

# Sunshine Coast Council Operational Plan 2023/24

June 2023



# Acknowledgement of Traditional Custodians

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.

Edition June 2023

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## Acknowledgements

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

## Disclaimer

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## Image credits

Ben vos productions for Horizon Festival 2017, 2018, 2019 (pages 6, 14, 16 and 26)

Nic Morley for Horizon Festival 2022, Dawn Awakening (page 2)

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# Sunshine Coast Council Corporate Plan 2023-2027

## OUR VISION

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

## OUR PURPOSE

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

## OUR VALUES

### 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

## OUR GOALS

### OUR STRONG COMMUNITY

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

#### Strategic pathways

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

### OUR SERVICE EXCELLENCE

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

### 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.





## OUR ENVIRONMENT AND LIVEABILITY



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

### Strategic pathways

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

## OUR RESILIENT ECONOMY



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

### Strategic pathways

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

### Delivery pathways

- Engage with our customers to design inclusive, contemporary and sustainable community services
- Deliver consistent services that provide positive experiences for our community
- Assess service performance using data driven insights to inform sustainable service delivery
- Optimise our services through operational excellence, digital enablement and agile delivery models.

### Delivery pathways

- Maintain a sustainable organisation that is well placed to respond to the needs of our growing region
- Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people
- Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council
- Partner with community, business and other tiers of government to fulfil the needs of our region.

# Message from the CEO



**Emma Thomas**  
**Chief Executive Officer**

The Sunshine Coast has a clear vision for the future as Australia's most sustainable region – Healthy. Smart. Creative. This vision sets a clear and balanced strategic direction for our region that guides Council's priorities and resources through the Corporate Plan 2023-2027.

The Operational Plan 2023/24 advances the strategic goals and pathways from the corporate plan and establishes Council's priority activities for the financial year and assigns the responsibility to deliver. This line of sight to our corporate plan enables us to continue to monitor progress towards achieving Council's vision and keep our community informed.

Over the next 12 months Council will continue to work with our community, businesses and industries to engage in an open and inclusive manner as we progress our strategic priorities, including:

- a review of the community, environment and liveability, and economic development regional strategy implementation plans that provide the long-term

directions and shape the future of our region

- planning and advocating for the housing needs of our community that supports accessible and affordable living outcomes
- securing and maximising an enduring legacy for the Sunshine Coast as a key delivery partner in the 2032 Olympic and Paralympic Games that provides sustainable and liveable outcomes
- continuing our emphasis on sustainability by building a more resilient Sunshine Coast region through emission reduction and climate risk management
- leveraging our digital connectivity to generate enduring investment trade and employment opportunities for local business and industry
- implementing a new outcomes based model for Council's products and services that is reflective of our customer needs and maintains a focus on delivering service excellence, and
- a review of our long-term financial plan that is based on sound financial modelling to maintain the sustainability of our organisation and deliver on the needs of our current and future communities.

For all of us already living and working on the Sunshine Coast, we know our region is a special place and this is one of the reasons our population has

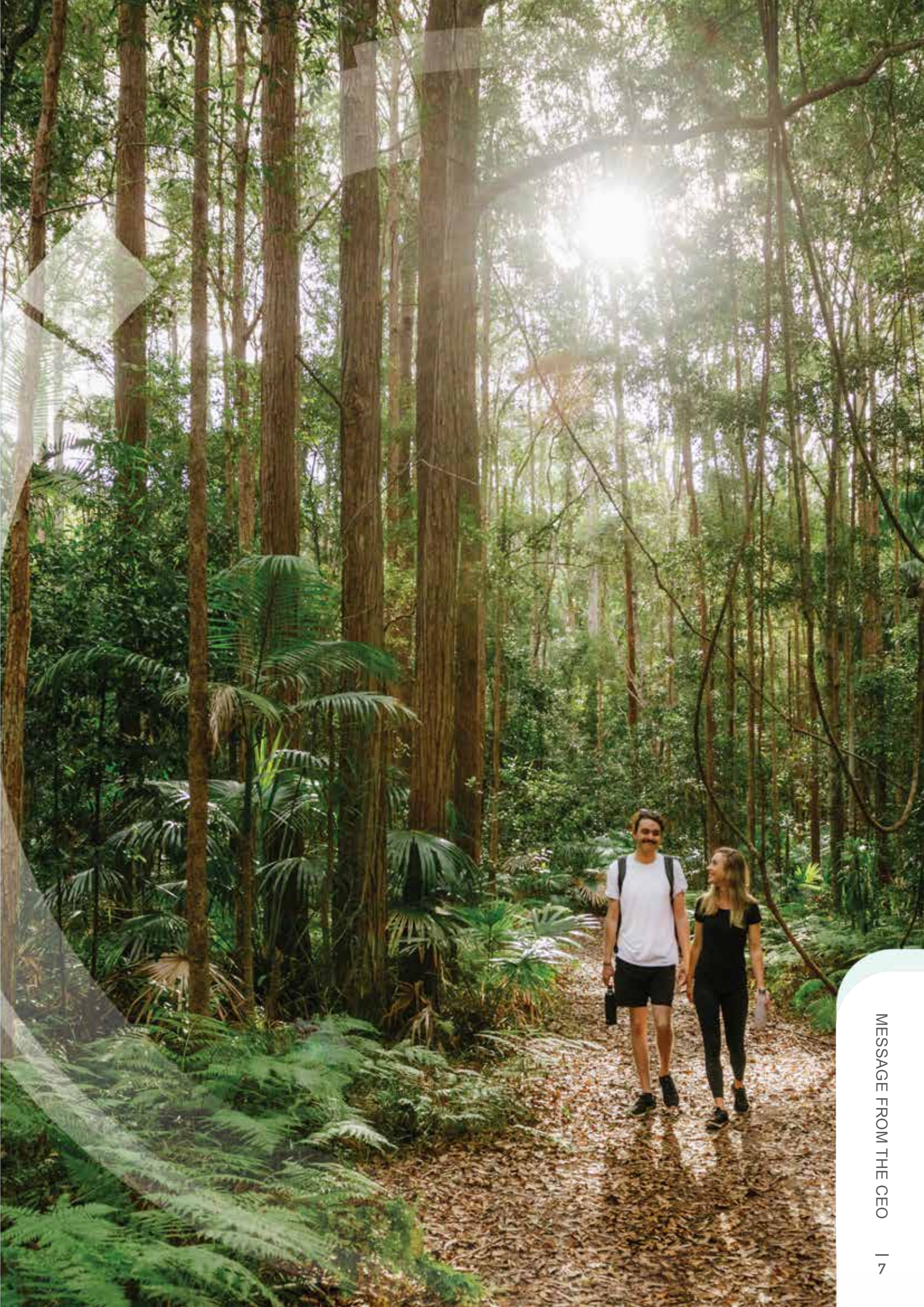
continued to grow. It is critical that we continue to provide a focus on maintaining and enhancing the liveability of our region through clever planning and good design.

The new Sunshine Coast Planning Scheme provides an important part of this process and will shape the future settlement pattern of our region. Over the next 12 months we will progress the drafting process informed by the outcomes of the preliminary engagement with the community and consultation with the State Government prior to undertaking further community consultation. I encourage members of our community, business and industry to have your say in this important priority.

The Operational Plan 2023/24 identifies 87 activities and 31 service outputs that will be the basis of regular progress reporting to our community. Council will publish quarterly reports on our website to update our community on the progress of the operational plan activities, key service statistics and outstanding service achievements. There is lots to be proud of across our Sunshine Coast and I look forward to working together to continue to progress our vision and deliver on our commitments to serve our community with excellence, respect our past, and position our region for the future.

**Emma Thomas**  
**Chief Executive Officer**











## How are operational activities determined and aligned across Council?

The operational activities are drawn from implementation plans associated with Council decisions, Council endorsed strategies, legislative requirements, essential service reform and emerging issues and risks. Each operational activity aligns with one of the strategic goals as defined in the Corporate Plan 2023-2027. The corporate plan goals have two pathway types which are used to underpin the goals and help connect planning for the future, current service delivery and organisational performance activities.

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

These pathways are cascaded into the Operational Plan, together this structure provides a holistic and integrated approach to progress Council's vision, strategies and plans.

## How are operational activities allocated and progressed?

The Operational Plan 2023/24 assigns lead responsibility for each operational activity to a 'Group' within the Organisational Structure (see Figure 2). Each Group is responsible for managing the scheduling, delivery, performance and reporting for those activities, projects and services for which they have lead responsibility, in line with the commitments and expectations of Council, as well as identifying, managing and monitoring operational risks.

Operational activities are incorporated into Group and Branch plans, as well as individual performance plans.

The successful implementation and resulting contribution to achieving the outcomes described in the Corporate Plan 2023-2027 relies on a collaborative approach by our elected representatives, employees, contractors, partners and volunteers.

This joint approach, for which the Sunshine Coast is renowned, enables consistent, focused, timely and value-for-money services to be delivered to our community.

Figure 2: Organisational Structure





# Our Strong Community

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

## STRATEGIES

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

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

These strategies are cascaded through the Corporate Plan 2023-2027 to establish the operational plan activities for the financial year which progress the strategic pathways and advance our vision and goals.

## STRATEGIC PATHWAYS

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

## OPERATIONAL ACTIVITY

## LEAD GROUP

1.1.1	Identify and secure an enduring legacy for the Sunshine Coast as a key delivery partner in the Brisbane 2032 Olympic and Paralympic Games and work collaboratively with our Community Reference Group and key partners to identify and implement Sunshine Coast specific themes, opportunities and challenges.	Economic and Community Development
1.1.2	In collaboration with our Games Delivery Partners, progress the planning, design and delivery of the three Brisbane 2032 Olympic and Paralympic Games venues – Sunshine Coast Stadium, Sunshine Coast Indoor Sports Centre and Sunshine Coast Mountain Bike Centre.	Economic and Community Development
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.	Economic and Community Development
1.1.4	Develop and commence implementation of the Sunshine Coast Lifeguard Services Plan 2023-2028 to enhance community safety along the region's beaches.	Economic and Community Development
1.1.5	Partner with the State Government and school communities to deliver travel behavioural change programs that support active transport options, including the 'RideScore Active School Travel' program, walking and cycling to school events, the cycle skills education course and the safe school travel program.	Built Infrastructure

Alignment to UNSDGs



## OPERATIONAL ACTIVITY

## LEAD GROUP

<p>1.1.6 Implement prioritised actions from the Sunshine Coast Sport and Active Recreation Plan 2011-2026, including: the completion of upgrades to the North Shore Multi-Sports Complex and Nambour Yandina United Football clubhouses, completion of Caloundra Indoor Stadium roof replacement and commencement of the Kings Beach Surf Life Saving Facility redevelopment.</p>	<p>Economic and Community Development</p>
<p>1.1.7 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.</p>	<p>Liveability and Natural Assets</p>
<p>1.2.1 Implement prioritised actions from the Sunshine Coast Aquatic Plan 2011-2026 including completion of stages 1 and 2 of the Kawana Aquatic Centre upgrade.</p>	<p>Economic and Community Development</p>
<p>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 and planning for the delivery of new and refurbished libraries at Caloundra, Nambour and Sippy Downs.</p>	<p>Economic and Community Development</p>
<p>1.2.3 Implement prioritised actions from the Cemetery Plan 2019-2028, including: site planning for key cemetery sites at Kulangoor and Caloundra, updating content and information regarding cemetery services on Council's website, and forming a Cemetery Community Reference Group.</p>	<p>Customer and Planning Services</p>
<p>1.2.4 Progress a whole of region initiative to investigate, design and construct outcomes targeted specifically towards accessibility improvements in the public realm, which includes mobility mapping.</p>	<p>Liveability and Natural Assets</p>
<p>1.2.5 Coordinate the delivery of Council's Transport Levy policy and projects including encouraging sustainable travel choices through travel behaviour change programs and connecting our local communities by supporting transport services such as Council Link, Flexilink and Kenilworth Community Transport Service.</p>	<p>Customer and Planning Services</p>
<p>1.2.6 Expand the trial and implementation of regulated parking technology to provide a safer work environment while encouraging vehicle turnover to provide fair and equitable access to the town centres, destinations and tourism locations.</p>	<p>Customer and Planning Services</p>
<p>1.2.7 Facilitate and progress the Nambour centre activation project including advancing the planning and feasibility required for re-purposing the Nambour administration precinct buildings.</p>	<p>Liveability and Natural Assets</p>
<p>1.2.8 Commence construction of the repurposing of the Caloundra administration building to incorporate library and community facilities, ensuring functional readiness through an operational management plan.</p>	<p>Liveability and Natural Assets</p>

## OPERATIONAL ACTIVITY

## LEAD GROUP

1.3.1	Develop and commence implementation of the Sunshine Coast Stretch Reconciliation Action Plan that is focused on longer-term strategies, and working towards defined measurable targets and goals.	Economic and Community Development
1.3.2	Deliver a 'Youth Council' program that fosters youth leadership and empowers young people to advocate and implement youth-led initiatives.	Economic and Community Development
1.3.3	Work collaboratively to deliver initiatives and outcomes that foster social inclusion and diversity, with a focus on multicultural communities and improving accessibility and inclusion for people with disability.	Economic and Community Development
1.3.4	Implement the Community Engagement Policy and Excellence in Engagement Framework to support the delivery of best practice engagement.	Economic and Community Development
1.3.5	Develop and implement a Housing and Homelessness Action Plan to support Council activities to achieve affordable living outcomes for the Sunshine Coast community.	Customer and Planning Services
1.4.1	Provide support to the community and other not-for-profit organisations in the delivery of resources, facilities and services that meet the needs of communities through the community grants program.	Economic and Community Development
1.4.2	Undertake a review of the Community Strategy Action Plan 2019-2024 to develop a renewed set of actions for the next five years, working with the community towards our shared goal of a strong community for the Sunshine Coast region.	Economic and Community Development
1.4.3	Undertake a review and develop the next version of the Active Transport Plan that sees walking and cycling playing an essential part in an integrated transport system to provide improved mobility, safer streets, healthier residents and a reduced impact on the global climate.	Customer and Planning Services
1.4.4	Advance the Caloundra Transport Corridor Upgrade project in collaboration with Council's funding partners to provide safer and more direct access to Caloundra for motorists, with a strong focus on active transport.	Liveability and Natural Assets
1.4.5	Progress a detailed business case with the State Government for Sunshine Coast Public Transport project to maintain the liveability and connectivity for the Sunshine Coast.	Customer and Planning Services
1.4.6	Review the Road Safety Plan and implement initiatives that support liveable neighbourhoods and limiting the number of road related injuries, protecting our most vulnerable road users, including pedestrians, cyclists and motorcyclists, and ensuring 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.	Built Infrastructure
1.4.7	Work collaboratively to raise awareness and support initiatives for key social issues with a focus on homelessness and domestic and family violence prevention.	Economic and Community Development



## OPERATIONAL ACTIVITY

## LEAD GROUP

- |   |   |
|---|---|
| <p><b>1.5.1</b> 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.</p>   | <p>Economic and<br/>Community Development</p> |
| <p><b>1.5.2</b> Plan and coordinate Council's Arts Levy Program to deliver an annual program of developmental opportunities for the creative sector and, in line with the Sunshine Coast Arts Plan 2018-2038 coordinate the delivery of the Regional Arts Development Fund, and deliver an engaging Regional Gallery program of exhibitions and events including the Sunshine Coast Art Prize.</p>  | <p>Economic and<br/>Community Development</p> |
| <p><b>1.5.3</b> Develop the annual Heritage Levy program to support the implementation of priority activities and projects identified in the Sunshine Coast Heritage Plan 2021-2031 including: next stage planning for the Sunshine Coast Regional Collection Store, delivery of activation events for Bankfoot House and the Landsborough Museum, building the capacity of the region's network of heritage community organisations, and support to First Nations priority projects.</p> | <p>Economic and<br/>Community Development</p> |

## SERVICE OUTPUTS

Council delivers the following services under this goal

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



# Our Environment and Liveability



Alignment to UNSDGs

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

## STRATEGIES

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

This strategy is cascaded through the Corporate Plan 2023-2027 to establish the operational plan activities for the financial year that progress the strategic pathways and advance our vision and goals.

## STRATEGIC PATHWAYS

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

## OPERATIONAL ACTIVITY

## LEAD GROUP

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



## OPERATIONAL ACTIVITY

## LEAD GROUP

2.1.8	Commence preparation of Urban Design Guidelines for Multi-Unit Dwellings to demonstrate and create a better built environment.	Customer and Planning Services
2.1.9	Implement the Coastal Hazard Adaptation Strategy through, informing the development of the new planning scheme, undertaking dune protection, enhancement and management in identified areas, progressing the Shoreline Erosion Management Plan and seeking external funding opportunities to establish program partnerships and collaboration.	Liveability and Natural Assets
2.1.10	Provide effective, timely and coordinated planning, preparedness, response and recovery for the region in response to disaster events and undertake a review of Council's Local Disaster Management Plan.	Built Infrastructure
2.1.11	Finalise construction of the new hi-tech material recovery facility at the Nambour waste precinct to improve the quality of processed recyclable material and mobilise the operations contract.	Liveability and Natural Assets
2.1.12	Develop and commence implementation of a refreshed Sunshine Coast Waste Strategy to guide service provision, emissions reduction, diversion of waste from landfill and continued modernisation of Council's waste management facilities and practices.	Liveability and Natural Assets
2.1.13	Coordinate the delivery of Council's Environment Levy including the strategic land acquisition program and environment levy partnerships and grants.	Liveability and Natural Assets
2.2.1	Finalise the Point Cartwright masterplan including management of consultation activities and any other formal processes required for implementation.	Liveability and Natural Assets
2.2.2	Coordination of weed management activities, demonstration sites, and exploring new technology and methodologies to improve industry and community understanding of weed management practices.	Liveability and Natural Assets
2.2.3	Finalise community consultation and seek endorsement for implementation of wildlife conservation plans for Marine Turtles and Macropods, which will deliver identified actions to support the recovery and conservation of these populations on the Sunshine Coast by reducing threats, improving habitat quality, and strengthening community-based management.	Liveability and Natural Assets
2.3.1	Implement Blue Heart Sunshine Coast in partnership with Unitywater and the State Government including delivery of the Blue Carbon Pilot project, land acquisitions, land management activities and stakeholder engagement.	Liveability and Natural Assets
2.3.2	Finalise the master plan for the Sunshine Coast Ecological Park on land adjoining the Mary Cairncross Scenic Reserve.	Liveability and Natural Assets
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.	Built Infrastructure
2.3.4	Progress delivery of placemaking initiatives including streetscape improvements for Maroochydore (First Avenue and Ocean Street), Eumundi, Nambour, Maleny and Coolum.	Liveability and Natural Assets

## OPERATIONAL ACTIVITY

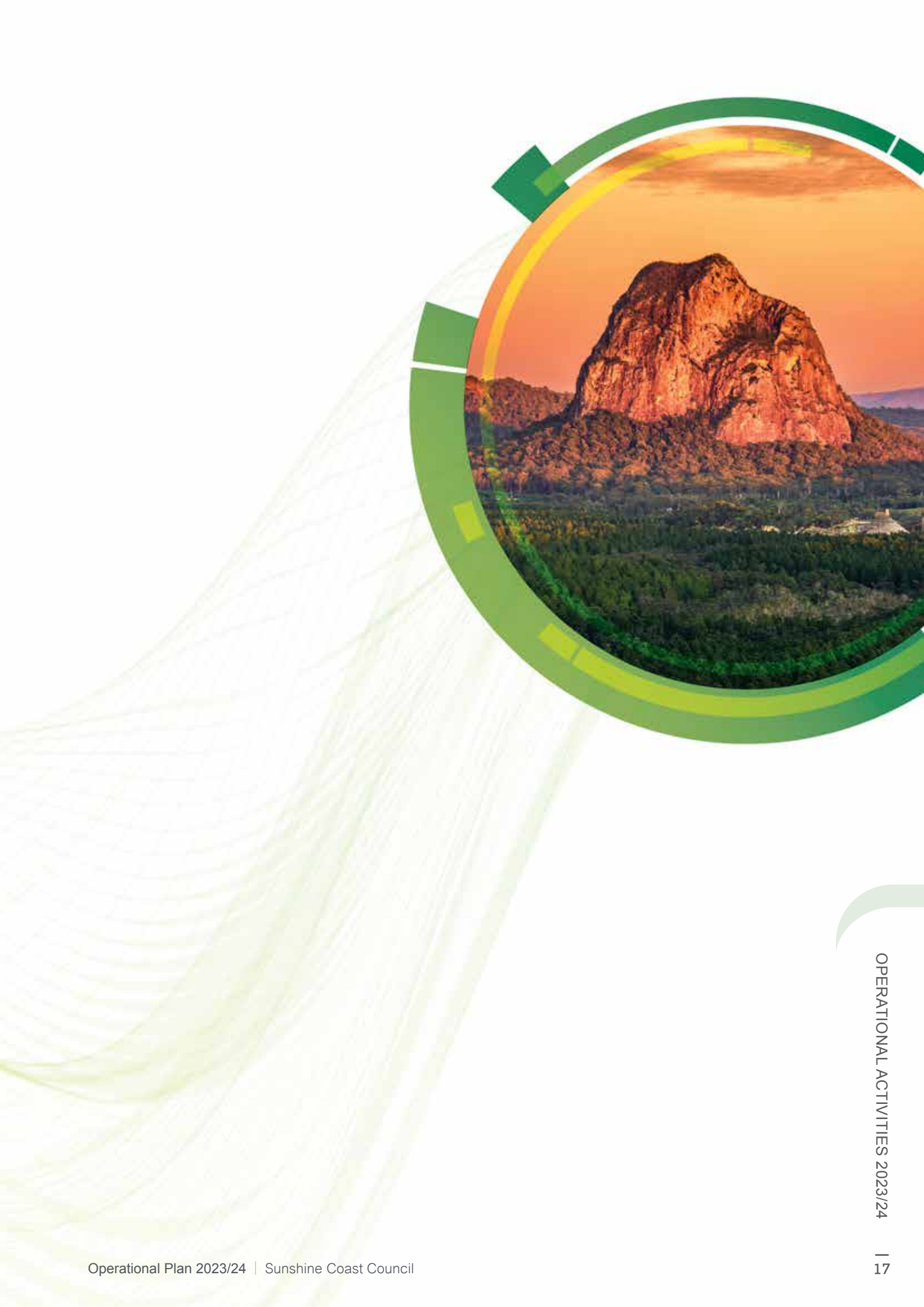
## LEAD GROUP

2.4.1	Implement the Street Tree Master Plan to protect, enhance and sustain 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.	Built Infrastructure
2.4.2	Coordinate the implementation of the Sunshine Coast Biosphere in partnership with our community and investigate other complementary protection mechanisms.	Liveability and Natural Assets
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 that complement the character of the region.	Built Infrastructure
2.5.1	Review of energy transition opportunities including the development of a business case and integration studies of additional renewable energy and battery energy storage systems.	Liveability and Natural Assets
2.5.2	Award a contract and progress the design and construction of a Food Organics and Garden Organics (FOGO) processing facility which will support achieving landfill diversion targets and improve emissions reductions.	Liveability and Natural Assets

## SERVICE OUTPUTS

Council delivers the following services under this goal

Service 9	Stormwater drainage – managing and maintaining functional stormwater drainage.
Service 10	Beaches, foreshores, coastal infrastructure and canals – providing dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps.
Service 11	Bushland conservation and habitat – partnerships and education programs to protect and enhance biodiversity assets, pest animal and plant mitigation, natural area reserve network protection, enhancement and management, fire management programs.
Service 12	Recreation parks, trails and facilities – providing design, maintenance and management of Council's public open space for active and passive recreation.
Service 13	Rivers, streams, estuaries and water bodies – providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation.
Service 14	Sustainable growth and network planning – providing land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning and environmental initiatives.
Service 15	Waste and resource management – collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, and community education programs.







# Our Resilient Economy

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

## STRATEGIES

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

This strategy is cascaded through the Corporate Plan 2023-2027 to establish the operational plan activities for the financial year that progress the strategic pathways and advance our vision and goals.

## STRATEGIC PATHWAYS

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

## OPERATIONAL ACTIVITY

## LEAD GROUP

3.1.1	Undertake a review of the Regional Economic Development Strategy 2013-2033 and associated Implementation Plan to further progress towards the delivery of a resilient economy for the Sunshine Coast region.	Economic and Community Development
3.1.2	Provide financial support to 'Visit Sunshine Coast' to underpin its activities to promote the Sunshine Coast as a tourism destination, deliver complementary initiatives and develop and finalise a new performance deed.	Economic and Community Development
3.2.1	Progress the designation of the Sunshine Coast Airport as a Priority Development Area including preparation of an Interim Land Use Plan and Development Scheme.	Customer and Planning Services
3.2.2	Progress implementation of the Caloundra Centre Master Plan 2017 in alignment with the Caloundra centre activation project, including finalising the business case for the new Caloundra Regional Gallery, and preliminary feasibility and design for the Community and Creative Hub Precinct.	Customer and Planning Services
3.2.3	Leverage our digital connectivity to generate new enduring investment, trade and employment opportunities for local business and industry.	Economic and Community Development
3.2.4	Progress amendments to the Maroochydore City Centre Priority Development Area scheme in conjunction with Economic Development Queensland.	Customer and Planning Services

Alignment to UNSDGs





## OPERATIONAL ACTIVITY

## LEAD GROUP

<p><b>3.3.1</b> Progress implementation of Mooloolaba Master Plan, including design finalisation and commencing construction of the foreshore Central Meeting Place and next stages of the Brisbane Road, Mooloolaba four lane road upgrade (Bindaree Court section).</p>	<p>Liveability and Natural Assets</p>
<p><b>3.3.2</b> Work with key stakeholders to identify investment and industry development opportunities, undertake marketing activities and support aligned projects across the region's high value industries.</p>	<p>Economic and Community Development</p>
<p><b>3.4.1</b> Drive export activity from the Sunshine Coast and support local businesses to expand into national and international markets by providing direction to specialist services, contacts, training and partnering with State and Federal government trade agencies for in-market assistance.</p>	<p>Economic and Community Development</p>
<p><b>3.5.1</b> 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.</p>	<p>Economic and Community Development</p>
<p><b>3.5.2</b> Undertake a review of the Major Events Strategy 2018-2027 to prioritise a broad and balanced major events calendar for the region and ensure close alignment with legacy opportunities of the Brisbane 2032 Olympic and Paralympic Games.</p>	<p>Economic and Community Development</p>
<p><b>3.6.1</b> 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.</p>	<p>Economic and Community Development</p>
<p><b>3.6.2</b> Strengthen the collective resilience of our business communities through local business support programming and initiatives, and enhance the destination appeal of identified gateway precincts through the development and implementation of activation plans.</p>	<p>Economic and Community Development</p>

## SERVICE OUTPUTS

Council delivers the following services under this goal

<p><b>Service 16</b></p>	<p>Economic development – providing industry and business programs and initiatives to support the growth of the regional economy.</p>
<p><b>Service 17</b></p>	<p>Holiday parks – providing and operating holiday parks including caravan, camping and cabin facilities.</p>



# Our Service Excellence

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

## DELIVERY PATHWAYS

1. Engage with our customers to design inclusive, contemporary and sustainable community services.
2. Deliver consistent services that provide positive experiences for our community.
3. Assess service performance using data driven insights to inform sustainable service delivery.
4. Optimise our services through operational excellence, digital enablement and agile delivery.

## OPERATIONAL ACTIVITY

## LEAD GROUP

4.1.1	Commence implementation of a Strategic Asset Management Plan that delivers consistent asset management practices, processes and systems throughout the organisation.	Built Infrastructure
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.	Liveability and Natural Assets
4.2.1	Develop an approach that embeds customer experience into all of Council's operations and aligns to the International Customer Service Standard.	Customer and Planning Services
4.3.1	Implement the new Smart City Framework and commence execution of the implementation plan to realise Smart City opportunities and further develop Council's data driven decision making capability.	Business Performance
4.4.1	Develop and implement a new outcomes based model for Council's products and services to inform the planning for the 2024/25 budget and shape future service review priorities, including consideration of the most cost-effective service arrangements reflective of customer needs.	Civic Governance

Alignment to UNSDGs







## SERVICE OUTPUTS

Council delivers the following services under this goal

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



# 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.

## DELIVERY PATHWAYS

1. Maintain a sustainable organisation that is well placed to respond to the needs of our growing region.
2. Embrace a safe, values based workplace culture that attracts and retains high performing and engaged people.
3. Maintain a contemporary governance framework that inspires trust and confidence in the operations of Council.
4. Partner with community, business and other tiers of government to fulfil the needs of our region.

## OPERATIONAL ACTIVITY

## LEAD GROUP

5.1.1	Review the long-term financial plan based on sound financial modelling that includes improved contributed asset processes, enhanced asset management valuation systems and the delivery of a well informed budget.	Business Performance
5.1.2	Implement the information technology management program that provides a focus on cyber security, systems rationalisation, network infrastructure, workplaces technology, enterprise data management platform, customer experience (digital), enterprise service management and information and records management.	Business Performance
5.1.3	Undertake a review of Council's approach to procurement to maximise organisational and community outcomes.	Business Performance
5.2.1	Develop and implement a People Plan which seeks to embed a workplace culture that encourages people to work for Council, incorporates employee feedback from surveys and develops capability that contributes to achieving the vision for the region.	Business Performance
5.2.2	Implement wellbeing, health and safety initiatives that focus on managing critical risks and continue to improve the safety management system.	Business Performance
5.2.3	Complete staff relocations between the Maroochydore, Caloundra and Nambour administration centres and progress the review of the depot strategy to guide future investment for all workplaces.	Liveability and Natural Assets
5.3.1	Deliver the adopted 2023/24 Audit and Assurance Plan and support Council's Audit Committee in the discharge of its responsibilities.	Civic Governance
5.3.2	Provide advice on, and support the effective management of, Council's legal risks and statutory compliance activities.	Civic Governance
5.3.3	Update and maintain a contemporary Strategic Risk Management Framework for Council that assists with the identification, consideration and mitigation of strategic risks across Council's statutory and service delivery responsibilities.	Civic Governance

Alignment to UNSDGs





## OPERATIONAL ACTIVITY

## LEAD GROUP

- |   |                             |
|---|-----------------------------|
| <p>5.3.4 Support the Electoral Commission of Queensland as it discharges its responsibilities to conduct the 2024 local government elections, manage the implementation of the caretaker requirements in advance of the elections and facilitate arrangements to support the commencement of the next term of Council.</p>  | <p>Civic Governance</p>     |
| <p>5.3.5 Review the organisation's progress to transition to electric vehicles to inform the development of a transition plan that integrates Council's approach to decarbonising our fleet, identifying the future locations for charging infrastructure that support efficient service delivery as well as opportunities for energy demand management and optimisation.</p> | <p>Built Infrastructure</p> |
| <p>5.3.6 Embed climate change into our operational and asset planning processes to inform our everyday business.</p>  | <p>Civic Governance</p>     |
| <p>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.</p>   | <p>Civic Governance</p>     |
| <p>5.4.4 Continue to work productively with the other tiers of government, the private and community sectors on prioritising and delivering on the region's infrastructure, services and program needs to advance the liveability, sustainability and productivity of the Sunshine Coast.</p>   | <p>Civic Governance</p>     |

## SERVICE OUTPUTS

Council delivers the following services under this goal

- |                   |  |
|-------------------|--|
| <p>Service 26</p> | <p>Digital Information Services – providing agile and transformative information and technology enabling Council to be a leader in delivering innovative and sustainable services to its community.</p>  |
| <p>Service 27</p> | <p>Elected Council – providing community leadership, democratic representation, advocacy and decision-making.</p>  |
| <p>Service 28</p> | <p>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.</p> |
| <p>Service 29</p> | <p>Fleet management – providing procurement, maintenance and support to Council's light fleet, heavy fleet, trucks and equipment and co-ordination of externally hired plant and equipment.</p>  |
| <p>Service 30</p> | <p>Governance – providing internal leadership, legal opinion, governance and audit functions ensuring legislative accountability, transparency and ethical obligations are supported.</p>  |
| <p>Service 31</p> | <p>People and Culture – partner with the organisation to inspire an environment for great leadership and people capability to build on our outstanding organisation for today and the future.</p>  |



# Governance, Risk and Reporting

## Governance Framework

Governance provides the structure through which Council's vision and objectives are achieved within a context of competing and changing social, economic and environmental conditions. Governance also provides the framework for managing the organisation and ensuring accountable, transparent, and inclusive decisions are made in serving the community, and in compliance with all legislative and regulatory obligations. In November 2021, Council recognised the existence of a climate emergency and in doing so committed to investigate a whole of Council approach that strengthens our climate response. This continues to be considered as Council contemplates the Governance Framework.

The diagram in Figure 3 gives an overview of Council's Governance Framework and highlights the processes and practices which enable informed and ethical decision making by councillors, management, and employees of the Sunshine Coast Council.

The ethics principles of the *Public Sector Ethics Act 1994* – integrity and impartiality; promoting the public good; commitment to the system of government; and accountability and integrity – are the key elements that influence the application of the Governance Framework.

The Framework is designed to achieve Council's vision as Australia's most sustainable region. Healthy. Smart. Creative.

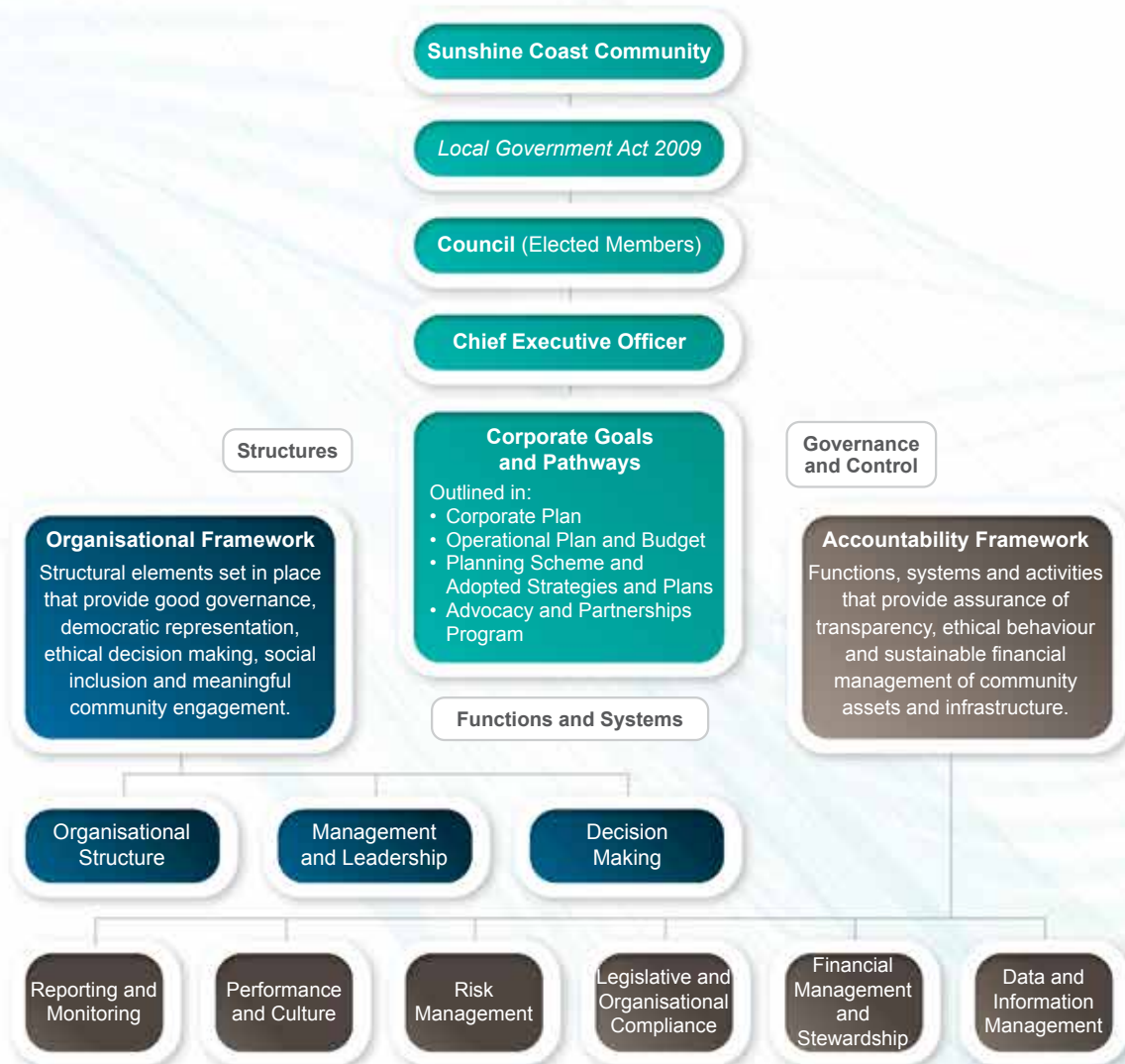


Figure 3: Corporate Governance Framework

## Reporting on the progress of the Operational Plan

The Operational Plan 2023/24 provides the basis for reporting to Council and the community on the progress towards achieving corporate plan goals each quarter. Business areas provide progress information and highlights regarding:

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

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

## Risk management

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

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

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



Figure 4: Risk Management

# Connecting with Council

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

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

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

## Follow Council on:



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

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

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

We encourage you to visit [sunshinecoast.qld.gov.au](http://sunshinecoast.qld.gov.au).







Our region.  
**Healthy.  
Smart.  
Creative.**

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