

Agenda

Ordinary Meeting
Thursday, 27 February 2025

commencing at 9:00am

Sunshine Coast City Hall Chamber, 54 First Avenue, Maroochydore

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ORDINARY MEETING

NOTICE

14 February 2025

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

27 February 2025

commencing at 9.00am.

A handwritten signature in black ink that reads "John Baker".

John Baker | 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 30 January 2025 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 QUARTERLY PROGRESS REPORT - QUARTER 2, 2024-25****File No:** Council Meetings**Author:** Manager, Strategy and Policy
Civic Governance Group**Appendices:** App A - Chief Executive Officer progress report - Quarter 2, 2024-25 11  

PURPOSE

To present the Chief Executive Officer's Progress Report for Quarter 2 of 2024-25 (Report) which covers the period from 30 September to 31 December 2024. The Report informs Council and the community on the progress of the implementation of the 86 activities in Council's Operational Plan 2024-25.

Under section 174(3) of the *Local Government Regulation 2012*, the Chief Executive Officer is required to provide a regular report to Council at intervals of not more than three months, outlining progress in delivering its annual operational plan activities.

EXECUTIVE SUMMARY

In Quarter 2 of 2024-25, Council has progressed 93 per cent of operational plan activities as planned. The list below provides an exception-based report of the six activities indicating delays to expected delivery timeframes and/or potential budget adjustments:

- Two Brisbane 2032 Olympic and Paralympic Games activities have been impacted due to the caretaker period in the lead up to the Queensland State government elections and the subsequent 100-day review of all new, upgraded and temporary venues.
- Weather has impacted progress of the Honey Farm Road Sports Complex works and this is on watch for delivery timeframes.
- The Caloundra Transport Corridor project has been delayed, due to a referral under the *Environment Protection and Biodiversity Conservation Act 1999* and requires a controlled action determination.
- Implementation of large-scale battery energy storage may require a bring forward of funds that are currently scheduled for 2025-26 to make the total allocated project budget available in the current year and align to project delivery timeframes.
- The evaluation of tenders for the Food Organics and Garden Organics Facility has continued, but with time delays due to project complexity and resourcing.

The Chief Executive Officer progress report (**Appendix A**) provides details of all 86 activities and their progress this quarter, under each of the Corporate Plan goals.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note this Council report titled “Quarterly Progress Report - Quarter 2, 2024-25” and
- (b) endorse the Chief Executive Officer’s Quarterly Progress Report - Quarter 2, 2024-25 (Appendix A).

FINANCE AND RESOURCING

Quarterly reports are developed and funded within the current operational budget and using existing resources.

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 E Hungerford and Councillor J Broderick as Portfolio Councillors for Our Outstanding Organisation.

Internal Consultation

All Groups across Council have been consulted on progress of their Operational Plan activities and Group Executives have approved the content which has informed the development of this report.

External Consultation

This is a statutory reporting requirement and does not require external consultation.

Community Engagement

This is a statutory reporting requirement, and no community engagement is required, although community engagement is an inherent part of progressing many of the activities in this report.

Legal

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

Policy

There is no policy associated with the presentation of a quarterly progress report.

Previous Council Resolution**Ordinary Meeting, 21 November 2024 (OM24/105)**

That Council:

- (a) *receive and note this Council report titled "Quarterly Progress Report - Quarter 1 2024-25" and*
- (b) *endorse the Chief Executive Officer's Quarterly Progress Report - Quarter 1, 2024-25 (Appendix A).*

Related Documentation

- [Corporate Plan 2024-2028](#)
- [Operational Plan 2024-25](#)

Critical Dates

The *Local Government Regulation 2012* requires progress reports to be presented to Council at intervals of not more than three months. Council meets these requirements by providing quarterly progress reports that are usually presented to Council within eight weeks of the end of the calendar quarter, subject to the scheduled Council meeting cycle.

Implementation

The Report will be published and accessible via Council's website and a digital copy will be provided to the State Library of Queensland as required by legislation.

Sunshine Coast Council

Chief Executive Officer's Report Quarter 2, 2024-25

Progress against operational plan activities



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.

Message from the Chief Executive Officer

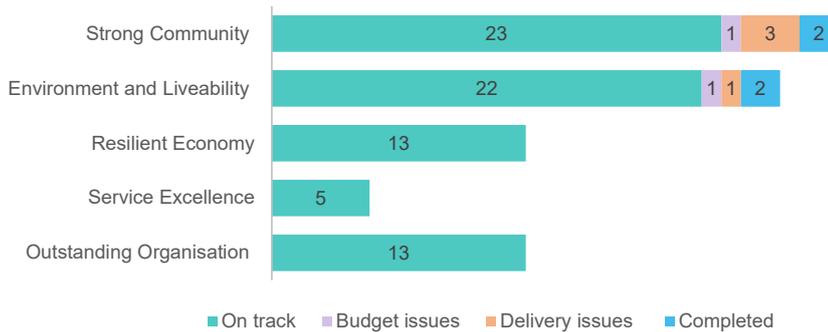
Welcome to the second quarterly progress report for the financial year, providing an update on the delivery of each activity within the Operational Plan 2024-25 for the period 1 October-31 December 2024.

Being my first progress report since commencing as Chief Executive Officer in December 2024 I am pleased to share that 93 per cent of our operational plan activities are progressing as planned. There are 6 activities that have identified challenges related to delivery timeframes and/or budgets and these will continue to be monitored through the year.

A snapshot of the progress by Corporate Plan goal is provided below and you will find commentary on each activity within the report.



OPERATIONAL PLAN 2024-25 SNAPSHOT



I would like to express my gratitude, on behalf of Council, to Debra Robinson for leading the organisation as Acting Chief Executive Officer over the first half of the financial year and for all staff that continue to serve our community and contribute to the outstanding lifestyle we enjoy on the Sunshine Coast.

Personally, I am looking forward to working with the Mayor, Councillors, staff, volunteers, contractors and other tiers of government to build on the great achievements of this quarter and progress the vision and goals for the region.

John Baker

Chief Executive Officer

Snapshot

Operational Plan activities

Quarter 2, 2024-25

OUR STRONG COMMUNITY

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

Operational Activities:	Progressing as planned				Challenges identified			
	Completed		On Track		Time		Budget	
29	2		22		2		2	
	-		-		1		-	

Delivering on the All-Abilities Action Plan

- A new accessibility widget has been added to Council's Have Your Say engagement platform, making it easier for the community to access and navigate the platform and improve their online experience.
- All Access Day was held at Dicky Beach on 9 November 2024 to raise awareness of and an understanding of resources and services available for people with a disability.

Community Engagement opportunities

- Eleven projects were launched for community feedback this quarter, which included: Disability Discrimination Act (DDA) Compliant Pontoon - Charles Clarke Park, Draft Shorebird Conservation Plan 2025-2030, Coastal Hazard Adaptation Precinct Planning - Maroochydore, Mooloolaba, Golden Beach and Caloundra, Shoreline Erosion Management Plan, Mooloolaba to University Active Transport Corridor, and Caloundra to Currimundi Active Transport Corridor.

Community Strategy refresh and Action Plan

- The refreshed Community Strategy 2019-2041 was adopted in October 2024 and throughout November and December 2024, a series of community video stories were released, promoting the strategy, its purpose, priorities and impact in our community.

	112,589 people who attended community events at Council's venues		226,063 visitors to the libraries
	411,361 attendances to Council owned aquatic centres		329 community grant applications awarded, allocating more than \$1 million for the quarter

OUR ENVIRONMENT AND LIVEABILITY

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

Operational Activities:	Progressing as planned				Challenges identified			
	Completed		On Track		Time		Budget	
26	2		22		1		1	

Sunshine Coast Ecological Park Master Plan

- The implementation of the Sunshine Coast Ecological Park is progressing, with a current focus on detailed site investigations to inform ongoing planning.
- Several community education and revegetation initiatives have been undertaken.
- The project was recognised by winning the Landscape Architecture Award for Landscape Planning at the Australian Institute of Landscape Architects Awards and was a finalist at the Parks and Leisure National Awards of Excellence.

Reconstruction of Assets

- 100 per cent of the 5,400 programmed works and 14 of 15 landslip projects were completed.
- Of the 38 grant submissions made for the reconstruction of essential public assets, 5 have been finalised and 19 are in the process of acquittal.

Resource Recovery Strategy

- The actions of the Resource Recovery Strategy 2023 are continuing to progress and be delivered.
- Council successfully received \$350,000 of grant funding to implement the Queensland Government's 'Let's Get it Sorted' Partnership Program which is aimed at household waste behaviour change.

	11,197 hectares managed for conservation under Sunshine Coast Land for Wildlife program		739 Street trees planted as part of the Street Tree Master Plan
	25,719 tonnes of greenhouse gases flared or combusted for power generation		1,542 kilowatt hours of power generated from Council's landfill Renewable Energy Facility

OUR RESILIENT ECONOMY

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

Operational Activities:	Progressing as planned		Challenges identified	
	Completed	On Track	Time	Budget
13	-	13 	-	-

Regional Economic Development Strategy (REDS) in action

- 613 businesses were supported by Council to deliver 14 events attended by over 15,000 people.
- 1,318 people participated in 3 large-scale events, including:
 - Thriving Through Change.
 - Sunshine Coast Business Awards Finalist and Masterclass.
 - Sunshine Coast Business Awards Gala.

Internet infrastructure

- The announcement of Australia Connect, the new submarine cable by Google, NEXTDC and Council, was promoted through Invest Sunshine Coast social media and a 4-week LinkedIn campaign from 28 November 2024 to raise awareness of the opportunities this brings to the Sunshine Coast.

Mooloolaba Master Plan

- Mooloolaba Master Plan work continues with the Mooloolaba Foreshore Revitalisation Stage 2 - Central Meeting Place and Southern Parklands Seawall design complete and construction procurement progressing.
- The Mooloolaba Business Activation Plan has been approved and the first initiative, tree lighting along the esplanade, has been delivered with other initiatives in planning phase.
- The Mooloolaba Transport Corridor Stage 4 early works have been completed.

	<p>Over \$5.7 million</p> <p>in revenue from Sunshine Coast holiday parks</p>		<p>77%</p> <p>of the available procurement spend was with local businesses</p>
	<p>3,991</p> <p>businesses accessed specialist advice and information</p>		<p>\$96.4 million</p> <p>of the available procurement spend was with local businesses</p>

OUR SERVICE EXCELLENCE

Our services are inclusive and responsive to the needs of our community and deliver positive experiences for our customer.

Operational Activities:	Progressing as planned		Challenges identified	
	Completed	On Track	Time	Budget
5	-	5 	-	-

Capital Works Delivery

- Significant capital projects progressed, including:
 - Library+ Caloundra.
 - Stringybark Road Pedestrian and Cycle Bridge.
- Some capital works projects experienced deferral of funds to better reflect their forecast expenditure for the financial year.

Customer Service

- Council customers rated their overall customer experience with Council services as 7.10 out of 10, based on 943 surveys of our customers.
- A new Sunshine Coast App was released for the community, making it easier than ever to interact with Council, featuring a modern customer centric design informed by customer insights, data, industry expertise, local customer testing and feedback.

	95% of development applications undertaken within statutory timeframes		253 community land permits issued
	33,060 Phone calls to our customer contact centre (including development enquiries)		6,638 hectares of landscape and garden beds maintained

OUR OUTSTANDING ORGANISATION

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

Operational Activities:	Progressing as planned		Challenges identified	
	Completed	On Track	Time	Budget
13	-	13 	-	-

Funding and grants

- Council undertook an advocacy campaign in the lead up to the 2024 Queensland State Government election and secured funding commitments for the:
 - Direct Sunshine Coast Rail through to Maroochydore by 2032, Caloundra Transport Corridor Upgrade, and the Turbine - Food and Beverage Manufacturing precinct.
- 12 funding applications were developed and submitted this quarter.

Maroochydore City Centre

- Council continues to work with SunCentral Maroochydore Pty Ltd and Walker Maroochydore Developments Pty Ltd on the development of the Maroochydore City Centre.
- Projects being delivered or under development include the Maroochy Private Hospital, 50 First Avenue and the next residential development.

Caloundra and Nambour administration centres

- Staff movements at Caloundra are being programmed ahead of the new Library+ building due for completion in mid-2025.
- Early works in Nambour Eddie De Vere are completed with staff accessing improved spaces from December 2024.
- A new community space is expected to be available in Nambour in early 2025.

	80 offers of employment to external candidates for the quarter		Over \$11.8 million funding awarded to Council from the Australian and Queensland government through grants
	1,954 full time equivalent employees		19 Right to Information and privacy access applications received

Operational Plan Activities Quarter 2, 2024-25



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	Progress	On Time	On Budget	Comments
1.1.1	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 key partners to identify and implement Sunshine Coast specific themes, opportunities and challenges.	40%			Council continues to be active in contributing to the Brisbane 2032 Olympic and Paralympic Games Legacy Strategy, Elevate 2042. Due to the 100-day review announced by the State Government on 29 November 2024, works in respect to overarching 2032 Games legacy planning have ceased. Sunshine Coast Council's 2032 Legacy Community Reference Group is continuing to provide valuable input regarding the development of 2032 Legacy Strategy for our region and met once during this quarter.
1.1.2	In collaboration with our Games Delivery Partners, progress the planning, design and delivery of the region's Brisbane 2032 Olympic and Paralympic Games venues - Sunshine Coast Stadium, Sunshine Coast Indoor Sports Centre, Sunshine Coast Mountain Bike Centre and the Sunshine Coast Athletes Village.	25%			All 3 Sunshine Coast competition venues had funding approved by the Queensland and Australian Governments in early 2024 and were publicly announced on 17 May 2024. Tender packages for both the Sunshine Coast Stadium and Sunshine Coast Indoor Sports Centre were released however contracts were unable to be entered into prior to the 2024 State election caretaker period. Similarly, works had commenced at the Sunshine Coast Mountain Bike Centre. In respect to the Athletes Village, concept planning had progressed and been presented to Brisbane 2032, the Game Venues Legacy Delivery Authority and the Queensland Government. On 29 November 2024, the newly elected Queensland Government announced and commenced a 100-day review of all new, upgraded and temporary venues; Olympic and Paralympic villages; transport infrastructure; and Games Governance. As a result of this review, planning, validation and procurement activities for all Sunshine Coast projects has been placed on hold.
1.1.3	Deliver the Healthy Sunshine Coast program to increase health and wellbeing in the community through low cost or free activities and workshops across our region.	50%			Healthy Sunshine Coast offers over 70 regular health and wellbeing activities to the community across the Sunshine Coast. A Healthy Sunshine Coast Participant Survey was conducted this quarter and the results of this survey will provide feedback on the program and inform further development of activities.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.1.4	<p>Progress recommendations from the Lifeguard Service Plan 2023-2028, including:</p> <ul style="list-style-type: none"> the service increase at Maroochy River Mouth to include weekends between September and May increase Bokarina to a Tier 2 service to be patrolled during September and May, winter weekends and public holidays, and increase the Buddina/Kawana service to provide a lunch shift during September and Easter school holidays to maintain staffing across the full day. 	50%			Engagement was undertaken with Surf Life Saving Queensland regarding a proposal to realign lifeguard services for Happy Valley and Bulcock beaches as a result of the Pumicestone Passage shifting sand and consequently, changing beach condition risk. The proposal includes an increase to the Happy Valley service to Tier 2 (patrolled 7 days a week between September to May, plus weekends, school and public holidays during winter) and Bulcock Beach service to realign to Tier 4 (patrolled weekends, school and public holidays September to May - minimal seasonal service). All other services are continuing in line with the adopted Lifeguard Service Plan.
1.1.5	<p>Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026, including:</p> <ul style="list-style-type: none"> the demolition and construction of a new clubhouse for the Caloundra City Churches Football Club finalise review of the Non-Motorised Water Sports Plan the construction of new change rooms, amenities and storage for Palmwoods cricket and rugby league clubs, and upgrade of access road at the Ballinger Park Sports Complex, Buderim. 	50%			Caloundra City Churches Soccer clubhouse is scheduled for completion in April 2025. The Non-Motorised Water Sports Plan Situational Analysis was completed, and the draft Plan is now out for consultation with relevant stakeholders. The Sunshine Coast Indoor Sports Network Plan has been awarded to local consultant CPR Group, with initial stakeholder engagement occurring in December 2024, and is scheduled for completion by the end of 2025. The Palmwoods Cricket Club and Rugby League Club change room designs are progressing, with construction anticipated from late 2025 through to early-mid 2026.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.1.6	Progress implementation of the Honey Farm Road sport and recreation project with a focus on preparing the fields and facilities to activate the designated sporting uses.	35%			<p>During Quarter 2 2024-25 the following outcomes have been delivered:</p> <ul style="list-style-type: none"> • Bulk earthworks and service installation across the precinct including completion of works to commence the sites sewerage treatment plant. • Significant progress for the wetlands and maintenance precincts with landscape works. • Water main stage 2 was completed. • Bulk earthworks continued for the northern and open space precincts. <p>The focus for Quarters 3 and 4 2024-25 is:</p> <ul style="list-style-type: none"> • Commencement of further packages in the maintenance precinct • Earthworks for the fields including contingency options being investigated to activate fields for 2026. <p>The weather remains a challenge for this site with the project team and contractors working closely to keep works progressing effectively where possible.</p>

Vibrant community places and spaces that are inclusive, accessible and adaptable

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.2.1	Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011-2026, including the commencement of Stage 2 works at Kawana Aquatic Centre main administration building, change rooms and amenities.	50%			<p>Stage 2 works at the Kawana Aquatic Centre are progressing as planned, including the main administration building, change rooms and amenities. Structural steel work, slab, roof and blockwork have been completed and are in alignment with the project schedule. Project is on target for completion by mid-2025.</p>

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.2.2	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; planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs, and commence the development of a new contemporary Library Service Plan.	50%			The delivery of the 10-year library strategy was progressed with the appointment of a consultant and the commencement of workshops with Council staff. Four additional communication boards (key sign) were installed in George VI Memorial Park Yandina, Glasshouse Mountains District Park, Village Green Boulevard Park Palmview, and The Avenue Park, Peregrin Springs. Council supported the Wild Heart Art competition and display in the Maroochy Bushland Botanic Gardens. Replacement of the Mobile Library has progressed with 2 contracts awarded for new replacement vehicles. Volunteers contributed 2,342 hours over the quarter. Staff completed Keyword Signing training to support preverbal communication at literacy sessions. Digital visitors to Sunshine Coast libraries increased by 5.05% from last quarter.
1.2.3	Finalise the Kulangoor Cemetery Master Plan in consultation with the Cemetery Services Community Reference Group to ensure Council can continue to meet the region's evolving needs for end-of-life services.	100%			This activity is complete. The Kulangoor Cemetery Master Plan 2024 was endorsed by Council in December 2024. The Master Plan provides an update to the previous plan with consideration to modern cemetery design, changing community needs and opportunities for complementary services to be provided on site.
1.2.4	Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices by supporting the planning and delivery of major public transport enhancements, conducting travel behaviour change programs and connecting our local communities with trial transport services, such as the provision of the Flexilink and Council Link bus services, the ThinkChange programs for workplaces, events and communities, and the Ridescore Active Schools program.	50%			Initiatives for the 2024-25 financial year are progressing and include investigations to support public transport improvements and delivering public transport trials. Travel behaviour change is also a key initiative and being targeted through the Ridescore Active Schools Program Trials and ThinkChange, encouraging employees, event attendees and community members to challenge their travel behaviour patterns and choose active and public transport over the private vehicle. The Transport Levy Annual Report 2023-24 was endorsed by Council at the Ordinary Meeting in November 2024 and is available on Council's website for reference.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.2.5	Finalise planning and options analysis for the repurposing of the Nambour administration buildings to inform detailed designs and development of an implementation plan for staged delivery.	50%			The Nambour administration buildings functional options for creation of integrated library, community and corporate facility have advanced with staging scenarios for improvements over multiple future financial years developed. These will be considered through Council's capital and operational budgetary processes in 2024-25 for delivery in future financial years. Early works on the Eddie De Vere building were completed in December 2024 and included an improved community lounge in the foyer along with enhanced accessibility, staff multipurpose room and kitchen. The new community venue is expected to be available in early 2025.
1.2.6	Progress construction of Library+ Caloundra and finalise operational management frameworks to ensure functional readiness of the library community and corporate facilities.	60%			The Caloundra Administration building refurbishment works to create Library+ Caloundra have advanced significantly during Quarter 2 2024-25 by local firm Hutchinson Builders. Furniture and equipment items have advanced through competitive procurement ahead of ordering for delivery in 2025. The preliminary Operational Management Plan for the building is advancing in conjunction with Council budgetary processes in readiness for the building reopening. Completion of the project is forecast for mid-2025 (subject to onsite progress).

An inclusive community, with opportunities for everyone

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.3.1	Finalise the Sunshine Coast Stretch Reconciliation Action Plan and implement a new set of actions for the next three years to embed reconciliation within the workplace and to support improved social and economic outcomes for the First Nations community.	50%			A draft Sunshine Coast Stretch Reconciliation Action Plan (RAP) 2025-2028 has been developed and submitted to Reconciliation Australia for review prior to Council's consideration. A collaborative process has been undertaken to finalise actions and targets including discussions with Kabi Kabi Peoples Aboriginal Corporation, Jinibara People Aboriginal Corporation, the RAP Advisory Group and RAP Working Group members. Following an expression of interest process, 2 new RAP artworks have been created by local Kabi Kabi artist Zartisha Davis and Aboriginal and Torres Strait Islander artist Luke Mallie to feature on all RAP collateral for the life of the plan. The artworks will form part of the Sunshine Coast Council art collection. The fourth annual First Nations Supplier Day was held on 24 October 2024 in celebration of Indigenous Business Month. This event brought together 25 local First Nations businesses, Council staff, industry representatives and local buyers for an expo and networking afternoon and was delivered in partnership with the Queensland Government.
1.3.2	Deliver the Youth Leaders Academy program to foster youth leadership, identify youth-led initiatives and empower young people to drive sustainable and positive change in their communities.	50%			The inaugural Young Leaders Academy intake concluded in November 2024. Participants reflected on their learning throughout the year and significant takeaways included the power of sharing lived experience, learning about a community-citizen approach to leadership and how to work with community in meaningful ways, and the importance of coming together with people who share the same goal and taking small steps to achieve that goal. It provided young people the opportunity to develop their leadership skills, confidence and form meaningful connections. Shortlisting and interviews have occurred for the 2025 Young Leaders Academy, with places offered to 11 young people. The focus will be on contributing to the development of a new Youth Plan including facilitating engagement with other young people.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.3.3	Work collaboratively to deliver initiatives and outcomes that build a welcoming, inclusive and culturally diverse community including review of Multicultural Welcome Hub, ongoing delivery of Shine a Light on Racism campaign for broader community, businesses and sporting organisations, migrant employment and business opportunities, and progress of the Welcoming Cities standard.	50%			The Multicultural Advisory Group continues to meet bi-monthly and provide quality input to strategy and actions within the multicultural space. Work continues to develop Welcoming Cities Accreditation alongside a Welcoming Workplaces pilot in 2025. Together with local employers, Council will develop a standard for becoming a Welcoming Workplace by the end of 2025. The next phase of the Shine a Light on Racism campaign is being developed with 4 new patrons joining the new campaign, planned to launch next quarter. Council hosted and celebrated Diverse Queensland Workforce participants at a morning tea on 10 October 2024 to explore pathways to employment.
1.3.4	Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.	50%			Training, planning and coordination of engagement activity, information sharing and continuous improvement were ongoing priorities for the quarter to continue to advance excellence in engagement practice and outcomes. Training and learning sessions included project showcases to reflect on process and learnings and the development of resources and guides to support employees with aspects of facilitating engagement activities. There were 11 projects launched for community feedback this quarter, including Disability Discrimination Act (DDA) Compliant Pontoon - Charles Clarke Park, Temporary Local Planning Instrument - Birtinya Town Centre, Draft Shorebird Conservation Plan 2025-2030, Coastal Hazard Adaptation Precinct Planning - Maroochydore, Mooloolaba, Golden Beach and Caloundra, Shoreline Erosion Management Plan, Healthy Coast Management Plan, Mooloolaba to University Active Transport Corridor, Caloundra to Currimundi Active Transport Corridor, Festive Season Experience, Khancoban Drive Park, and Lions and Norrie Job Park Coolool Pump Track.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.3.5	Continue to implement the Housing and Homelessness Action Plan with a focus on the delivery of affordable housing initiatives and reviewing Council processes and charges.	50%			Council has released a 2024 progress update that highlights achievements made as part of the Sunshine Coast Housing and Homelessness Action Plan 2023. Construction of the prefabricated and manufactured homes for the Marcoola Affordable Housing Project has commenced. The Queensland Government's \$2 billion Housing Investment Fund is supporting Council to deliver these homes. The Key Workers in Sunshine Coast - November 2024 report has been released. This report provides an overview of the socio-demographic, economic and housing traits of key workers in the Sunshine Coast region.
1.3.6	Deliver on the actions set out in the All Abilities Action Plan 2024-2028 to improve inclusion and accessibility for people with disability, including raising awareness and education around disability, introducing the Hidden Sunflower initiative and Cérge at Council venues, expanding mobility mapping, promoting guidelines for inclusive events and activities, and developing guidelines to improve communications.	50%			All Access Day at Dicky Beach was held on 9 November 2024 to raise awareness of and understanding of resources and services available for people with disability. During Disability Action Week from 24 November to 1 December 2024, Council and community partners hosted a FUNctional Market Place and Reverse Inclusion Basketball Game and promoted local events and activities. In collaboration with Spinal Life, a Realistic Race disability awareness training session was held on 18 October 2024 with Councillors and employees to promote understanding of challenges faced when living with different disabilities. Cérge are progressing work on sensory guides, audio guides and virtual tours to improve accessibility at Council facilities. Sunshine Coast Stadium, Caloundra Indoor Stadium and Maroochydore Multi Sports Complex are now live on Cérge. A new accessibility widget has been added to Council's Have Your Say engagement platform, making it easier for the community to access and navigate the site and improve their online experience.

Connected, resilient communities, with the capacity to respond to local issues

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.1	Support community organisations to deliver projects and events, and operate facilities that meet community need through the community grants program.	50%			This quarter a total of \$1,001,251 was allocated to the community through 329 grants across a number of Council's grants and funding programs. This included \$615,142 to 112 community organisations through Major Grants and \$129,184 to 88 groups through Minor Grants. An additional \$65,688 was allocated to 50 community groups through the Councillor Discretionary Funding program, \$79,833 through 13 Regional Arts Development Fund Grants, \$67,254 funded 20 Festive and Commemorative Events and \$25,000 through the Creative Industry Investment Program. A total of 6,009 community volunteers will be engaged in these funded projects and activities.
1.4.2	Complete a refresh of the Sunshine Coast Community Strategy and Action Plan 2019-2024 and commence implementation a renewed set of actions for the next five years, working with the community towards our shared goal of a strong community.	100%			The refreshed Sunshine Coast Community Strategy 2019-2041 and integrated Action Plan 2024-2029 was adopted at the Ordinary Meeting in October 2024, alongside the Sunshine Coast Community Strategy Annual Report 2023-24. The Community Strategy and annual reports are available via Council's website. The strategy was launched with a series of community video stories released publicly throughout November and December 2024 to promote the Community Strategy, its purpose, priorities and impact in our communities.
1.4.3	Undertake a review and develop the next version of the Active Transport Plan that recognises walking and riding as an essential part of an integrated transport system by providing greater transport options, safer streets, opportunities to improve resident wellbeing and the liveability of the region.	50%			The results and themes emerging from the community engagement have been published on Council's website. Council heard that the community wants: <ul style="list-style-type: none"> - Improved networks, connectivity and facilities. - Safer environments for walking and riding. - Balance for the needs of different path users. A draft Active Transport Plan has been prepared, and preparations have begun for community consultation to commence in March 2025.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.4	Complete the design and progress construction of Section 1 of the Caloundra Transport Corridor Upgrade project and continue collaboration with Council's funding partners for Section 2 to provide safer and more direct road and active transport access to Caloundra.	20%			Design is nearing completion for the transport corridor (Section 1: Omrah Avenue to Arthur Street and Section 2: Arthur Street to Nicklin Way/Industrial Avenue). An <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC) referral was lodged during this quarter and has resulted in a controlled action determination. The project team is working with Aurecon and the Australian Government in relation to the requirements of this determination. A public tender for the construction works for Section 1 is expected to be undertaken in early 2025. Construction of Section 1 is expected to commence in Quarter 4 2024-25. Construction of Section 2 is subject to confirmation of further funding from the Queensland Government.
1.4.5	Progress a detailed business case and early works investigations with the State Government for the Sunshine Coast Public Transport project to maintain liveability and connectivity for the Sunshine Coast.	50%			Work continues on updating the detailed business case to reflect the current status of the SEQ Transport Network, Brisbane 2032 Olympic and Paralympic Games and staging solutions. The business case is on track to be completed by June 2025.
1.4.6	Review and develop the Road Safety Plan and implement initiatives that support liveable neighbourhoods and limit the number of road related injuries and ensure all three tiers of government work towards a common goal of reducing the impact of road trauma through a 'One Network' approach to road management.	90%			The draft Transport Network Safety Plan and revised Action Plan have been reviewed and are progressing with an anticipated Quarter 3 completion date.

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.4.7	Work collaboratively with community organisations and government agencies to raise awareness and support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention.	50%			Council's Public Space Liaison Officer has commenced and is undertaking stakeholder engagement to ensure an effective approach to supporting people experiencing homelessness and all stakeholders to share public spaces. Speak Up training has been completed by 6 women with lived experience of homelessness who will join Street Up as Lived Experience Leaders. Leaders have been engaged by 2 community centres, a church group and 2 local governments to provide their expertise and input through storytelling and consultation into the development of resources. On 5 November 2024, Council partnered in hosting She Is Not Your Rehab to launch the 16 Days of Activism against Gender Based Violence Campaign. This event brought together community members and industry partners to raise awareness of domestic and family violence, with a clear focus on prevention and recovery methods available for persons choosing to use violence in a relationship. Council hosted its annual Seeds of Hope event at Point Cartwright Reserve, which saw an increase in community participation numbers and 500 new plantings.
1.4.8	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.	50%			The Local Disaster Management Plan continues to serve the community well through community-facing activations. Community resilience building workshops and Get Ready Schools and Queensland Get Ready Week activations have been delivered across the region. The delivery of Local Disaster Coordination Centre training to both internal and external stakeholders continued to ensure operational readiness for the high-risk season.

Creative and innovative approaches to building a strong community

Action Code	Action Name	Progress	On Time	On Budget	Comments
1.5.1	Deliver the Sunshine Coast's premier multi-arts Horizon Festival to celebrate place, encourage community participation and provide opportunities to present and build capacity for our local arts sector.	50%			The Horizon Festival program is substantially confirmed with contracting and partnership agreements in progress. The program will include 10 days of programming in the Ocean Street festival precinct including an urban gallery, and national contemporary performance works at The Old Ambulance Station, Nambour. The Horizon Festival brand refresh has been completed and rolled out over digital platforms from December 2024, with a full program launch in February 2025.
1.5.2	Develop and deliver Council's Arts Levy Program to support an annual program of developmental opportunities for the creative sector and in line with the Sunshine Coast Creative Arts Plan 2023-2038, coordinate the delivery of the Regional Arts Development Fund and deliver an engaging Regional Gallery program of exhibitions and events.	50%			The MadeSC creative spaces program offered 18 artists a creative space and support through Second Space in Nambour and supported six Sunshine Coast creative enterprises by providing studio co-working space. In addition, MadeSC is supporting 7 new projects engaging over 20 Sunshine Coast based artists in the lead up to the 2025 Horizon Festival. Funding and ongoing mentorship was awarded to 3 artists to develop new projects through the FutureNOW arts and technology and MadeSC programs. The first round of the 2024-25 Regional Arts Development Fund grants program received 20 applications, with funding totalling \$72,333 awarded to 9 projects.
1.5.3	Develop and deliver Council's annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including the next stage of 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.	50%			Historian in Residence research projects on Sunshine Coast Iconic Pubs and Sporting History are currently underway. Council's heritage facilities continue to deliver engaging public events such as talks, exhibitions, Halloween Night, and school holiday programs. Bankfoot House welcomed 756 visitors this quarter, and Landsborough Museum attracted 1,823 visitors. Ongoing support for regional heritage groups and museums was provided this quarter with training workshops, marketing campaigns and collateral, and grants. The Community Partnership Funding program provided \$118,717 to 14 organisations and \$49,798 for 10 projects.

Corporate Plan Goal : Our Environment and Liveability

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

A resilient region shaped by clever planning and good design

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.1.1	Progress 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.	50%			At the beginning of this quarter, Council responded to the Queensland Government's formal Information Request as part of the State Interest Review process for the proposed planning scheme. This included making necessary revisions to the proposed planning scheme in response to this Information Request. For the remainder of this quarter, Council has been working collaboratively with State officers to discuss and, where possible, resolve outstanding State Interest Review matters. Other key focus areas in this quarter have included obtaining a formal Council resolution to prepare and progress proposed planning scheme policies that will support the proposed planning scheme and ongoing preparatory work on the formal consultation program. The State Interest Review process will remain ongoing into the next quarter with potential implications for the timing of the next project phase (formal public consultation).
2.1.2	Continue to negotiate with landowners in relation to the Palmview Infrastructure Agreement to ensure delivery of all infrastructure obligations under the agreement.	50%			The amendments to the Palmview Infrastructure Agreement No.3 are currently being finalised with the landowners and Unitywater.
2.1.3	Continue to advocate Council's policy positions to the State Government to inform the South East Queensland Regional Plan implementation projects.	50%			Council continues to engage with the Queensland Government on implementation of the SEQ Regional Plan (ShapingSEQ 2023) on an 'as needed' basis. This quarter, Council has provided input into a number of 'priority actions' outlined in ShapingSEQ 2023, including work on Major Employment and Industry Areas (MEIAs), early input into a review of Regional Economic Clusters (RECs), development data to support ongoing growth monitoring and input into work being undertaken on regional responses to natural hazards. Council anticipated engagement from the Queensland Government on High Amenity Areas, however this is yet to occur. It is unclear how each of these tasks will continue to progress as the newly elected Queensland Government continues to review existing government policy and set direction.

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.1.4	Continue to work with the State Government to progress the preparation of planning for the Beerwah East South East Queensland Development Area.	50%			Council is continuing to advocate to the Queensland Government for the timely resolution of the tenure issues and the importance of Beerwah East for the long term residential and industrial land supply for the Sunshine Coast.
2.1.5	Advocate for the protection of the Regional Inter-urban Break in perpetuity to secure the environmental, production and recreation values through its retention at current extent and identifying and acquiring strategic land.	50%			Council continued to advocate for the protection of the Regional Inter-urban Break. Maintaining the 32,031 hectare extent of the Regional Inter-urban Break was highlighted in annual reporting for 2023-24.
2.1.6	Progress priority activities from the Environment and Liveability Strategy five-year implementation plan, including a revised Part C - Network Plan and progressing the dark sky reserve proposal.	50%			The Environment and Liveability Strategy Annual Report 2023-24 was presented to Council in October 2024. Ongoing implementation of the Strategy has included: - The adoption of the Biodiversity Report 2024 and the Biosecurity Plan 2024. - Continuation of Phase 2 of the Dark Sky Reserve Project including ongoing stakeholder engagement and preparation of technical documentation.
2.1.7	Improve stormwater asset identification and condition reporting to better shape appropriate levels of service in accordance with the Stormwater Management Strategy.	50%			Condition reporting of multiple stormwater infrastructure assets have been completed for Quarter 2 to build a more complete picture of the network. Identified defects of higher risk have been prioritised and repaired within budgetary constraints to ensure network functionality is maintained for the forthcoming wet season. Below are the assets that have been completed on the conditioning report: • 679 Pipes with recorded CCTV. • 882 Pipes conditioned. • 553 Pits conditioned. • 361 Structures conditioned. • 165 Open drains conditioned. The following stormwater projects were completed this quarter: • 20 pipe relining projects. • 30 pipe patches. • 6 full pipe renewals/upgrades. • 11 pit upgrades. • 1 open drain renewal.

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.1.8	Finalise and promote the Design Guide for Multi-Unit Developments to encourage better designed neighbourhoods and more liveable, healthy housing outcomes which align with the principles contained in the Sunshine Coast Design Yellow Book.	100%			The Design Guide for Sunshine Coast apartments and townhouses was launched on 4 December 2024. The Design Guide is now available on Council's website.
2.1.9	Deliver an integrated coastal management program including implementation of the Coastal Hazard Adaptation Strategy and finalisation of a Healthy Coast Management Plan and a Shoreline Erosion Management Plan.	50%			Community engagement was undertaken during October and November 2024 on the Draft Healthy Coast Management Plan, Shoreline Erosion Management Plan and coastal hazard adaptation precinct planning for Maroochydore, Mooloolaba and Golden Beach. Community input and feedback provided through this process will support the finalisation of the documents and inform our ongoing planning.
2.1.10	Implement the Resource Recovery Strategy 2023 including construction of a new resource recovery centre within the Nambour waste precinct, and development of a Master Plan for the Sustainability Park.	50%			The Resource Recovery Strategy 2023 actions are being progressively delivered. Council successfully applied for \$350,000 of grant funding to implement the Queensland Government's 'Let's Get it Sorted' Partnership Program which is aimed at household waste behaviour change.
2.1.11	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	50%			A 108 hectare property was acquired that connects the Annie Hehir Environment Reserve to the Glass House Mountains National Park.
2.1.12	Continue the planning, stakeholder consultation and community engagement for the Maud Street and Sugar Road Transport Corridor upgrade.	50%			Detailed planning is nearing completion. Updated layouts were presented to the community, and stakeholder and community feedback was received. Final adjustments to the layouts are being finalised for that part of the corridor north of Wrigley Street. Detailed design is expected to commence in the coming months.

Protection and enhancement of our natural assets and distinctive landscapes

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.2.1	Coordination of weed management activities, demonstration sites, and exploring new technology and methodologies to improve industry and community understanding of weed management practices.	50%			This quarter has seen ongoing implementation of activities at the Maleny and Witta demonstration sites including additional planting undertaken on the eastern track. eDNA and Encapsulation Herbicide trials have continued with activities to identify suitable sampling locations and monitoring and data analysis undertaken. Communication materials have been developed including 2 narratives and videos, as well as a number of presentations delivered to organisations.
2.2.2	Review and update the Shorebird Conservation Plan, including community consultation, to support the recovery and conservation of Shorebird populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.	50%			The Shorebird Conservation Plan community engagement has been finalised, with feedback to be delivered to stakeholders and considered in finalising the Plan.

Responsive, accessible and well managed assets and infrastructure

Action Code	Action Name	Progress	On Time	On Budget	Comments
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.	50%			Further works to remove tidal restriction structures on Council owned land on River Road and along Yandina Coolum Road have been undertaken. Engagement with landholders, including project neighbours and Kabi Kabi Peoples is ongoing.
2.3.2	Continue to implement the Sunshine Coast Ecological Park Masterplan including staged design and delivery and exploring strategic and financial partnerships to help realise the park's benefits.	50%			The implementation of the Sunshine Coast Ecological Park is progressing with a current focus on detailed site investigations to inform ongoing planning. Several community education and revegetation initiatives have been undertaken. The project was recognised by winning the Landscape Architecture Award for Landscape Planning at the Australian Institute of Landscape Architects Awards and was a finalist at the Parks and Leisure National Awards of Excellence.

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.3.3	Progress projects funded through the Queensland Reconstruction Authority for the reconstruction of essential public assets in our region that have been affected by natural disasters.	100%			<p>Council has completed 100 per cent of the 5,400 of total programmed works and 14 of 15 landslip projects. The final landslip project is scheduled to commence on 13 January 2025 and will be completed by 30 June 2025.</p> <p>In Quarter 2, of the 38 submissions made to the reconstruction of essential public assets, 5 have been finalised, and 19 are in the process of acquittal. Council continues to work with the Queensland Reconstruction Authority to complete the remaining activities.</p> <p>Extensions of time have been submitted and approved for the remaining works from last financial year to be delivered in 2024-25.</p>
2.3.4	Commence development of the next 10-year Streetscape Revitalisation Program 2026-2036 and progress delivery of placemaking initiatives including streetscape improvements for Mooloolaba, Eumundi, Maleny, Nambour, Maroochydore and Coolum.	50%			<p>Delivery of placemaking project initiatives are progressing and include:</p> <ul style="list-style-type: none"> - Marcoola Lorraine Avenue Streetscape Project was successfully completed in December 2024. - Mooloolaba Foreshore Revitalisation Stage 2 - Central Meeting Place design was endorsed by Council in May 2024 and is currently in tender phase with the main construction contract anticipated to commence after Easter 2025 . - Eumundi Streetscape works are underway with Stage 1 on-track for completion before Easter 2025 . - Maleny, Maple Street Streetscape design is complete with procurement to commence in early 2025. - Maroochydore, Ocean Street has been designed with procurement underway and construction planned later in the year. - Coolum Connections design is complete with works due to commence later this financial year. <p>An updated 10-year Streetscape Revitalisation Program 2026-2036 is being developed.</p>

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.3.5	Implement activities to support a climate ready organisation, through emissions reduction and climate risk management, including delivery of the critical infrastructure failure and cascading climate risk project.	50%			<p>Council continues to build a climate ready organisation by embedding our climate change response into our policies, systems and processes, which includes responding to the cascading impacts to Council services from critical infrastructure failure due to compounding climate hazard events.</p> <p>Implementation of our Organisational Zero-net Emissions Plan continues to support emissions reduction. Embedding activities have also included building staff capacity and capabilities through sustainability training.</p>
3.2.4	Finalise the review of the infrastructure agreements for the Maroochydore City Centre Priority Development Area to ensure consistency with the amended Development Scheme (No. 3) and continue to liaise with Economic Development Queensland about Council's requirements relating to the assessment of development applications in the Priority Development Area.	50%			<p>The Maroochydore City Centre Water Infrastructure Agreement Amendment No. 2 (2024) has been fully executed.</p> <p>The draft Maroochydore City Centre Infrastructure Agreement (2024) is progressing.</p>

Transitioning to a sustainable and affordable way of living

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.4.1	Implement the Street Tree Master Plan to protect, enhance and maintain the region's existing and future street tree network through additional planting, better selection, placement and care of these environmental assets across the Sunshine Coast.	50%			The Sunshine Coast Street Tree Master Plan Refresh project has continued to progress with a review of the plan's regional and local species list currently being undertaken.
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community and investigate other complementary protection mechanisms.	50%			<p>Our Sunshine Coast Biosphere community celebrated International Day for Biosphere Reserves on 2 November 2024, with a family-friendly event hosted in partnership with Gateway Care, Caloundra.</p> <p>Four foundational Sunshine Coast Biosphere partnerships were established, with Food and Agribusiness Network, Visit Sunshine Coast, Manufacturing Excellence Forum, and UniSC.</p>

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.4.3	Implement strategic actions within the Recreation Parks Plan to design and deliver recreation parks that support the health and lifestyle needs of our region's communities, including: complete the Play Opportunities Plan, develop guidelines for park trees which meet urban forest objectives, and provide additional opportunities for community tree planting in recreation parks.	50%			<p>The Play Opportunities Plan is an action of the Recreation Parks Plan and the finalised plan is currently being developed for public display.</p> <p>The Street Tree Master Plan Refresh project has gone through an initial scoping process, internal consultation and canopy analysis scheduled for Quarter 3.</p> <p>Heat Risk Reduction Plan development continues and is awaiting canopy analysis and other inputs from Street Tree Master Plan refresh for integration.</p>

A reputation for innovation and sustainability

Action Code	Action Name	Progress	On Time	On Budget	Comments
2.5.1	Implementation of large-scale battery energy storage systems to increase utilisation of renewable energy and reduce energy costs.	30%			Investigation of 3 possible locations for the Battery Energy Storage Solution continues with the procurement activity to commence following confirmation of location. Adjustment to the 2024-25 capital budget for the project may be required to bring forward money deferred to 2025-26 to ensure project timing aligns with the budget.
2.5.2	Evaluate tender submissions for design, construction and operation of a Food Organics and Garden Organics (FOGO) Facility, which would support achieving landfill diversion targets and improve emissions reductions.	50%			The evaluation of tenders has commenced. The project is behind due to project complexity and resourcing availability.
2.5.3	Investigate and engage with our community regarding opportunities and costs to introduce alternative large items waste services such as kerbside collection, vouchers and skip bag collection.	50%			A report to investigate potential options, benefits and implications associated with large items collection and recycling services is still being prepared.

Corporate Plan Goal : Our Resilient Economy

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

Leadership, sustainability, equity

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.1.1	Progress priority activities from the Regional Economic Development Strategy five-year implementation plan to deliver a resilient economy for the Sunshine Coast region, including analysis of economic information to guide strategic directions and advocacy, supporting the growth of a circular economy, and advocating for accessible and inclusive communities that enable workforce participation.	50%			The Regional Economic Development Strategy 2023 Refresh Action Plan continues to be progressed by Council along with strategic delivery partners. Particular focus has been applied to the Leadership, Sustainability and Equity pathways and the initiative to advocate to the Queensland Government and Australian Government to support investment into key catalytic infrastructure. Innovation, as a strategic pathway to deliver more investment and jobs across the key economies has been a strong focus. In partnership with Walker Corporation, a compelling case was developed to demonstrate how an Innovation Hub will enhance the region's innovation ecosystem and the Maroochydore City Centre Innovation Precinct, creating more knowledge-intensive jobs and driving innovative solutions. The Innovation Hub will be a focal point for the advancement of emerging technologies, industry cluster development and business uplift and will provide essential resources, such as co-working spaces, landing pads, business growth and mentorship programs, and access to funding, to support startups and scaleups in developing sustainable solutions for local and global challenges.

Investment and growth

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.2.1	Supporting Economic Development Queensland (EDQ) and Sunshine Coast Airport to finalise the preparation of the Development Scheme for the Sunshine Coast Airport Priority Development Area (PDA) and liaise with EDQ about Council's requirements relating to the assessment of development applications in the PDA.	50%			Council is awaiting the Sunshine Coast Airport to provide precinct plans to Economic Development Queensland and Council for review.

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.2.2	Progress the staged design and implementation of the Caloundra Community and Creative Hub Precinct in alignment with the objectives of the Caloundra Centre Master Plan.	50%			Caloundra Community and Creative Hub precinct activities have focused on the first stage of enabling works for Bill Venardos Park, which are due to commence in early 2025 and are scheduled for completion by mid-2025 in conjunction with Library+ timeframes. The creation of the new town square is advancing into the next phase of design through 2025 ahead of construction in future financial years. The proposed regional Gallery options for development of concept designs have been explored further through Quarter 2 of 2024-25 and will advance in 2025, noting that actual delivery of the proposed facility is reliant on partnership funding being obtained in future financial years.
3.2.3	Support investment and growth in the region by positioning the Sunshine Coast as an investment destination of choice through: <ul style="list-style-type: none"> targeted marketing campaigns and bespoke investment facilitation services support opportunities that enable business exports out of the region, and leverage the Brisbane 2032 Olympic and Paralympic Games to raise awareness of investment opportunities and to create economic assets for the future. 	50%			Cybermerc, a cyber defence company, has chosen the Sunshine Coast for its first base outside Canberra and intend to create 10 new jobs for the region for an estimated annual economic impact to the region (direct and indirect) of \$12.15 million. Blogs published to highlight the region as an investment destination included Unleashing the Power of Connectivity, Silver Sea Seafoods, Caloundra Aerospace Park Expression of Interest, Accelerating Geospatial Innovation: Inside UniSC's Space to Sea, Ozzi Kleen and The Google Factor. Production has commenced on a Hotel Investment Attraction campaign for release in the first quarter of 2025. Contacts in Melbourne and Perth were specifically targeted this quarter to offer a face-to-face investment facilitation meeting. This quarter saw 409 new leads from combined organic and paid digital media platforms.
3.2.5	Implement prioritised actions across Council's Holiday Parks business including: <ul style="list-style-type: none"> the commencement of Cotton Tree and Dicky Beach Holiday Park powered site upgrades continue investigations into a new Holiday Park development site, and undertake a review of the business plan to support Council's Holiday Parks business beyond 2025. 	50%			Priority actions relating to Council's holiday parks have been implemented, with the objective of maintaining an appropriate level of occupancy while increasing revenue. Delivery of the Dicky Beach multi-purpose site upgrade and planning for the Cotton Tree Holiday Park site development works were completed. Preparation for the Summer holidays included tree maintenance and ground works.

Business retention and expansion

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.3.1	Progress the implementation of the Mooloolaba Master Plan with construction commencing on Stage 2 Central Meeting Place and Southern Seawall as part of the Mooloolaba Foreshore Revitalisation project, and complete early works for the final stage of the Brisbane Road, Mooloolaba four lane road upgrade (Bandari Court section).	15%			Mooloolaba Master Plan work continues with the Mooloolaba Foreshore Revitalisation Stage 2 - Central Meeting Place and Southern Parklands Seawall design complete and construction procurement progressing. The Mooloolaba Business Activation Plan has been approved and the first initiative, tree lighting along the esplanade, has been delivered with other initiatives in planning phase. The Mooloolaba Transport Corridor Stage 4 early works have been completed.
3.3.2	Support local businesses through the delivery of: <ul style="list-style-type: none"> • the Local Business Support Program • targeted campaigns such as the Buy Local initiative • workshops and events for business owners to raise capacity, build resilience and business growth, and • deliver bespoke place activation initiatives to drive economically viable and vibrant precincts. 	50%			The Local Business Support Program provided tailored advice to 244 businesses across the region. Three large-scale events were delivered in support of the REDS with 1,318 participants. Highlights include the annual Thriving Through Change event, the Sunshine Coast Business Awards Finalist and Masterclass event and the Sunshine Coast Business Awards Gala, of which Council is a sponsor. A TAFE Build a Business Program supported 9 businesses to prepare for the peak tourism season. Council supported 613 businesses and the delivery of 14 events attended by over 15,000 people. Key events included the Christmas Street Party and Christmas Tree Lane activation in Caloundra, and the Sunshine Coast Hinterland Writers Festival, the TramFest Christmas Street Party, and Nambour Town Square Christmas Markets in Nambour. Mooloolaba's night economy thrived with 6 Friday Night Lights events held, showcasing beach volleyball, futevoli and beach tennis. Council partnered with the Queensland Government to deliver a Mentoring for Growth workshop to Mooloolaba businesses to support them with building capacity in preparation for the 2025 Foreshore Revitalisation Project.
3.3.3	Continue to position Visit Sunshine Coast as a key delivery partner for Council to deliver significant tourism expenditure outcomes across the local government area including reviewing the funding and performance deed.	50%			Council, in partnership with Visit Sunshine Coast hosted executive and Board members from Tourism and Events Queensland this quarter. Council as a key delivery partner, was also in attendance at Visit Sunshine Coast's Annual General Meeting.

Innovation, technological advancement and scaling up

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.4.1	Continue to promote and advance the region's innovation and digital capability through: <ul style="list-style-type: none"> the development of the region's innovation ecosystem in collaboration with key strategic delivery partners leveraging key physical assets including the Sunshine Coast International Broadband Network, and supporting Smart City initiatives to further support local businesses and attract investment to the region. 	50%			The announcement of Australia Connect, the new submarine cable by Google, NEXTDC and Sunshine Coast Council, was promoted through Invest Sunshine Coast social media and a 4-week LinkedIn campaign from 28 November 2024 to raise awareness of the opportunities this brings to the Sunshine Coast. This global announcement from Google complements the Sunshine Coast's existing technology capabilities, supports Maroochydore City Centre's growth as a key investment destination and will create faster, more reliable internet infrastructure for emerging Pacific markets. More than 130 guests attended the Testing Tech in Paradise Geospatial Intelligence event held at Altitude Nine on 4 December 2024, and 31 stakeholders participated in the follow up Teams Workshop.

Talent and skills

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.5.1	Work with education and training sector and the broader 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, innovation and employability initiatives.	50%			Study Sunshine Coast delivered an employability workshop for students studying on the Sunshine Coast to assist them in leveraging Artificial Intelligence (AI) to optimise their LinkedIn profiles in time for summer job opportunities. Students learned how to engage with AI tools to craft profiles that truly attract future employers, and were provided with professional profile pictures for their newly created LinkedIn profiles. Study Sunshine Coast coordinated the delivery of 2 fully funded First Aid and CPR courses for 40 students held at UniSC. Students learned life saving techniques and gained qualifications to help them in industry placements linked to their area of study. The Sunshine Coast Student Jobs Hub continues to attract more than 1,800 active users per month and 3,500 page views per month, connecting students with local employment opportunities.

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.5.2	Conduct talent attraction, development and retention programs to support the growth of a high-quality workforce for local businesses and support local education and training providers to build pathways for workforce development aligned with local industry needs and opportunities.	50%			The Sunshine Coast Regional Jobs Committee met twice during the quarter to finalise the 15 actions that have been developed over the past 6 months. A key project includes the planned delivery of a Future Careers Showcase event which will take place in March 2025. Council is a key member of the Sunshine Coast Regional Jobs Committee which is funded by the Queensland Government to assist with a coordinated approach to local skills development, workforce participation and business growth.

A major and regional event destination

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.6.1	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 and other community spaces.	50%			Caloundra Indoor Stadium hosted the Regional Disability Expo, Queensland Brazilian Jiu-Jitsu Championships, Just Acrobatics and a Football Queensland Academy Futsal League game. Maroochydore Multi Sports Complex delivered the AFL Queensland Schools Cup State Finals, the week-long AFL Pacific Cup and Carlton and Richmond's AFL pre-season camps. Nambour Showgrounds held Gemfest, Collectorama and an Army Cadet Camp (new event). Sunshine Coast Stadium hosted 4 new events in Pop-Up-Polo, Supa Oldies Soccer Carnival, Sunshine Coast Independent Schools Sports Association Gala Day and Food Truck Fiesta. Other events included Wishlist's K's 4 Cancer, Monster Trucks and STEPS Autism Christmas Party. Venue 114 presented the Sunny Kids 25th Anniversary Mayoral Ball, Pevan & Sarah in Concert, various school formals, Council's Employee Awards, Coast 2 Bay Christmas party and TAFE Queensland Graduation. Altitude Nine welcomed the Veteran Submariners function, Humankind TV series launch, Loanright Ladies Lunch, Coraggio Advisory Board meeting, 2 weddings, several corporate Christmas parties and a 50th wedding anniversary. The Events Centre held 30 Years of Chocolate Starfish, Queensland Training Awards, Arj Barker, Wil Anderson, Elvis the King in Concert, Dr Karl and Swimcon conference.

Action Code	Action Name	Progress	On Time	On Budget	Comments
3.6.2	Implement the refreshed Major Events Strategy 2018-2028 with a focus on: <ul style="list-style-type: none"> • prioritising a broad and balanced major events calendar for the region • legacy opportunities for the Brisbane 2032 Olympic and Paralympic Games, and • the delivery of the 'Emerging Events' category to ensure new events are actively encouraged and supported to grow within the region. 	50%			Guided by the Sunshine Coast Major Events Strategy 2018-2028, the Major Events Sponsorship Program continues to be a leading contributor in attracting events and visitors to the region. During the quarter, 12 events were delivered providing a broad range of benefits across the region. Events delivered included lifestyle and cultural events such as Sunshine Coast Open Home, Big Pineapple Festival, and Sculptures on the Edge, and mass participation sporting events with strategic alignment such as the Australian Rugby Shield, and AFL Queensland Schools Cup.

Corporate Plan Goal : Our Service Excellence

Goal Objective: Our services are inclusive and responsive to the needs of our community and deliver positive experiences for our customers.

Engage with our customers to design inclusive, contemporary and sustainable community services

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.1.1	Finalise and implement the Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	70%			The Strategic Asset Management Plan is positioned as part of an update of the Asset Management Framework; starting with the Asset Management Policy and leading to the major review of the Asset Management Plans. This plan is a key document in the framework and will progress further upon the finalisation of the Asset Management Policy and Framework, scheduled for Quarter 4 completion.
4.1.2	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.	45%			In this quarter a range of significant construction projects were progressed, including Library+ Caloundra, Honey Farm Road Sports and Recreation Precinct and Stringybark Road Pedestrian and Cycle Bridge. Budget Review 2 was adopted in December 2024 and reflected the deferral of funds from a number of projects to better reflect their forecast expenditure for the financial year.

Deliver consistent services that provide positive experiences for our community

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.2.1	Implement the Customer Experience Roadmap that embeds customer experience into all of Council's operations and aligns to the International Customer Service Standard.	50%			<p>In Quarter 2, development of the multi-year roadmap continued with its focus on strategic long-term programs of work as well as delivering better outcomes for our customers and service delivery. These included:</p> <ul style="list-style-type: none"> - Launch of Council's new Sunshine Coast App. The new App makes it easier than ever to interact with Council. Featuring a modern customer centric design informed by customer insights, data, industry expertise, local customer testing and feedback. Customer take up of the new Sunshine Coast App has already exceeded initial forecasts. - Customer Experience induction training for 100 new Council team members and training of 50 volunteers was undertaken with a focus on placing customers at the centre of everything we do. - Undertaking a customer experience service recovery pilot to understand how Council can get it right the first time more often and better respond when it doesn't meet customer expectations (learnings will be incorporated into service improvements and a larger pilot in 2025).

Assess service performance using data driven insights to inform sustainable service delivery

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.3.1	Deliver the Smart City Framework and Implementation Plan 2022-2025 and continue to: develop a solutions pipeline; data acquisition services; and, the expansion of telecommunications and connectivity which realises Smart City opportunities and further develops Council's data driven decision making capability.	50%			<p>During Quarter 2 progress has been made against all 5 action areas of the Smart City Framework and Implementation Plan 2024-2027: Smart Technologies, Telecommunications, Data Driven Decision Making and the Solutions Pipeline. Specific achievements against these areas for the quarter include:</p> <ul style="list-style-type: none"> - Approval of Smart City Framework and Implementation Plan 2024-2027. - Telecommunications - contributed to securing second international submarine cable announcement by Google. - Advanced Technologies - Artificial Intelligence (AI) Customer Service Avatar was installed in several locations including the City Haul reception area. This trial is seeking to showcase how AI through an avatar can further enhance our customer service experience. - Data Driven Decision Making - Counts of anonymised vehicles, people, bikes and dogs reached over 3.561million in total for Quarter 2. This data is informing grant applications; budget requests, policy and operational service delivery. - Solutions Pipeline - reached 98 operational solutions. Evaluating aggregating of Internet of Things (IoT) procurement to reduce vendors, cost, improve security provide expanded data access.

Optimise our services through operational excellence, digital enablement and agile delivery models

Action Code	Action Name	Progress	On Time	On Budget	Comments
4.4.1	Progress development of an outcomes-based model for Council's planning, budget development and resource decision making processes, including analysis of the current service architecture and undertaking a program of service reviews.	50%			<p>Analysis of Council's service architecture has progressed, inclusive of reviewing the legislative mandate and cost to serve of each activity. This provides the basis to catalogue service levels and budget investment to inform future prioritisation and service efficiency reviews.</p>

Corporate Plan Goal: Our Outstanding Organisation

Goal Objective: Our organisation lives its values and is high performing, sustainable, innovative and community focused, marked by great people, good governance and regional leadership.

Maintain a sustainable organisation that is well placed to respond to the needs of our growing region

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.1.1	Develop and progress implementation of an Organisational Excellence Strategy to build the capabilities and capacity of the organisation to implement regional objectives and respond to the needs of the community.	60%			A draft Organisational Excellence Strategy has been developed for consideration by the CEO following extensive internal consultation and external benchmarking. The structure and focus areas of the document are informing the development of the draft Corporate Plan 2025-30 that will be presented to Council and confirm the priorities for the organisation over the next 5-years.
5.1.2	Develop the Corporate Plan 2025-2029 informed by community consultation and evidence based data to set the strategic direction for Council for the next five-years.	80%			The draft Corporate Plan 2025-30 is progressing on time to be considered by Council at the Ordinary Meeting in February 2025, this timing enables the document to inform the Operational Plan and budget for the 2025-26 financial year. During the quarter recent community engagement activity was reviewed and incorporated into the relevant corporate goals and a draft document was discussed with Council for feedback.
5.1.3	Continue to review and develop 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, maintaining long term financial sustainability.	45%			Council adopted a revised budget at the Ordinary Meeting in December 2024 through Budget Review 2. The resulting budget review ensures that the budget aligns with Council's forecasted end-of-year position. Council's Long Term Financial Model is consistent with the most recent revision of the 2024-25 budget, with a review of forward years required to ensure financial sustainability is maintained.

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.1.4	Progress the implementation of the Digital Plan focusing on cyber security, systems rationalisation, network infrastructure, workplaces technology and enhancing customer experience.	50%			<p>The Digital Plan implementation has progressed this quarter, and highlights included:</p> <ul style="list-style-type: none"> a) Council's Cyber Security program supporting zero reportable cyber security breaches. b) Rationalising duplicate or redundant services supporting Council financial sustainability targets. c) A 2-year Property and Rating Program streamlining over 360 business processes improving the customer experience for the Community by 2026. d) Progressed the technical delivery for the new Caloundra Library precinct in 2025. e) Delivery of an improved Sunshine Coast mobile application with features like Bin Day reminders, streamlined service requests, and the ability to view and support previously reported issues. f) Digitising and classifying physical records in Council providing the Community with greater access and transparency to public records. g) Provided new voice capability in Caravan Parks and expanded public Wi-Fi to new sites for the community, including Coolum Civic Centre, Bellvista Meeting Place, Venue 114, Kawana Community Hall, Kawana Island Meeting Place and Beerwah Community Hall. h) Delivery of a new Artificial Intelligence policy and framework for Council. i) Upgraded the Disaster Hub platform. j) Completed a successful website redesign improving usability and accessibility.

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.1.5	Streamline business processes via enterprise data management and artificial intelligence that support self-service and streamlined delivery.	50%			<p>The Enterprise Data Platform is now a core service for Council. Training has been provided to over 100 key staff to uplift analytics self-service capability.</p> <p>A new Artificial Intelligence policy and framework for Council was delivered. The new Microsoft Enterprise Agreement was completed in September 2024 and has incorporated a new AI CoPilot Web and M365 as a standard service capability across Council. A Council readiness assessment has been completed for CoPilot M365 with recommendations. Implementation plans have been created and are pending approval. An AI ChatBot to assist Councillor's and Liaison officers is being piloted. A governance group aligning to the Digital Plan has been established to identify efficiency opportunities across Council.</p>
5.1.6	Undertake a review of Council's approach to procurement to maximise organisational and community outcomes through engagement and benchmarking against like organisations to ensure Council is using best practice in procurement to maximise organisational and community outcomes.	25%			Outcomes from the Quarter 1 Workshop and research of external organisations are currently being developed into an action plan for implementation of activities for the balance of the 2024-25 financial year.

Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.2.1	Develop and implement a People Plan that builds and maintains a high-performance and values-based culture and includes a workforce plan that enables Council to ensure our people and services are skilled to meet the needs of our Sunshine Coast community.	50%			Quarter 2 has been productive in the ongoing development of the People Plan. The document is expected to be ready to begin stakeholder consultation by the end of February 2025.
5.2.2	Implement wellbeing, health and safety initiatives focused on managing critical risks, improving the safety management system, strengthening education, and delivering a psychosocial framework.	60%			All health, safety and well-being initiatives are tracking well. The critical control management project is ahead of schedule. The Safe Work Method Statement declutter is also on target as outlined in the project plan. The safety contractor management project plan has been endorsed.

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.2.3	Complete staff relocations at Caloundra and Nambour administration centres and advance the refresh of Council's depot strategy to support future service delivery needs.	50%			Staff movements at Caloundra are being programmed ahead of the new Library+ building being completed in mid-2025. Change management activities have commenced and will continue through Quarter 3 of 2024-25, supporting the transition of staff from current office and library facilities into the new integrated building. Early works in Nambour Eddie De Vere are completed with staff accessing improved spaces from December 2024 while the new community space is expected to be available early 2025. Any further staff relocations are yet to be determined, pending finalising of the administration centre redevelopment options and timings. The Depot and Satellite Sites Strategy refresh has advanced with internal stakeholder engagement and data analytics, however future Council service provisions are critical inputs and are expected to progress through 2024-25 to inform this long-term strategy. In the interim maintenance and minor improvements to these facilities continue to be programmed and delivered through Council's annual capital works program for safety and efficiency benefits.

Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.3.1	Deliver the adopted 2024-25 Internal Audit Program of Work which focuses on 12 internal audits to provide objective assurance and insight on the effectiveness and efficiency of risk management, internal control, and governance processes and foster public trust and confidence in Council and its systems.	45%			The adopted 2024-25 Internal Audit Program of work has commenced, with 2 reviews in the reporting stage, 3 in the fieldwork stage and 4 in planning stage underway this quarter.
5.3.2	Update and maintain a contemporary Strategic Risk Management Framework for Council that assists with the identification of strategic risks and the consideration and mitigation across Council's statutory and service delivery responsibilities.	60%			The Strategic Risk Framework is included in the 2024 Risk Management Manual, and the Framework will be reviewed each financial year.

Partner with community, business and other tiers of government to fulfil the needs of our region

Action Code	Action Name	Progress	On Time	On Budget	Comments
5.4.1	Manage Council's statutory, governance and contractual responsibilities associated with the Maroochydore City Centre project and Council's relationship with Sunshine Coast Airport Pty Ltd.	50%			<p>Council has continued to work with SunCentral Maroochydore Pty Ltd and Walker Maroochydore Developments Pty Ltd to further the development of the Maroochydore City Centre (MCC). Several projects are being delivered or under development in MCC, including Maroochy Private Hospital, 50 First Avenue and the next residential development to proceed through the MCCDA, being Sol by Walker on Lots 600+50. Future projects include another commercial development, the Sunshine Coast Athletes Village for Brisbane 2032.</p> <p>Council continues to engage with Sunshine Coast Airport Pty Ltd regarding the existing contractual agreements. The airport continues to show growth, which provides increasing revenue returns to Council.</p>
5.4.2	Continue to work productively with the other tiers of government, the private and community sectors on securing investment in and the delivery of the region's major infrastructure, services and program priorities.	50%			<p>Council undertook an advocacy campaign in the lead up to the 2024 Queensland Government election. The campaign was instrumental in securing Queensland Government funding commitments for; the Direct Sunshine Coast Rail through to Maroochydore by 2032, Caloundra Transport Corridor Upgrade, and Turbine - Food and Beverage Manufacturing precinct.</p> <p>There were 35 funding partnership announcements in Quarter 2 with 22 successful applications totalling over \$11.8 million in funding. There were 12 applications submitted during quarter and there are 31 applications in development or pending announcement.</p>

8.2 SUNSHINE COAST COUNCIL CORPORATE PLAN 2025-30**File No:** Council Meetings**Author:** Manager, Strategy and Policy
Civic Governance Group**Appendices:** App A - Sunshine Coast Council Corporate Plan 2025-30.... 61  

PURPOSE

To present Sunshine Coast Council's Corporate Plan 2025-30 (Corporate Plan) for adoption and set the agenda for Council over the next 5 years, to achieve our vision as Australia's most sustainable region. Connected. Liveable. Thriving.

Under the *Local Government Act 2009* and *Local Government Regulation 2012*, Council is required to prepare a 5-year Corporate Plan that outlines the strategic direction of the organisation and be adopted to inform the annual operational planning and budget.

EXECUTIVE SUMMARY

The Corporate Plan establishes the vision and goals of the Council for the next 5 years, replacing the current Corporate Plan 2024-28.

The new Corporate Plan reflects feedback from our community obtained through a range of engagement activities and outlines the key themes we have heard and how Council is responding to them.

The new Corporate Plan includes:

- The vision as Australia's most sustainable region has evolved to enhance the focus on being **Connected. Liveable. Thriving.**
- The three regional strategies continue to provide strong direction to the Corporate Plan, with **Strong Community, Environment and Liveability**, and **Resilient Economy** remaining as goals.
- A new goal has been established, **Managing for Growth**, to elevate key community engagement themes relating to transport and population growth and the criticality of land use and asset management planning as pathways to advance the vision.
- The Service Excellence and Outstanding Organisation goals have been combined into the new **Organisational Excellence** goal to provide a clear focus on the capability and capacity required for the future and ensuring that we are community and service focussed in everything we do.
- **Community engagement** themes that are linked to the strategic pathways within each corporate plan goal and illustrate how Council is responding.
- Greater clarity on **Council's role** in delivering on each priority, recognising that achieving our goals and vision requires strong partnerships and collaboration.

- Improved **readability** with a more succinct document that provides greater focus on what we are doing and why, to provide our community, our employees and stakeholders a single view of what we seek to achieve over the next 5 years.

OFFICER RECOMMENDATION

That Council:

- (a) **receive and note the report titled “Sunshine Coast Council Corporate Plan 2025-30” and**
- (b) **adopt the Sunshine Coast Council Corporate Plan 2025-30 (Appendix A).**

FINANCE AND RESOURCING

The Corporate Plan is developed through Council’s operating budget and drafting by Council officers.

A total cost of approximately \$80,000 was used to leverage external expertise and independent input into the development of the new Corporate Plan as below:

- CSIRO delivered a workshop with Council on global megatrends, local impacts, and opportunities.
- URBIS Consulting facilitated a workshop that leveraged insights on the liveability of cities and regions to inform the development of the vision.
- Taverner Research conducted an independent Community Satisfaction Survey that provided insights into the importance, satisfaction, and utilisation of Council Services for consideration in the development of the Corporate Plan and future budgets.

In line with Council commitment to sustainability, the Corporate Plan will be accessible from Council’s website.

CORPORATE PLAN

Corporate Plan Goal:	<i>Our outstanding organisation</i>
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

The Mayor, Deputy Mayor and Councillors were consulted through a series of workshops from June to December 2024, with discussions informing the development of the Corporate Plan.

Internal Consultation

The Executive Leadership Team were consulted along with relevant Managers, Coordinators and subject matter experts to develop proposed priorities.

External Consultation

External consultancies were utilised to ensure that the Corporate Plan considered global megatrends and leveraged liveability and urban planning learnings in its development.

Community Engagement

In developing the Corporate Plan, approximately 17,000 responses were considered, received through a range of engagement activities as outlined below:

- Community Satisfaction Survey
- Community Strategy Refresh
- Living on the Sunshine Coast Survey
- Environment and Liveability Strategy refresh
- Regional Economic Development Strategy refresh
- Community Connections Survey
- Sunshine Coast Planning Scheme.

Council has reviewed and analysed this feedback to ensure that we respond to what is important to our community. This has resulted in reshaping of the vision, goals and priorities in the new Corporate Plan.

Information on feedback received from the community and how this was addressed is included in the Community Engagement section of the Corporate Plan and is visually represented within the strategic pathway of each goal.

PROPOSAL

It is proposed that Council adopt the Sunshine Coast Council Corporate Plan 2025-30 for implementation from 1 July 2025.

The Corporate Plan is focussed on:

- Enhanced alignment between Council's long, medium, and short-term planning, from regional strategies through to the delivery of services and projects.
- Reflecting what we have heard from the community into key themes, and outlining how Council is responding with greater clarity on our role.
- Providing the priorities for the next 5 years that will be cascaded into the development of the annual operational plan and budget where funding is assigned towards delivery.
- Establishing the basis for monitoring progress over the next 5 years, through the annual and quarterly reporting processes.

Feedback from our community and Councillor workshops has resulted in changes to the Corporate Plan goals as below:

Goal consolidation - Organisational Excellence

The current Corporate Plan had Outstanding Organisation and Service Excellence as separate goals, which has often resulted in confusion, particularly in relation to the purpose of activities such as digital enablement and customer processes. These 2 goals have been combined into the Organisational Excellence goal to recognise service excellence is an integral part of being an outstanding organisation.

New goal – Managing for Growth

Our community has told us that transport and the effective management of population growth and the assets required to support it, are of critical importance over the next 5 years. The introduction of the new Managing for Growth goal brings into focus the importance of advocating for better transport options within the region, integrated transport and strategic land use planning to connect our communities with a strategic approach to managing Council's assets on behalf of the community.

Monitoring Progress

The Corporate Plan informs and is implemented through the annual Operational Plan and budget, providing the basis to monitor progress through the subsequent annual and quarterly reports to Council that will be presented to an Ordinary Meeting and published on Council's website.

Governance and portfolio responsibilities

The Council Portfolio System 2024 (adopted May 2024) provided for the review and revision of the portfolio model at any time during the term, should circumstances or corporate goals or priorities change.

The Council Portfolio System is aligned to each of the 5 goals of the current corporate plan. The changes within the new Corporate Plan will require an update of the current portfolio arrangements prior to the document coming into effect on 1 July 2025.

Legal

The Corporate Plan has been developed in accordance with the requirements of the *Local Government Act 2009* and *Local Government Regulation 2012*.

Risk

The Corporate Plan is reviewed on a regular basis through an annual environmental scan as well as the quarterly progress and annual reports, to continue to mitigate and manage risks.

Previous Council Resolution**Ordinary Meeting 30 May 2024 (OM24/25)**

That Council:

- (a) *receive and note the report titled "Council Portfolio System 2024"*
- (b) *approve the following allocation of Sunshine Coast Regional Council portfolios to Councillors –*
 - *Region Shaping Projects, Regional Advocacy and Intergovernmental Relations – Councillor Rosanna Natoli*

- *Strong Community – Councillor David Law and Councillor Taylor Bunnag*
 - *Environment and Liveability – Councillor Maria Suarez and Councillor Tim Burns*
 - *Resilient Economy – Councillor Terry Landsberg and Councillor Joe Natoli*
 - *Service Excellence – Councillor Winston Johnston and Councillor Christian Dickson*
 - *Outstanding Organisation – Councillor Ted Hungerford and Councillor Jenny Broderick*
- (c) *approve the Sunshine Coast Regional Council 2024 Portfolio System and Protocols (Appendix A) to replace the Sunshine Coast Regional Council 2020 Councillor Portfolio System and Protocols*
- (d) *approve the Sunshine Coast Regional Council 2024 Portfolio Responsibilities (Appendix B) to replace the 2020-24 Councillor Portfolios – Strategic Alignment Model and*
- (e) *under section 210 (1) (b) (i) of the Local Government Regulation 2012 approve the appointment of Councillor Ted Hungerford and Councillor Jenny Broderick as members of the Sunshine Coast Regional Council Audit Committee.*

Ordinary Meeting 14 December 2023 (OM23/147)

That Council:

- (a) *receive and note the report titled “Sunshine Coast Council Corporate Plan 2024-2028”*
- (b) *adopt the Sunshine Coast Council Corporate Plan 2024-2028 (Appendix A) and*
- (c) *authorise the Chief Executive Officer to make minor administrative amendments to Sunshine Coast Council Corporate Plan 2024-2028 prior to online publication (if required).*

Related Documentation

Related documentation includes key strategies endorsed by Council – as identified under each of the goals in the Corporate Plan.

- *Sunshine Coast Community Strategy 2019-2041 (2024 refresh)*
- *Sunshine Coast Integrated Transport Strategy*
- *Sunshine Coast Environment and Liveability Strategy (2023 edition)*
- *Resource Recovery Strategy 2023*
- *Coastal Hazard Adaptation Strategy*
- *Stormwater Management Strategy*
- *Regional Economic Development Strategy 2013-2033 (2023 refresh)*
- *Sunshine Coast Major Events Strategy 2018-2027 (2023 refresh).*

Critical Dates

Section 165 (2) of the *Local Government Regulation 2012* provides that a local government must adopt its 5-year corporate plan in sufficient time to allow an annual operational plan and budget to be adopted for the first financial year that is covered by the corporate plan.

Adoption of the proposed Corporate Plan at this meeting allows Council to consider capital and operating priorities and associated resources within the parameters of the new Corporate Plan; and for the forthcoming annual operational plan and budget to be finalised and considered by Council prior to 30 June 2025.

Implementation

Once the Corporate Plan 2025-30 is adopted by Council, a digital copy will be provided to the State Library of Queensland for record keeping, as required by legislation and Council's web site will be updated with a copy of the Corporate Plan 2025-30.

The new Corporate Plan will be used to guide the development of the Operational Plan and Budget for 2025-26 that will come into effect on 1 July 2025.

A review of the Councillor Portfolio System will be undertaken with any required updates being made prior to 1 July 2025.

Further tools and messages will be developed to support internal and external implementation and communication.

Sunshine Coast Council
Corporate Plan
2025-30



Edition February 2025

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Acknowledgements

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

Reference document

This document should be cited
as follows:
Sunshine Coast Council Corporate
Plan 2025-30

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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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I am very proud to present the Sunshine Coast Council Corporate Plan 2025-30, which sets the ambitious work program for Council over the next 5 years. This document reflects what we have heard from our community, and learned from the past, to provide a clear and steady focus on the challenges and opportunities ahead of us.

Our Corporate Plan is aspirational with the bold vision of being recognised as Australia’s most sustainable region. This can only be accomplished by shaping a community that is Connected. Liveable. Thriving. This vision is characterised by creating a balanced and viable Sunshine Coast that provides for our community now, and into the future.

There is so much to love about the Sunshine Coast: our climate, our natural environment, our caring and inclusive communities, and the diversity of our growing economy. This new Corporate Plan demonstrates the effort and insight that goes into ensuring our region builds on these precious attributes.

Our residents continue to play a significant role in guiding our future, inviting us to build on the wonderful lifestyle we enjoy, while protecting it at the same time. We are determined to be a Council that listens and advocates strongly for our region and the Corporate Plan 2025-30 is an example of what we can do when we stand together. This plan is a collective effort that ensures we are all heading in the same direction with clarity, courage and care.

It is important that we, as a Council, are transparent about how we are working with, and for, our community. So, you will see throughout this Corporate Plan, clear themes that our residents have shared with us and also how they have been incorporated in the plan for the next 5 years.

One of the constant themes that is raised by our community is population growth and the potential impacts on our way of life. We have enhanced the focus on urban and transport planning by introducing a new ‘managing for growth’ goal that seeks to maintain our region’s unique characteristics, while supporting sustainable and connected approaches to development.

To effectively manage growth, we need to partner with all tiers of government as well as industry. I will continue my responsibility of advocating to Australian and Queensland governments for better roads and infrastructure - both of which are imperative for the wellbeing of our communities.

Underpinning delivery of our Corporate Plan is our fiscal responsibility, balancing affordability for our community while maintaining the levels of service and investment our region needs to thrive. This means we need to consider how and what we do differently, so we meet challenges and take up opportunities with purpose and commitment. This plan is about setting strong foundations so we can remain agile and flexible in delivering our commitments and best support community needs.

Achieving adoption of this plan has required a sustained effort by Councillors, the Executive Leadership Team, and our community. I thank you all for your input and your passion for this great region we call home. I am filled with optimism for our future, and I invite you to join Council in caring for our region, its residents and visitors, and in continuing to make this a desirable place to live for ourselves, and generations to come.

Mayor Rosanna Natoli







Image left to right: Cr Joe Natoli, Cr Terry Landsberg, Cr Christian Dickson, Cr Ted Hungerford, Mayor Rosanna Natoli, Cr Winston Johnston, Cr Taylor Bunnag, Cr Maria Suarez, Cr Jenny Broderick, Cr Tim Burns and Cr David Law.

Our Councillors

The Sunshine Coast Council local government area is made up of 10 divisions and 11 elected Councillors. The current Mayor and Councillors were elected in March 2024 for a 4-year term.

As the community's elected representatives, Councillors are responsible for making decisions in the best interest of the region, while considering the needs of both current and future residents.

Mayor Rosanna Natoli

Cr Jenny Broderick
Division 1

Cr Terry Landsberg
Division 2

Cr Tim Burns
Division 3

Cr Joe Natoli
Division 4

Cr Winston Johnston
Division 5

Cr Christian Dickson
Division 6

Cr Ted Hungerford
Division 7

Cr Taylor Bunnag
Division 8

Cr Maria Suarez
Division 9

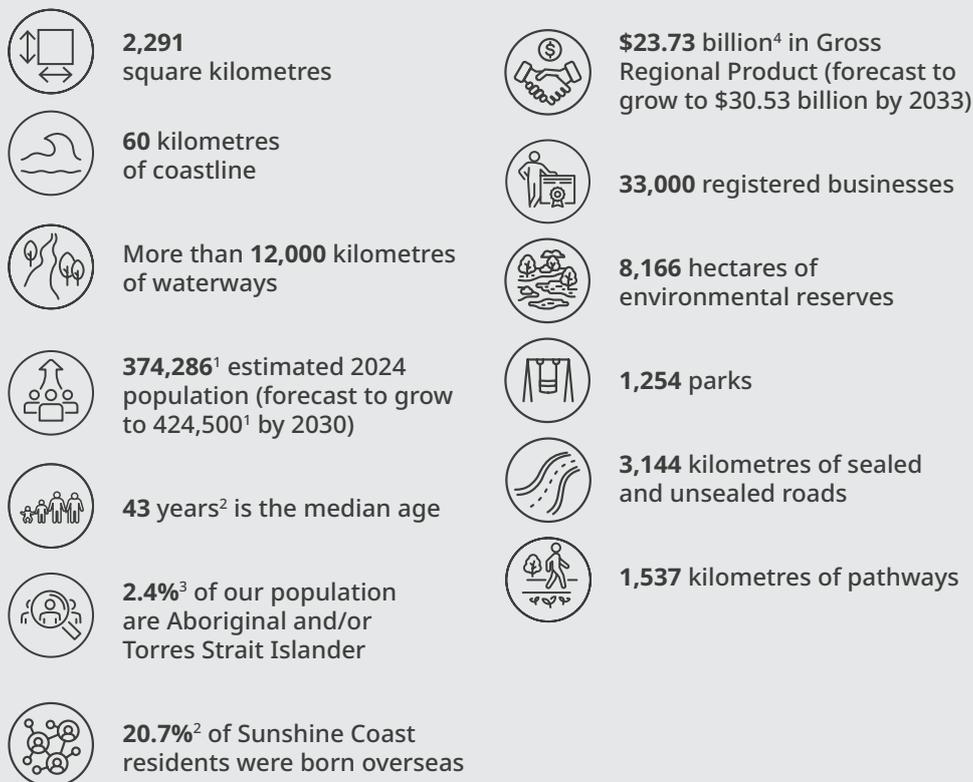
Cr David Law
Division 10

Our region

The Sunshine Coast is in South East Queensland, just north of Greater Brisbane, and is considered a major urban and economic centre.

It has a strong reputation for its outstanding lifestyle, with the natural environment and distinct landscapes underpinning the Sunshine Coast's identity and way of life.

Key facts about the Sunshine Coast region



The statistics presented are current at the time of developing this plan.

Source:

1. Queensland Government population projections, 2023 edition; Australian Bureau of Statistics, Regional population by age and sex, 2024, Sunshine Coast; Sunshine Coast Council inter-censal estimate
2. Australian Bureau of Statistics, <https://www.abs.gov.au/census> 2016 and 2021. Compiled and presented by .id (informed decisions).
3. Australian Bureau of Statistics, Census of Population and Housing 2016 and 2021 (Usual residence). Compiled and presented in profile.id by .id (informed decisions).
4. National Institute of Economic and Industry Research (NIEIR) ©2024. Compiled and presented in economy.id by .id (informed decisions).

Our sustainability commitment

Sunshine Coast Biosphere



Our Sunshine Coast local government area is 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 world-wide network of biosphere reserves 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.

United Nations Sustainable Development Goals



The environmental, social, cultural and economic activities across the region must be carefully balanced as we advance our vision as Australia's most sustainable region. Connected. Liveable. Thriving.

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.



Purpose

The Corporate Plan outlines what Council intends to deliver over the next 5 years. It describes our vision for the future, the goals we are working towards and the priorities we are delivering to achieve our goals.

The Corporate Plan has been developed in line with the requirements of the *Local Government Act 2009*.

Reading the Corporate Plan

The Corporate Plan 2025-30 establishes 5 goals to advance the vision as Australia's most sustainable region. **Connected. Liveable. Thriving.**

Each goal has the following components:

Goal	Defines the strategic directions for Council to progress our vision over the 5-year plan.
Strategic pathway	Describes the strategic pathways that will achieve our goal and outline what the future looks like.
Priorities	The activities we are going to deliver over the next 5 years under each of the strategic pathways.
Themes	Themes that represent what the community have told us through engagement activities and are presented as icons to illustrate Council's response. Themes are aligned to the strategic pathway of each goal.
Outcome indicators	The outcome indicators monitor progress towards achievement of the goals, delivered through the strategic pathways and priorities.

Council recognises it cannot achieve all the priorities outlined in this Corporate Plan on its own. To achieve our vision and goals, Council will partner with our community, volunteers, businesses, industry and other tiers of government.

Each priority provides clarity on Council's role:

Deliver	Facilitate	Partner	Advocate	Regulate
Plan and implement funded services, programs and projects.	Assist others to undertake activities by bringing interested parties together.	Collaborate and work with external stakeholders to achieve shared goals.	Promote the interest of our communities to influence decision makers.	Regulate activities through local laws and legislation.

Community engagement

Our community is at the centre of all Council business. We are committed to providing genuine opportunities for our community to provide feedback and input, and to take the time to listen and hear what our community has to say. This is critical to open and transparent decision-making.

Understanding the diverse needs of our community and drawing on local knowledge is a key part of our decision-making process. It is through meaningful conversations and partnerships with our community, that Council can continue to respond to local issues, challenges and aspirations, and prioritise the services, programs, facilities and infrastructure needed now and into the future.

How community engagement informed this plan

We have listened and heard what our community have told us they want for our region through a range of engagement activities outlined below.



What we heard

Approximately 17,000 responses were received through these engagement activities. We have analysed what our community told us and summarised the responses into themes and high-level priorities as outlined below.

Themes and high-level priorities



Community

- Cost of living pressures
- Affordable and diverse housing
- Homelessness support
- Health and wellbeing
- Connection, inclusion and safety
- Strengthened First Nations culture.



Transport

- Safe and accessible transport infrastructure
- Public and active transport options
- Reduce traffic congestion
- Quality footpaths, cycleways and roads.



Sustainable growth

- Sustainable planning and development
- Public infrastructure to service growth.



Natural environment

- Protected natural environment
- Valuing our parks and open space
- Connection to the natural environment
- Environmental sustainability
- Recognising our dark skies.



Liveability

- Resilience to climate change and natural disasters
- Sustainable, green and cool neighbourhoods
- Circular economy and sustainable waste management
- Access to sport and community facilities.



Economy

- An innovative, diverse economy
- Business and industry support
- Skilled workforce and employment opportunities.



Council governance

- Opportunity to be engaged and have a say
- Affordable services
- Positive customer experience
- Digital access to services and information.

How we responded

Council has incorporated what we heard from the community into the Corporate Plan 2025-30. These community insights have been integral in shaping our vision for the region and establishing the goals and supporting pathways to achieve our aspirations. Community engagement themes are highlighted throughout this Corporate Plan, using the icons above to illustrate how Council is taking action on behalf of our community.



Our vision

In 2041, the Sunshine Coast is recognised as Australia's most sustainable region. Connected. Liveable. Thriving. Our region is a model of sustainability, where caring for our environment, creating vibrant communities and growing our local economy is a way of life.

Connected

We are a connected community of communities, fostering a strong sense of belonging and community spirit across our diverse coastal, hinterland and rural areas. Our people and products are connected to the world through effective transport options, and high-speed data that supports innovation and makes doing business easier.

Getting around the Sunshine Coast is easy, with an efficient public transport system that connects to an active transport network, providing travellers with choices. Our well-designed places and infrastructure support safe, accessible and inclusive spaces where everyone is welcome.

We deeply respect our First Nations culture and value opportunities to connect, share and collaborate with people across our community.

Liveable

Our distinctive natural landscape, lifestyle and character are retained. Natural assets have been enhanced with corridors of green connecting to liveable neighbourhoods that have been shaped by sustainable design principles. Preserving the Regional Inter-urban Break has maintained that unique feeling of arriving on the Sunshine Coast - a destination where people come from around the globe to enjoy our natural environment, lived experiences and relaxed lifestyle.

The Sunshine Coast is a desirable place to live. Clever and integrated planning has shaped our settlement to effectively manage growth and provide housing diversity and infrastructure that is functional, resilient and suited to our subtropical climate.

Thriving

Our region has thrived through change, capitalising on opportunities to establish a resilient economy with diverse employment options. The Brisbane 2032 Olympic and Paralympic Games stimulated tourism and economic activity within the region, delivering legacy assets that continue to be enjoyed by an active and healthy community.

The talent, skills and participation of our community are at the heart of our success, driving innovation. People volunteer their time, care for the environment and for each other to create a truly special place. The Sunshine Coast is a region of choice, offering a high-quality lifestyle for all residents, with world-class art, music, and leisure experiences.

As an internationally recognised UNESCO Biosphere Reserve, our journey has been shaped by an ongoing commitment to a sustainable future where community, business and all tiers of government work together to carefully balance environmental, social and economic priorities.

This has made the Sunshine Coast Australia's most sustainable region. Connected. Liveable. Thriving.



Corporate Plan on a page

Our vision

Australia's most sustainable region.
 Connected. Liveable. Thriving.

Our purpose

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

Our goals

Strong community



Strategic pathways:

- Healthy, active communities
- Vibrant communities
- Inclusive communities
- Connected, resilient communities
- Creative, innovative communities

Environment and liveability



Strategic pathways:

- Clever planning, good design
- Natural assets, distinctive landscapes
- Sustainable living
- Well-planned infrastructure
- Innovative and sustainable

Resilient economy



Strategic pathways:

- Leadership, sustainability and equity
- Investment and growth
- Business retention and expansion
- Innovation, technological advancement and scaling up
- Talent and skills
- A major and regional event destination

Managing for growth



Strategic pathways:

- A safe, efficient and integrated transport network
- Smart and sustainable mobility
- Well-managed community assets
- Well-defined land use and settlement patterns

Organisational excellence



Strategic pathways:

- Sustainable service delivery
- Build community trust
- Be a great place to work
- Achieve high performance
- Climate ready organisation

Our values

Care:
 we care for people and places.

Respect:
 we respect everyone.

Trust:
 we trust and empower.

Curious:
 we explore possibilities.

Connected:
 we are better together.



Strong community

Communities thrive through connection with people, places and spaces and staying true to our principles as a welcoming, caring and vibrant community, with opportunities to participate for all.

Key strategy

- Sunshine Coast Community Strategy 2019-2041 (2024 refresh)

What we will do to reach our goal

Strategic pathway	Priorities	Council's role	Theme
Healthy, active communities Information, services and programs support physical and mental health and wellbeing.	Implement health and wellbeing initiatives to foster healthy and active lifestyles.	Deliver Partner	
	Optimise access to information and services to improve the physical and mental health and wellbeing of our community.	Partner Advocate	
Vibrant communities Community places and spaces, and housing provide the fundamental building blocks for a vibrant community.	Optimise our sport and community infrastructure to host events at the Brisbane 2032 Olympic and Paralympic Games to provide an enduring legacy for our community.	Deliver Facilitate Partner Advocate	
	Develop contemporary sporting and community facilities network and maximise use and equitable access to meet community needs.	Deliver Facilitate Partner Advocate	
	Prioritise collective action with community, business and government to respond to homelessness and address housing affordability and availability.	Deliver Facilitate Partner Advocate Regulate	
Inclusive communities Opportunities are available for everyone to participate and be involved.	Implement the Stretch Reconciliation Action Plan to embed reconciliation, strengthen relationships with Traditional Custodians and First Nations people and support improved social and economic outcomes.	Deliver Facilitate Partner Advocate	
	Implement the All Abilities Action Plan to improve accessibility and inclusion for people with disability.	Deliver Facilitate Partner Advocate Regulate	
	Develop and implement initiatives to foster youth leadership and empower young people.	Deliver Facilitate Partner	
	Develop and implement initiatives to support our diverse and multicultural communities.	Deliver Facilitate Partner	
	Implement the Excellence in Engagement Framework and consider participatory engagement opportunities to ensure the community's voices and needs are captured and are informing Council's decisions.	Deliver Facilitate Partner	

Strategic pathway	Priorities	Council's role	Theme
Inclusive communities <i>continued</i>	Develop a volunteering culture to enhance participation and build capacity within our region.	Facilitate Partner	
Connected, resilient communities Communities are connected, resilient and safe, where people work collaboratively to achieve shared goals.	Facilitate local, neighbourhood initiatives in partnership with community to encourage connection, collaboration and celebration.	Facilitate Partner	
	Facilitate sustainable community-led initiatives that enable residents and organisations to respond to community priorities.	Facilitate Partner	
	Implement strategies to ensure our communities are prepared for, can recover from, and be resilient to climate change, natural hazards and disasters.	Deliver Facilitate Partner Advocate	
	Prioritise community safety and domestic and family violence prevention initiatives in partnership with community, business and government to improve safety and perceptions of safety.	Partner Advocate	
Creative, innovative communities Creativity, heritage and First Nations culture is a source of connection, learning and pride.	Optimise partnerships with Kabi Kabi peoples and Jinibara peoples to ensure local First Nations history and ongoing culture is protected, respected and celebrated.	Deliver Facilitate Partner	
	Progress the implementation of the Sunshine Coast Creative Arts Plan 2023-2038 to create diverse arts and cultural experiences.	Deliver Facilitate Partner Advocate	
	Progress the implementation of the Sunshine Coast Heritage Plan 2021-2031 to preserve, protect and celebrate our shared cultural histories.	Deliver Facilitate Partner Advocate	

How we will monitor our progress

Outcome indicators
Community perceptions of Sunshine Coast as a strong community.
Community perceptions of personal health and wellbeing.
Community satisfaction with community places and spaces.
Community is welcoming of cultural diversity.
Community participation in local issues and activities.
Community participation opportunities in creative arts and heritage.

Alignment to United Nations Sustainable Development Goals





Environment and liveability

Natural assets are preserved and enhanced as we continue to create a built environment and living practices that support a sustainable community.

Key strategies

- Sunshine Coast Environment and Liveability Strategy (2023 edition)
- Sunshine Coast Resource Recovery Strategy 2023
- Coastal Hazard Adaptation Strategy 2021

What we will do to reach our goal

Strategic pathway	Priorities	Council's role	Theme
Clever planning, good design A resilient region shaped by clever planning and good design.	Create a sustainable, liveable and affordable built environment that celebrates our sub-tropical lifestyle and supports a growing community.	Deliver Facilitate Partner Advocate Regulate	
	Facilitate self-contained communities, supported by essential infrastructure, to provide sustainable and affordable living options.	Deliver Facilitate Partner Advocate Regulate	
	Prioritise a climate risk reduction response to increase the region's ability to adapt and build resilience.	Deliver Facilitate Partner Advocate Regulate	
	Implement activities that deliver cool, shady and connected streets and places to enhance our neighbourhoods and improve resilience, biodiversity and community wellbeing.	Deliver Facilitate	
Natural assets, distinctive landscapes Protection and enhancement of our natural assets and distinctive landscapes.	Optimise the protection of our habitat areas to ensure our natural environment thrives and provides opportunities for our community to connect with nature.	Deliver Facilitate Partner Advocate Regulate	
	Create healthy catchments, waterways and wetlands by reducing the impacts of sediment, nutrients and pollutants on waterway health and restore aquatic habitats to support our lifestyle and livelihoods.	Deliver Facilitate Partner Advocate Regulate	
	Develop an understanding of, and plan for, the defining landscapes, character and history of the Sunshine Coast to grow in a respectful and sustainable way.	Deliver Facilitate Partner Advocate Regulate	
Sustainable living Transitioning to a sustainable way of living.	Progress the implementation of the Sunshine Coast Biosphere, working together with community and industry to live, learn, work and play sustainably.	Deliver Facilitate Partner	
	Facilitate a coordinated communication and engagement approach to support, enable and inspire the community to actively participate in a sustainable Sunshine Coast.	Deliver Facilitate Partner	

Strategic pathway	Priorities	Council's role	Theme
Well-planned infrastructure Responsive, accessible and well-planned infrastructure networks.	Progress implementation of network plans that take an integrated approach to creating great places and a liveable region.	Deliver Facilitate Partner Advocate	  
	Strengthen nature-based and cultural experiences within our natural environment and distinctive landscapes to grow the local economy.	Deliver Facilitate Partner Advocate	
	Implement strategic activities for the protection, sustainable use, and enjoyment of our coastal environments.	Deliver Facilitate Partner Advocate Regulate	
	Facilitate the protection and activation of strategic spaces for conservation, flood mitigation and sport and recreation to support a sustainable future.	Deliver Partner Advocate	
	Develop a network of contemporary and accessible places and spaces in partnership with government, industry and the community to provide creative, active/passive and recreational experiences.	Deliver Facilitate Partner Advocate	
	Implement a collaborative, effective and efficient response to the management of invasive plants and animals to reduce their social, economic and environmental impacts.	Deliver Facilitate Partner Advocate Regulate	
Innovative and sustainable A reputation for innovation and sustainability.	Facilitate resource recovery and circular economy outcomes to effectively manage waste going to landfill and region-wide carbon emissions.	Facilitate Partner	 
	Enable evidence-based decisions and build our knowledge to support a healthy environment and liveable Sunshine Coast.	Deliver Facilitate Partner Regulate	

How we will monitor our progress

Outcome indicators
Sunshine Coast's overall liveability index.
Land secured for conservation and preservation purposes.
Land secured for sport and recreation purposes.
Sunshine Coast's renewable energy capacity.
Sunshine Coast's waste diversion from landfill (including Council and community waste).

Alignment to United Nations Sustainable Development Goals





Resilient economy

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

Key strategies

- Regional Economic Development Strategy 2013-2033 (2023 refresh)
- Sunshine Coast Major Events Strategy 2018-2028 (2023 refresh)

What we will do to reach our goal

Strategic pathway	Priorities	Council's role	Theme
Leadership, sustainability and equity Lead the development of an equitable regional economy.	Advocate to Queensland and Australian Governments to support investment for key catalytic infrastructure.	Advocate Partner	
	Deliver strong economic leadership and collaboration by government, business and industry.	Deliver Collaborate	
	Champion circular economy principles and promote sustainability.	Advocate Partner	
	Support inclusion and equity across the economy for the advancement of First Nations peoples, people with disabilities and residents experiencing socio-economic disadvantage.	Advocate Partner	
Investment and growth Partner with private sector organisations to drive inwards investment and growth.	Market and promote the region to attract investment and support local business to grow export markets.	Deliver Partner	
	Support sufficient asset availability and an efficient planning process to support population and business growth while maintaining liveability.	Partner	
	Leverage the Brisbane 2032 Olympic and Paralympic Games to create legacy economic assets for the future.	Advocate Partner	
	Leverage current and emerging key infrastructure and other significant projects.	Deliver Partner	
Business retention and expansion A thriving small business community.	Support local businesses and key delivery partners to expand on the Sunshine Coast.	Deliver Partner	
	Build local business capacity and increase business resilience.	Deliver Partner	
	Champion local and social procurement opportunities for local businesses, including supporting local First Nations businesses through the supply chain.	Advocate Partner	
	Support identified Gateway Precincts and town centres through activation and place making initiatives.	Deliver Facilitate	
Innovation, technological advancement and scaling up A reputation for leading innovation.	Promote innovation, research and development activities of local businesses and institutions.	Advocate Deliver Partner	
	Advance Smart City infrastructure to further support local businesses and leverage the Sunshine Coast International Broadband Network.	Deliver	

Strategic pathway	Priorities	Council's role	Theme
Innovation, technological advancement and scaling up <i>continued</i> .	Identify and expand the Innovation Ecosystem to grow the region's capabilities.	Advocate Deliver Partner	
	Support local entrepreneurship networks and activities to help scale up local businesses.	Advocate Deliver Partner	
Talent and skills Supporting and growing a vibrant local workforce.	Support local education and training providers to build pathways for the local workforce and connect to local businesses.	Facilitate	
	Conduct talent attraction, development and retention programs to provide a high-quality workforce to local businesses.	Deliver	
	Support youth development and innovation initiatives that foster talent and skills for the future.	Deliver	
	Attract international students and connect local students to opportunities within the region.	Facilitate	
A major and regional event destination Establishing a leading reputation for major events.	Diversify major event categories to include cultural and lifestyle events to provide a more balanced event calendar across the region.	Deliver	
	Expand the national and international reach and awareness of major events and the region's strengths.	Deliver	
	Maximise the level and regional dispersal of economic benefits from major events.	Deliver	
	Leverage opportunities of the Brisbane 2032 Olympic and Paralympic Games to attract and secure major events.	Partner Facilitate	
	Create and promote clear guidelines of Council's environment, sustainability and accessibility expectations from major events.	Deliver	

How we will monitor our progress

Outcome indicators
Sunshine Coast's Gross Regional Product.
Sunshine Coast's growth in local jobs compared to population growth.
Sunshine Coast's international and domestic exports.
Council's procurement spend with local businesses.
Number of jobs in Sunshine Coast's identified high value industries.
Sunshine Coast's household income levels compared to the Queensland average.
Direct economic impact of Council-sponsored major events.

Alignment to United Nations Sustainable Development Goals





Managing for growth

Growth is well managed, connecting urban and transport planning, to maintain our region's unique characteristics and support sustainable development.

Key strategies

- Integrated Transport Strategy
- Stormwater Management Strategy
- Sunshine Coast Planning Scheme 2014

What we will do to reach our goal

Strategic pathway	Priorities	Council's role	Theme
A safe, efficient and integrated transport network A safe, efficient integrated transport system that connects people and places, supports future growth and serves the economy.	Refresh the Integrated Transport Strategy (2019) to ensure its vision and directions consider emerging transport challenges and opportunities to support sustainable growth.	Deliver	
	Facilitate discussions with the Queensland and Australian governments and the private sector for well-planned and timely delivery of priority transport infrastructure to accommodate the region's growth.	Advocate	
	Facilitate discussions with the Queensland Government to progress the planning and delivery of a bus rapid transit system, integrating transport, land use planning and placemaking to maintain the liveability of our region.	Advocate Partner	
	Maximise the Queensland and Australian governments' commitment to deliver the Direct Sunshine Coast Rail Line and partner to support the provision of a public rail transport network from Beerwah to Maroochydore to support alternate modes of transport for travel to, from and around the region.	Advocate Partner	
	Implement priority actions from the Transport Network Safety Plan to reduce the incidence of death, serious injury and transport related trauma.	Deliver Advocate Partner	
	Optimise the road network by carefully planning and delivering targeted new and upgraded infrastructure to improve safety, travel times and network efficiency.	Deliver Partner	
Smart and sustainable mobility A transport system that provides increased travel choice and mobility across the region and is adaptable to emerging technologies.	Develop and implement a refreshed Active Transport Plan and prioritise active transport options to encourage behaviour change away from private vehicle travel (especially for short trips).	Deliver	
	Optimise transport planning to consider smart, multi-modal solutions such as autonomous electric vehicles, shared passenger transport and e-mobility to increase travel choice and improve first and last mile trips.	Deliver Partner	
	Review and implement a strategic approach to parking across the region to support sustainable growth and economic activity.	Deliver Partner Regulate	

Strategic pathway	Priorities	Council's role	Theme
Well-managed community assets Council assets are maintained to encompass whole of life sustainability of built and natural environments.	Integrate strategic asset lifecycle management into investment prioritisation to maintain safe and sustainable assets.	Deliver Partner	
	Develop and implement robust Asset Management Plans that establish desired standards and guide future investment.	Deliver	
	Optimise our Asset Management System to maximise the community value provided by Council's public assets.	Facilitate Deliver	
	Develop a Stormwater Network Plan that identifies deficiencies in the system to establish clear priorities.	Facilitate Deliver	
	Investigate place-based approaches to service delivery to improve the coordination of asset management and maintenance.	Deliver	
Well-defined land use and settlement patterns The Sunshine Coast is renowned for its vibrant economy, ecological values, unique character, and strong sense of community.	Develop and implement a new planning scheme to guide the future development and growth of the region in a sustainable way, reflecting community values and regional strategy directions.	Deliver Regulate	
	Develop and implement planning instruments and infrastructure arrangements for designated major development areas and strategic sites that are not subject to the new planning scheme.	Deliver Partner Regulate	
	Participate in the review and implementation of the Queensland Government's South East Queensland Regional Plan and its related projects to advocate for planning outcomes that are consistent with Council's regional strategies.	Partner Advocate	
	Prioritise the ongoing protection of the Regional Inter-urban Break (as identified by Council), and advocate for its continued protection through the Queensland Government's South East Queensland Regional Plan and supporting legislation to preserve our local and regional identity.	Partner Advocate	
	Ensure infrastructure agreement requirements are delivered for all new major urban development areas to provide the outcomes the community needs.	Deliver Partner Regulate	

How we will monitor our progress

Outcome indicators
Community transport mode shift towards active and public transport.
Reliability of travel time for motorised vehicles across the Sunshine Coast transport network.
Safety of Council's roads, cycleways and pathways.
Condition of Council's assets managed for our community.
Regional outcomes are supported by well-defined development within growth management boundaries.
Protection of the Council-defined Regional Inter-Urban Break (2017 extent).

Alignment to United Nations Sustainable Development Goals





Organisational excellence

An agile organisation that achieves high performance by being community centred, building trust and providing a great place to work.

Key strategy

- Organisational Excellence Strategy

What we will do to reach our goal

Strategic pathway	Priorities	Council's role	Theme
Sustainable service delivery A service-led organisation delivering on community need.	Develop a Long-Term Financial Sustainability Plan for Council to guide service levels and resourcing decisions for current and future generations.	Deliver	
	Develop a service catalogue that clearly connects strategy, service delivery and legislative responsibility to provide clear service expectations for our community.	Deliver	
	Deliver a program of service performance reviews that incorporate benchmarking and reimagine our delivery models to remain community focused and affordable.	Deliver Partner Facilitate	
	Progress the implementation of the Digital Plan to provide robust foundations, streamline processes and leverage technology to optimise business productivity and user experiences.	Deliver Partner Facilitate	
	Develop a strategic advocacy plan that activates key stakeholders to attract Queensland and Australian government funding towards key projects in the region.	Advocate Facilitate Partner Deliver	
Build community trust Positive relationships that foster collaboration towards shared goals.	Develop and implement the Customer Experience Plan to improve Council's communication and responsiveness to customer requests and improved access to services.	Deliver	
	Implement contemporary approaches to governance that provide clear accountability and open access to relevant information that support transparent decision-making.	Deliver	
	Implement a strategic communication plan to keep our community informed on the things that matter most to them, through a variety of channels.	Deliver	
Be a great place to work Meaningful work in healthy surroundings that attracts and retains talent.	Develop and implement a People Plan that attracts, retains and develops talent to deliver on the service expectations and strategic directions of the organisation.	Deliver	
	Create employee engagement opportunities that support our people to contribute to the culture, processes and initiatives that deliver organisational excellence.	Deliver	
	Prioritise safety and wellbeing initiatives and practices to create a culture that puts our people and community first.	Deliver Facilitate	
	Design working conditions that meet business needs and support flexible, efficient, and effective service delivery.	Deliver	
	Develop and implement a process excellence framework that delivers simple, integrated, and streamlined processes that enhance business productivity and the employee experience.	Deliver	

Strategic pathway	Priorities	Council's role	Theme
Achieve high performance Delivering agreed outcomes by focusing on priorities.	Develop an organisational performance framework that supports outcome-based management, evidence-based decision making and adaptive resourcing.	Deliver	
	Develop Council's strategic procurement and contract management capabilities to enhance value to the community.	Deliver Partner	
	Integrate Council's project management practices to optimise benefits realised for our community from infrastructure, operational, digital and commercial initiatives.	Deliver	
	Partner with community, business, research institutions and other tiers of government to achieve regional outcomes for the Sunshine Coast community.	Partner	
Climate ready organisation Pursuing the opportunities and managing the risks to our people, services and assets.	Implement climate risk and impact management in our organisational policies, governance, systems and processes to improve our climate readiness.	Deliver	
	Prioritise opportunities to manage our physical and transition climate risks.	Deliver	
	Integrate climate change considerations and adaptation responses into our service and asset planning and delivery to proactively manage costs, risks and impacts.	Deliver	
	Develop a plan that increases our people's capabilities to manage climate risks and impacts in a local government context.	Deliver	
	Progress the implementation of our Zero-net Emissions Plan to reduce Council's carbon footprint and transition to a renewable energy future.	Deliver Partner	

How we will monitor our progress

Outcome indicators
Council's long-term financial sustainability.
Community perceptions of trust with Council.
Council's employee engagement.
Community's overall satisfaction with Council.
Customer experiences with end-to-end service request processes.
Council's risk profile.
Council's greenhouse gas emissions.

Alignment to United Nations Sustainable Development Goals





Implementing our plan

The Corporate Plan has been informed by Council's long and medium-term strategies and plans and incorporates community engagement to establish an integrated view of the priorities for the next 5 years. The Corporate Plan is delivered through an annual Operational Plan that is developed alongside the Budget.

The Budget, with consideration to the resource management plans, guides the prioritisation of resources to services, programs, and projects to progress the Corporate Plan goals and advance the vision.

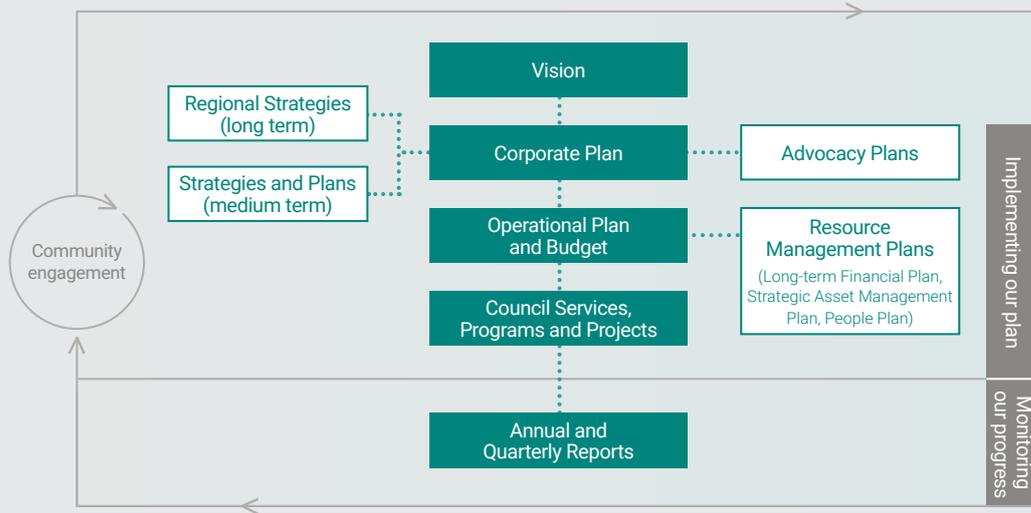
Collectively, this provides the foundation for our advocacy plans to seek critical investment from the Australian and Queensland governments on key projects and initiatives that our community need.

Monitoring our progress

Progress of the annual Operational Plan is monitored through annual and quarterly reports that are presented to Council at Ordinary Meetings and published on Council's website for our community.

These reports enable Council to continue to monitor progress in achieving the Corporate Plan, providing opportunities to review whether funded priorities are having the right impact, and adjust as required.

How we implement our plan and monitor our progress is illustrated below..



Delivering together

Strong collaboration with our community and effective partnerships are crucial to delivering the Corporate Plan and achieving the best outcomes for our region. We have a shared passion and commitment to strengthen economic, environmental, and social outcomes for all.

This Corporate Plan provides the strategic directions for the next 5 years as we work together to make the Sunshine Coast Australia's most sustainable region. Connected. Liveable. Thriving.

Visit Sunshine Coast Council's vision and reporting webpage to explore our vision in action.



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8.3 SUNSHINE COAST COUNCIL COMPLAINTS MANAGEMENT (ADMINISTRATIVE ACTION) STRATEGIC POLICY

File No:	F2024/6496
Author:	Coordinator Integrity Management Civic Governance Group
Appendices:	App A - Sunshine Coast Council Complaints Management (Administrative Action) Strategic Policy 97  
Attachments:	Att 1 - Human Rights Compatibility Assessment 121  

PURPOSE

The purpose of this report is to seek endorsement of the Sunshine Coast Council Complaints Management (Administrative Action) Strategic Policy.

EXECUTIVE SUMMARY

In accordance with the *Local Government Act 2009* (Section 268) (the Act), Queensland Local Governments must adopt a process for resolving complaints relating to administrative actions.

An administrative action complaint relates to an action taken by Council; for example:

- (a) A decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision
- (b) An act, or a failure to do an act
- (c) The formulation of a proposal or intention and/or
- (d) The making of a recommendation.

Council's existing Administrative Action Complaints Management Process incorporating Council's policy position was adopted by Council on 22 May 2014. The revised policy will adopt a contemporary approach to how complaints are administered within Council and ensure compliance with the Act.

The proposed Sunshine Coast Council Complaints Management (Administrative Action) Strategic Policy is provided at **Appendix A** for Council's consideration.

OFFICER RECOMMENDATION

That Council:

- (a) **receive and note the report titled "Sunshine Coast Council Complaints Management (Administrative Action) Strategic Policy "**
- (b) **approve the Sunshine Coast Council Complaints Management (Administrative Action) Strategic Policy (Appendix A) to replace the Administrative Action Complaints Management Process as Council's policy position in compliance with the *Local Government Act 2009* and**

- (c) **note that the Administrative Action Complaints Management Process will continue as an operational process for the management of complaints made to Council.**

FINANCE AND RESOURCING

The costs associated with the development and management of this Policy are borne within the Civic Governance Group's operational budget. The costs associated with specific investigations will, in the majority of cases be covered within Civic Governance Group's operational budget or the budget of the operational area where the subject matter of the complaint originated.

CORPORATE PLAN

Corporate Plan Goal:	<i>Our outstanding organisation</i>
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

Councillors responsible for the Governance Portfolio, Councillors J Broderick and E Hungerford have been consulted in relation to the proposed Policy.

Internal Consultation

- Chief Executive Officer
- Acting Group Executive, Civic Governance
- Ethical Standards Branch
- Governance Process & Policy.

External Consultation

The Office of the Queensland Ombudsman advocates for the community and provides advice to Council on the management of complaints. Outcomes of investigations and reviews undertaken by the Ombudsman have been considered in the review of this policy; including complainants' external review rights.

Community Engagement

As this is an internal policy consistent with legislative requirements, direct community engagement is not required.

Feedback from community members about how complaints are managed by Council, including timeliness, effectiveness and documentation of outcomes and the identification of improvement opportunities, have been considered and reflected in this revised policy.

PROPOSAL

The Complaints Management (Administrative Action) Strategic Policy, a statutory requirement within the *Local Government Act 2009* (Section 268), has been reviewed in accordance with Council's Policy Framework.

The main objective in reviewing Council's policy position overseeing the management of complaints was to assist the community to have a better understanding of the process by:

- improving readability and application
- increasing transparency and accountability
- ensuring pathways for the contestability of decision and actions
- ensuring processes are contemporary and
- ensuring compliance requirements are met.

This policy demonstrates Council's commitment to probity, accountability, transparency and ethical conduct. The following principles inform the application of this policy:

- Fair and equitable application – parties to a complaint are treated with respect, dignity and fairness. Council employees involved in the complaint process are trained to handle matters sensitively and with empathy.
- Zero tolerance of abuse – the safety of Council's employees and community members is paramount and abuse, threats or intimidation of any kind will not be tolerated.
- Access and inclusion – all endeavours will be made to ensure that all parties have accessibility to assistance and advice during all stages of the complaints process.
- Objective and consistent – each complaint is assessed on its own merit, and consistency in decision making will be considered. All complaints are managed objectively and without bias. The principles of procedural fairness, natural justice and human rights are ingrained in all aspects of the complaint management process.
- Responsive and Efficient – Council is committed to striving for reasonable response times and to ensuring complainants are appropriately informed of the process at key milestones in the complaint process. Response timeframes will vary as they relate to the complexity of a complaint.
- Compliance with the law – Council is obligated to comply with the requirements of all legislation, specifically those Acts that apply to this policy. (Refer to related documentation)

Council manages a variety of complaints, with various legislative requirements in relation to processing, managing and reporting. All complaints will be administered in line with relevant legislative requirements and investigation will occur in accordance with any relevant Council related policy, guideline or procedure. The Policy outlines the categories of complaints administered by Council and the relevant legislation, policy or guideline.

In addition, this policy sets out:

- the lodgement of complaints
- how complaints may be declined
- management of privacy and confidentiality

- management of anonymous complaints
- conduct expectations
- provision of the outcomes of complaints
- review mechanisms
- details obligations for reporting wrongdoing and
- recordkeeping requirements.

Legal

The *Human Rights Act 2019* requires Council to consider relevant human rights, and to act and make decisions which are compatible with the rights the *Human Rights Act 2019* protects. Human Rights assessment (**Attachment 2**) has been completed and identifies that the decision to support this policy is compatible with the human rights legislation.

The *Local Government Act 2009* (Section 268) prescribes that Council must adopt a process for resolving administrative action complaints. The consideration and approval of this policy positions Council to comply with this requirement. The Complaints Management (Administrative Actions) Strategic Policy and the supporting Administrative Actions Complaint Management Process will provide the community with the appropriate processes in responding to complaints.

Section 38 of the *Crime and Corruption Act 2001* (Qld) obligates Council to notify the Crime and Corruption Commission if a complaint, information, or matter involves or may involve corrupt conduct. This proposed policy partners with the Crime and Corruption Commission's 'Corruption in Focus', a guide to dealing with corrupt conduct in the Queensland public sector, to ensure that complaints are managed appropriately.

The proposed policy supports Council's obligations under the *Public Interest Disclosure Act 2010* (Qld) (Section 28) that requires Council to establish reasonable procedures to deal with public interest disclosures. The Complaints Management (Administrative Action) Strategic Policy and supporting process provides the mechanism for public interest disclosures to be submitted to Council.

Policy

The Complaints Management (Administrative Action) Strategic Policy is the overarching policy that provides direction to the community detailing how all types of complaints will be dealt with by Council. Supporting policies that complement the assessment and management of complaints include: the Complaints about the Chief Executive Officer; Public Interest Disclosure and Grievance Management Policies; and the Councillor Code of Conduct and the Employee Code of Conduct.

Risk

The proposed updated Policy and supporting processes provides a mechanism to mitigate risk in managing complaints. The principles of this policy complement Council's risk management framework, including contributing to transparency in decision making and taking of actions.

Previous Council Resolution**Ordinary Meeting 22 May 2014 (OM14/73)**

That Council:

- (a) *receive and note the report titled "Administrative Action Complaints Management Process"*
- (b) *adopt the Administrative Action Complaints Management Process (Appendix A) and the Chief Executive Officer be authorised to make any necessary minor administrative amendments to the process*
- (c) *note the previous General Complaints Management Process as superseded and (d) delete Delegation of Authority No. 2008-7 - General Complaints Management Process as this delegation is no longer required.*

Ordinary Meeting 8 June 2011 (OM11/143)

That Council:

- (a) *note the report titled "General Complaints Management Process"; and*
- (b) *adopt the amended General Complaints Management Process for the Sunshine Coast Council (Appendix A) and the Chief Executive Officer be authorised to make minor administrative amendments to the process.*

Related Documentation

- *Local Government Act 2009 (Qld)*
- *Local Government Regulation 2012 (Qld)*
- *Crime and Corruption Act 2001 (Qld)*
- *Public Interest Disclosure Act 2010 (Qld)*
- *Human Rights Act 2019 (Qld)*
- *Information Privacy Act 2019 (Qld)*
- *Right to Information Act 2009 (Qld)*

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:

- update the Policy Register and
- publish the Sunshine Coast Council's Complaints Management (Administrative Action) Strategic Policy on Council's website.

Strategic Policy

Complaints Management (Administrative Action)

	Endorsed by Council:	<Corporate Governance INSERT Ordinary Meeting Date and OM reference once endorsed>
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Policy purpose

This policy outlines the guiding principles and processes Sunshine Coast Council (Council) and its employees will apply to ensure the effective management of complaints about administrative actions or decisions.

This policy relates to Council’s obligations to respond to and investigate complaints made under the:

- *Local Government Act 2009* (Qld) and *Local Government Regulation 2012* (Qld)
- *Crime and Corruption Act 2001* (Qld)
- *Information Privacy Act 2009* (Qld)
- *Public Interest Disclosure Act 2010* (Qld)
- *Human Rights Act 2019* (Qld), and
- *Right to Information Act 2009* (Qld).

Policy scope

This policy applies to all employees and Councillors when dealing with complaints.

This policy applies to complaints relating to:

- Administrative actions or decisions, including human rights and privacy
- Competitive neutrality
- Misconduct and corrupt conduct, and
- Public interest disclosures.

This policy **does not** apply to:

- Complaints against or about Councillors conduct (including the Mayor) - refer to the Investigation Policy - Councillors
- Complaints about the Chief Executive Officer – refer to Council’s Complaints about the Chief Executive Officer Policy
- A resolution of Council including decisions about rating categories, and

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- Matters that have been previously finalised, i.e. those matters for which an internal review has been completed and outcome determined.

Further, this policy **does not** apply to matters, actions or decisions in which Council has no jurisdiction. For example:

- Any complaint which is not about an administrative action or decision of Council
- Any matter that is covered by an alternate (statutory) review process.
For example: planning issues that are addressed through the *Planning Act 2016* (Qld), or *Sustainable Planning Act 2009* (Qld), i.e. disputes about the merits of planning approvals and building development approvals; or competitive neutrality issues that are addressed through the *Local Government Act 2009*.¹
- Appeals of Court decisions or matters before the Courts or other Tribunal
- A decision made under a Local Law which is not reviewable in accordance with Sunshine Coast Regional Council Local Law No. 1 (Administration) 2011, Part 6, i.e. penalty infringement notices
- A decision made by Council's insurer, e.g. Local Government Mutual
- Civil neighbour disputes i.e., boundary fence disputes, or torts i.e., trespass, airspace intrusions
- Matters that fall within the jurisdiction of another level of government i.e. State or Federal
- Matters for which the statute of limitations on civil litigation has expired²
- Adverse impacts associated with the Council's use and / or application of artificial intelligence systems
- Allegations of suspected harm or risk of harm to a child. These will be actioned immediately by urgent referral or reporting to the Department of Families, Seniors, Disability Services and Child Safety and / or the Queensland Police Service, and
- Matters that may involve criminal offences, which will be reported to Queensland Police Service

Allegations of Council employee conduct matters will be dealt with under Council's Employee Code of Conduct, and not under this policy. Matters which amount to suspected corrupt conduct must be referred to the Crime and Corruption Commission and are not specifically dealt with under this policy (references below regarding confidentiality and outcome communication notwithstanding).

Policy statement

Council is committed to probity, accountability, transparency and ethical conduct. Additionally, the following principles inform the application of this policy:

¹ See – *Local Government Act 2009* (Qld) s 48.

² See - *Limitation of Actions Act 1974* (Qld)

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- **Fair and equitable** – parties to a complaint are treated with respect, dignity and fairness. Council employees involved in the complaint process are trained to handle complaint matters sensitively and with empathy.
- **Zero tolerance to abuse** – the safety of Council’s employees and community members is paramount and abuse, threats or intimidation of any kind will not be tolerated.
- **Access and inclusion** – all endeavours will be made to ensure that all parties have accessibility to assistance and advice during all stages of the complaints process.
- **Objective and consistent** – each complaint is assessed on its own merit, and consistency in decision making will be considered. All complaints are managed objectively and without bias. The principles of procedural fairness, natural justice and human rights are ingrained in all aspects of the complaint management process.
- **Responsive and Efficient** – Council is committed to striving for reasonable response times and to ensuring complainants are appropriately informed of the process at key milestones in the complaint process. Response times will vary in relation to the complexity of a complaint.
- **Compliance with the law** – Council is obligated to comply with the requirements of all legislation, specifically those Acts³ that apply to this policy.

Policy application

Categories of complaints

Council manages a variety of complaints, with various relevant legislative requirements in relation to processing, management and reporting. All complaints will be assessed in line with relevant legislative requirements and investigation or review will occur in accordance with any relevant Council related policy, guideline or procedure. **Appendix B** outlines all complaint categories (including those in addition to the complaint types covered by this policy), associated legislation, and Council policy, guideline or procedure.

Lodgement and Assessment

Complaints should be made in a timely manner, unless there are circumstances where this is not reasonably practicable. All relevant evidence should be provided by the complainant at the time the complaint is lodged. Council provides a range of methods to lodge a complaint or request a review:

- by completing the complaint form, available on Council’s website⁴ email to the Ethical Standards Branch via: integrity@sunshinecoast.qld.gov.au
- in writing to Locked Bag 72 Sunshine Coast Mail Centre QLD 4560
- by calling Council’s call centre on (07) 5474 7272, or

³ *Local Government Act 2009, Crime and Corruption Act 2001, Information Privacy Act 2009, Public Interest Disclosure Act 2010, Human Rights Act 2019 and the Right to Information Act 2009.*

⁴Administrative action complaints and Human Rights complaints, Find out how to lodge a complaint with council, <<https://www.sunshinecoast.qld.gov.au/council/organisation-and-governance/administrative-action-complaints>>.

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- over the counter at a customer service centre.

Each complaint will be assessed on its merits, and in accordance with any appropriate policies, guidelines or procedures to determine the course of action for review or investigation.

Declining a complaint

Following assessment, a complaint may be declined in the following circumstances. The complaint is:

1. Vexatious
2. Not made in good faith, where the complainant is not sincere or honest
3. Made primarily for a mischievous purpose, or
4. Reckless or malicious

Complaints that are considered to meet the above criteria will not be investigated and the complainant will be advised accordingly.

Where a complainant's conduct is considered unreasonable, management of that conduct will be guided by Council's Unreasonable Conduct (by the public) Policy and Unreasonable Complainant Conduct Guideline.

Privacy and confidentiality

Council is committed to treating all complaints with appropriate respect for the confidentiality and privacy of the parties involved.

Except where disclosure of confidential or personal information is appropriate (see below), employees undertaking a review or investigation of a complaint are required to maintain confidentiality throughout the process to protect the identity of all parties to a complaint.

Disclosing confidential or personal information without an appropriate purpose may breach an employee's obligations under the *Local Government Act 2009* (Qld) and can constitute a criminal offence. Such disclosure would also amount to a breach the Employee Code of Conduct, which may lead to disciplinary action.

In the instance of a complaint being a public interest disclosure, then any disclosure (whether intentional or careless) may also breach the *Public Interest Disclosure Act 2010* (Qld), which is also a criminal offence.

If the complaint is assessed as relating to corrupt conduct, any action that causes a detriment, or is likely to be a detriment to, someone who has assisted the Crime and Corruption Commission in its duties is an offence.

Disclosure of confidential or personal information

Council takes its obligations and responsibilities contained within the privacy principles of the *Information Privacy Act 2009* (Qld) seriously, ensuring the personal information of a complainant is protected to the extent possible, except in the circumstances mentioned below:

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- keeping a record of the complaint
- reviewing or investigating the complaint
- advising or referring the complaint to an appropriate authority, e.g. Queensland Ombudsman, Crime and Corruption Commission, or the Office of the Independent Assessor
- a proceeding in a court or tribunal
- applying natural justice principles
- providing for the safety or welfare of a person, or
- as authorised by law.

Anonymous complaints

Anonymous complaints will be accepted by Council, however, it is important that appropriate information, evidence (including potential witnesses) and supporting documents are provided to support the complaint being made. Providing Council with contact details allows information to be clarified and further information to be sought which may advance the investigation.

Anonymous complainants will not be advised of the outcome of the investigation of their complaint.

Conduct expectations

Reasonable conduct is expected from all parties to a complaint. During the review or investigation of a complaint, regard must be had to Council's Customer Charter, Council's Employee Code of Conduct, Unreasonable Conduct (by the public) Policy and Unreasonable Complainant Conduct Guideline, in addition to any other relevant policies, guidelines and procedures.

Outcomes of a complaint

Council will inform the complainant of the complaint outcome decision, and the reasons for the decision, unless the complaint was made anonymously.⁵

If the matter amounted to corrupt conduct, then Council must give the complainant a response as to how the complaint was dealt with and any high-level actions taken, unless the complaint was made anonymously.⁶

In accordance with the *Information Privacy Act 2009* (Qld), actions taken in relation to employees will not be communicated to complainants.

Complaint outcome review mechanisms

If a complainant is not satisfied with the outcome of a complaint regarding the action or decision of a Council employee, the complainant may request that the decision be reviewed.

⁵ ⁶ *Crime and Corruption Act 2001* (Qld) s 44.

⁶ *Crime and Corruption Act 2001* (Qld) s 44.

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An initially review will be conducted by the Ethical Standards Branch who is independent of the original decision maker. After the initial review the Ethical Standards Branch may either:

- refer the matter to an appropriate subject matter expert for further review and to respond to the complainant, or
- retain it for further investigation.

Depending on the nature of the complaint, complainants may be referred in the first instance to an appropriate external agency to undertake a review of Council's decision, i.e. Crime and Corruption Commission, Queensland Ombudsman, or the Office of the Independent Assessor.

Should a customer or employee still be dissatisfied with the outcome of the review of the original decision, they will be advised of any further internal or external review mechanisms available to them, e.g. lodging an Administrative Action Complaint with Council or requesting an external review via another authority such as the Queensland Ombudsman's Office or Office of the Information Commissioner.

If a complaint is retained by the Ethical Standards Branch, the relevant employee(s) will be advised of the complaint investigations, outcome(s) and its learnings to inform improvements.

Obligation to report wrongdoing

Council's Employee Code of Conduct requires all employees to report any suspected breach of the Employee Code of Conduct as soon as is reasonably practicable to do so. This includes reporting suspected corrupt conduct, maladministration, misuse of public funds, substantial and specific danger to public health or safety, the environment or a person with a disability, and reprisal action.

If an employee is unsure of their obligations to report wrongdoing they can contact the Ethical Standards Branch for guidance and advice. The Ethical Standards Branch is independent of Council and any advice is confidential, subject to any legal obligations to notify statutory oversight agencies. NB: If a matter is referred to an oversight agency, i.e., the Crime and Corruption Commission, then council is required to maintain confidentiality on behalf of that agency.

Recordkeeping

Detailed and accurate records are to be maintained when reviewing or investigating a complaint, in accordance with Council's Records Management Policy.

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Policy review

This policy will be reviewed in accordance with Council’s Policy Framework and will be reviewed at least every four years.

Roles and responsibilities

Role	Responsibility
Council	Endorsement authority for setting this policy and for all material changes to this policy. Able to endorse non-material changes.
Chief Executive Officer (CEO)	Approval authority for any non-material change to this policy.
Executive Leadership Team (ELT)	Provides advice to the CEO and/or Council on setting this policy and all proposed changes to this policy. Provides feedback to the policy sponsor and policy holder regarding the scope of approaching reviews.
Group Executive, Civic Governance	Policy sponsor. Approval authority for any minor non-material changes to this policy.
Manager, Ethical Standards	Policy holder.
Coordinator, Integrity Management	Leads this policy’s development, including communication, implementation, review and reporting.

Measurements of success

Measure	Outcome sought
Customer satisfaction of the complaints handling process	Increase in satisfaction of process, i.e. transparency in decision making process (not the outcome)
Transparency in management of complaints	Reduction of matters referred to external agencies

Definitions

Refer to Council’s Policy Framework for definitions of common terms. The following contains definitions for terms specific to this policy. For otherwise undefined terms, the plain English meaning informs interpretation.

Term	Definition
Administrative action or decision complaint	An action or decision made by a Council employee in performing their role and exercising the appropriate delegation.

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	<p>A complaint that</p> <p>(a) is about an administrative action of a local government, including the following, for example:</p> <ul style="list-style-type: none"> a. a decision, or failure to make a decision, including a failure to provide a written statement of reasons for a decision; b. an act, or failure to do an act; c. the formulation of a proposal or intention; d. the making of a recommendation; and <p>(b) is made by an affected person.</p>
Affected person	A person who is apparently directly affected by an administrative action of a local government.
Complaint	An expression of dissatisfaction by a customer made to or about an organisation related to its products, services, employees or the handling of a complaint where a response or resolution is explicitly expected or legally required.
Complainant	An individual or group that makes a complaint about perceived failings or issues that affect them.
Corrupt	Having or showing a willingness to act dishonestly in return for money or personal gain.
Corrupt Conduct	<p>Corrupt conduct involves conduct that affects, or could affect, a public officer (an employee of a public sector agency) so that the performance of their functions or the exercise of their powers.</p> <p>Corrupt conduct involves specific type of conduct that impairs, or could impair, public confidence in public administration.</p>
Council Employee	The CEO, senior contract employees, contract employees, award employees, casual employees, part-time employees, contractors, contingent workers, agency casual and volunteers.
Request for service	A request for action to be taken in relation to a service or product. If a request for service is not acted upon and a second request is received, this may be treated as a complaint.
Councillor	Elected officials including the Mayor and Deputy Mayor Divisional Councillors.
Public Interest Disclosure	A disclosure about wrongdoing in the public sector that services the public interest. Public interest information about serious wrongdoing or danger.

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Public interest	Public interest is the welfare or well-being of the general public.
Rating category definitions	Definitions that are used to determine the rating of properties within the local government area.
Reckless or malicious	A complaint that is intended to harm people or their reputation, or cause them embarrassment and upset
Unreasonable Complainant Conduct	Any behaviour by a person which, because of its nature or frequency, raises substantial wellbeing, health, safety, resource or equity issues for any of the people and organisations involved in the complaint process.
Vexatious	A complaint made without reasonable ground/s and/or for a wrongful purpose (e.g to harass, annoy, cause delay or detriment)

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Complaints Management | Strategic Policy

Appendix A

Policy information							
Title	Complaints Management Policy						
Purpose	<p>The purpose of this policy is to outline the guiding principles and processes Council and its employees will apply to the effective management of complaints regarding administrative action or decisions, from receipt to resolution.</p> <p>Council has a statutory responsibility to respond to and investigate complaints made under the <i>Local Government Act 2009</i> and <i>Local Government Regulation 2012</i>, the <i>Crime and Corruption Act 2001</i>, the <i>Information Privacy Act 2009</i>, the <i>Public Interest Disclosure Act 2010</i>, <i>Human Rights Act 2019</i> and the <i>Right to Information Act 2009</i>.</p>						
Document number	D2024/1144522						
Corporate Plan reference	<table border="0"> <tr> <td>Goal Pathway</td> <td>Service Excellence and Outstanding Organisation</td> </tr> <tr> <td>Service Output</td> <td>Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council.</td> </tr> <tr> <td></td> <td>Governance</td> </tr> </table>	Goal Pathway	Service Excellence and Outstanding Organisation	Service Output	Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council.		Governance
Goal Pathway	Service Excellence and Outstanding Organisation						
Service Output	Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council.						
	Governance						
Category	Administrative						
Subcategory	Governance						
Approved	OM Reference						
Approval date	<insert>						
Effective date	<insert>						
Review schedule	A full review must be undertaken within every four years, and reviewed policy document must be provided to highest level approval authority for endorsement. Reviews may occur more regularly as required, having regard to a policy risk assessment.						
Last review	2014						
Next review	2028						
Policy holder	The Manager responsible for this policy is: Manager, Ethical Standards.						
Approval authority	<p>Council has authority to endorse material changes.</p> <p>CEO has approval authority for any non-material change to the policy.</p> <p>Relevant Group Executive has authority to approve minor non-material changes.</p>						
Related documents							

Complaints Management | Strategic Policy

Legislation	<p>Local Government Act 2009 (Qld)</p> <p>Local Government Regulation 2012 (Qld)</p> <p>Public Interest Disclosure Act 2010 (Qld)</p> <p>Crime and Corruption Act 2001 (Qld)</p> <p>Information Privacy Act 2009 (Qld)</p> <p>Right to Information Act 2009 (Qld)</p> <p>Human Rights Act 2019 (Qld)</p>
Policy	<p>Employee Code of Conduct</p> <p>Councillor Code of Conduct</p> <p>Complaints regarding the Chief Executive Officer</p> <p>Investigation Policy (Councillors)</p> <p>Fraud and Corruption Policy</p> <p>Information Privacy Policy</p> <p>Right to Information/Access to Information Policy</p> <p>Unreasonable Complainant Conduct Policy</p> <p>Records Management Policy</p>
Operational documents	<p>Administrative Actions Complaint Management Process</p> <p>Complaints Management Framework</p> <p>Fraud and Corruption Control Plan</p>

Version Control				
Version	Reason/Trigger	Change	Endorsed/Reviewed by	Date
1.0	Policy due for comprehensive review as previous version dated 2014	Complaints Management (Administrative Actions) Strategy Policy is the overarching policy, which will be supported by the existing Administrative Actions Complaints Management Process. (previously endorsed by Council in May 2014) Human rights compatibility assessed.	<insert>	<insert>

Complaints Management | Strategic Policy

APPENDIX B

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
Administrative actions	<i>Local Government Act 2009</i> s268 (2)	Administrative Action Policy and Procedure	Administrative Action Complaint as a complaint that – (a) is about an administrative action of a local government, including the following, for example – - a decision, or a failure to make a decision, including a failure to provide a written statement of reasons for a decision; - an act, or a failure to do an act; - the formulation of a proposal or intention; - the making of a recommendation; and (b) is made by an affected person.	B,C
Corrupt conduct	<i>Crime and Corruption Act 2001</i> s 15, and s 38	Fraud and Corruption Prevention Policy	Under the <i>Crime and Corruption Act 2001</i> , there are two different types of corrupt conduct that both carry the obligations to notify the Crime and Corruption Commission namely “Type A” and “Type B”. Under the <i>Crime and Corruption Act 2001</i> , conduct includes: - neglect, failure and inaction - conspiracy to engage in conduct - attempt to engage in conduct. Type A corrupt conduct is conduct by any person that satisfies all three elements described below. 1. Effect of the conduct - Type A corrupt conduct adversely affects, or could adversely affect, directly or indirectly, the performance of functions or the exercise of powers of— o a unit of public administration (UPA) or o an individual person holding an appointment in a UPA.	B,C

Complaints Management | Strategic Policy

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
			<p>2. Result of the conduct</p> <ul style="list-style-type: none"> - Type A corrupt conduct results, or could result, directly or indirectly, in the performance of functions or the exercise of powers mentioned above in a way that— <ul style="list-style-type: none"> o is not honest or is not impartial or o involves a breach of the trust placed in a person holding an appointment, either knowingly or recklessly or o involves a misuse of information or material acquired in or in connection with the performance of functions or the exercise of powers of a person holding an appointment. <p>In relation to a breach of trust:</p> <ul style="list-style-type: none"> - knowingly can be taken to mean that the subject officer knew that their actions were a breach of the trust placed in them - recklessly can be taken to mean that, while the subject officer did not necessarily know that their actions were a breach of trust, they were aware that there was a real and apparent risk that the conduct would amount to a breach of the trust and they nevertheless without justification went through with the conduct. <p>3. Seriousness of the conduct</p> <p>Type A corrupt conduct would, if proved, be—</p> <ul style="list-style-type: none"> - a criminal offence or - a disciplinary breach providing reasonable grounds for terminating the person’s services, if the person is or were a holder of an appointment. <p>Type B corrupt conduct is conduct by any person that satisfies all three elements described below:</p> <ul style="list-style-type: none"> - <i>Effect</i> of the conduct - Type B corrupt conduct impairs, or could impair, public confidence in public administration. 	

Complaints Management | Strategic Policy

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
			<ul style="list-style-type: none"> - <i>Type of conduct</i> - Type B corrupt conduct involves, or could involve, one of the following types of conduct: <ul style="list-style-type: none"> o collusive tendering o fraud relating to an application for a licence, permit or other authority under an Act that has any of the following purposes or objects: o protecting people's health or safety o protecting the environment o protecting or managing the use of the State's natural, cultural, mining or energy resources o dishonestly obtaining, or helping someone to dishonestly obtain, a benefit from the payment or application of public funds or the disposition of State assets o evading a State tax, levy or duty or otherwise fraudulently causing a loss of State revenue o fraudulently obtaining or retaining an appointment. - <i>Seriousness of the conduct</i> - Type B corrupt conduct would, if proved, be— <ul style="list-style-type: none"> o a criminal offence or o a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were a holder of an appointment. 	
CEO complaint	<i>Crime and Corruption Act 2001, s48A</i>	Complaints about the Chief Executive Officer Policy	<p>As per the definitions above. For the purpose of this policy a complaint includes information or matter involving corrupt conduct (see s48(4) of the <i>Crime and Corruption Act 2001</i>).</p> <ul style="list-style-type: none"> - The CEO is the "public official" of the Sunshine Coast Council ('the Council') pursuant to the <i>Crime and Corruption Act 2001</i>. - If there are grounds to suspect that a complaint may involve corrupt conduct of the CEO of the Council policy details how the complaint will be managed. - The policy applies to all employees of the council. 	C

Complaints Management | Strategic Policy

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
Unsuitable meeting conduct by a Councillor	<i>Local Government Act 2009, s150H</i>	Investigations Policy	Examples of unsuitable meeting conduct by a Councillor may include, where a Councillor: <ul style="list-style-type: none"> - behaves in a Council meeting, in a way that intimidates, bullies or harasses a member of the community, another Councillor or a Council employee - continually interrupts or disrupts a speaker at a Council meeting - behaves in an offensive or disorderly way in a Council meeting. 	C
Conduct Breach by a Councillor	<i>Local Government Act 2009, s150K, s 150P</i>	Investigations Policy	Examples of inappropriate conduct of a Councillor may include, a Councillor: <ul style="list-style-type: none"> - publicly makes derogatory comments about Council employees - purports to speak to the media on behalf of Council when not properly authorised under a Council policy - fails to comply with an order made by the Chairperson of a meeting to leave and stay away from the place at which the meeting is being held <ul style="list-style-type: none"> - contravenes a policy, procedure or resolution of the local government. - failure to refer a complaint about Councillor conduct to the relevant authority. 	C
Misconduct by a Councillor	<i>Local Government Act 2009 s 150L</i>	Councillor Code of Conduct	Examples of misconduct of a Councillor may include, the Mayor or a councillor: <ul style="list-style-type: none"> - knowingly provides false or misleading information during a meeting of the Council in order to affect a decision - fails to carry out the performance evaluation of the Chief Executive Officer in the manner determined by Council - releases private information about a member of the community acquired as a Councillor - directs a Council employee (other than the Mayor directing the Chief Executive Officer or other senior executive employees) to perform a duty - provides confidential information to the media that came from a closed meeting of Council 	C

Complaints Management | Strategic Policy

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
			<ul style="list-style-type: none"> - has a reasonable suspicion that another Councillor has a material personal interest or conflict of interest but did not disclose it to the presiding officer when the other Councillor failed to disclose it - fails to pay a fine ordered by the Tribunal - sought assistance or advice from an officer that is not in accordance with Council's acceptable request guidelines - uses a Council vehicle for private use that is not authorised by Council's expenses policy. 	
Corrupt conduct by a Councillor	<i>Crime and Corruption Act 2001 s 15 and s 38</i>	Councillor Code of Conduct	<p>Examples of corrupt conduct of a Councillor may include, where a councillor:</p> <ul style="list-style-type: none"> - fails to declare a material personal interest in a Council meeting - intentionally fails to update a register of interests in order to hide an interest that could gain a benefit or a loss to the person - engages in fraud against the Council - uses information acquired by a Councillor to gain a financial benefit for the Councillor or someone else - directs a Local Government employee to gain a benefit or cause a detriment to the Councillor or another person - engages in the act of stealing against the Local Government. 	C
Information Privacy	<i>Information Privacy Act 2009, s 27</i>	Information Privacy Policy	<p>Grounds for complaints regarding information privacy is when Council has collected personal information in a way that is unfair or unlawful.</p> <p>A complaint by an individual about an act or practice of a relevant entity in relation to the individual's personal information that is a breach of the relevant entity's obligation under the Information Privacy Act to comply with –</p> <ul style="list-style-type: none"> - the privacy principles; or - an approval under section 157 of the <i>Information Privacy Act 2009</i>. 	A*,B,C
Publication Scheme Complaint	<i>Right to Information Act 2009</i>	Right to Information Policy	Ministerial Guidelines made under the <i>Right to Information Act 2009</i> allows for complaints to be made when information included in a Publication Scheme is not available or able to be accessed as required by legislation.	B *
Anti competitive behaviour	<i>Local Government Regulation 2012</i>	Requirement to maintain a register	<p>These are complaints that:</p> <ul style="list-style-type: none"> - relates to the failure of a local government to conduct a business activity in accordance with the competitive neutrality principle; and 	B,C

Complaints Management | Strategic Policy

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
	Chapter 3 Part 2 Section 39 <i>Local Government Regulation 2012</i> Chapter 3 Part 2 Sub-division 3 s 56		<ul style="list-style-type: none"> - is made by an affected person - Improved access to customers, either because they are required to receive certain services from the council or because they are likely to be visiting or contacting the council about other related services - Revenue security and efficiencies that arise because significant business is effectively not subject to competition - Improved access to information because it is available from sources not so readily accessed by, or not available to, competitors; and - Regulatory matters that apply to competitors but not council owned business - Council must maintain a register of business activities regarding competitive neutrality, including any complaints. 	
Human Rights complaint	<i>Human Rights Act 2019</i>		<p>A human rights complaint is a complaint about an alleged contravention of section 58(1) by a public entity in relation to an act or decision of a public entity.</p> <p>Under section 58(1) of the <i>Human Rights Act 2019</i>, a public entity must:</p> <ul style="list-style-type: none"> - act and make decisions in a way that is compatible with human rights - when making a decision, give proper consideration to a human right relevant to the decision. 	A,B,C
Public Interest Disclosure (PID)	<i>Public Interest Disclosure Act 2013 (PID Act)</i> Public officials (disclosers) who suspect wrongdoing within the public sector can raise their concerns	Public Interest Disclosure Policy	<p>Any person including a public officer can make a public interest disclosure about:</p> <ul style="list-style-type: none"> - danger to the health or safety of a person with a disability - danger to the environment caused by commission of an offence or contravention of a condition in certain environmental legislation. <p>Conduct which may be the subject of a Public Interest Disclosure includes, includes, but not limited to:</p> <ul style="list-style-type: none"> - a contravention of the law - corruption - perverting the course of justice - maladministration 	B,C

Complaints Management | Strategic Policy

TABLE A – CUSTOMER RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint Category (see legend below)
			<ul style="list-style-type: none"> - an abuse of public trust - falsifying scientific research - wastage of public money, or - conduct that is a danger to health, safety or the environment. <p>The <i>Public Interest Disclosure Act 2013</i> offers protection to disclosers ('whistleblowers') from reprisal action.</p>	
Council employees conduct complaint	<p><i>Public Ethics Act 1994</i></p> <p>Council employees are expected to uphold the principles and obligations of the Council's Code of Conduct both in and outside the workplace.</p>	Employee Code of Conduct	<p>Conduct which may constitute a breach of the Code of Conduct includes but is not limited to:</p> <ul style="list-style-type: none"> - Speeding in a council car - Behaving abusively or inappropriately while wearing a Council uniform in public - Defaming or disrespecting someone on social media - Using Council property for personal benefit. 	B,C



Complaints Management | Strategic Policy

TABLE B – EMPLOYEE RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint level (see legend below)
Employees grievance	<i>Industrial Relations Act 2016</i> Enterprise Bargaining Agreement		A <i>grievance</i> is defined as any type of problem, concern, dispute or <i>complaint</i> related to work or the work environment which cannot be resolved through normal day to day communication.	A,B,C
Workplace Health and Safety (WHS) Issue	<i>Work Health and Safety Act 2011</i>		An 'issue' is any matter about health and safety at the workplace that remains unresolved after discussion by parties to the issue e.g. supply of ineffective or inappropriate equipment not suitable for the task.	A,B,C
Bullying	<i>Work Health and Safety Act 2011</i>		<p>Bullying is repeated, unreasonable behaviour directed towards an individual or group that creates a risk to health and safety. Unreasonable behaviour means behaviour that a reasonable person, having regard to all the circumstances, would expect to victimise, humiliate, undermine or threaten. Single incidents of unreasonable behaviour can also create a risk to health and safety and may escalate into bullying. There is no requirement that bullying be intentional.</p> <p>It is not bullying for a manager or supervisor to counsel a workplace participant about their performance. Reasonable performance counselling is a necessary part of ensuring that workplace participants meet Council's standards of work and behaviour.</p> <p>Also, other reasonable managerial actions such as disciplinary action, work directions and orders, and allocation of work in compliance with business needs and systems do not constitute bullying.</p>	A,B,C
Corrupt Conduct	<i>Crime and Corruption Act 2001 s 15 and s 38</i>		<p>Under the <i>Crime and Corruption Act 2001</i>, there are two different types of corrupt conduct that both carry the obligations to notify the Crime and Corruption Commission namely "Type A" and "Type B".</p> <p>Under the <i>Crime and Corruption Act 2001</i>, conduct includes:</p> <ul style="list-style-type: none"> - neglect, failure and inaction - conspiracy to engage in conduct - attempt to engage in conduct. <p>Type A corrupt conduct is conduct by any person that satisfies all three elements described below.</p>	B, C

Complaints Management | Strategic Policy

TABLE B – EMPLOYEE RELATED COMPLAINTS

Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint level (see legend below)
			<p>1. Effect of the conduct Type A corrupt conduct adversely affects, or could adversely affect, directly or indirectly, the performance of functions or the exercise of powers of—</p> <ul style="list-style-type: none"> - a unit of public administration or - an individual person holding an appointment in a unit of public administration. <p>2. Result of the conduct Type A corrupt conduct results, or could result, directly or indirectly, in the performance of functions or the exercise of powers mentioned above in a way that—</p> <ul style="list-style-type: none"> - is not honest or is not impartial or - involves a breach of the trust placed in a person holding an appointment, either knowingly or recklessly or - involves a misuse of information or material acquired in or in connection with the performance of functions or the exercise of powers of a person holding an appointment. <p>In relation to a breach of trust:</p> <ul style="list-style-type: none"> - knowingly can be taken to mean that the subject officer knew that their actions were a breach of the trust placed in them - recklessly can be taken to mean that, while the subject officer did not necessarily know that their actions were a breach of trust, they were aware that there was a real and apparent risk that the conduct would amount to a breach of the trust and they nevertheless without justification went through with the conduct. <p>3. Seriousness of the conduct Type A corrupt conduct would, if proved, be—</p> <ul style="list-style-type: none"> - a criminal offence or - a disciplinary breach providing reasonable grounds for terminating the person's services, if the person is or were a holder of an appointment. 	

Complaints Management | Strategic Policy

TABLE B – EMPLOYEE RELATED COMPLAINTS				
Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint level (see legend below)
			<p>Type B corrupt conduct is conduct by any person that satisfies all three elements described below:</p> <p>1. <i>Effect of the conduct</i> Type B corrupt conduct impairs, or could impair, public confidence in public administration.</p> <p>2. <i>Type of conduct</i> Type B corrupt conduct involves, or could involve, one of the following types of conduct:</p> <ul style="list-style-type: none"> - collusive tendering - fraud relating to an application for a licence, permit or other authority under an Act that has any of the following purposes or objects: <ul style="list-style-type: none"> o protecting people’s health or safety o protecting the environment o protecting or managing the use of the State’s natural, cultural, mining or energy resources - dishonestly obtaining, or helping someone to dishonestly obtain, a benefit from the payment or application of public funds or the disposition of States assets - evading a State tax, levy or duty or otherwise fraudulently causing a loss of State revenue - fraudulently obtaining or retaining an appointment. <p>3. <i>Seriousness of the conduct</i> Type B corrupt conduct would, if proved, be—</p> <ul style="list-style-type: none"> - a criminal offence or <p>a disciplinary breach providing reasonable grounds for terminating the person’s services, if the person is or were a holder of an appointment.</p>	
A complaint regarding the Chief Executive Officer	<i>Crime and Corruption Act 2001 s 15 and s 48A</i>		<p>A complaint that involves or may involve corrupt conduct of its CEO as defined in the <i>Crime and Corruption Act 2001</i>. The following non-exhaustive list are indicators of the types of conduct which may form a reasonable basis to suspect corrupt conduct:</p> <ul style="list-style-type: none"> - fraud and theft; - extortion; 	C

Complaints Management | Strategic Policy

TABLE B – EMPLOYEE RELATED COMPLAINTS

Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint level (see legend below)
			<ul style="list-style-type: none"> - unauthorised release of information; - obtaining or offering a secret commission; - nepotism. 	
Privacy Complaint	<i>Information Privacy Act 2009</i>	Information Privacy Policy	<p>A complaint by an individual about an act or practice of a relevant entity in relation to the individual's personal information that is a breach of the relevant entity's obligation under the <i>Information Privacy Act 2009</i> to comply with –</p> <ul style="list-style-type: none"> - the privacy principles; or - an approval under section 157 of the <i>Information Privacy Act 2009</i>. 	*A, B, C
Public Interest Disclosure	<i>Public Interest Disclosure Act</i>	Public Interest Disclosure Policy	<p>A Council employee can make a public interest disclosure about:</p> <ul style="list-style-type: none"> - danger to the health or safety of a person with a disability - danger to the environment caused by commission of an offence or contravention of a condition in certain environmental legislation - corrupt conduct - maladministration that adversely affects someone's interests in a substantial and specific way - a substantial misuse of public resources - a substantial and specific danger to public health or safety - reprisal after making a public interest disclosure. 	B,C
Human Rights	<i>Human Rights Act 2009</i>		<p>Section 63 of the <i>Human Rights Act 2019</i> defines a human rights complaint as a complaint about an alleged contravention of section 58(1) by a public entity in relation to an act or decision of a public entity.</p> <p>Under section 58(1) of the <i>Human Rights Act 2019</i>, a public entity must:</p> <ul style="list-style-type: none"> - act and make decisions in a way that is compatible with human rights - when making a decision, give proper consideration to a human right relevant to the decision. 	A,B,C
Disciplinary Action			<p>Disciplinary action may be taken in relation to:</p> <p>Failure to perform responsibilities in accordance with an employee's contract of employment or the <i>Local Government Act 2009</i>; or</p> <ul style="list-style-type: none"> - A breach of the Employee Code of Conduct; or 	B,C

Complaints Management | Strategic Policy

TABLE B – EMPLOYEE RELATED COMPLAINTS

Type of complaints	Statutory obligation	Link to the Specific Policy and Guideline	Grounds for complaint	Complaint level (see legend below)
			<ul style="list-style-type: none"> - Failure to perform a responsibility under the Act in accordance with the local government principles; or - Action taken under the Act in a way that is not consistent with the local government principles, and which may include misconduct. Types of disciplinary action include: <ul style="list-style-type: none"> - dismissal; - demotion, including a reduction in remuneration; - a deduction from salary or wages of an amount of not more than 2 penalty units; or - a written reprimand or warning. 	
Discrimination and Harassment	<i>Anti-Discrimination Act 1991</i>	Workplace Harassment Prevention Policy	Discrimination in employment occurs when a person is treated less favourably in their employment because of a ground of discrimination. Discrimination also includes the situation where a workplace participant harasses another person based on a ground of discrimination. Harassment is unwelcome conduct that a reasonable person would expect to offend, humiliate or intimidate.	A,B,C
Vilification	<i>Anti-Discrimination Act 1991</i> s 124A	Workplace Harassment Prevention Policy	Vilification is a public act which incites hatred, severe contempt or severe ridicule of a person or group, because of race, homosexuality, transgender, transsexuality, or HIV/AIDS. Vilification is a particularly serious breach of Equal Employment Opportunity laws and will be dealt with accordingly.	A,B,C
Sexual Harassment	<i>Anti-Discrimination Act 1991</i> s 118 and s 119	Workplace Harassment Prevention Policy	Sexual harassment is unwelcome conduct of a sexual nature, which makes a person feel offended, humiliated, or intimidated. Conduct can amount to sexual harassment even if the person did not intend to offend, humiliate or intimidate the other person. However, conduct will not be sexual harassment if a reasonable person, having regard to all the circumstances, would not have anticipated that the conduct would offend, humiliate or intimidate the other person. Sexual harassment does not have to be directed at a particular individual to be unlawful. Behaviour which creates a hostile working environment for other workplace participants can also be unlawful.	A,B,C

Complaints Management | Strategic Policy

LEGEND: Complaint Classification Level

Level	Nature of complaint	Description	Defined by:
Category A	Frontline complaint handling and early resolution of complaints	Complaints that are: - as a result of interruption or failure of service delivery. - one-off or do not reflect a pattern of various events. - Singular issue not impacted by multiple sources of legislation.	Risk: Minimal reputational, financial, service delivery, compliance, natural environmental, workplace health and safety risks Consequence: Insignificant as per SCC Consequence Ratings. i.e. None or minimal impacts to identified risks. Harm: Zero harm has been caused as a result of the content of this complaint.
Category B	Internal Review of complaints and/or complaint handling (may include further investigations of issues raised and use of Alternative Dispute Resolution options)	Complaints that are: - deeming a decision or outcome that is not satisfactory following the appropriate decisions making process being undertaken. - Impacted by a number of statutory decisions or processes. For example the complaint details a number of issues e.g. complainant believes that their Human Rights and the Health and Safety have been impacted as a result of a Council action. - Fall within the categories of complaints as per TABLE A.	Risk: Moderate to Major reputational, financial, service delivery, compliance, natural environmental, workplace health and safety risks. Consequence: Moderate to Major As per the SCC Consequence Ratings. i.e None or minimal impacts to identified risks. Harm: Harm has been caused as a result of the content of this complaint, but is not life threatening.
Category C	External review of complaints and/or complaints handling by organisation	Complaints that are - Deemed corrupt conduct as prescribed by the relevant policy guidelines - Deemed to be illegal and are a criminal offence. - Fall within the categories of complaints as per TABLE A.	Risk: Catastrophic reputational, financial, service delivery, compliance, natural environmental, workplace health and safety risks. Consequence: Major to Catastrophic as per the SCC Consequence Ratings. i.e None or minimal impacts to identified risks. Harm: Harm has been caused as a result of the content of this complaint, and is considered irreversible.



In applying Section 58 of the *Human Rights Act 2019* (Act), this statement of compatibility is made with respect to the organisational **Complaints Management Policy**.

The revision of Council's Complaint Management Process allows an opportunity to ensure that the strategic policy is **compatible with the human rights** protected by the Act. This policy encourages protection of human rights, reiterates the requirement to consider all human rights when assessing, investigating, and responding to complaints. Human rights considerations, as outlined in the *Human Rights Act 2019*, form part of decision-making and the complaints management system of the Sunshine Coast Council (SCC). Therefore, officers are required to identify and consider all human rights when assessing, investigating and responding to complaints. Section 58 of the *Human Rights Act 2019* addresses the conduct of public entities (including the SCC), outlining that it is unlawful for a public entity: • to act or make a decision in a way that is not compatible with human rights; or • in making a decision, to fail to give proper consideration to a human right relevant to the decision

This policy engages the following rights: recognition and equality before the law, privacy and reputation, freedom of thought, conscience, religion and belief, freedom of expression, and taking part in public life.

Date of assessment: 26th November 2024

Completed by: Coordinator, Integrity Management

Human Rights Assessment

Which Human Rights are <i>engaged</i> by management of complaints?	Which human rights could be <i>limited</i> through management of complaints?	Does the Policy <i>limit</i> the Human Right?	Does the policy <i>consider</i> the Human Right identified in column 1?
<p>1 Recognition and equality before the law (s15)</p> <p>This right relates to everyone having the same rights as everyone else and having a right to the same protection.</p> <ul style="list-style-type: none"> • Every person has the right to recognition as a person before the law. • Every person has the right to enjoy the person's human rights without discrimination. • Every person is equal before the law and is entitled to the equal protection of the law without discrimination. • Every person has the right to equal and effective protection against discrimination. <p>Measures taken for the purpose of assisting or advancing persons or groups of persons disadvantaged because of discrimination do not constitute discrimination.</p>	<p>Every person has the same rights as everyone else and having the right to the same protection, including individuals who may not agree with an administrative action or decision made by Council.</p> <p>Each person has the right to question the action or decision of Council, especially if it is not in their favour.</p> <p>Council is required to provide transparency in its decision making processes.</p> <p>This policy provides a transparent approach both in the</p> <ul style="list-style-type: none"> - Assessment of the complaint and how the complaint is managed - Compliance of legislation, which considers evidence how decisions are made, 	<p>Policy does not limit.</p>	<p>The principles that which this policy is based includes consideration of all of the following:</p> <ul style="list-style-type: none"> • Fairness and equity – all parties to a complaint are treated with respect, dignity and fairness. Council employees involved in the complaint process will be trained to handle complaint matters sensitively and with empathy. • Zero tolerance to abuse – the safety of Council's employees and community members is paramount and Council will not tolerate abuse, threats or intimidation of any kind.



Which Human Rights are <i>engaged</i> by management of complaints?	Which human rights could be <i>limited</i> through management of complaints?	Does the Policy <i>limit</i> the Human Right?	Does the policy <i>consider</i> the Human Right identified in column 1?
	<ul style="list-style-type: none"> - Transparency in how outcomes of complaints are arrived at and communicated with the complainant. 		<ul style="list-style-type: none"> • Access and inclusion – all endeavours will be made to ensure that all parties have accessibility during all stages of the complaints process
<p>3 Freedom of thought, conscience, religion and belief (s20) This right relates to every person within Queensland lawfully having the right to think freely and their individual freedom of conscience:</p> <ul style="list-style-type: none"> • Every person has the right to freedom of thought, conscience, religion and belief, including: <ul style="list-style-type: none"> ◦ the freedom to have or to adopt a religion or belief of the person’s choice; and ◦ the freedom to demonstrate the person’s religion or belief in worship, observance, practice and teaching, either individually or as part of a community, in public or in private. <p>A person must not be coerced or restrained in a way that limits the person’s freedom to have or adopt a religion or belief.</p>	<p>Every person has the right to think freely and their individual freedom of conscience.</p> <p>This policy does not limit this right, and also enables the opportunity for every person to challenge actions and decisions made by Council that impact these thoughts, conscience, religion and beliefs.</p> <p>It is up to Council to transparently demonstrate the rationale for the actions and decisions taken, which should demonstrate justification that these rights have been considered.</p>	<p>Policy does not limit.</p>	<ul style="list-style-type: none"> • Objectivity and consistency – each complaint is assessed on its own merit, and consistency in decision making will be considered. All complaints are managed objectively and without bias. The principles of procedural fairness, natural justice and human rights are ingrained in all aspects of the complaint management process. • Responsive and Efficient – Council is committed to striving for reasonable response times and to ensuring complainants are appropriately informed of the process at key milestones in the complaint process. Response times will vary in relation to the complexity of a complaint.
<p>4 Freedom of expression (s21) This right relates to every person having the freedom to hold an opinion without interference, seek, receive, and impart information and ideas of all kinds.</p>	<p>This policy directly considers the right to freedom of expression, including holding an opinion without interference, seek, receive and impart information and ideas of all kinds.</p>	<p>Policy does not limit.</p>	<ul style="list-style-type: none"> • Compliance with the law – Council is obligated to comply with the requirements of all legislation, specifically those Acts¹ that apply to this policy.



Which Human Rights are <i>engaged</i> by management of complaints?	Which human rights could be <i>limited</i> through management of complaints?	Does the Policy <i>limit</i> the Human Right?	Does the policy <i>consider</i> the Human Right identified in column 1?
	Should a person not hold an opinions that is not compatible with the actions or decisions made by Council, this policy identifies that Council is required to demonstrate transparently how the decision or action was made, and demonstrate if appropriate, consultation did occur, including the consideration of human rights.		
5	<p>Taking part in public life (23)</p> <p>This right relates to every person in Queensland having the opportunity, without discrimination, to participate in the conduct of public affairs, directly or through freely chosen representatives. This right also extends to the opportunity to access the public service (especially through employment in the public service). A broad interpretation of this right encompasses public having increased access to accountability and transparency of the public sector.</p>	<p>Through the management of complaints, this enables every person to have accessibility of public sector information that relates to actions or decisions of Council.</p> <p>The management of complaints, assessment through to outcome ensures accountability and transparency of decisions and actions made by Council.</p>	Policy does not limit.



Which Human Rights are <i>engaged</i> by management of complaints?	Which human rights could be <i>limited</i> through management of complaints?	Does the Policy <i>limit</i> the Human Right?	Does the policy <i>consider</i> the Human Right identified in column 1?
<p>6 Privacy and reputation (s25)</p> <p>This right relates to a person’s right:</p> <ul style="list-style-type: none"> • not to have the person’s privacy, family, home or correspondence unlawfully or arbitrarily interfered with; and • not to have the person’s reputation unlawfully attacked. 	<p>Human rights could be limited as a result of raising a complaint with Council regarding an action or decision of Council that a person is not in favour of could lead to a person’s reputation unlawfully attacked, or impact personal information, when dealing with Council in the future.</p> <p>Council is obliged to comply with relevant legislation in the management of complaints.</p>	<p>Policy does not limit.</p>	<p>In addition the principles of this policy, Council is committed to treating all complaints with appropriate respect for the confidentiality and privacy of the parties involved.</p> <p>Except where disclosure of confidential or personal information is appropriate (see below), employees undertaking a review or investigation of a complaint are required to maintain confidentiality throughout the process to protect the identity of all parties to a complaint.</p> <p>Disclosing confidential or personal information without an appropriate purpose may breach an employee’s obligations under the <i>Local Government Act 2009</i> (Qld) and can constitute a criminal offence. Such disclosure would also amount to a breach the Employee Code of Conduct, which may lead to disciplinary action.</p>



Which Human Rights are <i>engaged</i> by management of complaints?	Which human rights could be <i>limited</i> through management of complaints?	Does the Policy <i>limit</i> the Human Right?	Does the policy <i>consider</i> the Human Right identified in column 1?
<p>7</p> <p>Fair hearing</p> <p>This right affirms the right of all individuals to procedural fairness when coming before a court or tribunal. The concept of a fair hearing is concerned with procedural fairness (as opposed to substantive fairness regarding the merits of a specific decision).</p> <p>Rights in Criminal Proceedings</p> <p>This right safeguards against a number of rights for people charged with a criminal offence, including</p> <ul style="list-style-type: none"> - upholding the presumption of innocence - minimum guarantees in criminal proceedings, including privilege against self-incrimination - a child charged with a criminal offence has the right to a procedure that takes account of the child's age and desirability of promoting rehabilitation - person convicted or sentenced under an offence can appeal to a higher court. 	<p>The management of complaints that relate to human rights with respect to procedural fairness when coming before a Court or tribunal. The concept of a fair hearing is concerned with procedural fairness. While this is outside of the scope of this policy, the principles of managing complaints of any nature within this policy includes fairness and equity.</p> <p>This right explicitly protects the right to be presumed innocent until proved guilty. This imposes on the prosecution the onus of proving the offence, guarantees that guilt cannot be determined until the offence has been proved beyond reasonable doubt, gives the accused the benefit of doubt, and requires that accused persons be treated in accordance with this principle.</p> <p>While this is outside of the scope of this policy, the spirit of intent and the principles of managing complaints of any nature within this policy includes fairness and equity. Also this policy has review escalation stages, where a complainant can take matters to an external body for review, in accordance with the relevant legislation.</p>	<p>Policy does not limit</p>	<p>The principles that which this policy is based includes consideration of all of the following:</p> <ul style="list-style-type: none"> • Fairness and equity – all parties to a complaint are treated with respect, dignity and fairness. Council employees involved in the complaint process will be trained to handle complaint matters sensitively and with empathy. • Zero tolerance to abuse – the safety of Council's employees and community members is paramount and Council will not tolerate abuse, threats or intimidation of any kind. • Access and inclusion – all endeavours will be made to ensure that all parties have accessibility during all stages of the complaints process • Objectivity and consistency – each complaint is assessed on its own merit, and consistency in decision making will be considered. All complaints are managed objectively and without bias. The principles of procedural fairness, natural justice and human rights are ingrained in all aspects of the complaint management process. • Responsive and Efficient – Council is committed to striving for reasonable response times and to ensuring



Which Human Rights are <i>engaged</i> by management of complaints?	Which human rights could be <i>limited</i> through management of complaints?	Does the Policy <i>limit</i> the Human Right?	Does the policy <i>consider</i> the Human Right identified in column 1?
<p>Right not to be tried or punished more than once</p> <p>A person must not be tried or punished more than once for an offence in relation to which the person has already been finally convicted or acquitted in accordance with law.</p> <p>Retrospective Criminal Law</p> <p>This right identifies</p> <p>(1) A person must not be found guilty of a criminal offence because of conduct that was not a criminal offence when it was engaged in.</p> <p>(2) A penalty must not be imposed on any person for a criminal offence that is greater than the penalty that applied to the offence when it was committed.</p> <p>(3) If a penalty for an offence is reduced after a person committed the offence but before the person is sentenced for the offence, the person is eligible for the reduced penalty.</p> <p>(4) Nothing in this section affects the trial or punishment of any person for any act or omission that was a criminal offence under international law at the time it was done or omitted to be done.</p>	<p>While the nature of this human right is outside of the scope of this policy, the spirit of intent and the principles of managing complaints of any nature within this policy includes fairness and equity.</p> <p>While the nature of this human right is outside of the scope of this policy, the spirit of intent and the principles of managing complaints of any nature within this policy includes fairness and equity.</p>		<p>complainants are appropriately informed of the process at key milestones in the complaint process. Response times will vary in relation to the complexity of a complaint.</p> <ul style="list-style-type: none"> • Compliance with the law – Council is obligated to comply with the requirements of all legislation, specifically those Acts² that apply to this policy.

8.4 AUDIT COMMITTEE MEETING 10 FEBRUARY 2025

File No:	Council Meetings
Author:	Manager Audit, Assurance and Risk Advisory Services Civic Governance Group
Appendices:	App A - Minutes of the Audit Committee meeting of 10 February 2025..... 133  

PURPOSE

To provide Council with a report on matters reviewed at the Audit Committee (“the Committee”) meeting held on 10 February 2025 and recommendations made by the Committee to Council.

This report is provided to fulfil Council’s obligations under section 105 of the *Local Government Act 2009* and section 211 of the *Local Government Regulation 2012*.

EXECUTIVE SUMMARY

Under section 105 (2) of the *Local Government Act 2009*, Council is required to establish and maintain an Audit Committee. Council’s Audit Committee is comprised of Mr Mitchell Petrie (Independent Chair), Mr Pat McCallum (Independent Member), Ms Sue Tindal (Independent Member), Councillor E Hungerford and Councillor J Broderick.

Under Clause 6 of the Audit Committee Charter, the Committee meets (at a minimum) four times each year or as determined by Council or the Committee.

The agenda for the Audit Committee on 10 February 2025 covered the following:

- Meeting Minutes and Audit Committee Resolutions/Action Items
- Chief Executive Officer's Update
- Finance: Planning for the 2024/25 Financial Statements Audit Process
- Finance: Update on the independent review of the process to prepare the statutory financial statements
- Built Infrastructure/Business Performance: Report on the status of recommendations arising from the four asset management related reviews
- People: Wellbeing Health and Safety Report
- DIS: Cyber Security Report
- Governance: Operational Risk Update and Business Continuity Report
- Governance: Internal Audit Program of Work update
- Governance: Recommendation Monitoring
- Governance: Internal Audit Report: Transport Levy.

OFFICER RECOMMENDATION

That Council:

- (a) receive and note the report titled “Audit Committee Meeting 10 February 2025” and**
- (b) endorse the Minutes of the Audit Committee meeting of 10 February 2025 at Appendix A to this report.**

FINANCE AND RESOURCING

There are no financial or resourcing issues specifically associated with this report. The report fulfils the statutory reporting obligations of Council.

CORPORATE PLAN

Corporate Plan Goal:	<i>Our outstanding organisation</i>
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**

Councillors J Broderick and E Hungerford attended and participated in the Audit Committee meeting on 10 February 2025.

All Councillors received the Audit Committee agenda papers prior to the meeting.

Internal Consultation

The Chief Executive Officer and other Executive Leadership Team (ELT) members participated in the Committee meeting and contributed to the development of the Committee agenda papers. Other officers consulted in the preparation of papers for consideration at the Audit Committee meeting on 10 February 2025 included:

- Manager Finance
- Coordinator Financial Accounting
- Asset Information Manager
- IT PMO Manager
- Wellbeing Health and Safety Lead
- Chief Information Officer
- A/Coordinator Corporate Risk & Insurance
- Principal Auditor

The Chief Executive Officer and all Group Executives received the Audit Committee agenda papers prior to the meeting.

External Consultation

The independent members of the Committee were present at the meeting on 10 February 2025.

All attendees received the Audit Committee agenda papers prior to the meeting.

PROPOSAL

Under section 105 (2) of the *Local Government Act 2009*, Council (as a large local government) must establish and maintain an Audit Committee. The Act provides the Audit Committee has the following functions:

- (a) monitors and reviews—
 - (i) the integrity of financial documents; and
 - (ii) the internal audit function; and
 - (iii) the effectiveness and objectivity of Council’s internal auditors; and
- (b) makes recommendations to Council about any matters that the Committee considers need action or improvement.

The Committee has no delegated decision-making authority. The Committee is, however, a source of independent advice to Council and the Chief Executive Officer.

The Committee is comprised of Mr Mitchell Petrie (Independent Chair), Mr Pat McCallum (Independent Member), Ms Sue Tindal (Independent Member), Councillor E Hungerford and Councillor J Broderick.

The overall objective of the Committee is to assist Council and the Chief Executive Officer to discharge their responsibilities, in particular:

- corporate governance and responsibilities in relation to the organisation’s financial reporting, internal control structure, risk management systems and the external and internal audit functions
- maintain an independent and objective forum promoting transparency, accountability and an ethical culture throughout Council
- maintain open lines of communications with Council, Executive Management, External Audit and Internal Audit, to exchange information and views
- oversee and appraise the quality and efficiency of audits conducted by both the Internal and External Audit functions and
- ensure both the Internal and External Audit functions are independent and effective.

Under section 211 of the *Local Government Regulation 2012*, the Committee must provide Council with a written report about the matters reviewed at its meetings and make recommendations to Council on any matters the Committee considers need action or improvement. The Committee meets at least four times each year.

The most recent meeting of the Audit Committee took place on 10 February 2025. The minutes of the Committee meeting are provided at **Appendix A** to this report.

Legal

This report to Council has been developed in fulfillment of Council's statutory obligations under the *Local Government Act 2009* and *Local Government Regulation 2012*.

Risk

Specific risks associated with each matter contained in the Committee Agenda reports have been raised and addressed in the briefings to the Committee.

Previous Council Resolution**Ordinary Meeting 12 December 2024 (OM24/125)**

That Council:

- (a) *receive and note the report titled "**Audit Committee Meeting 25 November 2024**" and*
- (b) *endorse the Minutes of the Audit Committee meeting of 25 November 2024 at Appendix A to this report.*

Ordinary Meeting 12 December 2024 (OM24/126)

That Council:

- (a) *receive and note the report titled "Appointment of Independent Audit Committee Member"*
- (b) *approve the appointment of the independent Audit Committee member as recommended, for a term of four years from and including 1 January 2025 and concluding on 31 December 2028 and*
- (c) *authorise the Chief Executive Officer to publicly release the name of the person appointed as a member of the Audit Committee, should Council endorse the recommendations in this report.*

Ordinary Meeting 21 November 2024 (OM24/116)

That Council:

- (a) *receive and note the report titled "**Audit Committee Meeting 29 October 2024**" and*
- (b) *endorse the Minutes of the Audit Committee meeting of 29 October 2024 at Appendix A to this report.*

Ordinary Meeting 26 September 2024 (OM24/79)

That Council:

- (a) *receive and note the report titled "Audit Committee Meeting 2 September 2024" and*
- (b) *endorse the Minutes of the Audit Committee meeting of 2 September 2024 at Appendix A to this report.*

Ordinary Meeting 20 June 2024 (OM24/46)

That Council:

- (a) *receive and note the report titled "**Audit Committee Meeting 23 May 2024**"*

- (b) endorse the Minutes of the Audit Committee meeting of 23 May 2024 at Appendix A to this report and*
- (c) accept the recommendation of the Audit Committee dated 23 May 2024 and in doing so, approve the 2024 – 2025 Internal Audit Program of Work at Appendix B.*

Ordinary Meeting 7 March 2024 (OM24/15)

That Council:

- (a) receive and note the report titled "Audit Committee Meeting 26 February 2024" and*
- (b) endorse the Minutes of the Audit Committee meeting of 26 February 2024 at Appendix A to this report.*

Related Documentation

There is no related documentation relevant to this report.

Implementation

Implementation of the Audit Committee and the internal and external audit recommendations are overseen by the Chief Executive Officer and the Executive Leadership Team and monitored by the Audit Committee.

Minutes

Audit Committee

Monday, 10 February 2025

Sunshine Coast City Hall Chamber, 54 First Avenue, Maroochydore

AUDIT COMMITTEE MEMBERS

Councillor J Broderick	Division 1
Councillor E Hungerford	Division 7
Mr M Petrie	External Member (Chair)
Mr P McCallum	External Member
Ms S Tindal	External Member



AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

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AUDIT COMMITTEE MINUTES **10 FEBRUARY 2025**

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Please Note: The resolutions as shown in italics throughout these minutes are the resolutions carried by the Audit Committee.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

1 DECLARATION OF OPENING

The Chair declared the meeting open at 9:00am.

Councillor E Hungerford acknowledged the Traditional Custodians of the land on which the meeting took place.

2 RECORD OF ATTENDANCE AND LEAVE OF ABSENCE

AUDIT COMMITTEE MEMBERS

Councillor J Broderick	Division 1
Councillor E Hungerford	Division 7
Mr M Petrie	External Member (Chair)
Mr P McCallum	External Member
Ms S Tindal	External Member

COUNCIL OFFICERS

Chief Executive Officer
A/Group Executive Business Performance
A/Group Executive Civic Governance
A/Group Executive Customer and Planning Services
Group Executive Economic and Community Development
Group Executive Liveability and Natural Assets
Manager Audit, Assurance and Risk Advisory Services
Manager Finance
Coordinator Financial Accounting
Asset Information Manager
IT PMO Manager
Wellbeing Health and Safety Lead
Chief Information Officer
A/Coordinator Corporate Risk & Insurance
Principal Auditor

APOLOGIES

A/Group Executive Built Infrastructure

ATTENDEES

Engagement Manager	Queensland Audit Office (Via Teams)
Engagement Leader	Queensland Audit Office (Via Teams)
Councillor T Burns	Division 3
Councillor D Law	Division 10

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

3 INFORMING OF CONFLICTS OF INTEREST

3.1 PRESCRIBED CONFLICTS OF INTEREST

Pursuant to Section 150EL of the *Local Government Act 2009*, no declarations of prescribed conflicts of interest were made during this meeting.

3.2 DECLARABLE CONFLICTS OF INTEREST

Pursuant to Section 150EQ of the *Local Government Act 2009*, no declarations of declarable conflicts of interest were made during this meeting.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4 REPORTS DIRECT TO AUDIT COMMITTEE

4.1 MEETINGS MINUTES AND AUDIT COMMITTEE RESOLUTIONS/ACTION ITEMS

File No: Audit Committee

Author: Manager Audit, Assurance and Risk Advisory Services
Civic Governance Group

EXECUTIVE SUMMARY

Audit Committee Meeting Minutes

The items of business considered by the Committee at its 25 November 2024 meeting are summarised in agenda sequence and minutes recorded in Audit Committee Meeting minutes of 25 November 2024. The Minutes of this meeting were presented to Council for consideration at its Ordinary Meeting on 12 December 2024.

Audit Committee Resolutions and Action Items

Recommendations and action items recorded at Audit Committee meetings refer to specific approvals, tasks, actions, or responsibilities assigned to individuals or teams.

Items are documented in the meeting minutes and serve as a point of reference to ensure actions agreed are followed through and implemented effectively.

Committee Recommendation (AC25/1)

Moved: Councillor J Broderick

Seconded: Councillor E Hungerford

That the Audit Committee receive and note the report titled "Meetings Minutes and Audit Committee Resolutions/Action Items".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.2 CHIEF EXECUTIVE OFFICERS UPDATE

File No: Audit Committee
Author: Manager, Strategy and Policy
Civic Governance Group

EXECUTIVE SUMMARY

The Audit Committee receives a regular report from the Chief Executive Officer outlining Council's performance in progressing implementation of the Corporate Plan and the associated annual Operational Plan.

This report is current as of 31 December 2024 and provides an overview of Council's:

- Financial performance
- Capital Works Program.
- Operational Plan performance by exception.

Committee Recommendation (AC25/2)

Moved: P McCallum
Seconded: S Tindal

That the Audit Committee:

- receive and note the report titled "Chief Executive Officers Update" and*
- note the Exception Report to the Audit Committee Operational Plan Activities, Quarter 2 2024-25.*

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.3 FINANCE: PLANNING FOR THE 2024-25 FINANCIAL STATEMENTS AUDIT PROCESS

File No: Audit Committee
Author: Coordinator Financial Accounting
Business Performance Group

EXECUTIVE SUMMARY

The Queensland Audit Office conducted their 2024-25 Planning Audit during January 2025 and have issued their 2025 External Audit Plan for Audit Committee review and Chief Executive Officer sign-off.

Committee Recommendation (AC25/3)

Moved: P McCallum
Seconded: Councillor J Broderick

That the Audit Committee receive and note the report titled "Finance: Planning for the 2024-25 Financial Statements Audit Process".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.4 FINANCE: UPDATE ON THE INDEPENDENT REVIEW OF THE PROCESS TO PREPARE THE STATUTORY FINANCIAL STATEMENTS

File No: Audit Committee
Author: Chief Executive Officer
Office of the Chief Executive Officer

Committee Recommendation (AC25/4)

Moved: S Tindal
Seconded: Councillor E Hungerford

That the Audit Committee receive and note the report titled "Finance: Update on the independent review of the process to prepare the statutory financial statements".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.5 BUILT INFRASTRUCTURE/BUSINESS PERFORMANCE: OVERVIEW ASSET MANAGEMENT PROGRAM

File No: Audit Committee
Author: Asset Information Manager
Built Infrastructure Group

EXECUTIVE SUMMARY

The Audit Committee has received progressive updates in relation to Council's asset management activities on a regular basis, with the last update in November 2024.

Previous updates have informed the audit committee of the four independent reviews undertaken in 2021 and 2022 respectively and the formation of the Asset Management Transformation Program to address the actions raised in these reports.

A review of the Asset Management Transformation Program progress was undertaken in October 2024 to confirm the progress against the program deliverables and if the current project staffing model (2 dedicated resources plus Business as Usual resources) was sufficient to meet agreed periods.

The Group Executives have been informed on the Health Check findings in the Information Technology Steering Committee in October 2024. The Group Executives supported the update to transition the overall program management and delivery from the Asset Management Branch, to the Digital & Information Services, Program Management Office team commencing in December 2024.

This transition of the Asset Management Transformation Program will result in an updated title "Asset Management Program" with the objective for a reset of the program deliverables:

- Scope (current and future).
- External Reports – reconciliation of the Action items.
- Data: Reconciliation, standardisation, and cleansing.
- Business and Technical Process improvements.
- Go to Market to assessment of the current systems to support SCC future requirements..

Committee Recommendation (AC25/5)

Moved: Councillor E Hungerford
Seconded: S Tindal

That the Audit Committee

- receive and note the report titled "Built Infrastructure/Business Performance: Overview Asset Management Program" and*
- note a report to be provided to the May 2025 Audit Committee with a recommendation and implementation plan including costs to date, proposed timelines, responsibility and project governance processes. The Audit Committee to be provided updates at each meeting.*

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.6 PEOPLE: WELLBEING, HEALTH AND SAFETY REPORT

File No: Audit Committee
Author: Wellbeing Health and Safety Manager
Business Performance Group

EXECUTIVE SUMMARY

Safety management system improvements continue with the Critical Control Management Project progressing well through the Phase 2 Parks and Gardens Mowing Pilot. Due to identified efficiency gains in changing to a High-Risk Activity approach and working through all associated Critical Risks (originally Critical Risk: Plant Collision and Rollover), the Pilot Phase has been extended. The Wellbeing Health and Safety team's other priority improvement programs are progressing as planned and include:

- Contractor Safety Management Project
- Psychosocial Risk Management Project
- Safety Work Method Statements Declutter and Refresh Project
- Audit Action Plan.

Committee Recommendation (AC25/6)

Moved: P McCallum
Seconded: Councillor J Broderick

That the Audit Committee receive and note the report titled "People: Wellbeing, Health and Safety Report".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.7 DIGITAL & INFORMATION SERVICES: CYBER SECURITY REPORT

File No: Audit Committee
Author: Chief Information Officer
Business Performance Group

EXECUTIVE SUMMARY

The following report provides an overview of the status and progress of the Sunshine Coast Council's Cyber Security operational governance, risk management, and compliance activities for the reporting period September 2024 to January 2025.

No incidents were required to be escalated to the Office of the Information Commissioner or the Australian Cyber Security Centre as is required by the *Information Privacy Act of 2009* and the *Security of Critical Infrastructure Act of 2018*.

Council has an ongoing Cyber Security Program to continually improve the cyber maturity levels which have been developed from the recommended mitigation strategies of the Australian Cyber Security Centre "Essential Eight" and International Security Standard "ISO27001" criteria.

On 12 November 2024, Digital Information & Services partnered with the Audit, Risk, and Assurance Branch to conduct a Business Continuity Plan test and presentation. The exercise provided insight and valuable feedback that will allow for refinement and incident preparation planning.

Key takeaways were:

- Further awareness of business communications pathways and dependencies across Business Continuity Plans is required.
- Prevention rather than reaction is the key to preparedness. We need to conduct regular exercises and true simulations of a Cyber Security incident management process. Digital Information & Services and Civic Governance will be proactively partnering and making recommendations to the Executive Leadership team via the monthly operational reporting.

Sunshine Coast Council has also been recognised as a leader in the Local Government sector. A benchmark report completed by the Local Government Mutual Services has highlighted Council's commitment to improving its cyber security posture and exemplifies our approach as a leader for our cyber security maturity.

Committee Recommendation (AC25/7)

Moved: S Tindal
Seconded: Councillor J Broderick

That the Audit Committee receive and note the report titled "Digital & Information Services: Cyber Security Report".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

**4.8 GOVERNANCE: OPERATIONAL RISK AND BUSINESS CONTINUITY
UPDATE REPORT**

File No: Audit Committee
Author: Coordinator Corporate Risk & Insurance
Civic Governance Group

EXECUTIVE SUMMARY

The annual review of the Operational Risks was completed in the first quarter of this year. The finalised operational risk report was reviewed by each Group Executive. The following items were reviewed to ensure relevance, currency and accuracy:

- Causes and consequences
- Mitigation strategies
- Controls and
- Residual risk ratings.

Upon completion of the annual review the number of operational risks went from 207 to 241, with risks falling out of tolerance, increasing from 25 to 31.

Committee Recommendation (AC25/8)

Moved: Councillor E Hungerford
Seconded: P McCallum

That the Audit Committee receive and note the report titled "Governance: Operational Risk and Business Continuity Update Report".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.9 GOVERNANCE: INTERNAL AUDIT PROGRAM OF WORK UPDATE

File No: Audit Committee
Author: Manager Audit, Assurance and Risk Advisory Services
Civic Governance Group

EXECUTIVE SUMMARY

Summary of Engagement being undertaken in the Financial Year 2025

- 3 reviews are in the Reporting stage
- 2 reviews are in Fieldwork
- 4 reviews are in Planning
- 2 reviews are not started.
- 1 review, Grants and Sponsorships review, has been split into two reviews with a report for each to be issued
- 1 review, suggested for deferral.

Reporting

- 0 reports were reported at the 25 November 2024 Audit Committee Meeting
- 1 Reports to be reported at the 10 February 2025 Audit Committee Meeting
- 3 Reports to be reported at the 19 May 2025 Audit Committee Meeting.

Committee Recommendation (AC25/9)

Moved: Councillor J Broderick
Seconded: Councillor E Hungerford

That the Audit Committee receive and note the report titled "Governance: Internal Audit Program of Work Update".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.10 GOVERNANCE: RECOMMENDATION MONITORING

File No: Audit Committee
Author: Manager Audit, Assurance and Risk Advisory Services
Civic Governance Group

EXECUTIVE SUMMARY

At the start of Quarter 2, FY2025 (1 October 2024), there were 82 active audit recommendations.

Committee Recommendation (AC25/10)

Moved: S Tindal
Seconded: Councillor J Broderick

That the Audit Committee receive and note the report titled "Governance: Recommendation Monitoring".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

4.11 GOVERNANCE: INTERNAL AUDIT: TRANSPORT LEVY

File No: Audit Committee
Author: Principal Auditor
Civic Governance Group

EXECUTIVE SUMMARY

The 2024/25 Transport Levy of \$47 per property (\$23.50 per half yearly rate notice) is a separate levy charged to rateable properties to fund services and infrastructure largely outside the normal operations of local government. Annually, \$7.2 million is raised and funds are restricted for purposes as defined in the policy.

The review focused on the following areas:

- Processes for the establishment and approval of programs and initiatives including policy/legislative compliance
- Financial controls around revenue and expenditure of restricted cash and reconciliation of restricted cash balances
- Program monitoring and reporting controls.

Committee Recommendation (AC25/11)

Moved: Councillor E Hungerford
Seconded: Councillor J Broderick

That the Audit Committee receive and note the report titled "Governance: Internal Audit: Transport Levy".

Carried unanimously.

AUDIT COMMITTEE MINUTES

10 FEBRUARY 2025

5 NEXT MEETING

The next Ordinary Meeting will be held on 19 May 2025 Sunshine Coast City Hall Chamber, 54 First Avenue, Maroochydore.

6 MEETING CLOSURE

The meeting closed at 11:17am.



8.5 JANUARY 2025 FINANCIAL PERFORMANCE REPORT

File No: Council Meetings

Author: Coordinator Financial Services
Business Performance Group

Attachments: Att 1 - January 2025 Financial Performance Report..... 157  
Att 2 - January 2025 Capital Grant Funded Project Report 169  

PURPOSE

To meet Council’s legislative obligations, a monthly report must be presented to Council on its financial performance and investments.

EXECUTIVE SUMMARY

This monthly financial performance report provides Council with a summary of performance against budget as at 31 January 2025, in terms of the operating result and delivery of the capital program.

Operating Performance

Table 1: Operating Budget as at 31 January 2025

	Original Budget \$000	Current Budget \$000
Total Operating Revenue	610,085	620,020
Total Operating Expenses	587,086	616,224
Operating Result	22,999	3,796

	Year to Date Actuals December 2024 \$000	Year to Date Budget January 2025 \$000	Year to Date Actuals January 2025 \$000
Total Operating Revenue	319,393	544,061	545,701
Total Operating Expenses	300,006	351,452	350,915
Operating Result	19,386	192,609	194,787
Total Cash Balance	139,014	123,576	127,429

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

OFFICER RECOMMENDATION

That Council receive and note the report titled “January 2025 Financial Performance Report”.

FINANCE AND RESOURCING

This report sets out the details of Council’s financial performance and investments for the month ending 31 January 2025, and meets Council’s legislative reporting requirements.

CORPORATE PLAN

Corporate Plan Goal: *Our outstanding organisation*

Outcome:

Operational Activity:

We serve our community by providing this great service 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 Councillors, E Hungerford and J Broderick.

Internal Consultation

This report has been written in conjunction with advice from:

- Chief Executive Officer
- Acting Group Executive Business Performance
- Manager Finance.

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 2024-25 Investment Policy, and
Sunshine Coast Council's 2024-25 Debt Policy.

Risk

The 2024-25 budget has been developed to ensure long term financial sustainability for the Sunshine Coast region. A key element to long term financial sustainability is achieving the targeted operating result.

Council's operating result includes savings initiatives of \$9.9 million, with \$8.1 million attributed to the Employee Vacancy Rate. Failure to achieve the budgeted operating result will negatively impact Council's financial sustainability both in the short term and long term.

Continued monitoring of the delivery of the capital works program within budgeted scope and cost.

Previous Council Resolution**Ordinary Meeting 12 December 2024 (OM24/124)**

That Council:

- (a) *receive and note the report titled "Budget Review 2 2024-25"*
- (b) *adopt Appendix A as tabled, pursuant to sections 169 and 170 of the Local Government Regulation 2012, Council's amended budget for 2024-25 financial year incorporating:*
 - (i) *the statement of income and expenditure*
 - (ii) *the statement of financial position*
 - (iii) *the statements of changes in equity*
 - (iv) *the statement of cash flow*
 - (v) *the relevant measures of financial sustainability*
 - (vi) *the long-term financial forecast*
 - (vii) *Council's 2024-25 Capital Works Program, endorse the indicative four-year program for the period 2026 to 2029, and note the five-year program for the period 2030 to 2034*
 - (viii) *the Debt Policy*
- (c) *note the following documentation applies as adopted 20 June 2024*
 - (i) *the Revenue Policy*
 - (ii) *the total value of the change, expressed as a percentage, in the rates and utility charges levied for the financial year compared with the rates and utility charges levied in the previous budget, and*
 - (iii) *the Revenue Statement*
 - (iv) *the rates and charges to be levied for the 2024-25 financial year and other matters as adopted 20 June 2024*
 - (v) *the Strategic Environment Levy Policy*
 - (vi) *the Strategic Arts and Heritage Levy Policy*
 - (vii) *the Strategic Transport Levy Policy*
 - (viii) *Prescribed Services Charge Plan (No. 2) 2024-25 Financial Year and*
- (d) *endorse the 2024-25 Minor Capital Works Program (Appendix B).*

Ordinary Meeting 26 September 2024 (OM24/82)

That Council:

- (a) *receive and note the report titled "Budget Review 1 – 2024-25" and*
- (b) *adopt Appendix A as tabled, pursuant to sections 169 and 170 of the Local Government Regulation 2012, Council's amended budget for 2024-25 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 measurers of financial sustainability*
 - vi. *the long-term financial forecast*
 - vii. *Council's 2024-25 Capital Works Program, endorse the indicative four-year program for a period 2026 to 2029, and note the five-year program for the period 2030 to 2034*
- (c) *note the following documentation applies as adopted 22 June 2024*
 - i. *the Debt policy*
 - ii. *the Revenue policy*
 - iii. *the total value of 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*
 - iv. *the Revenue statement*
 - v. *the rates and charges to be levied for the 2024-25 financial year and other matters as adopted 22 June 2024*
 - vi. *the Strategic Environment Levy Policy*
 - vii. *the Strategic Arts and Heritage Levy Policy*
 - viii. *the Strategic Transport Levy Policy*
 - ix. *Prescribed Services Charge Plan (No. 2) 2024-25 Financial Year and*
- (d) *endorse the Minor Capital Works Program (Appendix B).*

Special Meeting 20 June 2024 (OM24/4)

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 2023-24 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 2024-25 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 30 May 2024)*
- viii. the Revenue Policy (adopted by Council resolution on 30 May 2024)*
- 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 2024-25 Capital Works Program, endorsing the indicative four-year program for the period 2026 to 2029, and noting the five-year program for the period 2030 to 2034*
- xii. the rates and charges to be levied for the 2024-25 financial year and other matters as detailed below in clauses 3 to 10*
- xiii. the 2024-25 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. Prescribed Services Charge Plan (No. 2) 2024-25 Financial Year.*

Related Documentation

2024-25 Adopted Budget

Critical Dates

There are no critical dates for this report.

Implementation

There are no implementation details to include in this report.

2024-25 BUDGET

Financial Performance Report

January 2025



Statement of Income and Expenses



As at 31 January, Council had an operating result of \$194.8 million, which is \$2.2 million (1.1%) above current budget.

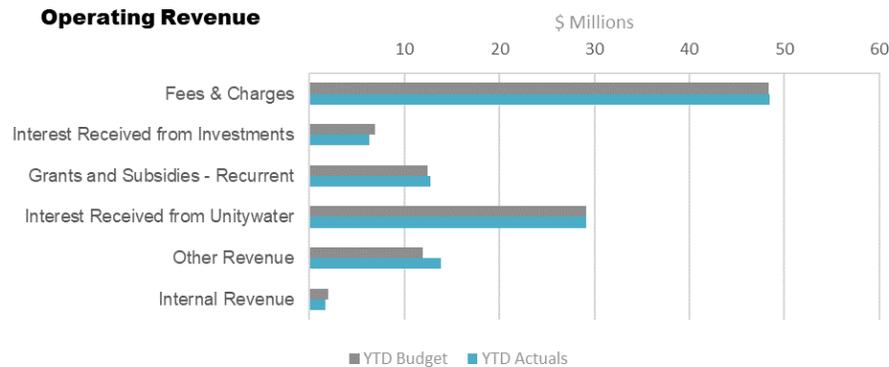
Statement of Income & Expenses							January 2025
	Annual		YTD				Annual
	Original Budget \$000	Current Budget \$000	Current Budget \$000	Actuals \$000	Variance \$000	Variance %	Year End Forecast \$000
Operating Revenue							
General Rates	319,728	319,728	318,263	316,936	(1,327)	(0.4%)	318,243
Cleansing Charges	84,008	93,380	91,120	92,537	1,416	1.6%	94,780
Levies	23,872	23,890	23,810	23,792	(18)	(0.1%)	23,890
Fees and Charges	77,152	76,550	48,328	48,480	152	0.3%	75,983
Interest Received from Investments	14,883	12,870	6,861	6,316	(545)	(7.9%)	12,870
Operating Grants and Subsidies	16,129	17,407	12,450	12,750	300	2.4%	17,407
Operating Contributions	320	320	298	268	(30)	(10.1%)	320
Unitywater Participation	52,500	52,500	29,119	29,119	0	0.0%	52,500
Other Revenue	18,775	20,618	11,884	13,852	1,968	16.6%	20,618
Internal Sales/Recoveries	2,719	2,758	1,927	1,651	(276)	(14.3%)	2,758
Total Operating Revenue	610,085	620,020	544,061	545,701	1,640	0.3%	619,369
Operating Expenses							
Employee Costs	186,081	189,597	104,093	103,646	(447)	(0.4%)	189,097
Materials and Services	234,321	248,190	141,672	137,856	(3,816)	(2.7%)	248,190
Finance Costs	13,284	13,124	7,775	7,177	(597)	(7.7%)	11,424
Company Contributions	4,149	4,149	4,149	4,149	0	0.0%	4,149
Depreciation Expense	115,664	126,800	74,034	74,043	8	0.0%	126,800
Other Expenses	29,587	30,365	15,731	16,233	502	3.2%	30,365
Recurrent Capital Expenses	4,000	4,000	4,000	7,811	3,811	95.3%	7,811
Total Operating Expenses	587,086	616,224	351,452	350,915	(538)	(0.2%)	617,836
Operating Result	22,999	3,796	192,609	194,787	2,178	1.1%	1,533
Capital Revenue							
Capital Grants and Subsidies	25,000	54,663	15,862	15,862	-	-	54,663
Capital Contributions - Cash	33,629	25,000	20,236	20,236	-	-	25,000
Capital Contributions - Fixed Assets	74,538	74,538	-	-	-	-	74,538
Total Capital Revenue	133,167	154,201	36,099	36,099	-	-	154,201
Non-recurrent Expenses							
Profit/Loss on disposal, revaluation & impairment	-	-	-	1,064	1,064	-	1,064
Movements in landfill and quarry provisions	2,982	2,982	1,739	1,739	-	-	2,982
Recurrent Capital Expenses - Prior Year	-	-	-	4,667	4,667	-	4,667
Assets Transferred to Third Parties	-	-	-	-	-	-	-
Total Non-recurrent Expenses	2,982	2,982	1,739	7,470	5,730	329.5%	8,712
Net Result	153,185	155,016	226,969	223,416	(3,553)	(1.6%)	147,022

Operating Result - Revenue

\$545.7 million in operating revenue has been received which is \$1.6 million higher than budget

- General Rates \$1.3 million lower than budget
- Cleansing Charges higher than budget \$1.3 million
- Resource Recovery Recyclables \$1.4 million higher than budget
 - \$935,000 one-off catch up payment
 - \$465,000 increased sale of recyclables due to better-than-expected commodity prices

Operating Summary		January 2025				
	Annual		YTD			
	Original Budget \$000s	Current Budget \$000s	Current Budget \$000s	Actuals \$000s	Variance \$000s	Variance %
Operating Revenue	610,085	620,020	544,061	545,701	1,640	0.3%
Operating Expenses	583,086	612,224	347,452	343,103	(4,349)	(1.3%)
Recurrent Capital Expenses	4,000	4,000	4,000	7,811	3,811	95.3%
Operating Result	22,999	3,796	192,609	194,787	2,178	1.1%
Capital Revenue	133,167	154,201	36,099	36,099	-	-
Non-recurrent Expenses	2,982	2,982	1,739	7,470	5,730	329.5%
Net Result	153,185	155,016	226,969	223,416	(3,553)	(1.6%)



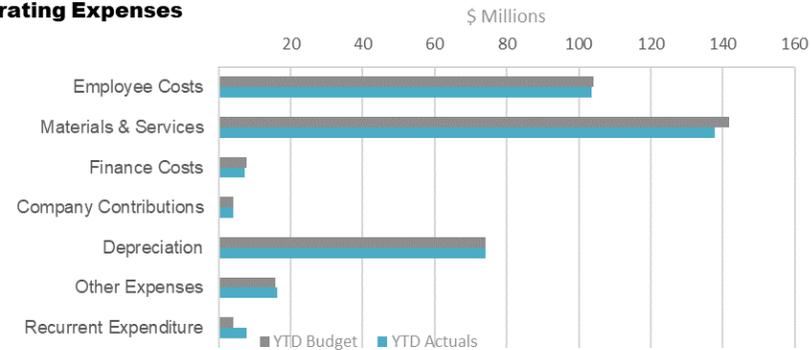
Operating Result - Expenses

\$351 million in operating expenses has been incurred which is \$538,000 (0.2%) higher than budget

- Materials and Services under budget \$3.8 million (2.7%)
 - Contracts \$2.2 million under budget
 - Waste \$1.6 million
 - Digital and Information Services \$562,000
- Levy Projects \$1.1 million under budget
Environment Levy and Transport Levy
- Finance Costs below budget \$597,000 due to accounting treatment for capitalised interest

Operating Summary		January 2025				
	Annual		YTD			
	Original Budget \$000s	Current Budget \$000s	Current Budget \$000s	Actuals \$000s	Variance \$000s	Variance %
Operating Revenue	610,085	620,020	544,061	545,701	1,640	0.3%
Operating Expenses	583,086	612,224	347,452	343,103	(4,349)	(1.3%)
Recurrent Capital Expenses	4,000	4,000	4,000	7,811	3,811	95.3%
Operating Result	22,999	3,796	192,609	194,787	2,178	1.1%
Capital Revenue	133,167	154,201	36,099	36,099	-	-
Non-recurrent Expenses	2,982	2,982	1,739	7,470	5,730	329.5%
Net Result	153,185	155,016	226,969	223,416	(3,553)	(1.6%)

Operating Expenses



Capital Expenditure

\$147.7 million (56.8%) of Council's \$260.1 million total capital works budget has been expensed.

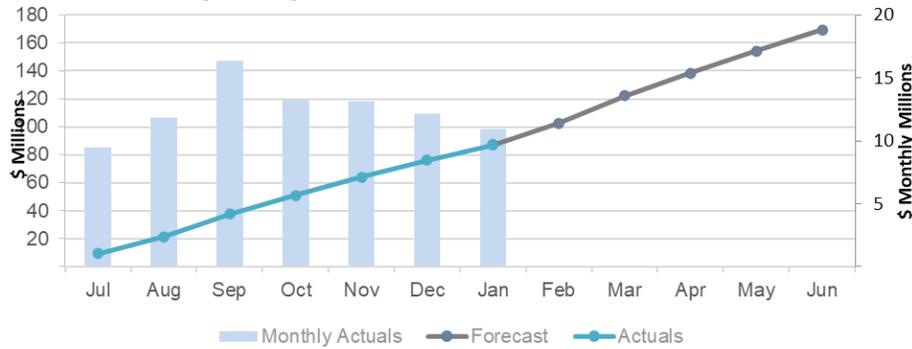
This is compared to the same period last year with \$162 million (48.8%) expensed of Council's \$332 million total capital works budget.

The Core Capital Program has expensed \$87.1 million, 57.2% of budget.

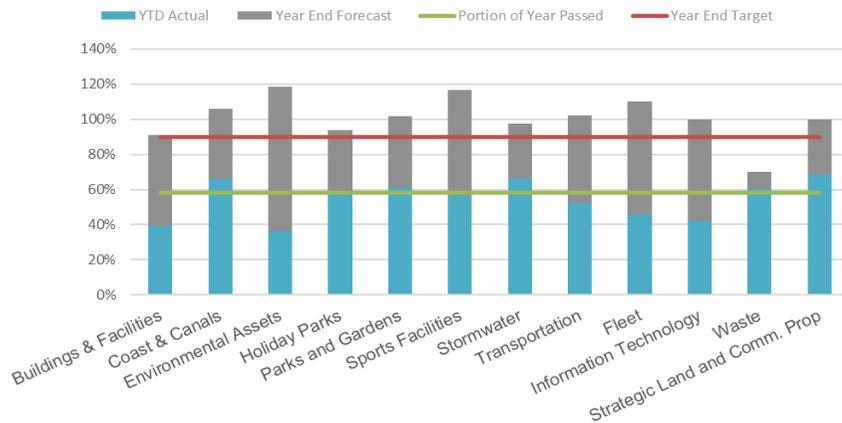
Capital Expenditure		January 2025				
	Annual		YTD		Year End	
	Original Budget \$000s	Current Budget \$000s	Actuals \$000s	% of FY Budget Spent	Forecast Year End Actual	Forecast Year End Variance to Budget
Core Capital Works Program						
Aerodromes	1,525	450	103	22.8%	567	117
Buildings and Facilities	28,286	19,735	7,792	39.5%	17,978	(1,757)
Coast and Canals	6,200	3,467	2,276	65.7%	3,667	201
Environmental Assets	4,120	3,288	1,193	36.3%	3,899	610
Minor Works	5,862	7,479	2,921	39.1%	5,628	(1,851)
Holiday Parks	2,881	2,807	1,596	56.8%	2,639	(168)
Parks and Gardens	10,480	9,600	5,880	61.2%	9,758	158
Sports Facilities	20,738	21,480	12,146	56.5%	25,088	3,608
Stormwater	14,318	11,300	7,472	66.1%	10,993	(307)
Transportation	99,213	87,132	45,747	52.5%	89,011	1,879
Deliverability Factor		(14,353)				
Total SCC Core Capital Program	193,624	152,385	87,126	57.2%	169,229	2,490
Disaster Recovery Funding Arrangements	4,590	13,947	5,201	37.3%	8,017	(5,930)
Fleet	3,500	3,583	1,643	45.9%	3,944	361
Information Technology	10,000	10,680	4,482	42.0%	10,680	0
Waste	12,882	23,978	14,392	60.0%	16,846	(7,132)
Corporate Major Projects	39,730	39,616	23,837	60.2%	42,535	2,920
Strategic Land and Commercial Properties	18,992	15,932	10,959	68.8%	15,932	-
Total Other Capital Program	89,694	107,735	60,612	56.3%	98,048	(9,686)
TOTAL	283,318	260,120	147,738	56.8%	267,277	(7,196)
<i>The above program of works includes recurrent and non-recurrent expenditure, as reported in the operating statement</i>						
Recurrent Expenses	4,000	4,000	7,811	195.3%	7,811	3,811
Non-Recurrent Expenses	-	-	4,667	-	-	-

Capital Expenditure

SCC Core Capital Expenditure



% YTD spent compared to profiled budget by Program



Building and Facilities

Program YTD spend at 39.5% of total budget. Current year end forecast at 91%.

Parks and Gardens

Program YTD spend at 61.2% of total budget. Current year end forecast at 101.64%. Coastal Pathway 75% YTD spend. Recreation Park and Landscape Amenity Sub-Program 52.5% YTD spend.

Sports Facilities

Program YTD spend at 56.5% of total budget. Honey Farm Sports & Rec Precinct 59% YTD spend.

Stormwater

Program YTD spend at 66.1% of total budget. Current year end forecast at 97.3%.

Transportation

Program YTD spend at 52.5% of total budget. Bus Stop Program 49.3% spend YTD. Road Resurfacing 51.1% spend YTD.

Strategic Land and Commercial Properties.

Program YTD spend at 68.8% of total budget.

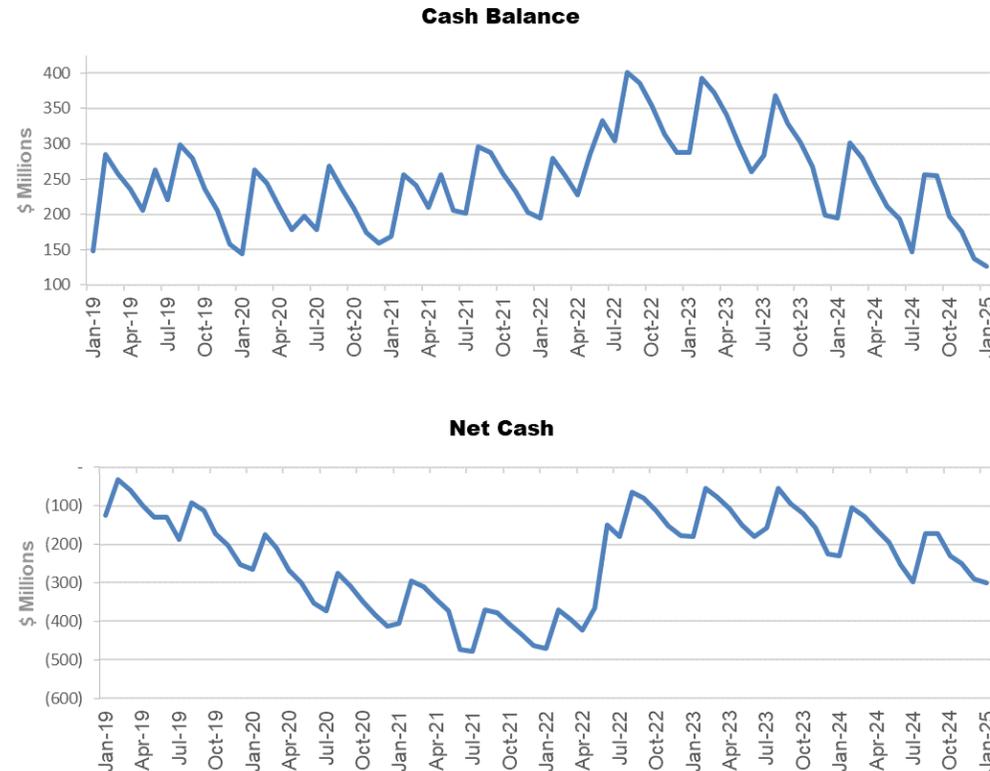
Disaster Recovery Funding Arrangements

Program YTD spend at 37.3% of total budget. Council have requested an extension of time for delivery for Buderim Tramway Landslide and Trail Repair and David Low Way Landslip scheduled to be completed by 30 June 2025.

Cash Flows and Balance Sheet

- Cash balance at 31 January was \$127.4 million excluding Trust
- Debt balance at 31 January was \$433.8 million

Cash and Balance Sheet			
January 2025			
	Current Full Year Budget \$000s	YTD Budget \$000s	YTD Actuals \$000s
CASH FLOWS			
Opening Cash	193,347	139,014	139,014
Net Cash Inflow/(Outflows) from:			
Operating Activities	78,916	82,262	84,396
Investing Activities	(87,477)	(85,100)	(83,381)
Financing Activities	(2,781)	(12,600)	(12,600)
Net Increase/(decrease) in Cash Held	(11,343)	(15,438)	(11,585)
Cash at year end	182,004	123,576	127,429
BALANCE SHEET			
Current Assets	262,164		
Non Current Assets	9,030,914		
Total Assets	9,293,078		
Current Liabilities	190,056		
Non Current Liabilities	489,867		
Total Liabilities	679,923		
Net Community Assets/Total Community Equity	8,613,155		



Debt

Council's current debt balance is \$433.8 million.

During August, a debt repayment occurred reducing the debt principal by \$12.6 million with the next debt repayment occurring in February.

Sunshine Coast Council's debt program is governed by the 2024-25 Debt Policy, which was adopted with the Original Budget adoption on 20 June 2024 and updated with Budget Review 2 on 12 December 2024.

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 forecast borrowings for the 2024-25 financial year after budget review 2 have increased from \$20.3 million to \$23.2 million and relate to:

- \$21.2 million for Waste
- \$1.8 million for Holiday Parks
- \$288,000 for Caloundra Aerodrome Master Plan

Debt - 2024-25				
	Opening Balance	Debt Redemption	New Borrowings	Closing Balance
	\$000	\$000	\$000	\$000
Sunshine Coast Council Core	345,795	20,064	23,194	348,925
Maroochydore City Centre	100,213	5,784	-	94,429
Total	446,008	25,847	23,194	443,354



Investment Performance

At month end Council has \$127.4 million cash (excluding Trust funds), with an average interest rate of 4.9%, being 0.22% above benchmark. This is compared to the same period last year with \$204 million cash (excluding Trust funds) with an average interest rate of 5.1%, being 0.6% above benchmark.

The benchmark used to measure performance of cash funds is the Bloomberg AusBond Bank Bill Index (BAUBIL).

All investment parameters remain within the guidelines established by the Investment Policy.

Investment Performance - January 2025				
Liquidity as at:		31/01/2025		
		\$'000's		
At-call accounts				
QTC + CBA (excl. trust)	117,429	77.15%		
Maturities within 7 days	-	0.00%		
Total at-call	117,429	77.15%		
Investment Policy Target		10.00%		
		Term deposits maturing:		
		\$'000's		Count
	within 30 days	-		-
	30-59 days	-		-
	60-89 days	-		-
	90-179 days	10,000		1
	180-364 days	-		-
	1 year - 3 years	-		-
	Total	10,000		1

INVESTMENT SUMMARY (including Trust) as at:							Investment Policy	
	31/01/2025		31/10/2024		31/01/2024		Individual Limit	Group Limits
A1+ (QTC)	107,936	71%	145,263	66%	59,574	26%	100%	100%
A1+ (Other)	44,281	29%	76,281	34%	147,366	65%	100%	100%
A1	-	0%	-	0%	-	0%	60%	100%
A2	-	0%	-	0%	20,000	9%	60%	90%
A3	-	0%	-	0%	-	0%	10%	30%
Total Funds	152,216		221,544		226,940			
FUND SUMMARY								
General Funds	127,429		196,599		203,882			
Trust Funds	24,787		24,945		23,058			
Total Funds	152,216		221,544		226,940			

Risks

The 2024-25 budget has been developed to ensure long term financial sustainability for the Sunshine Coast region. A key element to long term financial sustainability is achieving the targeted operating result.

The following items need continued attention:

- The achievement of revenue targets
- The delivery of the \$9.9 million in savings initiatives included in the operating result, of which \$8.1 million is attributed to the Employee Vacancy Rate.

Failure to achieve the budgeted operating result will negatively impact Council's financial sustainability both in the short term and long term.

Continued monitoring of the delivery of the capital works program within budgeted scope and cost.

Thanks for your time



sunshinecoast.qld.gov.au

Ordinary Meeting Agenda
Item 8.5 January 2025 Financial Performance Report
Attachment 2 January 2025 Capital Grant Funded Project Report

27 FEBRUARY 2025

	Description	Division	Suburb	Construction Start Month	Construction Completed Month	Grant Revenue \$'000	Expenditure to date \$'000
Federal Government						(\$10,098)	\$10,168
1	Roads to Recovery Program					(\$4,800)	
Local Road and Community Infrastructure Grant Funding - Round 4						(\$4,898)	\$9,250
2	H3732 - Oval Avenue and Gosling St Upgrade	Division 02	Caloundra	July 2024	June 2026	(\$1,758)	\$2,119
3	H5683 - LRCIP4 Venue 114 - Stage 1 Solar Install	Division 03	Bokarina	February 2024	September 2024	(\$200)	\$1,915
4	H7797 - LRCIP4 Kawana Waters Regional Aquatic Centre	Division 03	Bokarina	March 2023	June 2025	(\$347)	\$3,150
5	K3827 - LRCIP4 Charles Clarke Park Revetment Wall	Division 04	Mooloolaba	February 2024	September 2024	(\$500)	\$599
6	H4607 - LRCIP4 Maple Street - Maleny Streetscape	Division 05	Maleny	July 2024	June 2025	(\$600)	\$52
7	H7584 - LRCIP4 Mountain View Road Maleny Lookout	Division 05	Maleny	March 2024		(\$500)	\$537
8	H2063 - LRCIP4 Power Memorial Park Renew Play Equipment	Division 08	Mudjimba	October 2024	November 2024	(\$98)	\$303
9	K4113 - LRCIP4 Lions and Norrie Job Coolum Park	Division 09	Coolum Beach	June 2024	October 2024	(\$500)	\$561
10	K3519 - LRCIP4 Nambour Yandina United Football Club	Division 10	Yandina		May 2024	(\$196)	\$1
11	K2901 - Solar System Replacement	Whole of Council				(\$200)	\$12
Local Road and Community Infrastructure Grant Funding - Round 3						(\$400)	\$919
12	K2732 - LRCIP3 WOR LED Streetlighting Upgrades	Whole of Council		July 2024	December 2024	(\$400)	\$919
State Government						(\$26,815)	\$13,452
13	Disaster Recovery Funding Arrangements					(\$15,498)	
Disaster Ready Fund - Round 1						(\$500)	\$0
14	H7884 - Mooloolaba Foreshore Central Meeting Place	Division 04	Mooloolaba			(\$500)	\$0
Blackspot Funding						(\$1,238)	\$168
15	K4895 - BlackSpot - Old Gympie Road Beerburum	Division 01	Beerburum			(\$500)	\$130
16	K6053 - BlackSpot Cotton Tree Area - Speed Reduction	Division 04	Maroochydore			(\$50)	\$0
17	K6054 - BlackSpot Sixth Ave Maroochydore - side street zebra crossings x 8	Division 04	Maroochydore			(\$350)	\$30
18	K3444 - BlackSpot Ilkley Road Ilkley	Division 05	Ilkley			(\$70)	\$12
19	K6056 - Blackspot - Mons Road Forest Glen	Division 07	Forest Glen			(\$268)	\$16
Community Sustainability Action Grant - Round 8						(\$14)	\$1
20	K7987 - Bankfoot House - Dairy Shingle Roof Renewal	Division 01	Glass House Mountains			(\$14)	\$1
Minor Infrastructure and Inclusive Facilities Fund						(\$474)	\$75
21	K7686 - MSSWP2 - Ocean View Avenue and Palm Drive	Division 04	Mooloolaba	April 2025	April 2025	(\$112)	\$18
22	K7687 - MSSWP3 - Meta Street and Douglas Street	Division 04	Mooloolaba	March 2025	April 2025	(\$112)	\$25
23	K7596 - Maleny Skate Park Upgrade Phase 2	Division 05	Maleny			(\$250)	\$32
Minor Infrastructure Program						(\$125)	\$1,052
24	H3892 - Lions-Norrie Job Park, Coolum Landscape Plan	Division 09	Coolum Beach			(\$125)	\$1,052
Queensland Transport Cycle Network Program						(\$2,665)	\$8,490
25	K2705 - Coastal Pathway BA 233 to 229 Warana	Division 04	Warana			(\$575)	\$430
26	H3839 - LGIP Stringybark Rd Footbridge-Pathway	Division 07	Sippy Downs			(\$1,400)	\$8,022
27	H8416 - Emu Mountain Road Pathway Construction	Division 09	Coolum Beach			(\$690)	\$38
2022-24 Local Government Grants and Subsidies Program						(\$98)	\$182
28	H5637 - Caloundra Headland Coastal Pathway	Division 02	Kings Beach	September 2023	July 2024	(\$98)	\$182
Walking Network Plans						(\$36)	\$0
29	K3037 - Walking Network Plans	Whole of Council				(\$36)	\$0
30	Passenger Transport Accessible Infrastructure Program					(\$422)	
School Transport Infrastructure Program						(\$821)	\$479
31	K7471 - STIP - Landsborough State School - Pathway	Division 01	Landsborough	September 2024	September 2024	(\$492)	\$250
32	K7376 - STIP - Brightwater State School Dianella Drive Raised Pedestrian Crossing	Division 06	Mountain Creek	December 2024	December 2024	(\$300)	\$199
33	K7377 - STIP - Good Samaritan Catholic College	Division 09	Bli Bli			(\$29)	\$30
South East Queensland Community Stimulus Program						(\$3,160)	\$2,102
34	K2914 - Beerwah Cemetery entrance feature and carparking	Division 01	Beerwah			(\$310)	\$1
35	K6414 - Khancoban Drive Park - District Park Development	Division 06	Buderim			(\$250)	\$26
36	K7394 - Albany Lakes Park - Public Amenity	Division 06	Sippy Downs			(\$400)	\$16
37	H5133 - South Coolum Road Coolum New Pathway	Division 08	Coolum Beach			(\$250)	\$29
38	K7568 - Sundew Street MUDJIMBA - East Section kerb and channel	Division 08	Mudjimba			(\$800)	\$20
39	K3347 - Lions Norrie Job Park Coolum Pump Track	Division 09	Coolum Beach			(\$550)	\$14
40	H4605 - SEQCSP Eumundi Town Centre Placemaking	Division 10	Eumundi	August 2024	March 2025	(\$600)	\$1,995
Transport Infrastructure Development Scheme						(\$1,764)	\$883
41	H4613 - Cotton Tree Precinct Improvements	Division 04	Maroochydore	March 2025	March 2025	(\$150)	\$0
43	K1771 - Petrie Creek Road Shoulder Widening from Paynters Creek Road to Celestine Place	Division 07	Rosemount			(\$457)	\$172
44	K1719 - Ridgeview Drive and Havana Road West Junction - Raised Zebra Crossing	Division 09	Peregian Springs			(\$132)	\$37
44	H9072 - North Arm Yandina Creek Road Seal Widening	Division 09	Yandina Creek	November 2024	May 2025	(\$1,025)	\$674
Project Complete							

9 NOTIFIED MOTIONS**10 TABLING OF PETITIONS**

Petitions only eligible for submission if:

- * Legible
- * Have purpose of the petition on top of each page
- * Contain at least 10 signatures
- * Motion limited to:
 - Petition received and referred to a future meeting
 - Petition received and referred to the Chief Executive Officer for report and consideration of recommendation
 - Petition not be received

11 CONFIDENTIAL SESSION

12 NEXT MEETING

The next Ordinary Meeting will be held on 27 March 2025.

13 MEETING CLOSURE