively seek feedback on the draft proposal from the community.

One significant theme was the need to balance pet access and responsible pet ownership.

Community feedback was carefully considered and used to inform and finalise the draft master plan and recommendations.

Changes to Pet Access

The proposed changes to dog off-leash areas have generated strong opposing views from parts of the community. The specialist reports all noted the adverse impacts that dog activity is having on the site and recommended either prohibiting dogs completely or restricting access to on-leash activity, in appropriate parts of the site. This specialist advice is in contrast with the views of some interest groups within the community that want to maintain or increase current levels of pet access across the site.

To affect the proposed Masterplan recommendations regarding dog access areas in Point Cartwright Reserve and surrounding areas, it will be necessary to make amendments to Subordinate Local Law 2 (Animal Management) 2011 - Schedule 6 Dog off leash areas, and it is therefore being recommended that Council commence the local law making process to consider proposed amendments to dog access areas in this location.

The master plan recommends removing dog off-leash access within Point Cartwright Reserve and proposes the prohibition of dogs in some particularly sensitive areas of the site. On-leash access is proposed for most of the path network and grassed open space in the Point Cartwright Reserve and La Balsa Park. Existing off-leash activity is to be retained on the eastern beach. This means that dog owners will still be able to enjoy beach and water access of the site, while minimising the impact that their dogs have on other site values.

Retaining the status quo, while highly desirable for some parts of the community, is not sustainable and will lead to ongoing conflict and adverse impact on the site.

Need for Balance

The specialist reports reinforce the importance of effective management, given the presence of endangered species, critically endangered ecological communities, significant cultural heritage values and the need for recreation space. The master plan seeks to find a balance between preserving these intrinsic values and meeting the recreational needs of the community while addressing safety risks and fulfilling the council's responsibility to the public and the environment.

The purpose of the master plan is to guide the future use and management of this coastal area.

The master plan seeks balance for the mutual long-term benefit of place and people, requiring a level of compromise and change.

The proposed changes to pet access are a balanced outcome that respond to the cultural, environmental, and recreational values of the site. The decisions and recommendations of the master plan are considered to be best practice in relation to balancing and managing key areas which are governed under legislation and associated guidelines.

Failure to implement change will exacerbate existing problems, highlighting the urgency of ensuring the long-term sustainability and enjoyment of this unique coastal area.

This report seeks Council's endorsement of the Point Cartwright Reserve and La Balsa Park master plan to support future recommendations including further investigations, detailed design, and funding opportunities.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Point Cartwright Reserve and La Balsa Park Master Plan"

(b) endorse the Point Cartwright Reserve and La Balsa Park Master Plan - (Appendix A) and Illustrative Plan (Appendix B)

(c) note that the Point Cartwright Reserve and La Balsa Park master plan will inform the development of staged implementation projects for consideration in future capital and operational budgets and applications for external funding opportunities

(d) request the Chief Executive Officer prepare a report for Council's consideration at the Ordinary Meeting of 21 September 2023 to commence a local law making process for a proposed amendment to Subordinate Local Law 2 (Animal Management) 2011 - Schedule 6 Dog off leash areas – maps 2.6.19 Point Cartwright Reserve and 2.6.20 Point Cartwright to Gulai Street, Buddina (Beach access 198 to 201) and

(e) endorse the Proposed Changes to Pet Access Map (Appendix C) to inform the local law amendment process (d) above.

FINANCE AND RESOURCING

The Point Cartwright Reserve and La Balsa Park master plan presents a long-term vision for this public space. The master plan includes a prioritised implementation plan with a staged delivery over a 15 – 20 year time frame.

A conscious effort has been made to minimise new assets and levels of embellishment, with more emphasis placed on planning, design, and sustainable asset renewal. One item that is considered for immediate action is a local law amendment for changes to pet access.

The implementation of the master plan will require funding from Council's Capital Works Program and Operational budgets. Funding will be considered through the annual budget development process.

Additional funding options which may be investigated include; State and Federal Government grants.

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 Finalise the Point Cartwright masterplan including management of consultation activities and any other formal processes required for implementation.

CONSULTATION

A governance structure was established at the commencement of the project to ensure that key internal and external stakeholders, and the broader community were engaged and involved in the process. This included a Project Steering Group (PSG), Internal Working Group, and a Community Reference Group (CRG).

Councillor Consultation

Councillors were engaged throughout the preliminary planning and master planning processes.

The following councillors were members of the Project Steering Group, which guided the implementation and decision-making process.

- Division 3 – Environment and Liveability Portfolio Councillor – Cr Cox
- Division 4 – Outstanding Organisation Governance Portfolio Councillor – Cr Natoli
- Division 6 – Service Excellence Customer Service Portfolio Councillor – Cr Dickson

Internal Consultation

An Internal Working Group provided input, technical expertise, ideas and advice to develop the draft master plan and helped refine the key components, strategies and recommendations.

The group representation included:

- Built Infrastructure Group
  - Parks & Gardens
  - Transport Infrastructure Management
- Business Performance Group
  - Property Management
- Customer and Planning Services Group
  - Customer Response
  - Strategic Planning
- Economic & Community Development Group
  - Community Development

  - Arts Heritage & Libraries, and
  - First Nations Partnerships
- Liveability and Natural Assets Group
  - Environment & Sustainability Policy
  - Environmental Operations
  - Design and Placemaking Services, and
  - Project Delivery

Beyond the Internal Working Group, many parts of Council have collaborated to provide further advice and input into the project. These areas included:

- Executive Leadership Team
- Office of the Chief Executive Officer
- Communications
- Development Services
- Corporate Risk and Governance

External Consultation

First Nations

In response to registered cultural sites within the project area, a cultural heritage report was produced as required by part 6 of the Aboriginal Cultural Heritage Act. The report was created collaboratively by a consultant and the Kabi Kabi Inc Claimant Group. As recommended by the report, additional cultural heritage insights were sought from a nominated Kabi Kabi family member, who provided further information and cultural stories. The project team maintained ongoing communication with this member during the draft master plan development. Upon completion of the Cultural Heritage report, and at the request of the Kabi Kabi Inc Claimant Group, the cultural heritage report remains confidential at the time of writing this report due to the sensitivities of the information contained within it.

The project site is recognised for its significant cultural value, it is a cultural area with multiple individual sites. The master plan marks the initial step towards healing country. The master plan proposes that a Cultural Heritage Management Plan (CHMP) will be developed in future, under Part 7 of the Cultural Heritage Act, that will explain how land use activities can be managed to avoid or minimise harm to Aboriginal cultural heritage. A CHMP is a recommendation of the master plan and will support its implementation, the future development of a CHMP is not a reason to delay finalisation of the master plan.

Action is required to protect a number of high-risk sites that are currently exposed to degradation.

Community Reference Group

A Community Reference Group (CRG) was established as a forum for community representatives to contribute to the development of the draft master plan. The group consisted of an independent chair, appointed by Council, Councillor representation, and ten self-nominated community members chosen based on a range of interest areas and demographics ensuring the group was representative and inclusive of our diverse Sunshine Coast community. The CRG met four times formally and had several informal meetings. CRG feedback has contributed to the development of the draft master plan.

Buddina Primary School Workshop

A school workshop at Buddina State School provided an opportunity for year 5 students to participate in shaping the future vision for Point Cartwright Reserve and La Balsa Park. The students shared what they love about the place, identified areas in need of improvement, and suggested design ideas through a creative arts and craft design activity. Their input contributed to the development of the draft master plan.

Community Workshop

The community workshop offered an inclusive platform for residents to contribute their knowledge and perspectives regarding the project site. The workshop supported idea sharing and aided in the development of the future vision for the reserve and park. By harnessing the collective wisdom of the community, the workshop gathered valuable information that played a role in shaping the draft Point Cartwright Reserve and La Balsa Park master plan. This collaborative approach aimed to develop a master plan that truly represented the community's aspirations.

Community Representative Meetings

The project team organised meetings and/or have received correspondence with representatives from various community groups:

These groups include:

- Kabi Kabi representatives
- The Beach Matters Group
- La Balsa Bow Wows
- Save Point Cartwright/Point Cartwright Care Inc
- Friends of Buddina
- TurtleCare Buddina
- Sunshine Coast Environment Council (SCEC)
- Wildlife Preservation Society of Queensland

Community Engagement

Over the past two years, Council has sought extensive feedback from residents, community groups, experts, and key stakeholders to shape the Point Cartwright Reserve and La Balsa Park master plan. It is important to note, that all engagement activities have played a significant role in the development of the master plan.

At the commencement of this project an engagement plan was developed in accordance with Council's community engagement framework, and the survey results from both phase one and phase two engagements were analysed by independent consultants.

Phase one

29 November to 9 January 2023

During the initial phase of community engagement, residents were encouraged to share their values, future vision, ideas, and opportunities for the Point Cartwright Reserve and La Balsa Park.

The engagement resulted in:

- 2350 online survey responses
- 100+ discussions with the project team at 3 pop up sessions at La Balsa Park
- a community workshop at Kawana Community Hall

- a school workshop and visioning session at Buddina Primary School
- Community Reference Group (CRG) establishment
- 1503 signature submitted to Council via a petition from Save Point Cartwright/Point Cartwright Care Inc
- 830 signatures submitted to Council via a petition to retain the dog access areas.
- Community members and stakeholders also had the opportunity to call or email a member of the project team.

Council heard that the community cherishes the area and wished to maintain its unique and peaceful character, including the natural environment and the opportunities for recreation, including activities with dogs. However, also noted there were issues that required attention, such as dog-related impacts, traffic management, parking infrastructure, and upkeep of the space.

The community values for Point Cartwright Reserve and La Balsa Park are summarised as follows:

- **The environment** – preserve and enhance the site's natural environmental values and scenic amenity.
- **Improve awareness** – provide education and awareness of the rich history of the site, the environmental values, and the significance of the land for Kabi Kabi people.
- **Social and recreational** – maintain social connections, exercise opportunities and pet-friendly activities.
- **Inclusive** – create an inclusive place for people of all ages and abilities to enjoy.

Of the 2,350 survey respondents, 1,733 indicated issues and challenges in relation to how **Point Cartwright Reserve** is currently used and managed, with the most frequently mentioned responses relating to:

- dogs (30%)
- traffic management and parking (10%)
- management and maintenance of the space (9%)
- lack of park infrastructure (8%).

When people were asked about ideas for the future for Point Cartwright Reserve and La Balsa Park the majority of survey respondents did not want to change anything however in relation to the topic of dogs in particular, 22% of survey respondents wanted changes to off-leash access:

For those that commented on the topic of dogs for Point Cartwright Reserve specifically:

- 53.2% wanted MORE off-leash access
- 46.8% wanted LESS off-leash access

<u>Phase two</u>

5 June to 2 July 2023

Phase two involved conducting one-on-one meetings with key community representatives as well as the online component. Council's 'Have Your Say' website provided educational

information about the reserve, presenting the draft master plan in an easily understandable format, and hosting a survey to collect feedback. The feedback received from the community influenced the refinement of guiding strategies, design responses, and recommendations for the master plan.

The survey was well-promoted through various communication channels, and participants were provided with key documents such as expert reports on environmental and recreational values, the draft master guiding strategies, illustrative plans and information on proposed changes to pet access.

In total, 1509 survey responses and 87 email responses were received. The majority of respondents were between the ages of 45-54, and there was a higher level of female participation. The feedback was analysed and grouped into themes and sub-themes to capture community views.

The overarching message from the community feedback is the importance of a balanced approach in the design and management of the area. The community expressed their passion for the area but had competing desires and opposing views regarding its use, protection, and preservation.

One significant theme was the need to balance pet access and responsible pet ownership. There were some interest groups that expressed no support for any pet access changes while other groups wanted to see reduced access or no pet access to the Reserve. The community expressed interest in suitable pet access while raising concerns about proposed changes to dog access locations and control. Equitable access for all community members, including those with mobility issues, was emphasised.

Concerns were also raised about proposed infrastructure, such as the location of the barge platform at La Balsa, which some felt could impact native plants and animals. Safety issues related to e-transport, brush turkeys, and dogs were also highlighted by the community.

Cultural heritage and environmental protection were important to the community, with a focus on protecting nesting marine turtles and improving habitat. The community supported measures such as low-growing vegetation to allow hang/paragliding and the closure of unauthorised/goat trails.

There were no major objections for the broader draft master plan proposal which includes improvements to the park infrastructure, car parking, vegetation restoration and tree planting.

PROPOSAL

Introduction

Point Cartwright Reserve and La Balsa Park are cherished areas of significant environmental, recreational, and cultural value on the Sunshine Coast. However, these coastal sites face ongoing challenges due to contested space, conflicting activities, diverse user needs, and management objectives. To effectively address these challenges, the Council initiated a master planning process in 2021, seeking to balance user demands, preserve the environment, and protect cultural heritage.

Background

In 2002, Caloundra City Council developed the Point Cartwright master plan, and in 2015 Sunshine Coast Council prepared a landscape plan for La Balsa Park.

Many of the recommendations from both plans have been initiated. The master plan recognises the work to date and incorporates relevant planning, design and management direction from both the La Balsa Park Landscape Plan 2015 and the Point Cartwright Master Plan 2002.

Land Tenure

The Point Cartwright Reserve and La Balsa Park area includes seven lots under ownership on trust to Council for the purposes of recreation and scenic purposes, park and recreation and park and gardens.

Where State owned land is under the control of Council as Trustee, Council is required to manage the land for the purpose for which it has been set aside. Council manages land under its control via the application of relevant Federal, State, Local Laws and other statutory instruments. Attachment 1 – Legislative Considerations

Understanding the Significance: Specialist Reports and Community Engagement

To develop an informed master plan, specialist reports were commissioned in three key areas: cultural heritage, environmental values (Attachment 2), and recreation values (Attachment 3). These reports, along with further investigations, shed light on the presence of listed conservation significant shorebirds, a nationally significant critically endangered threatened ecological community (Littoral Rainforest and Coastal Vine Thickets of Eastern Australia), significant nesting habitat for endangered loggerhead turtles and an internationally important biodiversity of nudibranch. They also highlighted the area's rich cultural heritage, which holds profound regional importance for Kabi Kabi First Nations people.

In 2022, the Queensland Government published Guidelines for Local Government dog off leash areas in State Marine Parks, providing valuable guidance and evidence-based data to assist Local Governments in planning and managing dog off leash areas in State Marine Parks. While the Point Cartwright Reserve is not a designated State Marine Park, the research, evidence and assessment processes are valuable and applicable to this site. The Point Cartwright headland and rocky foreshore has been assessed by Council as a High Value area for shorebirds, based on the Queensland Government Guidelines. The guideline recommends that environmentally sensitive and culturally significant sites should be avoided. Where dog activity must be located adjacent to valuable shorebird areas, a 300m buffer should be applied to avoid Flight Induced Disturbance (FID) to shorebirds.

Community engagement played a pivotal role in shaping the master plan. Over a two-year period, two phases of community engagement were conducted, offering opportunities for residents, community groups, experts, and key stakeholders to provide their perspectives, ideas, and aspirations for Point Cartwright Reserve and La Balsa Park.

The project team used the feedback received to refine the guiding strategies, design responses, and recommendations for the area.

The key actions and amendments made to the draft plan as a direct result of the community engagement include:

Point Cartwright Reserve

- A detailed review of the proposed pet access areas that resulted in:
    - Removal of the proposed dog off-leash extension on the eastern beach due to significant turtle nesting habitat
    - Addition of north facing path, between BA196 and BA197, as dog on-leash to facilitate an accessible loop path network
- Relocation of the barge landing to mitigate impact on nudibranch habitat and a popular diving site
- Reviewed and updated vegetation regeneration proposals in the internal areas of Point Cartwright Reserve and on the exposed headland

La Balsa Park

- Additional angle parking added to Harbour Parade
- Internal car park expanded to include an additional 8 bays
- Exercise equipment added to plan
- Minor amendments to the path alignment and circulation
- Minor amendments to landscape / turf / revegetation extents

The Vision for the Future: The 2023 master plan

The vision: Point Cartwright Reserve and La Balsa Park have a wonderful array of coastal landscapes and boast rich cultural heritage. The reserve and park are an inclusive place for community to connect, appreciate natural beauty, enjoy recreation activities and take part in the preservation and restoration of this valuable cultural and natural environment.

The Point Cartwright Reserve and La Balsa Park master plan, 2023, is the culmination of the specialist reports, community feedback, investigations, and research. This visionary document outlines a sustainable plan for the site to 2041 and beyond, addressing the various challenges while preserving its intrinsic values.

The guiding strategies that have helped inform decision making about the management and improvement of the area include:

- **Managing park use.** The place is visited and shared by many who use it in different ways. The challenge is managing different uses, in a confined space, so the community can enjoy their visit while being safe, while avoiding adverse impacts on our important natural environment and rich cultural heritage. This strategy seeks to balance the immediate recreation needs of the community with the long-term need to manage and enhance cultural heritage and the ecology, for the benefit of place and people.
- **Enriching the place experience.** While the parkland is a much loved and well used destination, the exceptional history and ecological qualities of this place are not well known or appreciated. Providing opportunities to gain a better understanding of these qualities will help to foster community pride, delight, and deepen respect for this special place. The history and qualities of the area can be reflected through the design of infrastructure. This will help to strengthen its distinctive character and identity, ensuring its look and feel is unique.
- **Prioritising places for people.** People visiting the reserve and parkland get there by walking, cycling, or driving. The main method of transport is by car and these visitors park in one of five off street car park areas. While these are well used, they could be better configured to improve the open space along the foreshore, while maintaining convenient access.
- **Imbedding resilience and adaptation.** Responding to climate change is an important consideration when planning for the future of this place, so the community can continue to enjoy open spaces and waterways sustainably into the future.
- **Advancing healing and caring for Country.** The reserve and parkland hold profound cultural heritage importance and feature high value fauna and flora. Although this area has experienced substantial alterations dating from the 1960s, much of the cultural and ecological value is intact. Cultural heritage and remnant vegetation are currently at risk of being damaged and/or lost because of human impacts. They need to be managed and protected for future generations to enjoy.

Changes to Pet Access

One aspect of the master plan that has generated strong opposing views from the community is the proposed changes to dog access areas.

Dog Exercise Areas provide noteworthy benefits to the community and council, including:

- Improved dog behaviour
- Mental and physical health benefits for dog owners
- Social interaction for owners and dogs
- Reduced conflict between dogs and other park users (only where the DEA can be separated, the space is clearly defined, and conflicting uses are manageable)
- Improved dog health

Dog exercise areas are inherently difficult to plan and locate, due to the environmental, safety, noise, waste and management impacts associated with them. Dog exercise areas are a divisive topic in the community and often result in exclusive use of public open space.

Council currently provides 46 Dog Exercise Areas (DEA) across the Local Government Area, including:

- 12 off-leash beaches, approximately 16 kilometres (in comparison, Gold Coast City Council which offers three kilometres of off-leash beach.)
- 19 fenced facilities, 6ha
- 16 unfenced facilities, 50ha

Apart from 10.3 kilometres where dogs are prohibited, the balance of the coastline is available for dog on-leash activity (approximately 36 kilometres).

Given the environmental, scenic, recreation and cultural values of the Point Cartwright Reserve, it would typically not be considered a suitable place for off-leash activity.

The master plan strives to find a balanced approach that respects the site's values while addressing community concerns. Following the community engagement process, Council undertook a critical review of the proposed pet access changes to ensure the outcomes provide a safe and sustainable outcome, whilst acknowledging the value this site has for people with pets.

Recognising the Urgency: Sustainable Future and Increasing Visitor Numbers

The need for effective management and planning for the future of Point Cartwright Reserve and La Balsa Park becomes more crucial when considering the increasing visitor numbers and projected population growth. Visitation counts have revealed that up to 3,700 people can visit the reserve in a single day, with 20% accompanied by at least one dog. Furthermore, the Sunshine Coast is expected to be home to more than 500,000 people by 2041.

To ensure a sustainable future, a long-term plan is required to guide the management, preservation, and enjoyment of this unique coastal area.

Action Plan and sustainable asset management

It is important to note that some actions and recommendations outlined in the master plan are primarily intended for further investigations, planning, and design phases rather than immediate construction. The staged implementation approach allows for thorough investigations, refinement of design concepts, and the incorporation of expert advice to ensure the successful execution of the plan within the defined site boundary.

The plan recognises however, that immediate action is required in relation to pet management.

To affect the proposed Masterplan recommendations regarding dog access areas in Point Cartwright Reserve and surrounding areas, it will be necessary to make amendments to Subordinate Local Law 2 (Animal Management) 2011 - Schedule 6 Dog off leash areas, and it is therefore being recommended that Council immediately take action to commence the local law making process to consider proposed amendments to dog access areas in this location.

Conclusion

In conclusion, Point Cartwright Reserve and La Balsa Park require a comprehensive and balanced approach to address conflicts and challenges arising from various activities, users, and management objectives. The master plan, developed through specialist reports, investigations, and community engagement, provides a plan that respects the site's values while responding to community concerns. The master plan process, supported by extensive community feedback, recognises the significance of the area's environmental, recreational, and cultural heritage and community values.

Failure to implement change will only exacerbate existing problems, highlighting the urgency of ensuring the long-term sustainability and enjoyment of this unique coastal area.

Through the collective efforts of Council, community engagement, and expert advice, the Point Cartwright Reserve and La Balsa Park master plan aims to manage conflicts, preserve intrinsic values, and secure a sustainable future for generations to come.

Legal

Council has legal responsibilities pertaining to the environment, cultural heritage, and land management, not limited to the following federal and state legislation. Attachment 1 – Legislative Considerations.

- Environment Protection and Biodiversity Conservation Act 1999
- Aboriginal Cultural Heritage Act 2003
- Nature Conservation Act 1992
- Disability Discrimination Act 1992
- Land Act 1994
- Local Government Act 2009

Policy

The master plan is guided by the following Sunshine Coast Council strategies, policies, local laws and manuals.

- Environment and Liveability Strategy 2017
- Regional Economic Development Strategy 2013-2033
- Community Strategy 2019-2041
- Recreation Parks Plan 2021-2031
- Sunshine Coast Design Strategy 2020
- Sunshine Coast Planning Scheme 2014
- Coastal Hazard Adaptation Strategy
- Sunshine Coast Integrated Transport Strategy
- Coastal Pathway Linear Open Space Master Plan 2017
- Environmental Reserves Network Management Plan 2017
- Sunshine Coast Active Transport Plan 2011-2031

- Sunshine Coast Arts Plan 2018-2038
- Sunshine Coast Street Tree Master Plan 2018
- Sunshine Coast Heritage Plan 2021
- Sunshine Coast Parking Management Plan 2017
- Sunshine Coast Reconciliation Action Plan 2021-2022
- Urban Public Lighting Master Plan 2016
- Place Assessment 2020
- Access And Inclusion Policy 2011
- Community Land and Complementary Commercial Activity Policy 2017
- Community Safety Policy 2014
- Local Law No. 2 (Animal Management) 2011
- Regional Wayfinding Signage Manual 2011

Risk

Change is necessary to address the current situation. Increasing conflict and tension between users and interest groups, along with emerging issues that are devaluing the place, have created the immediate need for a plan to improve management of the site values and give clarity to Council, stakeholders and the community on the future vision and management of the area.

Failure to make changes will result in the continued degradation of the site's environmental and culturally sensitive areas, impacting recreational activities. Additionally, there are existing safety risks that require attention.

Council has obligations under Federal and State legislation, and a duty of care towards the safety of the public to act upon information learnt through the development of the master plan.

There is immediate need for a plan to improve management of the site and give clarity to council, stakeholders and the community. One item that is considered for immediate action is a local law amendment for changes to pet access.

The implementation of the master plan will require funding from Council's Capital Works Program and Operational budgets. Funding will be considered through the annual budget development process.

Previous Council Resolution

Ordinary Meeting Thursday, 15 October 2015 (OM15/183) - La Balsa Park Landscape Plan.

Council Resolution (OM15/183)

That Council;

(a) receive and note the report titled 'La Balsa Park Landscape Plan' and

(b) adopt the La Balsa Park Landscape Plan dated 29 June 2015 (Appendix A), to guide the future development of the park, subject to funding being available in future annual budgets, as outlined in Council's adopted 10 year Capital Works Program, or through external State or Federal grant programs.

This previous council resolution related to La Balsa Park only.

Related Documentation

- Environment and Liveability Strategy 2017
- Sunshine Coast Council Corporate Plan 2023-2027

Critical Dates

The local law amendment, while separate from the endorsement of the master plan, is the first recommendation of the master plan. Upon the endorsement of the master plan, the local law amendment would be triggered, initiating its own consultation process.

It is important to note that any delays in finalising this amendment may impact the overall project timeline.

Implementation

Should the recommendation be accepted by Council, it is noted that the Point Cartwright Reserve and La Balsa master plan would be used to guide future planning, decision-making, delivery, and operations concerning Point Cartwright Reserve and La Balsa Park.

8.2 QUARTERLY PROGRESS REPORT - QUARTER 4, 2022/23

File No: Council Meetings

Author: Coordinator Corporate Planning & Performance
Civic Governance

Appendices: App A - Chief Executive Officer's Quarterly Highlights Report Quarter 4, 2022/23 27
App B - Operational Plan Activities Report - Quarter 4, 2022/23 47

PURPOSE

This report presents the Progress Report for Quarter 4, 2022/23. The report covers the period 1 April to 30 June 2023 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.

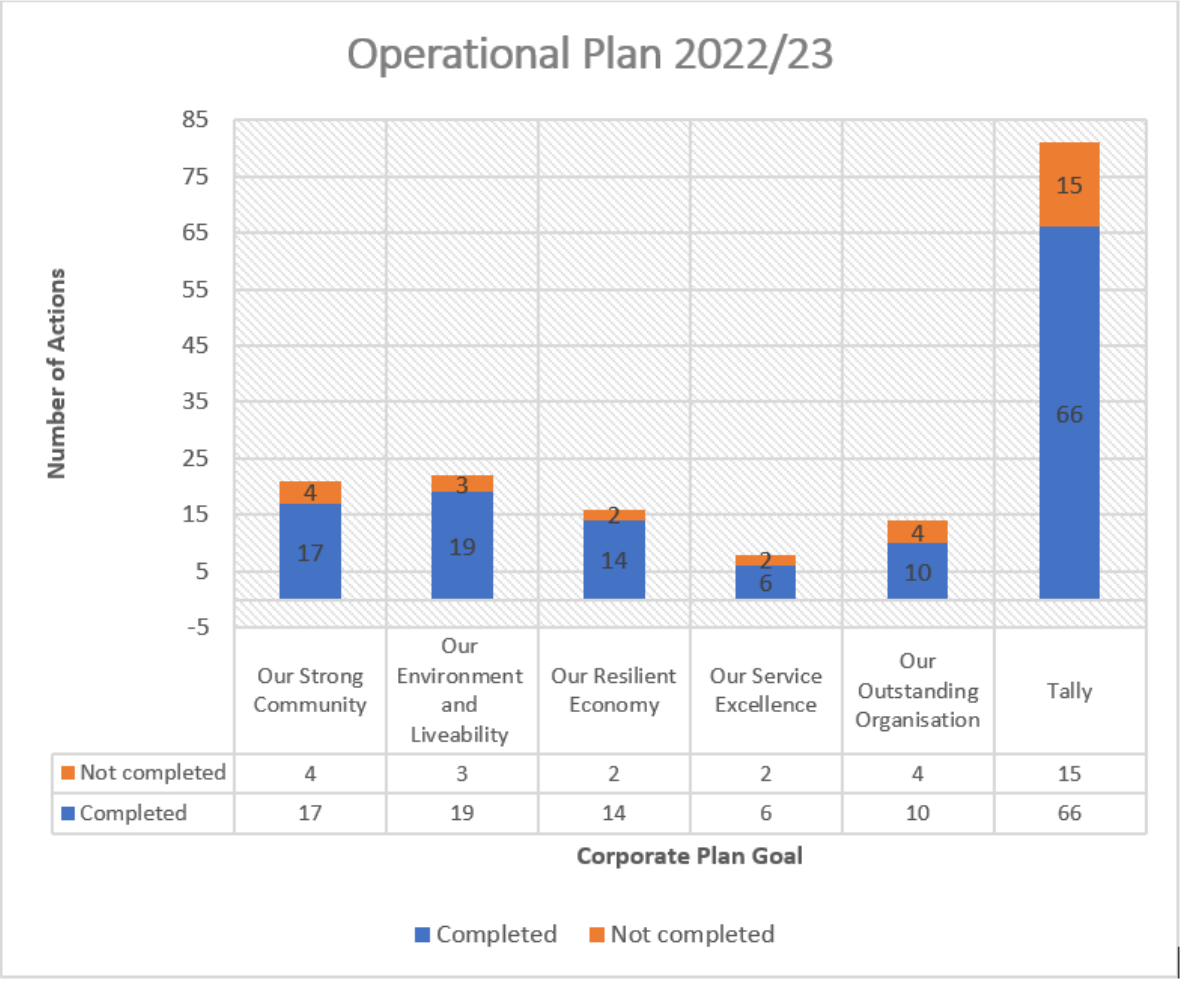
EXECUTIVE SUMMARY

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 4, 2022/23
- Appendix B – Operational Plan Activities Report Quarter 4, 2022/23.

Council's Operational Plan 2022/23 outlines 81 activities to be delivered over that year to advance our vision as Australia's most sustainable region. Healthy. Smart. Creative.

This is the final Quarterly Progress Report against the Operational Plan 2022/23. Over the financial year, 81% of the planned activities have been completed. The following graph provides a summary of the status of the 81 operational plan activities by Corporate Plan Goal as of 30 June 2023.



The remaining activities that were not progressed to 100% complete by 30 June 2023 will be completed in 2023/24 financial year.

Below are some key highlights achieved throughout Quarter 4, 2022/23:

Our Strong Community

- The Healthy Sunshine Coast program continued to be popular with a total of 3570 registered users and over 1000 people regularly attending activities on a monthly basis.
- A trial of e-scooters and e-bikes was on launched on the Sunshine Coast, with a total of 400 e-scooters and 75 e-bikes available to hire from designated parking stations located throughout Mooloolaba and Maroochydore providing residents and visitors an alternate means of travel, that is environmentally friendly with zero emissions.
- Almost 25,000 people attended Groovin the Moo held at Kawana Sports Precinct in April 2023 with tickets selling out in just one week.

Our Environment and Liveability

- A year on from the historic designation of the Sunshine Coast as a UNESCO Biosphere Reserve there was an inaugural joint meeting of the two Biosphere governance bodies, the Community Advisory Group and the Coordinating Committee, to envision the Biosphere in 2032.
- 1194 trees were planted throughout the quarter, including four ‘Free Tree’ days with Councillors, implementing Council’s Street Tree Master Plan.

- Maroochydore dredging campaign commenced, renourishing the section between Alex and Maroochy Surf clubs with approximately 100,000m^3 of sand from the Maroochy River mouth at a cost of approximately $1 million.

Our Resilient Economy

- Council continued to work with SunCentral Maroochydore Pty Ltd and Walker Maroochydore Developments Pty Ltd to progress development of the Maroochydore City Centre, during the quarter five commercial lots were sold for a total of $17.8 million.

- $89 million, or 69% of Council's total available purchasing spend for the quarter went to local business.

- For the fourth consecutive year, the Sunshine Coast has been heralded as a 2023 Top7 Intelligent Community.

Our Service Excellence

- Council's capital works program delivered a large range of community infrastructure required to meet service levels, delivering 82 per cent of the annual capital works adopted budget.

- Over three million bin collection services were provided during the quarter and 151,931 transactions were recorded at Council's Resource Recovery Centres.

- 55,266 customers were assisted through Council development and customer contact centres

Our Outstanding Organisation

- Council adopted its 2023/24 budget at a special meeting on 22 June 2023, the first billion dollar budget in the history of the Sunshine Coast that will progress a stronger, better more sustainable Sunshine Coast now and for the future.

- Council successfully transitioned their data centre and supporting networks from Brisbane to the NextDC data centre at Maroochydore providing cost savings, whilst enabling greater control over Council's data management and promoting Maroochydore as the Digital Hub for the region.

- The 2023/24 Procurement Policy and Disposal Framework was adopted by Council on 23 June 2023 that will result in only local, social or first nations suppliers being invited for new procurement activities (with a value of $500,000 or lower) when identified within the market.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Quarterly Progress Report - Quarter 4, 2022/23"

(b) receive and note the Chief Executive Officer's Quarterly Highlights Report – Quarter 4 2022/23 (Appendix A) and

(c) receive and note the Operational Plan Activities Report – Quarter 4, 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 delivery of the operational plan activities. Detailed Financial Performance Reports are provided to Council each month covering operating revenue and expenses as well as progress on the capital works program.

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

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
- Civic Governance Group
- Customer and Planning Services Group
- Economic and Community Development Group
- Liveability and Natural Assets 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 progressing many of the activities 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 its operational plan activities.

Progress report

The Chief Executive Officer's Quarterly Highlights Report – Quarter 4, 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 4, 2022/23 (Appendix B) provides details on the implementation of the 81 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 Integrated Planning and Performance 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 May 2023 (OM23/37)

That Council:

(a) receive and note the report titled "Quarterly Progress Report - Quarter 3, 2022/23"

(b) receive and note the Chief Executive Officer's Quarterly Highlights Report – Quarter 3 2022/23 (Appendix A), and

(c) receive and note the Operational Plan Activities Report – Quarter 3, 2022/23 (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 of Queensland.

Sunshine Coast. COUNCIL | Our region. Healthy. Smart. Creative.

Sunshine Coast Council
CEO's Quarterly Highlights Report

Quarter 4 – 2022/23






Artist's impression only

Sunshine Coast Council

CEO's Quarterly Highlights Report

Quarter 4 – 2022/23



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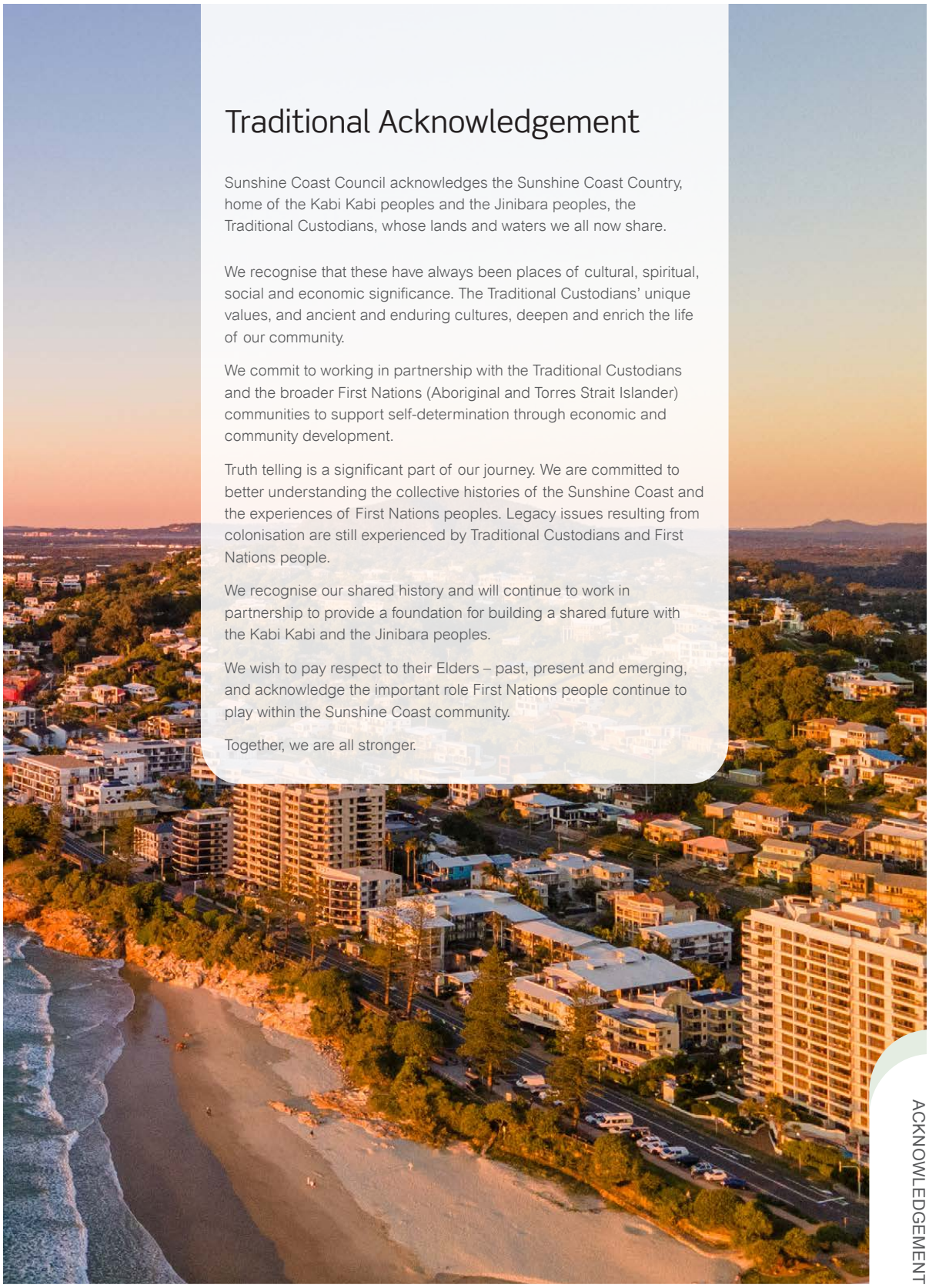
Acknowledgements
Council wishes to thank all contributors and stakeholders involved in the development of this document.

Reference document
Sunshine Coast Council CEO's Quarterly Highlights Report, Quarter 4 – 2022/23

Disclaimer
To the extent this document contains future plans, activities, policies and strategies, these matters are aspirational and subject to change at any time without notice.

While the Sunshine Coast Council has exercised reasonable care in preparing this document, no warranty or representation is given by Council or its officers in relation to any of the information or data contained within this document (including as to its accuracy, reliability, completeness or suitability for any purpose).

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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.

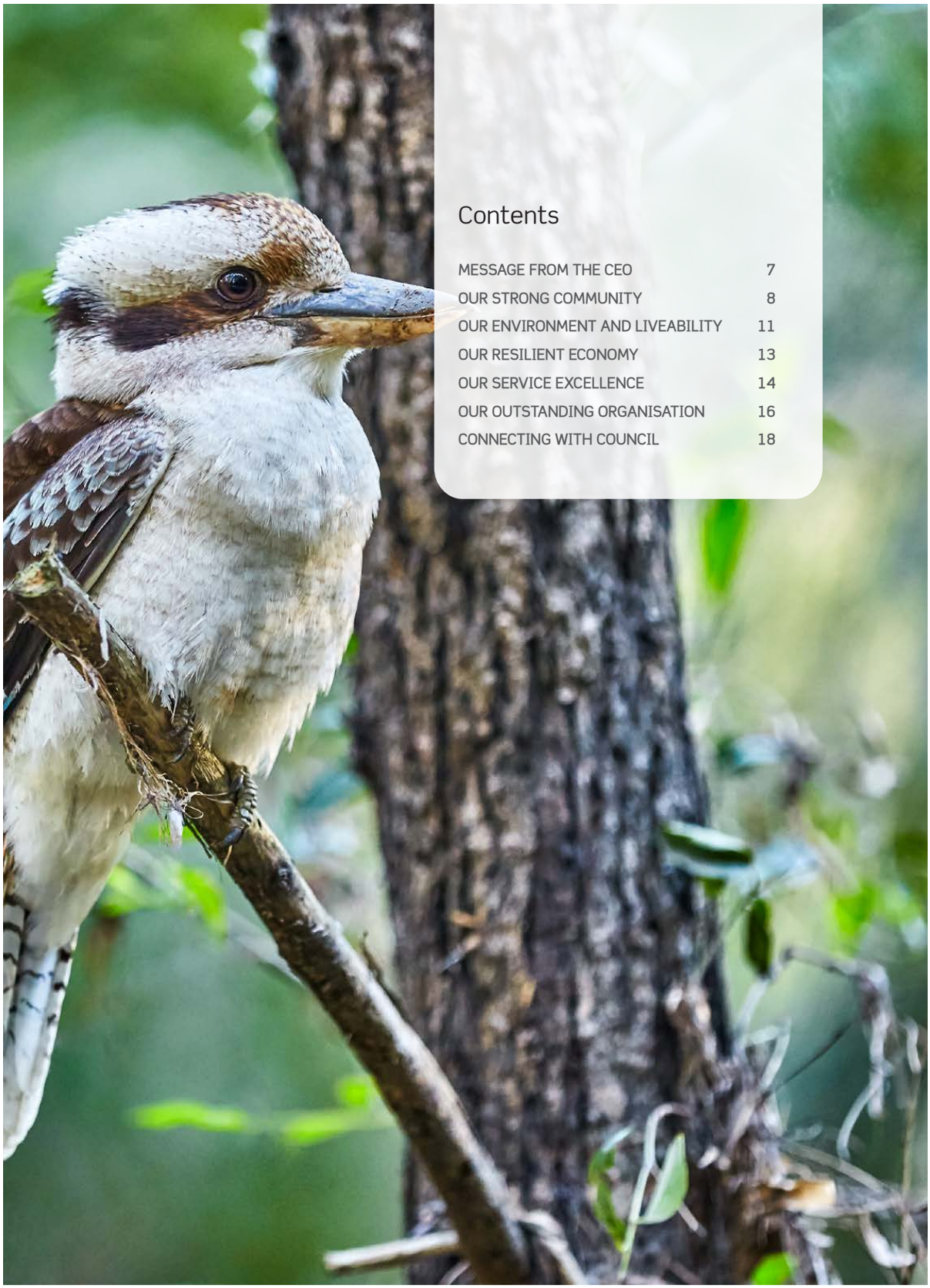
We commit to working in partnership with the Traditional Custodians and the broader First Nations (Aboriginal and Torres Strait Islander) communities to support self-determination through economic and community development.

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

In June, Council announced the 2023/24 budget, with services, community and sustainability at the heart of the budget. It is the first billion-dollar budget in our Council's history, that will deliver now, and for the future and support our ongoing commitment to serve our community with excellence and position our region for the future.

The Quarter 4 highlights report showcases our key achievements across the 2022/23 financial year, in delivering our Operational Plan 2022/23. Council achieved over 81% of our planned operational activities this year, which is an exceptional result, as we continue to face significant challenges through supply chain constraints, and the cost and availability of labour and materials. Through the varied challenges that we face, our people, our community and our local businesses have continued to work together to advance the interests of our region as we continue on our journey as Australia's most sustainable region: Healthy. Smart. Creative.

This quarter, we celebrated the anniversary of our region's international recognition as a UNESCO Biosphere Reserve, as well as being recognised, for the fourth year, as a Top7 Intelligent Community, recognising our region as a connected and smart community with a thriving innovation ecosystem.

Since moving to Sunshine Coast City Hall in December 2022, it has been fantastic to welcome new teams to Maroochydore and see the collaboration and enthusiasm for the new ways of working that the building's design promotes.

Through this move and the relocation of our staff, we have utilised the ASPIRE program for our used furniture and equipment so it can be repurposed both across Council and the wider community. The program supports our sustainability goals and enables a circular economy approach, which is one of several ways we are working towards our target of zero net emissions by 2041.

Across the region, and in partnership with our stakeholders we have seen amazing innovation. This quarter we saw the launching of an ecosystem function mapping tool, which was developed in partnership with the University of the Sunshine Coast. The world-first technology can report the ecosystem services for every location across the region, giving Council and the community a greater understanding of which areas are most valuable from a holistic ecological perspective to support decision making.

Our Council remains committed to supporting connected and thriving communities, where everyone is treated with respect and has opportunities.

We have been involved in supporting several related initiatives, including Domestic and Family Violence Month and celebrating National Reconciliation week, as well as through Council's grant funding for community groups and other initiatives across the regions.

The reviews of our regional strategies, the Community Strategy Action Plan 2019-2024, the Environment and Liveability Strategy 2017 and the Regional Economic Development Strategy 2013-2033 continue, with engagement to date providing great insights that shape the refresh and update of these guiding strategies, ensuring our region plans for our future.

There has been great progress across our region with the revitalisation of streetscapes, improvement and many upgrade projects across our parks and recreation and sporting facilities, which have produced amazing results for the community to enjoy.

There are many more fantastic highlights mentioned throughout this progress 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 advance 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.

158,074
people attended community events at Council's venues

94%
customer satisfaction with library and cultural programs

177,584
attendances to Council owned aquatic centres

294
community grant applications awarded, allocating more than $889,000 for the quarter

Community and cultural development and partnerships

National Reconciliation Week

Sunshine Coast Traditional Custodians, community members and Council representatives gathered on Jinibara country for the launch of National Reconciliation Week on 24 May 2023. The event was held at TribalLink in Mapleton, and was a great example of collaboration with Council's partners to celebrate National Reconciliation Week and support reconciliation efforts. The event featured several traditional performances and stories from Deerum Wandem, truth-telling with Jinibara Elders Aunty Zeitha Jalamala Murphy and Uncle Noel Blair, and Wagga Torres Strait Islander Dance Company sharing song, traditional music and dance. The 2023 National Reconciliation Week theme "Be a Voice for Generations" encouraged all Australians to be a voice for reconciliation in tangible ways in our everyday lives – where we live, work and socialise.

The Sunshine Coast says NO to domestic and family violence

The Sunshine Coast community united as one to mark Domestic and Family Violence (DFV) Prevention Month in May 2023. A number of activities were undertaken to raise awareness of domestic and family violence and the support services available. This is a key initiative aligned to the Sunshine Coast Community Strategy 2019-2041 commitment to addressing community challenges through partnership, collaboration, advocacy and direct action.

Over 1000 purple ribbons were handed out at the Sunshine Coast Lightning game held at the University of the Sunshine Coast Arena on 30 April 2023, where Sunshine Coast Lightning player, Tara Hinchcliffe, was interviewed courtside about the teams support for DFV Prevention. Purple ribbons were made available at Council offices, libraries and venues for staff, alongside a QR code to access more information.

An incredibly powerful and moving candle-lighting vigil was held at Cotton Tree Park on 3 May 2023 in partnership with Centacare. The Empower Her Voice event asked the community to pause, reflect and hear the voices, stories and perspectives from victims and survivors, and to remember the women and children who have lost their lives as a result of domestic and family violence in the past 12 months. The annual event sends a message of support and acts as a reminder that there is no place for domestic and family violence.

Stronger Together Forum

More than 100 people took part in the Stronger Together Forum at Meridan Community Centre on 16 May 2023 to help review and refresh the Sunshine Coast Community Strategy Action Plan 2019-2024. The forum brought a range of individuals of all ages, abilities, backgrounds and interests together to share unique insights and experiences.

The gathering used a variety of methods such as storytelling and group activities, designed to listen and better understand what the future opportunities and challenges are for our region. The day was full of conversations and connection, and the energy and enthusiasm in the room was overwhelmingly positive, and a true demonstration of how we can collectively seek to build a stronger community together.

The information collected at the forum will help to inform a refreshed Sunshine Coast Community Strategy Action Plan for 2024-2029 that will continue to improve the way we live, work and play on the Sunshine Coast.

Grants to our community

Over $889,000 in grants were allocated during the quarter to assist our community at a grass roots level.

Significant community grants included:

- $588,519 in funding from the Major Grants round to support 100 local projects
- $115,941 in funding from the Minor Grants round to support 75 community groups.

Funding was also allocated in the Festive and Commemorative, Emergency Grants, Individual Development Grants, Environmental Grants, the Regional Arts Development Fund and the Councillor Discretionary Funding programs.

Grants continue to provide a major boost for local community groups which make a difference and contribute to our thriving community.

Community Venues

Venue 114

Venue 114 organised and hosted a number of successful community and live music events. The venue created 34 separate green rooms for Groovin the Moo artists.

Key live music events held this quarter included:

- Lime Cordiale
- Spacy Jane
- The Jungle Giants.

The Events Centre

The Events Centre hosted 33,175 patrons across 105 events during the quarter. Some of these events included:

- Queen's Bohemian Rhapsody
- Chocolate Starfish
- Don McLean 50th anniversary tour
- Grand Kyiv Ballet
- Jimmy Carr - Terribly Funny shows
- Mark Vincent Phantom of The Opera
- Dr Seuss Cat in the Hat shows.

Disaster Management

Council operates to an annual replenishment cycle aligned to the Standard for Disaster Management in Queensland, which includes Planning, Preparation, Response and Recovery with an overarching principle of building resilience. This quarter, Council's disaster management community engagement focussed on our youth, by visiting schools to enhance disaster preparedness and developing online resources to support school engagement. It is anticipated that these online resources will be launched during a school visit in late 2023 and will be available for use through the Disaster Hub and Council's website.

Libraries

Engagement with the community is strong and continues to grow though a wide range of Library programs and services that meet community needs.

Key library statistics highlighted for the quarter include:

- Adult programming delivered 124 events and workshops to an estimated 950 attendees
- Early literacy programming, Storytime and Rhymetime, continued to see good attendance with over 5300 people participating in sessions this quarter.
- Vulnerable or disadvantaged families and children were targeted via referral agencies such as IFYS, North Coast Aboriginal Corporation for Community Health and Life

Without Barriers. Around 580 people attended the event over the two nights.

- Council worked with Deaf Connect Services to create Auslan translation videos on existing Rhymes with Ryan episodes for the provision of inclusive early literacy programming.
- The Heritage Library focused on outreach attending the Landsborough Museum Street Festival, as well as delivering local history talks to 145 students from two local state schools.

Lifeguards

The lifeguard service area provided over 16,000 preventative actions across the quarter.

A review, inclusive of stakeholder consultation was completed for the Surf Life Saving Queensland five-year service plan, the plan will be presented to Council at the Ordinary Meeting in July 2023.

Public Lighting

Key deliverables for the quarter included:

- An extension has been granted for the Whole of Region (WOR) LED streetlight upgrades project, extending the time of completion to 2024
- Assistance and subject matter technical advice was provided during Shelly Beach lighting retrofit project. The proposed project includes the design, replacement and retrofit of at least 19 luminaires in the locality. The project impact will be monitored through an artificial light at night study, and through turtle hatchling orientation data collection on the beach. The project outcomes will be recorded and summarised in a brief report that will be used as a case study for the Federal Government to demonstrate the implementation of the National Light Pollution Guidelines for Wildlife.

Roads, Cycleways and Pathways

E-transport trial

Neuron Mobility launched the trial of its e-scooters and e-bikes this quarter, with a total of 400 e-scooters and 75 e-bikes available to hire from a number of designated parking stations located throughout Mooloolaba and Maroochydore.

The operation of the eco-friendly trial provides residents and visitors an alternate means of travel, that is environmentally friendly with zero emissions. With the aim to foster healthy, smart and creative solutions to how we live and move around the region.

Sporting Facilities

Sunshine Coast Stadium

Highlights include:

- The Sunshine Coast Stadium held the Groovin the Moo music festival, it is the first time the sold-out event has been held on the Sunshine Coast, with 24,559 people attending
- The Queensland Oztag Super Series had over 9000 people attend across the weekend
- The newest National Rugby League team, the Dolphins, played their historic first ever match at Sunshine Coast Stadium against the Parramatta Eels in front of 8821 fans.

Showgrounds

The annual Maleny and Sunshine Coast Agricultural shows were held, with entertainment for all ages. This year was a particularly special event for the Maleny Show, with its' historical 100th anniversary. The two events, both held over two-nights featured whip cracking, equestrian shows, wood chopping, carnival rides, side show alley, show bags, fireworks and much more.

Kawana Aquatic Centre

The Kawana Aquatic Centre upgrade progressed well with the new program pool shell in place and the building foundations being installed.

Honey Farm Road Sport and Recreation Precinct

Construction tenders for the next stage of the region's newest sports facility at Honey Farm Road will be released to market in mid-2023 before construction progresses.

The precinct is designed to cater for formal and informal sport, leisure and recreation activities, catering for current and future growth and trends in sport and recreation.

Our Environment and Liveability

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

4813 hectares
of landscape and garden beds maintained

10,376 hectares
managed for conservation under the Sunshine Coast Land for Wildlife program

518
wheelie bins of weeds removed by 133 volunteers with the Community Nature Conservation Program

1674 MWh
of power generated from Council's landfill Renewable Energy Facility in Caloundra, with an associated reduction in greenhouse gas emissions of 31,346 tonnes

Ecosystem function mapping tool

Council and the University of the Sunshine Coast have teamed up to create a world-first ecosystem function mapping resource. The mapping and reporting tool shows the different ecosystem services for every location across the region.

Ecosystem services are the benefits each type of ecosystem provides, including climate regulation, pollination, food supply, water quality, habitat and more. When these functions are mapped, the visual format shows where our ecosystem functions lie across the region, and which areas are most valuable from a holistic ecological perspective. This valuable tool will assist to inform decisions that will benefit generations to come.

Sunshine Coast Biosphere

The Sunshine Coast Biosphere leaders converged at the inaugural joint meeting of the Sunshine Coast Biosphere Community Advisory Group and Coordinating Committee. It was an opportunity to consider a vision for the region as a biosphere and to discuss challenges and opportunities ahead in the next decade and beyond. The meeting strengthened the ability of our diverse community representative, recognising the partnership approach to implementing our Biosphere.

Kids in action

Ideas big and small were explored when 22 Sunshine Coast schools came together at the Kids in Action Environmental Projects Day held at the University of the Sunshine Coast. The program, funded by the Environment Levy, aims to grow a culture that values caring for the natural world.

Beaches, foreshores, coastal infrastructure and canals

Key highlights from the quarter include:

- 133 participants attended nine clean-up events on our beaches and removed 198 kilograms from our beaches
- Maroochydore dredging campaign has commenced, renourishing the section between Alex and Maroochy Surf clubs with approximately 100,000m3 of sand from the Maroochy River mouth
- The Cod Hole boat ramp in Maroochydore underwent significant upgrades. The car park area was extended for more space when reversing trailers onto the boat ramp and the revetment wall upgraded.

Living seawall

In a first for the region, 50 unusually shaped panels have been bolted to the side of the artificial lake wall at Brightwater Lake and Mountain Creek, to create a living seawall. Each panel has been uniquely designed to mimic a variety of natural shoreline habitats, encourage seaweed growth and serve as a refuge for marine creatures.

The 18-month research trial is a partnership between Council and the University of the Sunshine Coast under the Regional Partnership Agreement.

It is hoped the living seawall will create more habitat for marine life and improve biodiversity and water quality, within the constructed waterbody.

Bushland Conservation and habitat

For the third year, BushCare Sunshine Coast hosted Caring for Country Community Planting around Grandmother tree at Lower Mooloolah River Environment Reserve. The planting included a Welcome to Country smoking ceremony and cultural talk by Bridgette Chilli Davis, 20 volunteers were involved planting 800 stems.

Recreation parks, trails and facilities

Implementation of Council's Street Tree Master Plan progressed with a total of 1194 trees planted throughout the quarter, including four 'Free Tree' days with Councillors.

Council was awarded a commendation for the Best Use of Technology Award at the Queensland Regional Parks and Leisure Australia awards night for the sustainable advancements in using battery powered mowers.

Other notable highlights include:

- Completion of Sippy Downs Forest Park West
- Completion of Blackall Street, Woombye Placemaking Project
- Queensland Reconstruction Authority approved funding for all Recreation Trail repair projects arising from the 2022 flood events.

Stormwater drainage

Council installed 12 Waterwatch gauges at high-risk sites across the region. The gauges will detect rising water levels at an early stage that will automatically trigger maintenance intervention when required.

Sustainable growth and network planning

As part of the preparation of the new planning scheme, all natural hazard planning layers have now been updated to reflect the most recent data and modelling outputs. Council has also recently commissioned an updated Growth Scenario Testing Platform, this population modelling tool is now being used across key planning and infrastructure projects.

Our Resilient Economy

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

$5.3 million
in revenue for Sunshine Coast holiday parks

38,860
guests attended 25 major events, which generated approximately $26.4 million in economic activity for the region

3082
businesses accessed specialist advice and information

$86 million
or 69% of the total available purchasing spend for the quarter went to local businesses

Economic development

Top7 Intelligent Community, 2023

For the fourth consecutive year, the Sunshine Coast has been named as a Top7 Intelligent Community for 2023. The esteemed status was awarded by New York based Intelligent Community Forum.

The Top7 communities represent models of economic and social transformation in the 21st century, demonstrating best practices in broadband deployment and use, workforce development, innovation, digital inclusion and advocacy that offer lessons to regions, cities, towns and villages around the world.

Regional Economic Development Strategy 2013-2033

Initiatives from the Regional Economic Development Strategy 2013-2033 continued to be implemented, including the delivery of multiple events. Some event highlights included:

- TAFE Build a Better Business Program workshops
- Sunshine Coast Business Awards Information Sessions
- A migrant job and business expo
- The Sunny Coast Showdown event delivered in collaboration with the Sunshine Coast Screen Collective.

ASPIRE circular economy marketplace

The ASPIRE circular economy program has seen an increase in membership of 54 businesses this quarter, with a total of 331 businesses registered. This is a significant increase with 187 businesses registering over the financial year, representing a 125% increase compared to 12 months ago.

The ASPIRE program creates matches between organisations based on their waste profiles. In practice, an organisation will list potential inputs they use (materials and/or items) alongside their outputs (unwanted waste streams). This develops a waste profile where the platform cleverly connects organisations based on the required inputs and outputs, facilitating an opportunity of circular resource exchange. This enables greater opportunity to exchange goods, divert resources from landfill, save on disposal costs and develop innovative solutions for troublesome materials.

The total ASPIRE ecosystem outcomes for the Sunshine Coast region the 2022/23 financial year, include:

- Total emissions savings - 1009 tonnes
- Waste diverted from landfill - 2539 tonnes
- Resources exchanged - 262
- Earnings/Savings - $694,248.

Holiday Parks

Sunshine Coast Council holiday parks had 74% occupancy for the quarter, this figure is well above the industry average of 48%.

Our Service Excellence

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

87%
of development applications assessed within statutory timeframes

1805
building approvals issued with a construction value of $470 million

55,266
customers assisted through the development and customer contact centres

$4.2 million
invested into our local road network to rehabilitate and resurface 14kms of road with a total area of 93,525m² for the safety of our community

Cemeteries

Draft Terms of Reference and an Expressions of Interest for the Community Reference Group have been completed. Council will now progress the Expressions of Interest from the community to inform the Kulangoor Masterplan.

Customer and community relations

Council received a strong customer satisfaction result for the quarter, and a reduction in contact volumes by more than 10,000, to 55,266 contacts compared to the same quarter last year which had 65,416 contacts. The decrease is primarily related to a reduction in waste transactions (customers moving inquiries online) and good weather (less damage to infrastructure).

Development services

During this quarter, we have continued to see development activity returning to pre COVID-19 levels, resulting from increases in interest rates, changes in development market appetite and impacts of construction costs and resourcing.

In this quarter, Council approved a number of developments in particular a 246 residential lot development at Yandina and a medium density residential development consisting of 201 units at Maroochydore. These developments deliver a diversity of lot and unit sizes to meet the current market. A total of 1329 residential lots and 1028 multiple dwelling units have been approved for the 2022/23 financial year.

Local amenity and local laws

Animal management education

The animal management education program engaged with the community through:

- 25 public events (pop up booths, Maleny Wood Expo, Maleny and Nambour Show, Disaster Management Expo, Sunshine Coast Lightning match day)
- 2 community education sessions at a dog training facility or vet, resulting in 10 new owners being educated
- 19 Smart Paws Kindy visits, resulting in 1030 children (under 5 years) being educated
- 4 Smart Paws Junior visits, resulting in 465 children (over 5 years) being educated
- 300 responsible pet ownership booklets and 200 cats on the coast booklets provided to vets, pet shops, pet parlours, dog trainers with puppy pre-school classes, real estate agents, and Sunshine Coast Animal Refuge.

Management of illegal dumping

Council continued to partner with the Department of Environment and Science as part of the State Governments Grants program, supporting the management of illegal dumping by councils. This has provided the support necessary to continue the monitoring and enforcement of illegal dumping on the Sunshine Coast including the purchase of new monitoring cameras with improved capability which will further support the identification of persons illegally dumping items and assist Council in holding those persons accountable.

Property management

The consolidation of office space has been completed with City Hall close to full occupation. The relinquishment of leased office space will generate significant savings, in excess of $685,000 annually. Other locations have now been released for redevelopment.

The ASPIRE program has been utilised for the used furniture and equipment to be reused and re-purposed both within council and for the wider community. This initiative, together with further control system integration, energy efficiency, and solar PV installations are progressing the Sunshine Coast Council Organisational Zero-net Emissions Plan 2022.

Road network management

Mooloolaba Transport Corridor Upgrade

Mayes Canal bridge works progressed on the Mooloolaba Transport Corridor Upgrade with road pavement and traffic lane changes imminent in early July 2023. The design of stage four is being finalised ahead of the construction tender process in the second half of 2023, with construction planned throughout 2024.

ThinkChange

Council's ThinkChange travel behaviour change initiatives progressed, including:

- the delivery of artificial intelligent (AI) sensors at City Hall to capture end of trip data
- conducting joint marketing of new public transport services with Translink
- commencement of the school program at Palmview State School.

Waste and resource management

Waste collection, disposal and resource recovery services were delivered on schedule and within budget. Over three million bin collection services were provided during the last quarter and 151,931 transactions were recorded at Council's Resource Recovery Centres.

Bulk earthworks were completed on the Nambour Landfill expansion with clay liner installation underway. The new Hi-tech Material Recovery Facility building works are nearing completion with the installation of processing plant and equipment well underway in preparation for commissioning in the second half of 2023.

Our Outstanding Organisation

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

243
offers of employment for the quarter

11
national and international awards received during the quarter

Financial and procurement services

2023/24 budget adoption

Council adopted the 2023/24 Council Budget at a Special Meeting on 22 June 2023. Services, community and sustainability were at the heart of the budget, with foreshore transformations, road improvements, a new district library, world-class sporting precincts and preserving and celebrating the environment as key inclusions. The budget is set to deliver now and into the future, investing in projects that will enrich how we live, work and play.

For the first time the budget has reached $1 billion, providing $331 million in capital works to support our growing region. Highlights from the budget included:

- Over $21 million invested in the region's new district library at Caloundra
- Over $5 million to improve road safety and reduce congestion by advancing the Caloundra Transport Corridor Upgrade
- Almost $3 million to finalise placemaking and streetscape works in Eumundi Town Centre
- Beautifying Maleny's main street and historic Landsborough's streetscapes, along with and enhancing Mary Cairncross and the Maroochy Regional Bushland Botanic Gardens have also attracted significant funding
- $24 million has been allocated to key sporting projects, including the evolution of the Honey Farm Road Sports Precinct, Kawana Waters Regional Aquatic Centre and expansion of Sunshine Coast Stadium.

The budget included a Minimum General Rate increase of 5.5%, an 8% increase to the 240 litre domestic wheelie and recycling bin and a $2 increase for each of the Environment, Transport and Arts and Heritage Levies.

Procurement and contracting

Council's procurement and contracting framework has been adopted for the 2023/24 financial year in accordance with legislation. The framework encompasses the required aspects to provide for effective procurement management, governance and legislative compliance relating to procurement, contract and supply functions.

The 2023/24 Procurement Policy and Disposal Framework was adopted by Council on 23 June 2023. This forms the basis of all procurement and disposal business activities. Council continues to focus on positive social and economic outcomes through the various supporting guidelines such as:

- Local Preference in Procurement Guideline
- Social Benefit Procurement Guideline
- First Nations Procurement Guideline
- Environment and Sustainability in Procurement Guideline.

The adopted policy included new procurement thresholds, that will result in new procurement activities (with a value of $500,000 or lower) will have only local, social or first nation suppliers invited when identified within the market.

Digital information services

Council has successfully transitioned our data centre and supporting networks from Brisbane to the NextDC data centre at Maroochydore. This transition provides cost savings for council whilst allowing for greater control over our data management and technical infrastructure, providing better performance and integrity for our digital services both internally and to the community. The transition also promotes the NextDC data centre at Maroochydore as a Digital Hub for the region, promoting local employment.

Council has operationalised a new enterprise data platform. The data platform provides Council with business intelligence reporting capabilities that provide greater insights to our services allowing for continual efficiencies and process improvements to serve our customers with excellence.

Awards

Awards allocated during the quarter include:

- Two awards were won at the Local Government Managers Australia Awards for Excellence 2023:
  - Council's 'Kids in Action' Program won the Excellence in Community Shaping category
  - Council employee, Hannah Maloney, Community and Animal Education Supervisor, received the Above and Beyond award for her heart-warming story 'When Sammy met Sunny' aimed at educating the community about responsible pet ownership.
- The Sunshine Coast Biosphere logo received two awards:
  - Silver (Better Future) in the GOV Design Awards 2023 for Graphic Design (identity and branding); and
  - The LGX Award for Best Graphic Design.
- The 'Shine a light on Racism' campaign won Silver (Better Future) in the GOV Design Awards 2023 for Graphic Design
- In a collaboration between Council and the Caloundra Chamber of Commerce, Caloundra won the coveted Queensland Top Tourist Town award by the Queensland Tourism Industry Council.
- Council was awarded with the Queensland Regional Parks and Leisure Australia Commendation Award for Best Use of Technology for 'Clean Green Electric Mowers' Electric Powered Small Plant.
- The Urban Design and Architecture Team received the Regional Award for Urban Design Architecture in the 2023 Australian Institute of Architects Awards program. This award was for the Sunshine Coast Design and Education Campaign.
- Two awards were received at the Australian Institute of Landscape Architects, in the Parks and Open Space category, including Buderim Village Park and Mooloolaba Foreshore Revitalisation, Northern Parkland.

Connecting with Council

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

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

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

Follow Council on:

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

Contact us via MyCouncil online anywhere, anytime to ask a question, report a problem, lodge a request or provide your feedback. Complete an online form or chat with a Customer Service Officer using Council's SMS, or request a callback service from 9am–4.30pm Monday to Friday or email mail@sunshinecoast.qld.gov.au.

Customer contact counters are open 8.30am-4.30pm Monday to Friday in Caloundra, Maroochydore and Nambour, for visits in person, or by phone on (07) 5475 7272. For after-hours emergencies, Council receives calls 24 hours a day, seven days a week.

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



Sunshine Coast COUNCIL

Our region.
Healthy.
Smart.
Creative.

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Operational Plan Activities Report Quarter 4, 2022/23

Quarterly Progress Report

Sunshine Coast | Our region.

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	100%			Healthy Sunshine Coast is running a full program with 46 recurring activities hosted by 33 service providers currently on offer . There are 3573 people registered with Healthy Sunshine Coast with over 1000 people regularly attending activities on a monthly basis. Further to the recurring activities, there have also been seven one off or short-term workshops delivered, covering areas such as behaviour change, e-bike introduction, bicycle maintenance and introduction to bushwalking for young people. All of these workshops were fully booked with a total attendance of 370 people. Healthy Sunshine Coast's branding has been bolstered through renewed promotion via digital signage in prominent locations and strong support through radio interviews and advertising. Current programming will continue in 2023/24 with further exploration of new opportunities being undertaken.	CD: Community Development

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			The RideScore Active School Travel Program continued throughout term one and two to 10 Schools. As part of the program, the bluetooth readers at each of the 10 schools were upgraded to include uninterrupted power supply devices for quality assurance. The Program partnered with Deakin University to engage 60 parental phone interviews of children on the RideScore program to inform the program Evaluation Final Report. The Bike Restoration Program continues at two of the RideScore Schools (Caloundra State School and Baringa State School) who also intend to continue and self-fund the program. Council will extend the RideScore Schools Program next term for two new schools. Support is being provided to Palmview State School and Bli Bli State School in forming a school travel working group to encourage interventions to increase active travel and alternate modes of transport. Council will work collaboratively with both schools to implement a School Travel Plan to reduce private vehicle travel to school. The plan will include a range of initiatives over the remaining school terms to encourage more walking, cycling, scootering and carpooling travel to and from school.	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	100%			In early 2023, Council launched its '10+10+ legacy vision' for what the region should seek to achieve from being a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games. The vision document was unveiled with members of the Sunshine Coast 2032 Legacy Plan Community Reference Group, who have worked with Council to develop a shared legacy vision and aspirations for our region arising from the Brisbane 2032 Games. Since this time, Council has been actively involved in the overarching Brisbane 2032 Olympic and Paralympic Games Legacy Plan, including involvement in the Legacy Discussion Paper - Elevate 2042. Feedback from our Legacy Plan Community Reference Group was gathered and submitted in June 2023 - Council will remain active in discussions and feedback with Games Delivery Partners as the Legacy Discussion Paper forms into the draft Brisbane 2032 Olympic and Paralympic Games Legacy Plan.	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	100%			The Transport Levy expended greater than 97% of its 2022/23 financial year budget. The Transport Levy supported initiatives including continuation of existing services such as Council Link, support of the Kenilworth trial and the Flexilink bus services in the Hinterland. The Transport Levy funded the delivery of a two-year trial to extend bus route 631 to better serve Yandina, and the scheduled upgrade of bus stops across the region to ensure they meet the Disability Discrimination Act 1992 compliance requirements. The Transport Levy also funded the delivery of ThinkChange, Council's Travel Behaviour Change Program and the RideScore initiative across participating schools. The Levy contributed to the Detailed Business Case for Sunshine Coast Public Transport project, which is being led by the State Government in collaboration with Council as a funding partner. Remaining funds as at 30 June 2023 will return to the Transport Levy reserve to be allocated in accordance with the supporting policy.	SIPP: Strategic Infrastructure Planning and Policy

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	80%			The roll out of the parking counter systems has been delayed due to the late delivery of additional parking counter equipment. Further delays occurred due to not having ancillary supporting works in place, resulting in not being able to complete works in the 2022/23 financial year. Furthermore, an opportunity was identified where available capital funding initiated expansion of deliverables at the original nominated sites, and also allowed for two additional sites to be delivered as part of the program. To ensure works are completed early in the 2023/24 financial year, additional contractors are being engaged. The program will deliver parking technology improvements (car parking counter system and digital counting signage) at the following locations: Maroochydore - Maud St Car Parks 1,2 and 3; Maroochydore - Duporth Ave Car Park; Mooloolaba - Wharf Car Park; Mooloolaba - Club Lane Car Park; Caloundra - Happy Valley Car Park; Montville - Russell Family Park 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	100%			In April 2023, the Buderim Mountain State School and its P&C Association invited Council to promote safe parking behaviour in the area. As a result, the school and Council are working together as part of a pilot project using the ParkSmart Program, by introducing static cameras that monitor parking near the school. Cameras are fixed to poles in key parking locations and use number plate recognition technology to identify unlawful parking in and around the school Zone. The program aims to alleviate parking problems at the school by encouraging vehicle turnover, creating parking opportunities and allowing equitable and safe access to the area. The trial concludes in September 2023.	CR: Customer Response

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			The civil works tender package for the Honey Farm Sport and Recreation Precinct is now ready to be released to the market. The Moss Day Pavilion Indoor Equestrian Arena upgrade at the Nambour Showgrounds and Palmwoods Warriors Football clubhouse have both been completed and are now in use. Construction of the North Shore Multi-Sports Complex clubhouse has commenced this quarter.	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	100%			The Nambour Aquatic Centre slides were commissioned in September 2022. Works have progressed on Stage 1 of the Kawana Aquatic Centre upgrade this quarter as planned with the demolition of the program pool and splash park, completion of groundworks and inground services, and installation of the new pool shell.	SCV: Sports and Community Venues
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	100%			During National Reconciliation Week from 27 May to 3 June 2023, libraries issued 400 library cards depicting First Nations artworks. The libraries in-conversation true-crime event held on 20 April 2023 with authors Hedley Thomas and Matthew Condon attracted 526 people. Online Sofa Storytime saw a 50% growth in viewership. Auslan translations were added to online Rhymetime episodes. Libraries promoted diversity and inclusion through collection displays to coincide with the International Day Against Homophobia, Biphobia and Transphobia on 17 May. This quarter, digital loans increased by 8% and physical loans increased by 5.35% on last quarter. Library visitation increased by 8.3% (online and physical) on the previous quarter. More than 145 people attended digital literacy classes. Library venue usage increased by 15% on the previous quarter and the Makerspace Showcase attracted over 400 people, held in June at Beerwah Heart.	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	90%			Actions from the Sunshine Coast Innovate Reconciliation Action Plan 2021-2022 continue with a small number to be carried over into 2023/24. Monthly meetings were 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. National Reconciliation Week activities were held from 27 May to 3 June 2023, including an official launch of National Reconciliation Week in partnership with TribalLink on 24 May. Hundreds gathered on Jinibara Country to celebrate and learn more about First Nations' history and culture. Planning was undertaken for NAIDOC Week, commencing on 2 July 2023 including development of a Regional Guide of activities and events.	CD: Community Development
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	100%			The first cohort of Youth Council representatives completed their two-year term in June 2023. Achievements of the Youth Council included planning and delivering a Youth Engagement project, supporting the first Youth "Chill out" zone at the 2022 Caloundra Music Festival, co-hosting the 2023 Domestic and Family Violence Prevention month candlelight vigil and march, various input into Council engagements and plans, and participation in forums/conferences including the Brisbane 2032 Legacy Forum and the Infrastructure Summit. Following a review with Youth Council members, work will begin to strengthen the Youth Council's structure and process ahead of the next intake that will begin in January 2024. Council also partnered with youth services and organisations to host several fun and free events throughout Youth Week held from 11 to 17 April 2023, including a skate and scooter competition at Beerwah, Kings Beach Youth Fest and Beerwah Movie Night.	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	100%			A draft Inclusion Action Plan for People With Disability has been developed with community engagement to occur in July 2023. The Accessible Beaches Program has strong interest from two new clubs, Dicky Beach Surf Life Saving Club and Maroochydore Surf Life Saving Club, as well as continuing work to determine new locations in non-surf beach locations. Further strengthening the program is a new online booking calendar for the service. Council has signed onto the Welcoming Cities Network and will further explore how it can be a welcoming region for people from diverse cultural backgrounds using the Standard developed through the program. Phase two of the Shine a Light on Racism campaign has been developed through a co-design process and is scheduled to launch in August/September 2023.	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	100%			This quarter, 20 Council employees participated in the annual Excellence in Engagement Framework training program during April and May 2023 to advance Council's continued commitment towards delivering best practice engagement. Research and planning is underway to create inclusive project pages on the 'Have Your Say' Sunshine Coast website. Programs of broad and targeted engagement progressed in line with the review processes of the three regional strategies - the Community Strategy Action Plan 2019-2024, the Environment and Liveability Strategy 2017 and the Regional Economic Development Strategy 2013-2033. Approximately 100 people took part in the Stronger Together Forum on 16 May 2023 to help review and refresh the Community Strategy Action Plan, bringing together a range of individuals of all ages, abilities, backgrounds and interests with unique insights and experiences, to better understand what the future opportunities and challenges are for our region.	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	100%			This quarter, $889,849 in funding was allocated to the community through 294 applications to Major Grants, Minor Grants, Festive and Commemorative Grants, Emergency Grants, Individual Development Grants, Environment Grants, the Regional Arts Development Fund and the Councillor Discretionary Funding Program, bringing the total grant funding for the 2022/23 financial year to $5 million, which supported 1038 applications.	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	15%			This project was placed on hold in 2022/23 due to competing priorities, however Active Transport remains a key priority for Council, with funds allocated in the 2023/24 financial year to resource its delivery.	SIPP: Strategic Infrastructure Planning and Policy
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 effectivity, 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	50%			Council has commenced a road network planning review to inform the new Local Government Infrastructure Plan for inclusion in the new Planning Scheme. Council is also working with the Department of Transport and Main Roads to undertake modelling for the City Centre to inform changes for the Maroochydore City Centre Master Plan. Development of the Roads Plan is currently sitting at 50% completion as the project was placed on hold earlier this year to ensure alignment between the new Local Government Infrastructure Plan and the new Planning Scheme.	SIPP: Strategic Infrastructure Planning and Policy
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	100%			Council continues to work with the Department of Transport and Main Roads (DTMR) to progress the Detailed Business Case for the Sunshine Coast Public Transport Project providing input to ensure Council interests are considered as the project progresses. Council awaits advice from DTMR regarding the formation of the Sunshine Coast Public Transport Community Reference Group.	UGP: Urban Growth Projects

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			A pilot Homelessness Awareness training that was collaboratively developed for Council staff, was delivered by QShelter and IFYS to 50 frontline Council staff from across multiple areas for the first time. The Lived Experience of Homelessness project has developed the capacity of four people who are now beginning to provide valuable input to Council programs, plans and activities in a way that strengthens the alignment of service to delivery for those impacted by homelessness. Domestic Family Violence Prevention Month in May 2023 saw a number of powerful opportunities to consider the impact of family violence including engagement at the Sunshine Coast Lightning home game on 30 April, the annual march and candlelight vigil alongside Centacare on 3 May 2023, and organisational awareness training were instrumental in elevating awareness of the need to act to prevent family violence.	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	100%			The 2023 Horizon Festival's Homegrown program launched throughout May 2023 and the full Festival program was launched on 14 June 2023 at Light Industries, Kunda Park with 130 people in attendance. Local artists Jack MacRae, Tim Birch and Helena Papergeorgiou created the promotional video for the Festival. Sponsorship agreements are in place with Visit Sunshine Coast, We Are VA, Frankie Magazine, The Old Ambulance Station, Sunshine Coast Creative Alliance, The Shelter, Hot 91.1, Aruga PR, UniSC, IN ARI, Bishopp, Your Local Film Lab, Sunreef and the De Deyne Family.	AHL: Arts, Heritage and Libraries

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			The Refinery Incubator program commenced this quarter with 18 participants in a 6-week program, while the First Nations stream saw five First Nations participants undertake two First Nations' specific sessions which engaged 11 First Nations creatives. The Project 24 program enabled 17 artists to activate two studio spaces at 2nd Space Nambour. A total of 32 Regional Arts Development Fund consultations were held and 30 applications were received, with 18 successful applicants receiving $87,949 for projects valued at $319,930. Notable this quarter is the First Nations Capability and Humility session held on 31 May 2023 for recipients of the Arts and Heritage Levy funded Creative Industries Investment Program. The session is one in a series of learning and networking programs that successful applicants are asked to attend. This session of the Skills Exchange and Capacity Development Program, which is also open to unsuccessful applicants, was taken up by 13 participants from nine arts, events and creative industry organisations. This quarter, over 5500 people attended the Caloundra Regional Gallery and its 40 public programs.	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	100%			The Heritage Program for the Arts and Heritage Levy was developed for 2023/24 and endorsed by Council at the Ordinary Meeting on 22 June 2023. This quarter saw the completion of the two Historians in Residence research projects - Farming Practices in the Region, and the Impact of World War II. A range of family and educational programs were delivered at Bankfoot House, including the First Nations Family Fun Day on 15 April 2023. The Landsborough Street Festival was held on 13 May 2023 to relaunch the State heritage listed Landsborough Museum with revitalised exhibitions, building improvements and an enhanced visitor experience. Bankfoot House recorded 1626 visitors this quarter (4332 for the year, up 14.7% from 3778 in 2021/22) and Landsborough Museum recorded 2252 visitors this quarter (5796 for the year, up 249% from 1662 in 2021/22).	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	100%			The Environment and Liveability Strategy 2017 refresh project has continued with phase one community engagement completed in May 2023. Phase two community engagement is proposed for late July 2023. Procurement and recruitment has been progressed to support implementation of the cascading climate risks project.	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	100%			The new Planning Scheme project continues to progress informed by preliminary consultation feedback. This quarter, Council continued to confirm its policy positions and regulatory approaches to inform drafting of key elements of the new Planning Scheme. There has also been ongoing consultation with internal and external stakeholders to inform the detailed drafting of the planning scheme including meetings, briefings and workshops with the State Government, Technical Reference Group and relevant internal branches of Council.	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	100%			Council is continuing to negotiate amendments to the Infrastructure Agreement with the Palmview landowners. Budget impacts will not be known until such time that all matters are resolved and drafting is finalised.	UGP: Urban Growth Projects

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			The State Government is understood to have substantially progressed the drafting of an amended South East Queensland (SEQ) Regional Plan with public consultation anticipated to occur in the second half of 2023. To date, Council has been actively involved in consultation opportunities provided via the Local Government Working Group, Regional Planning Committee and Infill Sub-working Group. Council officers have continued to advocate key Council positions around the protection of the Regional Inter-urban Break, the need to expedite the delivery of the Beerwah East Major Development Area, support for delivery of Sunshine Coast Direct and the Sunshine Coast Public Transport projects, support for urban consolidation done well and in the right location, and identification of Blue Heart Sunshine Coast as critical environmental and flood management infrastructure for South East Queensland. It remains unclear how these positions will ultimately be reflected in the draft (amended) SEQ Regional Plan with these matters subject to ongoing State Government deliberations. Council officers are continuing to provide additional information as requested by the State Government to inform its deliberations.	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	100%			Council is continuing to work in collaboration with the State Government to progress the Detailed Business Case, the preparation of which is being managed by the State Government.	UGP: Urban Growth Projects
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	100%			As one of Council's five major green spaces, Council continues to provide information and advocate its position to the State Government for the protection of the Regional Inter-urban Break as a critical space separating the Sunshine Coast from the Greater Brisbane area.	ESP: Environment and Sustainability Policy

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			As CCTV drainage inspections continue, around 290 previously unknown stormwater pipes have been identified. Most of these are in older areas and seem to date from the 1960's era. When identified, they are inspected, mapped, and condition rated. The GIS and asset databases are updated to include these on Council systems. This ensures that routine maintenance can be scheduled, and also that financial recognition by asset accounting is completed.	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	85%			Council continues to experience project delivery challenges due to changes in the broader market, including cost escalations, market supply impacts, rising labour costs and labour shortages. These impacts have placed pressure on the delivery of our placemaking projects. Key updates this quarter include: Eumundi Placemaking Detailed Design is being finalised following the additional community workshop at the end of April, with construction proposed to commence late 2023. The Woombye construction is now completed. The Nambour Concept Design has been in review with community groups, open community engagement is rescheduled for Quarter 1 2023/24. Landsborough Stage 2 re-tender being accepted in July to move to construction with minor design changes to fit rising construction costs. Maleny design rescoped and in final preparations for community engagement in July 2023. The Glass House project has been postponed to a future program. The Maroochydore, First Avenue project is scheduled to start in the second half of the 2023 calendar year. Maroochydore, Ocean Street Concept Design being feasibility tested with community engagement / information rescheduled to July 2023.	DPS: Design and Placemaking Services
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	90%			The annual review of the Local Disaster Management Plan for 2022/2023 was completed between August and October 2022. The plan has been redrafted and will presented to Council for consideration in August 2023. Annual reviews facilitated by the Queensland Inspector-General Emergency Management office are conducted in August each year, and Council's review period will align to this moving forward.	SF: Specialist Functions

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			Implementation continues for the following key 2022/23 Coastal Hazard Adaptation Strategy (CHAS) actions: * The ongoing development of the Shoreline Erosion Management Plan * The collaborative design of Special Area Adaptation Plans Project through QCoast2100 Funding * The planning and investigations to analyse different coastal hazard adaptation and drainage options for Mooloolaba, Maroochydore and Golden Beach have progressed.	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	100%			Implementation of the 2022/23 Environment Levy Program has continued with steps now being taken to prepare the annual report to recognise the achievements made. The properties for acquisition are continually being considered and negotiated to secure. The 2023/24 Environment Levy Program was adopted by Council as part of the budget process.	ESP: Environment and Sustainability Policy
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%			This project was completed in quarter 1. 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	90%			The draft Master Plan is complete and internal engagement has been undertaken and is ongoing. The final round of community engagement is underway via Council's 'Have Your Say' webpage and meetings with special interest groups. The final Master Plan is expected to be presented to Council for consideration during Quarter 1 2023/24. Subject to Master Plan approval, a decision will be made to proceed with a Local Law amendments process regarding animal management, requiring a separate consultation process.	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	100%			Implementation of Blue Heart Sunshine Coast is continuing, with landholder engagement undertaken to share information around tidal inundation and Blue Carbon. The implementation of the Commonwealth's Blue Carbon restoration grant is continuing, with planning progressing to support tidal inundation initially on two Council owned properties in early 2024. The engagement with Kabi Kabi peoples has also continued.	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	100%			Key findings from Stage 3 community engagement were reported to stakeholders and made available to the broader community via Council's website. Community feedback received has been used to inform the finalisation of the Master Plan for Council consideration in Quarter 1 2023/24.	ESP: Environment and Sustainability Policy
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	100%			The Invasive Weeds project continued at Maleny Community Precinct with all zones within the site being managed and over 5500 tubestock planted. A community information day was held with nearly 50 attendees and positive community feedback received. Initial weed management and over 2000 tubestock planted at the Witta demonstration site. Work in nearly every zone has been started, and trials with drone chemical spraying and remote machinery undertaken. All drone and ground distribution data has been collected and Queensland University of Technology have started the machine learning aspect of the pepper mapping proof of concept trial. A Council media story has been published and a Civil Aviation Safety Authority interview will be released shortly on this trial. Scoping discussions with the University of the Sunshine Coast and Hinterland Bushlinks for the eDNA catchment scale trial are underway. Research and trial plots have been established on private property next to the Upper Mooloolah Nature Refuge to trial herbicide capsule treatment efficacy on cat's claw creeper.	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	100%			Implementation of Council's Street Tree Master Plan progressed with a total of 1194 trees planted throughout the quarter, including four Councillors 'Free Tree' days.	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	100%			The inaugural joint meeting was held between Sunshine Coast Biosphere governance groups - the Coordinating Committee and Community Advisory Group. The Sunshine Coast Biosphere logo received two awards: Silver (Better Future) in the GOV Design Awards 2023 for Graphic Design (identity and branding); and the LGX Award for Best Graphic Design. A Sunshine Coast Biosphere brand strategy was developed to guide and inform the use of the logo by Council and the community.	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	100%			The new hi-tech Material Recovery Facility building works are almost complete with the installation of processing plant and equipment well underway quarter in preparation for commissioning in the second half 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	100%			The draft Waste Strategy has been prepared for public consultation in July / August 2023.	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	100%			The 2022/23 Waste Education Plan was completed in full. A total of 64 Waste to Resource presentations were provided to schools, community and business groups during the quarter as well as a school tour of a landfill site and links into the Clean up Australia Day campaign.	WRM: Waste and Resource Management

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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%			This activity was completed in July 2022 when the expanded garden organics collection service commenced and 45,000 new services were introduced. The organic bin collection service provides residents with an easy, 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	100%			The review of the Regional Economic Development Strategy is progressing as planned with initial external and internal consultation now completed. Key structural elements of the refreshed strategy have now been identified and drafting for further consultation and refinement commenced. The annual Economy.id Health Check has also been completed.	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	100%			The Sports Industry Development program concluded in December 2022 with the final report submitted in March 2023. The following key outcomes were delivered through the Program: -Virtual tours of key sports venues across the region -Promotional activities with the Australian Cycling Academy to promote the region as a premier cycle destination -Training camps for the Australian Women's Water Polo Team, Melbourne Storm, Brisbane Lions AFLW, and Super Netball teams -Development of the Sunshine Coast Lightning coaching portal -EventsConnect, a local events industry supplier directory and business to business portal -Support to the Indigenous Marathon Foundation and Sunshine Coast Marathon, enhancing the event's capabilities as an all-inclusive event with World Label event classification -Upskilling of kite racing instructors and content capture of the sport to strengthen its development in the region -the hosting of 15 sporting events as part of an Event Attraction Strategy -Industry development through initiatives such as the Accessible and Inclusive Tourism Conference, USC High Performance Talent ID and Sunshine Coast Sports, and -Research projects including the Sunshine Coast Events Industry research project, park and trail audit, and a trail run feasibility study.	ECDEV: Economic Development

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			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. A new Heads of Agreement has been executed between Council and Visit Sunshine Coast. Negotiations are continuing to prepare 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	100%			Council is continuing to engage with Economic Development Queensland in relation 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	100%			Council is working in collaboration with the Sunshine Coast Airport and Economic Development Queensland to progress the declaration of the Sunshine Coast Airport as a Priority Development Area, which is in its final stages.	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	80%			The construction procurement process for the Caloundra Administration Building has advanced and at the end of the financial year was still under evaluation. Staff vacating has been completed and materials removal has commenced and will continue ahead of major works forecast to start in Quarter 1 2023/24. The Regional Gallery Business Case has advanced and will be provided to Council for consideration later in 2023. Concept design for the broader Community and Creative Hub work has recommenced and is expected to be completed late-2023.	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	100%			Council continued to work with SunCentral Maroochydore Pty Ltd and Walker Maroochydore Developments Pty Ltd during this quarter to progress development of the Maroochydore City Centre. Five commercial lots were sold during this quarter totalling $17.8 million.	EMSS: Executive Management and Support Services

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	100%			The Mayor officially welcomed the Critical Infrastructure, Information Sharing and Analysis Centre (CI-ISAC) to the region on 8 May 2023, with a number of high profile national and international cybersecurity and IT professionals in attendance. CI-ISAC play a significant role in Australia's cyber defence supply chain by providing threat intelligence and have set up their national headquarters in Maroochydore. It is envisaged this organisation will grow locally and create job opportunities for administration, management, and intelligence roles in this developing sector. A "Sports Tech" Ideation Session was held on 9 May 2023 with 50 people in attendance representing technology users, industry associations, and technology providers and supporters. A technical expert facilitated the session resulting in 38 ideas. Three technology themes have resulted for follow up - Effective crowd management (wayfinding), Enhanced communication, and Competitor performance monitoring. The 26th World Mining Congress was held in Brisbane on 26 June to 29 June 2023 - the Sunshine Coast was profiled on the Congress' website to a global audience as a prime location to run Australian mining operations through Remote Operations Centres utilising the Sunshine Coast International Broadband Network.	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	95%			The Central Meeting Place design phase is advancing. Construction timing will be influenced by design outcomes, grant funding milestones, existing asset life integrity and a constraints overlay including community and economic factors. A Federal Government grant contribution of $7,950,000 has been successfully acquired through the Disaster Ready Fund for the new seawall construction. The Brisbane Road four-lane road upgrade has been delayed due to material and resource shortages and wet weather, with the revised completion date now the end of August 2023 for the four lanes across the bridge, full asphalt surfacing and boardwalk. The Stage 4 Design documentation has been received and preparations are underway for the demolition of existing buildings. Construction stage procurement will conclude in late 2023 with on site commencement planned after February 2024. Energex's early works are estimated for completion by end February 2024, weather permitting.	PD: Project Delivery
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	100%			Council worked with industry stakeholders including the XR Hub and industry participants Walker Corporation and NextDC to identify further specific areas to target to attract investment projects to the region that will create high-value job opportunities. The areas of cyber security, remote operations, robotics, drones and immersive technology being identified for specific investment attraction efforts. As a result, Council worked with the director of the Critical Infrastructure - Information Sharing and Information Centre, (who play a significant role in Australia's cyber defence supply chain by providing threat intelligence), to set up their national headquarters in Maroochydore. It is envisaged this organisation will grow locally and create job opportunities for administration, management, and intelligence roles in this developing sector.	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	100%			This quarter, Council adopted a revised International Relations and Trade Policy to continue to support the delivery of the Regional Economic Development Strategy. Simultaneously, Council continued to deliver initiatives including the Trade Capability Program workshop series (19 April and 10 May 2023) with 10 local business owners and 13 attendees to prepare businesses to be export ready. Five local companies were supported to enter the 2023 Premier of Queensland Export Awards, of which Council is a Silver Sponsor. The winners will be announced at the awards ceremony on 18 October 2023.	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	100%			Caloundra Indoor Stadium hosted a Brazilian Jiu-Jitsu Tournament, the Football QLD School Futsal Tournament and the National Antiques and Collectibles Show; the Health Equity Expo and Queensland School Sport 10-12 years Netball State Championships. Maroochydore Multi Sports Complex hosted the Netball Queensland Senior State Age competition in April and the Sunshine Coast School Sport AFL State Age Championships in June. The Nambour Showgrounds held the Nambour Expo, Lifeline Bookfest, Ray White Nambour Rodeo, Collectorama, Multicultural Business Expo and the Sunshine Coast Agricultural Show. Sunshine Coast Stadium hosted the Queensland Christian Soccer State Carnival and sold-out, first-time Groovin the Moo music festival in April (24,559 attendees). The Emergency Services Expo was in May, and June saw the Queensland Oztag Super Series and newest National Rugby League team, the Dolphins, play their first Sunshine Coast match against the Parramatta Eels. Venue 114 delivered live music events Lime Cordiale, Spacey Jane and The Jungle Giants; provided Groovin The Moo green rooms and held community events including Justin Crosby Memorial Gala Dinner, Sunshine Coast Master Builders Roadshow, Visit Sunshine Coast SCOUT-23, burlesque performances and the Sunshine Coast Bridal Expo.	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	100%			During the quarter, 25 events were held (with three of these events classified as business, lifestyle or cultural). Key events include the Maleny Wood Expo, six events as part of the Surfing Queensland series, South Queensland Rugby Championships, Queensland Oztag Super Series Championships, Downunder Beachfest, and Winterfest (junior football). The Sunshine Coast Events Board met once during the quarter and considered seven applications and six acquittals. One event application was not recommended for sponsorship, whilst the remaining six applications supported were for sporting events. One application is strategically aligned to future opportunities surrounding the Brisbane 2032 Olympic and Paralympic Games, and new venues for the region.	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	100%	●	●	This quarter, Council and Study Sunshine Coast participated in a forum with Trade and Investment Queensland regarding the new Study Queensland International Education and Training Strategy, which identifies three key areas to support the growth of international education in Queensland. These pillars include 'Promote, Grow and Foster' and support action such as education destination marketing, student employability outcomes and experience, and education sector advocacy. Study Sunshine Coast will reflect these pillars in its strategic direction for 2023/24.	ECDEV: Economic Development
3.6.2	Finalise the Caloundra Aerodrome Master Plan and prepare the implementation plan.	01/07/2022	30/06/2023	100%	●	●	Council endorsed the Caloundra Aerodrome Master Plan, including an implementation plan in November 2022, completing this activity.	STP: Strategic Property
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	100%	●	●	The Queensland Small Business Commissioner brought their annual Small Business Friendly Conference to the Sunshine Coast on 28 April 2023 which was attended by 80 delegates to discuss ways in which Council's and other anchor institutions can support small businesses. Place activation activities in Caloundra included three days of Easter Eggstravaganza activations with thousands of locals and visitors attending, five shopfront improvement program contributions, promotional campaigns, delivery of a new branding project including street murals, street signage and path decals, and a video and submission that culminated in Caloundra winning the Queensland Tourism Industry Council's coveted Queensland Top Tourist Town award. Place activation activities in Nambour included three Nambour Forecourt Live events and the I Am Nambour event on 21 June to celebrate and promote the I Am Nambour collaborative marketing campaign. Place activation in Mooloolaba included promotional campaigns, a Mooloolaba specific TAFE Build A Better Business Program, development of a strategic social media program, and planning commenced for the Mooloolaba Foreshore Festival which is scheduled for 4 November 2023.	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	100%			Service Excellence principles have been designed based on customer feedback and service opportunities. These principles guide Council to get it right for the customers first time, every time and to design better, fairer and more accessible services. The Service Excellence principles will be considered in the refinement of our strategic approach and as Council further embeds customer experience in our values and deepens our service-oriented focus.	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	90%			A draft Strategic Asset Management Plan has been developed and is undergoing internal review. Feedback on the draft Strategic Asset Management Plan continues to inform the development of the final plan. The final plan will be presented to Council for consideration in September 2023.	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	100%			The Smart City Framework activities continued, publishing updates to the Landscape Infrastructure Manual Smart Technologies appendix, providing guidance for the design and delivery of council-controlled digital infrastructure, new attachments for telecommunications connectivity, and smart technologies for key development locations that are guiding Maroochydore City Centre and Mooloolaba foreshore digital infrastructure development. Achievements this quarter include: -34 council staff accessing real-time dashboards from sensor data produced by low-powered, battery-operated devices across council's network of 17 long-range gateways. -Artificial Intelligence camera sensors are counting bicycles in City Hall, supporting active transport data. -Vibration and infra-red sensors collecting usage data on natural area trails, mountain bike obstacles and amenities blocks. -Water meter sensors helping to detect leaks. -Silent WiFi device counters monitoring park usage pattern to inform master-planning. -Longitudinal record of weather and environmental phenomena providing insights into our region's micro-climate. In June, the Sunshine Coast was heralded as a 2023 Top 7 Intelligent community by New York-based Intelligent Community Forum, its fourth consecutive year.	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	100%			The second phase of the online plumbing inspection booking system has been developed and implemented for commercial plumbing inspections in this quarter. External communication and information was provided to all active commercial plumbing industry customers to promote the next phase of this system. The online booking inspection system was officially launched on 19 June 2023. Plumbing industry customer feedback has been positive to date. This project has now been actioned and completed by the business within the project timeframes and under budget.	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	100%			As the Customer Experience program draws to completion, key outcomes include: - Introduced a service request system helping us better serve customers and streamline requests - Rolled out a telephony system integrated with our request system making it easier for customers to contact Council and launched two-way SMS for enquiries. - Helping customers contact Council in a way that suits them with 40%+ coming through digitally. Launched 'OurCouncil' better enabling digital communication directly to customers. - Launched 'OurCouncil' to better enable digital communication directly to customers. - Conducted 4000 surveys to understand customer experience and guide service improvements. These foundations will be built upon as we shift our focus to refine our strategic approach, further embed customer experience in our values and deepen our service-oriented focus.	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 on 10 July 2022, ensuring essential waste services are delivered to the community, with the contractor performing to high standard.	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	82%			Council's core capital works program delivered a large range of community infrastructure required to meet service levels, with 91% of the program delivered, exceeding the annual delivery target. The Transportation (95%), Parks (94%), Holiday Parks (103%) and Waste (93%) programs achieved the highest results ensuring the community receives many local and regional renewals and upgrades including key waste and energy transition projects. Land purchases funded by the capital program were more difficult to achieve due to market uplift and competition resulting in the overall capital program (including major projects) result being under the anticipated target. Inflationary impacts and market challenges, including supply chain and contractor availability have caused a range of delays and pricing variations which has been carefully managed throughout the financial year to deliver best value results. Projects yet to be completed will be the focus early in the new financial year.	PD: Project Delivery
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	100%			A Sustainable Service Planning program is underway that has been informed by the Community Satisfaction Survey 2022 and analysis of demographic, economic, community, technological and environmental trends that shape customer expectations. This program will seek to ensure Council services remain appropriate, efficient and effective for current and future communities as we advance the desired outcomes and vision for the region.	CPP: Corporate Planning and Performance

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	100%			Council's 2015-2025 Financial Sustainability Plan is currently under review, with the intention to finalise a revised plan in 2024. The long-term financial model, which underpins the Financial Sustainability Plan, was amended as part of the annual budget process and adopted by Council on 22 June 2023. Council's 2023/24 adopted budget provides a strong financial outlook, maintaining Council's financials within the recommended financial sustainability metrics while also delivering services and key infrastructure for the region. An external review was undertaken to improve the contributed and constructed asset write on process. The review is to be implemented over the coming financial year, with an outcome being to provide improvements in the workflow process.	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	100%			The 10-year Information Communications Technology capital program has been established, supporting eight core programs: systems rationalisation, cyber security, workplaces technology, records and information management, data platform, IT infrastructure / networks, improved customer experience for online web and service management.	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	95%			The draft Digital Plan 2023-27 has been aligned to Council's Corporate Plan 2023-2027, action plans and priorities and is in its final review and approval phase. The Plan will be finalised in the first quarter of 2023/24.	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	100%			Actions were taken to implement the new organisational values and bring them to life in daily activity within Council. A Diversity and Inclusion Advisory Group continues to meet regularly and share perspectives on how Council can continue to be inclusive of people from all backgrounds. Council continued to recognise important cultural events. Council reached in-principle agreement with the unions for the next Field Based Certified Agreement and is proceeding to the employee vote. The Certified Agreement provides certainty of the key employment conditions for employees.	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	100%			The Wellbeing, Health and Safety Plan was implemented for this financial year. Phase two of the critical risk program was completed and included workshops undertaken for Dropped/falling Objects, Operating Vehicles, Working On, Beside or Near a Road Corridor, Plant Collision and Rollover and Occupational Violence. The next Phase of this project will commence in next financial year. The Safety Management System Overview and Architecture was developed. An updated safety risk management framework was developed. The Wellbeing, Health and Safety Plan will continue to be implemented in the next financial year.	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	95%			Relocations amongst Council's administration precinct are nearing completion, with the final stage of occupying City Hall forecast for end of July 2023. The final movement requires the completed fit out of level eight of City Hall which has experienced minor delays. Other minor works at various locations were completed through Quarter 4 to facilitate the vacating of Caloundra Administration Building ahead of its repurposing into a regional library and community facility. The depot strategy review has commenced and will progress through 2023/24, inclusive of broader consideration of future service delivery models as a key input.	SCCW: SCC Workplaces

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			The construction of the Sunshine Coast City Hall building has been completed and over 700 staff have now been inducted and transitioned to an activity based working environment. Levels 1 to 7 are now fully operational and final fit-out is being completed on level 8 with expected completion July 2023.	SCCW: SCC Workplaces
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	80%			Further optioneering and feasibility analysis has progressed in response to addressing the preferred functional requirements current cost estimates. This includes asset life examination to optimise future investment planning. Refining the options including prioritisation will be a key task in Quarter 1 2023/24, ahead of recommencing detail design.	SCCW: SCC Workplaces
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	100%			Detailed design is completed. The construction procurement process has advanced and at the end of reporting period was still under evaluation. Staff vacating has been completed and materials removal has commenced and will continue ahead of major works forecast to start in Quarter 1 2023/24. A preliminary Operational Management Plan for the building has been completed.	SCCW: SCC Workplaces

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	75%			Development of the People Plan and Digital Plan are key pillars of the Outstanding Organisation Strategy, and these pieces of work are nearing completion. The Digital Plan is expected to be finalised in Quarter 1 of 2023/24, and the People Plan will be delivered in the 2023/24 financial year.	BPGE: Group Executive Business Performance Group

Action Code	Action Name	Start Date	Due Date	Progress	On Time	On Budget	Comments	Branch
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	100%			The Office of the Information Commissioner (OIC) is currently undertaking its follow up audit of Council's Compliance Audit of the application of the *Right to Information Act 2009* and the Information *Privacy Act 2009.* The recommendations that are currently in progress, have revised completion dates that reflects the time and resourcing required for completion. The remaining items are well underway and are due for completion during 2023/24.	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	100%			The revised Risk Management Framework is now complete and was supported by the Audit Committee in May 2023. Mitigation and control reporting will proceed for the 2023/24 financial year.	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	100%			Funding partnerships and contributions from other tiers of government are critical to deliver a number of projects and provide important infrastructure required to ensure our region is resilient and safe, and that our community thrives now and for future generations. During the quarter, Council was successful in establishing funding commitments towards transport infrastructure, community sporting facilities, parks and disaster management activities. In addition, Council continues to progress claims through the Queensland Reconstruction Authority for the February and March 2022 natural disaster declared flood event. On 2 June 2023, Council partnered with the Sunshine Coast Business Council and Infrastructure Association of Queensland to host the inaugural Sunshine Coast Infrastructure Summit with attendees from all tiers of government, industry and business leaders and the community. This event will provide input into establishing the priority infrastructure needs for the Sunshine Coast through to 2050.	CPP: Corporate Planning and Performance
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	100%			The Relationship Framework in respect external communications, including social media and graphic design has been finalised. This included a review of all external communication practices.	C: Communication

8.3 JULY 2023 FINANCIAL PERFORMANCE REPORT

File No: Council Meetings

Author: Coordinator Financial Services
Business Performance Group

Attachments: Att 1 - July 2023 Financial Performance Report 87
Att 2 - Capital Grant Funded Project Report July 2023 97

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 30 June 2024 in terms of the operating result and delivery of the capital program.

Operating Performance

Table 1: Operating Budget as at 30 June 2024

	Original Budget $000
Total Operating Revenue	590,615
Total Operating Expenses	566,003
Operating Result	**24,612**

Details of the monthly financial report are contained in Attachment 1.

OFFICER RECOMMENDATION

That Council receive and note the report titled "July 2023 Financial Performance Report".

FINANCE AND RESOURCING

This report sets out the details of Council's financial performance and investments for the month ending 30 June 2023 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

Councillor Consultation

Consultation has been undertaken with the Portfolio Councillor, E Hungerford

Internal Consultation

This report has been written in conjunction with advice from:

- Acting 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 2023/24 Investment Policy and

Sunshine Coast Council's 2023/24 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

Special Meeting 22 June 2023 (SM23/2)

That Council:

1. STATEMENT OF ESTIMATED FINANCIAL POSITION

receive and note Appendix A, pursuant to section 205 of the Local Government Regulation 2012, the statement of the financial operations and financial position of the Council in respect to the 2022/23 financial year

2. ADOPTION OF BUDGET

adopt Appendix A as tabled, pursuant to sections 169 and 170 of the Local Government Regulation 2012, Council's budget for 2023/24 financial year incorporating:

i. the statement of income and expenditure

ii. the statement of financial position
iii. the statement 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 25 May 2023)
viii. the Revenue Policy (adopted by Council resolution on 25 May 2023)
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 2023/24 Capital Works Program, endorse the indicative four-year program for the period 2025 to 2028, and note the five-year program for the period 2029 to 2033
xii. the rates and charges to be levied for the 2023/24 financial year and other matters as detailed below in clauses 3 to 10
xiii. the 2023/24 Minor Capital Works Program
xiv. the Strategic Environment Levy Policy
xv. the Strategic Arts and Heritage Levy Policy
xvi. the Strategic Transport Levy Policy and
xvii. the Derivatives Policy

Related Documentation

2023/24 Adopted Budget

Critical Dates

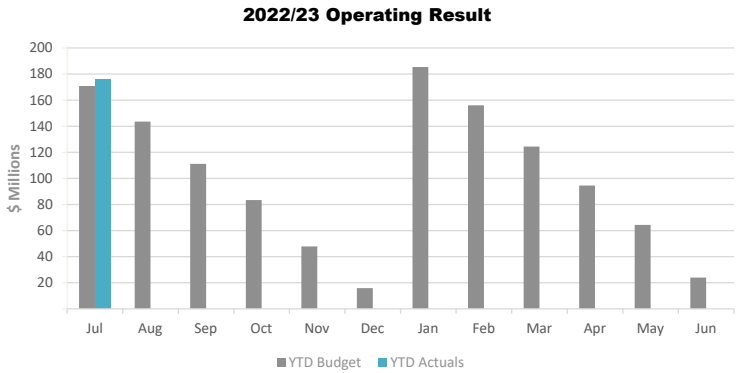
There are no critical dates for this report.

Implementation

There are no implementation details to include in this report.


2023-24
BUDGET
Financial Performance Report
July 2023
Sunshine Coast
COUNCIL

Statement of Income and Expenses

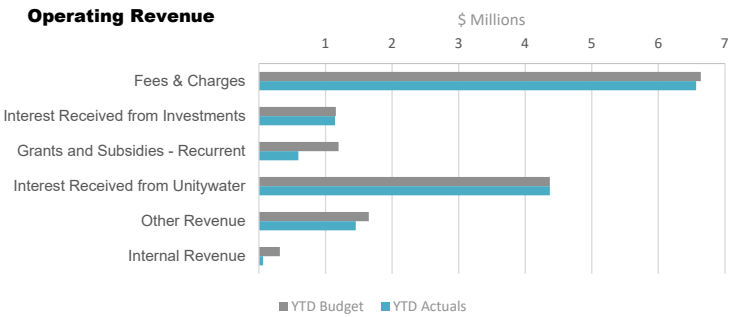


Council has a positive operating result of $176 million, which is $5 million above current budget as at 31 July 2023.

Statement of Income & Expenses

	Annual		YTD				Annual
	Original Budget $000	Current Budget $000	Current Budget $000	Actuals $000	Variance $000	Variance %	Forecast Budget $000
Operating Revenue							
Net Rates and Utility Charges	405,349	405,349	200,528	202,206	1,678	0.8%	405,349
Fees and Charges	82,335	82,335	6,638	6,567	(71)	(1.1%)	82,335
Interest Received from Investments	13,850	13,850	1,154	1,143	(12)	(1.0%)	13,850
Operating Grants and Subsidies	14,977	14,977	1,195	591	(603)	(50.5%)	14,977
Operating Contributions	320	320	4	2	(1)	(34.6%)	320
Unitywater Participation	52,438	52,438	4,370	4,370	-	-	52,438
Other Revenue	17,787	17,787	1,650	1,455	(195)	(11.8%)	17,787
Internal Sales/Recoveries	3,560	3,560	315	62	(253)	(80.4%)	3,560
Total Operating Revenue	**590,615**	**590,615**	**215,853**	**216,396**	**543**	**0.3%**	**590,615**
Operating Expenses							
Employee Costs	176,203	176,203	11,598	9,988	(1,609)	(13.9%)	176,203
Materials and Services	235,600	235,600	16,745	14,183	(2,562)	(15.3%)	235,600
Finance Costs	13,137	13,137	1,159	1,027	(132)	(11.4%)	13,137
Company Contributions	4,657	4,657	4,587	4,586	(0)	(0.0%)	4,657
Depreciation Expense	105,674	105,674	8,848	8,848	-	-	105,674
Other Expenses	26,732	26,732	1,781	1,617	(164)	(9.2%)	26,732
Recurrent Capital Expenses	4,000	4,000	261	261	(0)	(0.0%)	4,000
Total Operating Expenses	**566,003**	**566,003**	**44,978**	**40,510**	**(4,468)**	**(9.9%)**	**566,003**
Operating Result	**24,612**	**24,612**	**170,875**	**175,885**	**5,010**	**2.9%**	**24,612**
Capital Revenue							
Capital Grants and Subsidies	70,837	70,837	3,765	3,765	(0)	(0.0%)	70,837
Capital Contributions - Cash	32,384	32,384	490	490	(0)	(0.0%)	32,384
Capital Contributions - Fixed Assets	82,820	82,820	932	932	0	0.0%	82,820
Total Capital Revenue	**186,041**	**186,041**	**5,187**	**5,187**	**(0)**	**(0.0%)**	**186,041**
Non-recurrent Expenses							
Profit/Loss on disposal, revaluation & impairment	-	-	-	-	-	-	-
Movements in landfill and quarry provisions	3,070	3,070	248	248	-	-	3,070
Assets Transferred to Third Parties	-	-	-	-	-	-	-
Total Non-recurrent Expenses	**3,070**	**3,070**	**248**	**248**	**-**	**-**	**3,070**
Net Result	**207,583**	**207,583**	**175,814**	**180,824**	**5,010**	**2.8%**	**207,583**

Operating Result – July 2023



Operating Summary

	Annual		YTD			
	Original Budget $000s	Current Budget $000s	Current Budget $000s	Actuals $000s	Variance $000s	Variance %
Operating Revenue	590,615	590,615	215,853	216,396	543	0.3%
Operating Expenses	562,003	562,003	44,717	40,249	(4,468)	(9.9%)
Recurrent Capital Expenses	4,000	4,000	261	261	(0)	(0.0%)
Operating Result	**24,612**	**24,612**	**170,875**	**175,885**	**5,010**	**2.9%**
Capital Revenue	186,041	186,041	5,187	5,187	(0)	(0.0%)
Non-recurrent Expenses	3,070	3,070	248	248	-	-
Net Result	**207,583**	**207,583**	**175,814**	**180,824**	**5,010**	**2.8%**

As at 31 July 2023, $216 million operating revenue had been achieved which is $543,000 more than budget.

Significant revenue variances:

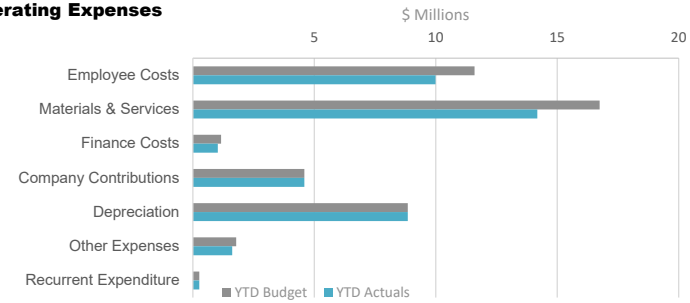
- **Net Rates and Utility Charges –** General rates and levies have been issued to all rateable properties in July. Waste Commercial and Domestic rubbish collection are ahead of the expected budget
- **Operating Grants and Subsidies –** Council has received a $300,000 Cascading Climate Risk grant during July

Substantial Revenue Variance for the Period Ending July 2023

	Annual		YTD				Annual
	Original Budget $000	Current Budget $000	Current Budget $000	Actuals $000	Variance $000	Variance %	Forecast Budget $000
Operating Revenue							
Net Rates and Utility Charges	405,349	405,349	200,528	202,206	1,678	0.8%	405,349
Operating Grants and Subsidies	14,977	14,977	1,195	591	(603)	(50.5%)	14,977

Operating Result – July 2023 (continued)

Operating Expenses



Operating Summary

	Annual		YTD			
	Original Budget $000s	Current Budget $000s	Current Budget $000s	Actuals $000s	Variance $000s	Variance %
Operating Revenue	590,615	590,615	215,853	216,396	543	0.3%
Operating Expenses	562,003	562,003	44,717	40,249	(4,468)	(9.9%)
Recurrent Capital Expenses	4,000	4,000	261	261	(0)	(0.0%)
Operating Result	**24,612**	**24,612**	**170,875**	**175,885**	**5,010**	**2.9%**
Capital Revenue	186,041	186,041	5,187	5,187	(0)	(0.0%)
Non-recurrent Expenses	3,070	3,070	248	248	-	-
Net Result	**207,583**	**207,583**	**175,814**	**180,824**	**5,010**	**2.8%**

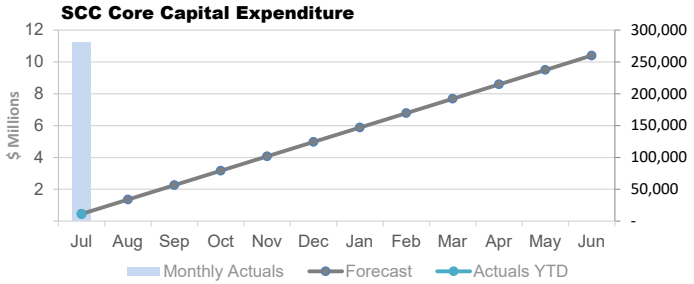
Substantial Expenditure Variance for the Period Ending July 2023

	Annual		YTD				Annual
	Original Budget $000	Current Budget $000	Current Budget $000	Actuals $000	Variance $000	Variance %	Forecast Budget $000
Operating Expenses							
Employee Costs	176,203	176,203	11,598	9,988	(1,609)	(13.9%)	176,203
Materials and Services	235,600	235,600	16,745	14,183	(2,562)	(15.3%)	235,600

As at 31 July 2023, $176 million had been expended resulting in a variance of $4.5 million (9.9%) lower than budget.

- Employee costs are below budget for the current financial year due to vacancies throughout the organisation.
- Quarry Services, Corporate Building Maintenance, Gravel Roads maintenance under budget

Capital Expenditure - July 2023

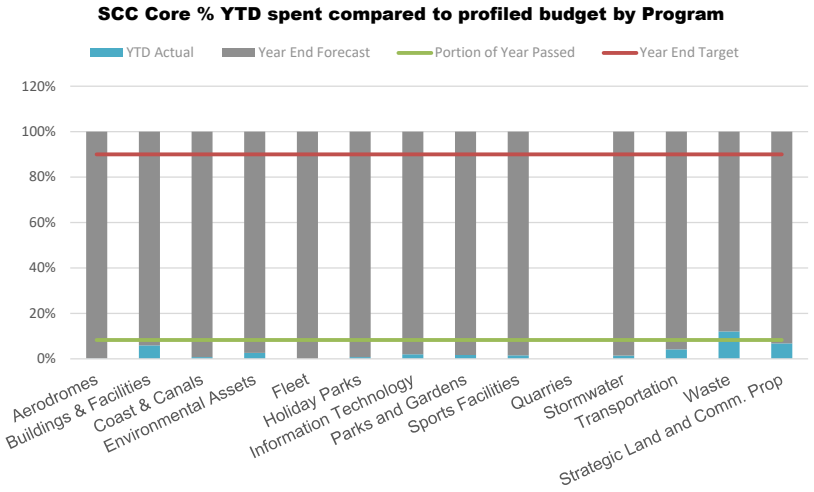


- As at 31 July 2023, $13.9 million (4.2%) of Council's $331 million Capital Works Program was financially expended.
- The Core Capital Program has progressed 4.3% of budget, an actual spend of $11.2 million.
- Corporate Major Projects progressed 0.4%

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
Core Capital Works Program						
Aerodromes	845	845	1	0.2%	845	-
Buildings and Facilities	32,269	32,269	1,916	5.9%	32,269	-
Coast and Canals	7,677	7,677	62	0.8%	7,677	-
Environmental Assets	4,695	4,695	123	2.6%	4,695	-
Minor Works	5,205	5,205	107	2.1%	5,205	-
Fleet	5,242	5,242	-	-	5,242	-
Holiday Parks	2,556	2,556	20	0.8%	2,556	-
Information Technology	10,000	10,000	205	2.0%	10,000	-
Parks and Gardens	12,176	12,176	210	1.7%	12,176	-
Sports Facilities	19,438	19,438	301	1.6%	19,438	-
Quarries	-	-	41	-	41	41
Stormwater	17,845	17,845	261	1.5%	17,845	-
Transportation	116,910	116,910	4,914	4.2%	116,910	-
Waste	25,203	25,203	3,048	12.1%	25,203	-
Total SCC Core Capital Program	**260,062**	**260,062**	**11,210**	**4.3%**	**260,102**	**41**
Corporate Major Projects	32,975	32,975	147	0.4%	32,975	-
Strategic Land and Commercial Properties	37,680	37,680	2,576	6.8%	37,680	-
Maroochydore City Centre	-	-	3	-	-	-
Sunshine Coast Airport Runway	-	-	-	-	-	-
Total Other Capital Program	**70,655**	**70,655**	**2,726**	**3.9%**	**70,655**	**-**
TOTAL	**330,716**	**330,716**	**13,936**	**4.2%**	**330,757**	**41**

Capital Expenditure - July 2023 (continued)



Buildings and Facilities

- $2.9 million budget for Caloundra Indoor Sports Stadium progressed 31% with a spend of $883,000

Fleet

- $3.8 million of orders have been placed for delivery in the 2023-24 financial year.

Holiday Parks

- Construction has commenced for the replacement of the camp kitchen at the Cotton Tree Holiday Park

Stormwater

- Council's $2.5 million stormwater pipe relining program has commenced planning and will commence delivery in August 2023

Strategic Land and Commercial Properties

- Negotiations for land acquisitions associated with Council's trunk road infrastructure and open space requirements will continue through the new financial year

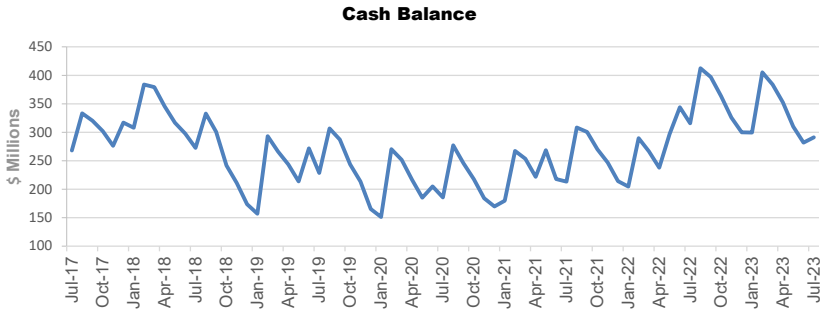
Transportation

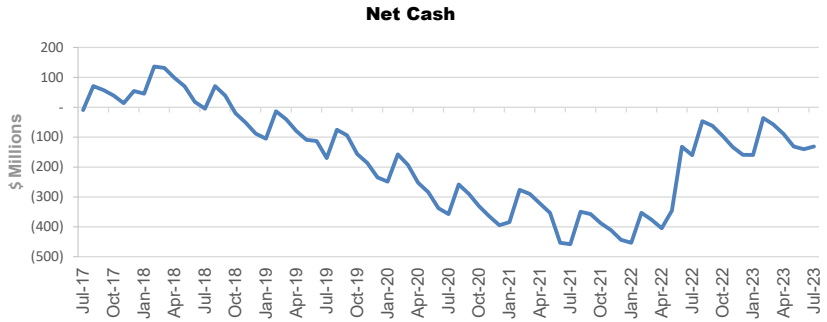
- Council's $24.5 million road resurfacing and rehabilitation program has progressed 11% with a spend of $2.7 million
- Council's $7.4 million Unsealed Road Upgrades program has progressed 16% with a spend of $1.2 million
- Council's $660,000 bus stop program has progressed 18% with a spend of $121,000

Waste

- Design and construction is progressing for the new material resource facility at the Nambour resource recovery centre with $2.2 million expensed during July

Cash Flows and Balance Sheet





Cash and Balance Sheet - July 2023	Original Budget $000s
CASH FLOWS	
Opening Cash	289,721
Net Cash Inflow/(Outflows) from:	
Operating Activities	83,314
Investing Activities	(170,353)
Financing Activities	4,457
Net Increase/(decrease) in Cash Held	**(82,581)**
Cash at year end	**207,140**
BALANCE SHEET	
Current Assets	264,955
Non Current Assets	7,297,361
Total Assets	**7,562,316**
Current Liabilities	191,950
Non Current Liabilities	527,570
Total Liabilities	**719,520**
Net Community Assets/Total Community Equity	**6,842,797**

- Council's cash at 31 July 2023 is $291 million
- Council's debt at 31 July 2023 is $442 million

Debt

Sunshine Coast Council's debt program is governed by the 2023/24 Debt Policy, which was adopted with the Original Budget adoption on 22 June 2023.

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.

Council's anticipated borrowings for the 2023-24 financial year are forecast at $28.5 million and relate to:

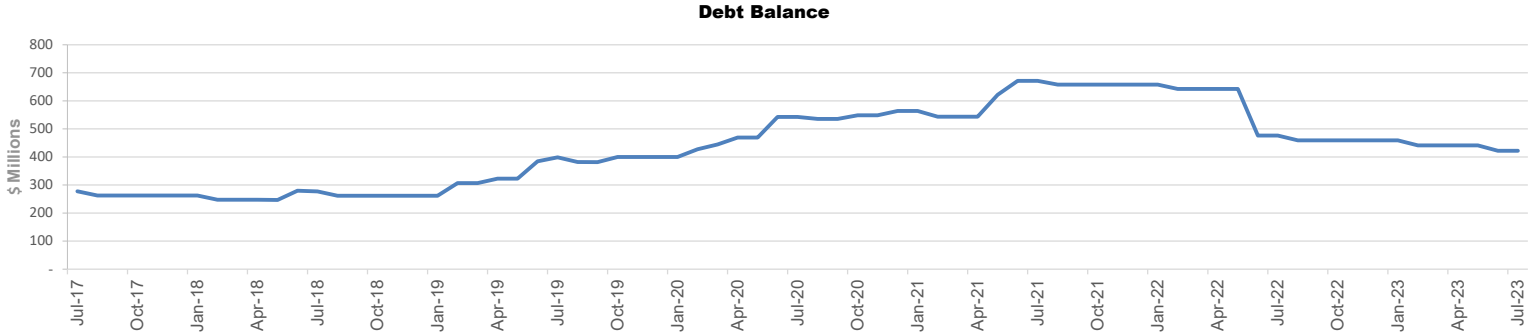
- $23.6 million for Waste
- $1.9 million for Holiday Parks
- $3 million for Sunshine Coast Stadium Upgrade

Council's current debt balance at 31 July 2023 is $442 million.

Debt - 2023/24

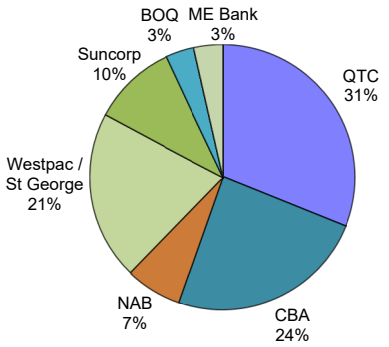
	Opening Balance $000	Debt Redemption $000	New Borrowings $000	Closing Balance $000
Sunshine Coast Council Core	335,286	18,103	28,542	345,724
Maroochydore City Centre	106,481	6,042	-	100,439
Total	**441,767**	**24,145**	**28,542**	**446,164**

Table 1: 2023/24 Final Debt Balance

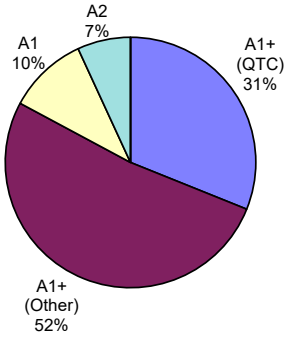


Investment Performance

Investment per financial institution (%)



Investment by Standard & Poor's (Short Term Credit Rating)



Investment Performance - July 2023

Liquidity as at:	$'000's	31/07/2023
At-call accounts		
QTC + CBA (excl. trust)	139,831	48.02%
Maturities within 7 days	-	0.00%
Total at-call	**139,831**	**48.02%**
Investment Policy Target		10.00%

Term deposits maturing:	$'000's	Count
within 30 days	5	50,000
30-59 days	2	20,000
60-89 days	2	20,000
90-179 days	2	20,000
180-364 days	2	30,000
1 year - 3 years	-	-
Total	**13**	**140,000**

INVESTMENT SUMMARY (including Trust) as at:	31/07/2023		30/04/2023		31/07/2022		Investment Policy Individual Limit	Investment Policy Group Limits
A1+ (QTC)	90,524	31%	129,283	36.5%	266,469	84.3%	100%	100%
A1+ (Other)	150,685	52%	175,184	49.4%	39,555	12.5%	40%	100%
A1	30,000	10%	30,000	8.5%	-	0.0%	30%	50%
A2	20,000	7%	20,000	5.6%	10,000	3.2%	30%	45%
A3	-	0%	-	0.0%	-	0.0%	5%	10%
Total Funds	**291,209**		**354,467**		**316,024**			
FUND SUMMARY								
General Funds	279,831		342,580		305,460			
Trust Funds	11,378		11,888		10,564			
Total Funds	**291,209**		**354,467**		**316,024**			

- All investment parameters remain within the guidelines established by the Investment Policy.
- For the month ending 31 July 2023 Council had $280 million cash (excluding Trust Fund), with an average interest rate of 4.86%, being 0.21% above benchmark. This is compared to the same period last year with $305 million cash (excluding Trust Fund) with an average interest rate of 1.6%, being 0.01% above benchmark.
- The benchmark used to measure performance of cash funds is Bloomberg AusBond Bank Bill index (BAUBIL).



2023/24 Financial Year Grant Funding

	Description	Division	Suburb	Estimated Construction Start Month	Construction Completed Month	TOTAL Grant Revenue $'000	Project Expenditure to date $'000
Federal Government						**($4,473)**	**$2**
1	***Roads to Recovery Program***					**($3,644)**	
	Local Road and Community Infrastructure Grant Funding - Round 3 - Agreement end date 30 June 2023					**($370)**	**$1**
2	H5465 - LRCIP3 Lake Weyba Foreshore Trail Upgrade	Division 09	Doonan			($370)	$1
	Black Summer Bushfire Recover Grants Program					**($459)**	**$1**
3	K3402 - Nambour Showgrounds PA System	Division 10	Nambour			($459)	$1
State Government						**($40,364)**	**$937**
4	***Disaster Recovery Funding Arrangements***					**($31,657)**	
	2022-24 Local Government Grants and Subsidies Program					**($800)**	**$3**
5	H5637 - Caloundra Headland Coastal Pathway	Division 02	Kings Beach	May 2023	December 2023	($800)	$3
	Queensland Transport Cycle Network Program					**($2,110)**	**$1**
6	H3839 - LGIP Stringybark Rd Footbridge-Pathway	Division 07	Sippy Downs	September 2023	December 2023	($2,100)	$1
7	H4617 - Mooloolaba School Precinct	Division 04	Mooloolaba			($10)	$0
	Community Recreational Assets Recovery Resilience Program					**($750)**	
8	H1977 - CRARRP - Maroochy Multi-Sports Development	Division 07	Maroochydore			($297)	$0
9	K4238 - CRARRP - Maroochydore Regional Football	Division 07	Kunda Park			($40)	$0
10	K4240 - CRARRP - Suncoast Hinterland BMX Club	Division 05	Landsborough			($81)	$0
11	K4243 - CRARRP - Sugar Bag Eastern Trail Repairs	Division 02	Caloundra West			($279)	$0
12	K4244 - CRARRP - Parklands Conservation Park Tra	Division 09	Bli Bli			($52)	$0
13	***Passenger Transport Accessible Infrastructure Program***					**($330)**	
	Transport Infrastructure Development Scheme					**($1,954)**	**$24**
14	H4615 - Sippy Downs School Precinct	Division 06	Sippy Downs			($500)	$5
15	H4613 - Cotton Tree Precinct Improvements	Division 04	Maroochydore			($190)	$0
16	H8416 - Emu Mountain Road Pathway Construction	Division 09	Coolum Beach			($120)	$6
17	K2723 - Camp Flat Road Upgrade Stage 4	Division 09	Bli Bli	August 2023		($1,144)	$13
	South East Queensland Community Stimulus Program - Agreement end date 30 June 2024					**($2,462)**	**$908**
18	H1670 - SEQCSP First Avenue Streetscape	Division 04	Maroochydore	October 2022	November 2023	($910)	$1
19	K1618 - SEQCSP Caloundra Indoor Sports Stadium - Roof Replacement	Division 02	Caloundra	June 2023	September 2023	($357)	$884
20	K1647 - SEQCSP Outrigger Park - Public Amenity	Division 04	Minyama		September 2023	($178)	$4
21	H7863 - SEQCSP Coolum Sports Complex intersection	Division 09	Coolum Beach	September 2023	January 2024	($647)	$2
22	H4605 - SEQCSP Eumundi Town Centre Placemaking	Division 10	Eumundi	July 2023	March 2024	($170)	$5
23	K1308 - SEQCSP Ocean Street Placemaking Renewal	Division 08	Maroochydore	May 2023	June 2024	($200)	$13
	Qcoast 2100					**($300)**	**$0**
24	K4295 - Esplanade Golden Beach Foreshoare Rehabiliation	Division 02	Golden Beach			($300)	$0
	Project Complete						

8.4 MACROPOD CONSERVATION PLAN

File No: Council Meetings

Author: Senior Natural Areas Programming Officer
Liveability & Natural Assets Group

Appendices: App A - Macropod Conservation Plan 335/411

PURPOSE

The purpose of this report is to present the *Macropod Conservation Plan* for Council consideration and endorsement.

EXECUTIVE SUMMARY

The Sunshine Coast Environment and Liveability Strategy 2017 sets the long-term strategic direction for the region's natural environment, including maintaining viable populations of native animals and animal movement between priority habitat areas. The preparation of the *Macropod Conservation Plan* is in response to Council's commitment to the long-term conservation of macropods within the region and complements the existing fauna conservation plans already endorsed by Council.

The purpose of the *Macropod Conservation Plan* is to guide actions in promoting sustainable populations of eastern grey kangaroos and other macropods within the Sunshine Coast Local Government Area.

The plan has a high focus on populations of eastern grey kangaroos (*Macropus giganteus*)—due to the significant trend in the local decline of this species over recent years and the extent to which this has been brought to Council's attention by the community.

The Plan offers a whole of landscape and integrated partnerships approach to macropod conservation and can serve as a guide for Council by:

- spatially identifying macropod habitat, occurrence clusters, movement pathways and threat overlays.
- setting out the approaches to be adopted in supporting sustainable macropod populations with a high priority for eastern grey kangaroos.
- allocating responsibilities to stakeholders and council teams to ensure desired outcomes are reached during the life of this ten-year plan.

The success of the Plan relies on meeting objectives that are measurable, attainable, and prioritised according to resource availability. To achieve this a strategic framework is the foundation of the plan comprised of the following desired outcomes:

1. Management is evidence based and informed by contemporary research and knowledge of Sunshine Coast macropod populations.
2. Supporting guidelines for planning and development assessments are in place for the protection of macropods and their habitat.
3. The impacts of threatening processes on macropods in the Sunshine Coast local government area are understood and minimized.
4. A landscape approach to macropod conservation is achieved through advocacy, education, and partnerships with the community.

Delivery of the plan is guided by a detailed implementation plan that will be reviewed annually.

The development of the *Macropod Conservation Plan* has been completed following two phases of community consultation:

Phase one draft plan preparation: Internal/external stakeholder workshops to gather information for the plan. Information was gathered to develop population distribution and threat mapping for local plan areas, wildlife injury road hotspots, and key habitat across the Sunshine Coast LGA.

Phase two community consultation: The aim of the consultation was to invite the community to have their say on Council's plan to help kangaroos, wallabies and pademelons thrive on the Sunshine Coast.

Macropods, particularly the eastern grey kangaroo, are iconic species in eastern Australia. However, Council's aspirational vision for the *Macropod Conservation Plan* is about more than protecting iconic species. This Plan, with the assistance of the community, will help ensure that creating safe space for other native species remains front of mind as the Sunshine Coast region continues to grow.

There is a strong desire by the Sunshine Coast community to protect current and future macropod populations in the local government area (LGA). There are many dedicated residents, wildlife rescue/care groups, researchers, conservationists, and advocates who support the development of a conservation plan for our macropods. Commitment by Sunshine Coast residents, businesses, industry, and community groups is integral to the success of any species conservation plan.

The Sunshine Coast is home to a beautiful array of native wildlife and the Council recognises that wildlife management is a shared responsibility across multiple land tenures. Because of this, the *Macropod Conservation Plan* highlights the importance of partnerships with all stakeholders across the Sunshine Coast to contribute to this plan.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Macropod Conservation Plan"

(b) endorse the Macropod Conservation Plan (Appendix A) and

(c) note the Macropod Conservation Plan will inform the preparation and staged implementation of projects for consideration in future capital and operational budgets and applications for external funding opportunities.

FINANCE AND RESOURCING

Implementation costs for the Macropod Conservation Plan are detailed within the Action Plan section of Appendix A.

Current environment levy funding (combined with delivery of the Koala Conservation Plan) is a supported project for the next three years – reviewed annually at $85,000.

Current environment levy funding for the fauna movement project (all species of wildlife) is a supported project for the next three years – reviewed annually at $50,000.

Unitywater, Department of Transport and Main Roads (DTMR) and TransLink are potential funding partners for large fauna crossing infrastructure projects, which have costs in excess of the funding available through current Council supported programs.

CORPORATE PLAN

Corporate Plan Goal:	***Our environment and liveability***
Outcome:	2.2 - Protection and enhancement of our natural assets and distinctive landscapes
Operational Activity:	2.2.3 Finalise community consultation and seek endorsement for implementation of wildlife conservation plans for Marine Turtles and Macropods, which will deliver identified actions to support the recovery and conservation of these populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.

CONSULTATION

Councillor Consultation

In 2020, support was provided to commence preparation of a draft *Macropod Conservation Plan*.

In 2021, Divisional Councillors were invited to the stakeholder workshops for the draft plan.

Internal Consultation

One internal stakeholder workshop for the preparation of the draft Plan was undertaken. The draft Plan was subsequently sent to internal stakeholders to provide feedback.

- Environmental Operations
- Development Services
- Environment and Sustainability policy
- Healthy Places
- Strategic Planning - Planning Scheme
- Transport and Infrastructure Management

External Consultation

Two external stakeholder workshops were held. These included representatives from wildlife care groups, Australia Zoo Wildlife Hospital, University of the Sunshine Coast wildlife ecologists and Sunshine Coast Environment Council.

Have Your Say page – providing copies of the plan to the community and an opportunity to provide feedback over a four-week period in May 2023, including an interactive mapping tool for macropod sightings and a prioritisation survey for key actions in the plan.

The draft Plan was promoted widely through Have Your Say registered notifications, Facebook, local news, local newspapers, councillor project news, direct emails to stakeholders and through interviews on local radio.

Community Engagement

The *Macropod Conservation Plan* was prepared across two phases of community consultation, Phase 1 – stakeholder workshops and draft plan preparation from October 2020 to January 2021, and Phase 2 – completion of the draft plan and community consultation from February 2022 to June 2023.

<u>Phase 1 - Preparing the draft Plan</u>

Stakeholder workshops —using maps of local plan areas. One internal and one external workshop developing threat mapping, wildlife injury road hotspots, key habitat areas and population records.

External stakeholders were the local wildlife care groups, Sunshine Coast Environment Council, Coolum and North Shore Coast Care, Australia Zoo wildlife hospital and USC wildlife ecologists. Councillors were also invited.

Phase 2 - Community consultation

Consultation on the draft *Macropod Conservation Plan* through Council's Have Your Say Platform was open for 4 weeks commencing on May 5th, 2023, and another final external stakeholder workshop was delivered inviting participants from the first Phase 1 workshop.

The aim of the consultation was to invite the community to have their say on Council's plan to help kangaroos, wallabies and pademelons thrive on the Sunshine Coast.

The draft *Macropod Conservation Plan*, the Action Plan and Background Report were available on the Have Your Say page. The community was asked to complete a survey to prioritise actions from the plan, provide any general feedback about the plan and, using an interactive map, mark any sightings of macropods during the consultation period. In addition to the Have Your Say page, all community groups who were involved in the early development of the plan (wildlife care groups and Australia Zoo Wildlife Hospital) were invited to a stakeholder workshop.

1,228 individuals engaged with the material on the Have Your Say website, providing a good insight into community sentiment for those that engaged.

The Plan was supported by the community and only minor changes proposed, which are consistent with, and strengthen or provide clarity to, the desired outcomes and strategic intent of the Plan. The purpose/intent of the Plan and all desired outcomes are supported and retained and the only change to the draft *Macropod Conservation Plan* was the removal of tourism from the actions. Feedback on the background report identified a need to commission a new, updated report with more recent population data to inform future revisions of the *Macropod Conservation Plan.*

PROPOSAL

Sunshine Coast residents and visitors place a high value on the region's beautiful natural amenity and relaxed lifestyle. It is a region of abundant natural resources with 55% of its native vegetation remaining, over 78,000 ha of open spaces, and diverse wildlife. But it is also a rapidly developing region, with population expected to exceed 500,000 by 2041. While this brings economic and lifestyle opportunities to the region, it also increases the necessity to protect the native species with whom we share this space.

The *Sunshine Coast Environment and Liveability Strategy 2017* sets the long-term strategic direction for the region's natural environment, including maintaining viable populations of native animals and animal movement between priority habitat areas. The preparation of the *Macropod Conservation Plan* is in response to Council's commitment to the long-term conservation of macropods within the region.

The *Macropod Conservation Plan* prepares for the effects of human population growth and climate change on wildlife in our urban and peri-urban areas—to protect our healthy, smart, creative lifestyle.

Macropods, particularly the eastern grey kangaroo, are iconic species in eastern Australia. However, Council's aspirational vision for the *Macropod Conservation Plan* is about more than protecting iconic species. This Plan, with the assistance of the community, will help ensure that creating safe space for other native species remains front of mind as the Sunshine Coast region continues to grow. Commitment by Sunshine Coast residents, businesses, industry, and community groups is integral to the success of the plan.

There is a strong desire by the Sunshine Coast community to protect current and future macropod populations in the local government area, particularly the highly visible urban populations of eastern grey kangaroos—reflected in the over 400 contributions to the online mapping survey, and frequent customer requests received by Council requesting macropod

protection. There are many dedicated residents, wildlife rescue/care groups, researchers, conservationists, and advocates who support the development of a conservation plan for our macropods.

The Plan considers and integrates a complex array of issues, data and expert opinion and is underpinned by a literature review of the focal species' ecology, preferred habitat, home ranges and characteristics of the landscape that facilitate or limit movement of macropods.

A concise framework of desired outcomes and actions is proposed to be delivered through a whole of landscape approach incorporating, recognising, and working with existing agencies associated with wildlife conservation, care, and management.

The purpose of the *Macropod Conservation Plan* is to guide actions in promoting sustainable populations of eastern grey kangaroos and other macropods within the Sunshine Coast Local Government Area.

The plan has a specific focus on populations of eastern grey kangaroos (*Macropus giganteus*) — due to the significant trend in the local decline of this species over recent years and the extent to which this has been brought to Council's attention by the community.

The Plan offers a whole of landscape and integrated partnerships approach to macropod conservation and can serve as a guide for Council by:

- spatially identifying macropod habitat, occurrence clusters, movement pathways and threat overlays.
- setting out the approaches to be adopted in supporting sustainable populations with a high priority for eastern grey kangaroos.
- allocating responsibilities to stakeholders and council teams to ensure desired outcomes are reached during the life of this ten-year plan.

The success of the Plan relies on meeting objectives that are measurable, attainable, and prioritised according to resource availability. To achieve this a strategic framework is the foundation of the plan comprised of the following desired outcomes:

1. Management is evidence based and informed by contemporary research and knowledge of Sunshine Coast macropod populations.
2. Supporting guidelines for planning and development assessments are in place for the protection of macropods and their habitat.
3. The impacts of threatening processes on macropods in the Sunshine Coast local government area are understood and minimized.
4. A landscape approach to macropod conservation is achieved through advocacy, education, and partnerships with the community.

Development of the plan has been informed by significant input from key stakeholders including wildlife care groups, researchers, local environment groups and Australia Zoo Wildlife Hospital. A detailed Macropod Conservation Plan Background Report, made available during community consultation, provided important background information to inform the development of draft Plan, and the results of the recent genetic research and population studies undertaken by the University of the Sunshine Coast continues to inform the outcomes of the Plan, providing details of movement pathways, distribution history and population numbers. This is an advanced tool that will assist in the implementation of the Plan.

The Plan includes a detailed Action Plan (Appendix B) that will be reviewed annually.

Partnerships Approach

The Sunshine Coast is home to a beautiful array of native wildlife and the Council recognises that wildlife management is a shared responsibility across multiple land tenures. Because of this, the *Macropod Conservation Plan* highlights the importance of partnerships with all stakeholders across the Sunshine Coast to contribute to this plan.

Under the *Nature Conservation Act 1992* the Queensland Government has statutory authority for the protection of all native wildlife with actions for macropods being led by the Department of Environment and Science. Other key stakeholders include community wildlife care groups, the Queensland Department of Transport and Main Roads, private industry, and Australia Zoo.

Table 1 lists the Macropod Conservation Plan actions and the associated community support for each action from the community consultation.

Table 1. Macropod Conservation Plan actions – community consultation support

Develop a series of **guidelines** that can be used by Council and the community **for better planning advice, road and landscape designs** which create safer places for macropod movement (cost med)	86.76% 177
On Council roads, **install appropriate and effective injury/mortality mitigation** measures (strategic sign installation, virtual fencing, targeted traffic calming) at kangaroo-related road **accident hot spots**. See background paper: Appendix 5) (cost med-high)	85.78% 175
Contribute to safe macropod movement and critical habitat **mapping to identify where macropods could persist** during unsuitable climatic periods, drought, bushfire and with urban development pressures (cost med)	85.78% 175
Collaborate with Queensland Government agencies for a coordinated fauna movement approach including the installation of signage and **fauna movement infrastructure** at priority locations (cost low-high)	75.98% 155
Support USC **research** partnership to refine threat mapping which identifies hotspots where actions need to be taken (cost med)	72.06% 147
Develop targeted **educational material and a communication plan**—consistent with the background paper key messages and incorporating the "save my mob" marketing tool (cost low)	51.47% 105
Engage with Traditional Owners to incorporate Traditional Knowledge and practices into education and on-ground management (cost low-med)	49.51% 101
Develop a publicly available **app for better recording of roadkill data** (cost med)	40.20% 82
Consider promoting macropod populations as a valuable **tourism** attraction (cost med)	37.75% 77

Based on the feedback from community consultation on the draft Plan, and subsequent officer recommendations, the only change was the removal of tourism action from the actions list. The purpose/intent of the plan and all desired outcomes are supported and have been retained.

Actions will be prioritised for the next three years in order of what was prioritised in the community consultation. This includes updating the background report with more current

population and threat mapping data, updating and consolidating infrastructure and development guidelines for safe movement and habitat protection of macropods, and collaboration with state agencies for integrated outcomes to support safe movement and habitat protection.

The *Macropod Conservation Plan* is an important tool for Council and the community—transparently demonstrating Council's management intent, and how various threats can be sustainably addressed by council and the community.

Legal

There are no legal implications relevant to this report

Policy

This proposal is consistent with Council's:

Corporate Plan Goal:	***Our environment and liveability***
Outcome:	2.2 - Protection and enhancement of our natural assets and distinctive landscapes
Operational Activity:	2.2.3 Finalise community consultation and seek endorsement for implementation of wildlife conservation plans for Marine Turtles and Macropods, which will deliver identified actions to support the recovery and conservation of these populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.

Environment and Liveability Strategy 2017

- *Strategic Pathway 2. Protection and enhancement of our natural assets and distinctive landscapes*
    - 6. 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.
- *Strategic Pathway 5. A reputation for innovation and sustainability*
    - 24. Building our knowledge Enabling evidence-based decisions for a healthy environment and liveable Sunshine Coast.

Sunshine Coast Community Strategy

Outcome 4. Connected Resilient Communities.

- Priority area: Community resilience is strengthened through collaboration and capacity building

Risk

The endorsement of the *Macropod Conservation Plan* is an important action in reducing risk to Council by providing a strategically and practically aligned delivery model for management of macropods. The plan takes an evidence-based approach to best practice management of macropods and is widely supported by the community. Endorsement of the *Macropod Conservation Plan will* significantly reduce reputational, environmental, and regulatory risks to Council by providing clear direction on Council's approach to management of macropods for the next 10 years.

Previous Council Resolution

There are no previous Council resolutions related to this report.

Related Documentation

There is no related documentation relevant to this report.

Critical Dates

There is no related documentation relevant to this report.

Implementation

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will progress the implementation of the *Macropod Conservation Plan* and supporting communications.

8.5 MARINE TURTLE CONSERVATION PLAN

File No: Council Meetings

Author: Senior Natural Areas Programming Officer
Liveability & Natural Assets Group

Appendices: App A - Marine Turtle Conservation Plan - Part A - Strategic Plan 369/411

App B - Marine Turtle Conservation Plan - Part B - Implementation Plan 395/411

PURPOSE

The purpose of this report is to present the Marine Turtle Conservation Plan for Council consideration and endorsement.

EXECUTIVE SUMMARY

The Sunshine Coast's beaches and coastal waters provide critical habitat for six species of marine turtles. As the global environment changes, these habitats together with our local climate is forecast to be an increasingly important refuge for future populations of these marine turtles.

Ensuring that turtles and people co-exist in our region into the future provides both challenges and opportunities for our community. The *Marine Turtle Conservation Plan* has been developed to explore and address these, and to map a path of action to ensure the best outcomes for all.

The *Marine Turtle Conservation Plan*, together with all of Council's species-specific fauna plans provide Council's response to State and Commonwealth legislative requirements and local community expectations. This includes plans for endangered species with state interests (Koalas, Flying-foxes and Loggerhead turtles).

The Regional Flying-fox Management Plan and Koala Conservation Plan were endorsed by Council in 2016 and 2015 respectively.

The *Marine Turtle Conservation Plan* aims to ensure the protection and conservation of iconic threatened marine turtle species that call the Sunshine Coast home. The associated TurtleCare citizen science volunteer program, is a key activity that supports these conservation outcomes on the Sunshine Coast and has grown significantly (from 10 to over 200 volunteers). The program is supported by substantial monitoring information and advancements in technology that can be applied to future sustainable planning within our Biosphere.

The long-term vision and primary goal of the plan were developed by the stakeholder working groups and reflect the intent of the plan to be solutions based and inclusive of a growing population on the Sunshine Coast.

The Plan's vision is:

> *"Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people."*

The primary goal provides intermediate guidance:

> *"To support the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management."*

A comprehensive framework of actions and success indicators has been developed to guide the journey ahead and achieve the Plan's vision and primary goal.

The framework of the Plan, structured around three overlapping and mutually supportive themes, provides a strategically and practically aligned delivery model.

The themes are:

1. Turtle-sensitive lighting and coastal development.
2. Regional marine turtle recovery actions.
3. Sunshine Coast community based TurtleCare program delivery.

To support the recovery of marine turtles on the Sunshine Coast in line with recognised contemporary practice, an Implementation Plan (Part B) identifies strategic directions and actions under each of the themes and includes delivery partners, proposed timings, and cost.

Three phases of community and stakeholder engagement were undertaken in the preparation of the Plan.

Three phases of community and stakeholder engagement were undertaken in the preparation of the Plan.

- Phase 1 – tested the projects framework including the three themes - planning and policy, recovery actions, and community based TurtleCare. Reviewed the values and threats and developed the Plans vision and goals.

- Phase 2 – shared, tested and sought feedback from key stakeholder groups (internal and external) on the outcomes from phase 1 including the desired outcomes, strategic directions, and success indicators for each theme.

- Phase 3 – sought feedback from the broader community on the draft Plan that was finalised after phase 2.

In addition to community engagement activities, a Technical Advisory Panel was also established to review the technical information pertaining to citizen science; lighting; marine turtle recovery and ecology.

There is strong community support for the Plan and engagement identified common interests, concerns, and preferences across the community. While the majority of feedback was positive and supportive of the draft Plan, there were some areas identified that the community wanted Council to focus on, including addressing existing and future artificial light impacts and stronger protection for marine turtles.

The *Marine Turtle Conservation Plan (Part A and B)* provides a strategic framework that will guide marine turtle conservation outcomes and build community capacity to support these outcomes on the Sunshine Coast over the next 10 years.

This report seeks Council's endorsement of the *Marine Turtle Conservation Plan (Part A and B)*

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Marine Turtle Conservation Plan"

(b) endorse the Marine Turtle Conservation Plan Part A and Part B (Appendix A and B)

(c) note the Marine Turtle Conservation Plan will inform the preparation and staged implementation of projects for consideration in future capital and operational budgets and applications for external funding opportunities and

(d) note that the Marine Turtle Conservation Plan is being considered in the development of the New Planning Scheme Project, including in respect to the identification of a sea turtle nesting area and the incorporation of appropriate light spill reduction measures as provided for by State Planning Policy and associated guidance material.

FINANCE AND RESOURCING

Current operational funding for the TurtleCare program delivery is $37,328 (exclusive of staffing costs) and $146,328 (inclusive of staffing costs) ex GST and is reviewed annually.

Current return on investment from the TurtleCare volunteer citizen science program is 324%, with a volunteer replacement cost in 22/23 of $466,037.

Plan Implementation

Indicative costs for implementation of the Marine Turtle Conservation Plan are detailed in Part B – Implementation Plan.

A Marine Turtle Conservation Plan delivery project will be proposed for consideration in the 24/25 budget development process for consideration and funding. External funding opportunities will be sought to augment Council funding.

Human Resources

The proposed human resourcing of the TurtleCare program includes:
- 1 FTE Volunteer Coordinator (existing funds)
- 1 FTE Engagement Officer – First Nations Identified position (New role – options for external funding contributions/partnerships will be sought)
- 0.3FTE My Summer Workplace Intern (Existing operational funding)

A business case will be developed for the 2024/2025 budget for the additional resourcing required.

External Funding Opportunities

An investment prospectus will be developed to attract and identify opportunities for partnerships and sponsorship to support delivery of the Plan's actions. In addition, grants (e.g. Australian Research Council Linkage Grants) will be sought with research partners to deliver on priority research actions to improve conservation outcomes.

CORPORATE PLAN

Corporate Plan Goal:	***Our environment and liveability***
Outcome:	2.2 - Protection and enhancement of our natural assets and distinctive landscapes
Operational Activity:	2.2.3 Finalise community consultation and seek endorsement for implementation of wildlife conservation plans for Marine Turtles and Macropods, which will deliver identified actions to support the recovery and conservation of these populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.

CONSULTATION

A governance structure was established and implemented throughout the planning process to ensure that key internal and external stakeholders, and the broader community were

engaged and involved in the plan development process. This included a Project Planning team, Technical Advisory Panel (TAP) and Kabi Kabi Partnership Group.

Councillor Consultation

Councillors in divisions containing marine turtle nesting beaches and Environment and Liveability Portfolio Councillors were engaged throughout the preliminary planning and draft planning processes. This included involvement in five workshops as follows:

Phase 1 - Initiating the project and preparing the draft plan (1 internal and 1 external stakeholder workshop) – the purpose was to seek agreement on the structure and themes, input on values and threats, developed the vision and goals.

Phase 2 – Stakeholder workshop review of the draft plan (1 internal and 1 external stakeholder workshop)

Phase 3 – Final review of draft plan prior to broad community consultation

Internal Consultation

Internal Stakeholder workshops and policy focus groups provided input, ideas and advice to prepare the Plan and review specific wording in policy direction.

- Chief Executive Officer
- Group Executive, Liveability and Natural Assets
- Environmental Operations
- Development Services
- Strategic Planning
- Communications
- Transport and Infrastructure Management
- Environment and Sustainability Policy
- First Nations Partnerships
- Customer Response

External Consultation

Technical Advisory Panel (TAP)

The Technical Advisory Panel consisted of industry experts from the fields of citizen science, light engineering, Marine Turtle conservation and ecology and State Government

The TAP was convened at each milestone to review documents and provide best practice advice throughout the planning process and reviewing and refining the proposed actions of the Plan to ensure they were technically achievable and aligned with the State plans and policy for Marine Turtle conservation.

Kabi Kabi Partnership Group (KKPG)

The Kabi Kabi Partnership Group, comprised of Kabi Kabi native title claimant group board members and nominated representatives, provided input and advice on the preparation and review of the Plan.

Turtle Conservation Group Leaders

Group leaders from TurtleCare, Coolum and NorthShore Coast Care and Bribie Island Turtle Trackers who support the delivery of Council's TurtleCare program and are trained citizen scientists, authorised by the State government to carry out Marine Turtle conservation monitoring and actions on Sunshine Coast nesting beaches. The Turtle Conservation Group

Leaders (20) participated in two stakeholder workshops for the preparation (phase 1) and review (phase 2) of the Plan.

The involvement of Group Leaders early in the planning process ensured a greater likelihood of ownership and support for the Plan - providing local experience and knowledge of nesting Marine turtles on the Sunshine Coast and the logistics of volunteer work.

The Group Leaders provided input and advice on the structure of the plan, values, threats, vision and goals as well as reviewing the draft plan prior to broader community consultation.

Community Engagement

Three phases of community engagement were undertaken to inform the preparation of the Plan.

As part of the governance structure, the community stakeholder group and Kabi Kabi Partnership Group were convened at key milestones.

The community stakeholder group was made up of Councillors and Group Leaders of TurtleCare, Coolum and North Shore Coast Care and Bribie Island Turtle Trackers.

Phase One – Information sharing and gathering - *Completed Nov 2020.*

The intent of the first stage of community engagement was to co-design the plan—finalising the structure; providing input on the values and threats; develop the vision and goals; gather feedback and gain an early understanding of community sentiment.

Key outcomes:

- Positive and supportive sentiment for the project, the thematic structure.
- Developed a vision and goals.
- Detailed feedback on values, opportunities, and constraints to inform the next phase of the project.

Phase Two – Preparing the draft - *Completed September 2022*

The intent of the second stage of community engagement was to review the draft plan with a particular focus on the desired outcomes and strategic directions.

Key outcomes:

- Support for the vision and goals and overall content of the plan.
- Input on some of the wording in the desired outcomes and strategic directions.
- The feedback gathered informed the refinement of the Draft Plan prior to Stage 3 engagement.

Phase Three – Sharing the Draft Plan – *Completed June 2023*

Consultation through Council's Have Your Say platform was open for four weeks commencing May 19th. Five community members/organisations submitted further feedback via email.

To understand community sentiment and buy-in a participatory budget tool was used that identified ten new actions that would be delivered under the draft plan. An open comment field was also provided to capture additional comments on the plan from the community.

The draft Marine Turtle Conservation Plan and Implementation Plan were available on the Have Your Say page. The results of the online survey and additional stakeholder feedback demonstrated strong community sentiment for the Plan, and the community engagement process identified common interests, concerns, and preferences across the community.

PROPOSAL

The Sunshine Coast's beaches and coastal waters provide critical habitat for six species of marine turtles. As the global environment changes, these habitats together with our local climate is forecast to be an increasingly important refuge for future populations of these marine turtles.

Ensuring that turtles and people co-exist in our region into the future provides both challenges and opportunities for our community. The *Marine Turtle Conservation Plan* has been developed to explore and address these, and to map a path of action to ensure the best outcomes for all.

The *Marine Turtle Conservation Plan*, together with all of Council's species-specific fauna plans provide Council's response to State and Commonwealth legislative requirements and local community expectations. This includes plans for endangered species with state interests (Koalas, Flying-foxes and Loggerhead turtles).

The Regional Flying-fox Management Plan and Koala Conservation Plan were adopted by Council in 2016 and 2015 respectively.

The *Marine Turtle Conservation Plan* aims to ensure the protection and conservation of iconic threatened marine turtle species that call the Sunshine Coast home. The associated TurtleCare citizen science volunteer program, is a key activity that supports these conservation outcomes on the Sunshine Coast and has grown significantly (from 10 to over 200 volunteers). The program is supported by substantial monitoring information and advancements in technology that can be applied to future sustainable planning within our Biosphere.

The long-term vision and primary goal of the plan were developed by the stakeholder working groups and reflect the intent of the plan to be solutions based and inclusive of a growing population on the Sunshine Coast.

The Plan provides the necessary direction to support the growing TurtleCare citizen science management program and guide council decision making to achieve future conservation and management goals for nesting marine turtles and hatchlings within the Sunshine Coast LGA. **The Plan is particularly focused on the nesting and hatchling success of the critically endangered loggerhead and vulnerable green turtle populations**, however, specific measures to recover these two stocks will have flow on benefits for all other marine turtle species (four other species) found foraging in the coastal waters of the Sunshine Coast.

The *Marine Turtle Conservation Plan* represents the maturity of the TurtleCare program over the past 18 years and sets the strategic directions for marine turtle management on the Sunshine Coast over the next decade and beyond. It has been prepared as a guide and information tool for a range of users including Council, turtle volunteers, delivery partners and the broader community. The Plan identifies the values of marine turtles and marine turtle conservation on the Sunshine Coast and describes current and future risks, which are addressed in the strategic framework of the plan.

Marine turtles that regularly forage and nest along the Sunshine Coast are part of genetically distinct populations (called stocks) that are, in the case of the loggerhead turtle (south-west pacific genetic stock) severely depleted (by 90%) and subject to a range of continuing threats and pressures. Operating in combination, these threats must be reduced if the stocks are to recover to previous natural levels of abundance. **In recent years the Sunshine Coast was recognised as "habitat critical to the survival" of the endangered loggerhead turtle by** both Queensland and Commonwealth government policy.

The *Marine Turtle Conservation Plan* supports efforts by the Queensland and Australian Governments to stop the decline of depleted stocks, support recovery and maintain functional populations of marine turtles on the Sunshine Coast through managing threats, improving habitat quality, and strengthening community-based management.

All populations of marine turtles found on the coast are depleted or severely depleted and subject to ongoing threats to the point that effective management and mitigation of these threats is critical to population recovery, and direct management intervention will be increasingly required.

The most significant threats to the region's marine turtles include altered temperatures from climate change, urban light pollution, terrestrial predation, entanglement by and ingestion of marine debris, habitat modification, recreational activities, accidental death as fisheries by-catch, chemical and terrestrial discharge, and vessel disturbance.

The long-term vision and primary goal were developed by the stakeholder working groups and reflect the intent of the plan to be solutions based and inclusive of a growing population on the Sunshine Coast.

The Plan's vision is:

> *"Marine turtles surviving and thriving on the Sunshine Coast, co-existing in harmony with people."*

The primary goal provides intermediate guidance:

> *"To support the recovery of self-sustaining populations of marine turtles on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management."*

A comprehensive framework of actions and success indicators has been developed to guide the journey ahead and achieve the Plan's vision and primary goal (Part B: Implementation Plan).

The framework of the Plan, structured around three overlapping and mutually supportive themes, provides a strategically and practically aligned delivery model.

The themes are:

1. Turtle-sensitive lighting and coastal development.
2. Regional marine turtle recovery actions.
3. Sunshine Coast community based TurtleCare program delivery.

To support the recovery of marine turtles on the Sunshine Coast in line with recognised contemporary practice, an Implementation Plan (Part B) (Appendix B) identifies strategic directions and actions under each of the themes and includes delivery partners, proposed timing and cost.

The actions are intentionally ambitious, necessarily realistic, and have been tested through Sunshine Coast Council expert focus groups and the Technical Advisory Panel. The targets are ambitious but achievable through the active support of a turtle-friendly community.

The Plan also proposes improved governance arrangements to coordinate ongoing implementation, evaluation, and improvement of the Plan, in partnership with a range of stakeholders across the broader Sunshine Coast region.

Thorough consultation and technical guidance have been key to the development of the Plan. An independent Technical Advisory Panel has provided ongoing peer review; initial stakeholder workshops helped formulate the vision, goals, and strategic directions; and relevant cross branch focus group sessions were used to test and refine the policy framework and strategic directions.

Based on feedback to the draft Plan and following officer review, some minor changes were made to the draft Marine Turtle Conservation Plan.

These include:

- Removal of actions relating to a marine turtle discovery centre and tourism. opportunities for turtles as these were not supported by community engagement.

- Addition of actions that address potential threats to turtle populations through a) willful vegetation damage and b) disturbance from dogs off-leash.
- Modification of volunteer targets from 1000 volunteers to 500 volunteers by 2033 in line with resourcing limitations.

The purpose/intent of the plan and all desired outcomes were supported.

Online engagement used a participatory budget tool to understand community sentiment and buy-in. The most highly prioritised actions by both spend and votes were the two new projects to address light pollution impacts to marine turtles.

Specifically, the top four supported actions in the plan (by votes and spend) were to:

1. Addressing the existing problematic public lighting in sensitive areas.
2. Development of a light pollution toolkit.
3. Create a locally refined marine turtle dune vegetation plan (by votes) and equally,
3. A permanent extension officer role for Kabi Kabi First Nations person (by spend).

The Marine Turtle Conservation Plan is an important tool for Council and the community—transparently demonstrating Council's management intent, and how various threats can be sustainably addressed by Council and the community.

Following community consultation, the *Marine Turtle Conservation Plan* has now been prepared for Council consideration and provides a strategic framework that will guide marine turtle conservation outcomes and build community capacity to support these outcomes on the Sunshine Coast over the next 10 years.

Legal

Council has an obligation to comply with relevant environment legislation including the *Environment Protection and Biodiversity Conservation Act 1999* and the *Nature Conservation Act 1992.*

Policy

This proposal is consistent with Council's:

- **Corporate Plan 2023 – 2027**, and particularly the Goals of:
- *Environment and Liveability*, through support for conservation of marine turtle species that frequent the Sunshine Coast
- *Our Strong Community*, through supporting a community driven citizen science program to support marine turtle conservation outcomes
- **Outcome:** 2.2 - Protection and enhancement of our natural assets and distinctive landscapes
  - **Operational Activity:** 2.2.3 Finalise community consultation and seek endorsement for implementation of wildlife conservation plans for Marine Turtles and Macropods, which will deliver identified actions to support the recovery and conservation of these populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.

- **Environment and Liveability Strategy 2017**
- *Strategic Pathway 1. A resilient region shaped by clever planning and good design*

  5. Being prepared Proactively planning for the potential impacts of climate change and natural hazards to build the resilience of the region.

  5.4 Build capacity to positively respond to the impacts of climate change and disasters through education and partnerships with key stakeholders, business, community groups, universities, and government

- *Strategic Pathway 2. Protection and enhancement of our natural assets and distinctive landscapes*

  6. 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.
- *Strategic Pathway 3. Responsive, accessible, and well managed assets and infrastructure*

  13. 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.
- *Strategic Pathway 4. Transitioning to a sustainable and affordable way of living*

  18. An involved community A major engagement and marketing program to inspire and empower the community to value the environment and play their part in a liveable, sustainable, and resilient future.
- *Strategic Pathway 5. A reputation for innovation and sustainability*

  24. Building our knowledge Enabling evidence-based decisions for a healthy environment and liveable Sunshine Coast.

- **Community Strategy 2019**
- *Outcome 1: Healthy Active Communities*

  Priority Area 1.3 Strengthen the substantial and ongoing participation of and contribution by volunteers to community life.
  - Promote the health, wellbeing and social connection benefits of volunteering and active participation.
  - Collaborate and partner with other large employers in the region to enhance staff programs encouraging volunteering and active participation.
  - Collaborate and partner with community to identify new initiatives supporting intergenerational skills exchange and attracting young people to volunteering.
  - Collaborate and partner with community organisations to increase the capacity of volunteers, support initiatives recognising the contribution made by volunteers and improve the sustainability of community organisations.

Risk

The endorsement of the *Marine Turtle Conservation Plan* is an important action in reducing risk to Council by providing a strategically and practically aligned delivery model for management of marine turtles. The plan takes an evidence-based approach to best practice management of marine turtles and is widely supported by the community. Endorsement of the *Marine Turtle Conservation Plan* significantly reduces reputational, environmental, and regulatory risks to Council by providing clear direction on Council's approach to management of marine turtles for the next 10 years.

Previous Council Resolution

There are no previous Council resolutions related to this report.

Related Documentation

There is no related documentation relevant to this report.

Critical Dates

There is no related documentation relevant to this report.

Implementation

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will progress the implementation of the Marine Turtle Conservation Plan and supporting communications.

8.6 LOCAL DISASTER MANAGEMENT PLAN

File No: Council Meetings

Author: Coordinator Disaster Management
Built Infrastructure Group

Appendices: App A - Sunshine Coast Council Local Disaster Management Plan 123

PURPOSE

In accordance with the *Queensland Disaster Management Act 2003, S57*, each local government must prepare a Local Disaster Management Plan which informs all disaster management activities for the local government, along with providing guidance to all partner agencies within the region. The Sunshine Coast Council Local Disaster Management Plan Edition July 2023 (The Plan) is presented for adoption by Council.

EXECUTIVE SUMMARY

The objectives of The Plan reflect and are based on provisions detailed in s3(a) and 4A(a) the Act in that disaster management should be planned across the four phases of prevention, preparedness, response, and recovery to help communities:

- Mitigate the potential adverse effects of an event through the implementation of preventative strategies
- Prepare for managing the effects of an event, and
- Effectively respond to and recover from a disaster event in a timely manner.

This Sunshine Coast Local Disaster Management Plan 2023 (the Plan) helps Council to achieve the objectives with a primary focus to ensure the safety of our communities.

Whilst The Plan has been drafted by Council, it is a Regional Plan empowering and guiding partner agencies in their capacity as hazard lead or response authorities.

Council is committed to working with our Disaster and Emergency Services to deliver a coordinated and contemporary approach to disaster management and community support.

The Plan aims to preserve lives and prevent injuries, to mitigate property damage, protect our environment and help Council facilitate a speedy recovery as soon as possible after a disaster.

Council is determined to provide an efficient, all-hazards approach and to building resilient communities across the region. Working together we can ensure a coordinated, strong, resilient Sunshine Coast, no matter what Mother Nature throws at us.

The Plan supersedes and builds on the previous plan on 2019 – 2022, which Council resolved to adopt at the ordinary meeting on 6th December 2018.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Local Disaster Management Plan" and

(b) adopt the Sunshine Coast Council Local Disaster Management Plan (Appendix A).

FINANCE AND RESOURCING

The Plan requires annual review. Recurrent costs associated with review of The Plan are funded from within the Strategic Disaster Management budget.

CORPORATE PLAN

Corporate Plan Goal:	***Our strong community***
Outcome:	We serve our community by providing this great service
Operational Activity:	S3 Disaster management – providing regional disaster management coordination including prevention, preparation, response and recoveries.
Corporate Plan Goal:	***Our environment and liveability***
Outcome:	2.1 - A resilient region shaped by clever planning and good design
Operational Activity:	2.1.10 Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response

CONSULTATION

A consultation process was undertaken to ensure key stakeholders were provided the opportunity to review The Plan and to provide feedback in order to update the previous version of the plan.

Councillor Consultation

Chair of the Local Disaster Management Group – Mayor Mark Jamieson

Deputy Chair of the Local Disaster Management Group – Councillor R Baberowski

All Councillors were consulted and invited to provide feedback.

Internal Consultation

Group Executing Liveability and Natural Assets / Local Disaster Coordinator

Group Executive Built Infrastructure / Deputy Local Disaster Coordinator

Disaster Management Team

Corporate Governance

Civil Asset Maintenance Team / Operational Response

Parks and Gardens Team / Operational Response

Chair and Secretariat of the Sunshine Coast Human Social Recovery Group

Economic and Community Development / Chair on the Economic Recovery Sub-Group

External Consultation

Sunshine Coast District Disaster Management Group Executive Officer for consistency with the District Disaster Management Plan

Queensland Fire and Emergency Services Emergency Management Coordinator

Noosa Shire Council Disaster Management Officer for consistency with the Noosa Local Disaster Management Plan

Sunshine Coast Local Disaster Management Group members and advisors

Inspector General of Emergency Management.

Community Engagement

Considered but not required as the previous plan has had extensive community consultation.

PROPOSAL

The Plan builds on the previously adopted Sunshine Coast Local Disaster Management Plan 2019 – 2022.

The plan has been reviewed by an external consultant and has been re-written including the content of the previous plan along with some additions required by the instruments of legislation and has been aligned to the Pillars of Disaster Management:

- Prevention
- Preparedness
- Response, and
- Recovery.

The plan also recognises the greater focus on increasing resilience and has included a section to address this. The Plan is based upon the principles contained in the *Queensland Disaster Management Act 2003*, which includes an all hazards approach, and a commitment to building resilient communities by undertaking specific activities relating to the pillars of disaster management to enhance community resilience.

The plan was reviewed and endorsed by the Local Disaster Management Group out of session in a workshop on 28 June 2023, with feedback identified for inclusion into the final draft for adoption by Council.

The Plan has been assessed by the Sunshine Coast District Disaster Executive Officer, Queensland Fire and Emergency Services Emergency Management Coordinator and Noosa Council Disaster Management Officer and is on keeping with the district and Noosa Local Disaster Management Group Plans and has successfully undergone assessment by the Inspector-General Emergency Management's *Local Disaster Management Plan Assessment*. Both processes are assessed against the Standards for Disaster Management in Queensland.

Legal

The Plan notes the following limitations within the *Queensland Disaster Management Act 2003*:

This Act does not authorise anyone to do, or prepare to do, any of the following:

- Engage in armed combat against an enemy
- Put down a riot or other civil disturbance
- End a strike or lockout.

Policy

The 2019 - 2022 Plan identified Council as having an active role in disaster management and supports a comprehensive approach to prevention, preparedness, response and recovery in partnership with the community and other key agencies.

As such, this new Plan continues to provide Council with a policy framework, governance arrangements and operational procedures to comply with its legislative obligations and respond to a range of disaster and emergency situations.

Risk

The Plan identifies and seeks to mitigate the risks to people, the economy, the environment, infrastructure and property in the event of a disaster occurring on the Sunshine Coast.

A regional disaster risk assessment covering 6 natural hazard scenarios which may impact on the region was compiled (category 2 cyclone and east coast low were combined due to their similarities). This risk assessment took into account seasonal variations of the risks to ensure a more dynamic and accurate assessment of the risk exposures for the region. The hazards considered in this assessment included:

1. Scenario 1: Severe tropical cyclone
2. Scenario 2: Category 2 cyclone / east coast low
3. Scenario 3: Severe thunderstorm event
4. Scenario 4: Earthquake
5. Scenario 5: Bushfire
6. Scenario 6: Heatwave

As a result of undertaking the risk assessment actions have been commenced to address the highest areas of risk and the plan has been amended where required.

Previous Council Resolution

Ordinary Meeting 6 December 2018 (OM18/201)

That Council:
(a) receive and note the report titled "Local Disaster Management Plan 2019 - 2022" and

(b) adopt the Sunshine Coast Council Local Disaster Management Plan 2019 – 2022 (Appendix A).

Related Documentation

The related documentation referred to in the *Queensland Disaster Management Act (2003)* as instruments of legislation are listed below:

- *Queensland Disaster Management Act (2003)*
- Queensland State Disaster Management Plan (2023)
- Queensland Disaster Management 2016 Strategic Policy Statement
- Standard for Disaster Management in Queensland (2021)
- Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline (2018)
- Queensland Emergency Risk Management Framework Sunshine Coast Review outcomes.

Critical Dates

The *Disaster Management Act 2003* requires that Local Disaster Management Plans be reviewed annually.

The Plan has been prepared to align line with the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guidelines* and the 2023 *Queensland State Disaster Management Plan.*

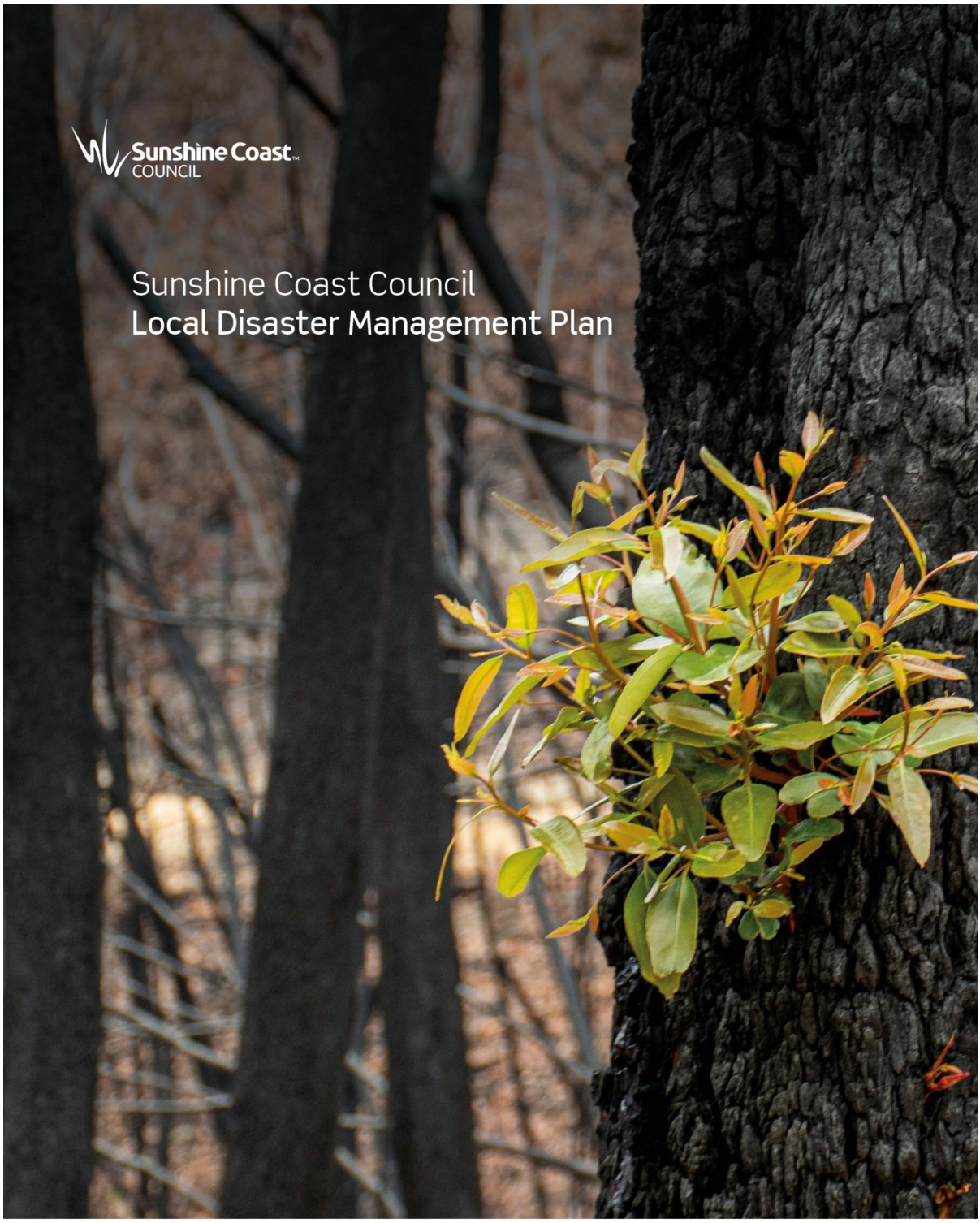
The Plan has undergone significant updating aligned with recent releases of the State Governments planning documentation and requires Council approval.

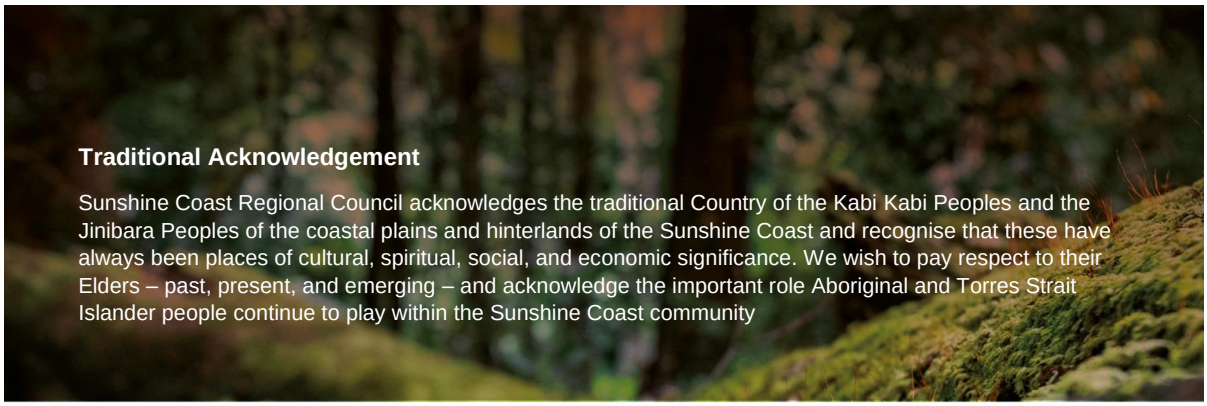
Council approval for The Plan is required as soon as possible.

Implementation

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will:

- Replace the previous version of the document and will provide operational guidance for local disaster management operations, including the operations of the Local Disaster Coordination Centre.
- Make the plan available to all stakeholders through the Sunshine Coast Council Website and Council's Disaster Hub.
- Distribute the plan to key agencies as listed in the distribution list.
- Make hard copies available to the public through Council's libraries and upon request to members of the public in electronic form.


Sunshine Coast
COUNCIL
Sunshine Coast Council
Local Disaster Management Plan



Traditional Acknowledgement

Sunshine Coast Regional Council acknowledges the traditional Country of the Kabi Kabi Peoples and the Jinibara Peoples of the coastal plains and hinterlands of the Sunshine Coast and recognise that these have always been places of cultural, spiritual, social, and economic significance. We wish to pay respect to their Elders – past, present, and emerging – and acknowledge the important role Aboriginal and Torres Strait Islander people continue to play within the Sunshine Coast community

July 2023 Edition

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Acknowledgements

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Reference document

This document should be cited as follows:
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Introduction



A message from Sunshine Coast's Local Disaster Management Group Chair

Storms and bushfires are part of life here on the Sunshine Coast. It's not a matter of 'if' severe weather will happen, but 'when'.

As we've learnt in recent years, events both natural and man-made, can strike the Sunshine Coast with little warning, leaving a severe impact.

Council is committed to working with our Disaster and Emergency Services to deliver a coordinated approach to disaster management and community support.

This Sunshine Coast Local Disaster Management Plan 2023 (the Plan) helps Council do that.

The Plan's primary focus is to ensure the safety of our communities.

It is based on the principles contained in the Queensland Disaster Management Act 2003 (The Act), which integrates both Australian and Queensland disaster management arrangements and details how the Local Disaster Management Group (LDMG) can best provide any assistance as and when required.

The Plan aims to preserve lives and prevent injuries, to mitigate property damage, protect our environment and help Council facilitate a speedy recovery as soon as possible after a disaster.

Council is determined to provide an efficient, all-hazards approach and to building resilient communities across the region.

But being prepared is everyone's responsibility and the best thing you can do for yourself, your family, business, and community, is to "Get Ready" for all weather events and emergencies.

Working together we can ensure a coordinated, strong, resilient Sunshine Coast, no matter what Mother Nature throws at us.

Mayor Mark Jamieson

Chair – Sunshine Coast Local Disaster Management Group.

Abbreviations used

Abbreviation	Meaning
ADF	Australian Defence Force
BoM	Bureau of Meteorology
DACC	Defence Aid to the Civil Community
DCHDE	Department of Communities, Housing, and the Digital Economy
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group
DRFA	Disaster Recovery Funding Arrangements
EA	Emergency Alert
EWS	Early warning system
LDC	Local Disaster Coordinator
LDCC	Local Disaster Coordination Centre
LDMG	Local Disaster Management Group
LDMP	Local Disaster Management Plan
LRC	Local Recovery Coordinator
LRG	Local Recovery Group
SCC	Sunshine Coast Council
PPRR	Prevention, Preparedness, Response and Recovery
QDMA	Queensland Disaster Management Arrangements
QDMC	Queensland Disaster Management Committee (State level)
QDMTF	Queensland Disaster Management Training Framework
QERMF	Queensland Emergency Risk Management Framework
QRA	Queensland Reconstruction Authority
SDCC	State Disaster Coordination Centre
SDMP	State Disaster Management Plan
SitRep	Situation Report

Definitions

Definitions of terms used in this plan are shown in Appendix 1.

Authority to plan

This plan, the Local Disaster Management Plan (LDMP), has been prepared by the Local Disaster Management Group (the 'local group') for the Sunshine Coast Council under the provisions of s.57(1) of the Act.

Approval of plan

In accordance with s80(1)(b) of the Act, Sunshine Coast Council approves this plan.

Signature

Mayor Mark Jamieson
Sunshine Coast Council

Date:

Document management

Version control

Sunshine Coast Local Disaster Management Plan (the 'plan') is a controlled document.

The controller of the document is the Local Disaster Coordinator (LDC) on behalf of the LDMG.

Any proposed amendments to this plan are to be forwarded in writing to –

Local Disaster Coordinator,
Sunshine Coast LDMG
Locked Bag 72
Sunshine Coast Mail Centre Qld 4560.

Minor amendments may be approved out of meeting, however, any significant alterations that change the intent of the plan must be submitted to the local group for endorsement.

Amendment register

Version	Date	Prepared by	Content
1.0	Oct 2009	SCC	First edition
1.1	Aug 2012	SCC	Second edition
1.2	Dec 2013	Alan Rogers (LDC)	Third edition
1.3	Dec 2015	Andrew Ryan (LDC)	Fourth edition. The plan was endorsed for use by the Local Disaster Management Group on 2 December 2015 and adopted by Sunshine Coast Council on 25 February 2016.
1.4	Dec 2018	Tom Jamieson (LDC)	Fifth edition. This plan was endorsed for use by the Local Disaster Management Group on 5 December 2018 and adopted by Council on 6 December 2018.
2.0	Dec 2022	SCC	Sixth edition. Complete re-write of plan following review.
3.0	July 2023	SCC	July 2023 edition following addition of feedback.

Distribution

Position/Agency	Copy type	Comments
Sunshine Coast Local Disaster Management Group (LDMG) Chair and Deputy Chair	Electronic or hard copy	Copies as required
LDMG members	Electronic copy	One (1) copy for each member agency
Sunshine Coast District Disaster Management Group (SCDDMG) District Disaster Coordinator (DDC) and Executive Officer (XO)	Electronic or hard copy	Two (2) copies
LDMG Local Disaster Coordinator (LDC) and Secretariat	Electronic or hard copy	Copies as required
Sunshine Coast Council Disaster Hub website	Electronic copy	
Queensland Fire and Emergency Services (Disaster Management)	Electronic and hard copy	2 copies
LDMG Community Sub-Groups	Electronic copy	One (1) copy

Review and Renewal of the plan

This plan should be renewed in accordance with the provisions described under s59 of the Act, in that the plan:

- May be reviewed or renewed when the local government considers it appropriate, however the effectiveness of the plan must be reviewed at least once per year.
- Reviewing the plan annually ensures a high level of operational efficacy.

Circumstances which may necessitate a review include

- Activation of the plan or elements of the plan due to an event
- A training activity designed to practice or evaluate specific aspects of the plan, or its overall operational efficacy
- Significant changes to an entity's roles, responsibilities, or functions
- Operational changes
- Emerging hazards (e.g., COVID-19)
- Following an assessment of the plan in line with the Emergency Management Assurance Framework.

PART 1 – ADMINISTRATION

Applicable legislation

This plan has been prepared in accordance with the Disaster Management Act 2003 (An Act to provide for matters relating to disaster management in the State, and for other purposes), hereinafter referred to as the 'Act', and is consistent with and aligns to provisions specified in the following:

- The Queensland Disaster Management 2016 Strategic Policy Statement
- The Prevention, Preparedness, Response and Recovery Disaster Management Guideline (the 'DM Guideline')
- The Standard for Disaster Management in Queensland (the 'Standard'), and
- The Queensland State Disaster Management Plan.

Application of the Act

The Act binds all persons undertaking disaster management in Queensland (s5).

Limitations of the Act

This Act does not authorise anyone to do, or prepare to do, any of the following:

- Engage in armed combat against an enemy
- Put down a riot or other civil disturbance, and
- End a strike or lockout.

Purpose of the plan

The purpose of this plan is to apply the provisions specified under s57(1) of the Act in that "a local government must prepare a plan (a local disaster management plan) for disaster management in the local government's area."

Aim of plan

The aim of this plan is to detail the arrangements for the prevention of, preparedness for, response to, and the recovery from disaster events that may impact the Sunshine Coast Council local government area.

Key objectives of the plan [1]

The objectives of this plan reflect and are based on provisions detailed in s3(a) and 4A(a) the Act in that disaster management should be planned across the four phases of prevention, preparedness, response, and recovery to help communities:

- Mitigate the potential adverse effects of an event through the implementation of preventative strategies
- Prepare for managing the effects of an event, and
- Effectively respond to and recover from a disaster event in a timely manner.

Availability of plan for inspection

In accordance with s60 of the Act, a local government must ensure a copy of its Local Disaster Management Plan (LDMP) is made available for inspection, free of charge, to members of the public. The plan is available:

- Online at www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters/Councils-Roles-and-Plans/Local-Plans-and-Procedures/Local-Disaster-Management-Plan
- For viewing at Sunshine Coast Council offices at:
  - Currie Street, Nambour Qld 4560
  - 77 Bulcock Street, Caloundra Qld 4551
  - Cnr. First Avenue and South Sea Islander Way, Maroochydore Qld 4558
- Council must, on payment of the appropriate fee, give a person a copy of the plan. In this section - appropriate fee means the fee as decided by the Chief Executive Officer of the local government. This must be no more than the reasonable cost of providing the copy.

[1] Source: s3 Disaster Management Act 2003.

Planning cycle

The following table and figure illustrate a recommended planning cycle. Whilst this cycle is indicative only, it follows the recognised operational period from November to March.

Table 1: Recommended Planning Cycle

Period	Phase	Comments
November to March	Recognised operational period (e.g., Storm, monsoon, cyclone season)	While it is recognised historically as the seasonal operational period, operations may occur at any time. As such, the planning and exercising phases of the cycle may have to be modified to suit the circumstances.
March to July	Planning phase	Period where plans are reviewed and revised based on lessons identified from operations etc.
July to August	Review and approval phase	Disaster management stakeholders review revised plans. Council approves plan.
August to November	Exercising phase	Period where plans or elements of plans are exercises to ensure operational efficacy.



Figure 1: Recommended planning cycle

** Note: The operational phase is recognised as the period from November to end of March. However, significant operations may occur at any time. As such, planning and exercise phases may need to be modified to suit the circumstances.*

Planning structure

In accordance with the Act, Council must prepare a Local Disaster Management Plan (LDMP) for their local government area. The Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline (PPRR)[2] also recommends the development of sub-plans that relate to hazards or functions that may be relevant to the region.

The following figure illustrates the relationship between the LDMP and relevant hazard specific and functional sub-plans, which are local to the Sunshine Coast region.

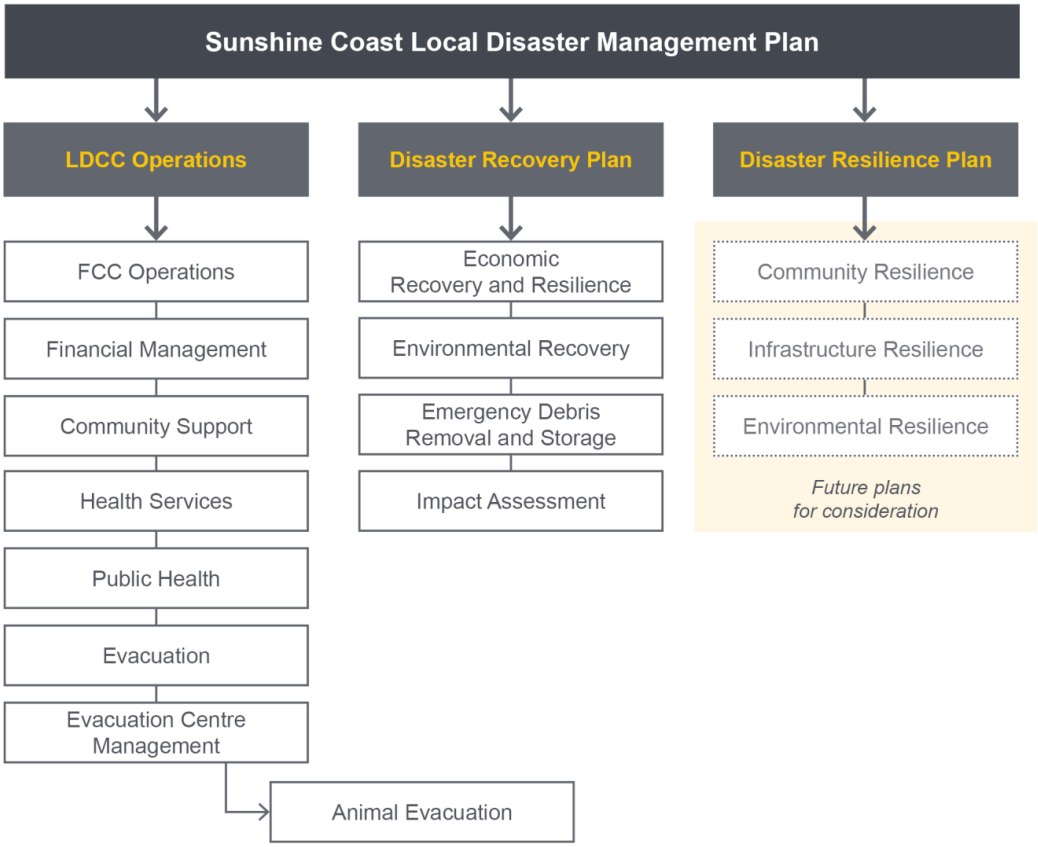


Figure 2: Sunshine Coast Disaster Management Planning Matrix

[2] PPRR Disaster Management Guideline, Glossary, p.96

Annual reporting

In accordance with s44 of the Act, and as soon as practicable after the end of each financial year, The State Group (QDMC) must prepare and publish a written report about disaster management in the State. The report will include the following information:

- Activities undertaken during the financial year to maintain or enhance disaster management
- Details of disaster operations performed during the financial year
- Information about priorities for disaster management, and
- Any other matters about disaster management considered appropriate.

Consequently, it can be expected that there will be a requirement for Council to provide relevant information about disaster management conducted in the Sunshine Coast local government area to the District Disaster Coordinator in order to fulfil this obligation.

Relationship with Sunshine Coast District Disaster Management Group

Sunshine Coast Council sits within the Sunshine Coast Disaster District along with Noosa Shire Council. The District Disaster Management Group (DDMG) provides a whole-of-government planning and coordination capacity to support Sunshine Coast Council in disaster operations and disaster management[3]. The DDMG is chaired by a senior Queensland Police Officer who is appointed by the Commissioner of Police in accordance with s25(2) of the Act and s6(1) of the Regulation.

The appointed Sunshine Coast District Disaster Coordinator and Chair of the DDMG is the District Superintendent of the Sunshine Coast District.

[3] Primarily sourced from DM Guideline, p.10

PART 2 – GOVERNANCE

Authorising environment

The Act (Including the Disaster Management Regulation 2014) form the legislative basis for disaster management within all levels of government and Queensland's Disaster Management Arrangements[4].

The Act binds all persons undertaking disaster management in Queensland and is supported by enabling doctrine (Instruments of the legislation – (refer to below figure), including the Queensland Disaster Management Strategic Policy Statement, the Standard for Disaster Management, the Prevention, Preparedness, Response and Recovery Guideline, and the Queensland State Disaster Management Plan.

The following figure illustrates the relationship between the legislation, the instrument of the legislation and disaster management planning.

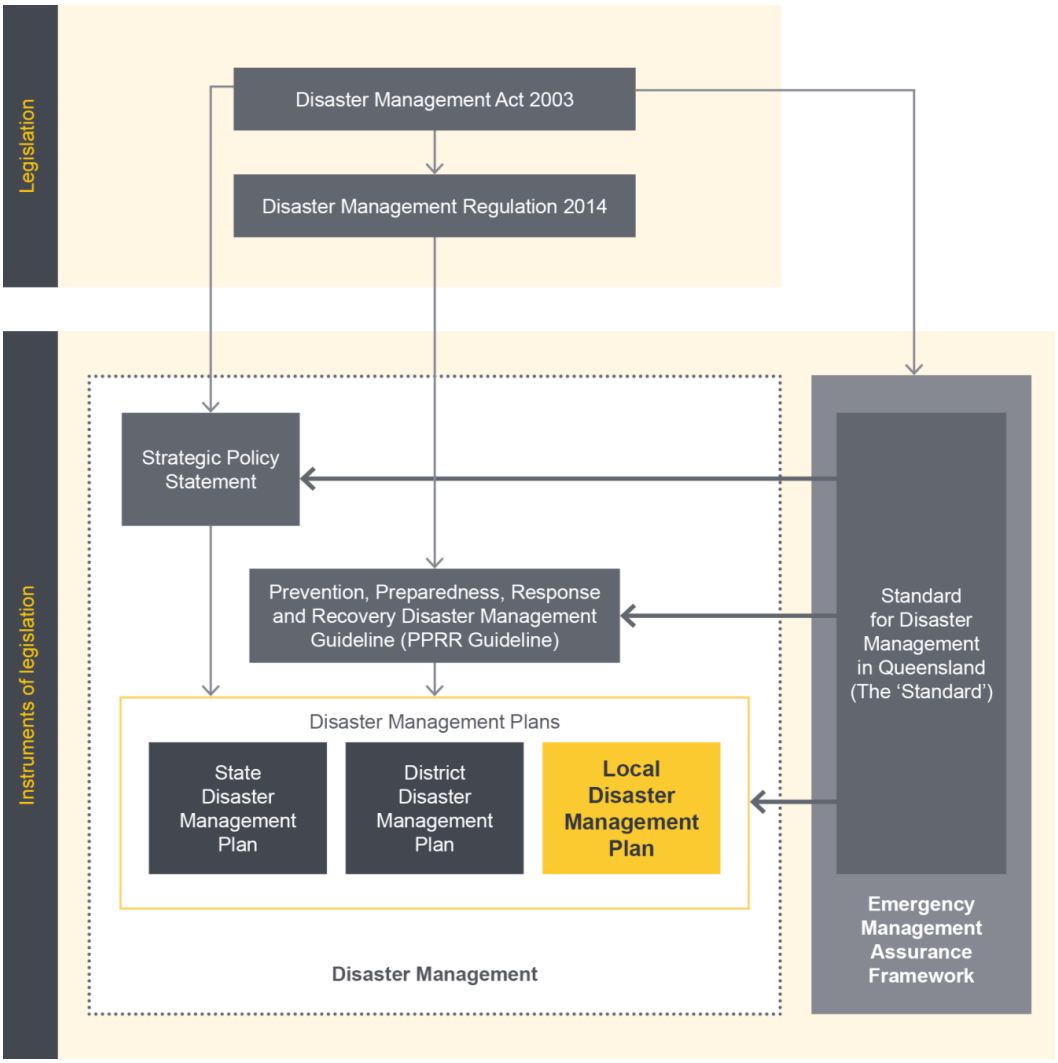


Figure 3: Queensland's Disaster Management Authorising Environment

[4] Primarily sourced from the PPRR Guideline, s1.1

Legislation

Disaster management in Queensland is founded on the Act and Regulation. The following table details the provisions of that legislation that relate specifically to local government and apply to this plan.

Table 2: Local government legislative requirements

Act	Regulation	Description
4		Main objects of the Act
4A		Guiding principles
5		Application of the Act
16A(c)		Training requirement
29		Establishment of Local Disaster Management Group (LDMG)
30		Functions of LDMG
33	9	Membership of LDMG
34	10	Chair and Deputy Chair
34A		Functions of the Chair
35		Appointment of Local Disaster Coordinator (LDC)
36		Functions of LDC
37		Notice about membership of LDMG
38	12-14, 16-18	Conduct of business and meetings of LDMG
44		Annual reporting of information to DDC
57		Local disaster management plan and provisions of plan
58		Requirements of plan: Consistent with Guideline and Standard
59		Review and renewal of plan
60		Plan available for inspection
64		Declaration of disaster situation
80		Functions of local government
143(8)		Power of delegation of LDC

Legend: **Black** is mandatory **Red** is not mandatory, however recommended as an inclusion

Instruments of the legislation

Queensland Government 2016 Strategic Policy Statement

The Queensland Disaster Management Strategic Policy Statement informs the Queensland Government's strategic approach to keeping people safe and making communities more resilient to disaster risks and impacts.

Standard for Disaster Management

The Standard for Disaster Management in Queensland focusses on outcomes. These outcomes provide the parameters within which disaster management in Queensland should be conducted. It also provides a mechanism to assess performance. The Standard is made up of Shared Responsibilities, Outcomes, Indicators, and Accountabilities.

PPRR Disaster Management Guideline

The Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline (PPRR)[5] serves as the 'Guideline about Disaster Management Plans' as set out in s.63 of the Act and informs the State group, district groups and local governments about matters relating to:

- The preparation of disaster management plans
- The matters to be included in disaster management plans, and
- Other matters about the operation of a district group or local group the Chief Executive considers appropriate having regard to disaster management for the State.

Queensland State Disaster Management Plan

The Queensland State Disaster Management Plan (SDMP)[6] describes Queensland's disaster management arrangements, through which the guiding principles and objectives of the Act and the Standard are implemented. All disaster events in Queensland, whether natural or caused by human acts should be managed in accordance with the SDMP. The plan is consistent with the Standard and the Guideline as per s.50 of the Act and is supported by supplementary hazard-specific plans and functional plans.

Planning principles

Section 4A(a) of the Act specifies that disaster management should be planned across the following four (4) phases described in the following table. This plan is based on these four (4) phases.

Table 3: Phases of disaster management

Phase	Brief description
PREVENTION	The taking of preventative measures to reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.
PREPAREDNESS	The taking of preparatory measures to ensure that, if an event occurs, communities, resources and services are able to cope with the effects of the event.
RESPONSE	The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.
RECOVERY	The taking of appropriate measures to recover from an event, including action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

[5] PPRR Disaster Management Guideline, Glossary, p.96

[6] PPRR Disaster Management Guideline, section 4.2.1

Queensland's disaster management structure

Queensland's disaster management arrangements are based on a four-tiered approach of providing progressive support and assistance as shown in the following figure. These arrangements comprise several key management and coordination structures for achieving effective disaster management in Queensland.

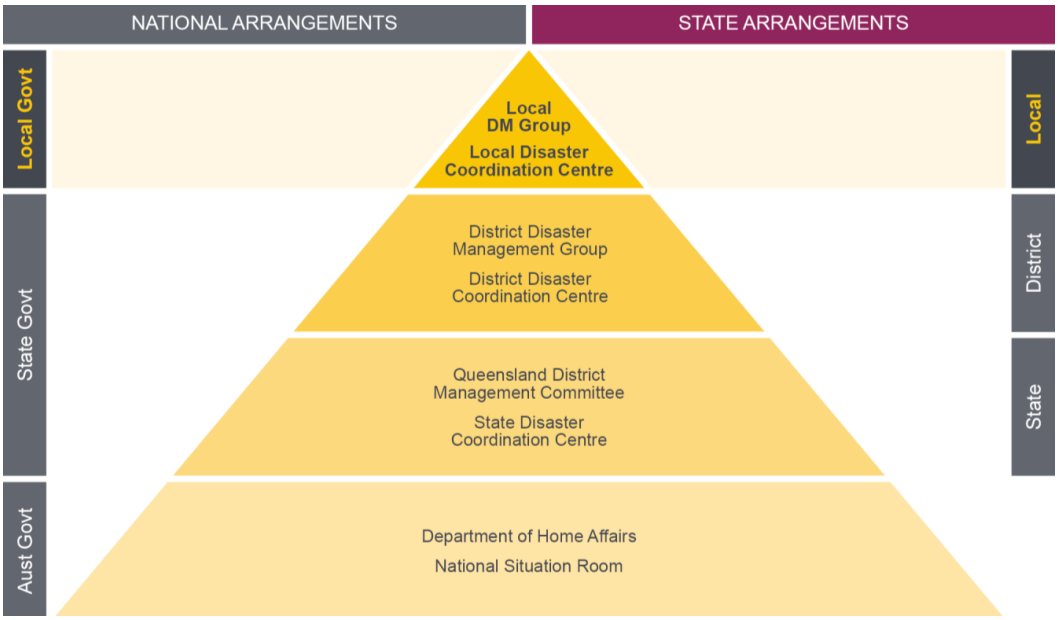


Figure 4: Queensland's Disaster Management Structure[7]

Continuous improvement

Sunshine Coast Council is committed to the continuous improvement of its disaster management arrangements. Continuous improvement involves the regular evaluation and subsequent improvement of processes and arrangements to ensure they remain compliant.

Disaster management entities, researchers, and policy makers as well as the community have a joint responsibility to ensure continuous improvement initiatives are shared across the disaster management sector[8].

Council will continue to research new and improved methods and approaches to enhance their disaster management capabilities by:

- Working with police, emergency services, State and Australian government agencies, the business sector, as well as the community, to identify and improve its' disaster management capabilities including planning and systems, as well as;
- Identifying opportunities for cooperative partnerships to improve disaster management outcomes.

The Queensland Government Strategic Policy Statement promotes 'continuous improvement of disaster management through implementation of innovation, research and lessons learned' and as such Council will ensure that future planning is driven by not only current community needs but emerging trends and learnings from across State, national and international disaster management sectors.

[7] Reproduced from PPRR Guideline
[8] DM Guideline, 1.5.1

PART 3 – DISASTER RISK ASSESSMENT

Understanding disaster risk and disaster risk reduction are international priorities as encapsulated in the United Nations Office for Disaster Risk Reduction Sendai Framework for Disaster Risk Reduction 2015-2030 'Priorities for Action'. Australia is a signatory to the framework.

As a consequence, the Queensland Government has introduced the Queensland Emergency Risk Management Framework (QERMF) to assist all levels of the disaster management sector in their development of risk reduction strategies. Assessing community risk is a key and integral building block of disaster management planning. An understanding of the potential hazards and the risks they pose enhances the development of effective disaster management plans thereby lessening the impact of a disaster event.

Queensland Emergency Risk Management Framework (QERMF)[9]

Overview

The Queensland Emergency Risk Management Framework has been developed to inform a risk-based planning process across the disaster management sector in Queensland and has been endorsed by the Queensland Disaster Management Committee (QDMC). The methodology has been developed from a range of risk management standards including:

- ISO 31000:2009 Risk Management – Principles and Guidelines
- SA/SNZ HB 436:2013 Risk Management Guidelines
- SA/SNZ HB 89:2013 Risk management – Guidelines on Risk Assessment Techniques
- AS/NZS 5050:2010 Business Continuity – Managing Disruption Related Risk
- National Emergency Risk Assessment Guidelines (NERAG) (Australian Emergency Management Institute, 2015).

Sunshine Coast Council has adopted the Queensland Emergency Risk Management Framework (QERMF) methodology in assessing and managing community risk.

Benefits of using QERMF[10]

The implementation of this methodology provides the following benefits:

- Shifts risk assessment and management from a 'one size fits all' approach to a tailored methodology that accounts for the prioritisation of local characteristics.
- Embeds risk identification, assessment and management in proven, consistent, science-based methodologies that can be applied consistently across all levels of QDMA (Local, District and State)
- Allows clarity and transparency in communication and decision-making at all levels of QDMA and Improves the identification of an area's capability and capacity to manage the risks within that area, thereby informing resource planning for QDMA.

This in turn will create further multiple benefits, including:

- Risk governance will be improved through the strengthening of transparency and accountability in the acceptance, mitigation and/or transfer of residual risk between and across the three levels of QDMA
- Specific areas can prioritise their resources, based on localised assessed risks
- Robust, scientifically based risk assessments can be used for applications for resources and funding towards mitigation strategies and betterment projects
- All levels of government and community will have greater assurance through and confidence in scientifically underpinned risk-based planning
- Stakeholders will have improved confidence in State level coordination and support across all levels of QDMA, supported by State Government guidance and prioritisation of hazard risk, and
- Disaster management networks will be strengthened and better aligned.

[9] QERMF Handbook. www.disaster.qld.au/dmg/st/Documents/H1102-QFES-Risk-Assessment-Process-Handbook.pdf

[10] QERMF Handbook, p.4

Risk assessment process

There are four steps in the risk assessment process as detailed in the QERMF, namely:

- **Step 1 – Establishing the context** – an understanding of the natural landscape, climate, demographics, economy, and community infrastructure.
- **Step 2 – Analysing the hazards** – relevant hazards are identified through probabilistic analysis of historical data for a specific area or region.
- **Step 3 – Assessing the risk** – formalises the risk analysis process and leads directly to the clear identification of risk that may arise when a potential hazard becomes reality.
- **Step 4 – Risk-based planning** – This comprises the treatment of identified risk and the management of residual risk and allows for effective planning at and between all levels of QDMA – Local, District and State.

The figure below illustrates the risk management framework.

For further information on the QERMF process refer to the following documents:

- www.disaster.qld.gov.au/__data/assets/pdf_file/0025/339262/QERMF-Fact-Sheet.pdf
- www.disaster.qld.gov.au/__data/assets/pdf_file/0031/339259/QERMF-Risk-Assessment-Process-Handbook.pdf



Figure 5: Queensland Emergency Risk Management Framework process

Step 1 – Establishing the context

Description

The Sunshine Coast Council local government area is situated in South-East Queensland, about 100 kilometres north of Brisbane. It is bounded by Gympie Regional Council in the north-west, Noosa Shire Council in the north-east, the Coral Sea in the east, Moreton Bay Regional Council in the south, and Somerset Regional Council in the south-west.

The Sunshine Coast Council area encompasses a total land area of 2,291 square kilometers, including significant beaches, coastline, waterways, national parks, state forests and bushland. It is a rapidly growing residential and tourist area, with substantial rural, rural-residential and parkland areas.

Much of the rural area is used for dairy farming, cattle grazing and crop growing. The Sunshine Coast Council local government area includes coastal urban centres and inland towns.

The Sunshine Coast Council area (refer map) is served by the Bruce Highway, the Sunshine Motorway, Sunshine Coast Airport, and the North Coast rail line.

The topography of the Sunshine Coast is dominated by its broad coastal plain, the peaks of the Glass House Mountains in the south and the Blackall Ranges in the west. The highest elevations are about 800 metres above sea level and are located along the western border of the region.

From the hinterland to the sea, the Sunshine Coast has five major river catchments and waterways – the Maroochy and Mooloolah rivers, the headwaters of the Mary and Upper Stanley rivers, and the Pumicestone Passage. The Mary River and its tributaries flow to the north, the Stanley River and its tributaries flow to the south, and creeks such as Coochin and Bells flow into Pumicestone Passage. The Mooloolah and Maroochy rivers and their tributaries flow to the east.

Tourism is an important industry, with numerous resorts, holiday accommodations, attractions, and golf courses. The main industrial areas are in the suburbs of Beerwah, Bells Creek, Buderim, Caloundra West, Coolum Beach, Kunda Park, Maroochydore, Moffat Beach, and Warana. The Sunshine Coast features two tertiary institutions (Sunshine Coast Institute of TAFE and University of the Sunshine Coast) and numerous private and public schools.

Demographic snapshot[11]

The 2021 census identified that the residential population of the Sunshine Coast was 342,541, living in 149,010 dwellings with an average household size of 2.46 persons. This was an increase of 48,174 people from the 2016 ABS census.

People	**342,541**
Male	48.1%
Female	51.9%
Median age	43

Families	**95,412**
Average number of children per family	
For families with children	1.8
For all households (a)	0.7

All private dwellings	**146,638**
Average number of people per household	2.5
Median weekly household income	$1,595
Median weekly mortgage repayments	$442
Median weekly rent (b)	$440
Average number of motor vehicles per dwelling	2

[11] All population and demographic information in this section is reproduced from Sunshine Coast Community Profile at www.profile.id.com.au/sunshine-coast/service-age-groups

Figure 6: Demographic snapshot

Map 1: Sunshine Coast Local Government Area



Dominant groups

Analysis of the service age groups of Sunshine Coast in 2021 compared to Greater Brisbane shows that there was a lower proportion of people in the younger age groups (0 to 17 years) and a higher proportion of people in the older age groups (60+ years).

Overall, 21.1% of the population was aged between 0 and 17, and 28.3% were aged 60 years and over, compared with 22.9% and 19.9% respectively for Greater Brisbane.

The major differences between the age structure of Sunshine Coast and Greater Brisbane were:

- A larger percentage of 'seniors' (12.9% -v- 8.6%)
- A larger percentage of 'empty nesters and retirees' (12.7% -v- 9.6%)
- A smaller percentage of 'young workforce' (11.0% -v- 14.8%)
- A smaller percentage of 'tertiary education and independence' (7.2% -v- 9.4%)

Emerging groups

From 2016 to 2021, Sunshine Coast's population increased by 48,175 people (16.4%). This represents an average annual population change of 3.08% per year over the period.

The largest changes in the age structure in this area between 2016 and 2021 were in the age groups:

- Seniors (70 to 84) (+10,941 people)
- Parents and homebuilders (35 to 49) (+7,524 people)
- Young workforce (25 to 34) (+6,609 people)
- Empty nesters and retirees (60 to 69) (+5,997 people)

People with a disability

In 2021, 21,211 people (or 6.2% of the population) in Sunshine Coast reported needing help in their day-to-day lives due to disability. This was a slightly higher percentage to 2016.

Economy[12]

The Sunshine Coast had a gross regional profit (GRP) valued at nearly $18.5 billion as at 2021. It's underpinned by service industries, tourism, retail, and construction sectors.

By 2033, the economy is forecast to double and by 2041, it is expected that 100,000 new jobs will be created. The diversity of business sectors will include:

- Health and wellbeing
- Education and research
- Knowledge industries and professional services
- Agribusiness
- Aviation and aerospace
- Clean technologies, and
- Tourism, sport, and leisure.

Climate and weather[13]

The region has a generally mild sub-tropical coastal climate modified by altitude in areas such as the Blackall and Conondale Range. Temperature averages in summer range from a minimum of 20°C and a maximum of 29°C, and in winter the temperature averages from 10°C through to a maximum of 22°C. The highest summer temperature of 41°C was recorded in January 2014, and the lowest winter temperature of minus 0.7 °C was recorded in July 2007.

The recorded annual rainfall average on the coast is approximately 1500mm, while in the ranges it is about 1850mm. The highest average rainfall occurs from December to May. Highest and lowest rainfall totals include 2011, when the Sunshine coast received a yearly total of 3549mm and in 1893 when Crohamhurst received an annual total of 4873mm. In 2002 the annual rainfall was recorded at a low 955mm.

Critical infrastructure

Critical infrastructure is physical structures, facilities, networks, and other assets which provide services that are essential to the social and economic functioning of a community or society. The following list details the identified critical infrastructure for the Sunshine Coast:

- Strategic road corridors including the Bruce Highway and Sunshine Motorway
- Arterial road network including council, state and federal sealed and unsealed roads, bridges, and culverts
- North Coast rail line
- Sunshine Coast Airport and Caloundra Aerodrome
- Sunshine Coast Solar Farm, Valdora
- Water storage reservoirs including Baroon Pocket, Wappa, and Ewen Maddock Dams
- Water supply network
- Sewerage treatment and disposal networks
- Stormwater and underground drainage network
- Electricity distribution network
- Telecommunications networks (voice and data)
- Repeater stations for radio and television on Bald Knob, Buderim, and Dulong
- Beaches, recreational parks, and reserves
- Bikeways, footways, and footbridges, and
- Healthcare facilities, including:
  - Sunshine Coast University Hospital
  - Nambour General Hospital

[12] https://els.sunshinecoast.qld.gov.au/Planning-for-the-future/A-growing-economy

[13] Source: Bureau of Meteorology

- Buderim Private hospital
- Sunshine Coast University Private Hospital.

Public spaces

Public spaces that may be used for gathering large groups or establishing temporary facilities include:

- Corbould Park Racecourse.
- Parkland at Kings Beach, Alexandra Headland, and Cotton Tree.
- Multi-sports complexes at Bokarina (Sunshine Coast Stadium) and Maroochydore.
- Shopping centres and tourist precincts.
- Showgrounds at Kenilworth, Maleny and Nambour.
- Sunshine Coast Beaches, particularly the more popular beaches at Coolum, Alexandra Headlands, Maroochydore, Mooloolaba, and Kings Beach.
- Sunshine Coast Airport terminal.
- University of the Sunshine Coast.

The LDCC maintains a list of assessed spaces identified as suitable across the region.

Essential utilities

Essential utilities include:

- Electricity supply – Energex is the region's electricity distribution network provider.
- Gas supply – LP Gas is only available in cylinders and is distributed by authorised agents.
- Water supply – Major water treatment plants are located at Image Flat and Landershute. Smaller local treatment plants are located at Ewen Maddock Dam, Maleny, and Kenilworth. Other small towns have local water supplies and other properties rely on tank water.
- Sewerage – Most urban properties are connected to Unitywater's sewerage system. Those properties not connected to the system have a range of on-site treatment systems.
- Telecommunications – The landline and mobile phone network has several service providers including Telstra, Optus, and Vodafone
- Internet connectivity - It is estimated most households in the Sunshine Coast Region have an internet connection at their dwelling. The National Broadband Network (NBN), Fixed line, Wi-Fi, internet connections are available through a range of service providers.
- Flood telemetry – River height gauges, rain gauges, wave monitoring and storm tide gauges provide live intelligence for storm and flood related events.

Public buildings

Throughout the Sunshine Coast region there are several public and community buildings, with many of these able to be utilised as evacuation centres or places of refuge. These include:

- Recreation and Sports Stadiums
- Beerwah Community Hall
- Caloundra Indoor Sports Stadium and Events Centre Caloundra
- Kawana Community Hall
- Venue 114
- Landsborough Sports Complex
- Coolum Civic Centre
- Sunshine Coast Council Libraries located at Beerwah, Caloundra, Coolum Beach, Kawana, Kenilworth, Maleny, Maroochydore, and Nambour.

Special events

Special events that attract large concentrations of people include:

- Australia Day celebrations
- Australia Zoo special celebration days
- Corbould Park racecourse special race-days
- High profile events at Sunshine Coast Statium
- Kings Beach Parkland special events
- New Year's Eve Celebrations
- Numerous Music Festivals across the region
- Maleny and Sunshine Coast shows
- Mooloolaba triathlon, and
- Queensland Garden Expo

There are many other events not listed where large concentrations of people gather due to the diversity of the Sunshine Coast region.

Environment

The Sunshine Coast region is recognised for its rich biodiversity which is supported in natural areas that include terrestrial bushland, the coast, waterways, and wetlands. It is also supported in both the rural and urban landscapes.

The Sunshine Coast's subtropical location and climate supports a diverse range of plants and animals with 153 locally recorded plant and animal species classified as rare or threatened.

Approximately 50% of the Sunshine Coast Council area is vegetated, of which approximately 41% is remnant and 9% non-remnant vegetation. The remnant vegetation consists of 76 regional ecosystems comprising more than 93,000 hectares, providing sanctuary for more than 800 animal species and over 1600 species of flora and fungi. The 76 regional ecosystems are grouped into six broad vegetation communities including: eucalypt, rainforest, melaleuca, heath and wallum, fore dune and mangrove, and saltmarsh.

The Sunshine Coast consists of 60km of open shoreline, divided into 30 pristine beach areas which identify the region as one of Australia's leading tourist destinations. Our coastal environments contribute significantly to our identity and lifestyles. Locals and tourists continue to admire the coastal landscapes and access the coastal environment to enjoy activities such as swimming, surfing, fishing, snorkelling and recreation, along the coastal pathways. The coast is critical for the tourism industry, which is a significant part of the regional economy.

Step 2 – Hazard analysis

Overview

Hazards may be natural, socionatural, or anthropogenic in origin. Natural hazards are predominantly associated with natural processes and phenomena. Anthropogenic hazards, or human-induced hazards, are induced entirely or predominantly by human activities and choices. Socionatural hazards are associated with a combination of natural and anthropogenic factors, including environmental degradation and climate change.

Whilst this plan will deal with only natural and human-induced hazards, it is important to understand that issues associated with socionatural hazards are increasing through climate change-related events. The following figure illustrates the three hazard types[14].

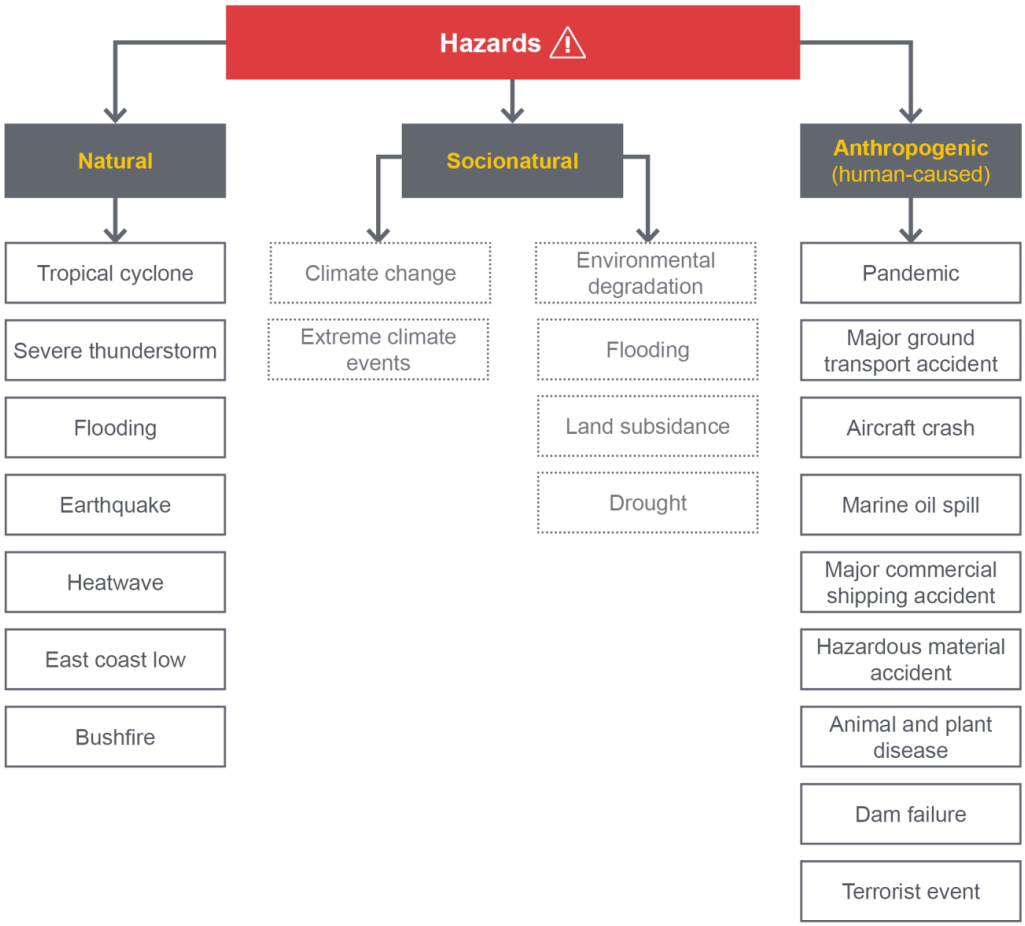


Figure 7: Sunshine Coast Hazardscape

[14] Events are indicative only and may not relate to events that are likely to occur in Sunshine Coast local government area.

Climate change implications

Many natural hazards are becoming more frequent and more intense, driven by Australia's changing climate. The CSIRO's 2018 State of the Climate Report describes the effect of Australia's changing climate, including:

- Warming surface temperatures
- Warming ocean temperatures
- Rising sea levels and risk of coastal inundation
- More severe fire weather
- Increased rainfall in Australia's north, and
- Decreased rainfall in southern Australia.

The following figure illustrates ocean and surface temperature rises from 1910 to 2018.

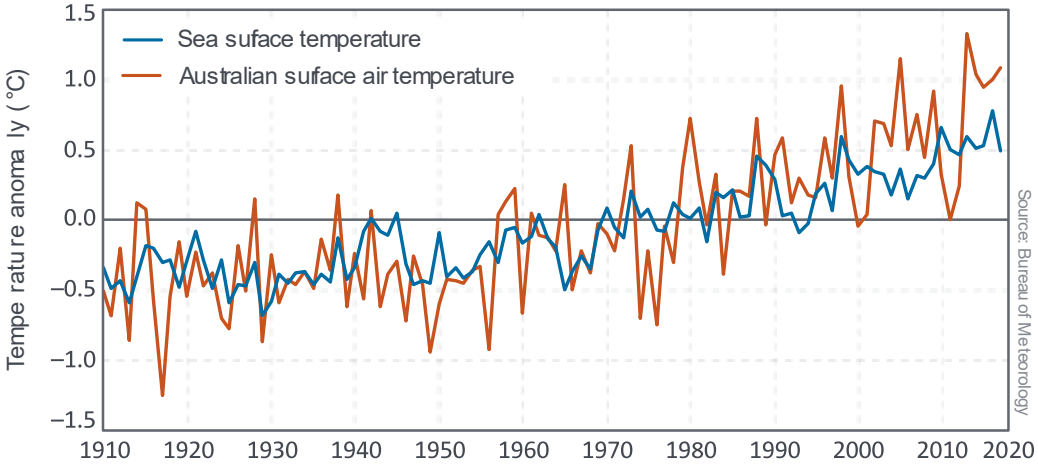


Figure 8: Climate Change Temperature Variations

It is predicted that these changes will continue, while new natural hazard threats will emerge. There is growing potential for cumulative or concurrent, large-scale natural hazards to occur[15].

Climate change predictions indicate that the region will experience:

- More frequent heatwaves
- More frequent storm tide events
- Rising sea level
- Increased likelihood of wildfires, and
- More intense periods of heavy rains and severe storms.

[15] National Disaster Risk Reduction Framework

As a consequence of these implications, Sunshine Coast Council acknowledges and plans for:

- Risk reduction initiatives informed by current scientifically based evidence
- Local engagement with the community to inform them of adaptation to climate change
- A shared responsibility with the community to develop capacity to adapt to climate change considering climate change adaptation measures, Local Disaster Management Group will refer to Sunshine Coast Coastal Hazard Adaptation Strategy and the Queensland Climate Adaptation Strategy[16].

The figure below illustrates how climate change may impact southeast Queensland into the future[17].

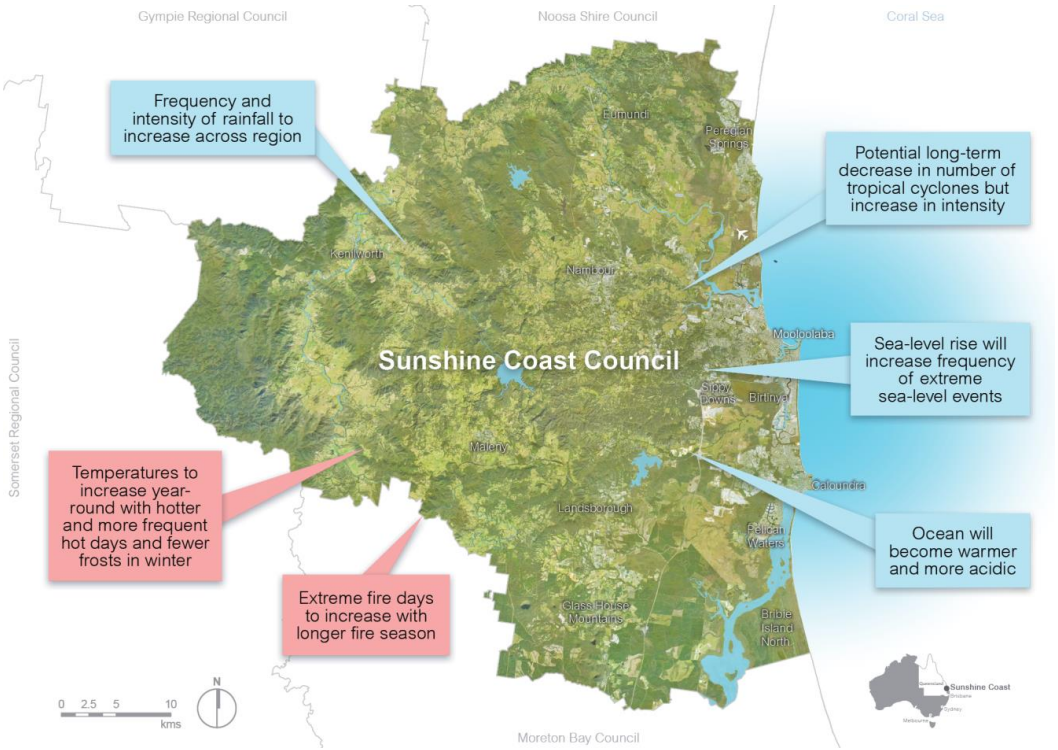


Figure 9: Predicted Climate Change Impacts

[16] https://www.qld.gov.au/__data/assets/pdf_file/0017/67301/qld-climate-adaptation-strategy.pdf
[17] Source: Bureau of Meteorology and CSIRO

Step 3 – Risk analysis

Assessment process[18]

This risk assessment approach includes two key processes to identify the risk and then to assign the level of risk. The outcomes of these two processes are used to populate multiple risk management documents including a Risk Assessment Table, Risk Register and Decision Log. The process is outlined in the diagram on page 19 (Figure 5).

Process 1 – Identifying risk

- Assess the risk
- Detail the exposed elements (elements at risk)
- Assess the vulnerability of the exposed elements

Process 2 – Assigning level of risk

- Assess the likelihood (using scenario modelling based on the past 50 years of historical data)
- Identify vulnerability (drawn from Process 1)
- Assess the consequence
- Develop Risk Statements (for identified risks)
- Assign level of risk, and response:
  - Risk matrix and risk treatment options
  - Risk Assessment Table and Risk Register
  - Decision Log

Full details on the Risk Analysis process are available in the Queensland Emergency Risk Management Framework (QERMF).

Step 4 – Risk-based planning

The fourth step is risk-based planning. In other words, disaster management planning is risk-informed and based on the first three steps of the framework.

Disaster management planning reduces the unknowns. Planning increases the understanding of risks, vulnerabilities, and treatment options across the social, built, economic and natural environments[19].

Treating risks

The LDMG is committed to identifying risk treatments including mitigation works, preparations for response and management of risks within their area of responsibility. Council will seek to make appropriately responsible allocations of resources to approved mitigation works.

The LDMG will identify responsible agencies and lobby for mitigation activities, response preparations and management of risks that are outside the area of responsibility of Council but where non-action is likely to result in an adverse impact on the city. Hazard-specific lead agencies have responsibility for hazard identification, assessment, and implementation of treatments.

Managing 'residual risk'

Residual risk is 'the risk that remains even when effective disaster risk reduction measures are in place, and for which emergency response and recovery capacities must be maintained.

Due to the presence of residual risk; a continuing need to develop and support effective capacities for emergency services, preparedness, response, and recovery, together with socioeconomic policies such as safety nets and risk transfer mechanisms is required as part of a holistic approach'[20].

Council recognises that there will be instances when the LDMG identifies areas of residual risk, which will in turn require the application of suitable treatment options with the assistance of either the District or State levels of Queensland's Disaster Management system.

[18] QERMF Handbook, p.10

[19] Australian Institute for Disaster resilience, Emergency Planning Manual, 2020.

[20] Queensland Disaster Management Lexicon.

Summary of Multi-Hazard risk assessment of Sunshine Coast[21]

The *Multi-hazard Risk Assessment of Sunshine Coast Report* authored by BMT (utilising the Queensland Emergency Risk Management Framework detailed the risk assessment findings based on seven (7) natural hazard scenarios. For the conduct of the *Multi-hazard Risk Assessment of Sunshine Coast Report*, East Coast Low and Category 2 Cyclone were combined due to the similar nature of these events. Other hazards and associated risks were not included in this report: however, it is considered that there is a likelihood that they may occur sometime in the future.

For full details please refer to the completed report which is available through Sunshine Coast Council.

Sunshine Coast Council commissioned a multi-hazard assessment using the Queensland Emergency Risk Management Framework (QERMF). The BMT authored report used the QERMF process and is aligned to national and international best practice of risk management.

The assessment used a range of datasets (hazards, assets) collected from different sources including QFES, Queensland Government, Geoscience Australia, the Australian Bureau of Statistics and Sunshine Coast Council. This data was used in a GIS analysis to identify hazard exposure for the Sunshine Coast.

Significant stakeholder engagement was conducted to inform the risk assessment including workshops and one-on-one discussions with relevant Council staff and external agencies that manage critical assets and services within the Sunshine Coast region. This engagement informed the understanding of existing risk treatment measures which will be reviewed by the LDMG. Six hazard scenarios were selected for Sunshine Coast in collaboration with QFES which guided the risk assessment process. They included:

- **Scenario 1** – Severe tropical cyclone
- **Scenario 2** – Category 2 cyclone / east coast low
- **Scenario 3** – Severe thunderstorm event
- **Scenario 4** – Earthquake
- **Scenario 5** – Bushfire, and
- **Scenario 6** – Heatwave

A number of moderate to high risks were identified across the different hazard scenarios, as well as those risks that were identified as extreme. The figure and table over detail the risk ratings for all of the scenario's listed above.

[21] The information in this section of the plan is reproduced from the Multi-hazard Risk Assessment of Sunshine Coast Council Report authored by BMT, September 2022.

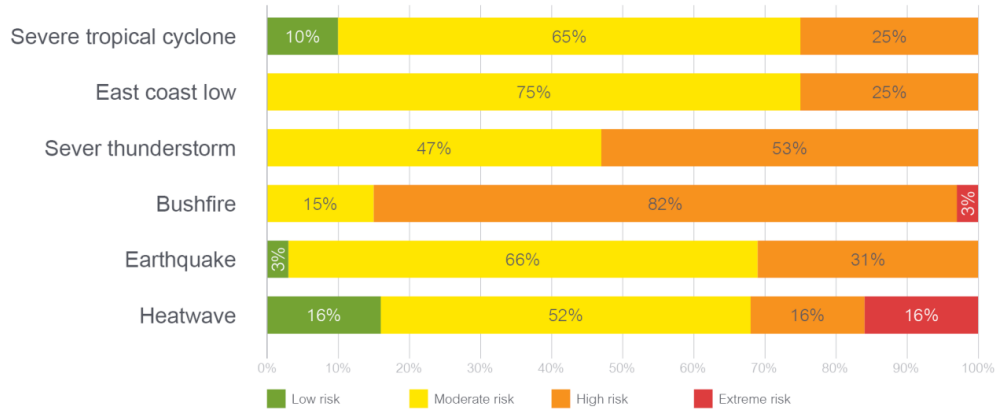


Figure 10: Sunshine Coast Risk Ratings (Source: QERMF Report)

Table 4: Summary of key high-risk assets

Asset category	Residual risk rating					
	Severe cyclone	East coast low	Severe thunderstorm	Bushfire	Earthquake	Heatwave
Critical services						
Communications	H	H	H	H	M	H
Power	H	H	H	H	M	H
Fuel infrastructure (Bulk fuel)	L	M	M	H	M	M
Water treatment/supply	L	M	M	H	M	M
Wastewater treatment	M	H	M	M	M	M
Waste	M	M	H	H	M	M
Access and resupply						
Roads	M	M	H	H	M	M
Bridges	M	M	H	M	M	M
Community and social						
Schools	M	M	H	M	M	H
Population centres	M	H	H	H	H	E
Emergency shelters	H	M	H	H	H	H
Emergency services	M	M	H	H	M	H
Socio-economically disadvantaged/other vulnerable people	H	M	H	H	M	E
Medical						
Hospitals	M	M	M	H	H	E
Aged care facilities	H	H	H	H	H	H
Significant industry						
Agriculture/industry	M	M	H	H	M	H

Naturally occurring hazards[22]

- Severe Tropical Cyclone
- Category 2 Cyclone
- East Coast Low
- Severe Thunderstorms
- Earthquake
- Bushfire, and
- Heatwave.

Biological and human-caused hazards

- Pandemic
- Pest Infestation or Exotic Animal Disease
- Land and water based spills
- Significant accidents in transport and industrial environments
- Urban fire and rescue incidents, and
- Contamination of water supplies impacting environment or consumption.

Other hazard types[23]

- Dam failure
- Landslide
- Tsunami
- Critical infrastructure event
- Coastal erosion
- Cyber Security attack
- Terrorist attack, and
- Major transport accident.

[22] As listed in Multi-hazard Risk Assessment of Sunshine Coast Council report

[23] Reproduced primarily from 2019-2022 LDMP and other sources.

PART 4 – LOCAL CAPACITY AND CAPABILITY

The *Guideline Toolkit T.1.055 Terms of Reference template* was used as a guide in the development of parts of this chapter.

Sunshine Coast Council

Role

Section 4A(c)

In accordance with of the Act, Sunshine Coast Council, through its' Local Disaster Management Group, retains primary responsibility for managing disaster events contained within its local government area.

Responsibilities

Section 29

A local government must establish a Local Disaster Management Group (a local group) for the local government's area.

As specified, Council has established an LDMG whose primary role is to minimise the impact of disasters on its communities. It does this by developing effective arrangements that cater for the delivery of (disaster) prevention, preparedness, response and recovery measures.

Section 57

The Queensland State Disaster Management Plan reinforces the planning requirements of Local Government and specifies that they must be consistent with the Standard and the PPRR Guideline (s58) and must include provision for the following:

- The State group's strategic policy framework for disaster management for the State, and the local government's policies for disaster management
- The roles and responsibilities of entities involved in disaster operations and disaster management in the area
- The coordination of disaster operations and activities relating to disaster management performed by the entities mentioned in paragraph (b); vents that are likely to happen in the area
- Strategies and priorities for disaster management for the area
- Matters stated in the disaster management guidelines as matters to be included in the plan, and
- Other matters about disaster management in the area the local government considers appropriate.

Functions

Section 80

The functions of the local government are:

(a) To ensure it has a disaster response capability

(b) To approve its local disaster management plan prepared under part 3

(c) To ensure information about an event or a disaster in its area is promptly given to the district disaster coordinator (DDC) for the disaster district in which its LGA is situated

(d) To perform other functions given to local government under the Act.

'Disaster response capability' means the ability to take appropriate measures to respond to an event. These activities include the taking of actions and implementation of measures in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.

Sunshine Coast Local Disaster Management Group

Establishment

The Sunshine Coast Local Disaster Management Group (LDMG) has been established under s29 of the Act to manage and coordinate disaster management in the local government area on behalf of the Sunshine Coast Council.

LDMG terms of reference

Functions

Section 30

(a) To ensure that disaster management and disaster operations in the area are consistent with the State group's strategic policy framework for disaster management for the State

(b) To develop effective disaster management, and regularly review and assess the disaster management

(c) To help the local government for its area to prepare a local disaster management plan

(d) To identify, and provide advice to the relevant district group about, support services required by the local group to facilitate disaster management and disaster operations in the area

(e) To ensure the community is aware of ways of mitigating the adverse effects of an event, and preparing for, responding to, and recovering from a disaster

(f) To manage disaster operations in the area under policies and procedures decided by the State group

(g) To provide reports and make recommendations to the relevant district group about matters relating to disaster operations

(h) To identify, and coordinate the use of, resources that may be used for disaster operations in the area

(i) To establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens

(j) To ensure information about a disaster in the area is promptly given to the relevant district group

(k) To perform other functions given to the group under this Act, and

(l) To perform a function incidental to a function mentioned in paragraphs (a) to (k).

Priorities

- Improve community and business disaster mitigation and preparation measures
- Maintain LDMG appropriately qualified and trained membership that is able to contribute to meeting the functions of the local group
- Ensure disaster operations are effectively managed and coordinated and are consistent with established protocols
- Integrate effective disaster risk reduction initiatives into Council's strategic and corporate plans, community organisations, and the business/industry sectors
- Identify and establish sub-groups to carry out specific roles and functions (e.g., Disaster Recovery Sub-Group)
- Develop, maintain, and continually monitor community engagement and communications strategies to ensure relevance and effectiveness, and
- Prepare and regularly evaluate, and revise local plans to ensure effective disaster management for the area.

Obligations

- Attend all local group activities with a full knowledge of their organisations' resources and services and the expectations of their organisation
- Are available and have the necessary expertise or experience to actively participate in LDMG activities to ensure that plans, projects, and operations use the full potential of their organisation, while recognising any limitations
- Are appropriately positioned within their agency to be able to commit agency resources to LDMG normal business activities
- Have identified a deputy who is appropriately trained to take on their responsibilities should they be unavailable or to provide additional support during extended operations, and
- Actively contribute to disaster management planning.

Appointment of members

Section 33 and Regulation 9

- Local Disaster Management Group members are appointed by local government with representatives appointed by position and are deemed to have the necessary expertise or experience and delegated authority to support all aspects of disaster management and agreed arrangements
- Membership of the group shall mean and include any person acting in the capacity of an appointed member
- Membership of the Local Group will be reviewed annually in accordance with sections 57 and 59 of the Act, and
- All members appointed to the Local Disaster Management Group must undertake the requisite training as prescribed in the Queensland Disaster Management Training Framework.

Deputy members

Regulation 14

A member of a LDMG may, with the approval of the Chair, appoint by signed notice another person as his or her deputy. The deputy may attend a meeting in the member's absence and exercise the member's functions and powers under the Act. Deputy members are to be counted in deciding if there is a quorum for a meeting.

Chair and deputy Chair of LDMG

Section 34

Under s34 of the Act, the LDMG must appoint a member of the group as a Chair and a member of the group as a Deputy Chair. The member appointed as the Chair must be a councillor of a local government.

Local Disaster Coordinator (LDC)

Section 35

The Chair must, after consulting with the Commissioner, QFES, appoint in writing the Chief Executive Officer or an employee of the relevant local government as Local Disaster Coordinator.

Functions of the LDC

Section 36

- Coordinate disaster operations for the Local Group, report regularly to the Local Group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented
- Provide advice and support to the Chair and Local Group, and
- Activate the Local Plan and LDCC when required.

Power of delegation of LDC

Section 143(8)

The LDC may delegate their functions under section 36 to an appropriately qualified person.

Notice about membership

Section 37

Council, at least once a year, must give written notice of the members of the group to:

- The Chief Executive, and
- The Chair of the district group for the disaster district in which the local group is situated.

Meeting frequency

Section 38 and regulation 12

- Ordinary meetings of the Sunshine Coast LDMG will be held four (4) times per year, and
- Extraordinary meetings will be held as required.

Quorums

Regulation 13

A quorum for a LDMG meeting is the number equal to one-half of the members plus one, or, if one-half of the members is not a whole number, the next highest whole number.

Presiding at meetings

Regulation 16

The Chair of the LDMG is to preside at all meetings, or in their absence the Deputy Chair. If both are absent the meeting must be chaired by a person nominated by the Chair, a member nominated by the Deputy Chair, or if those offices are vacant, a member of the group chosen by the members present.

Meeting attendance

An attendance register is to be completed at the commencement of each LDMG meeting to record attendance number and to ensure the meeting has a quorum.

Virtual attendance

Regulation 17(1) and (2)

- It is encouraged to allow members of the group who are unable to physically attend to take part in its meetings, by using any technology that reasonably allows members to hear and take part in discussions as they happen.
- A member who takes part in a meeting via teleconference or videoconference is taken to be present at the meeting and should be marked on the attendance register.

Meeting business

Agency reports

Local Group members are expected to report their agency's disaster management activities to the Local Group at the group's meetings. This report will be circulated with the minutes of the group's meeting.

Minutes

Minutes must be taken of LDMG meetings and minutes are distributed to all members, deputies, and advisors of the group once endorsed.

Resolutions

Regulation 17(3)

For governance purposes, a register detailing each resolution passed by the LDMG as well as details of actions undertaken to acquit the resolution.

Correspondence

To assist with tracking of LDMG correspondence, both inwards and outwards, a correspondence register is to be kept.

Secretariat to LDMG

The LDMG should appoint an appropriately qualified entity as the secretariat of the group. Ideally, this should be the Council's Disaster Management Unit.

Functions of the secretariat

The secretariat will provide support and administer the day-to-day business and governance requirements of the Local Disaster Management Group including:

- Managing all matters relating to administration and meetings of the Local Disaster Management Group including meeting schedule, recording of actions, resolutions, record-keeping, and other administrative issues as required
- Maintaining member contact details in accordance with information privacy principles, and
- Monitor member inductions and training records.

LDMG members

Core members

Table 5: LDMG 'Core' Members

Role	Position
Chair	Mayor
Deputy Chair	Deputy Mayor
Local Disaster Coordinator (LDC)	Group Executive Liveability & Natural Assets
Deputy LDC's	Group Executive Built Infrastructure
	Coordinator Disaster Management
Local Recovery Coordinator (LRC)	Group Executive Economic and Community Development
Deputy LRC	Manager, Community Development and Planning
Community Liaison Officer	Coordinator, Healthy Places
Hydrologist	Coordinator Flooding & Stormwater Policy & Planning
Department of Communities, Housing, and the Digital Economy (DCHDE) representative	Senior Advisor, DCHDE
Department of Education representative	Principal Adviser, Education Services, North Coast Region 1
Media Liaison Officer	Manager, Communications SCC
Queensland Ambulance Service representative	Officer in charge, Kawana Station
Queensland Fire and Emergency Services (Emergency Management) representative	North Coast Region Emergency Management Coordinator
Queensland Fire and Emergency Services (Fire) representative	Area Director
Queensland Fire and Emergency Services (Rural Fire) representative	Area Director
Queensland Police Service representative	Senior Sergeant, Officer in Charge, Nambour Police Station
Queensland Health	Sunshine Coast Hospital and health Service Senior Coordinator Emergency Response
State Emergency Service representative	SES Local Controller
Unitywater representative	Network Engineering Manager
Energex	Local representative

Advisors

In addition to its core members, the LDMG may seek the assistance of individuals or organisations as circumstances require. These persons sit as advisors to the group. They will receive copies of the agendas and minutes and can attend and participate in meetings and discussions as required.

Table 6: LDMG Advisors

Role	Position
Australian Broadcasting Corporation – ABC Local Radio representative	Regional Contact Manager
Australian Red Cross representative	Emergency Services Liaison Officer
Australian Volunteer Coast Guard Sunshine Coast Squadron representative	Commander Mooloolaba Coastguard
Caloundra Coastguard representatives	Commander Flotilla Commander
	Mooloolaba Flotilla Commander
Department of Agriculture and Fisheries	Rural Economic Development (South) representative
Department of Environment and Science (Parks and Forests)	Senior Ranger
Department of Transport and Main Roads representative	Principal Engineer
District Disaster Management Group representative	Executive Officer to the District Disaster Coordinator
Information technology advisor	Head of Digital Information Services SCC
Policy Advisor	Disaster Management Coordinator SCC
Queensland Parks and Wildlife	Senior Ranger Maleny Management Unit
Queensland Rail representative	Manager, Emergency Preparedness
Queensland Reconstruction Authority	Regional Liaison Officer, QRA
SEQ Water representative	Manager, Incident and Security Management
Sunshine Coast Airport representative	Sunshine Coast Airport Operations Manager
Sunshine Coast Council	Various internal advisors
Surf Life Saving Queensland representative	Regional Manager – Sunshine Coast
TAFE Queensland (East Coast) Representative	Manager, Facilities and Services, Sunshine Coast TAFE
Telstra Representative	Sunshine Coast Accounts Executive
Tourism and Events Queensland representative	Director, Sunshine Coast
Visit Sunshine Coast representative	Chief Executive Officer, Visit Sunshine Coast
Volunteering Sunshine Coast	CEO
University of Sunshine Coast representative	Manager Security Services

Responsibilities of LDMG members

The following table details the Sunshine Coast LDMG and their respective responsibilities under this plan.

Table 7: Responsibilities of LDMG

Role	Responsibilities
Chair	• To chair LDMG Meetings and to provide the primary link between the LDMG and council. • To manage and coordinate the business of the group, to ensure, as far as practicable, that the group performs, its functions • To report regularly to the relevant district group, and the chief executive of the department, about the performance by the Local Group of its functions
Deputy Chair	• Chair LDMG meetings in the absence of the Chair • Provide a link between the LDMG and Council • Participate in the issuing of public information and warnings • Chair Local Recovery Group if required
Local Disaster Coordinator (LDC)	• Coordinate disaster operations for the Local Group, report regularly to the Local Group about disaster operations, to ensure, as far as practicable, that any strategic decisions of the Local Group about disaster operations are implemented. • Provide advice and support to the Chair and Local Group • Activate the Local Plan and LDCC when required
Deputy LDC	To undertake the functions of the LDC in the LDC's absence.
Local Recovery Coordinator (LRC)	• To coordinate the Local Recovery Group • To liaise with Functional Lead Agency representatives and work with identified agencies and the community to develop the specific operational recovery strategy. • To provide advice and support to the Chair and Local Group. • To activate the Local Plan and LDCC when required.
Deputy LRC	To undertake the functions of the LRC in the LRC's absence.
ABC rep	• Liaise between the agency and the LDMG • Support and provide advice to the Media Liaison Officer
Australian Red Cross	• Liaise between the agency and the LDMG • Provision of support in Evacuation Centres • Assistance with outreach services
Coast Guard rep	Liaison between Australian Volunteer Coast Guard and LDMG
Dept. of Communities, Housing, and the Digital Economy rep	• Liaison between agency and LDMG • Human and social recovery advice
Dept. Education rep	Liaison between agency and LDMG
Transport and Main Roads rep	Liaison between agency and LDMG
Executive Officer to DDC	• Provide advice and support to Chair of LDMG • Participate in issuing of public information and warnings
Energex rep	Liaison between agency and LDMG
Information Technology Officer	Provide expert advice and support to the Local Group on information and communication technology matters
Parks and Forests rep	Liaison between agency and LDMG
Queensland Rail rep	Liaison between agency and LDMG

Role	Responsibilities
Queensland Health rep	Liaison between agency and LDMG
Rural Fire	Liaison between agency and LDMG
Policy Advisor	• Provide strategic policy and planning advice and secretariat support to the Local Group, Chair and Local Disaster Coordinator • Ensure staff are rostered into the Local Disaster Coordination Centre
Queensland Ambulance Service rep	Liaison between agency and LDMG
Queensland Fire and Emergency Services (Disaster Management rep)	• Provide advice and support to the Chair and the LDC • Liaison between the agency and the LDMG • Link to the Qld Disaster Management System • Policy advice about Qld Disaster Management System • Assessment of the Local Plan
Queensland Fire and Emergency Services (Fire rep)	Liaison between agency and LDMG
Queensland Police Service rep	Liaison between agency and LDMG
SEQ Water rep	Liaison between agency and LDMG
SES rep	Liaison between agency and LDMG
Sunshine Coast Airport rep	Liaison between agency and LDMG
Surf Lifesaving Qld rep	Liaison between agency and LDMG
TAFE Queensland rep	Liaison between agency and LDMG
Telstra rep	Liaison between agency and LDMG
Tourism and Events rep	Liaison between agency and LDMG
Unitywater rep	Liaison between agency and LDMG
Visit Sunshine Coast rep	Liaison between agency and LDMG
Uni of Sunshine Coast rep	Liaison between agency and LDMG

Agency-specific roles and responsibilities

Table 8: Agency Roles and Responsibilities

Agency	Roles and responsibilities
Local Disaster Management Group	• Functions as allocated to the group under s30 of the Act. • Development of a comprehensive local disaster management plan and strategies. • Design and maintenance of a public education/awareness program, which is delivered through member agency resources. • Support for the coordination of response agencies through the Local Disaster Coordination Centre (LDCC). • Reconnaissance and impact assessment. • Provision of public information prior to, during and following disaster events. • Recommended areas/locations to be considered for directed evacuation. • Public advice regarding voluntary evacuation. • Identification, resourcing, staffing, management, and operation of evacuation centres. • Provision of locally based community support services. • Design, maintenance, and operation of a disaster coordination centre, including the training of sufficient personnel to operate the centre.
Australian Red Cross	• Provision of community support and disaster relief to disaster affected communities. • Provision of support with the operation of Evacuation Centres on the Sunshine Coast as per the Memorandum of Understanding. • Assistance with outreach services to disaster affected communities. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., Public awareness and education campaigns). • Provision of advice and communication with the LDC and DDC.
Bureau of Meteorology	• Issue weather forecasts including weather warnings to agencies and the community. • Provision of specialist advice and communication directly to the State Disaster Coordination Centre (SDCC). Specialist advice was previously available directly from the Bureau to the LDC on request, as and when required. The SDCC has directed that all requests for specialist advice are to be made to the State Disaster Coordination Centre directly. • Collection and interpretation of information from rainfall and flooding telemetry systems, jointly with Council.

Agency	Roles and responsibilities
Energex	• Electricity supply information and warnings to Sunshine Coast disaster management agencies and the community. • Operation and maintenance of electrical power supply distribution. • Advice in relation to electrical power supply outages to agencies and community. • Restoration of power and advice regarding timeframes for power restoration. • Safety advice for consumers during disaster and emergency situations. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public education and awareness programs).
Sunshine Coast Council	• Management, support, policy advice and coordination of the business of the Local Group and its sub-groups, including the development and maintenance of disaster management plans and sub plans. • Identification, development, maintenance, and operation of a LDCC at a primary • Location and maintenance of alternative locations. • Identification and delivery of training and staffing required to operate the LDCC. • Coordination of disaster operations by the LDC through the LDCC for the Local Group ensuring that strategic decisions of the Local Group are implemented. • Lead and coordinate recovery operations and provide immediate community support and recovery needs in conjunction with the Department of Communities, Disability Services and Seniors and relevant agencies and stakeholders, including the management and operation of evacuation centres, places of refuge or temporary relocation centres. • Assist the community to prepare for, respond to and recover from an event or disaster. Issue of public information or warnings about disaster situations in accordance with the Local Plan. • Provide advice and support to the DDC. **General agency responsibilities:** • Development and maintenance of prevention and mitigation strategies such as land use planning and capital works programs. • Development and maintenance of an emergency operations and recovery team. • Development and maintenance of response plans where council is identified as lead agency (e.g., flooding) • Development and maintenance of a Field Coordination Centre (FCC) capability which can be activated for any necessary events. • Identification and delivery of training and staffing required to operate the FCC.

Agency	Roles and responsibilities
Sunshine Coast Council *(continued)*	**Maintenance of council essential services to the community including:** ▪ Animal control ▪ Civic leadership ▪ Community contact and information ▪ Disaster and emergency management ▪ Environmental protection ▪ Public Health ▪ Refuse disposal and waste management. • Development and maintenance of communications systems between response and recovery agencies and coordination centres. • Maintenance (including debris clearance) of local roads and bridges including sourcing appropriate equipment required for task. • Collection and interpretation of information from rainfall and flooding telemetry systems, conjointly with the Bureau of Meteorology. • Maintenance of rainfall and flooding telemetry and warning systems. • Community awareness and education for risks for which Council is lead agency. • Support with QFES (DM) to the SES on the Sunshine Coast. • Provision of advice and communication about the operations of the FCC to the LDC and DDC.
Queensland Ambulance Service	• Emergency pre-hospital patient care assessment, treatment, and transportation of ill and/or injured persons, selection of triage and treatment areas. • Coordination of all other volunteer first aid groups including QAS first responder groups. • The establishment of an on-site triage/treatment area, casualty clearing and vehicle marshalling areas. • Assistance with the evacuations of persons with medical conditions (specialised medical transport including aero - medical transport). • Liaison with all other emergency services, local and state government, and non- government agencies. • Advise the LDCC. • Request and provide assistance through the Coordination Centre as required during disaster operations. • Provision of advice regarding transportation of medical special needs sectors of the community. • Activation of Medical Transport Plan.

Agency	Roles and responsibilities
Queensland Fire and Emergency Services (Disaster Management)	• Review and assess and report on the effectiveness of disaster management by the state at all levels, including Local Plans. • Provision disaster management officers of coordination, policy, and operational advice, at all levels of the state's disaster management system, including at the Local Group. • Coordination of state and federal assistance for disaster management and operations. • Facilitation of a comprehensive, all hazards, all agencies approach to disaster management. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public awareness and education campaigns). • Management, coordination, and support of the SES on the Sunshine Coast • Operation and maintenance of the State Disaster Coordination Centre (SDCC) • Manage resupply operations. • Coordinate and manage the deployment of SES across the State. • Support the deployment of Qld Corrective Services resources. • Provision of public information during disaster and emergency situations.
Queensland Fire and Emergency Services (Fire)	• Primary agency for bushfire, chemical/hazardous materials (HazMat) related incidents. • Development and maintenance of Incident Coordination Centre plans and capacity which can be activated for events where the QFES (Fire) is the lead agency including training in AIIMS and staffing with sufficient trained personnel to operate the Centre. • Development of fire prevention and mitigation strategies and response plans. • Provide control, management, and pre-incident planning of fires (structural, landscape and transportation). • Safety of persons in relation to fire prevention, suppression, response, and recovery operations. • Advice and directions on public safety/evacuation from fire danger zones. • Assisting the community to prepare for, respond to and recover from an event or disaster (e.g., public education and awareness programs). • Provide rescue capability for persons trapped in any vehicle, vessel, by height or in a confined space. • Provide rescue of person isolated or entrapped in swift water/floodwater events. • Provide Urban Search and Rescue (USAR) capability for building collapse events. • Assist in pumping out and clean-up of flooded buildings. • Primary Agency for chemical/hazardous materials (HazMat) related incidents. • Provision of expert advisory services on hazardous materials through the QFES Scientific Unit. • Provide mass and technical decontamination capabilities under State Biological Disaster and State Radiological Disaster Response.

Agency	Roles and responsibilities
Queensland Fire and Emergency Services (Fire) *(continued)*	• Support the Queensland Coastal Contingency Action Plan – Chemical Spill Response Plan • Provide rapid damage impact assessment and intelligence gathering capabilities. Provide logistical and communications support to disasters within capabilities. • Provision of advice to, and communication with the LDC and DDC about the operations of the QFES (Fire).
Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts	• Coordinate provision of human-social recovery services during recovery operations in partnership with local, State, federal and non-government agencies. • Work with affected individuals and communities to support their own recovery activities. • Carry out primary and/or lead functional roles as nominated in the plan. • Provide human-social recovery services across all stages of disaster response and recovery operations. • Establish and manage community recovery outreach programs and centres (Recovery Hubs). • Distribute financial assistance to eligible individuals and families affected by natural disasters in accordance with state and federal funding guidelines. • Coordinate the development of community recovery communication strategy messages (strategic and operational). • Provide advice and communicate to the LDC and DDC about community recovery requirements and operations. • On request, provide a liaison officer to the LDCC to advise and action reasonable requests during disaster operations. • Carry out primary and/or lead functional roles as nominated in the plan for planning, coordination, and implementation of building recovery in Queensland. • Advice on and provide temporary emergency accommodation solutions for people displaced by disaster events and for government agency response and/or recovery workers.

Agency	Roles and responsibilities
Queensland Health	• Lead agency for response functions of public health, mental health and medical services, mass casualty management, mass fatality management including victim identification (with the Queensland Police Service - QPS) and emergency medical retrieval. • Provide health emergency incident information. • Primary agency for heatwave, pandemic influenza, biological and radiological incidents. • Coordinate and manage the health aspects of a disaster or emergency incident across the full spectrum of prevention, preparedness, response and recovery including health advice to the community, public health, clinical care, forensic support and mental health. • Public health and environmental health advice and support to Sunshine Coast local government and affected communities and industries. • Ensure appropriate mental health support to affected communities (as per Disaster & Emergency Incident Plan & Mental Health Sub Plan). • Messaging on public health risks to affected communities. • Develop health-focused disaster and emergency preparedness, response and recovery plans. • Develop and maintain disaster and emergency health response capability and capacity.
Queensland Police Service	• Preservation of peace and good order. • Assisting the community to prepare for, respond to and recover from an event or disaster. • Prevention of crime. • Security of any site as a possible crime scene. • Investigation of the criminal aspect of any event. • Coronial investigation procedures. • Traffic control, including assistance with road closures and maintenance of roadblocks. • Crowd management/public safety. • Coordination of search and rescue. • Control and coordination of evacuation operations. • Provide security for damaged or evacuated premises. • Manage the register of evacuated persons in association with the Australian Red Cross. • Provide a disaster victim identification capability. • Respond to and investigate traffic, rail, and air incidents. • Advise the LDC, and request and provide assistance through the LDCC as required during disaster operations. • Provide liaison officers to the LDCC. • Fulfil the role of Sunshine Coast District Disaster Coordinator. • Undertake the role of Executive Officer District Disaster Management Group.

Agency	Roles and responsibilities
Department of Environment and Science	• Lead agency role for any outbreak of emergency animal disease. • Public information and warnings to Sunshine Coast disaster management agencies and the community regarding emergency animal disease matters. • Public education and awareness programs. • Development and maintenance of emergency animal disease plans. • Capacity to operate an FCC. • Detection and location of animal infection. • Advice relative to Biosecurity matters (e.g., exotic animal disease threats). • Advice regarding destruction of animals as required. • Advice about disaster recovery processes for primary producers. • Provision of advice to, and communication with the LDC and DDC about the status of operations. • Request and provide assistance through the DDCC or LDCC as required during disaster operations. • Provide permit advice/ exemptions (if applicable) post event to assist with recovery (e.g., relaxation of permits, emergency works) • Native animal advice (rescue, isolation)
Department of Transport and Main Roads • Transport • Main Roads • Maritime Safety Qld	• Primary agency for sea pollution where it impacts or is likely to impact on Qld coastal waters. • Development and maintenance of prevention and mitigation strategies. • Development and maintenance of operational response plans. • Participation in evacuation route planning. • Provide information and advice on the impact of disruptive events on road, rail, aviation, and maritime infrastructure as it affects transport systems. • Assist with the safe movement of people as a result of mass evacuation of a disaster affected community. • Provision of advice and communication with the LDC and DDC about the operations of the Department during disaster response and recovery operations. • Request and provide assistance through the DDCC or LDCC as required during disaster operations.

Agency	Roles and responsibilities
State Emergency Service	• Development and maintenance of a capacity to respond or assist other agencies respond to disaster and emergency situations. • Assisting the community to prepare for, respond to and recover from an event or disaster. Public education and awareness programs. • Rescue of trapped or stranded persons. • Search operations for missing persons. • Emergency repair/protection of damaged/vulnerable buildings especially for members of the community. • Assistance with debris clearance. • First aid support. • Traffic control support. • Assistance with communications and specialist radio communications. Assistance with emergency lighting. • Provide a Liaison Officer at the FCC. • Advise Queensland Fire and Emergency Services (Disaster Management) of operations underway, and request and provide assistance through the ICC to the Lead Agency or the LDCC as required by QFES during disaster operations.
Sunshine Coast Airport	• Development and maintenance of airport emergency plans. Maintain airport operations. • Provision of advice to, and communication with the LDC and DDC about the operations of the Airport Emergency Operations Centre. • Request and provide assistance through the LDCC as required during disaster operations.
Surf Lifesaving Queensland (SLSQ)	• Act as the primary authority for closing beaches, working with council and partner agencies to ensure consistent and proactive messaging is delivered effectively to the community. • Provide intelligence on the coastal environment and present/emerging aquatic hazards. • Ensure business as usual focus remains on patrolled beaches and effectively manage the supply of surplus personnel and equipment to events. • Provide a network of support and intelligence to the DDMG and LDMG in relation to disaster and emergency response via volunteer surf lifesavers, professional lifeguards, and SLSQ Aviation. • Act as a surge capacity for QPS, SES or QFES in front-facing operations such as door knocking and welfare checks in isolated or affected areas. • Provide inflatable rescue boats (IRBs) for use in flood waters, or assist with relocating people, emergency service personnel and gear/equipment. • Actively gather, collate, and distribute real-time intelligence via our Operations and Communications Centre via our state camera, radio, and member networks

Agency	Roles and responsibilities
Unitywater	• Provide drinking water to the Sunshine Coast community that meets the Australian Drinking Water Guidelines and at the required pressures (Note: Seqwater provides primary water treatment) • Provide recycled water and wastewater management services to the Sunshine Coast community • Notify the public and regulators of any drinking water, recycled water or wastewater impacts • Develop and maintain incident management practices including 24/7 Control Room oversight • Provide advice to and communicate with the LDC and DDC about Unitywater operations during a disaster • Request and provide assistance through the LDCC as required during disaster operations Assist the community to prepare for, respond to, and recover from an event or disaster (e.g., public education and awareness programs)
Visit Sunshine Coast	• Assist the tourism industry community to prepare for, respond to and recover from an event or disaster (E.g., public awareness and education campaigns). • Work with the Sunshine Coast tourism industry to provide support and assistance in the coordination of accommodation, travel, etc. for affected interstate and international tourists. • Participation in Community Recovery process for tourism industry. • Provision of advice to, and communication with the LDC and DDC. • Request and provide assistance through the LDCC as required during disaster operations.

Community disaster management groups

Introduction

Sunshine Coast Local Disaster Management Group (LDMG) has authorised the establishment of community sub-groups in areas that are often isolated during disaster events.

Community Disaster Management Sub-Groups are established in line with Queensland Disaster Management Arrangements, Disaster Management Strategic Policy Framework, and the Disaster Management Act 2003.

Establishment

The establishment of community sub-groups will provide a stronger community input into all aspects of disaster preparedness, prevention, response, and recovery (PPRR) and will foster the strengths of natural and potential community leaders.

Communities have collective knowledge which increases the capacity to self-organise effectively and develop links and connections within their community, opens lines of communication between the community and the Local Disaster Coordination Centre, emergency services and other agencies. It also provides an opportunity to be inclusive, enabling equitable participation and building the capacity of individuals in the community to contribute and lead.

While the LDMG is responsible for maintaining the overall regional disaster management plan, the community sub-group, with its local knowledge, will act in the local community's interests to prepare for, and be the conduit between the community and council before, during, and after events.

Resilience within the community to natural hazards and human-caused events starts with the individual and encompasses those individuals, community groups and networks, business, government, and non-government agencies that are representative within these communities.

Purpose

The purpose of the community disaster management sub-group is to establish a core group of people within a local community, who possess the local knowledge and expertise to ensure that disaster management and disaster operations within the local area are managed effectively by the LDMG. The following arrangements form part of the Queensland Disaster Management Arrangements to assist with the management of disaster operations within the Sunshine Coast region.

There are currently six LDMG Community Sub-Groups operating as well as one Local Network.

They include:

- Mooloolah/Eudlo/Diamond Valley/Glenview (Mooloolah/Eudlo Group)
- Kenilworth/Conondale and Crystal Waters (Kenilworth Conondale Group)
- Maleny
- Montville
- Mapleton/Flaxton (Mapleton/Flaxton Group)
- Halcyon Landing, Bli-Bli
- Glasshouse Country Network.

Role of community disaster management groups and sub-groups

Whilst the LDMG is responsible for maintaining and executing the overall Sunshine Coast Local Disaster Management Plan, each Community Disaster Management Sub-Group, with local knowledge and resources, supported by the LDMG will act in the local community's interests to prepare for and assist the LDMG during an event in times when the community is isolated.

The following parts of this plan have been developed in accordance with the Guiding Principles specified in s4A(a) of the Act.

PART 5 – PREVENTION

Meaning of terms

Prevention

Prevention is 'activities and measures to avoid existing and new disaster risks. Prevention (e.g., disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts of hazardous events. While certain disaster risks cannot be eliminated, prevention aims at reducing vulnerability and exposure in such contexts where, as a result, the risk of disaster is removed'[24].

Mitigation

Mitigation is defined as 'activities intended to reduce or eliminate risks or lessen the actual or potential effects or consequences of an event'[25].

Resilience

Resilience is defined as 'a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality, and adapt to new circumstances'[26].

Prevention and mitigation strategies

Preventative or mitigation strategies include:

- Council land use planning and building codes
- Design improvements to provide more resilient new essential service infrastructure or harden existing services
- Community education and awareness programs to increase knowledge of how to prepare for and respond to disaster events
- Capital works programs such as the building of levees to mitigate inundation in flood-prone areas
- Improved drainage and road infrastructure
- Vegetation management programs such as fuel load reductions in fire-prone areas
- Future proofing the local environment taking into account the effects of development and climate change, and
- Resilience-building activities including partnership-building and engagement within and between the government and private sectors.

Planning Scheme

Sunshine Coast Council is currently in the process of renewing its 2014 version of the planning scheme.

The new planning scheme will regulate:

- What development should occur where
- How development should occur - by outlining the rules (codes) against which development must be assessed
- What assessment process is required - by stating whether a development application is required, and if so, the process to be followed.

A planning scheme seeks to balance competing objectives such as:

- Making sure there is enough land available in the right locations to support community needs (including housing, services, and business areas) while ensuring natural assets are protected
- Maximising liveability of communities by ensuring there is green space, community facilities, places to work and shop and housing options for all
- Ensuring infrastructure is planned for and used efficiently (roads, pathways, and stormwater drainage)
- Protecting natural areas and human made features such as heritage buildings, and
- Making communities more resilient to natural hazards such as floods and bushfires.

[24] Queensland Disaster Management Lexicon.
[25] Queensland Disaster Management Lexicon.
[26] Queensland Disaster Management Lexicon

Building codes and regulations

Relevant building code legislation and other associated doctrine include:

- Building Act 1975
- Building Regulation 2021
- Plumbing and Drainage Act 2018
- Plumbing and Drainage Regulation 2019
- Standard Plumbing and Wastewater Code (Published 2019)

Community education and awareness programs

Sunshine Coast Council is committed to ensuring the safety and wellbeing of residents and visitors to the region. Council recognises building a region resilient to disasters is a shared responsibility between government, business, our neighbourhoods and individuals with disaster education starting with our youngest community members to help educate our local communities on how to best to prepare for disasters. Community education and awareness strategies include:

- Deliver and/or support neighbourhood programs that assist with developing connected neighbourhoods and strengthening relationships that build social resilience
- Support community driven opportunities that build communities capacity to thrive before, during and after a disaster
- Increase community access to information on risks and resilience
- Promote Sunshine Coast Council's Disaster Hub
- Build capacity to positively respond to the impacts of climate change and disasters through education and partnerships with key stakeholders, business, community groups, universities and government
- Work with the business community to prepare for, respond to, and recover from events that disrupt business continuity
- Undertake and participate in training exercises with internal and external stakeholders.

Table 9: Community Education and Awareness Programs

Get Ready plan activities may include:

Type	Program/Activity	Details
Education Activities Local schools' programs	Sunshine Coast Get Ready Schools Program	Delivery of the Sunshine Coast 'Get Ready' Schools Program on preparing for extreme weather events, including delivery of new online education resource tool for Grades 5/6
Community Engagement Local community engagement activities	Sunshine Coast Get Ready Community Seminars for +55's	Delivery of education and awareness community seminars for Aged Care facilities and residents of independent living communities
	Sunshine Coast Get Ready Community Seminars	Delivery of disaster preparedness education seminars for general community members
	Emergency Services Expo	Conduct of a bi-annual emergency services expo to increase awareness for the general community in the tools provided to increase resilience in the event of a disaster
Diverse Community Activities Programs targeting diversity groups	Sunshine Coast Indigenous Community Forum/Workshop	In partnership with Councils First nations Partnership team delivery of a forum and workshop for our Indigenous community to share disaster preparedness information and for agencies to obtain value.

Type	Program/Activity	Details
	Sunshine Coast Get Ready CALD Community Forum/Workshop	Deliver 2x Forum/Workshops for our CALD community to share preparedness information and for agencies to obtain valuable feedback/suggestions on how we can improve dissemination of information pre/during/post disaster events.
Marketing and Advertising Local and regional advertising costs	Get Ready Week Media Campaign	Production and delivery of the Sunshine Coast Get Ready promotion across various platforms
Community Engagement Network building and partnerships	Glasshouse Country Disaster Management Network	Participation, support, and further development of the Glasshouse Country Disaster Management Network Group, including meetings, exercises, planning
Community Engagement Local community engagement activities	LDMG Community Sub-Group activities	Participation, support, and further development of the 6x LDMG Community Sub-Groups, 1 Local Network and localised activities.

Funding strategies

Community grants

Not-for-profit community organisations can apply for up to $3000 to fund projects that have arisen as a consequence of failure, damage or loss of essential equipment or infrastructure due to unforeseen circumstances.

During a declared Disaster Situation applicants can apply for other costs (including, but not limited to, operational costs when an organisation demonstrates financial hardship).

Funding must be for projects or costs which are:

- Deemed to be an 'emergency' (requiring rapid response), and
- Significantly impacting the organisation's ability to continue to operate.

Projects that are covered by insurance are not eligible.

For further details refer to the Emergency Grants page on Council's website: www.sunshinecoast.qld.gov.au/living-and-community/grants-and-funding.

Queensland Reconstruction Authority (QRA) disaster resilience funding

- The Queensland Resilience and Risk Reduction Fund (QRRRF) helps communities mitigate and manage the risks associated with natural disasters.

  Eligibility includes:

  - Local government bodies constituted under the Local Government Act 2009; or the City of Brisbane Act 2010, and the Weipa Town Authority
  - Regional Organisations of Councils
  - Regional Natural Resource Management bodies
  - River Improvement Trusts (constituted under the River Improvement Trust Act 1940)
  - Water authorities and local water boards (Category 2 only)
  - Queensland Government departments and agencies and government owned corporations
  - Incorporated non-government organisations (including volunteer groups), and
  - Not-for-profit organisations, including universities.

- Local Recovery and Resilience Grant assists eligible councils in delivering activities and projects that:
  - Address the emerging relief and recovery needs within the community following the onset of the eligible extraordinary event, and
  - Contribute to building disaster resilience and reducing the impact of future events.
- Get Ready Queensland assists in building community resilience to deal with the extreme weather and natural disasters that are part of living in our state. Sunshine Coast Council in Queensland receive varying funding to use on locally led resilience building projects. The approved funding amounts is based on the local government area population.

Insurance cover

Natural disasters are a risk faced by many communities in Queensland and the general insurance industry plays an important role in the economic recovery within communities after a disaster.

Sunshine Coast Council encourages all property and business owners and occupiers to purchase appropriate insurances as a key risk reduction strategy. Residents should also contact their insurer to clarify that they have appropriate level of cover in the event of a disaster. This includes dwellings, business properties, contents, and vehicle insurance. For more detailed information refer to the Insurance Council of Australia website.

PART 6 – PREPAREDNESS

Meaning of term

Preparedness means 'arrangements to ensure that, should an emergency occur, all those resources and services which are needed to cope with the effects can be efficiently mobilised and deployed'[27].

Preparedness activities include:

- Disaster management planning
- Review of plans
- Training programs, and
- Exercises.

Any preparedness activity which is hazard-specific is the responsibility of and undertaken by the functional lead agencies in collaboration with key stakeholders, including local governments. Every agency is responsible for undertaking business continuity planning that considers disruption due to a disaster.

Planning

Disaster management planning is the collective and collaborative efforts by which agreements are reached and documented between people and organisations to meet their communities' disaster management needs. It is a sequence of steps which allows disaster management planning to take place.

Disaster planning applies communication and consultation processes to gain agreement about:

- Risk and consequences
- Risk acceptance
- Risk mitigation
- Transfer of residual risk
- Preventative strategies (risk reduction)
- Preparedness arrangements
- Response and relief arrangements, and
- Recovery arrangements.

Effective planning ensures that agreed outcomes are documented and continuously improved through assurance activities, sector research and better-practice processes. At each step in the planning process consideration should be given to consequences across the human and social, built, economic and natural environments[28].

Assurance activities are undertaken through the Queensland Emergency Management Assurance Framework[29] which is coordinated through the Office of the Inspector-General Emergency Management.

Emergency Management Assurance Framework

The Emergency Management Assurance Framework (EMAF) provides the basis for delivering the functions of the Officer of the Inspector-General Emergency Management (IGEM) under section 16(c) of the Act. IGEM has the responsibility to review and assess the effectiveness of disaster management by the State, Disaster District, and local groups.

The function is comprised of four (4) main elements:

1. Principles
2. Disaster Management Standards
3. Good Practice Attributes, and
4. Assurance Activities.

Figure 11: Emergency Management Assurance Framework illustrates the relationship of these elements within the EMAF and is reproduced from the Emergency Management Assurance Framework.

Assurance Activities are scheduled as part of the annual planning process that considers identified and emerging issues. These activities may focus on an aspect of the Standard, the capability of a disaster management group or entity, or other topics relevant to the effective functioning of the sector. IGEM analyses data from a range of activities across this spectrum and measures the results against the Standard.

A tiered approach to assurance helps classify the types of activities being undertaken. The tiers are reflective of the level of independence, depth, scope, and rigour applied to the activities.

[27] Australian Institute of Disaster Resilience, Emergency Management Glossary

[28] Primarily sourced from Australian Institute of Disaster Resilience Emergency Planning Manual.

[29] Inspector-General of Emergency Management, Emergency Management Assurance Framework.

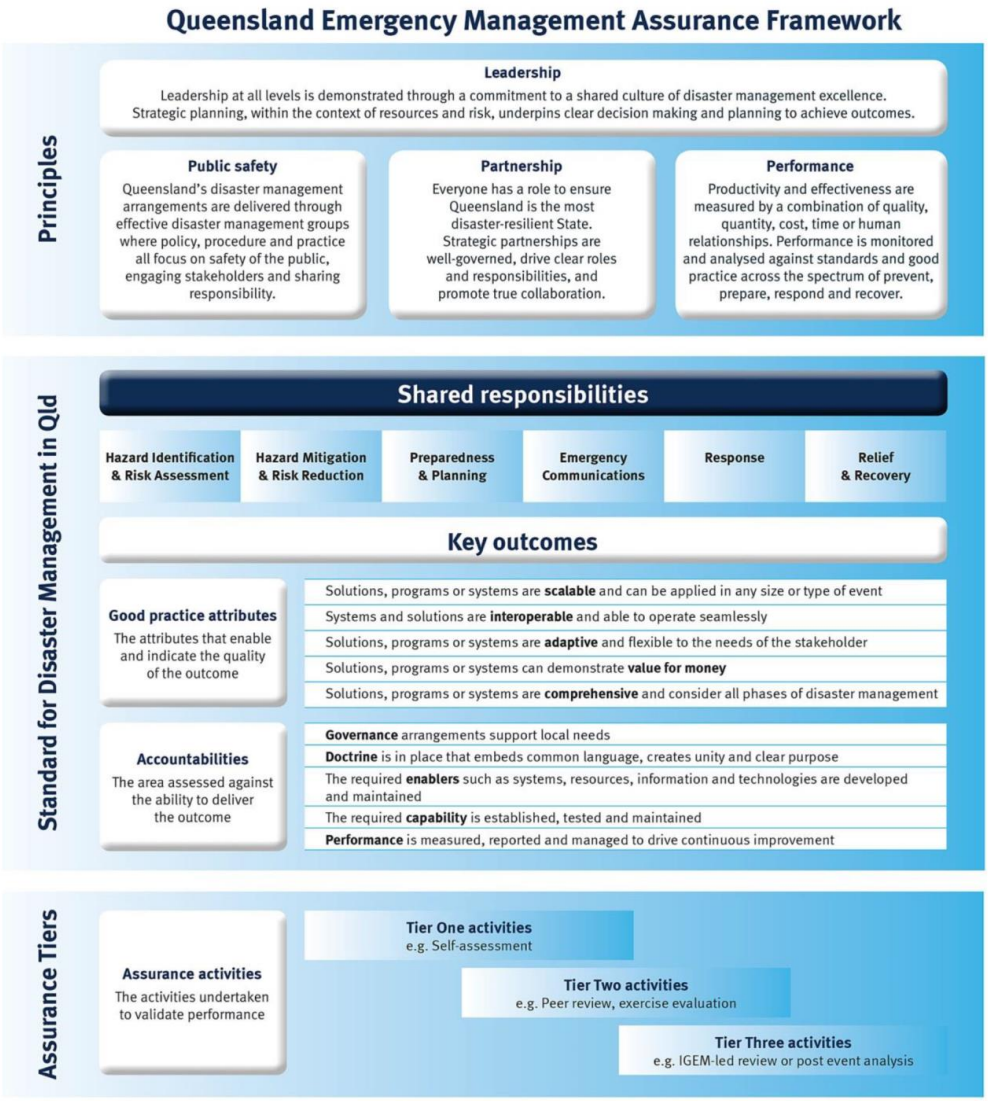


Figure 11: Emergency Management Assurance Framework and Methodology Ratings[30]

[30] Inspector-General of Emergency Management, Emergency Management Assurance Framework.

Training programs

Sunshine Coast Council's training program aligns with the Queensland Disaster Management Arrangements (QDMA), the Queensland Disaster Management Training Framework (QDMTF), and IGEM's EMAF.

Council works closely with the Queensland Fire and Emergency Service, Queensland Police Services and other relevant agencies to ensure all mandatory training and inductions are undertaken and recorded.

Queensland Disaster Management Training Framework (QDMTF)

In accordance with s16A(c) of the Act, the Queensland Disaster Management Training Framework (QDMTF) outlines training to be undertaken by disaster management stakeholders to support the effective performance of each identified role. The QDMTF can be accessed from the QFES Disaster Management website.

Each member agency is responsible for ensuring that staff working in an operational environment have received appropriate training, in particular for those roles identified for in the QDMTF.

All advisors are to complete as a minimum the QDMA module. Training delivered under the QDMTF can be completed either in person or online via Disaster Management Learning Management System.

The following table details a range of disaster management training activities central to providing disaster management and whilst it does not detail of the training modules that are available, it provides a cross-section of those training activities that are mandatory and those that are considered important.

Table 10: Recommended QDMTF Activities

Mandatory (**M**) Needs basis (NB)	Local Disaster Coordinator	Chair, LDMG	LDMG members	Local Recovery Coordinator	Local Recovery Group members	Local Disaster Coordination Centre (LDCC) staff	LDCC Agency Liaison Officers
Queensland's Disaster Management Arrangements (QDMA)	**M**	**M**	**M**	**M**	**M**	**M**	**M**
Intro to Disaster Management Planning	**M**	NB	M	M	NB		
Intro. to Emergency Risk Management	**M**	NB	NB	NB	NB		
Intro to Exercise Management	NB	NB	NB	NB	NB	NB	NB
Intro to Lessons Management	**M**	NB	NB	M	NB	NB	NB
Intro to Warnings and Alerts	**M**	NB	NB			NB	NB
Intro to Disaster Coordination Centres	**M**	NB	NB	NB		M	M
Intro. to Evacuation	**M**	NB	NB			NB	NB
Evacuation planning	NB		NB			NB	
Intro to Disaster Funding Arrangements	**M**	**M**	NB	**M**	NB	NB	NB
Intro to Recovery	NB	NB	NB	**M**	**M**		NB
Working in Recovery	NB			**M**	**M**		
Group/Committee Members Induction		**M**	**M**				
Recovery Coordinator Inductions	**M**			**M**			

Disaster management exercises

Section 30 of the Act requires a local group to:

- Develop effective disaster management, and regularly review and assess the disaster management

Section 59 of the Act states:

- A local government may review, or renew, its local disaster management plan when the local government considers it appropriate, however
- The local government must review the effectiveness of the plan at least once a year

Other than operational activation of the plan, to meet the above requirements, exercises are the primary mechanism to review and assess the effectiveness of the plan, to maintain or improve preparedness for events and to enhance skills.

Prior to participating in disaster management exercises, it is preferred that participants have a basic understanding of the procedures that apply to working in a disaster management environment and that the experience and learning's from the exercise can be maximised.

Exercise objectives

Exercises are a key component of effective disaster management strategies and are conducted with the objective of:

- Practicing coordination procedures during an event
- Activation of various disaster management groups
- Evaluating activation and operations of a Local Disaster Coordination Centre
- Information management including dissemination of information in respect to threats and warnings, requests for assistance and providing situation reports
- Enhancing the interoperability of agency representatives
- Evaluating emergency plans
- Identifying planning and resource issues
- Promoting awareness
- Developing competence
- Evaluating risk treatment strategies
- Validating training already conducted
- Identifying performance gaps and areas for the potential improvement in the skills of agency representatives involved in disaster management, and
- Evaluating equipment, techniques and processes in general.

Exercise types

Each year one or more of the following exercises should be considered:

- A major discussion-style exercise (Tabletop) and include all members of the Local Disaster Management Group.
- A functional exercise to evaluate the activation and operation of the LDCC
- A functional exercise to evaluate communications and Information Management processes including equipment use, information sharing and reporting functions. This could occur in parallel with an LDCC exercise
- A functional exercise to evaluate the activation and operation of an evacuation centre
- An agency-led field exercise (e.g., Transport accident involving Police and emergency services), and
- This could also incorporate the activation and operation of a small-scale LDCC activation.

Exercise evaluation

An exercise is to be followed by a debrief process for all participants. A 'hot' debrief is to be conducted immediately following the conclusion of the exercise and a 'cold' debrief conducted not longer than a month following the exercise. The cold debrief allows participants time to provide a more considered view of the exercise outcomes. The learning's from the exercise are to be consolidated into a plan for action and eventually into planning processes.

Pre-season briefings

Authorised agencies (e.g., Bureau of Meteorology, QFES) will deliver pre-seasonal briefings to provide weather outlooks and an overview of readiness activities prior to the severe weather season. The benefits of pre-seasonal briefings are to assist agencies with:

- Pre-planning
- Community preparedness campaigns and messaging, and
- Public information campaigns.

Community preparedness strategies

Disaster management in Queensland is a shared responsibility between all levels of government, non-government organisations and the community. The role of the community is pivotal as they play an active role in meeting the challenges posed by disasters.

Whilst Council will continually engage with the community, it is important for the community to become self-reliant by taking personal responsibility for understanding their local hazards and risks as well as actions they can take to mitigate the effects of a disaster.

Councils' role, through their LDMG will be to engage and communicate with, educate, and support the community on all aspects of disaster management.

The State Disaster Management Plan identifies the key elements which contribute to a resilient community, namely:

- Risk-informed and appropriately prepared individuals
- The capacity to adapt to changing environments and circumstances, and
- Healthy levels of community connectedness, trust, and cooperation.

Get Ready Queensland promote how residents can understand the risks and impacts to communities and be prepared for when and event occurs.

Disaster Hub[31]

Sunshine Coast Council provides a comprehensive 'Disaster Hub' website that details a range of disaster management-related information.

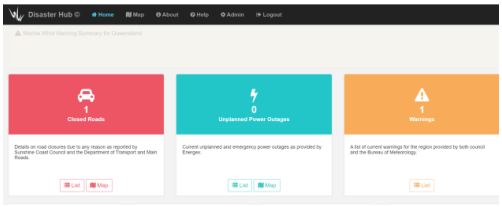


Figure 12: Disaster Hub Screen

Community warnings and information

Broadcast media and Council provide realtime 'single-point of truth' information/warnings on any emergency or disaster event. Communities should be aware of information that is not from a trusted source.

The following sources will provide accurate and timely warning and information before, during and after an event has occurred:

Council

- Disaster Hub
  www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters
- News site
  www.sunshinecoast.qld.gov.au/Council/News-Centre/
- Twitter (@CouncilSCC)
- Facebook
  en-gb.facebook.com/SunshineCoastCouncil/
- Sunshine Coast Council App, provides notifications of emergency warnings and alerts

  www.sunshinecoast.qld.gov.au/council/contact-council/site-help/scc-app



Figure 13: SCC App image

Broadcast media

- Broadcast media including ABC Radio Sunshine Coast (90.3 or 95.3), Sea FM (91.9) Sunshine FM (104.9)
- Local television networks

[31] https://www.sunshinecoast.qld.gov.au/Living-and-Community/Community-Safety/Disasters

Other sources

- Warnings provided by the Bureau of Meteorology
- Subscription messaging services (e.g., Weatherzone).
- QFES Bushfire and Warnings www.qfes.qld.gov.au/Current-Incidents
- 'Preparing for disasters' www.qld.gov.au/emergency/dealing-disasters/prepare-for-disasters
- Queensland government 'Disaster Management Dashboard' www.disaster.qld.gov.au
- State Emergency Service www.ses.qld.gov.au/be-prepared
- Queensland government 'Get Ready Queensland' www.getready.qld.gov.au
- Queensland government 'Community Safety' www.qfes.qld.gov.au/community-safety

Information privacy

Under the Information Privacy Act 2009 (IP Act) personal information held by Queensland Public Sector agencies is protected. However, in managing a disaster event, information flows do not need to be unreasonably restricted by privacy concerns.

The IP Act has in-built flexibilities for dealing with personal information in an emergency. Importantly, it recognises that the privacy principles may not apply in emergency events and/or where the health and safety of individuals may be at risk. This provides a timely opportunity for us to reflect on our current procedures for dealing with personal information during an emergency. All entities involved in disaster management activities are bound by the IP Act. Therefore, all operational information is to be stored securely and protected against unauthorised access, use, modification, disclosure, or misuse. Further information for privacy and managing disaster events and information sharing can be found online at the Office of the Information Commissioner[32].

Operational readiness

The Local Disaster Coordination Centre (LDCC) is the facility from which the response and recovery phases of disaster management are coordinated. The facility, whether it be a dedicated LDCC or one that is converted from other uses, should be in a state of readiness at all times with sufficient resources available to undertake operational activities. The use of this facility is the responsibility of the Local Disaster Coordinator in consultation with the Chair of the LDMG.

In order to remain in a state of readiness, the LDCC relies on various systems to monitor conditions throughout the region, including the flood warning system and various other systems hosted by Sunshine Coast Council and other agencies. These systems should be maintained and operational at all times with redundancy for outages where identified in Business Continuity Plans.

Business continuity planning

A Business Continuity Plan (BCP) is a document that outlines how an organisation will continue operating during a disruption to its service. It's more comprehensive than a disaster recovery plan and contains contingencies for business processes, assets, human resources and business partners.

Plans typically contain a checklist that includes supplies and equipment, data backups and backup site locations. Plans can also identify plan administrators and include contact information for emergency responders, key personnel and backup site providers. Plans may provide detailed strategies on how operations can be maintained for both short-term and long-term outages.

Sunshine Coast Council has developed a Business Continuity Master Plan that details a comprehensive business continuity process.

The objectives of the BCP are:

- To ensure that minimum acceptable service levels are maintained
- To ensure recovery from interruptions as quickly as possible
- To minimise the impact of interruptions to critical functions and assets, and
- To protect the health and safety of staff and the public.

[32] www.oic.qld.gov.au

PART 7 – RESPONSE

Meaning of term

Response is defined as the 'actions taken in anticipation of, during, and immediately after an emergency (disaster event) to ensure that its effects are minimised, and that people affected are given immediate relief and support'[33].

Notifications

LDMG members will receive notification messages via a number of means including text messages, Emails, telephone.

The DDC will receive notification directly from the State Disaster Coordination Centre (SDCC) and internally through Queensland Police Service Communication Centres and will ensure the dissemination of warnings to vulnerable LDMGs within the Sunshine Coast Disaster District.

The LDC and a number of agencies will also receive warnings directly from relevant sources (e.g., Bureau of Meteorology). Sunshine Coast LDMG members will be notified by the LDC and may also receive notification from other sources (e.g., Own agency).

Activation

There are four (4) levels of activation based on the figure below.

Concept of operations

Operational functions of the LDMG

Under s30(f-j) of the Act, the LDMG will undertake the following operational functions:

(f) Manage operations under policies and procedures decided by the State group

(g) Provide reports and make recommendations to the district group about matters relating to disaster operations

(h) Identify, and coordinate the use of, resources that may be used for disaster operations in the area

(i) Establish and review communications systems in the group, and with the relevant district group and other local groups in the disaster district of the relevant district group, for use when a disaster happens

(j) Ensure information about a disaster is promptly given to the relevant district group

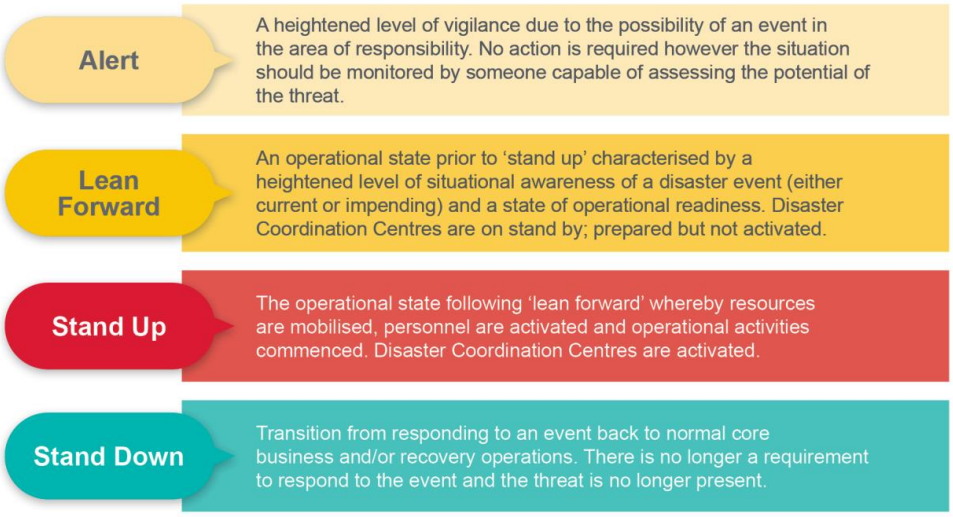


Figure 14: Stages of Activation

[33] Australian Institute of Disaster Resilience, Glossary

Activation of local disaster management arrangements

- It is the responsibility of the LDC to notify the Chair of the LDMG, the Mayor, the CEO of Sunshine Coast Council, the DDC, and the Area Director QFES (DM) when the LDC considers that the conditions justify an activation of the plan and establishment of an LDCC.
- The Chair of the local group (or in the Chair's absence or unavailability, a delegated person) is authorised to activate this plan. As a consequence of the activation of this plan, the LDMG is also activated.
- The LDC has overall responsibility for the activation and operation of the LDCC and for ensuring appropriate levels of staff are identified and trained in the operation of the LDCC.

Activation procedures are outlined and contained in the LDCC Operations Sub-plan.

Local Disaster Coordination Centre (LDCC)

The LDCC is a facility managed by the local government, staffed by local government employees, and supported by agency liaison officers from government and NGOs. The LDCC primary function is the coordination of disaster operations on behalf of the LDMG and to manage information and resources and to ensure the decisions and directions of the LDMG are carried out.

The Local Disaster Coordinator (LDC) has overall responsibility for the activation and operation of the LDCC, however should not play an active part in any of the functional activities. The role of the LDC is primarily to oversee the operations and to ensure it is working effectively in accordance with s36 of the Act (Functions of LDC).

Structure

The LDCC structure is based the structure shown in the figure below.

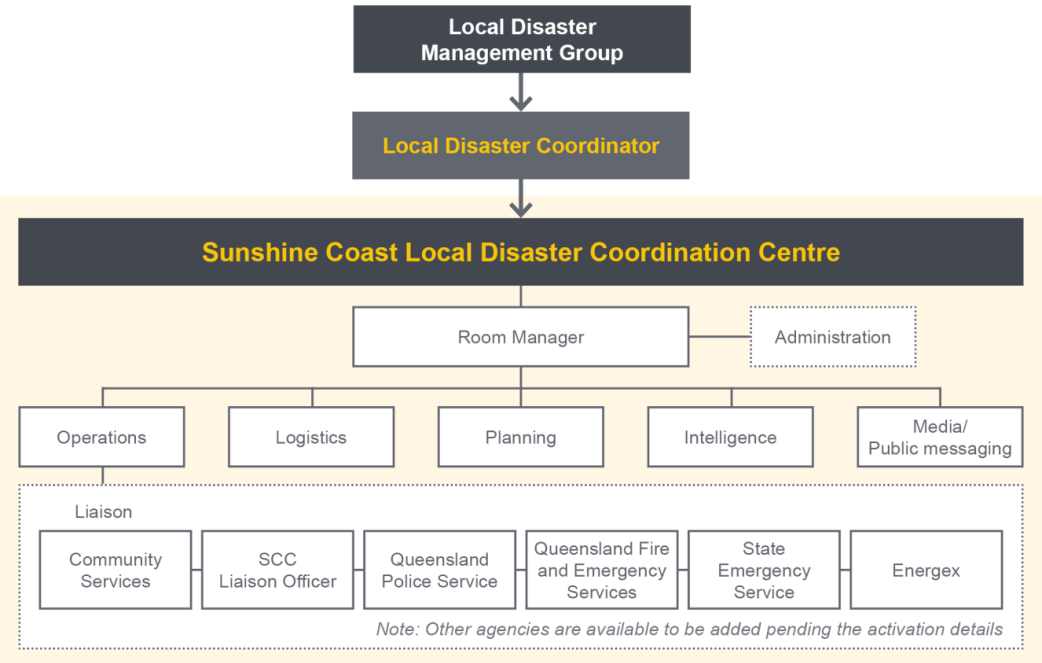


Figure 15: Sunshine Coast Local Disaster Coordination Centre Structure

Key positions operating within the LDCC (based on the Australasian Inter-Service Incident Management System or AIIMS) include:

- Room Manager
- Operations Cell
- Planning Cell
- Intelligence Cell
- Logistics Cell
- Public Information Cell
- Administration Cell

Other localised functions include 'Customer Contact', 'Community Services', 'Field operations', and 'Local Government Liaison'. Liaison officers also form part of the structure and provide a link to their own agencies.

Refer to Sunshine Coast's LDCC Operations Plan provides more detailed information on the roles, responsibilities, and functions of the facility.

Information management

Local governments use various systems to manage information in their LDCC's, from paper-based processes to customised electronic systems. Regardless of the system used, local government should ensure they have the necessary process in place for the accurate and timely capture of information during an event.

Sunshine Coast Council uses Guardian IMS as their information management system. Guardian IMS enables the capture of relevant information and RFA's as well as the allocation of tasks to responding agencies.

Council undertakes regular training in the system with both internal and external users and includes scenario-based activities.

Intelligence gathering

Operational intelligence is the collection, collation and analysis of data and information required to drive the decision-making process, forward planning, and conduct of operations to accomplish strategic objectives.

A key contributor to the development of operational intelligence is through the conduct of impact assessments. The purpose of an impact assessment is to collect and analyse site damage evidence to provide the Local Disaster Management Group with comprehensive understanding of the impact of an event and may include:

- Extent of loss or injury to human life
- Damage to property, infrastructure, or losses of other assets (e.g., Livestock), and
- The needs of the affected community (e.g., shelter, food, water etc).

Other sources of information may include:

- Imagery/photographic
- Communications
- Telemetry (e.g., flood gauges)
- Human experiences

Two key outcomes of accurate and current operational intelligence are:

- Decision-making, planning, tasking, communications and messaging
- A common operating picture at all levels through shared situational awareness.

Operational reporting (SitReps)

The LDC will ensure operational reporting – Situation Reports (SitReps) – from local to Disaster District to State commences once the LDMG is activated. Once the LDCC is activated, all reporting will be undertaken as detailed in the LDCC Operations Sub-Plan.

SitReps will be prepared on a regular basis including:

- On activation
- At pre-determined times (usually twice daily, but may be more frequent)
- As the situation changes
- On a request from the DDC, and
- At the conclusion of operations.

SitReps will be created and stored within Guardian IMS, so they are accessible by all staff and agencies supporting the LDCC. The LDC is responsible for ensuring that SitReps are prepared and the Chair of the LDMG is responsible for their authorisation. All SitReps are provided to the District Disaster Coordinator (DDC) and LDMG Members.

Requests for Assistance (RFA)

When Local Government resources are exhausted, unsuitable for use or a specific technical resource or capability is not able to be located or available, an RFA will be forwarded to the District requesting support. All requests for assistance to the District shall go through the LDC or delegate by way of a "Request for Assistance" process.

The LDC will be proactive in informing the District if it is likely that requests for additional resources are to be made so that in turn the District can also be proactive in its planning for requests for additional resources from within the region, or if these are not available, from the State level.

If resources from State are not available or not within its jurisdiction to approve, a request will be forwarded to the Australian Government for assistance (e.g., ADF support under the DACC arrangements)

Financial management

Disaster-related finances are not normally included in the budgetary processes of Council. All agencies are responsible for monitoring, tracking, and capturing approved expenditure during disaster operations. This includes the provision of their own financial services and support, meeting and recording their own operational expenses incurred during a disaster event and for claiming reimbursement of any expenses allowed under the State Disaster Relief Arrangements (SDRA) and the Disaster Recovery Funding Arrangements (DRFA).

Refer to Finance Sub-plan for further information

Re-supply of isolated communities

Disaster events have a potential to create isolated communities within the local government area. The local group is responsible for supporting communities within the area to prepare for the possibility of temporary isolation and ensuring resupply of food and other essentials during times of isolation.

If an event does isolate a community within the Sunshine Coast, all resupply requirements will be addressed in accordance with the Queensland Resupply Guidelines.

Media management

All media management and associated communications-related functions for an event will be undertaken as per the Sunshine Coast Information & Warnings Sub Plan.

Public information and warnings

The plan identifies that public information and warnings provided by the local group shall be provided mainly through media releases specifically ABC radio, commercial radio and television networks, social media, print media and the Disaster Hub. Landlines and mobile phones will also be utilised for emergency alert advice. The use of SEWS (Standard Emergency Warning System) or the national Emergency Alert (EA) telephone and SMS messaging will be used to support and reinforce the warning messages provided. The Queensland Government and Sunshine Coast Council contact centres will also be used to support and emphasise the messages provided through the various forms of media.

The Chair of the LDMG and LDC shall be the key sources of information to the community regarding the status of the response to the event and any other associated threats or required community actions. The role of the LDMG Media Liaison Officer is to support these spokespersons and to ensure a coordinated and consistent message is broadcast to the community.

Refer to Public Information and Warnings Operational Sub-plan for further information

Damage assessments

Initial damage assessments will be coordinated through the LDCC and will involve a number of agencies including the Queensland Fire and Emergency Services (QFES), Sunshine Coast Council and may include representatives from Queensland Reconstruction Authority (QRA) and any other agency or organisation as required. The information collated from the assessments will be used in forward planning by the LDMG, as well as in disaster recovery operations.

Fatigue management

In the event that the activation continues for an extended period of time, fatigue management principles will apply. Disaster management entities will be required to manage fatigue of their staff in line with their internal agency policies and procedures. Personnel must have the capacity to rotate or replace staff during longer protracted events to prevent physical and mental health issues.

After-Activation reviews

The review of operational activities undertaken during a disaster is a key component of developing capacity and improving disaster management arrangements. Post-disaster assessments are held to:

- Assess disaster operations including actions, decisions or processes
- Document those processes that worked well and identify a course of action to ensure that they are captured and updated in relevant plans for use in the next operation, and
- Assess capability and consider where additional planning, training and/or exercises may enhance capability.

These reviews are conducted through two (2) forms of debrief, namely:

1. **Hot debriefs**

   Hot-debriefs are undertaken immediately after operations have ceased, giving participants the opportunity to share learning points while the experience is still very fresh in their minds. Multiple hot debriefs during protracted operations may be appropriate to identify significant issues and provide prompt solutions for immediate implementation. A hot debrief will discuss:

   - What worked well
   - What didn't work well
   - Safety issues, and
   - Immediate remedial actions required to rectify issues.

2. **Post-event debriefs**

   This form of debrief is undertaken no more than two weeks after an operation, when participants have had an opportunity to take a considered view of the effectiveness of the operation. An 'After Activation Review report is to be completed to provide an overview of the lessons identified following an event and importantly recommendations for improving disaster management. 'Post-event debriefs' include:

   - Assessment of decisions made, actions taken, and processes conducted
   - Assessment of plans against conduct of operations
   - Assessment of capability and capacity and where further planning, training, or exercising is required
   - Any critical safety issues, and
   - Resolutions for improvements.

For further information refer to IGEM Lessons Management Framework

After action reviews should be completed for both disaster response and relief operations and recovery operations and are conducted as deemed appropriate within the guidelines and framework and by the Chair of the LDMG and the LDC

Post-operations report

Following the completion of all reviews, a Post-Operational Report (POR) will be prepared and provided to the Local Disaster Management Group. This report details findings and recommendations to address any operational issues identified during debriefs. If issues have been identified, an 'Action Plan' must be included in the report to ensure issues are rectified. This plan will be monitored by the LDC to ensure affirmative action is taken on each issue raised.

Correlation between response and recovery operations

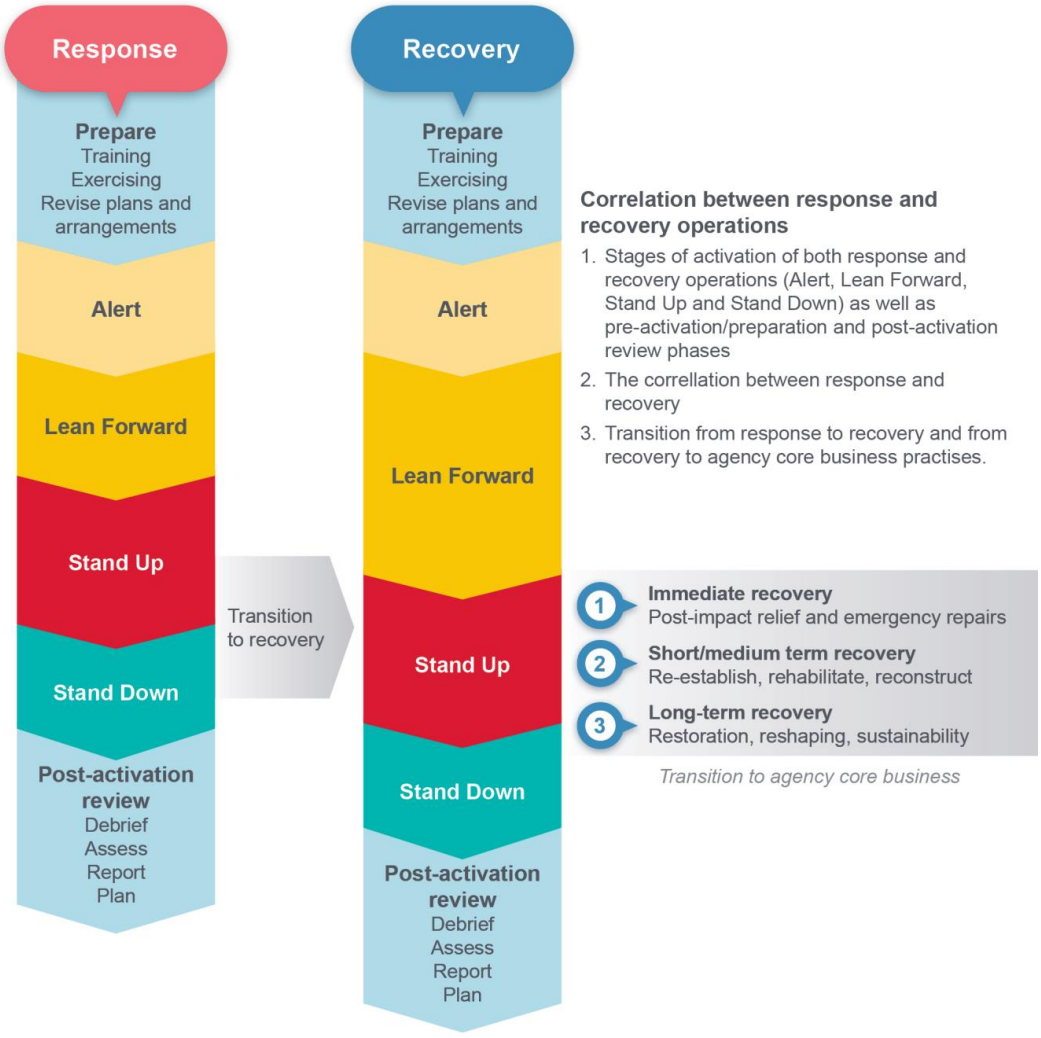


Figure 16: Correlation Between Response and Recovery

The above diagram illustrates the correlation between the disaster management phases of response and recovery. A brief description of each of the stages that follows endeavours to provide a 'factual' overview of what is likely to occur before, during and after an event.

Response 'Prepare' and recovery 'Pre-activation' stages

This is the period where plans and arrangements are revised, training and exercising is conducted and all agencies are preparing for future activation.

'Alert' stage

Preferably, both response and recovery agencies are made aware of a threat that may impact their area of responsibility. At this stage no significant activities are undertaken other than monitoring the situation and some communications between relevant agencies.

'Lean Forward' stage

- The threat is imminent, and all agencies are preparing to 'stand up'.
- Response agencies are in state of readiness.
- Ideally LDMG has conducted its initial meeting and the LDCC is being prepared for activation.
- Recovery agencies are communicating regularly and making preliminary arrangements.
- The Local Recovery Group (LRG) may consider meeting.
- All agencies are gathering information for future planning and activities.

Response 'Stand Up' stage

- Response plans are implemented, agencies activated, resources mobilised, and response-related tasks are being conducted.
- Recovery agencies are still at Lean Forward, however gathering information on community-related damage assessments. If not already occurring, the Local Recovery Group will be meeting to scope out likely activities and initial actions.
- LDCC is operating to desired level and LDMG is meeting.
- LDC and LRC are communicating regularly.

Prior to Stand Down stage for responders, a decision will be made by the LDMG in consultation with LDC and LRC as to when recovery operations are to commence. This changeover from response to recovery should be a seamless transition but cannot be defined precisely as there is no 'hard and fast' rule. Ideally, a 'Recovery Plan' should be developed during the response phase, detailing at what point response operations cease and recovery operations commence. In a technical sense, response ends when all tasks related to preservation of life, property and the environment. are completed, however in most instances there will be overlaps in the short term.

Response 'Stand Down' stage

- Response tasks are completed.
- LDCC records are secured and the Transition to Recovery plan is implemented.
- Response agencies including Police, Emergency Services, Council operational branches and relief-related service providers cease activities, refurbish resources, and conduct operational reviews (Debriefs).

Recovery 'Stand Up' stage

- As response activities are ending the LRG will 'officially' commence stage 1 recovery activities (Post-impact relief and emergency repairs)[34].
- To coordinate the recovery process, the LDCC should remain operating, albeit in an altered staffing model, to suit the recovery service delivery.
- Plans previously prepared during the Recovery Lean Forward/Response Stand Up stages will be implemented and modified as required to meet the changing needs of the community impact as it becomes known.

Recovery 'Stand Down' stage

- Recovery activities may take a considerable period of time (weeks, or months) that will only cease when agencies determine that services can be appropriately handled by agencies as part of their 'core' business.
- At this point, Recovery Stand Down will occur, with reviews of operational performances through debriefs conducted.

In the phase following 'stand down' both response and recovery entities will undertake a Lessons Management approach to the conduct of their operations across the four (4) stages of activation and incorporate lessons identified into future planning and training (Continuous improvement/lessons learned).

For more details on activation triggers and indicative actions refer to Appendix 2

[34] It should be noted that the LRG may already have been at stand up just prior to this ensuring that all planning for initial tasking was completed

Declaration of a disaster situation

In accordance with s64 of the Act, The Sunshine Coast DDC may, with the approval of the Minister, declare a disaster situation for the district or part of the district, if satisfied that:

- A disaster has happened, is happening or is likely to happen in the disaster district
- It is necessary, or reasonably likely to be necessary, for the DDC to exercise declared disaster powers to prevent or minimise any of the following, namely:
  - Loss of human life
  - Illness or injury to humans
  - Property loss or damage, or
  - Damage to the environment.
- Before declaring the disaster situation, the DDC must take reasonable steps to consult with:
  - The district group, and
  - Sunshine Coast Council.
- A failure to consult with the above entities does not affect the validity of the declaration.

Under s69 of the Act, the Minister and Premier may also declare a disaster situation for the State of part of the State for the above circumstances.

The declaration of a disaster situation relates directly to the provision of additional powers for a specific event. A disaster situation is not required to activate the disaster management arrangements or to obtain financial assistance through established disaster relief schemes.

The duration of a disaster declaration has a 14-day duration from the date it is declared unless it is extended or ended sooner by the Minister under sections s.67(A) and s.68(1) of the Act.

Warnings

Warning authorities

The following table details agencies that are responsible for issuing warnings.

Table 11: Warning Authorities

Agency	Warning/Information type
Bureau of Meteorology	Severe Weather Alerts (e.g., fire weather, heatwave) Flood Warnings and Watches Marine Warnings Tropical Cyclones Watch and Alert Tsunami Watch and Alert Severe Thunderstorms Space weather
Department of Transport and Main Roads	State major road disruptions
Queensland Rail	Queensland Rail disruptions
Local Government	Flash flooding warnings
Queensland Health	Public Health alerts Heatwaves
Queensland Fire and Emergency Services (QFES)	Emergency Alerts (EA) Standard Emergency Warning Signal (SEWS) Bushfires and major fires Hazardous materials incidents
Utility owner (e.g. Energy Queensland)	Major Infrastructure failure
Unitywater	Major Infrastructure failure Issue drinking water notices Notify of sewerage releases to the environment
Seqwater	Dam release notifications Dam spilling Dam recreational safety
Queensland Police Services	Public Safety Preservation Act declarations Terrorism incident
Biosecurity Queensland	Emergency animal diseases Priority plant pests and diseases

Warning notifications

During an event, the release of public information on aspects such as road closures, traffic routes, advice on evacuation procedures and centres will be coordinated through the LDCC. Such information and warnings will be provided to the community via a number of communication sources including:

- Mobile/Landline telephone including SMS messaging
- Broadcast media including ABC radio, local radio, and television networks
- Social media platforms including: Council's website, Twitter, Facebook and Disaster Hub
- Media websites
- Doorknocking, and
- Opt-in notification systems including road closures and weather warnings.

National warning systems

Emergency Alert (EA)

Emergency Alert (EA) is a national emergency warning system used to convey warnings to the public. The LDC, DDC, SDC or a delegated officer of the referable dam owner (as listed in the approved dam emergency action plan), can request, through QFES on their respective disaster management group, for an EA campaign to be delivered via landline and text messages to potentially affected people.

The approving authority for the use of EA in Queensland is QFES and QFES Media holds responsibility for advising the media of the publication of an EA campaign. Pre-prepared polygons and messages are stored on the QFES EA Portal based on the risk assessment process for the region. Further information and the Emergency Alert Manual is available on the State disaster website www.disaster.qld.gov.au/dmg/Response/Pages/5-6.aspx

Standard Emergency Warning System (SEWS)

The Standard Emergency Warning Signal (SEWS) is a nationally agreed warning system. The purpose of SEWS is to alert the community that an official emergency announcement is about to be made concerning an actual or imminent emergency that has the potential to affect them.

The authority to initiate SEWS is restricted to Queensland State Manager of the Bureau of Meteorology (for meteorological purposes), Commissioner - QFES (for disaster events and HAZMAT related incidents) and Commissioner – QPS.

When a SEWS warning is issued, the LDC (or nominated delegate) of each local government affected by the warning is to be notified by the initiating authority at the earliest opportunity. All initiating authorities should notify the QFES State Duty Supervisor or State Duty Officer at the SDCC Watch Desk, who will then contact the relevant local governments.



Evacuation

Stage of evacuation

Evacuation of a particular area is necessary when a hazard threatens and puts at risk the safety of people within that area or following the impact of a hazard which has subsequently rendered the area uninhabitable. Evacuation becomes necessary when the benefits of leaving significantly outweigh the risk of 'sheltering-in-place'. There are five (5) stages to an evacuation process, namely:

Table 12: Stages of Evacuation

Stage	Brief description
Decision	The decision to evacuate is the first stage of evacuation. Complex issues need to be considered in making this decision, often with only limited information and time available.
Warning	An evacuation warning is the second stage of the process. Warning messages provide guidance and sufficient detail, must be clear, issued by an authority and provide a clear action statement. Warnings will be disseminated to the public in the most appropriate ways.
Withdrawal	Withdrawal is the third stage of the process and involves the organised movement of people from a dangerous or potentially dangerous area to one that is safer.
Shelter	Shelter is the fourth stage of the evacuation process and involves the provision for basic needs of people affected by the emergency, away from the immediate or potential effects of the hazard. Residents or visitors are encouraged to check Council's disaster dashboard or refer to the warning message for open evacuation centres within the region. The preferred option is to reside/relocate to friends and family members in the first instance if they are outside of the exposed area.
Return	Return if the final stage of evacuation; the period during which those who have left the hazard impact area and have been unable to return are now able to do so. It will be necessary to undertake an impact assessment of the area to determine if return is possible.

Evacuation objectives adopted by the Local Disaster Management Group are:

- To ensure the preservation of life during a disaster event
- To use evacuation when it is deemed to be the most appropriate strategy, and
- To ensure the effective coordination of the evacuation operation.

To avoid confusion, a key element in the evacuation process is clear and concise community messaging that provides information and actions to be taken.

Figure 16: Stages of Evacuation summarises the evacuation process.

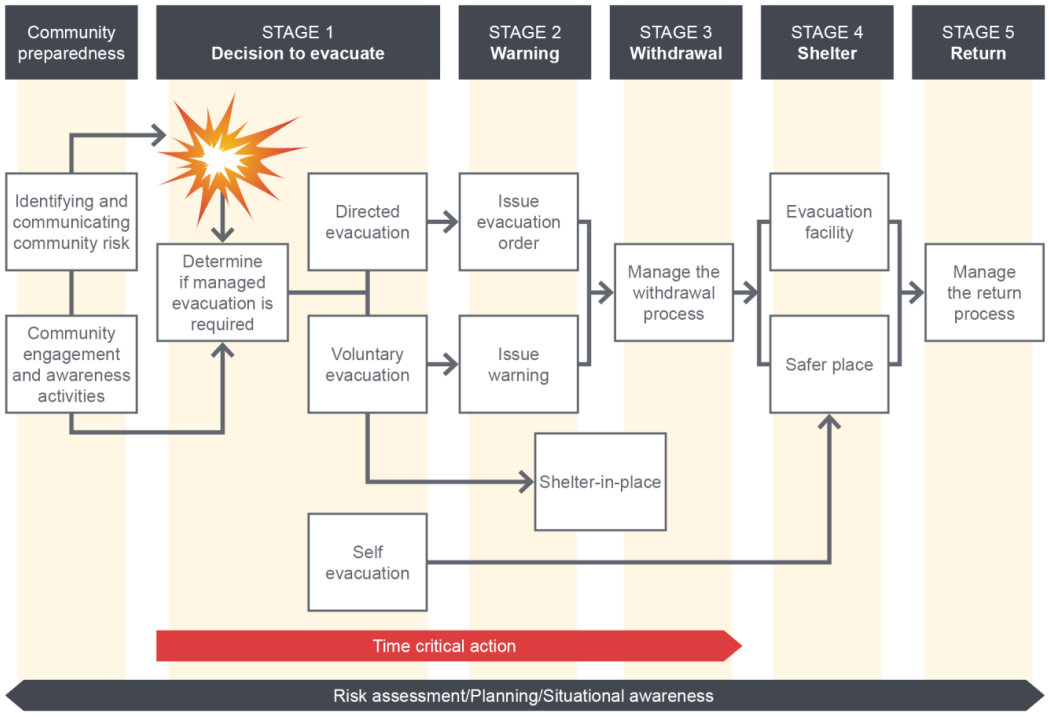


Figure 17: Stages of Evacuation

Evacuation centres

Council has identified various community facilities across the region as potential evacuation centres or places of refuge. The LDCC is responsible for coordinating the activation and closure of these facilities.

These facilities can be used as outlined:

- An evacuation centre is a facility set aside to provide short-stay emergency accommodation for displaced (evacuated) residents.
- A place of refuge is a facility identified or set aside to provide a brief respite from disaster effects and does not require the provision of accommodation.

Community evacuation centres or places of refuge centres may be opened by Council as required as a result as an impending threat within the region. The community will be notified of their opening via various communication platforms.

People are encouraged to seek refuge with family or friends in the first instance. If evacuating, register your location with 'Register.Find.Reunite' to ensure family and friends know you are safe.

For further information on evacuation centres, refer to Council's Evacuation Centre Management Sub-Plan.

Neighbourhood Safer Places

A Neighbourhood Safer Place (NSP) is a local open space or building, such as ovals or sports clubs where people may gather as a last resort to seek shelter from a bushfire.

An NSP may be part of your contingency plan when:

- A bushfire survival plan has failed
- The plan was to stay and defend a property, but the extent of the fire means that the impact of the fire is too great and therefore the property is no longer a safe place to shelter, and
- The fire has escalated to an 'extreme' or catastrophic' level and voluntary evacuation is the safest option.

NSP's for Sunshine Coast include:

Location	Address	Type
Yandina Sports Ground	Steggalls Road, Yandina	Open space
Mapleton Lily Ponds	10 Delicia Street, Mapleton	Open space
Maleny Showgrounds	Stanley River Road, Maleny	Open space
Briggs park Sports Oval	663 Jubilee Drive, Palmwoods	Open space

Table 13: Neighbourhood Safer Places

Volunteer management

Volunteers play a key role in local disaster management response. During times of disasters, individuals and communities inevitably seek to assist their neighbours by spontaneous or ad hoc volunteering. To maximise the opportunities of strong community goodwill following a disaster and minimise the negative impacts of an influx of willing, yet unsolicited and unorganised helping hands, Volunteering Sunshine Coast (VSC) is the primary local point to effectively manage spontaneous volunteers prior to and following an event.

Volunteering Queensland is a central point of recruitment and referral of spontaneous and ad hoc volunteers through its Emergency Volunteering – Community Response to Extreme Weather (EV-CREW) state-wide function. This function identifies locally available people who are able to provide initial relief as part of the response for impacted people and communities. Volunteering Sunshine Coast is a member of the LDMG.

Further information regarding local volunteer management see Volunteering Sunshine Coast at www.volunteeringsc.org.au

and EV CREW at www.volunteeringqld.org.au/.

Offers of assistance

Following a disaster, the public may offer assistance to affected individuals and communities. These offers of assistance provide a benefit to those affected and supplement financial support schemes from State and Australian government.

Offers of assistance may include the following:

- Financial donations
- Volunteering, and
- Solicited or unsolicited goods and services.

The GIVIT organisation is the recognised lead agency in the management of donated goods.

For further information refer to Offers of assistance, PPRR Disaster Management Guideline.

Concurrent events

The global COVID-19 pandemic has prompted governments to reassess the management of society's critical functions, including economic management, health care services, supply chains, as well as response to natural disaster events. With COVID-19 as a backdrop, planning and response activities must continue to occur to be able to effectively deploy resources for other disasters which may unfold simultaneously. For example, the concurrence of tropical cyclones, flooding and a global pandemic presents unique challenges for the disaster management sector.

As a consequence, disaster management entities need to undertake planning that is cognisant of this rapidly changing hazard-scape. This planning must include developing the capability to coordinate multiple simultaneous events and managing the impacts of fatigue on staff required to respond to these events.

Cross border arrangements (C2C)

C2C arrangements responds to the needs of councils affected by natural disasters and acknowledges the desire of unaffected councils to support their colleagues during these events. Local requests for C2C support are made through the Request For Assistance (RFA) process to the DDC via the Local Disaster Management Group.

Defence assistance

The principle applied to the provision of Defence Assistance to the Civil Community (DACC) is that State or Territory Governments are primarily responsible for combating disasters using available resources. Australian Government resources (including Defence assets) may be made available in situations where the State or Territory governments are unable to react with sufficient speed or lack the necessary resources or skills.

There are three categories of defence assistance:

- **Category 1: Local emergency assistance (DACC 1)**
  Emergency assistance for a specific task(s) provided by the Senior Australian Defence Force Officers/Unit Commander/Administrator, from within their allocated resources, in localised emergency situations where immediate action is necessary to save human life, alleviate suffering, prevent extensive loss of animal life, or prevent widespread loss and damage to property. Duration of assistance shall normally not exceed 48 hours.
- **Category 2:Significant crisis response or relief assistance (DACC 2)**
  Emergency assistance, beyond that provided under DACC 1, during a more extensive or continuing disaster response directly related to saving human life or alleviating human suffering or preventing the loss or damage to property when State/Territory resources are inadequate. This may include short term recovery activities during the transfer of tasks to local and state recovery agencies in the immediate aftermath of an emergency. Duration of assistance shall depend on nature, scope of emergency and available resources.
- **Category 3: Significant recovery assistance (DACC 3)**
  Emergency assistance associated with recovery from a civil emergency or disaster, which is not directly related to the saving of life or property that involves longer term significant recovery activity, such as reconstruction of the physical infrastructure and the restoration of emotional, social, economic, and physical wellbeing. Duration of assistance shall depend on nature, scope of recovery effort and available resources.

Relationship between activation, declarations, and financial assistance

The activation of disaster management arrangements, the Local Plan, or LDCC confers neither special powers nor funding and it is not necessary for a declaration of a disaster situation to be made to activate council's disaster management arrangements.

A declaration of a disaster situation under sections 64 or 69 of the Act provides extraordinary powers to preserve life and property.

The activation of either DRFA or SDRA provides for financial support to the community, funding for disaster operations of State government departments and local governments and restoration of essential public assets.

All three actions are independent and are not interlinked or conditional, although some or all may occur for the same event.

External coordination and control facilities

District Disaster Coordination Centre (DDCC)

The Sunshine Coast DDCC is established to provide State level support to the LDCC as well as disseminate information from local government level to the State. The DDCC will implement decisions of the DDC as well as coordinate State (and Australian government) resources in support of the disaster affected community.

The DDCC will usually be established at the Police Communications Centre in Maroochydore. However, the DDCC may be established at a different venue or even co located with one or other of the LDCC's if the DDC believes it to be beneficial to the overall coordination effort required.

Field Coordination Centre (FCC)

An FCC is established by Council to assist in the coordination of field operations. The process for the activation and establishment of the FCC will be in accordance with Council's FCC Operational Plan. Members of the LDCC may be requested to attend the FCC and vice versa to ensure a coordinated and effective response. The FCC may also establish a forward coordination point in the field to aid in the coordination of response. The LDCC will support the FCC by identifying any necessary human and physical resources and making them available for the response effort.

Incident Control Centre (ICC)

An ICC is established by the lead agency responsible for the specific threat. The ICC has an immediate threat reduction and resolution role. The process for the activation and establishment of the ICC will be in accordance with that agency's operational plans.

Members of the LDCC, including suitable Council representatives, may be requested to attend the lead agency's ICC as a liaison officer to provide support to the lead agency to ensure a coordinated and effective response. This request will be made by the incident controller to the LDC.

This section of the LDMP provides an overview of Council's disaster recovery arrangements. For full details refer to Sunshine Coast Recovery Sub-Plan and other recovery-related documents.

PART 8 – RECOVERY

Meaning of terms

Disaster recovery

'Disaster recovery' is the coordinated process of supporting disaster-affected communities' psychosocial (emotional and social) and physical well-being; reconstruction of physical infrastructure; and economic and environmental restoration[35].

Relief

'Relief' is efforts to meet the immediate needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs[36].

Rationale

Disaster relief and recovery is a complex and often lengthy process, requiring a collaborative, coordinated, adaptable and scalable approach. Responsibility for its delivery is shared between all levels of government, non-government and non-profit organisations that work closely with the community to achieve the effective outcomes.

Council has developed a dedicated Recovery Sub-Plan to provide guidance and direction on the preparation for, conduct and support of disaster recovery operations in the Sunshine Coast and to assist in building a more informed, sustainable, and resilient community. Information on recovery can be found on Council's Disaster Hub.

Principles of recovery

The following principles underpin all recovery planning and operations within the Sunshine Coast and are consistent with Queensland's Recovery Plan:

- Understanding the context - understanding community context, with each community having its own history, values, and dynamics
- Recognising complexity - responsive to the complex and dynamic nature of both emergencies and the community
- Using local, community-led approaches - community-centred, responsive, and flexible, engaging with the community and supporting them to move forward
- Ensuring coordination of all activities - a planned, coordinated and adaptive approach, between community and partner agencies, based on continuing assessment of impacts and needs
- Employing effective communication - built on effective communication between the affected community and other partners, and
- Acknowledging and building capacity - recognising, supporting, and building on individual, community and organisational capacity and resilience to disaster events.

Stages of recovery

As detailed in the Queensland Recovery Plan, 'recovery is a complex and protracted developmental process that can take many years'.

As part of the disaster management arrangements, recovery planning and preparations are undertaken. This is known as preparation and prevention.

Recovery operations are undertaken across three stages. It is important to note that not all individuals, communities or recovery groups experience the same stage at the same time, nor

[35] Queensland Disaster Management Lexicon

[36] Queensland Disaster Management Lexicon

transition at the same rate. In some instances, communities can be recovering from multiple overlapping events'.

The following details the elements related to the recovery process and includes pre-activation as well as the three recognised stages of recovery, namely:

- Pre-activation - Preparation and prevention
- Stage 1 - Immediate (post-impact relief and emergency repairs)
- Stage 2 - Short/Medium term (re-establishment, rehabilitation and reconstruction), and
- Stage 3 - Long term (restoration, rebuilding, reshaping and sustainability).

Pre-activation

- Preparation and prevention stage
  - Local recovery groups are established
  - Local recovery coordinators are appointed
  - The development and review of recovery sub-plans occurs
  - Preparedness activities are undertaken, for example, business continuity planning
  - Mitigation activities are undertaken
  - The development and review of community profiles occur
  - Recovery exercises occur
  - Training is undertaken
  - Participation in disaster management networks occurs, and
  - Ongoing meetings of recovery groups occur.

Stage 1 – Immediate recovery

- Post-impact relief and emergency repairs stage
  - Damage assessments and immediate clean up
  - Identification of priority infrastructure for reconstruction
  - Carcass disposal
  - Identification of priority health, safety, shelter and food needs
  - Identification of public health risks (e.g., water, sanitation, food safety) and introduction of interim measures to prevent disease
  - Provisions for psycho-social assistance
  - Pollution containment
  - Provision of relief to wildlife
  - Immediate recovery initiatives implemented including the commencement of Personal Hardship Assistance Grants and funded service provision by community organisations
  - Potential establishment of case coordination panels in affected areas to enhance collaboration and support to individuals and families who are unable to affect self-recovery
  - Recovery reporting commences
  - The State Disaster Coordination Group will transition from response operations to recovery operations
  - Potential appointment of the State Recovery Coordinator
  - Commencement of emergency infrastructure repairs, and
  - Planning, development, and consultation of an event-specific recovery plan at the local, district and state level.

Stage 2 – Short/medium term recovery

- Re-establishment, rehabilitation and reconstruction stage
  - Small businesses reopen
  - Community events resume
  - Event-specific recovery plans at the local, district and state level (where developed) are implemented
  - Coordination of ongoing impact assessments, community engagement, communication and collaboration occurs between functional recovery groups at all levels
  - The recovery progress is monitored, identifying overlapping issues, reinforcing as required with resources and capability to ensure that the momentum of recovery and reconstruction is maintained
  - Continuation of service delivery occurs, including any extraordinary services, case coordination mechanisms or financial assistance measures
  - Reconstruction activities commence including residential, infrastructure and community repairs.
- Public health risks controlled and/or eliminated
- Environmental remediation and restoration occurs
- Heritage remediation and restoration occurs
- Betterment initiatives are implemented, and
- Damage assessment and reconstruction monitoring commences.

Stage 3 – Long-term recovery

- Restoration, rebuilding, reshaping, and sustainability stage
  - The continuation of service delivery including any extraordinary services, case coordination mechanisms or financial assistance measures
  - New social connections that may have been created
  - Triggering investment
  - Community behavioural change
  - The enhancement of infrastructure to improve resilience
  - Continuing to build recovery capacity and capability
  - The implementation of longer-term recovery initiatives and funding programs
  - The introduction of new services to the community
  - Increases in innovation and entrepreneurial activities
  - A progressive handover or absorption of recovery and reconstruction responsibilities from immediate service providers to agencies or organisations including local government, community-based or industry-led sectors that support ongoing recovery activities
  - Identifying lessons and implementing improvements to increase resilience, and
  - Potential post recovery operation evaluations.

For full details related to disaster recovery in the Sunshine Coast refer to Disaster Recovery Sub-Plan (V. 2022)

Financial arrangements

Introduction

The Queensland Reconstruction Authority (QRA) manages and coordinates Queensland's program of recovery and reconstruction funding within disaster impacted communities and delivers best practice administration of public reconstruction and resilience funds.

The "Queensland Disaster Funding Guidelines 2021" outline financial assistance available to communities, small businesses, primary producers, non-profit organisations, local and state governments affected by disasters for events that occur from 1 July 2021 onwards. The arrangements are designed to provide immediate relief for those who are unable to affect their own recovery.

Two types of funding arrangements are available, which can be activated depending upon the scale of the disaster. These include:

- Disaster Recovery Funding Arrangements (DRFA)
- State Disaster Relief Arrangements (SDRA).

Details of funding types are outlined below, refer to the Queensland Disaster Relief and Recovery Guidelines (2021)[37] or refer to the DRFA and SDRA Information sheet 2020-2021 (October 2021)[38].

Council works with the QRA to meet various financial requirements when funding is provided to Council. When activated for disaster response and recovery activities, all relevant agencies are responsible for meeting and processing operational expenses incurred during a disaster event, as per their relevant policies and obligations under SDRA and DRFA, if activated.

Types of funding

Disaster Recovery Funding Arrangements

A joint funding initiative of the Australian and state government to provide disaster relief and recovery payments and infrastructure restoration to help communities recover from the effects of natural disasters and terrorist acts.

This program is managed on a whole-of-government basis by QRA.

Activation

The Queensland Minister for Fire and Emergency Services is responsible for activating the DRFA. This activation relies on the damage, loss and personal hardship information provided by state and local governments.

Activation of the DRFA allows for eligible expenditure to be reimbursed by QRA to activated state and local governments, loans to be disbursed to eligible individuals, non-for-profit organisations, primary producers, and small businesses, in compliance with the current funding guidelines.

The DRFA can be activated when a natural disaster or terrorist act meet the following criteria:

- A coordinated multi-agency response was required, and
- State expenditure exceeds (Commonwealth-set) small disaster criterion ($240,000).

If an event does not meet these criteria, the SDRA may be activated. Eligible damage must exceed the Local Government Trigger Point[39] in order to be able to seek reimbursement for Emergency Works, Immediate Reconstruction Works and REPA[40] funding under DRFA. DRFA activation can be requested by any state or local government by submitting an Activation Request form to QRA via email to DRFA@qra.qld.gov.au detailing the disaster situation and requesting activation of this relief measure.

Included in DRFA arrangements are Counter Disaster Operations (CDO), which are activities that are undertaken by Local and State Government agencies to provide direct assistance to and in the protection of the general public before, during and after a disaster event. DRFA allows for the reimbursement of extraordinary costs associated with eligible CDO activities to alleviate personal hardship and distress.

[37] QRA - Queensland Disaster Relief and Recovery Guidelines (June 2021)

[38] QRA - DRFA & SDRA Information sheet (March 2021)

[39] QRA, Local Government trigger points.

[40] Reconstruction of Essential Public Assets - REPA are works undertaken by local governments and state agencies to reconstruct damaged essential public assets to pre-disaster function.

State Disaster Relief Arrangements

A wholly State funded program that may be activated for all hazards to help alleviate personal hardship and distress.

Activation

The SDRA is able to be activated when the Department of Communities, Housing and Digital Economy (DCHDE) identifies that local service providers have reached their capacity to provide a service to people identified as experiencing personal hardship as a direct result of a disaster event, or that there are no local service providers to assist in the event of a disaster.

The Director-General of the Department of the Premier and Cabinet (supported by QRA) is responsible for activating the SDRA. QRA will coordinate the delivery of the SDRA assistance measures.

National Disaster Relief Arrangements

There are two current funds administered nationally by the National Emergency Management Agency (NEMA) and managed by QRA in Queensland:

The Disaster Ready Fund (DRF) is intended to provide up to one billion dollars from FY 23/24 over five years to address disaster resilience and risk reduction across Australia

The Emergency Response Fund (ERF) is able to be drawn upon to allow for up to an extra $200 million to be made available to fund emergency response and natural disaster recovery and preparedness.

Disaster Recovery Payment

The Australian Government Disaster Recovery Payment (AGDRP) is a one-off, non-means tested payment of $1000 per eligible adult and $400 per child who have been adversely affected by a major disaster either in Australia or overseas.

The AGDRP may be activated when the impact of a disaster on individuals and families requires an additional Australian Government response to support short-term recovery needs.

The Prime Minister or Cabinet may also decide to provide a similar payment to New Zealand Special Category visa holders who have been affected by declared major disasters.

Services Australia[41] administers the DRA, refer to their website for payment information.

Disaster Recovery Allowance

The Disaster Recovery Allowance (DRA) is a short-term income support payment to assist individuals who can demonstrate their income has been affected as a direct result of a disaster. When available, DRA assists employees, small businesspersons and farmers who experience a loss of income as a direct result of a disaster event. It is payable for a maximum of 13 weeks from the date at which a customer has, or will have, a loss of income as a direct result of a disaster. DRA is taxable.

Services Australia administers the DRA, refer to their website for payment information.

[41] Services Australia, Natural disaster payments assistance.

Other available funding programs

Multiple financial arrangements, including funding programs, are available in Queensland to assist state and local governments, businesses, primary producers, and NGOs to prepare for, prevent, respond to and recover from disaster events.

Type	Overview	Frequency
Australian Government Business	Find grants, funding, and support programs from across government to help your business grow and succeed. This tool will assist you to find out if you're eligible to apply and what you could receive from the grant and program if successful. Grants and Programs finder business.gov.au	All year
Gambling Community benefit funding (GCBF)	The objective of the fund is to allocate funding to not-for-profit community groups to help them provide services, leisure activities and opportunities for Queensland communities. The funding limit is between $500 and $35,000. An application is deemed eligible if: • it is submitted by an eligible organisation • the sponsored entity (if applicable) is supported by an eligible legal entity • it demonstrates that it will benefit Queensland communities multiple quotes have been sourced—although the actual quotes don't need to be submitted with the application.	The GCBF has multiple funding rounds each year. The closing dates for the rounds are: • 28 February • 30 April • 30 June • 31 August • 31 October.
Get Ready Queensland Funding	Get Ready Queensland comprises a community campaign and an ongoing grants program distributed annually to councils. Get Ready funding supports councils to deliver activities that increase understanding of disaster preparedness and improve disaster resilience within their communities. These local activities are supported by a state-wide marketing campaign led by the Queensland Reconstruction Authority (QRA).	Yearly
Queensland Resilience and Risk Reduction Fund (QRRRF)	The Queensland Resilience and Risk Reduction Fund (QRRRF) helps communities reduce the risk of, and better prepare for, natural disasters. The objective of this funding is to support delivery of disaster resilience and mitigation projects that: • Align with the objectives of the: ▪ Queensland Strategy for Disaster Resilience ▪ National Disaster Risk Reduction framework ▪ 2019 Queensland Monsoon Trough After the flood: A strategy for long term recovery • Are cost effective and evidence based • Address state-risk priorities such as those identified in the Queensland State Natural Hazard Risk Assessment 2017.	The QRRRF is jointly funded by the Commonwealth and Queensland governments as part of its five year National Partnership Agreement on Disaster Risk Reduction.
SES Support Grant	The aim of the SES Support Grant is to assist local governments in providing high quality emergency and disaster management services by supporting the activities of the SES. Grants up to **$75,000** for accommodation and **$30,000** for motor vehicles are available.	Yearly

Table 14: Available Funding Programs



Translated fact sheets about financial assistance grants are available on the Queensland Government website[42].

These fact sheets provide translated information about the different types of financial assistance grants that may be available to you should a disaster occur:

- Community recovery support and financial assistance information
- Emergency hardship assistance
- Essential services hardship assistance grant
- Essential household contents grant
- Structural assistance grant
- Essential services safety and reconnection grant.

[42] Queensland Government website: translated fact sheets for financial assistance.

PART 9 – RESILIENCE

Meaning of term

Resilience

Resilience can be defined as “a system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances”.

Context

Australia has experienced a number of large scale and devastating natural disasters, including catastrophic bushfires, far reaching floods, cyclones and damaging storms. Natural disasters are a feature of the Australian climate and landscape and this threat will continue, with weather patterns likely to be less predictable and more extreme over coming years.

The community is exposed to a range of other potential disasters, including urban and industrial fires, pandemics, aircraft crashes, major road accidents, marine oil spills, security incidents and exotic animal and plant diseases. Such events may have personal, social, economic and environmental impacts that take many years to dissipate.

Our unique climate, environment and demography means that we need to shape our resilience activities to suit our circumstances but within the context of being a part of the Southeast Queensland setting.

Australians are renowned for their resilience to hardship. Complementing our ability to innovate and adapt, are a strong community spirit that supports those in need, and a general self-reliance to withstand and recover from disasters.

In Queensland, we have well established and cooperative emergency and disaster management arrangements at the state, district and local levels delivering a coordinated approach and effective capabilities.

A disaster resilient community is one that collaborates and works together to understand the risks and manage those risks together. Ensuring a disaster resilient region is the shared and collaborative responsibility of all levels of government, non-government sector, business, community and the individual.

The fundamental building blocks of disaster resilience for the Sunshine Coast are individuals and households. If at this level, people are aware of the risks and are prepared to respond and are connected to support networks, there is far greater resilience at the neighbourhood, community and regional levels. This results in a reduced reliance on emergency services and external resources in a disaster which in turn generates flexibility in formal response and recovery activities.

Queensland Strategy for Disaster Resilience

The Queensland Reconstruction Authority is the lead agency responsible for Queensland’s disaster resilience policy and has created the Queensland Strategy for Disaster Resilience[43].

The Strategy describes resilience in the context of disaster management, as: ‘a system or community’s ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.’

State, national, and international experience has shown that the following elements contribute to a resilient organisation or community:

- Risk-informed and appropriately prepared individuals
- The capacity to adapt, and
- Healthy levels of community connectedness, trust and cooperation.

Communication and education are key in preparing for disaster events and being prepared can help to minimise the impacts and create a more resilient community.

[43] QRA, Queensland Strategy for Disaster Resilience

Sunshine Coast Resilience Plan

Council has prepared a Disaster Resilience Plan that aims to provide for the safety and care of its residents and visitors to the region and recognises that building regional resilience is a shared responsibility between all levels of government, the business community, non-government sector and the community.

Council has identified four priority areas critical to ensuring our region can respond to and recover quickly from any disaster, namely:

Priority	Desired outcomes
Strengthening community disaster resilience	• A prepared, adaptive and disaster resilient community who understands their vulnerabilities and exposure to local disaster risks and is responsive to a changing environment. • Community-based solutions empowering communities to use their own knowledge and decision-making processes to prepare and take action before, during and after disaster events. • Our neighbourhoods are connected with each other and invested in local efforts to reduce exposure and increase response to disasters. • Sunshine Coast communities are engaged with Council and have access to up-to-date information on how to prepare, respond, and quickly recover from a disaster or major event. • Quickly recover from a disaster or major event.
Strengthen economic disaster resilience	• Business owners are aware of the risks to business continuity and are able to identify and implement strategies to minimise the negative economic impact of a disaster or major event. • Sunshine Coast businesses have access to up-to-date information on how to prepare, respond, and quickly return to operations following a disaster or major event. • Strong economic leadership and collaboration by government, business and industry on disaster resilience and preparedness activities.
Protection of critical infrastructure	• A disaster resilient region shaped by clever planning and good design. • Reduced exposure to all hazards through responsible land use planning, development, and construction. • Decision making and delivery of asset management, operations and investment that considers climate hazards and reduces disaster risks in the built environment. • Critical infrastructure is able to support community access basic needs post disaster event. • Coastal dependent development / community. • Infrastructure is resilient to coastal hazards. (From the Environment and Liveability Strategy 2017 Part A: Strategic Direction)

Priority	Desired outcomes
Preservation of the environment	• The environment is able to absorb change, manage major events and bounce forward to a stronger, more resilient state. • The environment is protected against loss of native vegetation and habitat. • Biodiversity values in our neighbourhoods and the impacts of climate change are strong and understood. • Biodiversity conservation and the management of waterways, wetlands, and the coastal environment incorporates the predicted impacts from climate change and natural hazards. • The impact of climate change on our vulnerable communities is less due to sustainable environmental planning. From the Environment and Liveability Strategy 2017 Part A: Strategic Direction

Table 15: Sunshine Coast Resilience Priorities

For full details refer to Council's Disaster Resilience Plan 2019-2022.

PART 10 – APPENDICES

Appendix 1: Definitions

Definitions of words used in this plan have been primarily sourced from the Queensland Disaster Management Lexicon, version 2.01, June 2021. Other definitions not sighted in the Lexicon will be referenced accordingly.

Activation

Activation involves the commencement of a process or activity in response to a trigger. An activation is not a declaration, nor is it dependent on the declaration of a disaster situation (see definition for declaration). For example, activation of a relief measure, as detailed in the Queensland Disaster Relief and Recovery Arrangements.

After-activation review (AAR)

A debriefing process following an event or activity by those involved with, or interested in, that event and whose purpose is to learn from it.

Alert

A level of activation. A heightened level of vigilance due to the possibility of an event in the area of responsibility. Some action may be required. The situation should be monitored by someone capable of assessing the potential of the threat.

All-hazards approach

The all-hazards approach assumes that the functions and activities applicable to one hazard are most likely applicable to a range of hazards and consequently, a disaster management plan that captures the functions and activities applicable to all hazards.

All agencies approach

All agencies should be involved to some extent in emergency management. The context of emergency management for specific agencies varies and may include:

- Protecting the community and environment from risks arising from the activities of the organisation.
- Ensuring the continuity of their business or service.
- Protecting their own interests and personnel.
- Protecting the community and environment from credible risks.

Briefing

The process of advising personnel of the details of an incident or an event with which they will be dealing.

Capacity

The combination of all the strengths, attributes and resources available within an organisation, community, or society to manage and reduce disaster risks and strengthen resilience. Capacity may include infrastructure, institutions, human knowledge and skills and collective attributes such as social relationships, leadership, and management.

Community

A group with a commonality of association and generally defined by location, shared experience, or function.

A social group which has a number of things in common, such as shared experience, locality, culture, heritage, language, ethnicity, pastimes, occupation, workplace, etc.

Comprehensive approach

The development of emergency and disaster arrangements to embrace the aspects of prevention, preparedness, response, and recovery (PPRR). PPRR as aspects of emergency management, not sequential phases.

Consequence

The outcome or impact of an event and may be expressed qualitatively or quantitatively. There can be more than one consequence from an event. Consequences are generally described as the effects on people, society, the environment, and the economy (Geoscience Australia).

Coordination

The bringing together of organisations to ensure effective disaster management before, during and after an event. It is primarily concerned with systematic acquisition and application of resources (people, material, equipment, etc.) in accordance

with priorities set by disaster management groups. Coordination operates horizontally across organisations and agencies.

Coordination Centre

A centre established as a centre of communication and coordination during disaster operations.

Critical infrastructure

The physical structures, facilities, networks, and other assets which provide services that are essential to the social and economic functioning of a community or society.

Damage assessment

The process of collecting quantifiable data that enables the assessment of the impact of an event. Data collected could be used to inform Impact Assessments. Damage could include, but is not limited to, damage to:

- Infrastructure
- Homes and public buildings
- Commercial properties
- The environment

Debrief

A meeting at the end of an operation with the purpose of assessing the conduct or results of an operation.

Declaration (of a disaster situation)

The formal procedure to enable declared disaster powers under the Disaster Management Act 2003 (s64-s69) as required. Specific powers may be used to prevent or minimise loss of life, injury, or damage. This term specifically relates to declaration of disasters under the Disaster Management Act 2003 which is distinct from a 'declaration of an emergency situation' as defined in the Public Safety Preservation Act 1986.

Directed evacuation

Also known as compulsory evacuation is where a relevant government agency has exercised a legislated power that requires people to evacuate. A directed evacuation under the Disaster management Act 2003 requires the declaration of a disaster situation.

Disaster

A disaster is a serious disruption in a community, caused by the impact of an event, that requires a significant coordinated response by the State and other entities to help the community recover from the disruption.

District Disaster Coordinator (DDC)

The role of the District Disaster Coordinator, in addition to other duties, is to coordinate disaster operations in the disaster district for the district group.

District Disaster Management Group (DDMG)

A district disaster management group is established for each disaster district. A district group consists of the persons prescribed by regulation to be members of the group.

Disaster Hub

Disaster Hub is a web-based platform that provides comprehensive, centralised, and real-time information for the public, media, and external agencies to access before, during and after emergency and disaster events. www.disaster.sunshinecoast.qld.gov.au

Disaster Management

Disaster management means arrangements about managing the potential adverse effects of an event, including, for example, arrangements for mitigating, preventing, preparing for, responding to, and recovering from, a disaster.

Disaster Management Act

The Parliament of Queensland makes legislation by enacting an Act. This means the Legislative Assembly passes a Bill for the Act and the Bill is given royal assent. On assent the Bill becomes an Act. The Disaster Management Act 2003 provides the legislative basis for the disaster management in Queensland.

Disaster management standards

The inspector-general may make one or more standards (each a disaster management standard) about the way in which entities responsible for disaster management in the State are to undertake disaster management.

Disaster Management Guidelines

The chief executive may prepare guidelines to inform the State group, district groups and local governments about matters relating to any of the following:

- The preparation of disaster management plans
- The matters to be included in a disaster management plan
- Other matters about the operation of a district group or local group the chief executive considers appropriate having regard to disaster management for the State.

Disaster intelligence

Also referred to as 'Intel'. The product of a process of collecting and analysing information or data which is recorded and disseminated as intelligence to support decision making.

Disaster operations

Disaster operations means activities undertaken before, during or after an event happens to help reduce loss of human life, illness or injury to humans, property loss or damage, or damage to the environment, including, for example, activities to mitigate the adverse effects of the event.

Disaster Recovery Funding Arrangements (DRFA)

A joint Australian Government-State cost sharing arrangements to alleviate the financial burden on the states and to facilitate the early provision of assistance to disaster affected communities. Through the Disaster Recovery Funding Arrangements 2018 (DRFA), the Australian Government provides financial assistance directly to the states to assist them with costs associated with certain disaster relief and recovery assistance measures.

Disaster response capability

The ability to use Local Government resources, to effectively manage or help another entity to manage an emergency situation or a disaster in the local government's area.

Disaster situation

Means a disaster situation declared under s64(1) by the district disaster coordinator with the approval of the Minister, or by the Minister or Premier (s69).

Emergency Alert (EA)

A national telephone warning system that provides Australian emergency authorities with an enhanced ability to warn the community in the event of an emergency. The warning system is another tool available for organisations to issue emergency warnings. Emergency Alerts will be issued via landline and mobile telephones.

Emergency management

Emergency management is also used, interchangeably, with the term disaster management.

Evacuation

The planned movement of persons from an unsafe or potentially unsafe location to a safer location and their eventual return.

Evacuation centre

A building located beyond a hazard to provide temporary accommodation, food, and water until it is safe for evacuees to return to their homes or alternative temporary emergency accommodation.

Event

An event may be natural or caused by human acts or omissions. It can also mean any of the following:

- A cyclone, earthquake, flood, storm, storm tide, tornado, tsunami, volcanic eruption or other natural happening
- Bushfire, an explosion or fire, a chemical, fuel or oil spill, or a gas leak
- An infestation, plague, or epidemic
- A failure, or disruption to, an essential service or infrastructure
- An attack against the State
- Another event similar to the above events.

Exercise

A controlled, objective-driven activity used for testing, practicing, or evaluating processes or capabilities. Exercises may be 'field', 'functional' or 'discussion' in nature.

Functional lead agency

An agency allocated responsibility to prepare for and provide a disaster management function and lead relevant organisations that provide a supporting role.

Hazard

A process, phenomenon or human activity that may cause loss of life, injury or other health impacts, property damage, social and economic disruption, or environmental degradation.

Hazardscape

Both natural and human-made (anthropogenic) hazards and the cumulative risks that they pose across a given geographical area (unknown source).

Incident

Day to day occurrences, being an emergency or sudden event accidentally or deliberately caused which requires a response from one or more emergency response agencies by itself or in cooperation with other response agencies.

Lean forward

A level of activation. An operational state prior to 'stand up' characterised by a heightened level of situational awareness of a disaster event (either current or impending) and a state of operational readiness. Disaster coordination centres are on standby, prepared but not activated.

Local Disaster Coordinator (LDC)

A person appointed under s35 of the Act to coordinate disaster operations and to regularly report to the local group about disaster operations. The person appointed must have the necessary expertise of experience and the appointment must be in writing.

Local Disaster Management Group (LDMG)

A local group as specified under s29 of the Act.

Local Disaster Management Plan (Local Plan)

A plan prepared under s57 of the Disaster Management Act 2003 that documents arrangements to manage disaster planning and operations within the local government area of responsibility

Mitigation

Measures taken in advance of a disaster aimed at decreasing or eliminating its impact on communities, the economy, infrastructure and the environment.

Neighbourhood safer places (NSP)

A local open space or building where people may gather, as a last resort, to seek shelter from bushfire.

Non-government or non-profit organisations

Non-profit making organisation operating at the local, national, or international levels. Distinct from a governmental organisation, having no statutory ties with a national government.

Places of refuge

A building assessed as suitable to provide protection to evacuees during a cyclone but is not a public cyclone shelter. These are typically opened when the capacities of other evacuation facilities have been exceeded.

Preparedness

Measures to ensure that, should an emergency occur, communities, resources, and services are capable of coping with the effects.

Prevention

Measures to eliminate or reduce the likelihood of an event occurring or, if an event occurs, to reduce the severity of the event.

Recovery

The taking of appropriate measures to recover from an event, including the action taken to support disaster-affected communities in the reconstruction of infrastructure, the restoration of emotional, social, economic, and physical wellbeing, and the restoration of the environment.

Recovery Hub

Established by the Queensland Department of Communities, Housing, and the Digital Economy. Provides direct provision of government and non-government information and services in one location through multiple agencies, as dictated by the event. Hubs can take many forms (mobile or static) depending on the type and volume of needs, availability and size of premises, geographic characteristics and the scale of the impact. Also known as a Community Recovery Hub.

Relief

Efforts to meet the needs of persons affected by a disaster, to minimise further loss through the provision of immediate shelter and basic human needs.

Residual risk

Residual risk is the disaster risk that remains even when effective reduction measures are in place and for which emergency response and recovery capacities must be maintained. The presence of residual risk implies a continuing need to develop and support effective capacities for emergency services, preparedness, response and recovery, together with socioeconomic policies such as safety nets and risk transfer mechanisms, as part of a holistic approach.

Resilience

A system or community's ability to rapidly accommodate and recover from the impacts of hazards, restore essential structures and desired functionality and adapt to new circumstances.

Response

The taking of appropriate measures to respond to an event, including action taken and measures planned in anticipation of, during, and immediately after an event to ensure that its effects are minimised and that persons affected by the event are given immediate relief and support.

Risk

The concept of risk combines an understanding of the likelihood of a hazardous event occurring with an assessment of its impact represented by interactions between hazards, elements at risk and vulnerability. (Geoscience Australia).

Serious disruption

Means:

- Loss of human life, or injury or illness
- Widespread or severe property loss or damage
- Widespread or severe damage to the environment.

Standard Emergency Warning System (SEWS)

A distinctive audio signal that alerts the community to the broadcast of an urgent message relating to a major emergency or disaster. It is intended for use as an alert signal to be played on public media such as radio, television and public address systems.

Stand down

A level of activation. Transition from responding to an event back to normal core business and/or continuance of recovery operations. There is no longer a requirement to respond to the event and the threat is no longer present.

Stand up

A level of activation. The operational state following 'Lean Forward' whereby resources are mobilised, personnel are activated and operational activities commenced. Disaster coordination centres are activated.

Storm tide

Storm tides are associated with tropical storms and cyclones. Storm tide flooding comes from the ocean and is a result of combined high tides and heavy seas. Storm tides often coincide with periods of intense and prolonged rainfall and can impact on existing swollen river systems and low-lying coastal areas. Storm tides can increase the severity, extent and length of any simultaneous river and creek flooding.

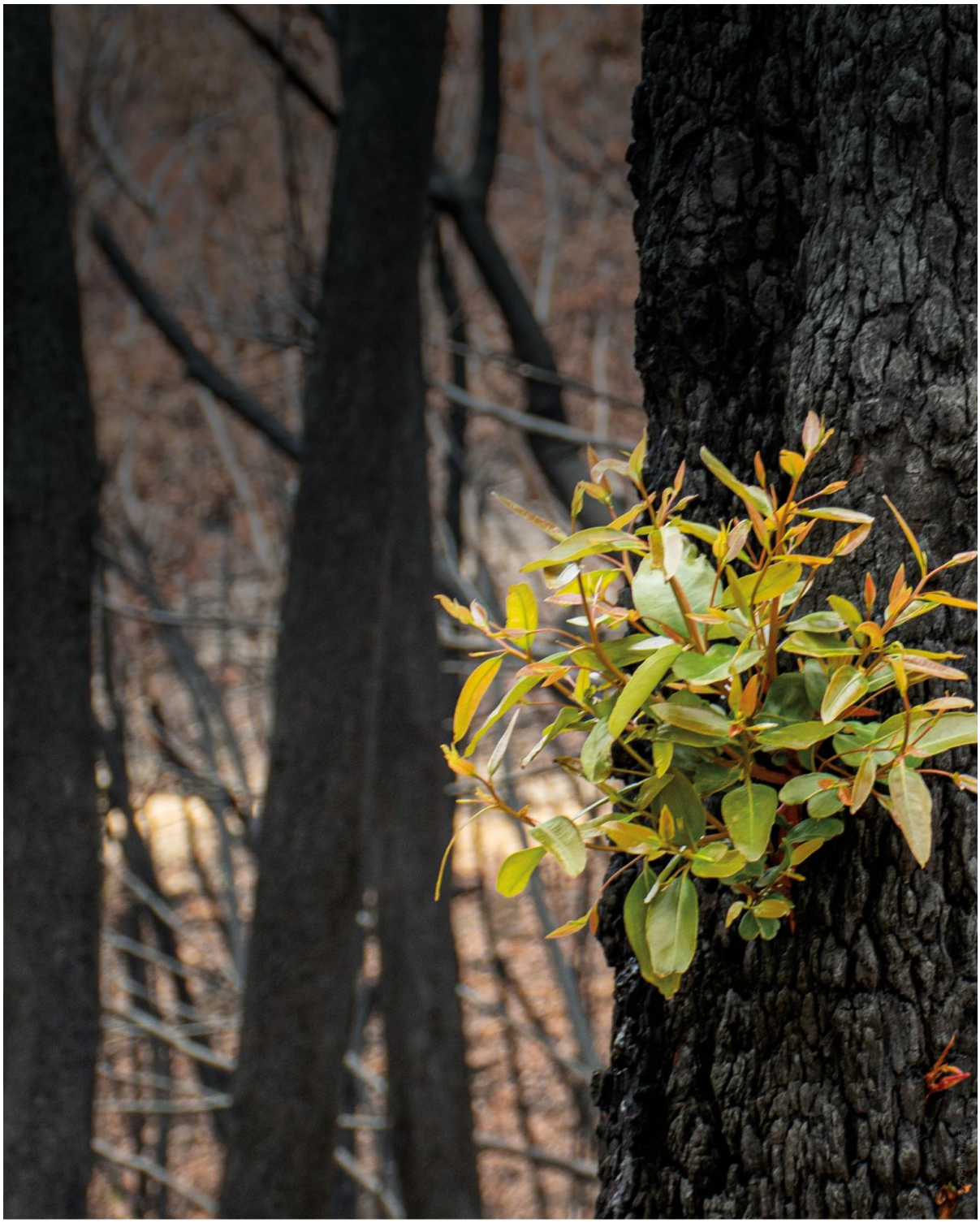
Sunshine Coast Council App

The SCC app provides one touch access to a diverse range of council services direct from your smartphone. It also provides emergency alerts and warnings through its notifications as these are issued. Available through www.sunshinecoast.qld.gov.au/council/contact-council/site-help/scc-app

Appendix 2: Activation triggers and indicative actions

	ALERT	LEAN FORWARD	STAND UP	STAND DOWN
THREAT / TRIGGER	• Information received identifying a threat which is likely to develop over next one to three days • Lead agency advises they are likely to establish an Incident Coordination Centre (ICC) at Lean Forward or Stand-Up status	• Probable disruption/impact of an expected event on the community is less than 24 hours away • Potential for multiple events which will require a coordinated response from a number of agencies • Lead agency advises that it has established an active ICC	• Event is imminent or has occurred and has the potential to cause significant community impact	• Disaster response operations have concluded • Transition to recovery is underway or completed • Community is in recovery phase of event
INDICATIVE ACTIONS	• Hazard/threat identified • Initial advice provided to LDC • Monitor weather forecasts • Determine availability of staff and agencies • Contact lists checked and updated including mobile phone and SMS lists • Advise Chair and members of LDMG of current situation • Contact established with ICC • Establish contact with DDC and QFES (DM) • Notify LDMG staff and availability if needed • Prepare media and communications strategy	• Preliminary SitRep developed • Decision made on likely activation phase • Notifications sent and acknowledged • Availability of staff for LDCC confirmed • Contact maintained between lead agency ICC, LDC, DDC and QFES (DM) • If time available extraordinary meeting of LDMG held • Preparations underway to activate LDCC as per sub-plan LDMG meeting held • Scale (size) of LDCC being • After hours support and access arranged if likely to be required • LDMP public information and warning plan activated	• Local plan and LDMG activated • Cost capture commenced • DDC advised of level of activation and situation • Situation reporting underway • LDMG meetings held • Scale up LDMG as required to cope with situation • Damage assessment process being planned/underway • Activate recovery plan	• Ensure all response actions have nee finalised and final Situation Report is forwarded to DDC. • All documentation, electronic files including financial information is finalised and stored • LDCC staff and LDMG deactivated • LDCC closed for response operations but continues for recovery phase • Transition to recovery finalised • Handover from LDC to LRC • Debriefs conducted

Table 16: Activation Triggers and Indicative Actions



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8.7 SUNSHINE COAST MAJOR EVENTS STRATEGY

File No: Council Meetings

Author: Head of Tourism & Major Events
Economic & Community Development Group

Appendices: App A - Sunshine Coast Major Events Strategy 2018-2028 - 2023 Refresh 223

PURPOSE

To seek Council endorsement of the Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh.

EXECUTIVE SUMMARY

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh provides a five-year framework which seeks to maximise the value of major events to the economy and to the region. The strategy has been developed by Council in close consultation with the Sunshine Coast Events Board and informed through valuable contributions from the tourism and event industry and key regional partners.

The events industry and positioning has grown significantly since the release of the Sunshine Coast Major Events Strategy 2018-2027 and the implementation of strategic plans and tasks from 2018 saw a significant increase in achievements that have contributed to the longer-term economic goals of the region.

The region's major events portfolio has grown significantly over the past decade — achieving notable successes and making a significant contribution to Council's vision for the Sunshine Coast to be Australia's Most sustainable region: Healthy. Smart. Creative.

Key successes include:

- Support for more than 286 major events throughout the Sunshine Coast region
- 73 new events to the region Economic impact of approximately $327 million
- Supported 3588 Full Time Equivalent jobs
- Return on Investment of more than 1:29 sustained over the five-year program
- Elevating connections and partnerships with key state and national stakeholders (such as Tourism and Events Queensland) who now partner with the Sunshine Coast in the attraction and support of more than 13 events per year (an increase of 180% since 2018)
- Securing and hosting the first ever NRL regular season matches on the Sunshine Coast, culminating in the hosting of a preliminary final in 2021 and two Women's State of Origin NRL matches
- Successfully delivering the 2021 Surf Life Saving Australia National Championship 'The Aussies', followed by securing a long-term deal to host the event three times over the next 10 years
- Securing and hosting two Elton John concerts in 2020 as part of the international 'Farewell Yellow Brick Road' tour
- Significantly elevating the profile and success of key local events such as the Queensland Garden Expo

- Developing and ongoing partnership with strategically driven events (such as The Curated Plate culinary festival) that create outcomes and economic returns for the region far beyond actual visitation to the events
- Maintaining a calendar of events and providing significant support for local event-related businesses, during the impact of the COVID-19 pandemic.

The refreshed strategy outlines the region's approach to the acquisition, support and assessment of the annual calendar of Sunshine Coast major event products that drive visitation and economic benefit and is designed to build on the foundations of success from the previous strategy. It is also designed to align with and contribute to the desired outcomes of the Sunshine Coast Regional Economic Development Strategy 2013-2033, and to assist Council in achieving the broader regional and community objectives envisioned in the Sunshine Coast Council Corporate Plan 2023-2027.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Sunshine Coast Major Events Strategy" and

(b) adopt the "Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh (Appendix A)".

FINANCE AND RESOURCING

There is no direct financial impact associated with the refresh of the Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh.

Ongoing Major Event sponsorship activities will be met by existing core budget.

CORPORATE PLAN

Corporate Plan Goal:	***Our resilient economy***
Outcome:	3.5 - A natural, major and regional event destination
Operational Activity:	3.5.2 Undertake a review of the Major Events Strategy 2018-2027 to prioritise a broad and balanced major events calendar for the region and ensure close alignment with legacy opportunities of the Brisbane 2032 Olympic and Paralympic Games.

CONSULTATION

Councillor Consultation

The Mayor and Councillors have been consulted in relation to this report.

Internal Consultation

- Group Executive, Economic and Community Development
- Economic Development
- Arts, Heritage and Libraries
- Sunshine Coast Program Lead, Brisbane 2032

External Consultation

- The Sunshine Coast Major Events Board

- The Sunshine Coast Event Industry Association
- Visit Sunshine Coast
- Tourism and Events Queensland
- A selection of existing Major Event partners

Community Engagement

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

PROPOSAL

A review and update of the Sunshine Coast Major Events Strategy 2018-2028 has taken place in order to keep up to date in regional and wider events evolutions, with the strategy now 'refreshed' for 2023-2028.

Many elements of the Strategy remain relevant, important, and aligned to Council and community values – and continue to be central elements of the region's major events plan.

The updates and 'refresh' of the Sunshine Coast Major Events Strategy include:

- Retention of the vision and purpose of the Strategy
- Outline and explanation of a new event assessment model, including three major event categories that apply to sponsorship of different scales and for different purposes: 'Signature Events', 'Economic Drivers', 'Emerging Events'
- Updated titles and description of overall major event targets and pathways – particularly refreshes to the desire to build a 'balanced portfolio' (balanced by event calendar date, event type and content, and event location within the region)
- New Actions under each of the six pathways for delivery from 2023-2028
- Increased reference and linkages to other Council strategies and regional goals (including environment, sustainability, accessibility, culture and community)
- Noted outcomes and influence of the COVID-19 pandemic since 2020 - Updates in economic data from events supported between 2018 and 2022, and updated projections and targets.
- Inclusion of references and further outlines of the future regional opportunities related to the Brisbane 2032 Olympic & Paralympic Games
- Next 'refresh' scheduled for 2028, to assess further alignment with future planning for the Brisbane 2032 Olympic & Paralympic Games
- Updates to the regional tourism branding and current positioning (in collaboration with Visit Sunshine Coast)
- Updates to titles, terminology, links to Council or regional strategies and programs, board member detail, statements and summaries. The changes made reflect the research and consultancy outcomes relating to all key elements of the Strategy and provide a clear pathway for Major Events on the Sunshine Coast through until 2028.

Legal

No significant legal issues with the "Sunshine Coast Major Events Strategy 2018-2028 - 2023 Refresh" have been identified at this time.

Policy

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh aligns with relevant Council policies.

Risk

There are no significant risks associated with endorsing the Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh.

The Sunshine Coast Events Board provides a robust governance framework to assess, manage and mitigate potential risks to Council and its reputation as a result of the Strategy's implementation plan. The Board was established by Council as an advisory body at its Ordinary Meeting of 20 June 2013 (OM13/114). The role of the Board is to support the region's investment in existing major events, secure new major events for the region and to oversee the implementation of the Sunshine Coast Major Events Strategy. The Board has no delegated powers of authority – they provide recommendations to Council. The Tourism and Major Events Unit and independent Sunshine Coast Events Board will continue to provide an Annual Report to Council each year on its activities.

Previous Council Resolution

14 June 2018 Ordinary Meeting (OM18/89)

That Council:

*(a) receive and note the report titled "**Major Events Strategy**"*

(b) adopt the Sunshine Coast Major Events Strategy 2018-2027 (Appendix A) as amended and

(c) endorse the amended Sunshine Coast Events Board Charter (Appendix B).

20 June 2013 Ordinary Meeting (OM13/114)

That Council:

*(a) receive and note the report titled "**Sunshine Coast Major and Regional Events Strategy"***

(b) adopt the Sunshine Coast Major and Regional Events Strategy 2013-2017 (Appendix A)

(c) under Section 264 of the Local Government Regulation 2012 endorse the establishment of Sunshine Coast Events Board as an advisory committee of Council

(d) adopt the Sunshine Coast Events Board Charter (Appendix B) for Sunshine Coast Events Board and authorise the Chief Executive Office to amend as necessary, including amendments to 3.1 Membership (c) to 9 board members and (e) for a 2 year term, and with staggered rotation of the board members

(e) appoint Cr O'Pray as the portfolio councillor for Tourism, Sport and Major Events as the Council representative on Sunshine Coast Events Board

(f) delegate authority to the Chief Executive Officer to select and appoint members to Sunshine Coast Events Board in order to achieve the broad range of skills as determined by council in consultation with relevant portfolio councillors (being portfolio councillor for Tourism, Sport and Major Events; portfolio councillor for Community Policy and Programs and the Deputy Mayor)

(g) vary the current Sponsorship Policy (Appendix C) authorising the Chief Executive Officer to enter into outgoing sponsorship agreements for major and regional events up to the value of $50,000 (ex GST) following the recommendations received from Sunshine Coast Events Board

(h) request the Chief Executive Officer to provide a further report to Council outlining alternative funding sources to boost the major event sponsorship tourism levy funding pool and

(i) provide Mr P Franks, the Transfer Manager (Noosa) a copy of the Sunshine Coast Major and Regional Events Strategy for consideration and reference.

Related Documentation

Sunshine Coast Corporate Plan 2023-2027

Sunshine Coast - Natural Advantage: Regional Economic Development Strategy 2013-2033

Environmental and Liveability Strategy 2017

Sunshine Coast Community Strategy 2019-2041

Sunshine Coast Arts Plan 2018-2038

Tourism and Events Queensland Events Strategy 2025

Tourism and Events Queensland Events Strategic Plan 2022-2026

Visit Sunshine Coast's Destination Tourism Plan 2020-2025

Critical Dates

Endorsement of the report will allow Council officers to commence the Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh implementation plans.

Implementation

A new five-year Implementation Plan for the Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh has been developed to guide a suite of 37 actions from 2023-2028.

Should the recommendation be accepted to adopt the report, the Sunshine Coast Events Board and Sunshine Coast Council Major Events Unit will continue to lead the region in the implementation of the actions, goals and measures outlined in this plan. Cooperation with wider regional stakeholders will, as always, be central to achieving the vision of the strategy.

Many of these measures can begin being implemented immediately, and review and measurement of results will continue throughout and will be consolidated in the annual report.

Sunshine Coast Major Events Strategy 2018-2028

2023 REFRESH



Sunshine Coast COUNCIL | Our region. Healthy. Smart. Creative.

Edition August 2023

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Acknowledgements
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Reference document
This document should be cited as follows:

Sunshine Coast Council. **Sunshine Coast Major Events Strategy** 2018-2028.

Disclaimer
To the extent this document contains future plans, activities, policies and strategies, these matters are aspirational and subject to change at any time without notice.

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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 peoples.

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 peoples and the Jinibara peoples.

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

Together, we are all stronger.







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John Williams
Sunshine Coast
Events Board Chair

Foreword

The region's major events portfolio has grown significantly over the past decade — achieving notable successes and making a significant contribution to Council's vision for the Sunshine Coast to be Australia's Most sustainable region: Healthy. Smart. Creative.

The Sunshine Coast Major Events Strategy 2018-2027 has been strongly supported by Council, key stakeholders, local industry, event organisers, attendees and the wider community. The strategy recommended a review and update of the plan after five years, in order to keep up to date in regional and wider events evolutions. This review has been undertaken, with the strategy now 'refreshed' for 2023-2028.

Many elements of the previous 2018-2027 strategy remain relevant, important, and aligned to Council and community values — and continue to be central elements of the region's major events plan. There are, however, a range of significant impacts and expanding opportunities that are now factored into the strategic plans.

Like the rest of Australia, the Sunshine Coast major events calendar was severely impacted between 2020 and 2022 by COVID-19, with longer term impacts and recovery periods still in place. The cancellation, or reduction, of events during this period was a major challenge for Council and their partner major event organisers — with Council playing a lead role in maintaining financial and operational support to key events to contribute to their longer-term survival. As we stand in 2023, the Sunshine Coast has demonstrated strength and resilience across the region — riding through the earlier challenges and building again to create extensive benefits to the local region.

The announcement of the Brisbane 2032 Olympic and Paralympic Games is a new and exciting opportunity for all of South-East Queensland, with flow-on benefits to all types of events and industry on the Sunshine Coast. Acknowledging that there is much work to be done in finalising the region's full positioning and planning for 2032, the strategy aligns possible current and future targets connecting major events to future Olympic opportunities.

Carefully targeted financial support, high quality events and support infrastructure, engaged business and resident communities and ensuring that the branding and promotional benefits of events are fully realised, continue to play important roles in leveraging the benefits that can be created for the region.

The Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, continues to develop an expanded focus on the longer-term outcomes and benefits from successful event funding programs. The immediate economic and visitation impact of events will always be a prime measure of success for each project, however, an increase in the reputational, promotional and destination awareness potential of the events program continues to be a key target. In particular, building a plan to support and partner with events of varied scale, content and outcomes allows the region to create an annual overall impact across a range of targeted categories — including an expanded focus on environmental, cultural, accessible and artistic content that drives external regional perception and local community pride.

This refreshed strategy sets a framework which will deliver the vision of the Sunshine Coast being recognised as the premier regional events destination in Australia — where major events deliver maximum results to the economy, communities and stakeholders.

The vision will be achieved through continued productive relationships with partners in the tourism and events industry, and with local businesses and communities to ensure all the benefits of a vibrant and balanced event calendar for the region are fully realised.

Introduction

The Sunshine Coast: where major events deliver maximum results

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh provides a five-year framework which seeks to maximise the value of major events to the economy and to the region.







Sunshine Coast Council



The strategy has been developed by Council in close consultation with the Sunshine Coast Events Board and informed through valuable contributions from the tourism and event industry and key regional partners. The refreshed strategy outlines pathways and actions taken during the first five-year period of the previous 2018-2027 strategy, prior to a formal review in 2023 and sets out the priorities and actions for the remaining period 2023-2028.

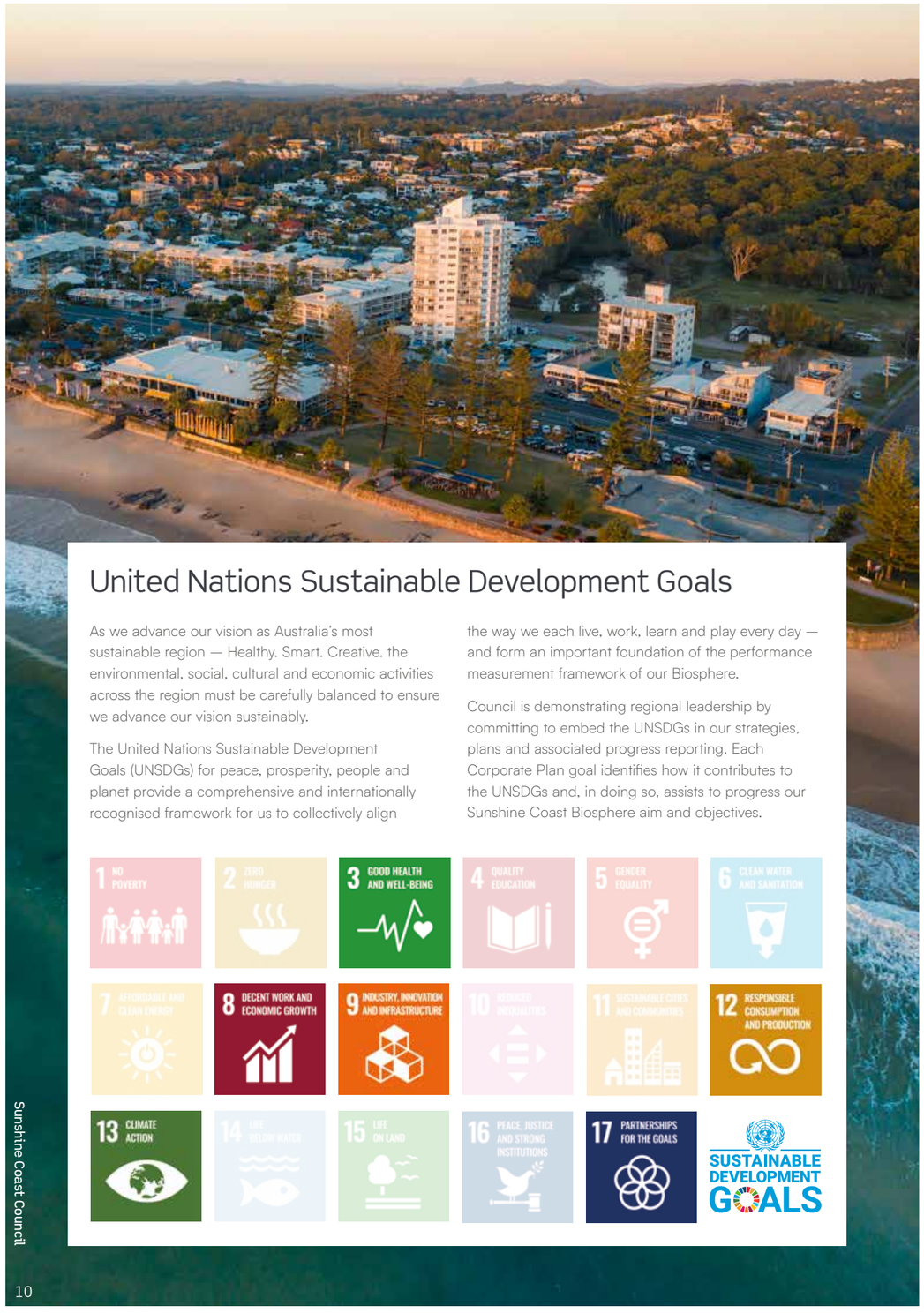
The refreshed strategy outlines the region's approach to the acquisition, support and assessment of the annual calendar of Sunshine Coast major event products that drive visitation and economic benefit, and is designed to build on the foundations of success established through the region's first Sunshine Coast Major and Regional Events Strategy 2013-2017. It is also designed to align with and contribute to the desired outcomes of the Sunshine Coast Regional Economic Development Strategy 2013-2033, and to assist Council in achieving the broader regional and community objectives envisioned in the Sunshine Coast Council Corporate Plan 2023-2027.

> The strategy seeks to ensure that the region realises its full potential, ensuring that major events contribute fully to the vision for the Sunshine Coast region to be Australia's most sustainable region: Healthy. Smart. Creative.

Central to its targeted outcomes, the Major Events Sponsorship Program has a vital role to play in the overall tourism strategy for the region, with events being key drivers of visitation, promotion of the destination and long-term brand development of the Sunshine Coast.

This strategy operates in conjunction with Visit Sunshine Coast's Destination Tourism Plan 2020-2025 and its vision to create a sustainable and competitive tourism and events destination. Actions and measures relating to the immediate and longer-term impact of major events on the overall tourism performance of the region form key parts of this strategy, reflecting the contribution a successful major events program makes to broader regional tourism outcomes.

The events and projects referred to in this document are those supported by Council through the Major Events Sponsorship Program. It is acknowledged that a wide range of other event projects are delivered throughout the region that contribute significantly to the achievement of the overall goals of this strategy, and it is intended that the actions and outputs of this plan work closely with other key regional plans with mutually beneficial goals.



United Nations Sustainable Development Goals

As we advance our vision as Australia's most sustainable region — Healthy. Smart. Creative. the environmental, social, cultural and economic activities across the region must be carefully balanced to ensure we advance our vision sustainably.

The United Nations Sustainable Development Goals (UNSDGs) for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework for us to collectively align the way we each live, work, learn and play every day — and form an important foundation of the performance measurement framework of our Biosphere.

Council is demonstrating regional leadership by committing to embed the UNSDGs in our strategies, plans and associated progress reporting. Each Corporate Plan goal identifies how it contributes to the UNSDGs and, in doing so, assists to progress our Sunshine Coast Biosphere aim and objectives.

Sunshine Coast Council

Our global commitment

Towards this end, this Plan embeds the United Nations Sustainable Development Goals (UNSDGs) into its actions. The United Nations Sustainable Development Goals for peace, prosperity, people and planet provide a comprehensive and internationally recognised framework to collectively align the way we each live, work, learn and play every day.

UNSDG 03 — Our aim is to support events that promote healthy lifestyles and promote well-being across all ages by supporting mass participation and sporting events to promote an active way of life and improved fitness levels within the community.

UNSDG 08 — With a focus on sustainable economic growth for the region, including high value industries such as tourism, health & wellbeing and sport, our events industry provides valuable and fair employment opportunities for those living within the region.

UNSDG 09 — Our aim is to grow inclusive and sustainable industries that provide economic outcomes for the region with increased visitation as a result of hosting major events. We will embrace and support innovative ideas through the new 'Emerging Events' category within the major events sponsorship portfolio.

UNSDG 12 — Our aim is to encourage event organisers to reduce waste generation through prevention, reduction, recycling and reuse and to adopt sustainable practices by ensuring that organisers have the relevant information for awareness and capability to drive change.

UNSDG 13 — Our aim is to encourage event organisers to adopt sustainable working practices to reduce their impact on the climate and the environment, assessing their environmental impact on the wider Sunshine Coast region and our UNESCO Biosphere through the funding application process.

UNSDG 17 — Our aim is to develop stakeholder partnerships to share knowledge and expertise to grow and evolve the region's events industry, while continuing to partner with stakeholders across relevant high value industries to advance collective regional economic development objectives.

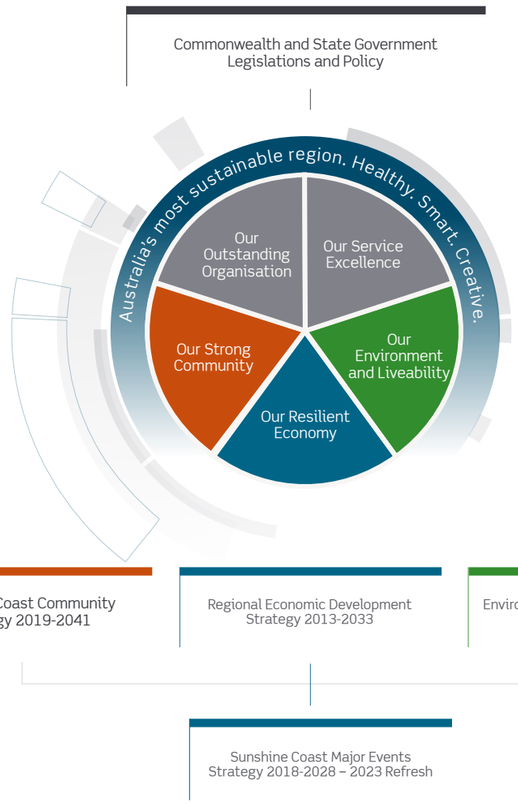
SUNSHINE COAST BIOSPHERE

In June 2022, our Sunshine Coast local government area was recognised by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) as a biosphere reserve - where responsible development and people living sustainably sit alongside active conservation.

Our region has joined a global effort of 738 biospheres in 134 countries to balance the environmental, social, cultural and economic needs of today, without compromising the ability to meet the needs of future generations.

Our region's international recognition as a special place where people are living, working, learning and playing sustainably highlights the values of our region that we are seeking to protect and enhance, brings new opportunities and a range of possible benefits to our natural environment, community, lifestyle and economy.

Being recognised as a UNESCO Biosphere reserve and maintaining this credential is our region's commitment to create a positive legacy for future generations. Every resident, visitor, business and government entity has a key role to play in maintaining and enhancing the Sunshine Coast Biosphere reserve for our children, grandchildren and all those who will enjoy the prosperity, beauty and liveability of our region into the future.



Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh, aligns with Council's key strategic elements and intent of other policies crucial to the development of the region and its major events. A successful major events program provides content and added value to regional development in economic growth, sports, the arts, tourism, environment and liveability, tourism and social inclusion, and in turn benefits from regional advances in all of these sectors.

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Strategic Alignment

Regional Economic Development Strategy 2013-2033

The Regional Economic Development Strategy 2013-2033, (REDS) provides a 20-year vision and blueprint for sustainable economic growth. It will help to ensure the region actively participates in the global economy and deliver the lifestyle and opportunities for local residents and businesses alike.

Tourism, sport and leisure collectively forms one of the identified seven high value and growth industries to support the economy and facilitate new investment opportunities. Underpinned by a strong regional reputation for staging both international and home-grown events, the Sunshine Coast is one of Australia's top tourism markets. Council invests strategically and financially in major events that attract tourists during the low seasons and generates media and brand exposure to support the strengthening of the regional economy.

Sunshine Coast Community Strategy 2019-2041

The Sunshine Coast Community Strategy 2019-2041, focuses on inclusive communities by supporting the growth of social connection and collaboration through a place-based approach. Place based planning is an enduring concept in this strategy. Outcomes sought include an emphasis on active transport; community facilities, including supporting facilities. parks, open space and civic spaces; affordable living options; smart infrastructure and sense of place in the public realm.

Major events raise community pride, tolerance and connectedness between residents, the business community and government. Council funds and coordinates a range of community arts and cultural events, all of which complement the overall goals of the Major Events Strategy.

Sunshine Coast Creative Arts Plan 2023 — 2038

Designed to stimulate the region's arts sector and create opportunities to build a strong arts community, the Arts Plan aligns with the Major Events Strategy vision for emerging events to connect to the region's larger goals — creating diversity in our event calendar and assisting in the growth of specific local industries.

Environment and Liveability Strategy 2017

The Environment and Liveability Strategy 2017, builds a pathway to a healthy environment and liveable Sunshine Coast in 2041. The natural environment and how it can be preserved and enhanced, as well as the liveability of the region is the primary focus – enabling a good quality of life for all residents and supporting a strong economy in an accessible and well-connected built environment.

Major sporting events continue to attract international and interstate visitors who keep returning to enjoy the strong connection to nature and to experience the relaxed local culture. Local food production, creative industries and nature-based activities are key features. Changing our ways and transitioning the events industry to a more sustainable, resilient and low carbon way of delivering events continues to progress. Looking forward, the expansion and activation of green space for future generations through accelerated strategic land programs will play an important role in investigating future regional outdoor event spaces.




Sunshine Coast Council

Policy and Legislative Context

State Government

Towards Tourism 2032: Transforming Queensland's Visitor Economy Future

The Department of Tourism, Innovation and Sport Towards Tourism 2032 strategy is a collective framework to set the direction of tourism in Queensland for the next 10 years. The strategic plan directly supports growing Queensland's economy via good jobs, better services and great lifestyle.

Tourism and Events Queensland Events Strategy 2025

The Tourism and Events Queensland Events Strategy 2025 focuses on targeting and leveraging existing, successful events and recognises that major events focusing on participatory sport and recreation are key strengths, with a longer-term approach of increasing business events.

Tourism and Events Queensland Events Strategic Plan 2022-2026

This plan sets out Tourism and Events Queensland's strategic positioning, and unique value proposition for the State's tourism and events industry, particularly in growing overnight visitor expenditure and market share for Queensland.

 Photo: Korupt Vision.



Commonwealth Government

Tourism 2020 Strategy

The Tourism Australia's Tourism 2020 Strategy is Australia's national strategy to enhance growth and competitiveness in the tourism industry by focusing on six strategic areas. It is endorsed by all State and Territory Tourism Ministers and brings the existing work, research and collaboration between industry and governments into a single plan — one that links tourism supply with demand.

Other key tourism planning documents

Other key tourism planning documents that have informed the Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh include:

- Visit Sunshine Coast Strategic Plan — 'Success today, and Success tomorrow' 2021-2024
- Visit Sunshine Coast's Destination Tourism Plan 2020-2025











Context

Event measures, types and targeted outcomes

Previous Sunshine Coast Major Event strategies have focused on achieving consistent growth in economic impact through major events. In 2018, a target was set to increase economic impact by $4 million each calendar year to demonstrate targeted outcomes across the region.

Yearly analysis of the outputs of major event sponsorships show that the strategy was on-track from 2018 through to the significant impact of COVID-19 in 2020 — where highly challenging national and international factors dramatically reduced the ability to meet targets between 2020 and 2022.

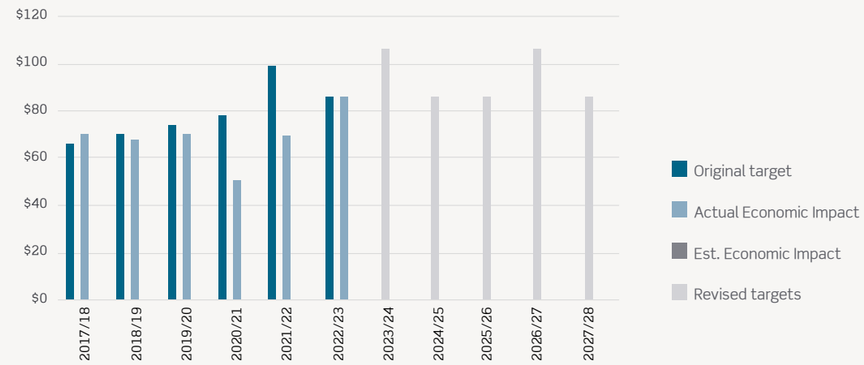
Early indications from economic impact outcomes in 2022/23 demonstrate a very strong return to targeted outcomes, clearly showing that the attraction of events and visitors remains a specific strength of the Sunshine Coast Region.

The major event rebound from COVID-19 in 2022/23 (which appears to be on track to achieve the target of $86 million in direct economic impact) is clearly an excellent sign for future industry and calendar growth. Future economic impact targets, need to take into account:

- Rising costs and financial challenges for event organisers (driving larger sponsorship requests)
- Financial resources available through Council (the budget for major event funding has remained stable since 2019)
- Wider community and Council expectations on outcomes and benefits that can be achieved through hosting major events (broader than just economic impact).

Sunshine Coast Council

Economic Impact of Sponsored Major Events — 2017 to 2028



*note that targets in 2023/24 and 2026/27 are increased, due to the contracted delivery of the Australian Surf Life Saving Championships within the Sunshine Coast during these periods. **the figures and targets above reference only the events and programs funded through the current Major Events sponsorship model. Further investment and return from the lead up to and delivery of the 2032 Brisbane Olympic and Paralympic Games are not included in these forecasts.

Major events on the Sunshine Coast — progress since 2018

The Sunshine Coast major events industry and positioning has grown significantly since the release of the strategy in 2018. The implementation of strategic plans and tasks from 2018 saw a significant increase in achievements that have contributed to the longer-term economic goals of the region.

Direct impact since 2018

Economic outcomes for events funded from the Major Event Sponsorship Program from the first five years of this strategy include:

Support for more than
286 major events
throughout the Sunshine Coast region

73 new events to the region

Economic impact of
approximately $327.52 million

Supported over
3,588 Full Time Equivalent jobs

Return on Investment of more than
1:29 sustained over the five-year program

Key successes include:

- Elevating connections and partnerships with key state and national stakeholders (such as Tourism and Events Queensland) who now partner with the Sunshine Coast in the attraction and support of more than 13 events per year (an increase of 180% since 2018)
- Securing and hosting the first ever NRL regular season matches on the Sunshine Coast, culminating in the hosting of a preliminary final in 2021
- Successfully delivering the 2021 Surf Life Saving Australia National Championship 'The Aussies', followed by securing a long-term deal to host the event three times over the next 10 years
- Securing and hosting two Elton John concerts in 2020 as part of the international 'Farewell Yellow Brick Road' tour
- Significantly elevating the profile and success of key local events such as the Queensland Garden Expo
- Developing and ongoing partnership with strategically driven events (such as The Curated Plate culinary festival) that create outcomes and economic returns for the region far beyond actual visitation to the events
- Maintaining a calendar of events and providing significant support for local event-related businesses, during the impact of COVID-19
- Continuing to strive for successful outcomes as defined in the 2018 strategy post COVID-19, showing a rapid and powerful return to pre-pandemic targets and level of activity.



COVID-19 impact on outcomes

These outcomes were all achieved during the period of greatest impact from COVID-19, significantly reducing visitor numbers and event scale from 2019/20 to 2021/21. With even greater impact being experienced by other destinations across Australia, the Sunshine Coast was able to support the continuation of events and related industries strongly enough to see a substantial re-bound in 2021/22.

Financial Year	# of supported Events	New events	Existing events	Business events	Total event 'primary purpose' Visitors	Local event organiser Spend $M	Economic Impact $M	Total FTE Jobs	ROI
2017/18	64	17	47	0	148,608	$4.63	$69.90	775	1:32
2018/19	63	16	47	0	141,552	$4.98	$67.84	753	1:31
2019/20	54	8	36	10	136,469	$4.16	$69.96	790	1:30
2020/21	46	11	35	0	91,736	$2.65	$50.52	500	1:21
2021/22	62	21	36	5	129,597	$4.22	$69.30	770	1:30

Changing needs over time

Evolving definitions and expectations of the benefits of major events require a broader range of factors to be included in investment decisions:





- Regional representation and profile (how do these events enhance the reputation of the Sunshine Coast, to drive community pride and external perception)
- Event content and type (broadening the events calendar to develop and showcase the region's arts, music, cultural, environmental and social offerings, and our communities)
- Regional spread (ensuring the benefits of hosting events are spread as widely as possible)
- Links to other Council priorities (promoting and showcasing Council's environment, community, and other regional strategies)
- Local industry benefits (building and assisting local business of all types)
- Support new and emerging events as well as established or existing events in the portfolio.

It is clear that these additional factors are of significantly higher importance to the Sunshine Coast community and key stakeholders than they were prior to COVID-19 and measuring event outcomes based on direct economic impact alone may exclude events that drive other valuable regional benefits.

> In 2023, a refined definition of major event categories was created – designed to broaden the categories for selection of sponsored major events, and clearly demonstrate how each event model contributed to the overall 'balanced portfolio'.

New event category definitions — 2023 and beyond

The strategic major event categories are designed to provide impact and opportunity for wider event sponsorship outcomes, while retaining the importance of providing direct economic impact to the region and local business.

Sponsorship Types

Sponsorship Category	Signature Events	Economic Drivers	Emerging Events
Investment	High	Low Medium	Low
Target outcomes	• National scale and awareness • Very high economic impact (and/or) Very high-profile impact • Regional / industry opportunities • Significant promotional value • TEQ / Government major partnerships • Olympic and Paralympic strategic alignment	• Strong return on investment • Spread across calendar year • Bed nights / direct visitor spend • Outcomes as assessed in existing event strategy and process • Reach yearly economic and strategy goals	• Build diverse Calendar (content and location) • Profile new and emerging content • Demonstrated growth potential • Assist in event and industry growth • Meet community and visitor expectations
Number of Events Annually Supported	4 — 6	30 — 50	3 — 5
Percentage of Investment	Medium	High	Low

(Note that these event categories outline only those included in Council's Major Events Sponsorship Program. Wider areas of Council's support of regional events, and how they connect to this strategy, are outlined in Appendix two of this plan)

Event applications for Council support will be assessed in three areas:

1. Signature Events

Signature events are 'game changers' for the region. They will have national scale and awareness to make a direct and immediate impact on the Sunshine Coast's reputation and perception. They will have a strong connection to strengths and opportunities within the region, for tourism or other related industries. They will also partner with Tourism and Events Queensland or other state or federal agencies to drive partnerships related to Council investment.

Outline: An estimated four to six 'signature events' will be supported per financial year, each sponsored at a significant financial level to create the greatest outcomes.

2. Economic Drivers

Economic drivers are the backbone of the economic outcomes through the major events portfolio. While they may provide additional benefits to the region and the community, their main role is to drive significant immediate economic impact — bringing funds into the region for tourism operators and local businesses. They will be selected on their ability to maximise the financial benefit for the Sunshine Coast relevant to the cost of securing the event (return on investment).

Outline: An estimated 30-50 'economic drivers' will be supported each financial year, together delivering the vast majority of the targeted direct economic impact.

3. Emerging Events

Emerging events connect to the region's larger goals — creating diversity in our event calendar and assisting in the growth of specific local industries. They will deliver new and unique content to the Sunshine Coast and demonstrate strong community and audience support. A small number of emerging events will be financially and operationally supported for up to a three-year period by the Major Events Sponsorship Program — at an investment level significant enough to make a meaningful contribution to the growth and future success of the event. Emerging events may not necessarily meet traditional economic impact targets in their formative years, however they will demonstrate potential for growth and ability to move to other funding sources after the completion of a partnership with Council.

Outline: Only a selected few 'emerging events' will be supported each financial year (maximum three to five), with competition likely to be strong for the available places and financial support.

Overall, between 2023 and 2028 – The Balanced Sunshine Coast Major Events Calendar will:

Maintain an overall direct
economic impact of $86 million per year

Attract in excess of 160,000 primary purpose event visitors,
creating over 1,000 Full Time Equivalent jobs each year

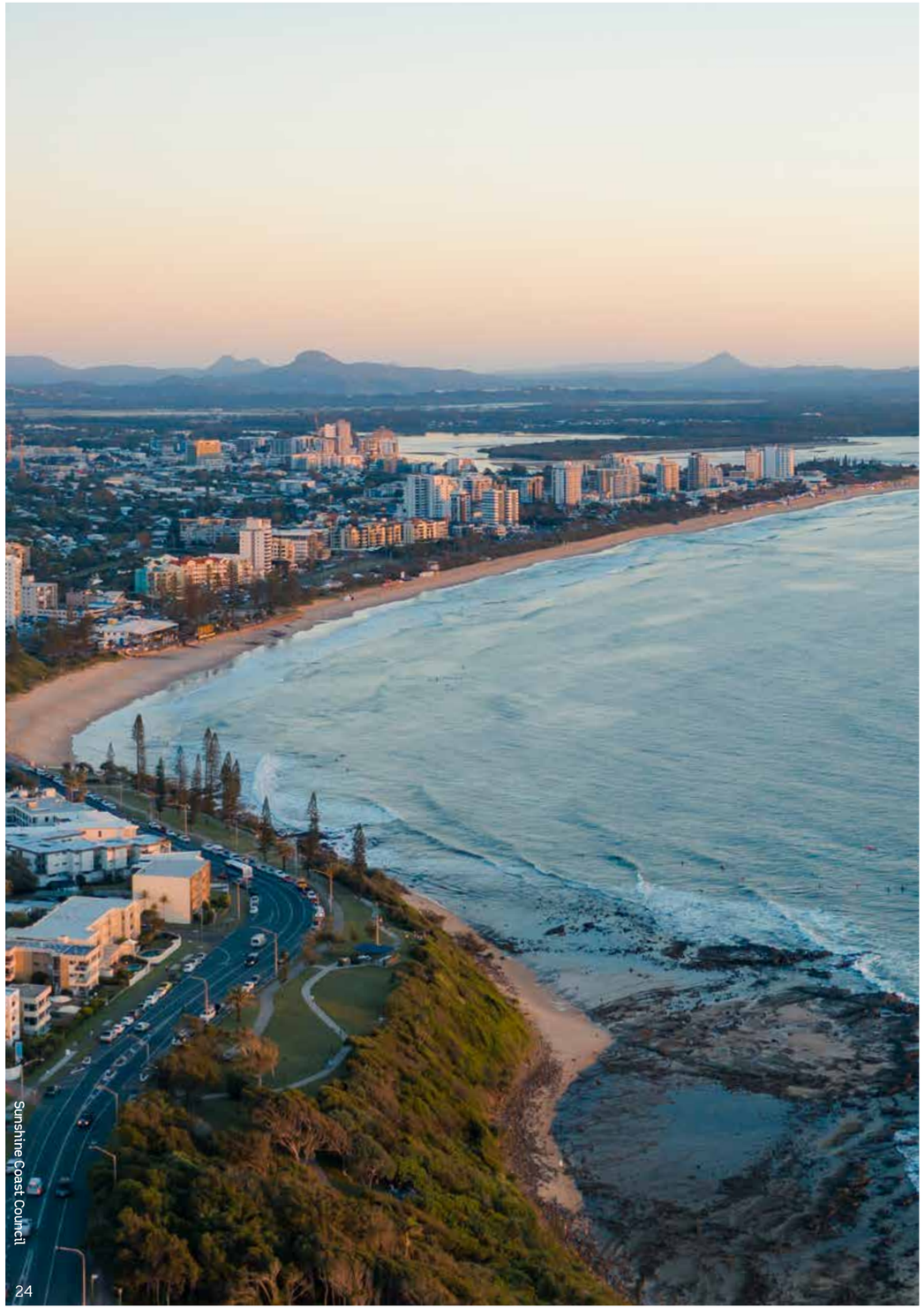
Sponsor and support between
40 and 60 major events across the three categories per year,
noting an emphasis on quality over quantity

Create and drive growth and profile of regional event related businesses,
increasing supplier listings within
www.eventsconnect.sunshinecoast.qld.au
by 30 or more businesses each year

Work with three to five 'emerging events' each year
to create opportunities for unique and profiling content
for the Sunshine Coast

Align and attach the positioning and audiences of
four to six 'signature events', and three to five selected 'emerging events' per year
to the outputs and projects of key regional stakeholders such as Tourism and Events Queensland and Visit Sunshine Coast

Provide annual reports to Council and the wider regional community outlining yearly outcomes
in economic impact, regional promotion and positioning, local industry support, growth of emerging events and wider community and industry benefits.



Strategic Direction

The Sunshine Coast is one of Australia's most popular visitor destinations, making tourism and events highly important local economic drivers. Sunshine Coast Council's vision is for the Sunshine Coast to be *Australia's most sustainable region: Healthy. Smart. Creative.*

Becoming a nationally recognised destination through the hosting of a rich variety of major events each year has an important role to play in achieving this vision. These events generate visitor expenditure which supports local businesses, as well as contributing to a range of liveability and community development objectives.

The recent announcement of the hosting of the Brisbane 2032 Olympic and Paralympic Games in south-east Queensland significantly increases the opportunities, and perhaps the expectations, for further event support and benefits. In the early stages of the development of the region's 2032 plans and strategies, the major events portfolio will continue to play a key role in enhancing the reputation of the region, its local businesses and community, by partnering in the delivery of national and international scale events.

The role of events in contributing to a Healthy. Smart. Creative. region

Major events are important catalysts for regional reputation, economic development, social inclusion and community well-being. The economic impact of major events can be broad and far-reaching. The region benefits from increased visitation (e.g., boosted accommodation, transport, food and business expenditure) and also the localised expenditure associated with holding the event (e.g., equipment and service hire). This additional spending can provide significant stimulus to local businesses and enhance the viability of the tourism and tourism-dependent industries. According to Tourism Australia, for every dollar spent on tourism activities, another 91 cents is generated in other parts of the economy*. Hosting major events is one way to build a region's national and international reputation.

*Source — Tourism Australia Annual Report 2016/17

In addition, the ability to connect with attendees and the wider event audience provides opportunities for longer term visitation, economic and industry benefit to the region. Major events attract large participant numbers who experience what the region has to offer and become advocates for future interaction — either by themselves and their families, or through their own networks and contacts.

The media, broadcast and digital exposure provided by events expands the audience even further — showcasing the region's attractions and activities directly to consumers and potential future visitors.

In this way, major events have a significant role to play in the building of destination awareness and in preference (if choosing a destination to visit, how likely are the region's target market to choose the Sunshine Coast above other competitor destinations).



Major events therefore deliver both short and longer-term value to the region in the form of:

Immediate term (during the event)

- Direct economic impact
- Business and industry involvement
- Increase in destination awareness
- Showcasing of regional strengths
- Participation for local community.

Longer Term

- Repeat visitation from event participants
- Contribution to increase in wider visitation (through destination promotion)
- Event industry development
- Improved attractiveness as a place to live work, or play.



Sunshine Coast Council

> According to Tourism Australia, for every dollar spent on tourism activities, another 91 cents is generated in other parts of the economy*. Hosting major events is one way to build a region's national and international reputation.

Photo: Slabzoo Skate Boarding.



Brisbane 2032 Olympic and Paralympic Games

After the ground-breaking announcement in 2021, the Sunshine Coast is now part of an incredible, once-in-a-generation journey to the Brisbane 2032 Olympic and Paralympic Games.

Sunshine Coast Council, as a key Games Delivery Partner for Brisbane 2032, is taking the opportunity to set its own legacy vision. With less than 10 years to go, Council wants to achieve something very exceptional for Brisbane 2032. To set a new and bold vision of legacy for our region before Brisbane 2032 even take place; legacies that would benefit not only the Sunshine Coast, but also lead solutions and create benefits beyond our region.

Major events within the region are clearly linked to the development phases and outcomes in the lead up to Brisbane 2032 and play a significant role in building the industry and reputation of the Sunshine Coast as a globally recognised location for international sport and festival events.

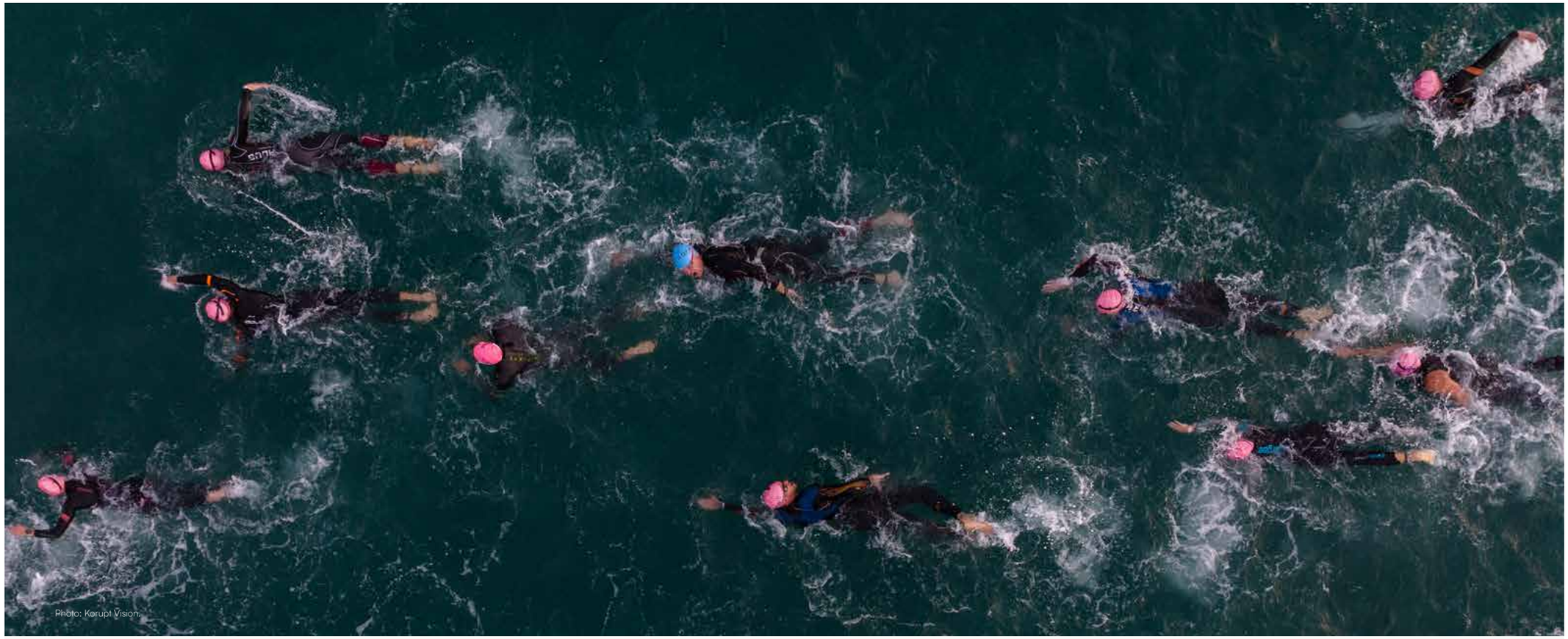
At the commencement of the Sunshine Coast Major Events Strategy 2028-2033, the Major Events Sponsorship Program will continue to focus on hosting events that provide the greatest direct benefit to the economy and local industry — with an initial wide view of upcoming 2032 opportunities. As regional, state and national strategies and targets are further defined and developed for Brisbane 2032, the pathway for major events will evolve to include greater partnerships and references to 2032 related events of all kinds, to play a larger role in the region's investment and outcomes for Brisbane 2032.

The Sunshine Coast Major Events Strategy will be fully reviewed in 2028 — to align with further developed Brisbane 2032 strategies and outline how major events will be driven and structured between 2028 and 2032.

Venues and events on the Sunshine Coast hosting the Brisbane 2032 Olympic and Paralympic Games:

- Kawana Sports Precinct: Football and Basketball
- Alexandra Headlands (staging area): Marathon, Race Walking, Kiteboarding, Cycling Road Race and Time Trial, Paralympic Marathon and Cycling
- Sunshine Coast Hinterland: Mountain Bike
- Maroochydore City Centre: Athletes Village

Photo: Kaupō Vision.


Photo: Korupt Vision.

Council's commitment

Building on success — event value optimization

The Sunshine Coast's major events portfolio has grown significantly over the past 15 years. Leadership provided by Council and the Sunshine Coast Events Board has been instrumental in reaching a point where the focus on attracting and supporting events can shift from quantity (volume of events) to quality (i.e. the events which best deliver our objectives).

To enhance value from the events program, Council will continue to develop its selection and support processes to ensure that it is selecting and funding activities which, in combination, offer a diverse calendar of projects which deliver across all the key goals.

The concept of program diversity is vital to achieving the range of desired outcomes — both in terms of location and timing (to spread the impact and benefit as widely as possible across the region and the calendar year), and in nature or type of event and identified target audience (to reach the optimum balance between the short-term economic return and the longer-term destination benefits of the program).

While immediate and measurable economic impact will always be at the centre of project selection, in practical terms this may result in some projects being chosen based on their potential to drive awareness, reach a wider audience outside the region, or to fill an identified gap in the current event program.

The region's approach also needs to be mindful of the underpinning infrastructure necessary to support event delivery. This will require understanding of current event venue capability, identification of new venues or additional capacity required to support objectives, and a cooperative approach with Council and regional stakeholders in the development and delivery of future facilities plans.

The Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, outlines how the Sunshine Coast is evolving its processes for supporting specific types of events that together make an overall contribution to the region. Previous assessment methods have focused on direct economic impact — rating return on investment only by the level of local spend created during the event itself. This traditional method has restricted the event selection process as it highly favours certain types of events that are able to directly meet the assigned targets.

> "Events will play a big part to showcase Queensland in the lead up to Brisbane 2032, and the Sunshine Coast is well positioned to be a destination of choice for visitors to experience its diverse calendar of events."
>
> **Tourism and Events Queensland**

Allowing events of differing scales and types to be assessed in slightly different pathways allows the overall assessment of economic benefit to be shared across a range of outcomes — creating a greater sense of a 'balanced' event portfolio.

Current Event Landscape

Governance and partnerships

A number of partners and stakeholders are directly involved in securing, promoting, supporting and delivering the region's major events.

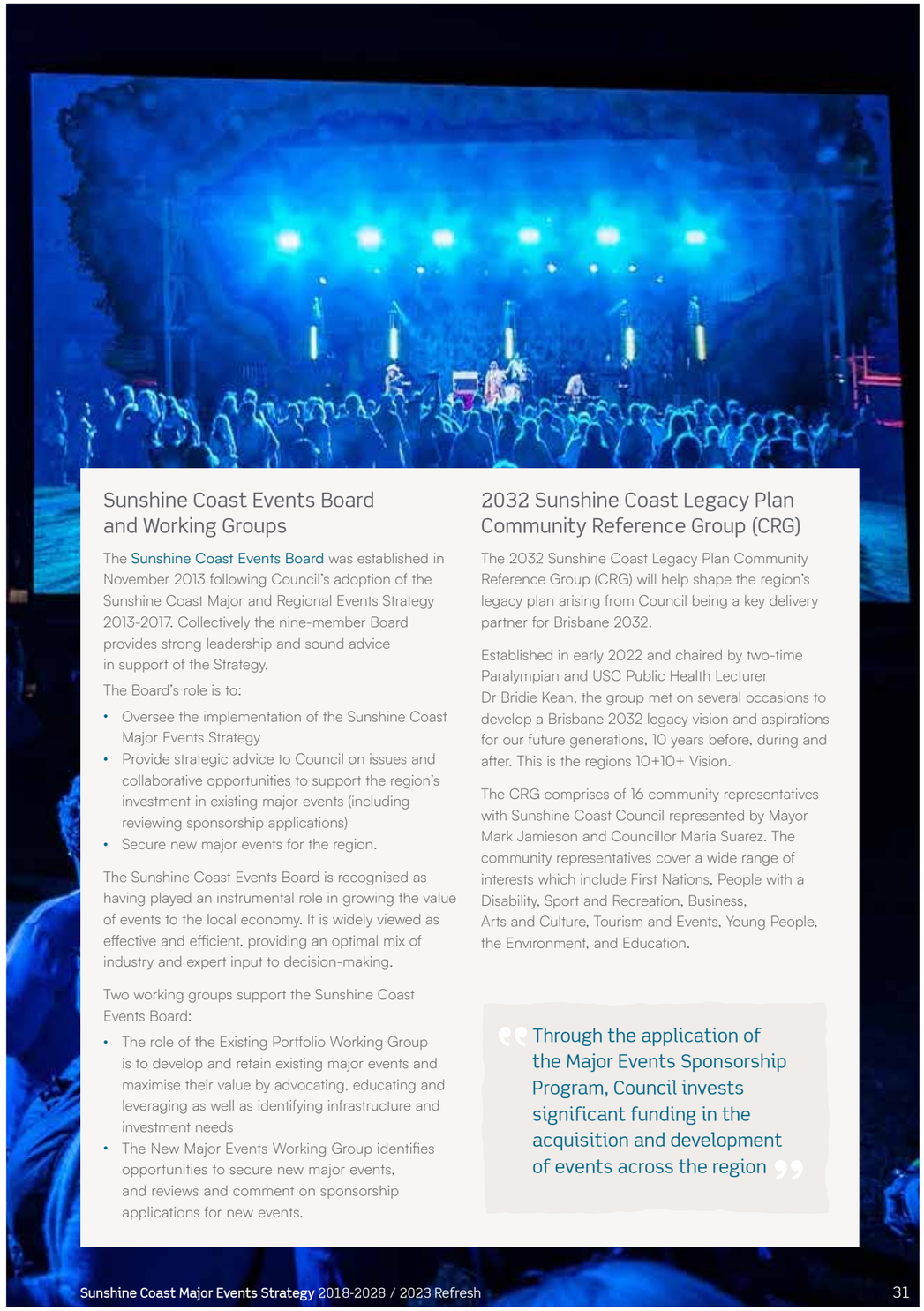




Sunshine Coast Council – Council's role

Council plays a number of roles for events hosted in the region:

- As the lead agency for development and delivery of the Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, Council actively pursues new event opportunities, oversees the management of the Sponsorship Program and provides specific resources to supported events to maximise their benefit to the region. Through the application of the Major Events Sponsorship Program, Council invests significant funding in the acquisition and development of events across the region
- Funds and coordinates a range of community arts and cultural events such as Horizon Festival, Caloundra Music Festival, and a range of other community events
- Provides funding opportunities through the community grants program through initiatives such as the Regional Arts Development Fund, and the Creative Industries Investment Program
- Planning, supporting and developing regional, district and community sports facilities
- Management of sporting, leisure and entertainment at venues and facilities including Nambour Showgrounds, Caloundra Indoor Stadium, Maroochydore Multi Sports Complex, Sunshine Coast Stadium and the Kawana Sports Precinct, Venue 114 and community spaces
- Oversees the permit and operational planning process for all events, liaising with local stakeholders to ensure safe and well-managed events
- As a co-host City for the Brisbane 2032 Olympic and Paralympic Games, Council will identify and secure an enduring legacy for the Sunshine Coast and work collaboratively with the Community Reference Group and key partners to identify Sunshine Coast specific themes, opportunities, and challenges.



Sunshine Coast Events Board and Working Groups

The Sunshine Coast Events Board was established in November 2013 following Council's adoption of the Sunshine Coast Major and Regional Events Strategy 2013-2017. Collectively the nine-member Board provides strong leadership and sound advice in support of the Strategy.

The Board's role is to:

- Oversee the implementation of the Sunshine Coast Major Events Strategy
- Provide strategic advice to Council on issues and collaborative opportunities to support the region's investment in existing major events (including reviewing sponsorship applications)
- Secure new major events for the region.

The Sunshine Coast Events Board is recognised as having played an instrumental role in growing the value of events to the local economy. It is widely viewed as effective and efficient, providing an optimal mix of industry and expert input to decision-making.

Two working groups support the Sunshine Coast Events Board:

- The role of the Existing Portfolio Working Group is to develop and retain existing major events and maximise their value by advocating, educating and leveraging as well as identifying infrastructure and investment needs
- The New Major Events Working Group identifies opportunities to secure new major events, and reviews and comment on sponsorship applications for new events.

2032 Sunshine Coast Legacy Plan Community Reference Group (CRG)

The 2032 Sunshine Coast Legacy Plan Community Reference Group (CRG) will help shape the region's legacy plan arising from Council being a key delivery partner for Brisbane 2032.

Established in early 2022 and chaired by two-time Paralympian and USC Public Health Lecturer Dr Bridie Kean, the group met on several occasions to develop a Brisbane 2032 legacy vision and aspirations for our future generations, 10 years before, during and after. This is the regions 10+10+ Vision.

The CRG comprises of 16 community representatives with Sunshine Coast Council represented by Mayor Mark Jamieson and Councillor Maria Suarez. The community representatives cover a wide range of interests which include First Nations, People with a Disability, Sport and Recreation, Business, Arts and Culture, Tourism and Events, Young People, the Environment, and Education.

> "Through the application of the Major Events Sponsorship Program, Council invests significant funding in the acquisition and development of events across the region"











Visit Sunshine Coast (VSC)

Visit Sunshine Coast's (VSC) core role is to promote the Sunshine Coast as a premier holiday and business events destination locally, nationally and internationally, as well as to develop the resilience and capability of the regional tourism industry. VSC works closely with Council and event organisers to leverage marketing and promotional benefits for the region from supported major events. Under the guidance of the Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh, VSC will continue to have a significant role to play in the future of the events program, particularly in relation to the actions and goals surrounding destination branding, audience reach and the specific event leveraging program.

Tourism and Events Queensland (TEQ)

Tourism and Events Queensland (TEQ) is a statutory body of the Queensland Government and the state's lead marketing, tourism experience and destination development and major events agency. TEQ works collaboratively across government and in partnership with industry and destination stakeholders to identify, attract, develop and promote a distinctive and coordinated events calendar that generates economic and social benefits across Queensland and highlights the state's unique destinations and showcases why Queensland is home to world class events.

Venue and Industry Partners

Event organisers, venues and suppliers play a vital role in the management and delivery of events in the region. High quality event promotion and organisation, along with welcoming and professional venues have played a large role in the growing profile of the Sunshine Coast as a premier event destination. The region is fortunate to have access to a network of suppliers, sporting and cultural organisations who are well equipped to continue the diversification and growth of the local industry.

The University of the Sunshine Coast (USC) continues to play an increasing role in major events. As home of the Sunshine Coast Lightning netball team and the Australian Cycling Academy, USC is developing a national profile as an industry leading home of elite sport.

Local Business

Local businesses drive and share the economic benefits created for the region through major events. Collaboration and communication with local businesses are vital to ensuring potential outcomes are fully realised.

In 2022, the business community created the 'Sunshine Coast Events Industry Association' — an independent group of residents with a strong drive to maximise return for the local economy. With support from Council, they deliver a range of programs for businesses, including connections, opportunities and promotion for event related businesses.

> The region is fortunate to have access to a network of suppliers, sporting and cultural organisations who are well equipped to continue the diversification and growth of the local industry.

Community

Central to the success of any event strategy is the level of support garnered from the local community. Participants in Sunshine Coast events often comment on the welcoming and friendly atmosphere, and on the dedication and size of our volunteer workforce. Events in the region also attract a loyal group of local participants, audiences and attendees, who help to sustain the event products and create the atmosphere and experience our visitors are drawn to.

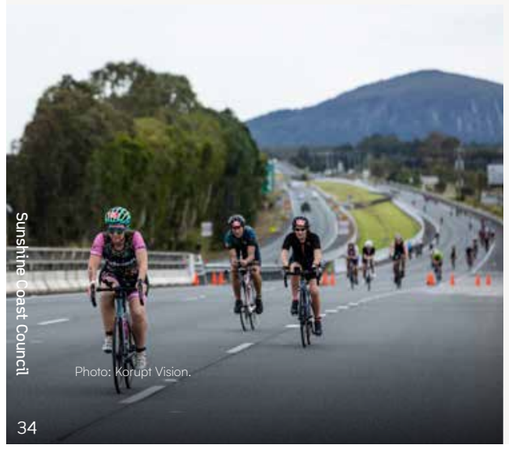
It is acknowledged that some major events impact on the local community — creating temporary access or congestion issues. The goals in this strategy focus on spreading the impacts and benefits of major events as widely as possible across the region and communicating both the short and long-term benefits of our strategic investment. Both are vital to ensuring that community and business support is maintained in future years.

Guiding principles and methods

Best practice – what attributes are typically found in a successful major events destination?









> There is no single formula that guarantees success, however, there are a number of factors that contribute to making a successful events destination. Sunshine Coast continues to perform strongly against many of these attributes.

Figure 2: Event Destination Best Practice Attributes

Strategy and Vision	Current Sunshine Coast status
• A clear vision, goals and objectives with stakeholder and community support	
• A commitment from the region to embrace events, based around strong partnerships between key stakeholders	
Facilities and location	
• Geographical location — proximity to large day visitor and domestic markets, and access via airport gateways	
• High quality natural environment	
• An appropriate accommodation mix throughout the region	
• Investment in event infrastructure to accommodate a range of events — from local community events to mega events, including venues, public transport, etc (noting the future impact of scheduled infrastructure investment and installation for Brisbane 2032)	
• Infrastructure to accommodate diversity of events i.e., indoor venues for *weatherproof* events (noting the future impact of scheduled infrastructure investment and installation for Brisbane 2032)	
Governance and process	
• Continuous improvement in governance	
• Flexible funding model to support existing event and new event acquisition	
• Clear systems and processes between stakeholders for event planning and management	
Community and business engagement	
• Strong community engagement and continuous feedback for growth and development	
• Local trade and business involvement with events	

Sunshine Coast performs strongly. Progress has been made, however, room for improvement exists



Sunshine Coast Council

The Sunshine Coast Advantage

Our competitive advantage – our tourism and major event destination 'brand'.

The Sunshine Coast is proud of its hard-earned reputation as a premier Australian event destination. Excellent event infrastructure, increasingly convenient access, a highly desirable natural environment, and the expertise and commitment of the Council team and its partners combine to enable the region to attract and deliver high-quality major events.

Building a strong destination brand is integral to successfully representing the destination's unique identity and characteristics. Defining the destination's strengths creates awareness, helps it stand out from competitors, and drives bookings.

The Sunshine Coast brand embodies Queensland's Travel for Good principles and is anchored by a common purpose 'To Enrich Lives Through Travel'. In this new era of travel, people actively seek experiences that enrich, awaken and transform them, and, eventually, the world. They want to ignite something new within themselves by consciously connecting with and appreciating our extraordinary planet, its people and cultures.

The Sunshine Coast destination brand is built around the region's personality of being laid-back, playful, welcoming and adventurous, and emphasises our values of sustainability, belonging, abundance and authenticity.

These characteristics are implemented via Visit Sunshine Coast's campaigns such as the current hero campaign called 'Sunshine Moments, For real'. The idea behind the campaign is to leverage what's in our name (i.e., 'sunshine') and go a step further to show visitors how a trip to the Sunshine Coast brings out the sunshine in them. It does this by showing that on the Sunshine Coast 'sunshine' is not just a thing, but a feeling.

The campaign is adapted for various tourism sectors — including conferences and events — each with the common goal of inspiring, energising and connecting with the target market.

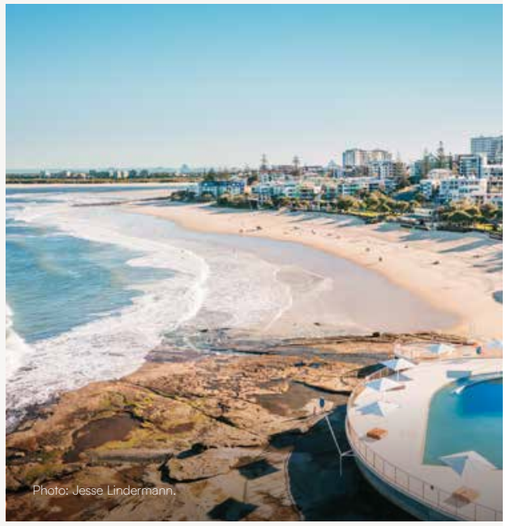


Photo: Jesse Lindermann.





Photo: Zoe Worth Photography.



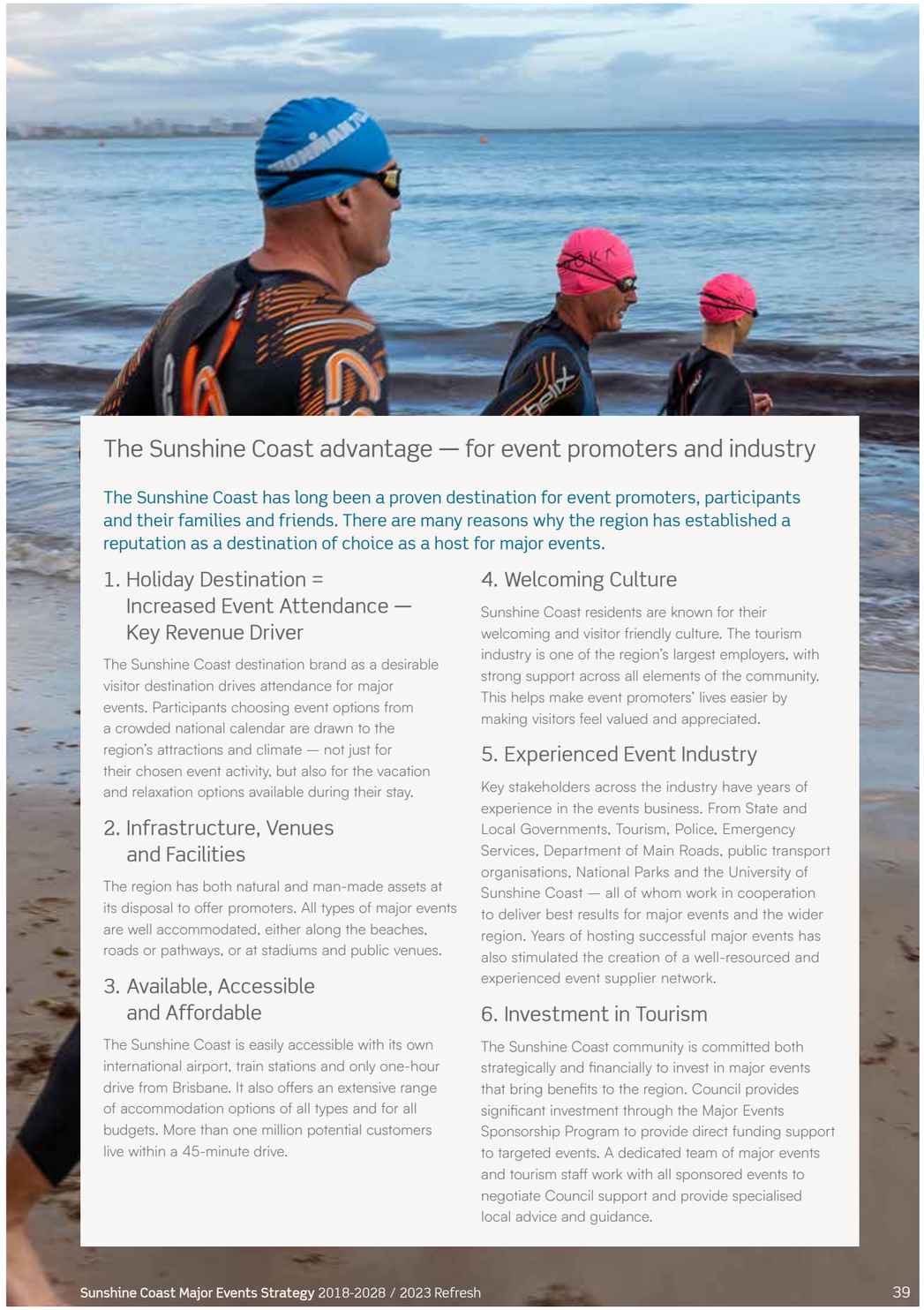
Sunshine Coast Council

> Years of hosting successful major events has also stimulated the creation of a well-resourced and experienced event supplier network.

Our destination brand for event participants and visitors

Our destination branding highlights the region's key attributes, which include our:

- Enviable climate, making the destination conducive to outdoor activities year-round
- Pristine, safe and picturesque beaches
- Commitment to sustainability and UNESCO Biosphere status
- Stunning natural environment of the hinterland and Glasshouse Mountains
- Low-density living/space/lack of congestion
- Innovative and sophisticated food and produce
- Quality accommodation and venues
- Curated visitor experiences
- Friendly, safe and welcoming community
- Easily accessible location (Sunshine Coast Airport, major increase in direct services, plus proximity to Brisbane).



The Sunshine Coast advantage — for event promoters and industry

The Sunshine Coast has long been a proven destination for event promoters, participants and their families and friends. There are many reasons why the region has established a reputation as a destination of choice as a host for major events.

1. Holiday Destination = Increased Event Attendance — Key Revenue Driver

The Sunshine Coast destination brand as a desirable visitor destination drives attendance for major events. Participants choosing event options from a crowded national calendar are drawn to the region's attractions and climate — not just for their chosen event activity, but also for the vacation and relaxation options available during their stay.

2. Infrastructure, Venues and Facilities

The region has both natural and man-made assets at its disposal to offer promoters. All types of major events are well accommodated, either along the beaches, roads or pathways, or at stadiums and public venues.

3. Available, Accessible and Affordable

The Sunshine Coast is easily accessible with its own international airport, train stations and only one-hour drive from Brisbane. It also offers an extensive range of accommodation options of all types and for all budgets. More than one million potential customers live within a 45-minute drive.

4. Welcoming Culture

Sunshine Coast residents are known for their welcoming and visitor friendly culture. The tourism industry is one of the region's largest employers, with strong support across all elements of the community. This helps make event promoters' lives easier by making visitors feel valued and appreciated.

5. Experienced Event Industry

Key stakeholders across the industry have years of experience in the events business. From State and Local Governments, Tourism, Police, Emergency Services, Department of Main Roads, public transport organisations, National Parks and the University of Sunshine Coast — all of whom work in cooperation to deliver best results for major events and the wider region. Years of hosting successful major events has also stimulated the creation of a well-resourced and experienced event supplier network.

6. Investment in Tourism

The Sunshine Coast community is committed both strategically and financially to invest in major events that bring benefits to the region. Council provides significant investment through the Major Events Sponsorship Program to provide direct funding support to targeted events. A dedicated team of major events and tourism staff work with all sponsored events to negotiate Council support and provide specialised local advice and guidance.



Sunshine Coast Council

Vision 2028

For the Sunshine Coast to be recognised as the premier regional events destination in Australia where major events deliver maximum results.

This vision is a call to action for the community, all partners and stakeholders in the region's events sector.

The Sunshine Coast has made great strides over the previous five years in establishing its reputation in the events field. However, a renewed focus is essential if the destination is to ensure that we remain at the forefront to maximise the regional benefit provided by major events.

In addition, the perception and desired outcomes for events from our community, industry and key stakeholders continues to evolve — with a desire to support and manage event investment that targets a wider overall value of return to the region — expanding from a single target of creating direct economic impact during the hosting of each event.

Therefore, supported Sunshine Coast major events will be selected based on an overall plan to continue to create a 'balanced calendar' of events across each year. A 'balanced portfolio' will aim to host a wide range of events that continue to achieve targets related to significant direct economic output, but also play a combined role in the promotion and perception of the region's lifestyle, opportunities, and community connections.

For all destinations, events take place within the context of the host environment and broader economy — scale, type, volume and frequency of events are intimately linked to this context. As such, it is unrealistic for the Sunshine Coast to aspire to being Australia's largest event economy, with city destinations and larger visitor hubs are always likely to outperform in overall visitor numbers and absolute dollar value.

However, it is realistic and necessary to maximise the value of major events, specific to the unique circumstances and context of the Sunshine Coast. For the region's key stakeholder and partner groups, major events delivering maximum results means:

Visitors

Visitors want to come to events on the Sunshine Coast, recognising it as a great place to visit, to recommend to family and friends, and to return to again and again.

Audience

Audiences for major events see the attractions of the region and identify the Sunshine Coast as a preferred destination for future travel choices.

Wider regional perception

Out of region connections though events of all types build their knowledge and understanding of the Sunshine Coast, as a modern, desirable location with an enviable lifestyle and expansive opportunities.

Event organisers

Want to bring their events to the Sunshine Coast and have confidence that the region will provide the infrastructure, support services and market opportunity to deliver the best possible events.

Local business and community

See the benefits that major events bring and are well informed of the impacts and opportunities they create.

Goal

To attract, support and grow a diverse calendar of events that promote the region, drive visitation and create lasting benefits for Sunshine Coast businesses and the community.

A clear-sighted and focused perspective is necessary to achieve a vision where the Sunshine Coast is recognised as the premier regional destination in Australia — where major events deliver maximum results.

The region's purpose represents the organisational, investment and management challenges which Council and its regional partners now need to adopt. As major event investment is supported by Council and regional funding, actions which maximise economic benefits are a clear priority. Maintenance and growth in satisfaction levels and engagement among the community, businesses and stakeholders are also key enablers for Council's economic impact ambitions.

Organisationally, priorities will be:

Targeted event acquisition:

A proactive and flexible approach to targeting new events for the region, securing those events which have the capacity to fully leverage the region's assets and strategic aspirations

Selective event retention and development:

Nurturing and developing those events that Council wants and needs to retain, ensuring they deliver the very best possible outcomes for organisers and the region as a whole

Maximising return on investment:

Securing the maximum economic results, supported by assessment and measurement mechanisms which allow transparent and objective decision making

Developing a diverse and sustainable portfolio of events:

Striving for diversity in the events calendar (audience, location, type and timing) where this supports overall strategic and return on investment priorities

Linking events to regional priorities:

Using the impact and audience of events to showcase additional regional strengths and priorities such as environment management, accessibility, culture and community connection

Clearly explain funding sources and impacts:

Outline categories for the types of events and outcomes targeted to contribute to a 'balanced portfolio', including the key factors and potential outputs that define an events capability to deliver targeted results

Continued excellence in governance and event management:

Continued focus on governance, project selection, measurement of outcomes and targeted event support as key enablers for ensuring major event outcomes continue to be achieved and reviewed

Targeted event leveraging:

Focus promotional, support and leveraging resources on a small number of targeted event projects — with specific leveraging plans and post event reporting to measure the influence on event outcomes.

> Maintenance and growth in satisfaction levels and engagement among the community, businesses and stakeholders are also key enablers for Council's economic impact ambitions.







Photo: Zeke Laing.



Goal Outcomes

Specifically, the Major Events Sponsorship Program delivers for the region by attracting, supporting and leveraging events that:

Photo: Barry Alsop — Eyes Wide Open.



Sunshine Coast Council

01 Maximise direct economic return to the region

02 Build a diverse calendar of events that spread the benefits as widely as possible across the region and the calendar year

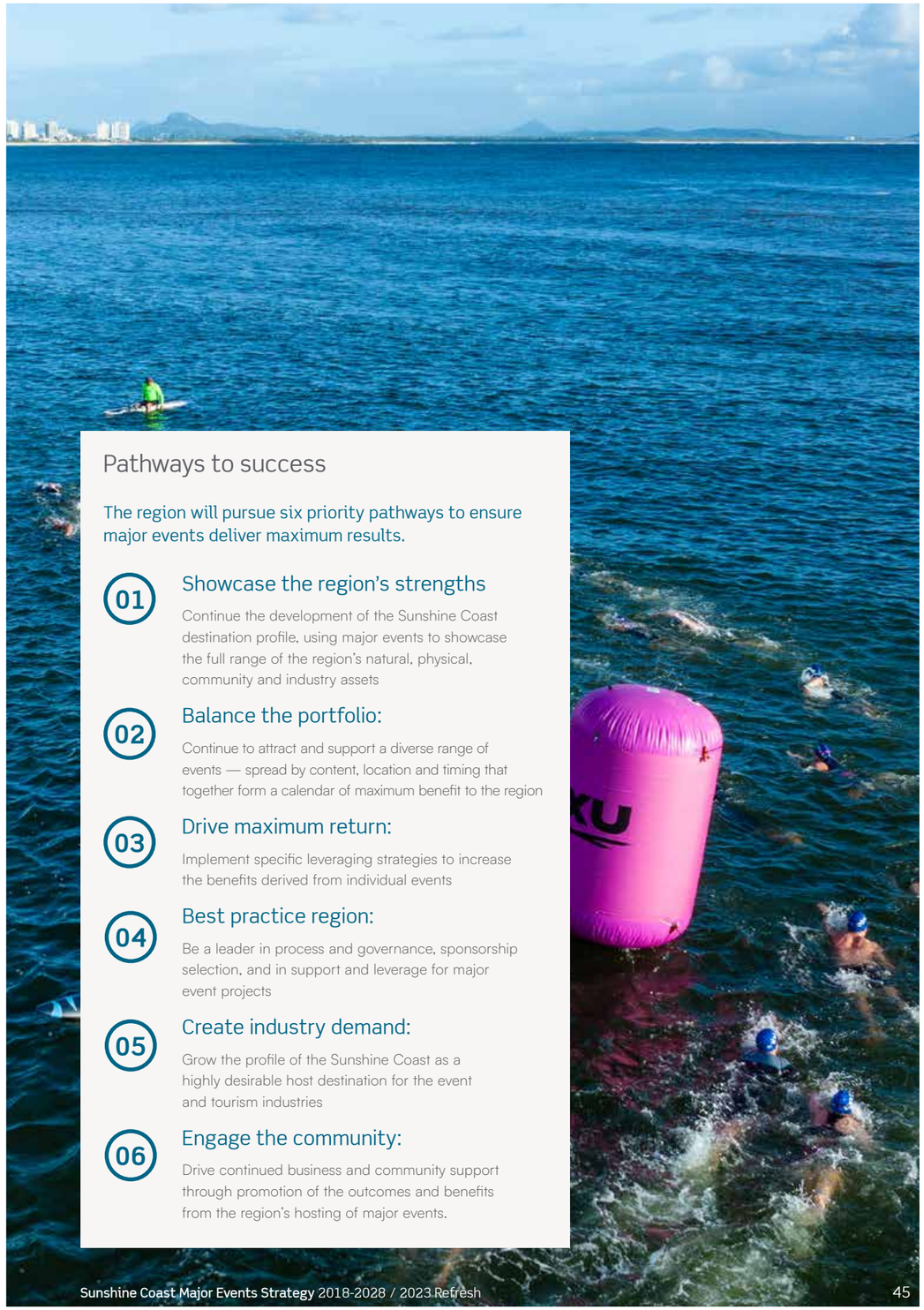
03 Use the wider audiences of events to build reputation and perception of the Sunshine Coast's lifestyle, environment and ongoing opportunities

04 Showcase the Sunshine Coast as a destination and increase the region's appeal to potential visitors

05 Align the targeted outcomes of the 'Signature', 'Economic Driver' or 'Emerging' event funding definitions and demonstrate the maximum potential return on investment

06 Promote and engage the region's high value industries

07 Are in keeping with the Sunshine Coast community values and Council's vision to be Australia's most sustainable region. Healthy. Smart. Creative.



Pathways to success

The region will pursue six priority pathways to ensure major events deliver maximum results.

01 Showcase the region's strengths

Continue the development of the Sunshine Coast destination profile, using major events to showcase the full range of the region's natural, physical, community and industry assets

02 Balance the portfolio:

Continue to attract and support a diverse range of events — spread by content, location and timing that together form a calendar of maximum benefit to the region

03 Drive maximum return:

Implement specific leveraging strategies to increase the benefits derived from individual events

04 Best practice region:

Be a leader in process and governance, sponsorship selection, and in support and leverage for major event projects

05 Create industry demand:

Grow the profile of the Sunshine Coast as a highly desirable host destination for the event and tourism industries

06 Engage the community:

Drive continued business and community support through promotion of the outcomes and benefits from the region's hosting of major events.



Sunshine Coast Council

Pathway 01:
Showcase the region's strengths

Showcase the region's strengths: continue the development of the Sunshine Coast destination profile, using major events to showcase the full range of the region's natural, physical, community and industry assets.

Major events have the scale, audience, interest and connection to tell the story of the Sunshine Coast to locals, visitors and wider national and international observers.

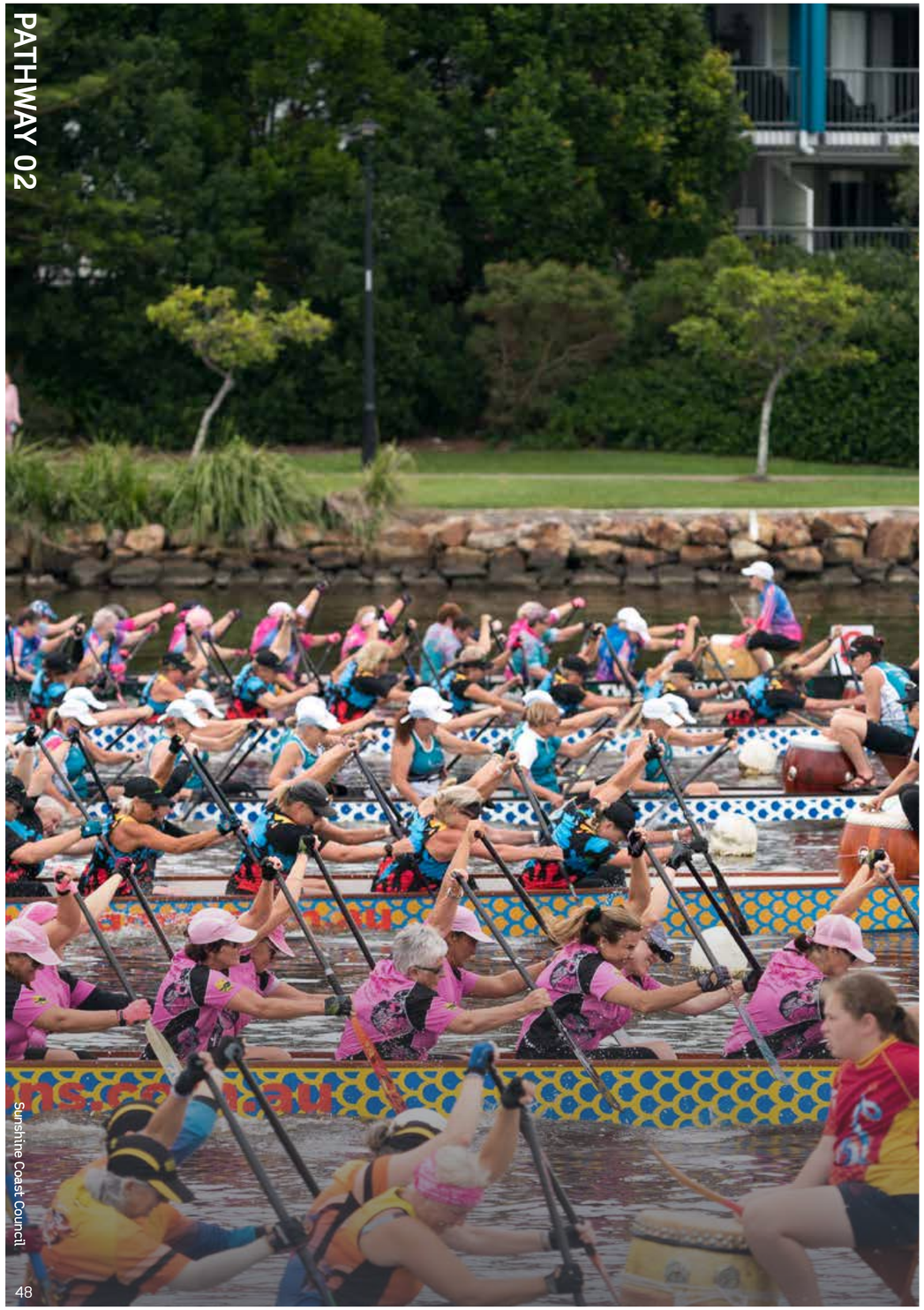
The evolution in out of region perception of the Sunshine Coast as a desirable destination and region has in part been driven by the success of the Major Events Sponsorship Program over the past 10 years. Events bring engaged and large-scale audiences, visual representation, and strategic connections to assist in sharing the Sunshine Coast's brand, strengths and opportunities.

Event connections can showcase all aspects of the Sunshine Coast region and community, creating opportunities to communicate and promote:

- Visitation and destination promotion
- Community pride
- Cultural connections
- Economic and business opportunities
- Environment and sustainability targets
- Accessibility and inclusion
- Natural and physical assets.

The region will strive to continue to build a diverse calendar of major events that together significantly enhance the profile of the Sunshine Coast, feed the consumer need of experiential events and generate targeted returns for the region.

Actions for 2023-2028	Indicators
Actions	
1. Target new event acquisition opportunities which align with the full range of the region's assets and unique advantages 2. Incorporate alignment with the event destination brand into event selection and assessment criteria 3. Partner with specific 'signature events' with the greatest capacity to demonstrate and communicate regional strengths, assets and opportunities 4. As a means of understanding the potential brand-led opportunities, conduct an annual scoping review of new and emerging event trends to assess fit with the Sunshine Coast brand, and how these trends might appeal to target audiences 5. Working closely with VSC and event operators, ensure that destination brand values and visual assets are reflected in event promotion, signage and captured imagery 6. Build opportunities to promote additional community and regional goals (beyond just tourism) that showcase the true value of the Sunshine Coast.	• Event calendar contains spread of projects across all elements of the destination brand • Quantity of quality event imagery and promotion that portrays the region's highlights • Build partnerships with 'signature events' that have the capacity, reach and uniqueness to 'tell the region's story' • Track changes in audience perception and interest in new and expanding event content • Spread of event location.



Sunshine Coast Council

Pathway 02:
Balance the Portfolio

Balance the portfolio: continue to attract and support a diverse range of events — spread by content, location and timing that together form a calendar of maximum benefit to the region.

Creating a calendar of events that in combination deliver the full range of targeted outcomes requires an on-going assessment of the list of yearly sponsored major events, and the resulting gaps and opportunities within the wider calendar.

While maintaining the focus on economic impact, ensuring the event portfolio spreads the benefits across the region, and appeals to a wide range of audience and participant types, will result in the greatest overall impact across the Sunshine Coast.

The event categories of 'Signature', 'Economic Drivers' and 'Emerging' events will sharpen selection processes across different event types, working to ensure that all desired outcomes can be achieved at the right scale and level of investment.

In addition to maximising the wider benefits of the sponsorship of events, a balanced portfolio also demonstrates to the local community, and wider national contacts, the growth of the Sunshine Coast's lifestyle and cultural engagement — profiling a region of unique and evolving programs with diverse and attractive content.

Actions for 2023-2028	Indicators
Actions	
7. Communicate and explain the use of, and opportunities created, by the major events three-tier funding system 8. Confirm funding systems and criteria for 'emerging events', including ability to significantly increase funding available for successful applications, and process to approve fixed 3-year sponsorship deals 9. Annual reports on calendar 'balance' - outlining number of events by type, location and annual timing — aligning with the major event categories and their associated objectives 10. Promote opportunities for event creation in under-represented locations across the region 11. Through connections with VSC and other marketing partners, undertake promotional campaigns to outline new and emerging events within a diverse and engaging annual event calendar 12. Continue to assess and evaluate the return on investment into business events (currently funded and measured under the same system as other event types), and consider changes to operational, assessment and funding models.	• Clear regional understanding of the strategy and goals of the refined major event categories • Process confirmed and in operation • Portfolio includes four to six signature events, and three to five emerging events • Addition of at least one new event per year that demonstrates 'regional spread' • Link outcomes of the balanced portfolio to regional and national promotional campaigns.



Pathway 03:
Driving Maximum Return

Driving maximum return for event partnerships and sponsorships requires a specific approach to event selection, operational and promotion assistance for partner events, and a clear post event assessment program to consistently measure event outcomes.

Events across all three funding categories will be assessed and measured on potential and actual direct economic benefit through the hosting of the event, based on a combination of:

- Primary purpose regional visitors (PPV) to the event
- Total visitor nights from PPV
- Direct regional spend or investment by event (e.g., event operation local spend by organiser).

In order to maximise these outcomes, Council will drive success by:

- Partnering with an overall calendar of events that meets or exceeds the annual economic impact target of $86 million per annum
- Working with individual partner event organisers to find ways to increase event scale, duration, or local operational spend
- Select specific use of Council and regional partner local and national promotional opportunities to drive additional event scale and visitor attendance
- Negotiate agreements with sponsored events that ensure Council investment maximises potential ROI
- Continue to evolve event data assessment processes to ensure each events overall economic impact is measured consistently and as accurately as possible.

Actions for 2023-2028	Indicators
Actions	
13. Review the major events portfolio on an annual basis to assess those which best meet strategic objectives and offer the best growth/leveraging potential **14.** Concentrate practical and planning assistance that helps event organisers grow scale and visitor numbers to 'economic driver' events, and specific 'Signature' events with potential to drive maximum visitor night outcomes **15.** Develop and implement specific 'leveraging plans' for the targeted events in conjunction with VSC, and the event organiser **16.** Post event, prepare specific leveraging reports for each targeted event to track outcomes and make future recommendations for support **17.** Where possible, and in keeping with the goals and pathways of this strategy, sign events up to three-year contracts to achieve maximum ROI over a longer cycle **18.** Continue the development and knowledge of 'Events Connect' — the Sunshine Coast 'supplier portal' — to create and connect opportunities for increased event delivery spend through local businesses and organisations.	• ROI of targeted events • Overall annual economic impact, reaching or surpassing $86 million per year • Increased reportable outcomes against strategic goals through targeted events • Reported increase in total 'local spend by organiser' across the 'economic drivers' portfolio • Increase subscribers to 'Events Connect' by 10% each year.



Pathway 04:
Best Practice Region

Maximising results through being a best practice region. *Be a leader in process and governance.*

Council will be a leader in sustainable event delivery, governance, management and support services. This means continuing to build on what is already good practice in areas such as process and governance, sponsorship selection, event acquisition, event sustainability and organisational support for major event projects.

Organisationally, Council will maintain and further grow its status as a leader in process and governance for major events by continued improvement through:

- Connecting all event sponsorship agreements to expected economic, accessibility and environmental practices and policies — including the use of event partnerships to promote Council's overall regional goals and strategies
- Building on current governance and decision-making structures — undertaking annual reviews of governance procedures, building on change management and succession planning support where required
- Committing to clear and transparent communications with event, business and community partners
- Establishing best practice procedures in contracting, measurement and assessment of Council supported major events
- Working with all regional stakeholders to continually improve event practices and processes across all major events, to enhance our reputation for quality, safety, and customer experience.

Actions for 2023-2028	Indicators
Actions	
19. Review procedures in contracting, measurement and assessment to maintain the region's best practice status in these areas **20.** Undertaking annual reviews of governance procedures, building on change management and succession planning support where required **21.** Work with key industry stakeholders such as TEQ and VSC to share available data the impact of major events and develop additional methods to track additional outcomes such as repeat visitation from event participants and audiences **22.** Council, Sunshine Coast Events Board and Sunshine Coast Events Industry Association to continue to advocate for improved regional coordination of major event operations and delivery services **23.** Development of centralised online application tool to increase major event visibility across all of Council **24.** Create and promote clear guidelines of Council's environment and accessibility expectation from major events, and the required post event reporting.	• Customer satisfaction survey (event organisers — existing and prospective events) • Retention of high performing existing events • Performance in industry benchmarking processes • Ability to produce annual reports and data relating to environmental and accessibility outcomes from each major events.



Sunshine Coast Council

Pathway 05:
Create industry demand

Maximising results through creating industry demand.
Grow the profile of the Sunshine Coast as a major event destination to the event industry.

Council will continue to grow the profile of the Sunshine Coast as a premier major events destination to the event industry by leveraging its growing reputation in the industry — for best practice processes in governance and support services, and clearly communicating its competitive advantages as a major events destination. The region's profile within the Australian event industry will continue to drive an increase in the number of event proposals and sponsorship opportunities to consider. The intention of this is not to increase the number of projects supported through the Major Events Sponsorship Program, but rather to increase the pool of potential projects to choose between to ensure best fit and maximum return to the region.

Priorities include:

- **Proactive communication:** Proactive and consistent communication which promotes opportunities and inspires ideas to drive more major event applications
- **Strategy outlines:** Clearly and openly promote Council's objectives and measurement systems for new event support — driving a wider understanding of opportunities for potential 'signature', 'economic driver' and 'emerging' events
- **Growing visibility:** To support the ambitions in new event development and acquisition, the region needs to grow its visibility with key stakeholders and in appropriate industry forums, conferences and industry associations
- **Event acquisition:** A proactive and flexible approach to actively pursue new events for the region, securing those events which have the capacity to fully leverage the region's assets and strategic aspirations
- **Event retention and development:** Nurturing and developing those events the region wants and needs to retain, ensuring they deliver the very best possible outcomes for organisers and the community as a whole
- **Maximising return on investment:** Securing the maximum economic result, supported by assessment and measurement mechanisms which allow transparent and objective decision making.

Actions for 2023-2028	Indicators
Actions	
25. Actively promote the region's strengths and achievements in hosting major events of all types to key promoters, influencers and the wider event industry	• Number of leads, both proactive and reactive • Proposals submitted (quality and relevance) • Invitations to participate in state and national event industry processes • Interest from existing events targeted from other regions.
26. Improve outward facing event support information services (websites, social media platforms, etc.) to present clear and professional information to potential event promoters	
27. Raise the profile of the Sunshine Coast Events Board and Council through participation and speaking opportunities at conferences, industry workshops and liaison with key partners (e.g., TEQ)	
28. Develop case studies which can be used for future event attraction	
29. Develop additional opportunities for famil visits from key industry targets, and hosting of key industry events	
30. Use Events Connect and other related communication tools to promote and connect opportunities for event organisers to work with experienced local suppliers in the design and delivery of their event.	



Sunshine Coast Council

Pathway 06:
Engaging with Community

Maximising results through
engaging with communities

Council will communicate effectively with businesses and the community to continue to build support by promoting the outcomes and benefits of major events. Active engagement by businesses adds considerable value to events, extending expenditure benefits through the economy as well as providing a co-ordinated and coherent experience offering to visitors. Strong levels of support from residents not only provides a potential audience for events, but also helps create a feeling of the major event being 'at home' in the region.

The Sunshine Coast has established strong credentials as a great home for a range of events and has taken advantage of its coastal and hinterland locations as accessible and attractive venues. It will continue to build on these strengths, but where possible, add an increased focus on spreading projects around the region and across the year to disperse the impacts and benefits as widely as possible. Events should support and showcase the regional values and aspirations, including ecological sustainability, social diversity, innovation and sustainable growth. Major events should encourage and facilitate community pride, tolerance and connectedness between residents, the business community and government. Retaining and building community and business support for investment in events continues to be a priority. Without community support, the events are unlikely to perform to their greatest potential, reputational risk grows and the relationships with event proponents can weaken, resulting in events being potentially lost to competitor destinations.

Actions for 2023-2028	Indicators
Actions	
31. Include diversity of location, timing and event type as an influencer in the event selection process (where this is possible without jeopardising program outcomes) **32.** Communicate to local community and businesses the overall impact of a 'balanced calendar' of major events across the region each year — rather than focusing on the actual local benefits or impact per event **33.** Through the targeted local communication, create additional awareness of local supply and strongly promote opportunities for specific local business to leverage key event projects **34.** Work with key event communication campaigns to, where possible, reduce the effect on businesses impacted by specific events **35.** Continue to implement specific communication programs — targeting business and community partners, existing event organisers and prospective event organisers to further promote the outcomes and benefits of the Major Events Sponsorship Program **36.** Ensure meaningful community engagement takes place as part of event planning **37.** Engage with businesses through feedback surveys (selected number of major events) to gauge direct impact, monitor community sentiment and collect testimonials on the positive impact of events.	• Dispersal of benefit across region • Specific business opportunities created • Direct local spend by organisers • Event business community support/ awareness of benefit • Community support (as measured in the TEQ Social Indicators Survey).



Implementation Overview

Following on from the implementation of the Sunshine Coast Major Events Strategy 2018-2027 the Major Events Sponsorship Program for the Sunshine Coast enters the next decade in a position of strength. The region's natural advantages as a tourism and events destination, combined with leadership and significant support from Council and the Sunshine Coast Events Board have attracted, developed and assisted a high- quality calendar of major events that have continually delivered excellent results.

The vision and actions outlined in this strategy is designed to continue to build on the long-term success, by using clear selection tools and desired outcomes to continue to create a 'balanced events portfolio' that maximises the value gained from the Major Events Sponsorship Program. This will be done by ensuring that selection processes for sponsored events align with the goals and calendar structures as outlined in this strategy, including the clear definition and communication of the purposes and outputs related to the three key event categories — 'signature events, 'economic drivers' and 'emerging events'.

In keeping with the purpose to maintain, attract and grow events that promote the region, drive visitation, and create lasting benefits to Sunshine Coast businesses and the community, Council will emphasise both the short and long-term benefits of a diversified calendar of events, balancing the short-term economic return with the longer-term exposure, perception and awareness benefits that can be created through high-profile projects.

Council will also continue to demonstrate the Sunshine Coast's reputation as a premier major events destination, to drive more applications and interest from event promoters in all categories wishing to bring new products to the region. This increase in the range and number of projects considered for support through the Major Events Sponsorship Program will allow Council to continue to be targeted and selective in supporting the events which bring the best overall value to the region.

After the adoption of this strategy refresh, the Sunshine Coast Events Board and Council will continue to lead the region in the implementation of the actions, goals and measures outlined in this plan.

Cooperation with wider regional stakeholders will, as always, be central to achieving the vision of the strategy.

From 2023 to 2028 this document sets out a range of key pathways and actions to achieve Council's goals. Many of these measures can begin being implemented immediately, and review and measurement of results will continue throughout.

This plan should be formally reviewed in 2028 to check progress against goal outcomes, and see the development of 2032 opportunities and regional targets, and outline a new list of updated actions for 2028-2033.



Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
1. Target new event acquisition opportunities which align with the full range of the region's assets and unique advantages.	1	1,2,3	Ongoing annually					TMEU, SCEB, S&CV
2. Incorporate alignment with the event destination brand into event selection and assessment criteria	1	2,3						TMEU
3. Partner with specific 'signature events' with the greatest capacity to demonstrate and communicate regional strengths, assets and opportunities	1	2,3,4	Ongoing annually					TMEU, SCEB
4. As a means of understanding the potential brand-led opportunities, conduct an annual scoping review of new and emerging event trends to assess fit with the Sunshine Coast brand, and how these trends might appeal to target audiences	1	1,2,3	Ongoing annually					TMEU

CLP — Council's Community Land Permits.
Comms Branch — Council's Communications Branch.
SCEIA — Sunshine Coast Events Industry Association.
S&CV — Council's Sports and Community Venues Branch.

TMEU — Council's Tourism and Major Events Unit.
TEQ — Tourism and Events Queensland.
VSC — Visit Sunshine Coast.

Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
5. Working closely with VSC and event operators, ensure that destination brand values and visual assets are reflected in event promotion, signage and captured imagery	1	2,3	Ongoing annually					TMEU, VSC, Event Organisers
6. Build opportunities to promote additional community and regional goals (beyond just tourism) that showcase the true value of the Sunshine Coast	1	2,7	Ongoing annually					TMEU, Comms Branch
7. Communicate and explain the use of, and opportunities created, by the major events three-tier funding system	2	5,7	Ongoing annually					TMEU, Comms Branch
8. Confirm funding systems and criteria for 'Emerging Events', including ability to significantly increase funding available for successful applications, and process to approve fixed 3 year sponsorship deals	2	5,6						TMEU, SCEB

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APPENDIX 1

Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
9. Annual reports on calendar 'balance' — outlining number of events by type, location and annual timing — aligning with the major event categories and their associated objectives	2	3,5,6,7	Ongoing annually					TMEU
10. Promote opportunities for event creation in under-represented locations across the region	2	4,5	Ongoing annually					TMEU, Comms Branch
11. Through connections with VSC and other marketing partners, undertake promotional campaigns to outline new and unique events developing within a diverse and engaging annual event calendar	2	2,3,5	Ongoing annually					TMEU, VSC, TEQ (where applicable), Comms Branch
12. Continue to assess and evaluate the return on investment into business events (currently funded and measured under the same system as other event types), and consider changes to operational, assessment and funding models	2	1,4,6	Ongoing annually					TMEU, SCEB, VSC

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Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
13. Review the major events portfolio on an annual basis to assess those which best meet strategic objectives and offer the best growth/ leveraging potential	3	1,2,3,4,5	Ongoing annually					TMEU, SCEB
14. Concentrate practical and planning assistance that helps event organisers grow scale and visitor numbers to 'economic driver' events, and specific 'signature events' with potential to drive maximum visitor night outcomes	3	4,6	Ongoing annually					TMEU, SCEB, SCEIA
15. Develop and implement specific 'leveraging plans' for the targeted events in conjunction with VSC, Council communication resources, and the event organiser	3	1,3	Ongoing annually					TMEU, VSC, Comms Branch, Event Organisers
16. Post event, prepare specific leveraging reports for each targeted event to track outcomes and make future recommendations for support	3	1,2,3,4,5	Ongoing annually					TMEU

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APPENDIX 1

Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
17. Where possible, and in keeping with the goals and pathways of this strategy, sign events up to three-year contracts to achieve maximum ROI over a longer cycle	3	1,2,3	Ongoing annually					TMEU, SCEB
18. Continue the development and knowledge of 'Events Connect ' — the Sunshine Coast 'supplier portal' — to create and connect opportunities for increased event delivery spend through local businesses and organisations	3	4,6	Ongoing annually					SCEIA, TMEU
19. Review procedures in contracting, measurement and assessment to maintain the region's best practice status in these areas	4	4,6	Ongoing annually					TMEU
20. Undertaking annual reviews of governance procedures, building on change management and succession planning support where required	4	4,6	Ongoing annually					TMEU

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Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
21. Work with key industry stakeholders such as TEQ and VSC to share data on the impact of major events, and develop additional methods to track additional outcomes such as repeat visitation from event participants and audiences	4	1,2,3	Ongoing annually					SCEIA, TMEU, VSC, TEQ
22. Sunshine Coast Events Board and Council's Tourism and Major Events Unit continue to advocate for improved regional coordination of major event operations and delivery services	4	4,6	Ongoing annually					SCEIA, TMEU, SCEB
23. Development of centralised online application tool to increase major event visibility across all of Council	4	4,6						TMEU
24. Create and promote clear guidelines of Council's environment and accessibility expectation from major events, and the required post event reporting	4	2,7	Ongoing annually					TMEU

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TEQ — Tourism and Events Queensland.
VSC — Visit Sunshine Coast.



Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
25. Actively promote the region's strengths and achievements in hosting major events of all types to key promoters, influencers and the wider event industry	5	1,2,6	Ongoing annually					TMEU
26. Improve outward facing event support information services (websites, social media platforms, etc.) to present clear and professional information to potential event promoters	5	1,2,6						TMEU
27. Raise the profile of the Sunshine Coast Events Board and Council through participation and speaking opportunities at conferences, industry workshops and liaison with key partners (e.g. TEQ).	5	2,7	Ongoing annually					TMEU, SCEB
28. Develop case studies which can be used for future event attraction	5	1,2,6	Ongoing annually					TMEU, Comms Branch
29. Develop additional opportunities for famil visits from key industry targets, and hosting of key industry events	5	1,2,6	Ongoing annually					TMEU

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TEQ — Tourism and Events Queensland.
VSC — Visit Sunshine Coast.

Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
30. Use Events Connect and other related communication tools to promote and connect opportunities for event organisers to work with experienced local suppliers in the design and delivery of their event	5	1,2,6	Ongoing annually					TMEU, Comms Branch
31. Include diversity of location, timing and event type as an influencer in the event selection process (where this is possible without jeopardising program outcomes)	6	4,7						TMEU, SCEB
32. Communicate to local community and businesses the overall impact of a 'balanced calendar' of major events across the region each year — rather than focusing on the actual local benefits or impact per event	4	4,6	Ongoing annually					TMEU, SCEB, Comms Branch
33. Through the targeted local communication, create additional awareness of local supply and strongly promote opportunities for specific local business to leverage key event projects	6	6,7	Ongoing annually					TMEU, Comms Branch

CLP — Council's Community Land Permits.
Comms Branch — Council's Communications Branch.
SCEIA — Sunshine Coast Events Industry Association.
S&CV — Council's Sports and Community Venues Branch.
TMEU — Council's Tourism and Major Events Unit.
TEQ — Tourism and Events Queensland.
VSC — Visit Sunshine Coast.



Action	Pathway	Link to goal outcomes	Year 1	Year 2	Year 3	Year 4	Year 5	Responsibility
34. Work with key event communication campaigns to, where possible, reduce the effect on businesses impacted by specific events	6	6,7	Ongoing annually					TMEU, Comms Branch
35. Continue to implement specific communication programs — targeting business and community partners, existing event organisers and prospective event organisers to further promote the outcomes and benefits of the Major Events Sponsorship Program	6	2,4,6,7	Ongoing annually					TMEU, SCEB, Comms Branch
36. Ensure meaningful community engagement takes place as part of event planning	6	7	Ongoing annually					TMEU, Community Land Permits
37. Engage with businesses through feedback surveys to gauge direct impact, monitor community sentiment and collect testimonials on the positive impact of events	6	6,7	Ongoing annually					TMEU

CLP — Council's Community Land Permits.
Comms Branch — Council's Communications Branch.
SCEIA — Sunshine Coast Events Industry Association.
S&CV — Council's Sports and Community Venues Branch.
TMEU — Council's Tourism and Major Events Unit.
TEQ — Tourism and Events Queensland.
VSC — Visit Sunshine Coast.

APPENDIX 1



Photo: Skatzoo Skate Boarding.



Appendix 2

Council investment and support of Sunshine Coast Events

The Sunshine Coast Major Events Strategy 2018-2028 – 2023 Refresh, outlines the goals, targets and structure of Council's investment in events through the Major Events Sponsorship Program. As outlined, the role of this program is to focus on achieving direct economic and regional positioning to create the greatest overall benefits for the region, industry and community — in line with the Sunshine Coast - Natural Advantage: Regional Economic Development Strategy 2013-2033.

Council does, of course, support and lead a very large range of additional event programs across the Sunshine Coast that make other contributions to our region, community and lifestyle.

Horizon Festival is the Sunshine Coast's leading contemporary multi-arts festival. The festival runs for 10 days and nights with events rich in:

- visual art
- music
- theatre
- dance
- words and ideas
- film
- workshops.

First presented by the Sunshine Coast Council in 2016, Horizon Festival is a key action in the Sunshine Coast Creative Arts Plan 2023—2038.

At its heart, Horizon Festival is deeply connected to place. Celebrating the spectacular natural landscape of the Sunshine Coast region, honouring the stories and artworks of our First Nations people, providing a platform for local artists to extend their practice, and a way for communities to engage, experience and be inspired.

It is the Sunshine Coast's leading contemporary multi-arts festival, presenting 10 days and nights of visual art, music, theatre, dance, words and ideas, film and creative workshops, inspired by the stories and beauty of the Sunshine Coast.

The Caloundra Music Festival (2007-2025)

The Caloundra Music Festival (CMF) brings a diverse audience of local communities and visitors together to celebrate the best high-quality music and Sunshine Coast culture and food. The festival will generate sustainable economic benefits and showcase the Sunshine Coast's environmental credentials by aspiring to become the region's first net zero music event.

In achieving its vision CMF will seek to be a 'sustainable' event delivering on triple bottom line outcomes:

- Stimulate the local economy
- Showcase Caloundra, and the Sunshine Coast, as a vibrant and diverse tourist destination
- Celebrate the region's unique heritage, character, culture and local creative talents
- Encourage community participation and build capacity and
- Embrace our unique environment and promote Council's vision of sustainability.

This not-for-profit family-friendly community event celebrates the environment, cultural achievements and community pride of the Caloundra area.

Community Grants

Council offers a range of grants and funding for community projects and artistic development.

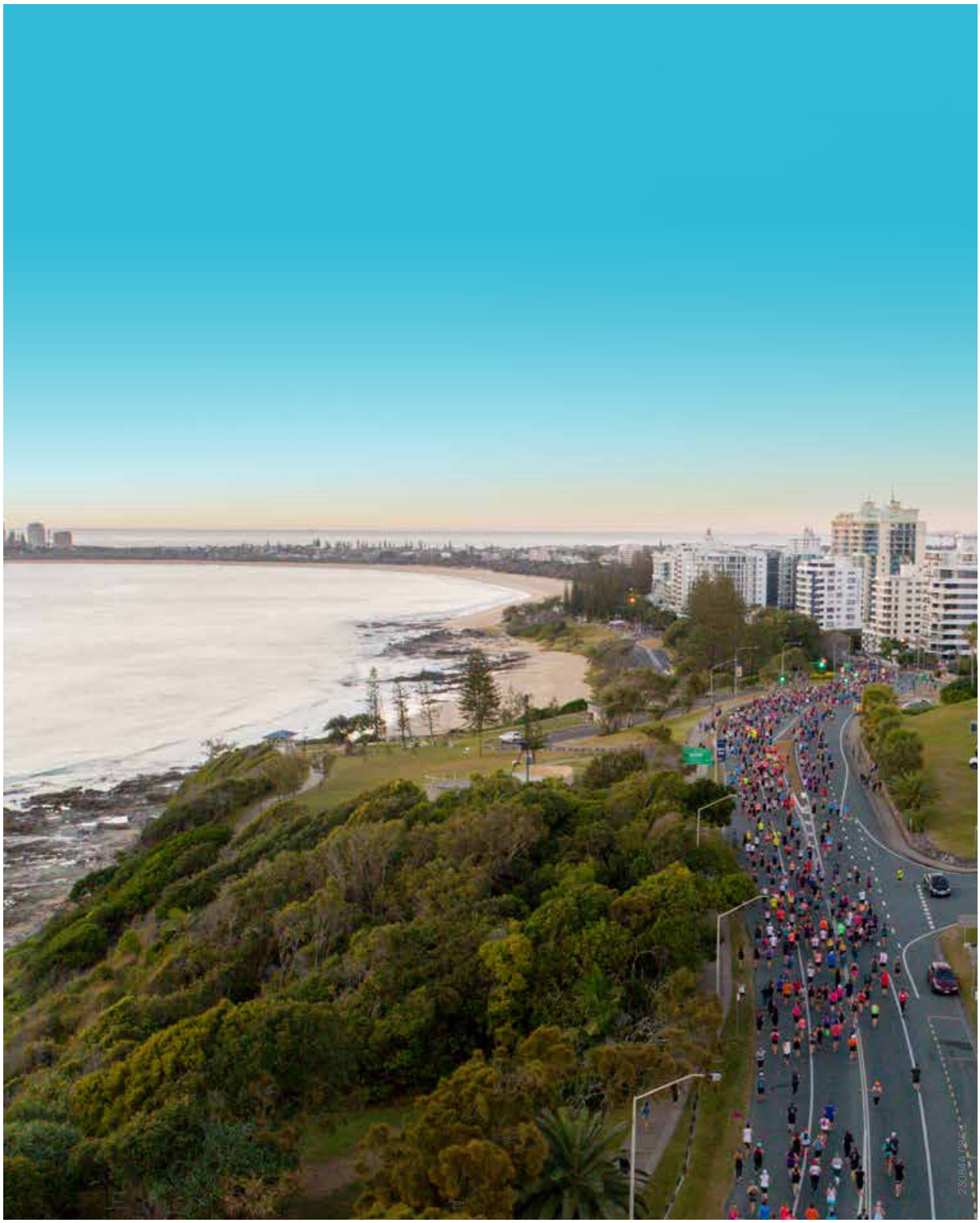
- Major and Minor Event Grants
- Arts Funding
- Festive and Commemorative Events
- Sport Fields and Recreation Trail Grants
- Arts and Heritage Levy Funding.

Business Events Assistance Program

The attraction and retention of business events within the region is managed by Visit Sunshine Coast as part of their wider partnership with Council. The Major Events Sponsorship Program welcomes applications for business events that create outcomes for the region that align with the Sunshine Coast Major Events Strategy 2018-2028 — 2023 Refresh.

Together, all of Council's event support programs work in unison to support our local community, creating and supporting a full and engaging calendar of events of all types.

View all Sunshine Coast events at Sunshine Coast Events.



Sunshine Coast COUNCIL | Our region. Healthy. Smart. Creative.

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07 5475 7272
Locked Bag 72 Sunshine Coast Mail Centre Qld 4560

8.8 SUNSHINE COAST CREATIVE ARTS PLAN 2023 - 2038

File No: Council Meetings

Author: Coordinator Creative Arts and Events
Economic & Community Development Group

Appendices: App A - Sunshine Coast Creative Arts Plan 2023 - 2038 .. *5/367*

Attachments: Att 1 - Sunshine Coast Arts Plan 2018 - 2038 .....*29/367*
Att 2 - Audit and Opportunities Report *73/367*

PURPOSE

This report seeks Council's endorsement of the refreshed Sunshine Coast Creative Arts Plan 2023–2038 (Appendix A), to supersede the Sunshine Coast Arts Plan 2018–2038 (Attachment 1).

EXECUTIVE SUMMARY

In 2018 Council endorsed the Sunshine Coast Arts Plan 2018–2038 as a 20-year plan with reviews required at five-year intervals to ensure the plan remains current and relevant. The five-year review has been undertaken, and the refreshed Sunshine Coast Creative Arts Plan 2023–2038 (Appendix A) is attached for Council's consideration.

The intent of the review was not to develop a new plan but to enable the current plan to be evaluated in relation to what has been achieved, how the sector has evolved and what future opportunities may exist.

It also provided the opportunity to consider the growth and development of the sector over the past five years as well as changes in the macro-environment which have all occurred since the first plan was endorsed by Council in 2018 and have informed the refreshed Sunshine Coast Creative Arts Plan 2023–2038 including:

- The COVID-19 pandemic
- The Brisbane 2032 Olympic and Paralympic Games
- the Sunshine Coast's Biosphere status
- the introduction of the Arts and Heritage Levy in 2022
- the release of a new national cultural policy "Revive" .

The review was undertaken with strategic advice from the Sunshine Coast Arts Advisory Board.

The review process included:

- the completion of an Audit and Opportunities Report (Attachment 2) which included research, benchmarking, consultation and an audit of the sector
- External engagement with key stakeholders via three focus groups and six interviews
- Multiple workshops with the Sunshine Coast Arts Advisory Board
- Internal engagement with key managers and/or branches who partner or collaborate formally or informally in the plan delivery
- Two sector wide surveys – in the initial stages of the review and then again to test the draft Plan
- Review of, and alignment to, national and state creative arts policies.

Updates to the Plan include:

- refreshed title, vision, values and goals
- reformatting of prescriptive action plan to agile high-level focus areas reflective of sector development over the past five years
- acknowledgement of the annual, Council endorsed Arts Program funded by the Arts and Heritage Levy as a major funding mechanism.

While the new plan has the ability to be responsive to unforeseen events and activities, it will be formally reviewed within the next five years by 2028 – four years prior to the Brisbane 2032 Olympic and Paralympic Games.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Sunshine Coast Creative Arts Plan 2023 - 2038" and

(b) adopt the Sunshine Coast Creative Arts Plan 2023-2038 (Appendix A).

FINANCE AND RESOURCING

The goals and strategies of the Sunshine Coast Creative Arts Plan 2023–2038 will be delivered through annual operational plans that allow precision and agility to respond to the pace of change within the arts sector.

These annual operational plans will focus on the use of existing core resources (budget and human resources) within the Arts, Heritage and Libraries Branch, and revenue from the Arts and Heritage Levy.

The Arts and Heritage Levy's Arts Program is approved by Council annually as part of its budget process.

Any unfunded items within the Sunshine Coast Creative Arts Plan 2023–2038 will be considered as part of Council's annual budget process or pursued via partnerships (private and public sector) and grant opportunities (state, federal, and philanthropic avenues).

Council's approach to deliver the Sunshine Coast Creative Arts Plan 2023–2038 will focus on working in partnership with the arts community to build greater capacity and connection, to broker new opportunities and leverage partnerships.

There is no additional financial request attached to this report.

CORPORATE PLAN

Corporate Plan Goal:	***Our strong community***
Outcome:	1.5 - Creative and innovative approaches to building a strong community
Operational Activity:	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, and deliver an engaging Regional Gallery program of exhibitions and events including the Sunshine Coast Art Prize.

CONSULTATION

Councillor Consultation

All Councillors were consulted on the Sunshine Coast Creative Arts Plan 2023-2038.

Internal Consultation

- Group Executive, Economic and Community Development
- Executive Leadership Team
- Branch Managers
- Team Leader Creative Development, Creative Arts
- Festival Director, Horizon Festival
- Curator and Manager, Caloundra Regional Gallery
- Business Analytics Officer, Creative Arts and Events
- Coordinator, Corporate Planning and Performance.

External Consultation

All of the below stakeholders were involved at two stages:

i. June 2022 - workshop consultation which was used to develop the Audit and Opportunities Report which guided the review of the Arts Plan, and

ii. June 2023 - final draft of Sunshine Coast Creative Arts Plan 2023–2038 was distributed for feedback.

- Sunshine Coast Arts Advisory Board
- Executive Director, Partnerships and Investment, Arts Queensland
- First Nations Arts and Culture Director, Australia Council
- State Manager Queensland, Creative Partnerships Australia
- Targeted workshops with the creative arts sector
- First Nations arts sector workshops, email and Sunshine Coast Arts Advisory Board
- One-on-one meetings with the private sector
- Visit Sunshine Coast
- Sunshine Coast Airport
- SunCentral

Community Engagement

Broad creative arts sector engagement was conducted in two stages:

i. June 2022 Electronic survey - 527 responses

ii. June 2023 Electronic survey on final draft of Sunshine Coast Creative Arts Plan 2023–2038– 7 responses.

PROPOSAL

Council's first ever arts plan, the Sunshine Coast Arts Plan 2018-2038, was endorsed by Council on 16 August 2018 (OM18/127) after an extensive engagement program that placed great value on feedback received from the arts sector. It was a product of the collaborative

approach taken throughout its development, between Council, its strategic advisors – the Sunshine Coast Arts Advisory Board – and those the plan directly impacts, the arts sector including artists, stakeholders, and our community.

In preparing the Sunshine Coast Arts Plan 2018-2038, three key pieces of work were undertaken (all available on council's website) including:

i. Sunshine Coast Arts and Culture Snapshot (early 2017)

ii. Sunshine Coast Arts Plan Discussion Paper (mid-2017)

iii. Sunshine Coast Arts Plan Targeted Stakeholder Engagement – Final Report (September 2017 – February 2018).

The Sunshine Coast Arts Plan 2018–2038 was a 20-year plan with five-year reviews embedded within the document to ensure it remained current and relevant. It has now been reviewed, in accordance with its monitoring and evaluation framework, to ensure the vision and roadmap remains current and effective.

This review, conducted under the strategic advice of the Sunshine Coast Arts Advisory Board, was to evaluate the 2018 Arts Plan in relation to what has been achieved, how the sector has evolved and what future opportunities may exist. It provided the opportunity to consider the growth and development of the sector over the past five years as well as changes in the macro-environment that have occurred, including:

- The COVID-19 pandemic
- Brisbane 2032 Olympic & Paralympic Games announcement
- awarding of the Biosphere status
- endorsement of the Arts Levy, and
- new national cultural policy Revive: a place for every story, a story for every place.

Council developed its first arts plan in 2018 to set the foundations for the arts sector to flourish in the region – and flourish it did. The results achieved over the first five years paint a picture of an arts ecology that is evolving and diversifying with great momentum.

The 2022 Arts sector survey data indicates that since 2017, there are more people working full time in the arts (currently 42%, up from 31% in 2017), more of the sector now generate income from their creative work, and arts workers are more dispersed across the region.

As a direct result of the Arts Plan, there are more arts venues and facilities, more creative programming, and more training opportunities to enable the arts sector to thrive. Since the Arts Plan was established in 2018, Council has delivered 898 training development opportunities to 9698 artists, which is evidence of this.

Figure 1. Total Engagement

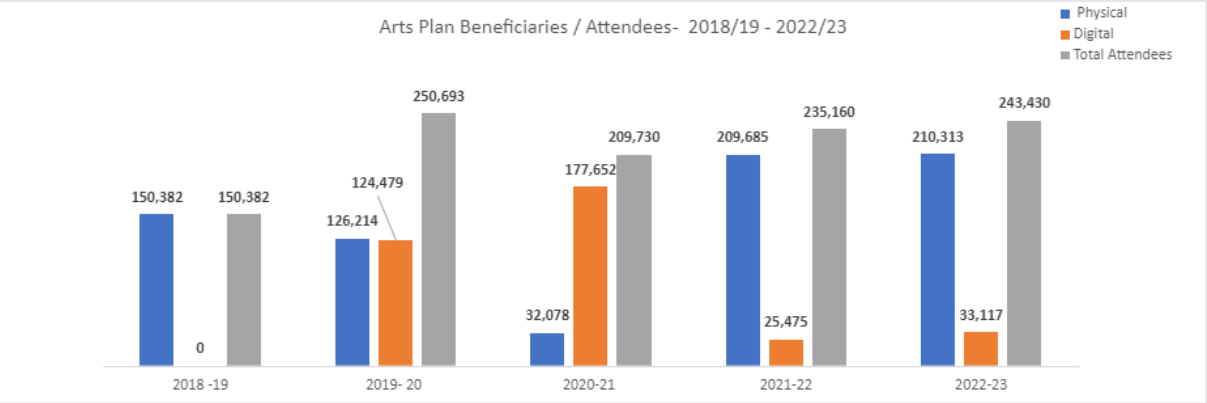


Figure 1 outlines the total attendance and participation for all Arts Plan activities – physical and digital. COVID-19 has been the catalyst for the introduction of digital programming, which was previously ad-hoc and not measured, but is now a regular offer. Physical engagement has bounced back to now sit at over 200,000 from the 150,000 recorded in year one. From 2018/19–2022/23 the total number of engagements was 1,089,395 (engagements includes both physical and digital attendees and participants at events, programs and exhibitions as well as grant applicants).

Figure 2. Satisfaction and Cultural Vitality

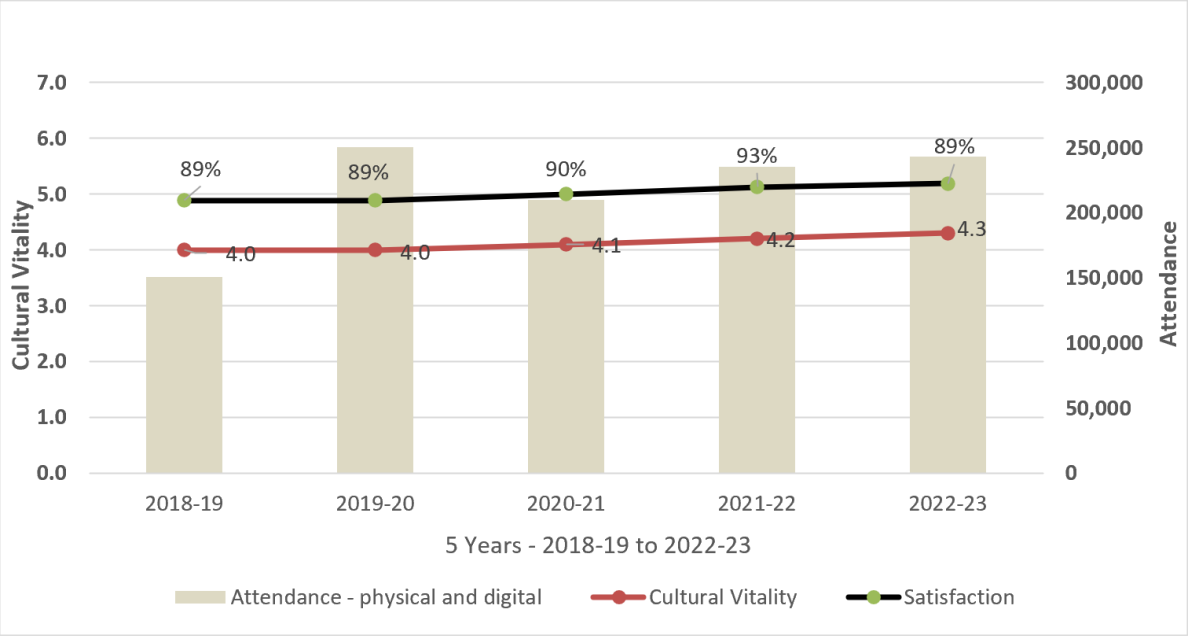


Figure 2 outlines the satisfaction levels which remain well above the KPI of 80%, and *Cultural Vitality has also increased year-on-year against growing engagement numbers.

**Cultural Vitality indicates the level at which attendees at arts activities agreed to five statements relating to wellbeing, local economy, community pride, capacity building, and appreciation of the arts. This score is calculated as an average out of five, with a score of five being the highest level of agreement. The metric is gathered through a survey process*.

Figures 3 and 4 below outline the growth in the quantity of programs – physical and digital – delivered by the Arts Plan, and in 2022/23 the Arts Levy.

Figure 3. Physical programs

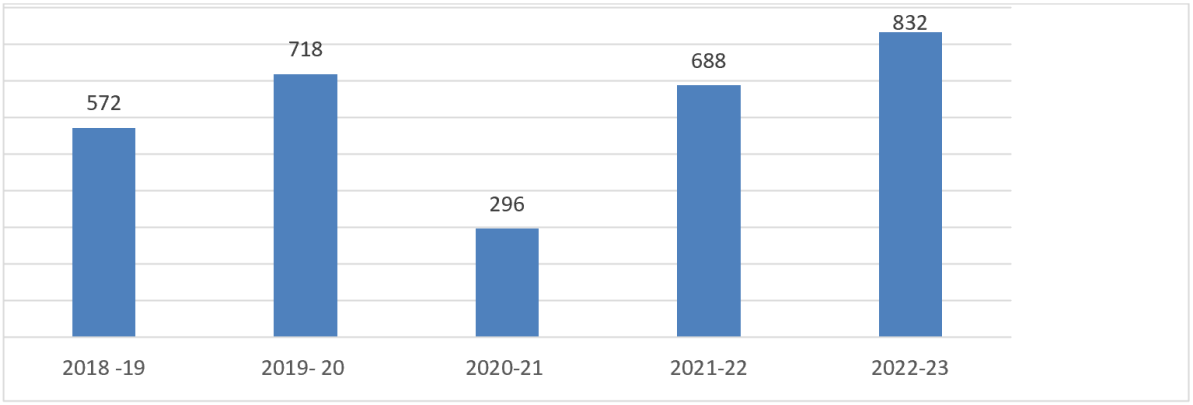
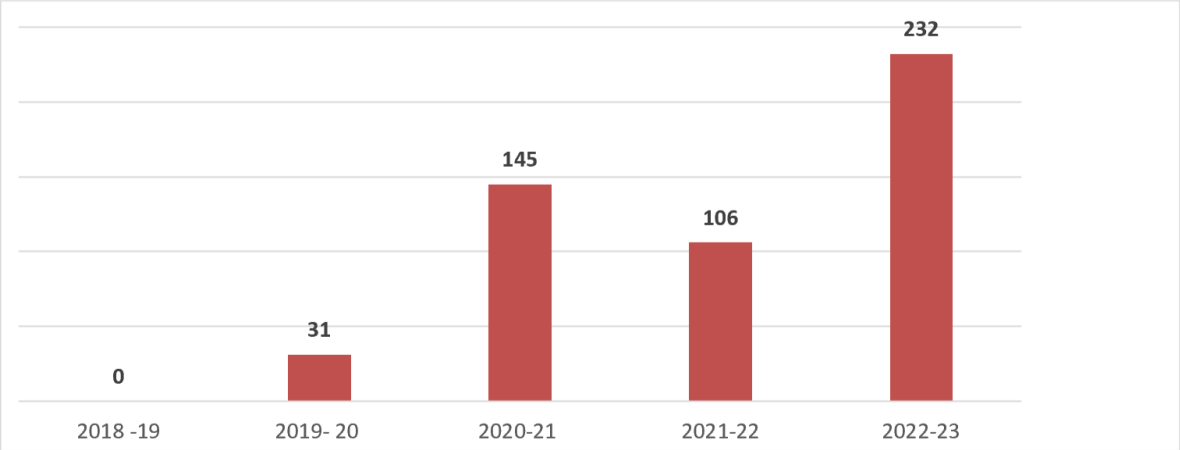


Figure 4. Digital programs

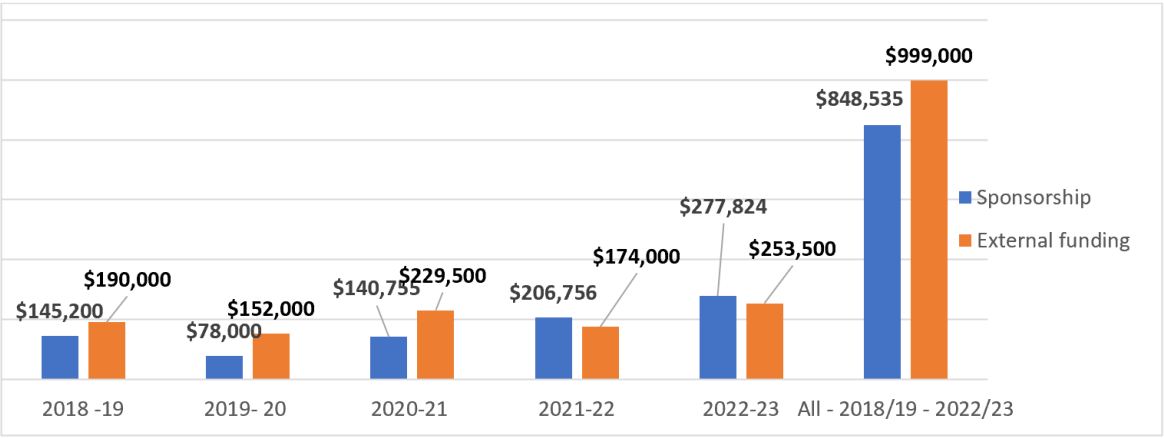


The Sunshine Coast's signature arts and cultural event, Horizon Festival, has gone from strength to strength. In 2022, it attracted an audience more than 21,000 and supported 261 paid local artists and arts workers with its diverse programming that showcased the best creative experiences the region has to offer.

The development of the Regional Arts Infrastructure Framework in 2018, establishment of the Sunshine Coast Arts Foundation in 2019, and the introduction of Council's Arts Levy in 2022 (through the Arts and Heritage Levy) have been major achievements in the Arts Plan's journey, illustrates Council's commitment to further embed the arts into the Sunshine Coast way of life and acknowledges the arts sector's role as an economic and well-being generator. The levy generates a new funding pool for Council that has the potential to unlock a myriad of opportunities.

Co-investment from external funding bodies and corporate partners has also been a key success, with close to $1.85 million of funding received since 2018, as outlined in Figure 5 below.

Figure 5. Co-investment secured



The region's art collection, managed by the Caloundra Regional Gallery, has increased in value from $653,000 to just under $1.5 million, while the region's arts profile is growing year on year. Council's channels have an engaged social media following of 25,000+, with almost 230,000 annual website views and over $2 million in earned media coverage in 2021/22 alone.

There have also been several advancements in Council's governance structures that will impact the refreshed Arts Plan. Notably, new funding mechanisms such as the Arts and

Heritage Levy and new structures and roles established, including the SCAAB's First Nations sub-committee, the Horizon First Nations Advisory Group, and the identified position – First Nations Creative Development Officer – embedded within the AHL Branch to specifically focus on First Nations outcomes within the plan.

Review Process

The review process (outlined in Table 1 below) included the completion of an Audit and Opportunities Report (Attachment 1) which collated research and provided an evidence base for Council to inform an update to the Arts Plan. This Report comprises a snapshot of the creative arts sector on the Sunshine Coast, how it has evolved since the inaugural Arts Plan 2018-2038 was adopted by Council, and what future opportunities have been identified via the following methodology:

- Extensive desktop research of local, regional, state, and national data – including Australian Bureau of Statistics (ABS) and local education providers.
- Critical insights gained through targeted consultation with key stakeholders who shape, influence, and have the potential to grow the creative arts sector on the Sunshine Coast.
- Consultation consisted of three 90-minute focus groups with key creative sector stakeholders and six one-on-one telephone interviews with private sector stakeholders.
- A wide range of qualitative and quantitative information gathered by Council to measure its progress against KPI's articulated in the Arts Plan and documented in the Sunshine Coast Arts Advisory Board annual reports (all available on Council's website).
- A council-led survey, conducted in June 2022, that provided quantitative and qualitative insights of people's experience in the arts sector on the Sunshine Coast. It is worth noting this survey received 537 responses - a marked increase on the 448 responses received as part of the original engagement for the Sunshine Coast Arts and Culture Snapshot in early 2017.
- Review of, and alignment to, national and state creative arts policy.

Table 1. Review Process

Action	Status
Sunshine Coast Arts Advisory Board Workshop	Complete
Regional sector audit	Complete
Audit and opportunities report	Complete
Draft revised arts plan	Complete
Sunshine Coast Arts Advisory Board Workshop	Complete
Peer review draft	Complete
Sunshine Coast Arts Advisory Board final review	Complete
Internal feedback: Councillors, Managers	Complete
External feedback: broad creative sector plus those previously consulted	Complete
Finalise plan based on feedback	Complete
Submit Ordinary Meeting Report	Complete
Seek endorsement from Council	August 2023
Operationalise	August 2023

During consultation, there was palpable optimism from the creative and private sector, with several future-focused ideas that could propel the Sunshine Coast arts sector to its next phase of maturity. Commonly heard trends included:

- Professional Development: Professionalising the sector with connected capacity building programs
- First Nations-led: Ensuring the First Nations components of the plan are self-determined
- Transformational Infrastructure: The need for major draw card cultural infrastructure to attract new audiences, programming, and commercial opportunities
- Audience development: Understanding the needs of 21st Century arts audiences to attract and retain visitors
- Profile and brand: Solidifying the Sunshine Coast's unique creative brand proposition and ensuring it is reflective of place and culture
- Partnerships: Expanding funding opportunities and frameworks with more cross-sectoral collaboration.

Encouragingly, all these trends were reflected in the Sunshine Coast Arts Plan 2018-2038 goals and actions, reinforcing what we heard in 2017. Given the advancements made since 2018 including notable increases in creative infrastructure and programming, there was a need to evolve some of the strategies to reflect this progress and set the roadmap for the region's next phase of growth.

Some of the new trends and ideas raised during consultation that were not included in the Sunshine Coast Arts Plan 2018-2038, are largely reflective of new developments and societal shifts that have occurred since the Arts Plan's inception. They include:

- Digital Engagement with the Arts: Building digital literacy and adoption of new technologies
- The Sunshine Coast Biosphere: Capitalising on the Sunshine Coast's newly awarded biosphere status from UNESCO
- Post-Covid-19 recovery: Building back sustainably post-pandemic by diversifying funding and embracing shifting ways of working and audience preferences
- 2032 Games: Leveraging the audience development and funding opportunities presented by the Brisbane 2032 Olympics and Paralympic Games.

Review Outcomes

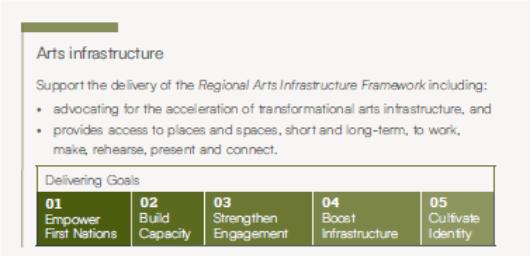
Due to the insights gained via the review process, a draft Plan was prepared. This draft was then distributed to previous focus group attendees, the arts sector, councillors and internal managers. All feedback was taken into consideration, and, under the Sunshine Coast Arts Advisory Board's oversight, the finalised draft Sunshine Coast Creative Arts Plan 2023-20282023 was produced with the following outcomes.

Table 2. Review Outcomes

Updated	2018 Plan	2023 Plan	Reason
Title	Sunshine Coast Arts Plan 2018 - 2038	Sunshine Coast Creative Arts Plan 2023 - 2038	Align with SCC's vision, National Policy and name change of Australia Council to Creative Australia, and to increase accessibility.
Vision	The soul of our community is our flourishing arts ecology: nurturing connections, promoting	The Sunshine Coast is alive with arts, culture and creativity.	More accessible, high level and action oriented.

Updated	2018 Plan	2023 Plan	Reason
	experimentation, and inspiring collaboration.		
Values	**Collaboration** - dynamic partnerships and connections between and within council, the arts sector and the community. **Diversity** - a high-calibre artistic destination, built through a vibrant and diverse range of art and cultural experiences. **Inspiration** - to unlock creative thinking, generate invigoration, advance new ideas and spark innovation. **Sustainability** - creative leadership, empowered local artists, strategic arts and cultural organisations and a resilient community.	**Bold** – We are brave risk takers who experiment and innovate. **Authentic** – We keep it real, do what we say we will, and ensure it is relevant and realistic. **Sustainable** – We care about people, planet, place and prosperity. **Inclusive** – We welcome, respect and celebrate diverse perspectives and experiences. **Connected** – We build dynamic partnerships and collaboration across sectors, communities and cultures.	Collaboration > Connected Diversity > Inclusive Sustainability > Sustainable Inspiration > OUT Bold and Authentic > IN
Goals	**Local artists and artistic content is developed and celebrated** - Creating opportunities to build and profile a strong, connected and prolific community of artists, arts practitioners and arts organisations. **Arts audiences and creative opportunities flourish through investment and development** - Growing local participation in the arts and opportunities for world-class locally produced content to be exposed to, and experienced by, the world. **A dedicated network of places and spaces for artists to connect, create and collaborate** - Taking a strategic, collaborative approach to diverse and accessible infrastructure (physical and digital) that supports production, practice and presentation. **Art and creativity is embedded in the identity and experience of the Sunshine Coast** - Ensuring the value, diversity and significance of the arts on the Sunshine Coast are embraced by the community in everyday life and are a feature of our destination's renown.	**Empower First Nations** - First Nations creativity and contemporary cultural expression is celebrated, emboldened and self-determined. **Build capacity** - The region's creatives, artists and sector are professional, skilled and connected. **Strengthen engagement** - Arts audiences grow through genuine participation and a diverse range of meaningful and tailored experiences. **Boost infrastructure** - Dynamic places and innovative approaches enable artists and audiences to connect, create and share. **Cultivate identity** - Our reputation as a creative region attracts attention, talent and investment.	To align with feedback as well as state and national policy, First Nations was brought out as standalone goal. Other four are essentially the same, with tightened and clarified descriptors. These goals match the identified trends from the Report, with partnerships covered in Values as 'how we do business'.
Action Plan	Goal 1 – 6 strategies, 15 actions Goal 2 – 3 strategies, 13 actions Goal 3 – 3 strategies, 7 actions Goal 4 – 6 strategies, 14 actions	12 focus areas that touch multiple goals Time | Funding | Stakeholders – no change.	Rationalised based on: - completed actions removed - repetitive or overly prescriptive actions combined and lifted /

<table>
<tr><th>Updated</th><th>2018 Plan</th><th>2023 Plan</th><th>Reason</th></tr>
<tr><td></td><td>Time | Funding | Stakeholders – no change.

UNESCO SDG's and Biosphere included.</td><td>UNESCO SDG's and Biosphere included.</td><td>broadened to enable more agility
- changing environments, opportunities, priorities and sector life cycle i.e., sector development over past 5 years
- two new focus areas (Cultural Olympiad / Digital literacy)
- focus areas are higher level and incorporate multiple actions; example below.</td></tr>
<tr><td colspan="2">3.1 Develop and implement a Regional Arts Infrastructure Framework consistent with council's strategic directions.
3.1.1 Regional Arts Infrastructure Framework developed to consider:
• iconic architecture
• First Nations requirements
• locations of arts and cultural hubs and precincts, including appropriate co-location and integration opportunities and space requirements (including affordability of spaces to work / live)
• all council endorsed strategies, plans and policies as they relate to the arts.
3.2 Support a strong network of local artists to foster broader connection and collaboration.
3.2.1 Facilitate connections between local, national and international artists and producers. SCC, arts sector - local, national and international
3.2.2 Facilitate connections and broker opportunities between artists and other sectors (business, health, sport).
3.2.3 Investigate and develop mechanisms (including digital) to promote, connect and inform local artists.
3.3 Advocate and facilitate access to affordable spaces for making, exhibiting and performing.
3.3.1 Develop and deliver a brokering program and digital platform to connect artists, spaces and communities. SCC, arts, commercial and residential sectors
3.3.2 Investigate affordable artist opportunities at council operated venues (residencies, rehearsal, performance, recording).
3.3.3 Pilot an action-based research program to examine the beneficial outcomes of artist-in-residence programs in urban, commercial or retail spaces.</td><td colspan="2">

Goal 3 [see left - from 2018 Plan and above from 2023 Plan] Action from 2018, to develop a Regional Arts Infrastructure Framework has been completed, and other actions listed in 2018 Plan are actions within that one higher level document - the Regional Arts Infrastructure Framework 2019 - 2041.</td></tr>
<tr><td>Measuring success</td><td>1 Cultural Vitality – the broad measure of return on investment or public value created over time (difference) through the delivery of arts programs and projects to the wider community.

2 Best Practice – by staying abreast of best practice research and methodologies in regard to measures of cultural value, community engagement and sustainability and applying these to the measure of success.

3 Completion of Actions – monitoring of the delivery of the actions within the plan against success measures or key performance indicators relevant to each action.</td><td>The KPI's used to measure the plan's success include:

Cultural vitality — KPI of 4

Satisfaction – KPI of 80%

Annual growth in engagement – KPI of 5%

Annual growth in profile – KPI of 5%

Annual growth in value of assets – KPI of 5%</td><td>KPI's specifically outlined with targets as reported annually and available on Council's website.</td></tr>
</table>

Legal

There are no legal implications relevant to this report.

Policy

- The Sunshine Coast Arts Plan 2018–2038 will be superseded by the adoption of the Sunshine Coast Creative Arts Plan 2023–2038. The Cultural Development Policy 2012 has been incorporated into the Sunshine Coast Creative Arts Plan 2023–2038.
- Sunshine Coast Community Strategy 2019-2041

Risk

Identified risk	Strategy to manage risk
Loss of Arts and Heritage Levy	Awareness/communication campaigns: Ensure Council and the community are aware of/understand the benefits of the levy to the sector, the industry more broadly and how it contributes to the creative vibrancy/liveability of the Sunshine Coast
COVID-19 Pandemic	Move to digital capacity and operationalise learnings from COVID-19

Previous Council Resolution

Ordinary Meeting 16 August 2018 (OM18/127)

That Council:

*(a) receive and note the report titled "**Sunshine Coast Arts Plan 2018-2038**" and*

(b) adopt the Sunshine Coast Arts Plan 2018-2038 (Appendix A).

Related Documentation

There is no related documentation relevant to this report.

Critical Dates

There are no critical dates relevant to this report.

Implementation

Upon endorsement, the Chief Executive Officer will advise officers to upload the Sunshine Coast Creative Arts Plan 2023–2038 to Council's website and update relevant documents and programs that the Plan informs including:

- Regional Arts Development Fund Guidelines, Creative Industries Investment Program
- Arts program funded by the Arts and Heritage Levy.

While the new plan has the ability to remain responsive to unforeseen events and activities, it will be formally reviewed within the next five years by 2028.

8.9 SUNSHINE COAST REGIONAL GALLERY BUSINESS CASE

File No: Council Meetings

Authors: Project Officer
Liveability & Natural Assets Group
Coordinator Creative Arts and Events
Economic & Community Development Group

Appendices: App A - Detailed Business Case - Sunshine Coast Council New Regional Gallery *97/367*
App B - Caloundra Community and Creative Hub Concept Plan *365/367*

Attachments: Att 1 - Urban Design Concept June 2019 .....*367/367*

PURPOSE

The purpose of this report is to present to Council the completed Detailed Business Case for the proposed new Regional Gallery in Caloundra. The report seeks endorsement of the business case and an amended urban design concept for the Caloundra Community and Creative Hub Precinct which reflects the recommended option, including the location, for the proposed new gallery. The business case and amended urban design concept will guide future detailed planning and design of the new gallery and wider precinct.

EXECUTIVE SUMMARY

Following extensive internal consultation and engagement with key external stakeholders, the detailed business case for the Sunshine Coast Council New Regional Gallery in Caloundra has now been completed. Refer to Appendix A - Detailed Business Case - Sunshine Coast Council New Regional Gallery.

The development of the new Regional Gallery occurs within the context of the Caloundra Centre Master Plan, Caloundra Centre Activation Project and the Community and Creative Hub Precinct. The proposed new Regional Gallery is a key component of the vision for the precinct, and an important cultural facility for the Sunshine Coast Region.

A comparative and integrated analysis of the shortlisted options considered throughout the Business Case determines a ranking incorporating the results from the socio-economic, environmental, and financial analysis, along with the achievement of the project's strategic objectives – established through detailed multi-criteria assessment. On balance of this analysis the detailed business case recommends that the preferred option (reference project) for the new Regional Gallery is Option D – existing library site.

A revised concept plan for the Community and Creative Hub precinct has been prepared which reflects the recommended location of the new gallery identified in the Detailed Business Case. Refer to Appendix B – Caloundra Community and Creative Hub Concept Plan. This plan is therefore recommended to supersede the previous Urban Design Concept endorsed by Council in June 2019 (OM19/89). Refer to Attachment 1 – Urban Design Concept June 2019.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Sunshine Coast Regional Gallery Business Case"

(b) endorse the Detailed Business Case – Sunshine Coast Council New Regional Gallery (Appendix A) to guide the future planning and design of the new gallery, including future consideration of Council budgets and external funding opportunities and

(c) endorse the Caloundra Community and Creative Hub Concept Design (Appendix B) to guide future detailed planning and design for the precinct including the location of key Council assets and development opportunities within the Caloundra centre area.

FINANCE AND RESOURCING

The 2023/2024 financial year budget provides $350,000 to progress further planning and conceptual design for the new gallery. There is currently no funding identified within the 10-year capital works program for delivery of the project. It is expected that significant external funding will need to be secured for the facility to be delivered in the short to medium term.

Forward estimates of capital and operational costs for the proposed new Regional Gallery are provided within the detailed business case for the purposes of cash flow forecasts, economic modelling, and budget planning.

The estimated cost of constructing the new regional gallery is approximately $37 million which equates to approximately $12,915/m2. This estimate is preliminary only and based on early concept drawings and reference design, including a contingency allowance of 20%.

Detailed operational cost forecasts have been prepared for the new gallery based on the agreed functional brief and size of the gallery. The forecasts estimate a net increase in operating cost shortfall, requiring subsidy from Council of $1.86 million in year 3 after opening (fully operational) and $2.15 million in the seventh year after opening.

CORPORATE PLAN

Corporate Plan Goal:	***Our resilient economy***
Outcome:	3.2 - New capital investment in the region
Operational Activity:	3.2.2 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.

CONSULTATION

Councillor Consultation

Regular and ongoing consultation with the Divisional Councillor and relevant Portfolio Councillors has occurred through the Caloundra Centre Activation Project Control Group (PCG). Member Councillors of the PCG are:

- Division 1 Councillor, Deputy Mayor and Community Portfolio
- Division 2 Councillor and Economic Portfolio
- Division 3 Councillor and Environment and Liveability Portfolio.

The Mayor and Councillors were provided a briefing at the completion of Stage 2 (Preliminary Evaluation) of the business case prior to proceeding to completion of the detailed business case.

Internal Consultation

Regular and ongoing internal consultation has been undertaken throughout the development of the Detailed Business Case, primarily through the Caloundra Centre Activation Project

Control Group (PCG) and the New Regional Gallery Working Group. Further specific consultation was undertaken at the completion of the Preliminary Evaluation stage of the business case. This consultation comprised engagement with:

- Chief Executive Officer
- Group Executive – Liveability and Natural Assets
- Manager Transport and Infrastructure Planning
- Manager Communications
- Manager Strategic Planning
- Manager Arts, Heritage and Libraries
- Coordinator Open Space and Social Policy
- Manager Design and Placemaking Services
- Manager Property Management
- Principal Architect Urban Design and Architecture
- Business Partnering Lead – People and Culture
- Urban Design and Architecture Team
- Coordinator Landscape Design
- Coordinator Commercial Analysis
- Coordinator Strategic Property
- SCC Workplaces Program Steering Committee
- Integrated Open Space Team
- Economic Development
- Coordinator Creative Arts and Events
- Coordinator Placemaking
- Caloundra Regional Gallery Manager and Curator
- Caloundra Regional Gallery Collections Curator
- Workplaces Program Lead
- Project Officer Project Delivery
- Project Officer Workplaces Program

External Consultation

The Detailed Business Case was delivered by Savills Project Management and the following sub-contracted external consultants:

- ARM Architecture
- Randall Arts Management (Arts Advisory)
- Ethos Urban (Town Planning and Stakeholder Engagement)
- Slattery (Quantity Surveying)
- WSP (Engineering)

Extensive external consultation has also been undertaken throughout the preparation of the detailed business case including:

- Kabi Kabi First Nations
- Jinibara First Nations
- Sunshine Coast Arts Advisory Board
- Sunshine Coast Arts Foundation
- Friends of Caloundra Regional Gallery
- Sunshine Coast Creative Alliance
- Arts Queensland
- Public Galleries of Queensland
- Museum and Galleries Association Queensland
- Creative Partnerships Australia
- Australia Council for the Arts
- Caloundra Arts Centre Association

- Caloundra Chamber of Commerce and Industry

Community Engagement

Extensive community consultation has been undertaken in relation to the development of concept design for the Caloundra Community and Creative Hub including:

- Stage 1 Values and Vision – completed in November and December 2020, and following concept design development,
- Stage 2 Have We Got It Right? – completed in May and June 2021.

Consultation methods included:

- Online and in-person surveys
- Pop up stalls at local markets
- Community forums
- Direct engagement with local community and business groups
- School interpretive projects.

Feedback from the various stages of community engagement have been considered throughout the completion of the detailed business case for the new regional gallery and the precinct, particularly in relation to options analysis and multi-criteria assessment.

PROPOSAL

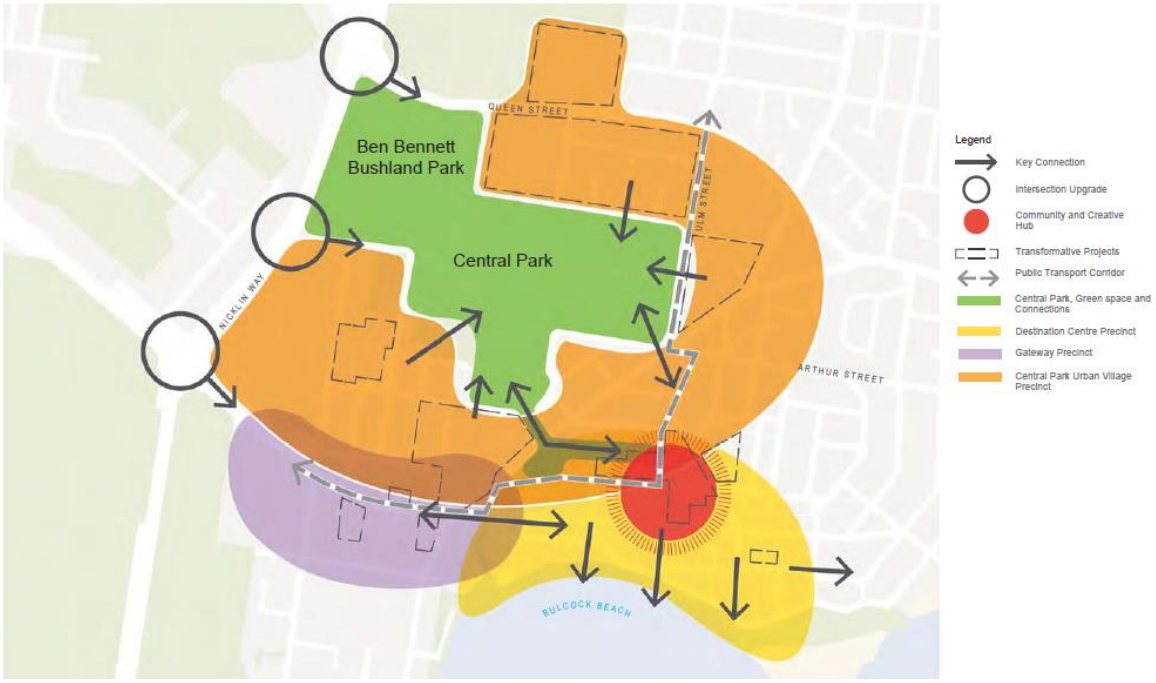
Background

In 2015, Council commenced the preparation of the Caloundra Centre Master Plan (Master Plan). The key stages in the preparation of a Master Plan included the identification and assessment of key issues and opportunities, preparation of a vision and strategies, master planning and action planning. The Master Plan consolidated both previous and more recent planning and consultation outcomes into an integrated master plan for Caloundra. The Caloundra Centre Master Plan was endorsed by Council in March 2017.

The Master Plan establishes an ambitious vision to guide the evolution of this important centre. It sets in place an integrated plan to drive the development of the Caloundra central area and provides a vision and spatial strategies to stimulate both public and private investment in its future. The Master Plan identified a new urban structure with 4 key precincts – at the heart of which is the Community and Creative Hub. Refer to Figure 1 – New Urban Structure.

The Community and Creative Hub will be a focal point for community activities and events, providing revitalised and renewed community, cultural, creative arts, civic and educational assets for residents and visitors alike. Its focal point will be a new town square and public realm, which will become a popular space for events and entertainment. Defining the new town square, and contributing to its character and activation, will be a number of proposed contemporary cultural facilities including a new Caloundra District Library and Community Facility and new Regional Gallery for the Sunshine Coast in Caloundra, along with improved connections to The Events Centre.

Figure 1 – New Urban Structure



To ensure that the Caloundra Centre continues to remain a viable community, creative and commercial hub, significant investment will be required to deliver new and upgraded community facilities and an expanded public realm in line with the vision and strategies of the Master Plan. To facilitate this objective, the Caloundra Centre Activation Project was established early in 2019 to implement the high priority actions of the Master Plan with a focus on the Community and Creative Hub.

Preliminary urban design and feasibility work was undertaken and in June 2019, Council endorsed key recommendations to guide the future detailed design and planning for the centre area (Council Resolution OM19/89).

Preliminary design and feasibility work for the repurposing of the Caloundra Administration Building (CAB) into new District Library, Community Space and Council Offices commenced early in 2020. In March 2021 Council provided further endorsement to complete detailed design for the project (OM21/25). Detailed design for the repurposing of the Caloundra Administration Building is now complete, the building has been vacated and tenders for the building work are currently under evaluation. It is expected that construction will commence later in 2023.

Preliminary design, placemaking and feasibility work for the Community and Creative Hub also commenced early in 2020. A significant amount of work was completed for the project and two rounds of associated community engagement were undertaken, specifically:

- Values and Vision – late in 2020, and following concept design development,
- Have We Got It Right? – early 2021.

Following the second round of community engagement, and before advancing into further preliminary design and feasibility work for the Community and Creative Hub, it was considered prudent to place this project on hold in August 2021 pending completion of Detailed Business Case and recommended outcomes for the new regional gallery in Caloundra.

New Sunshine Coast Regional Gallery - Detailed Business Case

The development of the new Regional Gallery occurs within the context of the Caloundra Centre Master Plan, Caloundra Centre Activation Project and the Community and Creative

Hub Precinct. The proposed new Regional Gallery is a key component of the vision for the Caloundra Community and Creative Hub Precinct, and an important cultural facility for the Sunshine Coast Region. In addition, The Action Plan within the Regional Arts Infrastructure Framework 2019-2041 (RAIF) and associated action plan identifies the new Regional Gallery as a short-term project and priority, aligned with the delivery of the Caloundra Centre Activation Project (CCAP).

The Caloundra Centre Activation Project recognises the vital contribution the new Regional Gallery plays in the vision for the Community and Creative Hub precinct, but also acknowledges the challenges the project will face in terms of securing future funding support, both upfront capital budget to deliver the project and ongoing budget to operate the new facility. It is for these reasons that a Detailed Business Case, in accordance with the Queensland Government Project Assurance Framework (PAF), to support the new Regional Gallery was prepared to:

1. ensure the project is affordable and sustainable
2. test and reconfirm the size of the facility and the functional brief
3. rigorously investigate and confirm the most advantageous location for the new Regional Gallery within the Community and Creative Hub precinct
4. advance the project to a suitable stage of readiness, providing the best possible framework for project advocacy, and attraction of government and private sector co-funding.

Under the PAF the Business Case is completed in three stages:

- Stage 1 – Strategic Assessment of Service Requirement (SASR) – which determines the strategic considerations, project drivers and response which will inform the functional brief for the proposed new gallery.
- Stage 2 – Preliminary Evaluation – which provides for development and detailed analysis of a short list of options for delivery of the project, with recommendation for reference project (preferred option) to carry forward to the final stage of detailed analysis.
- Stage 3 – Detailed Business Case – which provides an account of the development of the business case and a detailed analysis of the reference project. The Detailed Business Case provides the detailed justification for the project and forms the basis of advocating for funding and support from both the government and private sectors.

Following extensive internal consultation and engagement with key external stakeholders, the Detailed Business Case for the proposed new Regional Gallery in Caloundra has now been completed. Refer to Appendix A - Detailed Business Case - Sunshine Coast Council New Regional Gallery.

Investment in the arts and cultural sector can contribute to a range of positive benefits including:

- Supporting employment opportunities and contributing to economic and social policy outcomes including revitalised communities and solutions to individual, social or community concerns
- Providing an opportunity for engagement between First Nations, the broader community, and cultural visitors by connecting them with the living stories and landscapes of First Nation cultures. This engagement supports cultural maintenance, economic empowerment, community connectedness and wellbeing among First Nation cultures
- Engagement with arts, culture and creativity delivers benefits in a wide range of areas including health and wellbeing, positive ageing, youth justice, domestic violence, and community recovery. This complements frontline services, reduces costs in health and community care, and creates stronger, healthier communities
- Greater recognition and understanding of the value of the sector and its potential role in strengthening the economy and broader community.

There is significant potential and opportunity to revitalise and increase capability and reach of the arts sector on the Sunshine Coast whilst creating sustainable and resilient cultural infrastructure.

The proposed New Regional Gallery seeks to:

- Create a cultural focal point with gravity for the Sunshine Coast region
- Create a celebration of First Nations Peoples art and culture
- Leverage arts and culture for stimulus recovery from COVID-19 induced stagnation
- Enable the sector to be agile enough to withstand the accelerated digital and industrial disruption
- Create a place for increased cultural literacy for a growing population
- Create a home for local up and coming as well as established artists
- Contribute to the ongoing success of the Community and Creative Hub precinct and Caloundra centre area.

Service Need

The overarching investment logic for development of the New Regional Gallery and securing the long-term future of the regional arts cultural community is centred around prevailing problems:

- Poor understanding of the value of arts and competing pressure for funds allocation across the Sunshine Coast Region causes stagnation of the arts and culture reducing the sense of belonging and reputational pride, and economic opportunity
- Multiple undersized and disparately located arts facilities and disjointed small-scale collections hinders creation of an aggregated arts focal point, scaling of arts collections, and attraction to the region of AAA-rated touring exhibitions
- A constrained arts vision and insufficient prioritisation to meet current and projected community and visitor needs limits the scope of gallery, programs, exhibition offerings and maturity, community connections, and attraction as a destination.
- The existing Caloundra Gallery is inadequate for any expansion of a permanent collection, displaying of touring exhibitions of national significance or supporting a growing local arts culture
- There is not any significant regional arts facility in the Sunshine Coast region
- There is not an arts facility that matches the ambition and need for arts and culture in the Sunshine Coast region.

A new gallery in the Sunshine Coast will contribute to Queensland Government's vision to see Queensland renewed and transformed through arts, culture, and creativity. It will also support the Commonwealth Governments' vision of growing a strong and sustainable arts sector that can adapt to build and meet audience demand, embrace innovative delivery models, elevate First Nations artists, attract investors, and build financial sustainability.

Visitation projections adopted for the proposed new Regional Gallery indicate that it could attract at least an average of 90,000 visits per annum on completion. Realisation of this level of visitation is dependent on the implementation of the new gallery functional and design brief and associated operating model, and the associated investment required to secure major and minor exhibitions.

Functional Brief

The functional brief positions the new Regional Gallery with optimum potential to grow a permanent collection, to accept national touring exhibitions of significance and support and display local artistic endeavour and talent.

Benchmarked against other regional galleries around Australia and New Zealand, the new Regional Gallery functional brief has been developed to match and exceed the programming ambition of others, and to embed itself into the creative fabric of the Sunshine Coast.

The functional spaces have also been determined through stakeholder engagement workshops with various groups throughout the Sunshine Coast including council's endorsed committee – the Sunshine Coast Arts Advisory Board.

The core components are driven by the programming and curatorial aspirations of a new Regional Gallery, the commercial spaces that support the economics and the experience of the gallery and the functional spaces that ensure the gallery performs well.

Options Analysis

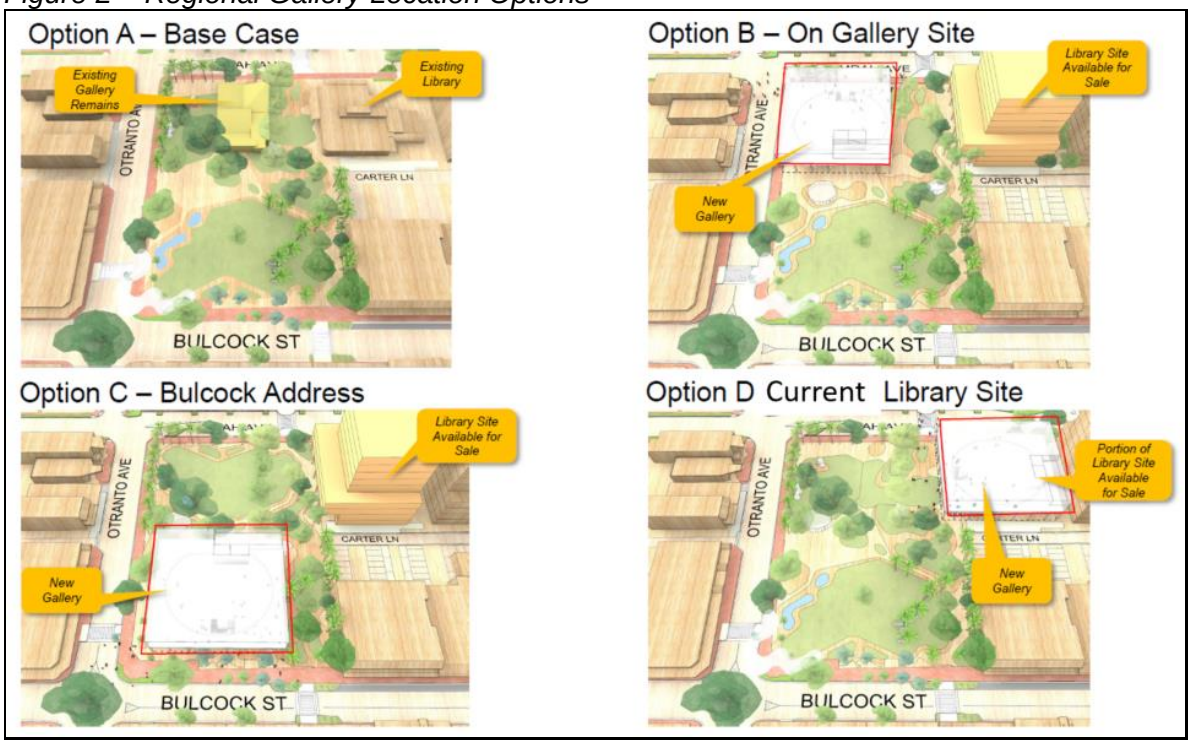
The Preliminary Evaluation process identified, from a long list of options, a short list of options to undergo more detailed financial and non-financial analysis. The short-listed options assessed in the Preliminary Evaluation Stage (refer to Figure 2) were:

- Option A – Do nothing (base case)
- Option B - Corner of Otranto and Omrah Avenue in the approximate location of the existing gallery and car park
- Option C - Corner of Otranto Avenue and Bulcock St in the approximate location of the Councils administration building (77 Bulcock St)
- Option D – Western portion of the existing Library site on Omrah Avenue.

Detailed analysis of the short-listed options and base case undertaken through the Preliminary Evaluation Stage includes:

- Economic Performance – capital costs, operational costs, Financial Benefit and Benefit Cost Ratio
- Financial Performance – Net Present Value and Incremental Impact
- Non-financial Performance – Service Delivery, Design and Placemaking and Policy Alignment
- Risk Analysis – Stakeholder and Support, Community and Environmental, Design and Construction, Operating and Financial / Revenue.

Figure 2 – Regional Gallery Location Options



A comparative and integrated analysis of the shortlisted options considered throughout the Business Case determined a ranking incorporating the results from the socio-economic,

environmental, and financial analysis, along with the achievement of the project's strategic objectives – established through detailed multi-criteria assessment. The integrated analysis results for the New Regional Gallery development provide an efficient means of comparing key criteria across the options.

Table 1 – New Regional Gallery – Integrated analysis and options evaluation summary

Category / Criteria	Option A - Base Case	Option B – Existing Gallery	Option C – Bulcock St & Otranto Ave	Option D – Existing Library
Economic Performance				
Total Capital & Operating Costs	($11,702,611)	($66,666,125)	($66,125,111)	($66,125,111)
Benefits				
Visitor benefits	$51,073,250	$200,244,483	$200,244,483	$200,244,483
Terminal Value	$0	$1,667,742	$1,645,541	$1,645,541
Surplus assets (library land)	$0	$0	$0	$0
Producer surplus	$0	$116,879	$116,879	$116,879
Total Benefits	$51,073,250	$202,029,104	$202,006,903	$202,006,903
Total (Net Benefits)	$39,370,639	$135,362,979	$135,881,792	$135,881,792
Total – Net Benefits Incremental to Base Case	N/A	$95,992,341	$96,511,154	$96,511,154
Benefit Cost Ratio (incremental to base case)	N/A	2.72:1	2.74:1	2.74:1
Financial Performance				
NPV (total financial impact)	($11 million)	($55.6 million)	($55.1 million)	($55.1 million)
Incremental impact (Worse than Base Case)	N/A	$44.6 million	$44.1 million	$44.1 million

Options C and D scored best for economic and financial performance over the project appraisal period, indicating a cost benefit return of $2.74 to every $1 committed to the project incremental to the base case, and a NPV (Net Present Cost) of -$55.1 million, which is $44.1 million worse than the base case.

There is marginal variance between Options determined through the commercial analysis, particularly Options C and D. In this context the difference in economic and financial indicators did not clearly distinguish between options. As such, to determine a preferred option, the value for money assessment focussed on socio-economic and environmental impacts, strategic objectives alignment and risk profiles.

The non-financial performance indicators were assessed through scoring generated within the categories of Service Delivery and Design and Placemaking, which have been adopted from the Multi Criteria Assessment (MCA) undertaken as part of the Options shortlisting. Options B & D scored high for Service Delivery, whilst Option D scored significantly higher for Design and Placemaking qualities when compared to the other options. The superior Design and Placemaking benefits associated with Option D include:

- Connections – Enhance the Community and Creative Hub precinct by providing visual and pedestrian access and connection throughout precinct
- Environment – Provide a thoughtful environment, including minimising removal of significant existing trees, reduced overshadowing, landscape diversity and views
- Plan/Amenity - Create an amenity that both enhances the current and future public realm, also taking into account logistical and functional considerations
- Loading and Back of House – the utilisation of Carter Lane for servicing the gallery limits impact on the public realm.

On balance of this analysis the Detailed Business Case recommends that the preferred option (reference project) for the new Regional Gallery is Option D – existing library site.

Reference Project

A Reference Project has been developed to ensure that the Detailed Business Case puts forward a robust and tested proposition. The Reference Project does not reflect the scheme that ultimately moves forward into planning and delivery phases; it rather demonstrates that an appropriate design solution exists for the site, and acts as the basis for cost and implementation planning required under Stage 3 of the Project Assurance Framework. It comprises a concept design based on the preferred option, Option D, and responds to the functional requirements defined within this document, providing a built form illustration of the brief that developed and agreed by the New Regional Gallery Working Group and the Caloundra Centre Activation Project Control Group. The design itself draws inspiration from the Glasshouse Mountains, specifically their formation. Like the mountains, the gallery's design incorporates the idea of erosion, with void spaces created around the building's perimeter, reminiscent of the imprint left behind by eroding material. These spaces serve as the entrance and veranda areas of the building.

The functional brief for the gallery ensures that it can host significant national touring exhibitions while adhering to contemporary and sustainable museum practices. It also provides space for creating and displaying community art, and craftsmanship of the Traditional Owners. The gallery accommodates the City's permanent collection and can expand into temporary exhibition spaces when needed. Additionally, there are retail areas to sell locally made art and design products, a café that extends into the landscape, and ample foyer space for hosting events and functions. Practical considerations such as loading, and storage facilities and rooftop plant infrastructure are also considered.

The Sunshine Coast Regional Gallery's design and functional elements come together to create a space that not only celebrates art and culture but also complements the region's natural beauty and vibrant lifestyle. The Reference Project for the new gallery is illustrated through the perspectives provided in Figure 3 – Reference Design.

Figure 3 – Reference Design



Artist Impression - Community and Creative Hub - Overview



Artist Impression – Omrah Avenue

Urban Design Concept

The previous resolution of Council in June 2019 (OM19/89) endorsed an Urban Design Concept for the Community and Creative Hub precinct which located the proposed Regional Gallery on the corner of Omrah and Otranto Avenue. This Urban Design Concept was prepared in the very early stages of the Caloundra Centre Activation Project without the benefit of the significant amount of design and planning work that has subsequently been undertaken on the Community and Creative Hub precinct. This work includes:

- Detailed vegetation survey and arborist reports
- Concept design and feasibility work for the Community and Creative Hub, interconnecting public realm and associated extensive community engagement
- Detailed design of the new district library and community facility
- Refinement of the functional brief and design concepts for the new Regional Gallery through the development of the Detailed Business Case.
- Detailed multi-criteria assessment of possible locations for the new Regional Gallery within the Community and Creative Hub precinct.

The preparation of a Detailed Business Case for the Regional Gallery has provided the opportunity to identify a preferred location for the new Regional Gallery in the context of the wider precinct, with the benefit of this additional information. Consequently, this report recommends that Council endorse a revised concept plan for the Community and Creative Hub precinct which reflects the recommended location of the new gallery identified in the Detailed Business Case. Refer to Appendix B – Caloundra Community and Creative Hub Concept Plan. This plan is therefore recommended to replace the previous Urban Design Concept endorsed by Council in June 2019 (OM19/89). Refer to Attachment 1 – Urban Design Concept June 2019.

Further Consideration

The previous Council resolution also approved, in principle, the sale of the existing library site for future development, providing an opportunity for the private sector to contribute to increased activity in the centre area. The library site has a total area of 2836m2. Based on the Detailed Business Case the entire current library site would not be required to accommodate the new Regional Gallery in that location, and the balance of the land to the

east would be surplus and available for disposal for further development. To provide some context of potential development options, preliminary analysis indicates that an area of approximately 1480 m2 would be required to provide for a significant standalone hotel/residential mixed-use development. The analysis also confirms that the gallery would be able to be co-located on the site as a standalone building with frontage to Felicity Park, with balance land being adequate for a potential stand-alone mixed-use development. This provides all the benefits of colocation for the precinct without the potential impediments of an integrated built facility.

There are several possible alternatives for how the new Regional Gallery and a mixed-use development could be configured on the site. Although standalone buildings would be the most likely outcome, further market sounding, and future expressions of interest opportunity may identify alternate options for development of the site. This may include, for example, an integrated development with the gallery delivered in volumetric title. Depending on the final structure of a future expressions of interest invitation, or respondent submissions, Council may be required to review the previous endorsements provided in June 2019 (OM19/89).

Legal

As a non-statutory document, there are no legal risks associated with finalising and endorsing the Detailed Business Case - Sunshine Coast Council New Regional Gallery or the Caloundra Community and Creative Hub Concept Plan.

Policy

The preparation of the Detailed Business Case for the new Sunshine Coast Regional Gallery and the recommendations of this report have had regard to the following key Council Policies:

- Sunshine Coast Council Corporate Plan 2023-2027
- Sunshine Coast Council Operational Plan 2022/23
- Environment and Liveability Strategy 2017
- Caloundra Centre Master Plan 2017
- Regional Arts Infrastructure Framework 2019-2041
- Sunshine Coast Arts Plan 2018-2038

The detailed business case provides further information on the alignment of the new regional gallery with Council policy.

Risk

Detailed risk assessment has been undertaken in the preparation of the business case.

Key risks associated with the Detailed Business Case - Sunshine Coast Council New Regional Gallery are:

- A lack of sufficient funding impacting on delivery and associated timing
- Maintaining continued community support and involvement if delivery and associated timing is delayed.
- If the Detailed Business Case and its recommendations in relation to the location of the new gallery are not endorsed, design and planning for the Community and Creative Hub Precinct will stall, and not meet community expectations or allow delivery of other funded projects within the 10-year Capital Works Program.

Previous Council Resolution

Ordinary Meeting 23 March 2017 (OM17/48)

That Council:

(a) endorse the Caloundra Centre Master Plan 2017 (Appendix A) subject to paragraph (c) (i) below

(b) decide to make a proposed Sunshine Coast Planning Scheme 2014 (Major Amendment) under the Sustainable Planning Act 2009 to give effect to the planning recommendations of the Caloundra Centre Master Plan 2017

(c) delegate authority to the Chief Executive Officer to:

(i) make any final amendments to the Caloundra Centre Master Plan 2017 to reflect the directions provided by Council and address any editorial issues

(ii) respond to submissions in accordance with the directions provided by Council

(iii) carry out the statutory process to prepare and progress the proposed Sunshine Coast Planning Scheme 2014 (Major Amendment) under the Sustainable Planning Act 2009, noting that:-

(a) consultation will occur with the Deputy Mayor and Division Councillor (Councillor Dwyer) regarding the detailed drafting of, and public notification process for, the proposed planning scheme amendment

(b) following public notification of the proposed planning scheme amendment and receipt of any submissions, a further report will be presented for formal consideration of the council

(iv) refer the relevant revised infrastructure elements of the Caloundra Centre Master Plan 2017 to the Local Government Infrastructure Plan review

(v) establish a Caloundra – City of Beaches project delivery team and develop a 2017/2018 budget submission and

(vi) prepare a staged development and delivery plan, including funding opportunities/strategies for reporting to Council and to inform future budget works considerations.

Ordinary Meeting 20 June 2019 (OM19/89)

That Council:

*(a) receive and note the report titled "**Caloundra Centre Activation Project**"*

(b) endorse Urban Design Concept Plan (Appendix A) as the preferred option to guide future planning and design for the Caloundra Centre Activation Project and the size and location of the proposed new Town Square

(c) approve in principle, the establishment of a new Caloundra Library within the existing Caloundra Administration Building subject to completion of a detailed feasibility and project brief in financial year 2020/2021 to further refine the function and size of a new Library and ancillary uses

(d) endorse the Caloundra Centre Activation Project – Project Plan (Appendix B) as the guiding document for future planning and design for the future Caloundra Centre Activation project including the delivery of a future Caloundra Regional Gallery

(e) investigate acquisition of the unencumbered freehold interest in Lot 666 on CG4615

(f) note that the Chief Executive Officer will make Appendix B publicly available

(g) approve in principle the demolition of the building located at 77 Bulcock St noting that the timing of demolition will be subject to suitable arrangements being made for the relocation of Council staff

(h) agree in principle to the sale of the land identified as Lots 10 to 13 on RP131467 and Lot 601 on CG4252 by way of an Expressions of Interest process in accordance with Local Government Regulation 2012 for the following reasons:
- *(i) to ensure proposals for redevelopment of the site achieve the best possible alignment with the intent of the Caloundra Centre Master Plan*
- *(ii) to ensure the redevelopment of the site is appropriately designed and integrated with key social infrastructure projects to be delivered as part of the Caloundra Centre Activation Project*
- *(iii) to ensure that the timing of redevelopment of the site aligns with Council's schedule for delivery of key social infrastructure projects*

(i) endorse Staging Plan – Alternate Option (Appendix C) as the preferred option for the timing of delivery of the project and its key components

(j) note that the funding of the major infrastructure as per (a) to (i) above, would need to be considered in future annual budgets and for external grant funding opportunities and

(k) note that Council will consider the Community Facilities Strategy and the Regional Arts Infrastructure Framework late in 2019 which will contribute to ongoing consideration of the urban design refinement for the Caloundra Regional Gallery, the Town Square, Streetscape and Place Making Projects for Caloundra.

Ordinary Meeting 25 March 2021 (OM21/25)

That Council:

*(a) receive and note the report titled "**Caloundra Administration Building Repurposing**"*

(b) approve the commencement of detailed design for the Caloundra Administration Building Repurposing Project based on the proposed design as contained within Appendix A and

(c) request the Chief Executive Officer to develop an operational management plan by 30 June 2022 for the shared use of the Caloundra Administration building as recommended in this report.

Related Documentation

- Caloundra Centre Master Plan 2017
- Caloundra Centre Activation Project
- Regional Arts Infrastructure Framework 2019-2041

Critical Dates

There are no critical dates relevant to this report.

Implementation

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will:

- Develop a funding, advocacy, and communication strategy for the proposed new Regional Gallery to attract co-funding and project support.
- Complete preliminary design, feasibility and an implementation strategy for the Caloundra Community and Creative Hub precinct.

- Further develop conceptual design for the proposed new Regional Gallery in readiness to transition to detailed design if sufficient funding commitments are secured.

8.10 DISPOSAL (LEASE): OZSKI RESORT PTY LTD OVER PORTION OF 60 JUNCTION DRIVE, COOLUM BEACH

File No: Council Meetings

Author: Senior Property Officer
Business Performance Group

Attachments: Att 1 - Aerial Map Lot 5 SP118756..... 297

PURPOSE

To seek Council's resolution to grant an exception (to the disposal of land via auction/tender) in accordance with the *Local Government Regulation 2012* and to enter into a new Lease agreement with Oz Ski Resort Pty Ltd as the existing tenant of the land at 60 Junction Drive, Coolum Beach.

EXECUTIVE SUMMARY

This report seeks Council's resolution to grant an exception from the auction/tender process under Section 236 of the *Local Government Regulation 2012* to dispose of land (via lease) by entering into a direct lease with Oz Ski Resort Pty Ltd who are the existing tenant of the land at 60 Junction Drive, Coolum Beach legally described as Lot 5 on SP118756.

Council owns the land at 60 Junction Drive, Coolum Beach under a Nomination of Trust for park purposes ('Council's land') as shown on **Attachment 1 – Aerial Map Lot 5 SP118756.** A portion of this land is currently being leased to Oz Ski Resort Pty Ltd ('the Tenant') who hold a lease agreement with Council which is due to expire on 31 December 2027. The Tenant has the exclusive benefit of a further option to extend the lease for Five (5) years to run until 31 December 2032.

The Tenant approached Council seeking an agreement to enter into a new longer-term lease to allow the Tenant to undertake ongoing forward planning, make investment in the existing facilities at the site, and financially invest in improving site utilisation. These improvements require a significant financial investment from the Tenant, and they are seeking additional security under the lease to allow these opportunities to be explored.

Council have considered the new lease proposal and it is proposed to offer the Tenant a new Ten (10) year lease with a Ten (10) year option (total 20 years) which will commence on 1 January 2024 and is subject to the Tenant surrendering their current lease. The new lease will be at the current market rent assessed by a registered valuer.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Disposal (Lease): OzSki Resort Pty Ltd over portion of 60 Junction Drive, Coolum Beach" and

(b) resolve that in accordance with section 236(2) of the *Local Government Regulation 2012,* that an exception to dispose of an interest in land (lease) other than by tender or auction applies as per section 236(1)(c)(iii) as Oz Ski Resort Pty Ltd is the existing tenant of the land at 60 Junction Drive, Coolum Beach.

FINANCE AND RESOURCING

The rent payable by the Tenant upon commencement of the new lease will be assessed in accordance with the current market conditions at the proposed commencement of the new lease (being 1 January 2024) by an independent registered valuer pursuant to Section 236(3) and 236(5) of the *Local Government Regulation 2012.*

All costs associated with the drafting, negotiation, and registration of the new lease as well as any costs relating to the surrender the current lease will be the responsibility of the Tenant.

CORPORATE PLAN

Corporate Plan Goal:	***Our service excellence***
Outcome:	We serve our community by providing this great service
Operational Activity:	S22 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 M Suarez – Division 9 Councillor
- Councillor T Landsberg – Portfolio Councillor, Economic Development
- Councillor J O'Pray – Portfolio Councillor, Economic Development

Internal Consultation

- Civil Asset Management
- Community Development
- Development Services (in relation to the current approval)
- Economic & Community Development
- Environment & Sustainability Policy
- Environmental Operations
- Legal Services
- Parks & Gardens
- Project Delivery
- Property Management
- Sport & Community Venues
- Strategic Planning
- Strategic Property
- Transport & Infrastructure Planning
- Transport Infrastructure Management
- Urban Growth Projects

External Consultation

Council's Property Management Branch has liaised with Oz Ski Resort Pty Ltd and the Tenants solicitor in relation to this report.

Whilst the State Government does not have any direct ownership interest in the land (as the land is owned by Council in freehold under a Nomination of Trust), Council has engaged with the State Government in respect to the proposed 20-year lease. No objections to the proposed lease were raised.

Community Engagement

Due to the administrative nature of this report no community engagement has been undertaken or is required.

PROPOSAL

The land subject of the commercial lease proposal is owned by Council under a Nomination of Trust for park purposes. The maximum lease term that can be offered to the Tenant, including options, is Twenty One (21) years in accordance with the *Trusts Act 1973.*

Oz Ski Resort Pty Ltd have a current Lease agreement with Council until 31 December 2027, or 31 December 2032 in the event that the Tenant exercises its Five (5) year option to renew. The lease is registered over Council's freehold land at 60 Junction Drive, Coolum Beach legally described as Lot 5 SP118756 as shown on **Attachment 1 – Aerial Map Lot 5 SP118756**.

The tenant currently operates the site as a world class water ski facility located on a man made fresh-water lake. The facility provides for water ski coaching, wake boarding, family activities as well as provides accessible spaces for the enjoyment of the public. Supported by a pro-shop, cafe, and recovery centre (operated by the tenant), the Tenant has always remained in good standing with Council under the terms of their current lease.

With around 10 years remaining on the Tenants current lease term (inclusive of all options), the Tenant approached Council seeking consideration to enter into a new Twenty (20) year lease to allow the Tenant to undertake ongoing planning of the site and undertake significant site improvements, both of which would require substantial investment by the Tenant.

A number of improvements have been identified by the Tenant to secure the future viability of the facility which aim to provide broad community and economic benefits for the region. The improvements will require the Tenant to expend significant funds on feasibility studies and consultancy briefs, and as such the Tenant has requested a longer lease guarantee over Council's land to pursue investment into the site.

Internal consultation has been undertaken seeking feedback from Council officers in relation to granting the Tenant a new Twenty (20) year lease, which has been collectively supported. To support Council's environmental management objectives, the Tenant has agreed to exclude (from its lease area) a highly vegetated portion of land in recognition of Council's desire to manage this area in conjunction with Councils current management of the Arcoona Road Bushland Reserve. The area in yellow is the proposed new tenure area as in **Attachment 1 – Aerial Map Lot 5 SP118756**.

Council support was also provided for the Tenant to reinvest in the existing improvements on the site and for the Tenant to pursue opportunities to diversify the utilisation of the space. Any proposed improvements will be assessed independently of the new lease and on their own merit through the relevant planning framework and other approvals which may be required.

The Tenant is compliant with the current Lease terms and conditions of the development approval, including rental payments, and currently has no outstanding rental arrears. Any

new Lease agreement will be drafted in accordance with Council's standard commercial Lease terms and in accordance with Council policies.

On the basis that this has received broad support within the organisation, it is proposed to offer the Tenant a new Twenty (20) year lease comprising of an initial Ten (10) year term with a Ten (10) year option commencing on 1 January 2024. The new lease will be granted subject to the surrender of the current lease agreement and rent will be set in line with the current market rent determined by an independent registered valuer.

The benefits of extending the lease for a collective term of 20 years (10 years further than the current remaining term will have the following benefits:-

- Secures a reputable tenant over a specialist tenancy ensuring that the facility remains operable for the generally public well into the future;
- Secures a commercial return to Council for the long term;
- Allows the tenant to recoup investigation costs (and possible development costs) associated with site improvements which may including:-
    - Refurbishment of existing assets;
    - Co-location of other like sporting facilities to diversify utilisation at the premises;
    - Onsite accommodation for sportspersons and groups using the site for training camps; and
    - Lake reconfiguration to improve the watercourse within the existing lake area.
- Secure and bid for state and national sporting events to be held at the venue.

Any new improvements, redevelopment or development of the premises would be subject to the consideration and approval by Council as the planning and regulatory authority and will be subject to Council's usual development assessment processes.

In accordance with the *Local Government Regulation 2012,* an exception from Council is required where Council seeks to enter into a new commercial lease with the existing tenant of the land (other than by tender or action). If no exception is granted the premises will be offered for lease via a tender process after the current lease expires.

Legal

Council's Legal Services department have been consulted in relation to the preparation of the Form 7 – Lease/Sublease and Form 8 – Surrender of Lease/Sublease documentation.

Policy

This report has been prepared in accordance with Council's Procurement Policy relating to the disposal of Council assets.

Risk

There are no risks relevant to Council in relation to this report. However, a risk relevant to the Tenant is the opportunity to not be eligible for funding from a financial institution required to undertake the proposed site improvements if longer term tenure over the property cannot be secured.

Previous Council Resolution

Ordinary Meeting 28 June 2012 (OM 12/79)

That Council:

(a) APPROVE WITH CONDITIONS Application No. MCU12/0033 and grant a Development Permit for a Material Change of Use of Premises (Outdoor Recreation - Water Ski Park) and Ancillary Caretaker's Residence and Training and Recovery Facility situated at 60 Junction Drive, Coolum Beach, in accordance with Appendix A; and

(b) find the following are sufficient grounds, pursuant to Section 326 of Sustainable Planning Act 2009, to justify the decision despite the conflict with the Planning Scheme:

1. the site, which contains a man-made lake and has been dedicated to Council for park or other purposes, is no longer required for extractive industry;

2. a water ski park is an appropriate outdoor recreational use for a lake, which separates an industrial estate from the Arcoona Road Bushland Conservation reserve;

3. a water ski park, capable of hosting local, national and international ski events, would strengthen Council's tourism profile and sports industry sector, and benefit local businesses including accommodation providers, restaurants and retailers;

4. the ski park would be open to the public and by arrangement, provide opportunities for other clubs/associations, school groups, youth, seniors and people with disabilities;

5. the impacts of the proposal can be mitigated to an acceptable level and the lake's water quality maintained in accordance with a Lake Risk Management Plan.

Ordinary Meeting 6 April 2011 (OM11/92)

That Council authorise the Chief Executive Officer, in relation to the Quanda Lakes Expression of Interest, to conduct independently mediated discussions between Oz Ski and community groups interested in the use of the site with the goal of this mediation to provide as many groups as possible with access to the resource, consistent with the values outlined in the expression of interest, by way of a potential shared usage arrangement and shared cost before any decision is made to award the tender.

Related Documentation

There is no related documentation relevant to this report.

Critical Dates

There are no critical dates relevant to this report. Council and the Tenant have been negotiating the terms of a new lease proposal over the past 12 months. To allow the Tenant the ability to commence reinvestment and investigations into the land, Council offices are recommending that providing security of a longer lease term be completed as soon as practicable.

Implementation

Should Council resolve that an exception to the *Local Government Regulation 2012* applies, Council will prepare the Form 7 – Lease/Sublease and Form 8 – Surrender of Lease/Sublease documentation for execution by Oz Ski Resort Pty Ltd and Council's Delegated Officer and arrange for the registration of this documentation at the Titles Office.



Lot 5 SP118756 Aerial Map

Sunshine Coast Council
Locked Bag 72
Sunshine Coast Mail Centre QLD 4560

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8.11 DISPOSAL (LEASE): REMONDIS AUSTRALIA PTY LTD OVER PART OF 48 SIPPY CREEK ROAD, TANAWHA

File No: F2022/29477

Author: Senior Property Officer
Business Performance Group

Attachments: Att 1 - Aerial Map Lot 427 SP237585 303
Att 2 - Lease Area Plan 305
Att 3 - Proposed Terms of New Trustee Lease - *Confidential*

PURPOSE

To seek Council's resolution to grant an exception (to the disposal of land via auction/tender) in accordance with the *Local Government Regulation 2012* and to enter into a new trustee lease agreement with Remondis Australia Pty Ltd as the existing Tenant of the land at 48 Sippy Creek Road, Tanawha.

EXECUTIVE SUMMARY

This report seeks Council's resolution to grant an exception from the auction/tender process under Section 236 of the *Local Government Regulation 2012* to dispose of land (via lease) by entering into a direct trustee lease with Remondis Australia Pty Ltd who is the existing Tenant of the land at 48 Sippy Creek Rd, Tanawha legally described as Lot 427 on SP237585 (the Council managed land).

The land is State Reserve owned by the State of Queensland and managed by Council as Trustee for the purpose of 'Local Government Sanitary & Rubbish Disposal & Pound' as shown in **Attachment 1 – Aerial Map Lot 427 SP237585**.

Remondis Australia Pty Ltd (the Lessee) occupy a 6,149m^2 portion of the Council managed land under a trustee lease which expired on 9 July 2023 as shown in **Attachment 2 – Lease Area Plan**. The lessee is continuing to occupy the site by correspondence as a month-to-month tenant under the terms of the existing trustee lease.

In preparing this report, the Chief Executive Officer recommends that Attachment 3 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.

Attachment 3 is confidential in respect to the content and timeframes of negotiations and recognising that, until Council makes a decision and the Trustee Lease is executed, there lease has no certainty.

Public disclosure at this time would potentially impact adversely on the finalisation of a current negotiation process and Council's ability to finalise the lease in a manner that represents the best value for the ratepayers of the region. The report contains a recommendation to release details of the Trustee Lease once negotiations have been finalised and registered with the Titles Registry.

Council have considered and negotiated a new trustee lease and it is proposed to offer the Tenant a new five-year trustee lease which if approved will commence on 1 September 2023 and expire on 31 August 2028. The rent payable under the new trustee lease will be at the current market rent assessed by a registered valuer.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Disposal (Lease): Remondis Australia Pty Ltd over part of 48 Sippy Creek Road, Tanawha"

(b) resolve that in accordance with section 236(2) of the *Local Government Regulation 2012,* that an exception to dispose of an interest in land (lease) other than by tender or auction applies as per section 236(1)(c)(iii) as Remondis Australia Pty Ltd is the existing tenant of the land at 48 Sippy Creek Road, Tanawha and

(c) authorise the Chief Executive Officer to publicly release details relating to Trustee Lease once the negotiations have been finalised and registered with the Titles Registry.

FINANCE AND RESOURCING

The rent payable by the Tenant upon commencement of the new trustee lease is outlined in **Attachment 3 – Proposed Terms for New Trustee Lease (Confidential)**.

Each party will be responsible for bearing its own costs associated with the drafting, negotiation, and registration of the new trustee lease.

CORPORATE PLAN

Corporate Plan Goal:	***Our service excellence***
Outcome:	We serve our community by providing this great service
Operational Activity:	S22 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 W Johnston – Division 5 Councillor

Councillor T Landsberg – Portfolio Councillor, Economic Development

Councillor J O'Pray – Portfolio Councillor, Economic Development

Internal Consultation

- Waste Management
- Property Management

External Consultation

Council's Property Management Branch has liaised with the Lessee in relation to this report.

The State Government has been advised of Council's intent to enter into a new trustee lease. No objections have been raised by the Department of Lands in relation to the new trustee lease.

Community Engagement

Due to the administrative nature of this report no community engagement has been undertaken or is required in relation to this report.

PROPOSAL

The land subject to this trustee lease proposal is State Reserve owned by the State of Queensland and managed by Council as Trustee.

Remondis Australia Pty Ltd (the lessee) have a current trustee lease agreement with Council which commenced on 11 July 2015 and expired on 10 July 2023. The lessee has been holding over on a month-to-month basis under the same terms and conditions, until a new trustee lease can be finalised. The trustee lease is registered over the land at 48 Sippy Creek Road, Tanawha which is legally described as Lot 427 on SP237585 (the Council managed land) as shown in **Attachment 2 – Lease Area Plan**.

The premises was leased as the lessee held a current contract with Council for the provision of Liquid Waste Collection. Whilst the services contract has ended, the lessee submitted a request to Council to continue its operations from the Council managed land under a new lease.

The lessee in conjunction with Waste and Resource Management have requested that Council consider granting a new trustee lease for a period of five years.

Council officers have negotiated the proposed terms of the new trustee lease with the lessee. The proposed terms and conditions for the new trustee lease are subject to obtaining a Council resolution to grant an exception as proposed within this report. The proposed terms and conditions for the new trustee lease are outlined in **Attachment 3 – Proposed Terms of New Trustee Lease (Confidential)**.

A review of the lessee's performance under the current trustee lease has been undertaken. The Tenant is in good standing and is compliant with the essential terms of the current trustee lease including rent. The lessee's operations have not impacted the utilisation of the remainder of the Council managed land.

On the basis that there is broad support within the organisation, it is recommended that Council enter into a new trustee lease for a period of five years with the current lessee by granting an exception as:-

- the leased land is located on a State Reserve land which is held for restricted purposes that the current lease meets;
- the open market opportunities would be limited and likely to only represent an opportunity for prospective business of the same function; and
- the current lessee has an already established operation on the land.

On the basis above, Council is of the opinion that the proposed terms are sufficient to support entering into a trustee lease to the current lessee rather than opening submissions via tender or auction.

In accordance with the *Local Government Regulation 2012,* an exception from Council is required where Council seeks to enter into a new commercial trustee lease with the existing Tenant of the land (other than by tender or auction). If an exception is not approved the premises will be offered for trustee lease via a tender process after the current trustee lease expires.

Legal

Council's Legal Services department have been consulted in relation to the preparation of the Form 7 – Lease/Sublease documentation.

Policy

This report has been prepared in accordance with Council's Procurement Policy relating to the disposal of Council assets.

Risk

Council is proposing to enter into a new trustee lease with the current Tenant by requesting that Council grant an exception under the *Local Government Regulation 2012.*

Council's position is that the proposed terms and conditions identified in **Attachment 3 – Proposed Terms of New Trustee Lease (Confidential)** are sufficient to warrant an exception under the legislation.

If an exception is not approved by Council there is an inherent risk that Council would:-

- not be able to secure a better offer via tender; and
- not be able to avoid an unnecessary period of vacancy and loss of revenue transitioning between tenants.

Previous Council Resolution

There are no previous Council resolutions in relation to this report.

Related Documentation

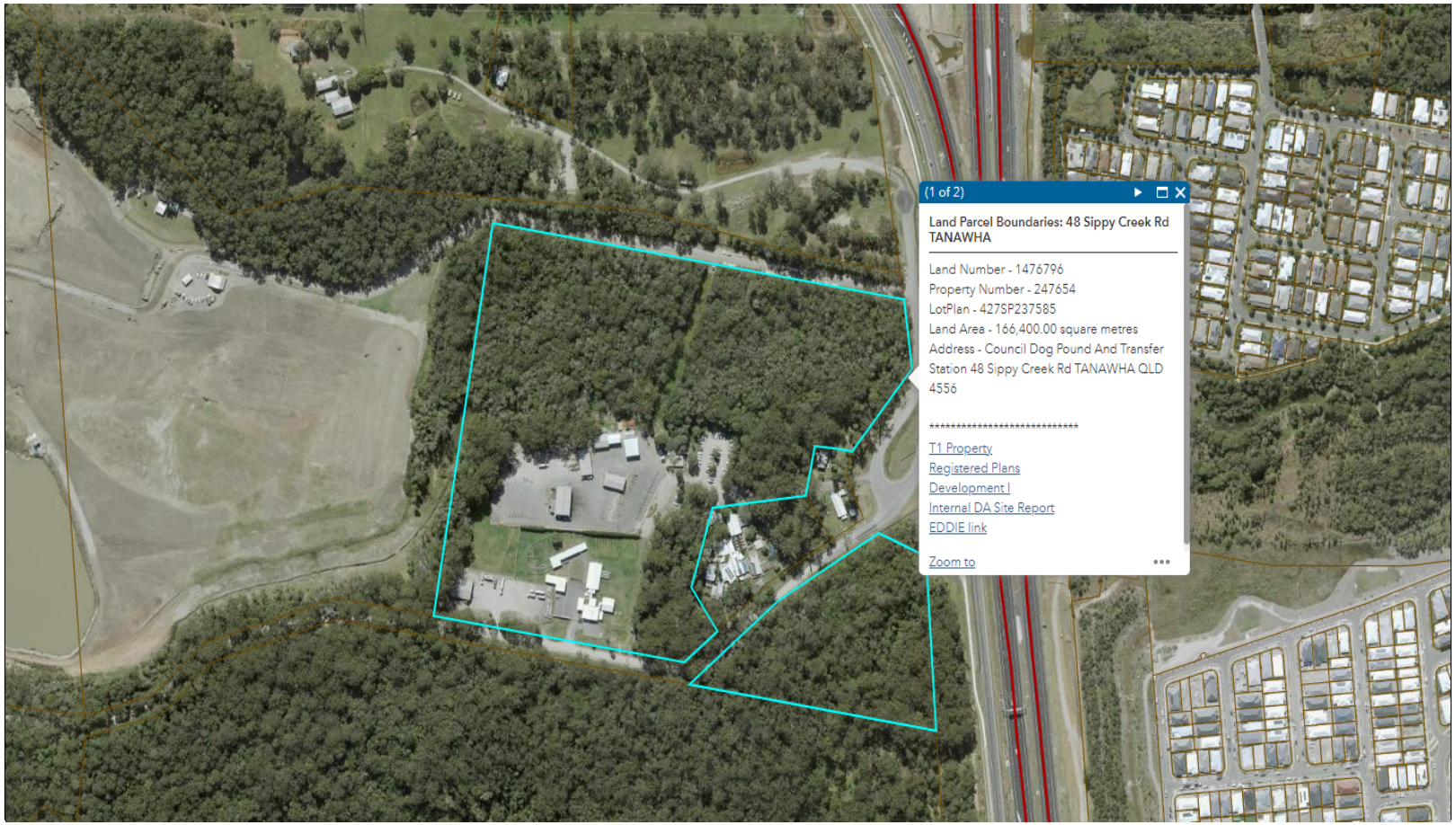
There is no related documentation relevant to this report.

Critical Dates

There are no critical dates relevant to this report, however, the current trustee lease agreement has expired as of 9 July 2023 and any new lease documentation should be executed and registered at the Titles Office as soon as possible.

Implementation

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will request that officers prepare the Form 7 – Lease documentation for execution by Remondis Australia Pty Ltd and Council's Delegated Officer and arrange for the registration of this documentation at the Titles Office.



Aerial Map Lot 427 SP237585

Sunshine Coast Council
Locked Bag 72
Sunshine Coast Mail Centre QLD 4560

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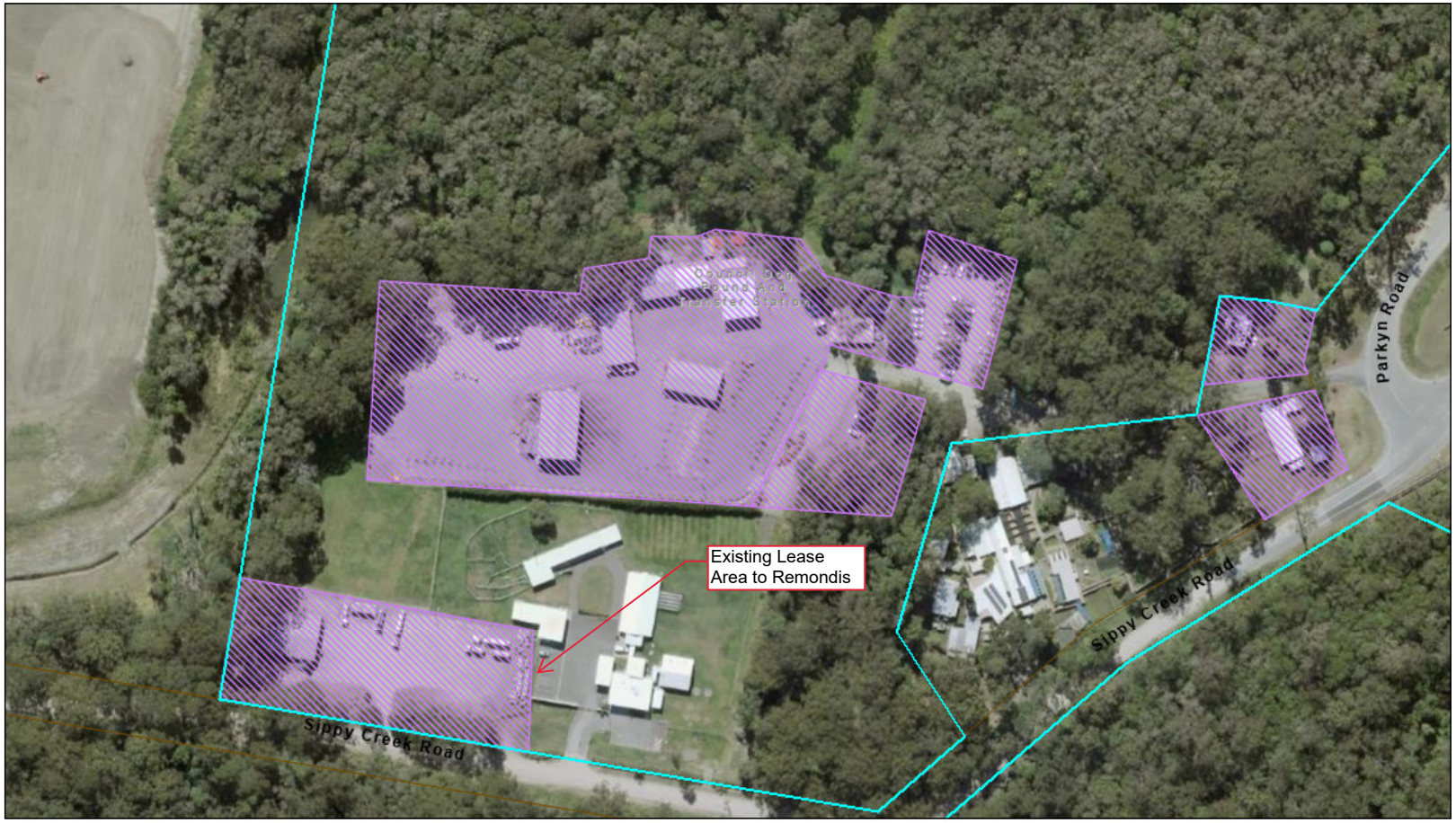
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Lot 427 SP237585

Sunshine Coast COUNCIL
Sunshine Coast Council
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Sunshine Coast Mail Centre QLD 4560

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8.12 DISPOSAL (EASEMENT) OF PART OF COUNCIL FREEHOLD LAND HELD IN TRUST AT 15 EMMA PERREN DRIVE, NAMBOUR

File No: Council Meetings (F2023/38484)

Author: Manager Leasing and Land Management
Business Performance Group

Attachments:
Att 1 - Aerial Map 311
Att 2 - Locality Plan 313
Att 3 - Easement Plan 315

PURPOSE

This report seeks a resolution from Council to grant an easement under the *Local Government Regulation 2012* to dispose of land to UnityWater (via an easement) without the need to undertake a tender or auction process. The proposed easement is the secure 'private sewer infrastructure' within Council freehold land held in trust to support the adjoining private residential development. The easement will be registered over part of Council freehold land held in trust at 15 Emma Perren Drive, Nambour legally described as Lot 100 on SP292030.

EXECUTIVE SUMMARY

This report seeks Council's resolution to grant an exception to allow Council to dispose of land by way of easement. Council holds in freehold under trust the land located at 15 Emma Perren Drive, Nambour legally described as Lot 100 on SP292030 ('Council's land'). Council's land is held in trust for 'drainage purposes.' Hoermann Developments Pty Ltd ('the Developer') own the adjoining land at 21 Petrie Creek Road, Nambour legally described as Lot 3 on RP1763566.

The Developer is undertaking a private development in accordance with RAL20/0010. The development seeks to create 17 residential lots, additional road network and a drainage reserve. As part of the conditions of the development approval, the Developer is required to connect sewerage infrastructure to support the development.

The Developer has requested that Council agree for private sewer infrastructure to be installed within Council's land supported by an appropriate easement to protect this infrastructure. The sewer infrastructure will support the adjoining private residential land and connect to the existing sewer network which is already existing within Council's land.

A resolution is being sought from Council under Section 236(2) of the *Local Government Regulation 2012* (the Regulation), to permit the disposal of an interest in land (by way of easement) other than by tender or auction. An exception to dispose is applicable and complies with the Regulation in this instance as the disposal:

- is to a government agency being UnityWater; and
- The Developer/Applicant has agreed to the payment of compensation to be determined by an independent current market valuation.

At present, Council has not identified any impacts to future uses of Council's land. The installation of sewer infrastructure within Council's land is not dissimilar to the intended purposes of the land being drainage. On this basis, there is nothing which would prevent the easement from proceeding.

OFFICER RECOMMENDATION

That Council:

(a) receive and note the report titled "Disposal (Easement) of Part of Council Freehold Land held in Trust at 15 Emma Perren Drive, Nambour" and

(b) resolve, pursuant to Section 236(2) of the *Local Government Act 2012*, that an exception to dispose of an interest (easement) in land (other than by tender or action) applies as the disposal of part of Council land held in trust at Lot 100 on SP292030 is to be disposed to a government entity pursuant to section 236(1)(b)(i).

FINANCE AND RESOURCING

The Developer (via UnityWater) will be solely responsible for all costs incurred and associated with facilitating the easement including compensation (for the easement land), compensation valuation assessments, preparation of the easement documentation and survey plans, as well as Title Queensland registration fees to register the easement dealing.

The compensation for providing an easement over Council's land will be equal to or above that of the market value of the interest in land and will be assessed by an independent registered valuer pursuant to Section 236(3) and 236(5) of the *Local Government Regulation 2012*. In the event an exception to the disposal is granted, an independent compensation assessment will be commissioned to ascertain the diminished value of the encumbered land.

Unitywater will be responsible for the maintenance and management of the installed sewer infrastructure.

There are no direct or ongoing costs to Council in relation to the proposal.

CORPORATE PLAN

Corporate Plan Goal:	***Our service excellence***
Outcome:	We serve our community by providing this great service
Operational Activity:	S22 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 D Law – Division 10 Divisional Councillor and Community Portfolio Councillor

Councillor R Baberowski – Community Portfolio Councillor

Internal Consultation

- Property Management
- Planning Assessment
- Environment Operations
- Environment and Sustainability Policy
- Open Space
- Transport and Infrastructure Management

- Stormwater Services
- Development Assessment

External Consultation

Council has liaised with Subdivisions QLD (the Developer's consultant for the private development) in relation to the requirements for the registration of a sewer easement in UnityWater's name within Council's land.

Community Engagement

Due to the administrative nature of this report, no community engagement has been undertaken or is required.

PROPOSAL

The land located at 15 Emma Perren Drive, Nambour, is owned by Council as freehold land in trust ('Council's land'). The Council land is legally described as Lot 100 on SP292030 and is held for drainage purposes as shown in **Attachment 1 – Aerial Map**.

The adjoining land located at 21 Petrie Creek Road, Nambour, and legally described as Lot 3 on RP1763566 ('the Development land') is owned by Hoermann Developments Pty Ltd ('the Developer'). The Developer has an approved planning application RAL20/0010 which creates 17 residential lots, additional road network and a drainage reserve. As part of the conditions of the development approval, the Developer is required to connect sewerage infrastructure to support the development.

The Council land and the Development land is shown in and **Attachment 2 – Locality Plan**.

As part of the planning consideration for the Development land, the Developer undertook site-based sewage infrastructure planning which identified the need to connect sewage infrastructure for the development to an existing sewer network. This existing sewer network is already established within Council's land. It is on this basis that it was determined acceptable to Council to have the development's sewer requirements accommodated within Council's land to connect to the sewer network which already exists at this location.

To support the sewer infrastructure requirements of the Development land, additional underground sewer infrastructure has been installed by the Developer within Council's land and is to be protected through Council entering into a sewer easement in favour of UnityWater (who will own the sewer infrastructure following hand over from the Developer).

The proposed easement is some 318m2 in area and traverses the Council land as shown in **Attachment 3 – Easement Plan** (notated as Easement T).

Internal stakeholder consultation was conducted upon application and the Developer is to ensure that the infrastructure works are undertaken in accordance with Council's consent conditions as landowner.

To facilitate the registration of the sewer easement over Council's land, Council is required to grant an exception under Section 236(2) of the *Local Government Regulation 2012*. *Local Government Regulation 2012* stipulates that Council may, by resolution, dispose of an interest in land (including by way of easement), other than by tender or auction, if an exception applies. An exception is permitted as it relates to this application as the land is being disposed of to UnityWater a government agency as outlined in Section 236(1)(b)(i) of the Regulation. It is also not considered appropriate to dispose of the easement by way of tender or auction as sewer infrastructure will be owned and maintained by UnityWater as such there is only one entity to whom Council could grant disposal of the easement.

The Developer/UnityWater will be required to pay compensation to Council for encumbering Council's land with an easement. If an exception in granted, an independent compensation assessment will be commissioned to determine the diminished value of the encumbered

land. This will ensure the disposal complies with the Sections 236(3) and (5) of the Regulation as:

- Compensation will be assessed by a registered valuer who is not an employee of the local government and is registered under the *Valuers Registration Act 1992* and
- Compensation will be set at or above the market valuation as determined by the registered valuer.

Legal

There are no legal implications relevant to this report.

Council's Legal Services will review all easement documentation to enable the registration of the proposed sewer easement with Titles Queensland.

Policy

This report has been prepared in accordance with Council's Procurement Policy relating to the disposal of Council assets.

Risk

There are no risks associated with the granting of a sewer easement at this location as per the recommendation. The works to install the infrastructure within Council's land have already been undertaken by the Developer. Council will assess the works and determine any further conditions or requirements relating to the installation of sewer infrastructure at this location.

Previous Council Resolution

There are no previous Council resolutions relevant to this report.

Related Documentation

Council's Standard Terms Document for sewer infrastructure and access rights easements on Council owned land will be registered in accordance with the easement documentation. Additional site-specific provisions recommended by Council's Legal Services team will also be incorporated into the easement requirements.

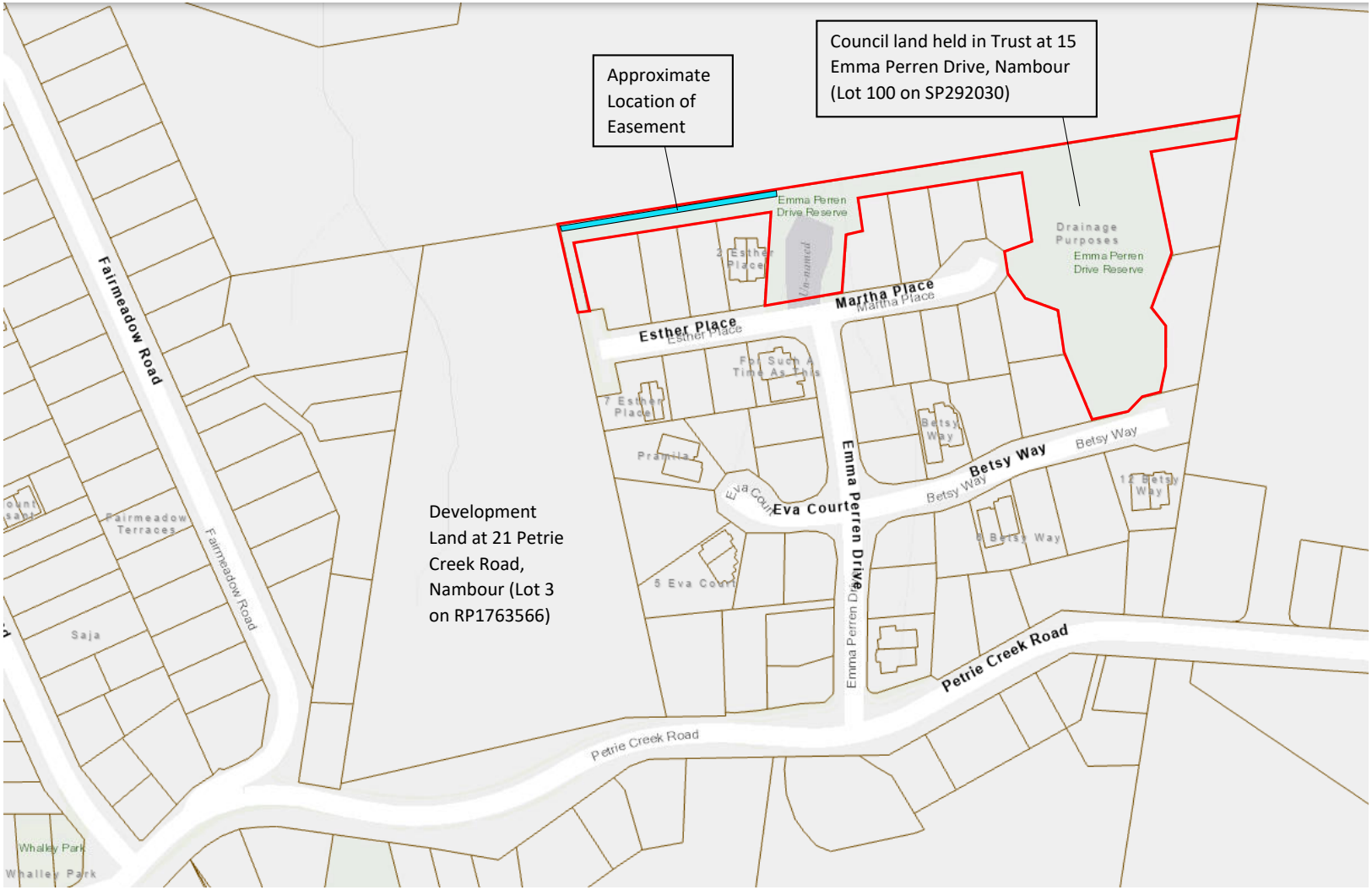
Critical Dates

There are no critical dates relevant to this report, however, the Developer has requested that the matter be finalised as soon as possible to allow the sewer conditions of the reconfiguration of Lot application to be satisfied.

Implementation

Should the recommendation be accepted by Council, it is noted that the Chief Executive Officer will delegate to Council's Delegated Officer that an exception to Division 4 of Section 236 of the *Local Government Regulation 2012* applies, and the survey plan and easement documentation will be executed and registered with Titles Queensland.


Fairmeadow Road
Martha Place
Esther Place
Eva Court
Emma Perren Drive
Betsy Way
Petrie Creek Road


Approximate Location of Easement
Council land held in Trust at 15 Emma Perren Drive, Nambour (Lot 100 on SP292030)
Development Land at 21 Petrie Creek Road, Nambour (Lot 3 on RP1763566)
Emma Perren Drive Reserve
Drainage Purposes
Emma Perren Drive Reserve
Martha Place
Esther Place
Betsy Way
Eva Court
Emma Perren Drive
Petrie Creek Road
Fairmeadow Road
Fairmeadow Terraces
Saja
Whalley Park

Land Title Act 1994 ; Land Act 1994
Form 21 Version 4

SURVEY PLAN

Sheet 1 of 6

Area of New Road
5271 m²

Peg placed at all new stations, unless noted otherwise.

LUCY LANE

ESTHER PLACE

ESTHER PLACE

FAIRMEADOW ROAD

PETRIE CREEK ROAD

EMT T
318 m²

100
8481 m²

SEE DIAGRAM A (Sheet 3)
SEE DIAGRAM B (Sheet 4)
SEE DIAGRAM C (Sheet 4)
SEE DIAGRAM D (Sheet 5)
SEE DIAGRAM E (Sheet 6)

592 CG4202
30 RP225539
1 SP302538
2 SP302538
3 SP302538
18 RP68646
17 RP68646
2 RP851904
1 RP851904
8 SP292030
CP SP325834
CP SP305342
CP SP316628
1 SP233277
CP SP307390
17 SP 292030
18 SP 292030
19 SP 292030

Emt A, Emt B, Emt C, Emt D, Emt E, Emt F, Emt G, Emt H, Emt I, Emt J, Emt K, Emt L, Emt M, Emt N, Emt O, Emt P, Emt Q, Emt R, Emt S

Emt G SP239197
Emt BF SP292030
Emt D SP229338
Emt D SP233339
Emt K SP229361
Emt AH SP292030
Emt AI SP292030
Emt AJ SP292030
Emt AK SP292030
Emt BD SP292030
Emt F SP233277
Emt G SP233277
Emt J SP233339
Emt E SP229360

(NEW ROAD)
RP114295 SP229336
SP233339 SP229361

(110·105) (1–3b) 81°02'20" 106·18
100 261°02'20" 106·0 SP292030
3·925 No O Mk OIP
17°02'20" 3·0
(239·91) (1–6) 167°35'40" 68·373
(155·773) (3–6)
(229·754) (10a–14a) 85·72
(10–15) 8°45'20"
24·275
21·854
59·68
38·225
43·142 257°01'10" (7–10a)
39·43 ROAD
OP Cen Face SFP 0·37S, 0·06E
No O Mk Cor SFP 0·52S 1·03E OIP Gone
No O Mk OIP
No O Mk OIP(N&C)
No O Mk OIP Gone
OP OIP Dist'd (New Ref)

For Reference Marks Table, MGA Coordinates Table, Permanent Marks Table and Traverses Etc Table – See Sheet 5

Scale 1:1000 – Lengths are in metres.

10 0 10 20 30 40 50 60 70 80 90 100 110 120 130 140
0 50 mm 100 mm 150 mm

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I, Andrew John CAMPBELL, hereby certify that the land comprised in this plan was surveyed by Jackson John Raymond Martin, Surveying Graduate, for whose work I accept responsibility and that the plan is accurate, that the said survey was performed in accordance with the Survey and Mapping Infrastructure Act 2003 and Surveyors Act 2003 and associated Regulations and Standards and that the said survey was completed on 29/05/2023.

Cadastral Surveyor

Date 9-6-2023.

Plan of Lots 1 – 17, 100

& Emts C & D in Lot 3, Emt E in Lot 4, Emt F in Lot 5, Emt G in Lot 6, Emts H & I in Lot 7, Emts J & K in Lot 8, Emt L in Lot 9, Emt M in Lot 10, Emt N in Lot 11, Emt O in Lot 12, Emt P in Lot 13, Emt Q in Lot 14, Emts R & S in Lot 100 & Emt T in Lot 100 on SP292030
Cancelling Lot 3 on RP176566

LOCAL GOVERNMENT: SUNSHINE COAST REGIONAL COUNCIL
LOCALITY: NAMBOUR

Meridian: MGA2020 (Zone 56) Vide GNSS
Survey Records: No

Scale: 1:1000
Format: STANDARD

SP340052

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

11.1 CONFIDENTIAL - NOT FOR PUBLIC RELEASE - RESUMPTION OF LAND MAROOCHY RIVER

File No: **F22/00156**

Authors: **Senior Property Officer**
Business Performance Group
Head of Strategic Property
Business Performance Group

In preparing this report, the Chief Executive Officer recommends it be considered confidential in accordance with Section 254J(3) (h) *of the Local Government Regulation 2012* as it contains information relating to negotiations relating to the taking of land by the local government under the *Acquisition of Land Act 1967 (Qld)* (the Act).

This report is confidential in respect to the content and timeframes of negotiations with land owners and recognising that, until a voluntary acquisition is settled or a compulsory land acquisition is gazetted, the acquisition has no certainty.

Public disclosure at this time would potentially impact adversely on the negotiation process and Council's ability to secure the land parcels at market value. Further, it would potentially impact the compulsory land acquisition process under the Act by prematurely releasing sensitive planning information that is still subject to change instead of as part of the resumption process under the Act, which formally commences with the serving of a Notice of Intention to Resume and associated background information, current at that time, to affected land owners.

11.2 CONFIDENTIAL - NOT FOR PUBLIC RELEASE - STRATEGIC LAND ACQUISITION - BEERWAH

File No: **Council Meetings**

Authors: **Head of Strategic Property**
Business Performance Group
Coordinator Biodiversity & Waterways
Liveability & Natural Assets Group

In preparing this report, the Chief Executive Officer recommends it 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.

The report is confidential in respect to the content and timeframes of negotiations with the landowners and recognising that, until Council makes a decision and the sale contracts are executed, the acquisition has no certainty.

Public disclosure at this time would potentially impact adversely on the finalisation of a current negotiation process and Council's ability to secure the land parcels at a price that represents the best value for the ratepayers of the region.

The report contains a recommendation to release details relating to the site location and price of the acquisitions once negotiations have been finalised and the transfer of the property title has been registered with the Titles Registry.

12 NEXT MEETING

The next Ordinary Meeting will be held on 21 September 2023.

13 MEETING CLOSURE