

## Sunshine Coast Council Operational Plan 2012-2013



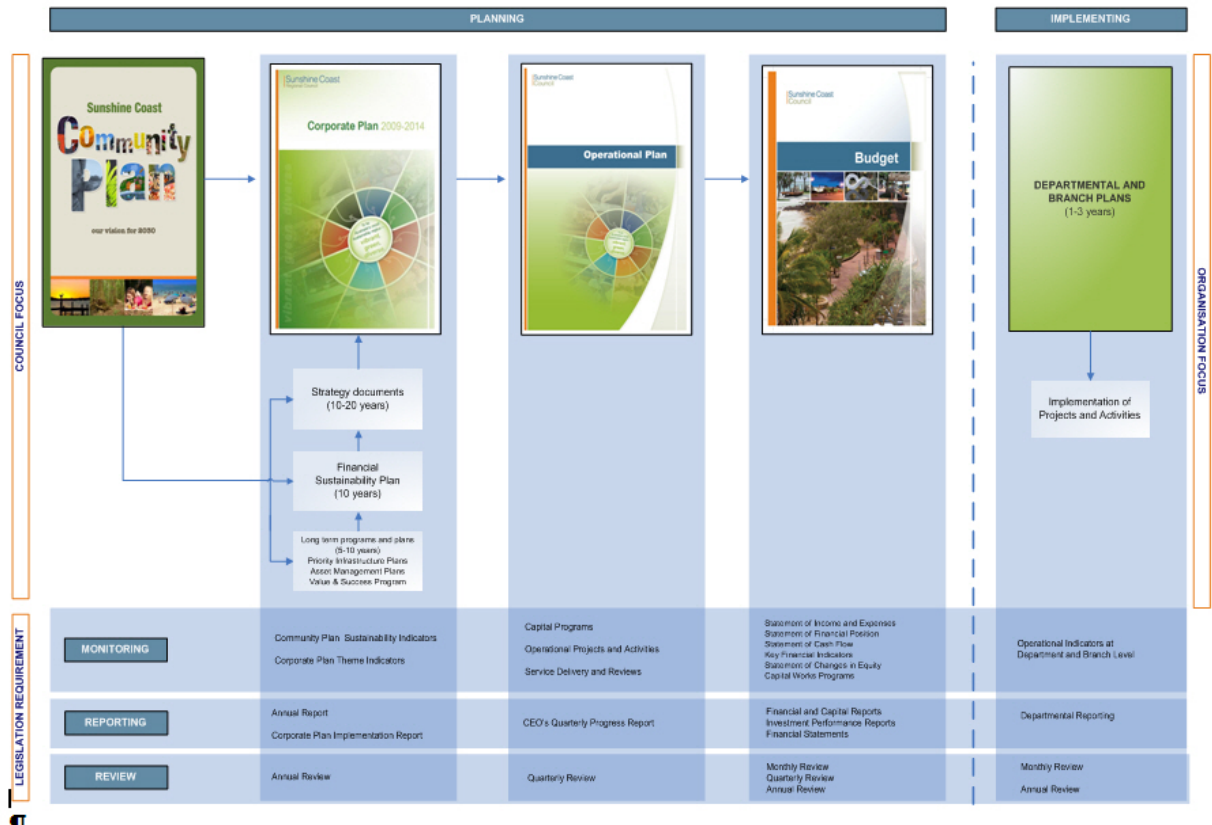
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## FOREWORD

### About the Operational Plan

The Operational Plan 2012-13 is a significant document in Sunshine Coast Council's strategic corporate planning framework, and is council's fourth Operational Plan under the current Corporate Plan 2009-2014.



The Operational Plan 2012-13 reflects council's continued commitment to achieving council's vision of being: *Australia's most sustainable region – vibrant, green, diverse*. The Operational Plan focuses on key projects and activities for the next twelve months, consistent with council's Corporate Plan and overall strategic direction.

The Operational Plan and Annual Budget are complementary documents. The Operational Plan outlines what's to be achieved and the Annual Budget allocates funding.

## **Components of the Operational Plan**

The Operational Plan illustrates the corporate plan strategies, activities, projects and performance indicators for council over the next 12 months. The information is presented under the Corporate Plan 2009-2014 themes:

1. Robust economy
2. Ecological sustainability
3. Innovation and creativity
4. Health and wellbeing
5. Social cohesion
6. Accessibility and connectedness
7. Managing growth
8. Great governance

## **Integrating the Operational Plan**

Activities and projects from the Operational Plan are incorporated into Department's Branch Plans, Service Snapshots and Profiles. Each department is then responsible for the delivery of their allocated activities and projects.

## **Monitoring the Operational Plan**

Key indicators are used to monitor implementation of the Operational Plan. The indicators are used to measure the status and achievement of activities and projects against the following criteria:

- a) on time;
- b) within budget; and
- c) quality standard (where applicable)

Reporting on performance is through the Chief Executive Officer's Quarterly Progress Report and the Annual Report. Both reports are public documents which are presented to council and made available to the community.

## **Managing Operational Risks**

The Operational Plan takes into account council's Enterprise Risk Management Framework based on International Standard ISO 31000. The framework allows for identification, assessment and reporting on strategic, operational and project based risks.

# Robust economy

## 1.1 A broad economic base

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
1.1.1	Develop and implement a regional economic development strategy that focuses on both; the current economic drivers of the region and opportunities for the future	Economic Development	Finance and Business
1.1.2	Build alliances and partnerships to develop the economy of the region with businesses and government agencies	Economic Development	Finance and Business
1.1.3	Facilitate the development of the region's knowledge-based economy in particular the creative, health, environmental, leisure and sporting sectors	Economic Development	Finance and Business
1.1.4	Encourage and help to establish sustainable business clusters	Economic Development	Finance and Business
1.1.5	Actively examine carbon trading opportunities for council and the region	Environment Policy	Regional Strategy and Planning
1.1.6	Work with partners to develop initiatives that attract investment, business, careers and jobs to the region	Economic Development	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Regional Economic Development Strategy - develop and implement a new strategy		Economic Development	Finance and Business
Carbon Neutral Plan - implement, monitor and report to council on activities planned for 2012-13 and investigate opportunities for carbon trading for council		Environment Policy	Regional Strategy and Planning

# Robust economy

## 1.2 Support for local businesses

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
1.2.1	Create attractive and viable urban and hinterland centres	Strategic Land Use Planning	Regional Strategy and Planning
1.2.2	Provide local business development services	Economic Development	Finance and Business
1.2.3	Ensure a council regulatory environment which is business friendly and considerate of business needs	Community Response	Community Services
		Corporate Governance	Finance and Business
		Development Services	Regional Strategy and Planning
		Strategic Land Use Planning	Regional Strategy and Planning
1.2.4	Ensure council's procurement policies support local businesses and help generate local employment	Commercial and Procurement	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Local Business Support - develop and maintain procurement policies, strategies and education programs to assist local business win council business	Commercial and Procurement	Finance and Business
	New Local Laws - deliver a community education and promotional campaign to assist residents and businesses understand the intent of the new Local Laws	Community Response	Community Services
	Commercial Use of Community Land - implement an expression of interest process for high use/high impact permit applications	Community Response	Community Services
	Footpath Dining and Trading - review and develop new operational guidelines (carry over 2011-12)	Community Response	Community Services
	Building Services eLodgement - design and implement eLodgement for private building certifier's documentation	Development Services	Regional Strategy and Planning
	Building Services Regulatory - provide regulatory building functions in accordance with the Building Act and the Sustainable Planning Act 2009.	Development Services	Regional Strategy and Planning
	Plan Sealing - process applications to achieve statutory timeframes, enhance development outcomes and quality of service for the creation of new allotments.	Development Services	Regional Strategy and Planning
	Local Business Support - continue delivery with emphasis on targeted, fit for purpose and responsive services	Economic Development	Finance and Business
	Local Business Support - deliver training programs, workshops and networking opportunities for existing and emerging local businesses and industry sectors	Library and Gallery Services	Community Services

# Robust economy

## 1.3 Infrastructure for economic growth

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
1.3.1	Facilitate the delivery of key infrastructure projects for our preferred economic growth	Economic Development	Finance and Business
		Infrastructure Policy	Regional Strategy and Planning
1.3.2	Identify and safeguard adequate land for economic and industry development	Strategic Land Use Planning	Regional Strategy and Planning
1.3.3	Develop the Sunshine Coast Airport as a significant aviation precinct and regional economic driver	Sunshine Coast Airport	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Maroochydore Central Precinct - inform the development of the governance arrangements and master planning for the Maroochydore Central Precinct (Horton Park) and develop a targeted investment framework for the Maroochydore Principal Regional Activity Centre	Economic Development	Finance and Business
	Trunk Infrastructure Investment - advocate for capital investment in essential trunk infrastructure, including input into infrastructure programs and agreements for the major development areas	Infrastructure Policy	Regional Strategy and Planning
	Sunshine Coast Infrastructure Plan and Program - produce a document outlining council's infrastructure objectives to 2031	Infrastructure Policy	Regional Strategy and Planning
	Airport Terminal Precinct Master Plan - develop and implement the plan for Sunshine Coast Airport	Sunshine Coast Airport	Finance and Business
	Revenue Strategies - develop and implement strategies to increase non-aeronautical passenger revenue at Sunshine Coast Airport	Sunshine Coast Airport	Finance and Business
	Environmental Management Plan - implement initiatives contained within the plan for the Sunshine Coast Airport	Sunshine Coast Airport	Finance and Business
	New Runway Strategy - implement strategy for Sunshine Coast Airport as per council agreed timeframes	Sunshine Coast Airport	Finance and Business
	Business Opportunities - continue to identify opportunities to increase volume and frequency for existing and new routes for Sunshine Coast Airport	Sunshine Coast Airport	Finance and Business
	Sunshine Coast Airport Capital Program - implement program	Sunshine Coast Airport	Finance and Business

# Robust economy

## 1.4 A sustainable tourism industry

<i>Corporate Plan Strategies</i>	<i>Branch</i>	<i>Department</i>
1.4.2 Develop and implement a regional major events strategy	Economic Development	Finance and Business

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<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Major Events Strategy - finalise the strategy to position the region as a premier events destination and facilitate implementation	Economic Development	Finance and Business

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# Robust economy

## 1.5 A strong rural sector

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
1.5.1	Develop and implement a regional rural futures strategy	Economic Development	Finance and Business
1.5.2	Strengthen rural industry by safeguarding agricultural land and advocating for sustainable agricultural practices	Strategic Land Use Planning	Regional Strategy and Planning
1.5.3	Assist with the establishment of local rural-based fresh food business clusters	Economic Development	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Rural Futures Strategy - finalise the strategy as a policy support tool for the new Economic Development Strategy		Economic Development	Finance and Business
Agricultural Land - consider the recommendations of Rural Futures Strategy, finalise the draft planning scheme and advocate to state government on the South East Qld Regional Plan		Strategic Land Use Planning	Regional Strategy and Planning

# Ecological sustainability

## 2.1 The impact of climate change

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.1.1	Research and understand the impact of climate change on council's operations and the region's environment and communities	Environment Policy	Regional Strategy and Planning
2.1.2	Develop and implement adaptive action plans to respond to climate change	Environment Policy	Regional Strategy and Planning
2.1.3	Research, develop and implement a plan for council to become a carbon neutral organisation	Environment Policy	Regional Strategy and Planning
2.1.4	In partnership with government and the community, develop and implement energy transition and greenhouse gas reduction strategies for the region	Environment Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Climate Change and Peak Oil Strategy - implement, monitor and report to council on activities planned for 2012-13		Environment Policy	Regional Strategy and Planning
Energy Transition Plan - implement, monitor and report to council on activities planned for 2012-13		Environment Policy	Regional Strategy and Planning

# Ecological sustainability

## 2.2 Our natural environment preserved for the future

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.2.1	Engage with the community to assist with the protection of our environment through sustainable practices and resource minimisation	Environmental Operations	Infrastructure Services
2.2.2	Develop and implement partnership programs to preserve and rehabilitate natural ecosystems	Environmental Operations	Infrastructure Services
2.2.3	Prepare and implement an environmental levy policy and program that focuses on identified strategic needs	Environment Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Environment Levy and Land Acquisition Program - review and implement the endorsed 2012-13 program		Environment Policy	Regional Strategy and Planning
Environmental Grants - implement grants and partnership programs to assist the community and private landholders to protect the environment		Environment Policy	Regional Strategy and Planning
Ecosystem Partnership Programs - deliver partnership programs aimed to preserve and rehabilitate natural ecosystems (land for wildlife, conservation agreement & conservation covenant)		Environmental Operations	Infrastructure Services

# Ecological sustainability

## 2.3 Viable ecosystems that maintain biodiversity values

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.3.1	Prepare and implement a regional biodiversity strategy	Environment Policy	Regional Strategy and Planning
2.3.2	Protect and expand our ecological conservation areas	Environment Policy	Regional Strategy and Planning
2.3.3	Define, maintain and, where possible, create wildlife corridors	Environment Policy	Regional Strategy and Planning
		Environmental Operations	Infrastructure Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Biodiversity Strategy - implement, monitor and report to council on activities planned for 2012-13	Environment Policy	Regional Strategy and Planning
	Road Reserve Vegetation - develop an operational guide outlining the management of significant vegetation on road reserve	Environmental Operations	Infrastructure Services

# Ecological sustainability

## 2.4 Healthy waterways and foreshores

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.4.1	Develop and implement a coastal management strategy	Environment Policy	Regional Strategy and Planning
2.4.2	Maintain and improve the quality of beaches, waterways, lakes, rivers, canals and wetlands	Environment Policy	Regional Strategy and Planning
		Environmental Operations	Infrastructure Services
		Parks and Gardens	Infrastructure Services
<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Waterways & Coastal Management Strategy - implement, monitor and report to council on activities planned for 2012-13	Environment Policy	Regional Strategy and Planning
	Catchment & Estuary Management - implement actions from the catchment and estuary management plans	Environmental Operations	Infrastructure Services
	Shoreline & Erosion Management - support the development of a shoreline erosion and management plan for the region	Environmental Operations	Infrastructure Services
	Water Sustainability - undertake Water Sustainability Initiatives pilot program	Parks and Gardens	Infrastructure Services

# Ecological sustainability

## 2.5 Innovative programs to protect our ecology

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.5.2	Determine council's role in green power generation and its level of involvement and investment	Environment Policy	Regional Strategy and Planning
2.5.3	Pilot ecologically sustainable initiatives and new ideas	Environment Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Environmental Programs - EcoBiz Program, the Living Smart Program and council's Green June Program - coordinate and deliver program activities		Environment Policy	Regional Strategy and Planning
Energy Transition Plan - continue to investigate green power generation in relation to council's operations		Environment Policy	Regional Strategy and Planning
Waste Minimisation Strategy - implement, monitor and report to council on activities planned for 2012-13		Waste and Resources Management	Infrastructure Services
Advanced Waste Treatment Plant - develop a proposal for construction of an advanced waste treatment plant at Sustainability Park		Waste and Resources Management	Infrastructure Services

# Ecological sustainability

## 2.6 Environmentally friendly infrastructure and urban design

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.6.1	Ensure new developments meet high standards of ecological sustainability and urban design	Strategic Land Use Planning	Regional Strategy and Planning
2.6.2	Develop guidelines to promote excellence in ecological sustainable development with architects, designers, environmental groups and the development industry	Strategic Land Use Planning	Regional Strategy and Planning
2.6.3	Review council infrastructure plans, design standards and procurement policies to maximise sustainable outcomes	Infrastructure Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Erosion & Sediment Control - provide training on methodologies and techniques to relevant areas of council		Business and Major Projects	Infrastructure Services
Utilities Advocacy and Management - facilitate review of proposals for infrastructure by utility providers (water supply, sewerage, energy and telecommunications)		Infrastructure Policy	Regional Strategy and Planning

# Ecological sustainability

## 2.7 Integrated water cycle management

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
2.7.4	Understand and manage the impact of stormwater flows and flooding on our current communities and future land developments	Infrastructure Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Stormwater Management and Flood Studies - provide flood studies and stormwater management plans that align with requirements of the Queensland Coastal Plan, Flood Commission Inquiry, Climate Change and inform the new planning scheme	Infrastructure Policy	Regional Strategy and Planning
	Total Water Cycle Management Plan - develop a plan for the Sunshine Coast in line with State Government guidelines	Infrastructure Policy	Regional Strategy and Planning
	Open Drains - identify open drains and record on mapping system	Transport and Engineering Services	Infrastructure Services
	Stormwater Capital Program - implement program	Transport and Engineering Services	Infrastructure Services
	Private Drainage Assets - identify and remove private drainage from council asset register	Transport and Engineering Services	Infrastructure Services



# Innovation & creativity

## 3.1 Partnerships and alliances that drive innovation

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
3.1.1	Foster partnerships with governments, business and the community to encourage innovation and sustainability	Executive Office	Executive Office
3.1.2	Identify opportunities for the region flowing from the United Nations recognition of the Noosa Biosphere	Environment Policy	Regional Strategy and Planning
3.1.3	Partner with the University of the Sunshine Coast to undertake innovative research, provide expertise and jointly work on initiatives to achieve sustainability and regional development	Executive Office	Executive Office

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Noosa Biosphere Reserve - facilitate and continue the community based governance process and implement priority actions		Environment Policy	Regional Strategy and Planning
University of Sunshine Coast - continue to seek research partnership opportunities around sustainability and regional development		Executive Office	Executive Office

# Innovation & creativity

## 3.2 The education sector as a catalyst for business development

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
3.2.1	Facilitate partnerships with the education sector and business to undertake research and development initiatives	Economic Development	Finance and Business
3.2.3	Support education, training and apprenticeship initiatives that help build skills within the region and retain young people	Economic Development	Finance and Business
3.2.4	Encourage international, national and local students to study and stay on the Sunshine Coast	Economic Development	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Education Sector Partnerships - work with Universities, Institute of TAFE, the Innovation Centre, Trade Training Centres and Sunshine Coast Business Council to inform workforce education and training priorities		Economic Development	Finance and Business

# Innovation & creativity

## 3.3 A creative and artistic region

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
3.3.1	Assess the region's cultural facilities and activities, research future needs and develop an arts and cultural strategy	Community Development	Community Services
		Community Facilities	Community Services
3.3.2	Provide and facilitate local and regional arts and cultural facilities and programs within the community	Community Development	Community Services
		Library and Gallery Services	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Creative Communities Plan - Finalise and implement a Creative Communities Plan for the region (carry over 11/12)		Community Development	Community Services
Community & Performance Venues Plan - finalise regional network plan and implement actions		Community Facilities	Community Services
Galleries - continue to operate galleries, related programs, exhibitions and activities		Library and Gallery Services	Community Services

# Innovation & creativity

## 3.4 Council's working culture is dynamic, flexible and entrepreneurial

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
3.4.1	Build an organisational culture focused on teamwork, innovation, customer service and fast business	Human Resources	Community Services
3.4.2	Implement ongoing improvement programs focused on the best way forward	Human Resources	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Sustainability Action Plan - implement, monitor and report to council on activities planned for 2012-13		Executive Office	Executive Office
Learning and Development - partner with departments to deliver learning and development programs to build and enhance organisational capability		Human Resources	Community Services
Organisational Climate Survey - prepare to deliver the 2nd biennial Sunshine Coast Council organisational climate survey		Human Resources	Community Services
Council Volunteers - deliver a strategy for managing volunteers across council		Human Resources	Community Services

# Health & well-being

## 4.1 Safe and healthy communities

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
4.1.1	Manage community health risks and improve community health standards	Community Response	Community Services
4.1.2	Provide community safety and regulatory programs that ensure the well-being of residents and visitors	Community Development	Community Services
		Community Response	Community Services
4.1.3	Adopt and encourage 'crime prevention through environmental design' principles in the design of public and private spaces	Strategic Land Use Planning	Regional Strategy and Planning
4.1.4	Maintain and develop council's emergency and disaster management planning, prevention, response and recovery capabilities	Business and Major Projects	Infrastructure Services
		Executive Office	Executive Office

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Disaster Management - implement ongoing refinement of Forward Command Centre approach, improvement to business processes and training for key staff	Business and Major Projects	Infrastructure Services
	Community Safety - seek endorsement and implement Community Safety Plan	Community Development	Community Services
	Integrated Mosquito Control Management Plan - implement programs identified for 2012-13	Community Response	Community Services
	Environmental Health - roll out education programs to the public	Community Response	Community Services
	Lifeguard Services - undertake a strategic lifeguard service sustainability review	Community Response	Community Services
	Disaster Management - continue to work closely with government and support agencies to plan for, respond and recover from disaster events	Executive Office	Executive Office
	Review of Flood Events - complete a review of recent flood events in the region and provide council with recommendations	Executive Office	Executive Office

# Health & well-being

## 4.2 Active lifestyles

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
4.2.1	Develop and implement a health and well-being strategy	Community Development	Community Services
4.2.2	Encourage healthy and balanced lifestyles	Community Development	Community Services
4.2.3	Promote physical activity and recreation	Community Facilities	Community Services
4.2.4	Support community-based sport and recreation organisations and programs	Community Facilities	Community Services
4.2.5	Continue to develop the multi-purpose sports precinct at Quad Park	Property and Business	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Skate and BMX Plan - implement, monitor and report to council on activities planned for 2012-13		Community Facilities	Community Services
Aquatics Plan - implement, monitor and report to council on activities planned for 2012-13		Community Facilities	Community Services
Sport and Active Recreation Plan - implement, monitor and report to council on activities planned for 2012-13		Community Facilities	Community Services
Quad Park - continue to review and support the operation of the precinct		Property and Business	Finance and Business
Noisy Sport Venues - finalise a strategy/plan, present to council for adoption and implement		Social Policy	Regional Strategy and Planning

# Social cohesion

## 5.1 Equity and opportunities for all

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
5.1.1	Research community profiles, implement a social planning framework and community development strategies	Community Development	Community Services
		Social Policy	Regional Strategy and Planning
5.1.2	Develop an affordable living strategy	Social Policy	Regional Strategy and Planning
5.1.3	Provide targeted support and assistance to disadvantaged groups	Community Development	Community Services
5.1.4	Develop action plans to focus on the needs of seniors, young people and families	Community Development	Community Services
5.1.5	Provide equitable access to council's facilities, services and access ways	Community Development	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Youth Strategy - implement, monitor and report to council on activities planned for 2012-13	Community Development	Community Services
	Positive Ageing Strategy - implement, monitor and report to council on activities planned for 2012-13	Community Development	Community Services
	Community Profile - review and update community profile and demographic data.	Social Policy	Regional Strategy and Planning
	Affordable Living Strategy - implement, monitor and report to council on activities planned for 2012-13	Social Policy	Regional Strategy and Planning

# Social cohesion

## 5.2 Strong community groups and networks

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
5.2.1	Value and support community organisations and volunteers across the region	Community Development	Community Services
5.2.2	Encourage community organisations and local communities to be self sufficient	Community Development	Community Services
		Community Facilities	Community Services
		Library and Gallery Services	Community Services
5.2.3	Support community initiatives through appropriate provision of information, expertise and resources	Community Development	Community Services
		Library and Gallery Services	Community Services
5.2.4	Work with the Indigenous community to promote reconciliation	Community Development	Community Services
<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Community Hub - continue to promote the Community Hub as a communication tool for community groups	Community Development	Community Services
	Reconciliation Action Pan - implement, monitor and report to council on activities planned for 2012-13	Community Development	Community Services
	Community Grants - conduct a review of council's grants/community funding policy	Community Development	Community Services
	Community Leasing Policy - continue development and implement policy	Community Facilities	Community Services



# Social cohesion

## 5.3 A sense of identity and belonging

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
5.3.1	Support community programs and infrastructure that encourage interaction, contribute to place making and a sense of community	Community Development	Community Services
		Library and Gallery Services	Community Services
5.3.2	Promote libraries as community hubs and centres of information and learning	Library and Gallery Services	Community Services
5.3.3	Support community and neighbourhood celebrations, events and local festivals	Community Development	Community Services
		Customer Relations	Community Services
5.3.4	Facilitate social history programs to increase awareness of our local heritage	Library and Gallery Services	Community Services
5.3.5	Encourage neighbourhoods to work together to build community awareness and understanding	Community Development	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Community Venues - develop a strategic plan for council's community venues	Community Development	Community Services
	Community Events and Celebrations Strategy - implement actions planned for 2012-13 and commence strategy review	Customer Relations	Community Services
	Festive Season Strategy - implement actions planned for 2012-13 and commence strategy review	Customer Relations	Community Services
	Cultural Heritage - continue to implement activities in relation to Cultural Heritage Levy, and review policy and guidelines related to the Levy	Library and Gallery Services	Community Services
	Library Membership - continue to increase the membership of libraries and attendance levels at libraries and galleries	Library and Gallery Services	Community Services
	Educational Activities - develop and deliver in partnership where possible a wide range of informative, relevant and progressive educational activities in libraries and galleries	Library and Gallery Services	Community Services
	Library and Gallery Partnerships - implement partnerships with government agencies, not-for profit, educational and private organisations	Library and Gallery Services	Community Services
	Regional Libraries Plan - seek council endorsement of the plan	Library and Gallery Services	Community Services

# Accessibility and connectedness

## 6.1 A transport system that allows ease of movement

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
6.1.1	Develop and implement an integrated transport strategy for both existing and new communities	Transportation Strategy	Regional Strategy and Planning
6.1.2	In partnership with all levels of government, build and maintain a high quality transport network	Transport and Engineering Services	Infrastructure Services
6.1.3	Provide a network of linked pedestrian walkways and cycleways across the region	Transport and Engineering Services	Infrastructure Services
		Transportation Strategy	Regional Strategy and Planning
6.1.4	Work with the community to promote alternatives to the private car by promoting programs such as TravelSmart	Transport and Engineering Services	Infrastructure Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Transportation Capital Program - implement program	Transport and Engineering Services	Infrastructure Services
	Efficiency Review - review 2012-13 completed capital works concurrently with a review of estimating systems	Transport and Engineering Services	Infrastructure Services
	Transportation Capital Program 2013 -14 - develop and complete designs	Transport and Engineering Services	Infrastructure Services
	Transportation Capital Program 2014-15 - progress forward development of detailed scopes, concepts and estimates	Transport and Engineering Services	Infrastructure Services
	Sustainable Transport Strategy - implement, monitor and report to council actions planned for 2012-13	Transportation Strategy	Regional Strategy and Planning
	Active Transport Plan - implement, monitor and report to council on actions planned for 2012-13	Transportation Strategy	Regional Strategy and Planning

# Accessibility and connectedness

## 6.2 Better public transport

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
6.2.1	Agree on and prioritise the principal public transport needs for the region	Transportation Strategy	Regional Strategy and Planning
6.2.2	Continue to work with all stakeholders to secure and progress key public transport corridors	Transportation Strategy	Regional Strategy and Planning
6.2.3	In partnership with state government, deliver a responsive and affordable public transport system, that considers arterial bus and light rail, that links the major activity centres of the region	Transportation Strategy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Public Transport Plan - prepare and implement plan to improve public transport patronage and services	Transportation Strategy	Regional Strategy and Planning
	Public Transport Advocacy - continue to advocate improvements to public transport through ongoing discussions with relevant parties.	Transportation Strategy	Regional Strategy and Planning
	Public Transport Levy - utilise levy funds to progress public transport improvements to infrastructure	Transportation Strategy	Regional Strategy and Planning
	Light Rail Feasibility - continue working with the taskforce to prepare a feasibility study	Transportation Strategy	Regional Strategy and Planning

# Accessibility and connectedness

## 6.3 Affordable access to contemporary communication services

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
6.3.1	Facilitate access to affordable, high speed communication networks for all residents and businesses	Economic Development	Finance and Business
6.3.2	Advocate for better telecommunications in rural areas	Economic Development	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Broadband and telecommunication infrastructure - advocate for improvements that support business development; and better telecommunication in rural areas		Economic Development	Finance and Business

# Accessibility and connectedness

## 6.4 A community that recognises the importance of universal access and equity

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
6.4.1	Continue to develop public areas that are easily accessible to people of all ages and abilities	Community Development	Community Services
6.4.2	Work in partnership with government, the private sector and community groups to understand needs and promote high quality universal access	Community Development	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Access and Inclusion Plan - implement, monitor and report to council on activities planned for 2012-13		Community Development	Community Services

# Managing growth

## 7.1 The areas for growth and renewal are clearly defined

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
7.1.1	Prepare a single planning scheme for the region	Strategic Land Use Planning	Regional Strategy and Planning
7.1.2	Develop and implement strategies to retain the unique character of our centres, villages and towns	Strategic Land Use Planning	Regional Strategy and Planning
7.1.3	Ensure new communities are developed using Ecologically Sustainable Development principles	Strategic Land Use Planning	Regional Strategy and Planning
7.1.4	Advocate and respond to regional planning initiatives of government and develop regional relationships	Strategic Land Use Planning	Regional Strategy and Planning
7.1.5	Make decisions on development applications in accordance with the planning scheme and defend those decisions	Development Services	Regional Strategy and Planning
		Executive Office	Executive Office

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Building Services Development Assessment - assess and decide development applications and referrals	Development Services	Regional Strategy and Planning
	Development Applications - provide specialist input into planning applications	Development Services	Regional Strategy and Planning
	New Planning Scheme - progress the new scheme through further stages of the process to completion	Strategic Land Use Planning	Regional Strategy and Planning
	Review Government Policies - undertake reviews of State Government policy including land development, Qld Coastal Plan and Qld Flood Commission's report	Strategic Land Use Planning	Regional Strategy and Planning

# Managing growth

## 7.2 The heritage and character of our communities is protected

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
7.2.1	Develop and implement a heritage strategy	Social Policy	Regional Strategy and Planning
7.2.2	Protect heritage places, values and significant regional landscapes in the planning scheme	Strategic Land Use Planning	Regional Strategy and Planning
7.2.3	Better understand and fulfil council's obligations to protect indigenous cultural heritage	Social Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Heritage Strategy - prepare and implement the strategy (carry over 11-12)		Social Policy	Regional Strategy and Planning

# Managing growth

## 7.3 Well designed and beautiful places

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
7.3.1	Encourage developers to use place making techniques and embrace high quality urban design in the provision of parks, open spaces and local facilities	Development Services	Regional Strategy and Planning
		Strategic Land Use Planning	Regional Strategy and Planning
7.3.2	Ensure council developments and projects are well designed, landscaped and have aesthetic appeal	Business and Major Projects	Infrastructure Services
		Civil Works Services	Infrastructure Services
		Parks and Gardens	Infrastructure Services
		Transport and Engineering Services	Infrastructure Services
7.3.3	Develop and implement a public arts strategy to animate public spaces	Community Development	Community Services
7.3.4	Develop and implement master plans for centres and towns to preserve and enhance their character	Parks and Gardens	Infrastructure Services
		Strategic Land Use Planning	Regional Strategy and Planning
		Transport and Engineering Services	Infrastructure Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Public Art Policy - implement, monitor and report to council on activities planned for 2012-13	Community Development	Community Services
	Holding Tanks - continue to implement program	Development Services	Regional Strategy and Planning
	Community Gardens Program - manage the implementation of the program activities planned for 2012-13	Parks and Gardens	Infrastructure Services
	Precinct Management - establish/reinforce precinct management model for high profile areas	Parks and Gardens	Infrastructure Services
	Design Standards (Landscape Infrastructure Manual - LIM) - review for the new planning scheme	Parks and Gardens	Infrastructure Services
	Place Making for Sunshine Coast Communities - undertake research and gather background information to assist local planning.	Strategic Land Use Planning	Regional Strategy and Planning
	Greenfield Development - continue work on planning for 'greenfield' developments at Palmview, Kawana Waters and Caloundra.	Strategic Land Use Planning	Regional Strategy and Planning



# Managing growth

## 7.4 Timely and appropriate infrastructure and service provision

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
7.4.1	Prepare comprehensive infrastructure plans, policies and strategies in line with long term financial plans	Business and Major Projects	Infrastructure Services
		Infrastructure Policy	Regional Strategy and Planning
		Social Policy	Regional Strategy and Planning
7.4.2	Require appropriate infrastructure provision and agreements as a component of development approvals so the cost of infrastructure is not a burden on the current generation	Development Services	Regional Strategy and Planning
7.4.3	Ensure the provision of parks, open space and community infrastructure consistent with identified local and regional needs	Development Services	Regional Strategy and Planning
		Social Policy	Regional Strategy and Planning

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Operational Works - process operational works applications in accordance with council policy and to agreed timeframes	Development Services	Regional Strategy and Planning
	Environmentally Relevant Activities - process applications	Development Services	Regional Strategy and Planning
	Integrated Water Cycle Management - input into policy development and implement integrated water cycle management including erosion and sediment control measures	Development Services	Regional Strategy and Planning
	Priority Infrastructure Plan - continue the development of a single priority infrastructure plan for inclusion in council's new planning scheme	Infrastructure Policy	Regional Strategy and Planning
	Social Infrastructure Strategy - implement, monitor and report to council on activities planned for 2012-13	Social Policy	Regional Strategy and Planning
	Open Space Strategy - implement, monitor and report to council on activities planned for 2012-13	Social Policy	Regional Strategy and Planning

# Managing growth

## 7.5 Council's services and assets meet the needs of our growing community

<i>Corporate Plan Strategies</i>	<i>Branch</i>	<i>Department</i>
7.5.1 Determine the types and levels of services provided by council	Business and Major Projects	Infrastructure Services
	Civil Works Services	Infrastructure Services
	Environmental Operations	Infrastructure Services
	Finance	Finance and Business
	Fleet Management	Infrastructure Services
	Parks and Gardens	Infrastructure Services
	Transport and Engineering Services	Infrastructure Services
	Waste and Resources Management	Infrastructure Services
7.5.2 Develop long term asset management plans which are linked to financial management plans	Business and Major Projects	Infrastructure Services
7.5.3 Maintain and renew council assets to agreed standards	Building and Facility Services	Infrastructure Services
	Business and Major Projects	Infrastructure Services
	Civil Works Services	Infrastructure Services
	Environmental Operations	Infrastructure Services
	Fleet Management	Infrastructure Services
	Parks and Gardens	Infrastructure Services
	Transport and Engineering Services	Infrastructure Services
	Waste and Resources Management	Infrastructure Services
7.5.4 Develop and implement five year and longer term rolling capital works programs according to strategic priorities	Business and Major Projects	Infrastructure Services

<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Asset Management - commence advanced Asset Management Plans for council's buildings and facilities	Building and Facility Services	Infrastructure Services
Service Levels - develop detailed levels of service for each asset category for council's buildings and facilities	Building and Facility Services	Infrastructure Services
Maintenance Program - maintain and renew council's buildings and facilities	Building and Facility Services	Infrastructure Services
Buildings and Facilities Capital Program - implement program	Building and Facility Services	Infrastructure Services

# Managing growth

## 7.5 Council's services and assets meet the needs of our growing community

<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Asset Management System (Maximo 7) - implement phase 4 of the project	Business and Major Projects	Infrastructure Services
Service Delivery Models - develop and implement information technology solutions to improve service delivery models, efficiency gains and asset management outcomes	Business and Major Projects	Infrastructure Services
Project Management - develop process for post project implementation reviews, including peer reviews and benchmarking.	Business and Major Projects	Infrastructure Services
Capital Works Program - review 10 year capital works program and develop program for 2013-14.	Business and Major Projects	Infrastructure Services
Asset Management Plans - improve asset data and information to refine Core Asset Management Plans.	Business and Major Projects	Infrastructure Services
Quality Management System - review and ongoing development of system, including roll out to all relevant business areas in Infrastructure Services	Business and Major Projects	Infrastructure Services
Information System Alignment - align the pavement management system with asset management system (Maximo 7), Geographic Information Systems (GIS), depreciation/valuation system and field electronic defect logging system	Civil Works Services	Infrastructure Services
Service Levels - continue refinement of regional service level standards and align to budget allocations	Civil Works Services	Infrastructure Services
Plant and Workforce - implement and refine structural changes for operational service delivery	Civil Works Services	Infrastructure Services
Service Delivery - benchmark and refine core budget service delivery for civil works	Civil Works Services	Infrastructure Services
Roads Asset Management - manage and maintain council's roads, bridges and drainage assets to service standards	Civil Works Services	Infrastructure Services
Engineering Operational Practices - review, refine and develop in conjunction with Quality Assurance system	Civil Works Services	Infrastructure Services
Cemetery Plan - finalise plan and implement actions	Community Facilities	Community Services
Coast and Canals Capital Program - implement program	Environmental Operations	Infrastructure Services
Environmental Assets Capital Program - implement program	Environmental Operations	Infrastructure Services
Fleet Capital Program - implement program	Fleet Management	Infrastructure Services
Accident Data Analysis - investigate and identify trends to benchmark against similar organisations	Fleet Management	Infrastructure Services
Vehicle Monitoring System - research and implement to identify safety, efficiency and utilisation benefits	Fleet Management	Infrastructure Services

# Managing growth

## 7.5 Council's services and assets meet the needs of our growing community

<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Service Levels - maintain and manage parks and gardens to the council endorsed service levels	Parks and Gardens	Infrastructure Services
Open Space Vehicle Access Permits - manage program	Parks and Gardens	Infrastructure Services
Parks and Gardens Capital Program - implement program	Parks and Gardens	Infrastructure Services
Vegetation Interference - implement a permit system for planting, clearing or interfering with vegetation in a local government controlled area	Parks and Gardens	Infrastructure Services
Waste Capital Program - implement program	Waste and Resources Management	Infrastructure Services
Vegetation Offsets - implement Stage 1 of the Vegetation Offsets required as a result of clearing the Pierce Avenue gun club site	Waste and Resources Management	Infrastructure Services
New Waste Collection Tender and Contract - prepare a tender and award a contract to commence from 1 July 2014	Waste and Resources Management	Infrastructure Services

# Great governance

## 8.1 Ethical, accountable and transparent decision-making

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
8.1.1	Develop and implement a governance framework that provides transparent and accountable processes and enhances council's reputation	Corporate Governance	Finance and Business
8.1.2	Ensure legislative compliance and awareness	Corporate Governance	Finance and Business
8.1.3	Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice	Corporate Governance	Finance and Business
		Council Services and Business Integration	Finance and Business
<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Local Law Review (2012) - undertake a review of council's local laws	Corporate Governance	Finance and Business
	Governance Framework - continue to develop governance tools and build awareness of governance matters across council	Corporate Governance	Finance and Business

# Great governance

## 8.2 Effective business management

<i>Corporate Plan Strategies</i>	<i>Branch</i>	<i>Department</i>
8.2.1 Develop indicators and measure the performance of council and the success in achieving its vision	Corporate Governance	Finance and Business
8.2.2 Develop information and technology solutions that meet corporate needs and enhance business processes	Business and Major Projects	Infrastructure Services
	Information Communication Technology Services	Finance and Business
8.2.3 Implement a business approach that focuses on maximising opportunities, managing risks and improving quality of service	Corporate Governance	Finance and Business
	Council Services and Business Integration	Finance and Business
	Development Services	Regional Strategy and Planning
	Value and Success	Finance and Business
8.2.4 Consolidate data, information and knowledge to improve council operations	Information Communication Technology Services	Finance and Business
8.2.5 Develop commercial opportunities and review Council's commercial operations for compliance, efficiency and to determine their future	Commercial and Procurement	Finance and Business
	Property and Business	Finance and Business
8.2.6 Review and optimise council's administration buildings, depots and land holdings	Property and Business	Finance and Business

<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Procurement Contracts - establish procurement contracts and supplier panel arrangements for goods and services to council operations	Commercial and Procurement	Finance and Business
Business Support - evaluate commercial and business opportunities in areas such as infrastructure agreements, waste business, electricity supply contracts, public lighting management, energy cost saving, and emissions trading	Commercial and Procurement	Finance and Business
Fees and Charges - maintain the Register of General Fees and Charges and supporting cost recovery models	Commercial and Procurement	Finance and Business
National Competition Policy - apply national competition policy reform framework to council nominated business activities	Commercial and Procurement	Finance and Business
Procurement Services - manage and support purchasing transaction systems, stock and supply to depots	Commercial and Procurement	Finance and Business
Quarries - supply internal and external customers with landfill material, road base and landscaping aggregates, and asphalt paving material. Enhance quarries business model.	Commercial and Procurement	Finance and Business
Corporate Plan Review - undertake a review of the 2009-2014 Corporate Plan	Corporate Governance	Finance and Business
Business Continuity Planning - develop and implement within the Enterprise Risk Management Framework the top seven Business Continuity Plans for council	Corporate Governance	Finance and Business

# Great governance

## 8.2 Effective business management

<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Branch Review - review functional roles and responsibilities of the Council Services and Business Integration branch	Council Services and Business Integration	Finance and Business
Business Planning - undertaking mapping of key branch systems and processes	Council Services and Business Integration	Finance and Business
Electronic Planning Applications - trial 'e' lodgement and assessment of selected planning applications	Development Services	Regional Strategy and Planning
Business Process Improvement - re-engineer processes, workflows and related IT systems for identified high priority business improvements in development services	Development Services	Regional Strategy and Planning
Organisational Review - undertake an organisational review to optimise service efficiencies and service outputs	Executive Office	Executive Office
Information Communication Technology Services (ICTS) Capital Program - implement program	Information Communication Technology Services	Finance and Business
Services and Support - provide information and communication technology services and support	Information Communication Technology Services	Finance and Business
Business Systems - manage and deliver prioritised business systems and reporting solutions	Information Communication Technology Services	Finance and Business
Information and Technology (I&T) Strategy - implement actions planned for 2012-13	Information Communication Technology Services	Finance and Business
Planning Scheme Data - migrate data into core applications to support new planning scheme	Information Communication Technology Services	Finance and Business
Information Communication Technology (ICT) Infrastructure Upgrades - upgrade infrastructure to ensure reliable uptime of business systems	Information Communication Technology Services	Finance and Business
Information Communication Technology Services Culture Program - develop and implement strategies to align with the I&T Roadmap	Information Communication Technology Services	Finance and Business
Information Communication Technology Systems Rationalisation - consolidate and de-commission legacy systems	Information Communication Technology Services	Finance and Business
Strategic Land and Commercial Properties Program - implement program	Property and Business	Finance and Business
Holiday Parks Capital Program - implement program	Property and Business	Finance and Business
Strategic Property Plan - develop for whole of council	Property and Business	Finance and Business
Principal Regional Activity Centre (PRAC) Maroochydore - implement transition	Property and Business	Finance and Business
Carpenters Land Industrial Estate - develop estate	Property and Business	Finance and Business
Workforce Accommodation - develop an options paper and implement approved outcome	Property and Business	Finance and Business

# Great governance

## 8.2 Effective business management

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<i>Operational Plan Projects/Activities</i>	<i>Branch</i>	<i>Department</i>
Property System - invest in Leasing Module for T1 Property System	Property and Business	Finance and Business
Mooloolaba Road - widening and strategic site development	Property and Business	Finance and Business
Service Planning - implement the service planning continuous improvement process	Value and Success	Finance and Business

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# Great governance

## 8.3 Strong financial management

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
8.3.1	Develop long term financial plans and indicators to achieve optimum use of resources and alignment to strategic priorities	Finance	Finance and Business
8.3.2	Ensure council's financial performance is well managed and leads to a strong financial position	Finance	Finance and Business
8.3.4	Advocate and explore funding opportunities and new models of funding for local government	Commercial and Procurement	Finance and Business
		Finance	Finance and Business

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Funding innovative projects - develop a funding strategy and seek out projects for partnership funding and delivery	Commercial and Procurement	Finance and Business
	Grant funding - maximise federal and state government grant funding opportunities and assist community organisations to obtain government grant funding	Commercial and Procurement	Finance and Business
	Infrastructure Revaluation - undertake revaluation of assets	Finance	Finance and Business
	Long Term Financial Plan - continue to develop and update	Finance	Finance and Business
	Budget - deliver the annual budget	Finance	Finance and Business
	Dashboard Reporting - continue development with linkages to the Value and Success Program and service output statements	Finance	Finance and Business
	Rate Revenue - issue rate notices to the community	Finance	Finance and Business
	Annual Financial Statements - finalise 2011-2012 statements and liaise with external auditors	Finance	Finance and Business

# Great governance

## 8.4 Highly skilled, engaged and valued workforce

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
8.4.1	Establish a workforce development strategy and implement change management approaches	Human Resources	Community Services
8.4.2	Provide for the safety, security, health and well-being of Council employees contractors and volunteers	Human Resources	Community Services
8.4.3	Attend to employee needs and support their personal and professional development	Human Resources	Community Services
8.4.4	Recognise outstanding employee performance, entrepreneurship and innovation	Human Resources	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
Workplace Health and Safety - implement initiatives to support the new Work Health and Safety Act 2011		Human Resources	Community Services
Human Resource Systems - enhance human resource information systems and employee self service options		Human Resources	Community Services
Employee Health and Safety - continue commitment to 'Zero Harm - Great Health' initiatives for all employees		Human Resources	Community Services
Performance Management - implement and evaluate performance management framework and associated activities		Human Resources	Community Services

# Great governance

## 8.5 Advocacy and partnerships

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
8.5.1	Establish strong partnerships with all levels of government and create alliances with peak bodies and the community	Executive Office	Executive Office
8.5.2	Advocate council's strategic position on key issues to government	Executive Office	Executive Office

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Sunshine Coast Community Partnership - finalise the terms of reference, seek representation and determine resourcing for the Partnership to deliver on the aspirations of the Sunshine Coast Community Plan (carry over 11/12)	Community Development	Community Services
	Government Partnerships - seek opportunities to collaborate with other levels of government to grow the local economy and promote the region	Executive Office	Executive Office

# Great governance

## 8.6 An informed and engaged community

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
8.6.3	Keep the community informed about council's activities through a wide range of communication tools	Customer Relations	Community Services
		Executive Office	Executive Office

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Community Engagement - conduct a review of council's community engagement policy	Community Development	Community Services
	Community Information - deliver proactive media and public relations campaigns to keep the community informed about council activities and decisions	Customer Relations	Community Services
	Community Information - implement a range of communication tools to keep the community informed and engaged	Customer Relations	Community Services

# Great governance

## 8.7 Excellence in customer service

<i>Corporate Plan Strategies</i>		<i>Branch</i>	<i>Department</i>
8.7.1	Develop a better understanding of our customers' needs and expectations	Corporate Governance	Finance and Business
		Customer Relations	Community Services
8.7.2	Establish a customer service charter and drive a proactive customer service culture	Human Resources	Community Services
8.7.3	Enhance existing customer service and explore improved methods of service delivery	Customer Relations	Community Services

<i>Operational Plan Projects/Activities</i>		<i>Branch</i>	<i>Department</i>
	Customer Charter - drive a proactive customer service culture based on council's Customer Charter	Customer Relations	Community Services
	Customer Service - deliver an internal education program incorporating continual improvement processes, to enhance a customer service culture in key business areas	Customer Relations	Community Services
	Customer Service - continue to monitor preferred communication and customer contact channels	Customer Relations	Community Services
	Customer Experience Strategy - finalise and implement a Customer Experience Strategy for the organisation	Customer Relations	Community Services
	External Customer Survey - conduct a survey to understand community satisfaction with the range and level of services provided by council	Value and Success	Finance and Business

## GLOSSARY

Advocacy	The act of speaking or arguing in favour of something, such as a cause, idea or policy
Biodiversity	The variety of all life-forms including the different plants, animals and micro-organisms and the ecosystems they form
Capital (Capital works program)	A council plan, which prioritises the construction of the necessary infrastructure (eg. roads, water, sewerage) to support the development of the region
Community Plan	A longer term planning document which covers a minimum 10 year period. A community plan is developed from consultation with the community and council's vision for the future is derived from the community plan
Ecologically sustainable development	Ensuring that the health, diversity and productivity of the environment is maintained or enhanced for the benefit of future generations
Ecology	The natural environment we live in
Emerging priorities	Council's priorities as outlined in the Corporate Plan or as approved through the annual strategic planning, resource allocation and budgeting cycle
Framework	Outlines the relationship between interlinked parts of a system such as strategy, policy and action plans
Governance framework	Outlines the relationship between the governing and accountability processes of council.
Infrastructure	The basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage and the like
Key Indicators	Quantifiable units of measurement used to determine and assess the delivery of functions/services and activities in the operational plan
Knowledge-based economy	Business based on producing ideas, knowledge, education and information
Operational Plan	The operational plan is the annual operating plan for Council and underpins the Corporate Plan
Place making	Capitalises on a local community's assets, inspiration, and potential, ultimately creating good public spaces that promote people's health, happiness and well-being
Projects/activities	The projects/activities to be carried out to deliver the services/functions of Council
Strategies	The direction and scope of work to be achieved over the long-term to address an emerging priority in the Corporate Plan

Sustainable	Meeting the needs of the present without compromising the ability of future generations to meet their own needs
Theme	The Corporate Plan has 8 themes to categorise emerging priorities and strategies that set future direction towards Council's vision statement