Sunshine Coast Council
Corporate Plan
2014-2019
July 2016 edition
Acknowledgements
Council wishes to thank all contributors and stakeholders involved in the development of this document.

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

7  Foreword
8  Message from the Mayor
9  Message from the Chief Executive Officer
10 Part 1: Our organisation
   10  Striving for excellence
   12  Serving the community
   15  The journey so far
   16  Shaping our future
18 Part 2: Our plan
   18  Our commitment to the future
   20  Our values
   21  Achieving our goals
   39  A focus on delivery
   41  Definition of key terms
Inside back cover
   Corporate Plan overview
Did you know?

There are nearly 3000 kilometres of roads, 448 bridges and over 1100 kilometres of pathways maintained by council.

Image: Gabion repairs, Pinegrove Road.
Foreword

The Sunshine Coast Council Corporate Plan 2014-2019 sets the strategic direction and priorities for council for the next five years.

The Corporate Plan 2014-2019 has been informed by many long-term strategies and considerations for the region. It also sets a new direction for the organisation – but one which maintains a strong focus on the core services that council delivers or facilitates to meet the expectations of the community.

The goals and priorities in the Corporate Plan 2014-2019 have been guided by the policy foundations already laid down by council, which have been considered and developed through broad community consultation processes.

These foundations support council’s aspirational vision for the Sunshine Coast:

To be Australia’s most sustainable region – vibrant, green, diverse.

Many people and organisations play a part in achieving this vision for the Sunshine Coast. Local residents, visitors, community organisations, business, industry and governments all make contributions in some way.

The Corporate Plan 2014-2019 focuses on the contribution that council will make over the next five years to realising this important vision for the Sunshine Coast community.

The Corporate Plan is structured around five corporate goals, each supported by a suite of outcomes that council is committed to achieve over this timeframe.

Like all local governments in Queensland, Sunshine Coast Council is required under section 165 of the Local Government Regulation 2012 (the regulation) to produce and adopt a five year Corporate Plan and to carry out its responsibilities in a way that is consistent with the corporate plan.

The Corporate Plan 2014-2019 has been produced in accordance with the regulation. It will form the basis of council’s Annual Operational Plan and will guide council’s annual budget deliberations.

Council’s progress towards achieving each goal in this plan will be assessed against specific and simple measures and reported through its Annual Report.

The Corporate Plan 2014-2019 will also be reviewed each year and continue to be informed by emerging issues and trends so that it remains relevant to, and reflects, community priorities.

As always, council values feedback from our staff, customers and stakeholders and welcomes any suggestions that may improve our approach to servicing the community. To provide your feedback, please contact council on 5475 7272 or by email at mail@sunshinecoast.qld.gov.au

Figure 1: Sunshine Coast Council’s five corporate goals
Message from the Mayor

I am pleased to present this update to the Sunshine Coast Council’s Corporate Plan 2014-2019.

Our Corporate Plan commenced on 1 July 2014, setting a blueprint for the future of the organisation, how we shape our region and support the community we serve.

I am pleased that we have made good progress since that time - and in doing so, have started to forge a reputation as a leading city-region that is performing well against a number of important economic and social indicators.

But there remains much still to be done – and our Corporate Plan provides the platform for how we continue to progress, providing focus for the services we deliver every day and influencing the decisions and projects we pursue for the future.

Our direction as an organisation has been re-affirmed by the community at the 2016 local government elections – and this provides a clear impetus for Council to continue down the path of shaping a prosperous future for our residents and a region which we believe, is second to none.

A region that is smart, healthy and sustainable.

One that will carve a role for itself as a major contributor to the productivity of the Australian economy and at the same time, supports those in greatest need and cherishes and nurtures the lifestyle and environment that are hallmarks of the Sunshine Coast identity and way of life.

It is our role as Council to provide the leadership to deliver this compelling, yet essential, agenda for the region.

By doing so, we are actively creating opportunity and a future for the people that live here today, for our children and young people and those that will move here in the years ahead.

This necessarily involves building business confidence to encourage employment growth; fostering innovation in our own organisation, in business and in all aspects of community life; enabling people to come together and access services they value and need; and remaining focused on protecting and managing our important environmental assets.

We have many of the ingredients to advance this agenda and they are reflected in our Corporate Plan. But life does not stand still.

In a global community – which we are a part of – opportunities and challenges continue to evolve. If we want to get ahead of the game, we must be prepared to question, re-think and learn from others.

This is what we will continue to do. If we do not, we are doing a grave disservice to our community.

Our staff remain our greatest asset – the women and men who provide the services and facilities that support the community every day and of which they are also a part. Their aspirations for the region are reflected in our Corporate Plan and will help shape how we move forward in the future.

Mayor Mark Jamieson
Message from the Chief Executive Officer

This Corporate Plan provides our organisation the opportunity to deliver a positive future for the Sunshine Coast.

The five goals articulated in this plan clearly demonstrate Council’s commitment to its vision of creating Australia’s most sustainable region – vibrant, green, diverse. From delivering service excellence to the community, through to providing strong leadership and partnerships, this Corporate Plan establishes the road map for the region and our people to reach their full potential.

Importantly, Council is focused on ensuring a balanced approach to the community, environmental and economic interests of the Sunshine Coast. Organisationally, this is delivered through a range of services, capital works projects, support programs, environmental acquisitions, forward planning initiatives and community engagement.

There continues to be a strong focus on ensuring our standards for core services are maintained and enhanced wherever possible. At the same time, we are also driving the provision and maintenance of key capital works.

These efforts are being undertaken within a sound financial management framework, including the imperatives to achieve a balanced budget and to minimise increases in fees, charges and general rates with support for pensioners, community/sporting groups and disadvantaged individuals.

Key to the delivery of Council’s goals is our people. We are proud of our quality workforce of 1517 people and of the contributions of a range of local contractors. The organisation is strongly supportive of building on the existing talent, expertise and enthusiasm of employees and contractors. These people and our investments in them are a critical part of our strategies in making our region a success.

Over the next decade the Sunshine Coast and its economy will be transformed through the delivery of key region-making projects, including the Solar Farm, Maroochydore City Centre and a new runway at the Sunshine Coast Airport. At the same time, Council will continue advocating for critical transport upgrades and new infrastructure to keep our region connected and moving forward.

Detailed in this Plan are our goals and values, which shape how we work collaboratively both within and outside our organisation. It’s important we create positive relationships with our many partners and customers so we can work together with a common objective of making our region competitive and sustainable.

More than ever before, working positively with other levels of government and commercial entities will be needed to deliver the outcomes that council seeks on behalf of our community.

This Corporate Plan enables our organisation to take the lead role in shaping the future of the region and gears us up for the exciting times ahead.

Michael Whittaker
Chief Executive Officer
Part 1: Our organisation

Striving for excellence

The Sunshine Coast Council is one of the largest local governments in Australia – serving a community of more than 280,000 residents across an area of approximately 2,291 square kilometres.

As a large regional local government, the Sunshine Coast Council is leading some of the most significant and unique opportunities to grow the prosperity of the community and firmly entrench the region as one of the most desirable places to live, work, invest, play and visit. The region is renowned for its natural assets, distinct communities, location, unprecedented investment opportunities, strong community and unrivalled environmental credentials.

However, as the region continues to grow and change and as government resources become increasingly stretched, council will face a number of challenges which inevitably impact on the direction the organisation takes and the services it delivers. Council will always seek to tackle challenges proactively to maintain the confidence of its community and ensure core local government services are available, accessible and delivered in the most cost effective way.

Council recognises that it has a responsibility to provide strong leadership for the organisation and the community and strive for excellence in its governance and service standards. Getting this mix right will build a strong and successful organisation that is well placed to make a meaningful contribution to strengthening the vibrancy and prosperity of the region into the future.

Council’s Corporate Plan 2014-2019 marks the commencement of a new era for local government on the Sunshine Coast. The upheaval brought about by changes to the structure of local government in the region over the past six years is now behind us. Through strong leadership and good decision-making, council is well positioned to be among Australia’s most successful local governments.

The Corporate Plan sets high standards and goals for the future, in line with community needs and expectations. Council’s approach will focus on excellence – from how we manage waste to how we deliver an international airport.

Importantly, the Corporate Plan is about people, in particular, the approximately 1500 staff employed by council who play an integral role in shaping our organisation and delivering outstanding service to the Sunshine Coast community.

Council highly values the diversity of skills and experience that people bring to the organisation and which they deploy in servicing the community on a daily basis. Our people are our greatest asset. Their passionate commitment to the region and their willingness to go above and beyond is what sets our organisation apart from other councils.
Did you know?

In 2013, 87% of planning applications were decided within 20 days and another 10% within 40 days.

The Corporate Plan provides the foundation for the new Sunshine Coast council – an organisation that continually strives for excellence by:
• establishing clear goals, priorities and performance expectations
• listening and responding to the needs and aspirations of the community it serves
• maintaining an ongoing commitment to our people and the contributions they make
• investing in the professional development of our staff so they have the opportunity to reach their full potential
• providing an organisational environment that is safe, supportive and encourages innovation and proactive behaviour.
Every day, council and its staff deliver a wide range of services, advice, information and experiences to the residents of, and visitors to, the Sunshine Coast.

Council also plans, builds, manages and maintains assets valued at approximately $3.3 billion, from local roads, pathways and stormwater pipes to aquatic centres, community halls and recreational parks.

These important community assets benefit the region by:

- enabling residents to participate in community activities, access services and enjoy the natural environment
- supporting the economy and enabling local businesses to grow and service their customers
- offering great experiences to visitors.

Much of what council does on a daily basis can often go unnoticed, but as our Services snapshot shows, the contribution of council and its staff to the wellbeing, liveability and economy of the region is substantial.
### Services snapshot

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Airport</td>
<td>Aeronautical operations, passenger related services and management services for Sunshine Coast Airport and the Caloundra Aerodrome</td>
</tr>
<tr>
<td>2 Beaches, foreshores, coastal infrastructure and canals</td>
<td>Dredging and sand replenishment, maintenance of dune fencing, revetment walls, jetties, boat ramps, pontoons, groynes and beach access, canal locks, weirs and pumps</td>
</tr>
<tr>
<td>3 Bushland conservation and habitat</td>
<td>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</td>
</tr>
<tr>
<td>4 Cemeteries</td>
<td>Providing and maintaining cemeteries for burial and ashes internment</td>
</tr>
<tr>
<td>5 Community and cultural development and partnerships</td>
<td>Planning, partnering and supporting the community through a range of community development, civic and cultural programs and grants</td>
</tr>
<tr>
<td>6 Community venues</td>
<td>Providing, managing and administering the hiring and leasing of community and cultural venues including The Events Centre and other performance venues</td>
</tr>
<tr>
<td>7 Development services</td>
<td>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</td>
</tr>
<tr>
<td>8 Disaster management</td>
<td>Regional disaster management co-ordination including prevention, preparation, response and recovery</td>
</tr>
<tr>
<td>9 Economic development</td>
<td>Industry and business programs and initiatives to support the growth of the regional economy</td>
</tr>
<tr>
<td>10 Elected council</td>
<td>Community leadership, democratic representation, advocacy and decision-making</td>
</tr>
<tr>
<td>11 Holiday parks</td>
<td>Providing and operating holiday parks including caravan, camping and cabin facilities</td>
</tr>
<tr>
<td>12 Libraries</td>
<td>Providing access to information and learning opportunities through static and mobile libraries and loanable items</td>
</tr>
<tr>
<td>13 Lifeguards</td>
<td>Regular patrolling of beaches to ensure the safety and enjoyment of residents and visitors</td>
</tr>
<tr>
<td>Service</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>14 Local amenity and local laws</td>
<td>Maintaining and regulating local amenity through local laws, regulated parking, community land permits, and management of animals, overgrown land and abandoned vehicles</td>
</tr>
<tr>
<td>15 Public health</td>
<td>Protecting public health by managing declared pests, controlling mosquitoes and administering environmental health regulations</td>
</tr>
<tr>
<td>16 Quarries</td>
<td>Provision of quarry products for construction, architectural and landscaping purposes</td>
</tr>
<tr>
<td>17 Public lighting</td>
<td>Providing and maintaining public lighting</td>
</tr>
<tr>
<td>18 Recreation parks, trails and facilities</td>
<td>Design, maintenance and management of council’s public open space for active and passive recreation</td>
</tr>
<tr>
<td>19 Rivers, streams, estuaries and water bodies</td>
<td>Providing policy and programs, maintenance of stormwater quality devices, water quality monitoring, litter collection and riverbank rehabilitation</td>
</tr>
<tr>
<td>20 Roads, cycleways and pathways</td>
<td>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, levies</td>
</tr>
<tr>
<td>21 Road network management</td>
<td>Road transport infrastructure planning, design and delivery, road safety and traffic management, public education programs, streetscapes planning and place making</td>
</tr>
<tr>
<td>22 Sporting facilities</td>
<td>Providing regional, district and community sport and recreation facilities including aquatic centres, showgrounds and multi-sports fields</td>
</tr>
<tr>
<td>23 Stormwater drainage</td>
<td>Managing and maintaining functional stormwater drainage systems</td>
</tr>
<tr>
<td>24 Sustainable growth and network planning</td>
<td>Land use planning, social policy, infrastructure planning and charges, flood mapping, transportation planning, environmental initiatives</td>
</tr>
<tr>
<td>25 Waste and resource management</td>
<td>Collection and disposal of solid and liquid wastes, operation of waste transfer facilities and landfills, recycling and materials recovery, community education programs</td>
</tr>
</tbody>
</table>

A range of services underpin the operations and activities of council – namely financial and procurement services, human resource management, governance, information and communication technology, property management, building and facility maintenance, customer and community relations and fleet management. The cost of these corporate services is proportionally allocated to each of the 25 services the community receives.
Queensland’s system of local government was first established in 1879 when the State Government passed the Divisional Boards Act 1879. At that time, roads were in a terrible condition because of the damage caused by timber wagons and the dragging of logs, which ruined roads as fast as they were being built or repaired. The state wanted to get local residents to fund their own roads and bridges.

As a result, this region became a part of two large divisional boards – Caboolture and Widgee. By 1912, as settlements had grown, Maroochy Shire Council and Landsborough Shire Council (later to become Caloundra City), had been established as separate identities. Their ratepayers quickly made the councils aware that improving the road system and also its connection to the railway line was to be their first priority.

Over the years, the councils faced other challenges as the region grew. The local economy changed from one that was predominantly agricultural – based on fruit growing, dairying and sugarcane – to one that was based on tourism (with a focus on beaches and surfing) and population growth (retail and construction). The protection of the environment and managing population growth impacts, urban development and canal development became increasingly significant for the councils.

In 2008, following a recommendation of the Local Government Reform Commission, three councils, Maroochy, Caloundra and Noosa, amalgamated to form the first Sunshine Coast Regional Council.

The new Sunshine Coast Council faced the challenge of setting up a shared vision and organisation for the merged councils, at the same time as the effects of the global financial crisis and severe weather events impacted on the area. Once again the priority became repairs to roads and bridges and the welfare of those affected.

In March 2013, the residents of the former Noosa Shire voted to re-establish a Noosa Shire Council. This took effect on 1 January 2014.

Since the formation of local government in the region back in the 1800s, the Sunshine Coast and its governing bodies have experienced significant change.

The new Sunshine Coast Council faces the challenge of building on the achievements of the past and guiding the region into the future; a future heavily influenced by continued population growth and demographic change, significant urban development, and industry growth and diversification. At the same time the new council must maintain a strong focus on protecting the region’s environment, indigenous and cultural heritage and unique lifestyle.
Shaping our future

The Sunshine Coast Council today is one of the largest local governments (by population) in Australia – administering a region with diverse landscapes and natural assets and supporting a community that continues to experience strong growth.

Council has worked with residents, community organisations, local business and industry to build:

- an economy worth nearly $13 billion, offering significant (and in some cases, unique), public and private investment opportunities
- a national reputation as a leading tourism destination
- a community passionate about maintaining and celebrating the values and attributes of the region and the unique identity of their localities – a “community of communities”
- impressive environmental and sustainability credentials – reflecting the strong desire of the community to maintain and enhance its natural assets, biodiversity, pristine landscapes and outstanding liveability.

These are important foundations for the community and they play a key role in shaping the goals and priorities that council will pursue over the next five years.

Council cannot however, afford to be complacent.

New challenges and opportunities emerge every day. One way or another, they impact on council’s approach to servicing the community and positioning the region for the future.

Council is not immune from the forces that are shaping Australia in the 21st century. Of particular significance is the effect of the fiscal policies and constraints that are faced by all levels of government – which is resulting in an overall reduction in public investment in critical regional economic and social infrastructure and employment generation programs.
Did you know?
Council works with over 1,800 not-for-profit community groups across the region.

If sustained economic growth and greater community wellbeing are to be achieved and critical infrastructure is to be delivered to service a growing community, then council needs to be able to source new private investment and encourage a broader mix of employment options. In turn, this will deliver new, enduring careers for local residents and better access for the community to a wide range of services.

Locally, the significant influences on the goals and priorities that council will pursue for 2014-2019 include:

• the impact of a growing and ageing population, placing increasing pressure on the design, shape and connectivity of communities, the demand for affordable and customised services and range of housing options
• building economic strength and resilience in order to shape the type of population growth that occurs and to facilitate investment in infrastructure, services and employment options which a growing population requires
• retaining a quality environment and lifestyle is a major priority for the community. This requires ongoing attention and commitment particularly given the region will continue to experience population growth and the associated impacts on waterways, coastal areas, ecosystems and other natural assets
• community expectations that council focuses on delivery, is responsive to the needs of its constituents, ensures value for money in the delivery of services, exhibits fairness and transparency in decision-making and demonstrates high levels of integrity in its actions and service responses.

Council must pursue a targeted approach over the next five years if it is to meet the expectations of the community and play its part effectively in responding to the challenges and opportunities confronting the region.
Part 2: Our plan

Did you know?
Council provides nine public aquatic centres across the region supporting over 1 million visitations each year.

Our commitment to the future

Vision
Council remains firmly committed to its vision for the Sunshine Coast, first articulated in 2009:

To be Australia’s most sustainable region – vibrant, green, diverse.

This vision reflects an important balance in our economic, social and environmental objectives and influences our approach to serving our community. A balance that encompasses strength, leadership and collaboration with all elements of the community to enhance the region’s reputation as a highly desirable place to live, work, invest, play and visit and importantly, a region that is connected to the global community.

Purpose
In contributing to achieving the vision for our region, council’s purpose is:

To serve the community well and position our region for the future.

Council is a local service provider, an advocate and a regulator, but it cannot be all things to all people. Council has a specific and limited range of tools available to assist the community. By focusing on excellence in delivering its services, council makes a meaningful and tangible contribution to the strength and wellbeing of the region.
Goals

Considering the opportunities and challenges that are shaping our future and the vision it has embraced, council has identified five goals that it will pursue over the period 2014-2019.

Each goal is supported by defined outcomes which will be achieved through a set of priority actions each year that are responsive to the needs of the community.

The delivery of these actions will also help to position the Sunshine Coast Council as a highly successful local government – a council which:

- is rated amongst the strongest performing, financially sustainable councils in Queensland based on independent Queensland Treasury Corporation assessment
- has an established reputation nationally and globally as a local government that encourages worthwhile, high-value investment and community participation; enhances its environment; supports lifestyle choices and opportunities
- is recognised as a public sector employer of choice.
Our values

Everything council does is underpinned by its values which define the culture of the organisation and the behaviours that shape our interaction with the community, partners and each other.

<table>
<thead>
<tr>
<th>Respect for each other in our working relationships</th>
<th>Working collaboratively with honesty, trust and mutual support</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Listening to understand other points of view</td>
</tr>
<tr>
<td></td>
<td>Valuing individual differences, ideas, opinions and diversity</td>
</tr>
<tr>
<td></td>
<td>Building strong partnerships both within and outside the organisation</td>
</tr>
<tr>
<td></td>
<td>Communicating openly, respectfully and regularly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Being our best by continuing to learn, grow, challenge and change</th>
<th>Taking personal responsibility for our ongoing improvement, learning and development and creating a great place to work</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Being responsible and accountable for our own actions</td>
</tr>
<tr>
<td></td>
<td>Encouraging new ways of working and innovative ideas</td>
</tr>
<tr>
<td></td>
<td>Making health, safety and wellbeing a priority</td>
</tr>
<tr>
<td></td>
<td>Celebrating both individual efforts and shared achievements</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Working as one team across the organisation and with our community</th>
<th>Collaborating to share ideas, solve problems and achieve results</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Building teams involving our colleagues and community</td>
</tr>
<tr>
<td></td>
<td>Providing clear direction and practical support</td>
</tr>
<tr>
<td></td>
<td>Being respectful in our communications and team approach</td>
</tr>
<tr>
<td></td>
<td>Being cooperative, productive team members who are prepared to contribute</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>High standards in our conduct, service and governance</th>
<th>Conducting ourselves ethically and professionally</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ensuring integrity is at the heart of all we do</td>
</tr>
<tr>
<td></td>
<td>Making decisions based on complete information and supporting employees to implement these decisions</td>
</tr>
<tr>
<td></td>
<td>Inspiring a sense of purpose and direction</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Service excellence to our customers and each other</th>
<th>Delivering our promises</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Being clear and timely in our communication</td>
</tr>
<tr>
<td></td>
<td>Taking responsibility for assisting our customers</td>
</tr>
<tr>
<td></td>
<td>Providing services fairly, promptly and respectfully</td>
</tr>
<tr>
<td></td>
<td>Creating positive customer experiences</td>
</tr>
</tbody>
</table>
Achieving our goals

1. A new economy

Providing the regional policy, regulatory settings and identity that shape a globally competitive economy

Outcomes for 2014-2019

1.1 Strong economic leadership, collaboration and identity
1.2 New capital investment in the region
1.3 Investment and growth in high-value industries
1.4 Strong local to global connections
1.5 A natural, major and regional event destination

Goal performance measures

1. Council actions in the Regional Economic Development Strategy implemented in accordance with agreed timelines
2. Local business graduates’ satisfaction with council’s Export Capability Program
3. Estimated economic impact from council-supported major and regional events
4. Development applications decided within target decision timeframes.

Key services

• Airport
• Economic development
• Holiday parks

Related strategies and plans

Sunshine Coast – The Natural Advantage: Regional Economic Development Strategy 2013-2033
Sunshine Coast Major and Regional Events Strategy 2013-2017
Sunshine Coast Planning Scheme 2014

Did you know?

The Sunshine Coast Airport can service over one million passengers each year
### Operational activities for 2016-2017

#### 1.1 Strong economic leadership, collaboration and identity

1.1.1 Continue to deliver council’s responsibilities in the *Regional Economic Development Strategy 2013-2033* including:

- 1.1.1.1 Supporting the activities of the Sunshine Coast Economic Futures Board, including the development of the New Economy Annual Report
- 1.1.1.2 Implementing the regional investment brand
- 1.1.1.3 Tactically promote the investment opportunities associated with major capital projects and the high-value industries
- 1.1.1.4 Administering the Sunshine Coast Planning Scheme including progression of Council nominated investigations and priority amendments, responding to changes to Queensland’s planning legislation and the two year review of the Planning Scheme

#### 1.2 New capital investment in the region

1.2.1 Continue to progress the expansion of the Sunshine Coast Airport by:

- 1.2.1.1 Securing all statutory approvals to advance the expansion of the Sunshine Coast Airport
- 1.2.1.2 Sourcing the required investment to facilitate expansion of the Sunshine Coast Airport
- 1.2.1.3 Commencing construction of the new east-west runway

1.2.2 Continue to support the development and delivery arrangements for the Maroochydore Priority Development Area (PDA):

- 1.2.2.1 Providing support to SunCentral Maroochydore Pty Ltd and manage Council’s shareholder interests in the company
- 1.2.2.2 Commencing implementation of smart city principles across the Maroochydore PDA and the Sunshine Coast Enterprise Corridor to build connectivity, improve accessibility to information and services and build the value proposition of the region
- 1.2.2.3 Working with SunCentral Maroochydore Pty Ltd to assess and determine the appropriate timing and process for the development of a premium hotel and entertainment, convention and exhibition centre facilities
- 1.2.2.4 Investigating options for a Council presence in the Maroochydore PDA

1.2.3 Continue to pursue commitments from other levels of government to progress significant regional infrastructure priorities:

- 1.2.3.1 Working closely with the Queensland Government to elevate consideration and prioritisation of major infrastructure needs (in particular, road, rail and transport infrastructure) for the region
- 1.2.3.2 Working with the Australian Communications and Media Authority on the business case for a cable protection zone to facilitate investment in an international submarine cable to come onshore on the Sunshine Coast
- 1.2.3.3 Supporting the implementation of the integrated planning, infrastructure and services identified for key development areas at Kawana, Palmview and Caloundra

1.2.4 Finalise the procurement arrangements to progress the development of the Brisbane Road carpark site at Mooloolaba
1.3 Investment and growth in high-value industries

1.3.1 Progress implementation of the industry and investment plans for high-value industries:
- Health and well-being
- Education and research
- Tourism, sport and leisure
- Clean technologies
- Aviation and aerospace
- Knowledge industries and professional services
- Agribusiness

1.3.2 Build the capacity of local businesses:

1.3.2.1 Facilitate local business access to specialist advice, information and services
1.3.2.2 Target council’s procurement policies and practices to support local businesses

1.3.3 Continue to work with the University of the Sunshine Coast, TAFE and the broader education and training sector to implement Study Sunshine Coast, and better prepare and connect young people to education opportunities in the region

1.3.4 Develop a comprehensive business case to support further implementation of the Caloundra Aerodrome Master Plan and associated investment attraction, property management and leasing arrangements

1.3.5 Encourage private sector investment in the Oceanside Health Precinct

1.3.6 Engage peak industry bodies in the promotion of the region’s success in implementing the Regional Economic Development Strategy 2013-2033 and the investment credentials of the region

1.4 Strong local to global connections

1.4.1 Organise, undertake and report on the outcomes of, international investment, trade and export missions and manage incoming international delegations

1.4.2 Ensure Queensland Government Trade Commissioners and Austrade officials have access to up to date information on the strengths and competitiveness of the Sunshine Coast

1.4.3 Continue to support local business participation in the Sunshine Coast Export Network and associated programs

1.5 A natural, major and regional event destination

1.5.1 Build the reputation of the region as a major events destination:

1.5.1.1 Manage council’s major and regional events sponsorship commitments
1.5.1.2 Support the activities of the Sunshine Coast Events Board
1.5.1.3 Source and secure new major and regional events
Did you know?

Council has eight branch libraries and two mobile libraries with over 107,000 members.
2. **A strong community**

Supporting an engaged, resilient and inclusive community that embraces diversity

**Outcomes for 2014-2019**

2.1 Safe and healthy communities
2.2 Resilient and engaged communities
2.3 Culture, heritage and diversity are valued and embraced
2.4 People and places are connected

**Goal performance measures**

1. Completed actions in council's Social Strategy in accordance with agreed priorities
2. Average patron satisfaction with council venues provided for hosting community events and programs
3. Increased patronage of council controlled major sporting facilities, performance and community venues
4. Increase in new library memberships
5. Ratio of desexed animals registered with council compared to total animal registrations

**Key services**

- Community and cultural development and partnerships
- Community venues
- Disaster management
- Libraries
- Lifeguards
- Public lighting
- Roads, cycleways and pathways
- Road network management
- Sporting facilities
- Stormwater drainage

**Related strategies and plans**

- Sunshine Coast Social Strategy 2015
- Sunshine Coast Open Space Strategy 2011
- Sunshine Coast Sustainable Transport Strategy 2011-2031
- Sunshine Coast Community Events and Celebrations Strategy
- Sunshine Coast Affordable Living Strategy 2010-2020
- Sunshine Coast Domestic Animal Management Strategy 2014-2020
- Sunshine Coast Youth Strategy 2010-2015
- Sunshine Coast Social Infrastructure Strategy 2011
- Sunshine Coast Council Positive Ageing Strategy 2011-2016
- Sunshine Coast Performance and Community Venues Service Plan 2014-2019
- Sunshine Coast Access and Inclusion Plan 2011-2016
- Sunshine Coast Council Reconciliation Action Plan 2010-2020
- Sunshine Coast Active Transport Plan 2011-2031
- Sunshine Coast Libraries Plan 2014-2024
- Sunshine Coast Sport and Active Recreation Plan 2011-2026
- Sunshine Coast Aquatics Plan 2011-2026
- Sunshine Coast Planning Scheme 2014
### 2.1 Safe and healthy communities

#### 2.1.1 Manage the Local Disaster Management Group and provide disaster management services, information and advice

#### 2.1.2 Develop contemporary flood studies and models to support appropriate land use decisions, disaster preparation and response

#### 2.1.3 Plan, develop and manage appropriate operating arrangements for council’s community and sporting facilities

- **2.1.3.1** Implement prioritised projects from community facility master plans and facility development plans
- **2.1.3.2** Implement prioritised actions as identified in the *Sunshine Coast Aquatic Plan 2011-2026*
- **2.1.3.3** Implement prioritised actions as identified in the *Sunshine Coast Sports and Active Recreation Plan 2011-2026*
- **2.1.3.4** Implement prioritised actions as identified in the *Sunshine Coast Skate and BMX Plan 2011-2020*
- **2.1.3.5** Further develop corporate events and sporting opportunities at the Sunshine Coast Stadium and Kawana Sports Precinct
- **2.1.3.6** Progress open space network planning including planning for recreational activities and identify options for difficult to locate sports
- **2.1.3.7** Undertake a feasibility study for establishment of a water splash park in association with Nambour Aquatic Centre

#### 2.1.4 Manage impacts on the community from native and domestic animals:

- **2.1.4.1** Implement the annual program of actions in the *Sunshine Coast Domestic Animal Management (Cats and Dogs) Strategy 2014-2020*
- **2.1.4.2** Continue to manage the implementation of council’s *Regional Flying Fox Management Plan*
- **2.1.4.3** Continue to focus on education and communication to enhance responsible pet management practices

#### 2.1.5 Continue to implement ‘smart LED deployment’ for public lighting in accordance with Council’s endorsed program

#### 2.1.6 Prepare demographic reports, updates, profiles and forecasts to facilitate a wider range of housing choice in the region

#### 2.1.7 Develop partnerships and programs which encourage residents to lead more active healthy lifestyles

#### 2.1.8 Develop community safety partnerships with state agencies and community groups to enhance resident and visitor safety

#### 2.1.9 Implement the annual program of actions in the *Sunshine Coast Road Safety Plan 2016-2020*
### 2.2 Resilient and engaged communities

2.2.1 Implement prioritised actions as identified in the *Sunshine Coast Social Strategy 2015*

2.2.2Implement the annual program of actions in the *Sunshine Coast Libraries Plan 2014-2024*

2.2.3 Implement the annual program of actions in the *Sunshine Coast Performance and Community Venues Service Plan 2014-2029*

2.2.4 Continue to ensure the manner in which council distributes grant monies to community and not-for-profit organisations supports Council’s vision for the region

2.2.5 Continue to build community resilience to natural disasters through proactive communications and implementation of digital technologies

2.2.6 Strengthen the leadership and governance arrangements associated with the coordination of the community recovery phase following natural disaster events

### 2.3 Culture, heritage and diversity are valued and embraced

2.3.1 Implement the annual program of actions in the *Sunshine Coast Heritage Plan 2015-2020*

2.3.2 Progress approvals, and ongoing project development for the Nambour Heritage Tramway

2.3.3 Deliver a celebration, events and cultural program which encourages community participation and capacity and celebrates diversity

2.3.4 Develop and implement an events program to celebrate the 50th Anniversary of the Sunshine Coast, including a grants program to support community groups to participate in these celebrations

### 2.4 People and places are connected

2.4.1 Implement appropriately sequenced smart region initiatives to provide inclusive and dynamic community places for linking people, technology and culture

2.4.2 Improve accessibility within and between communities by:

2.4.2.1 Facilitating the delivery of efficient transport systems and connections through multi-modal network planning and studies, and planning partnerships with the Department of Transport and Main Roads

2.4.2.2 Continuing to plan and deliver the coastal pathway and pedestrian pathway network

2.4.3 Progress the Sunshine Coast Light Rail business case and corridor securement in partnership with key stakeholders

2.4.4 Continue to implement actions in the *Sustainable Transport Strategy 2011-2031 and Active Transport Plan 2011-2031*

2.4.5 Develop a Sunshine Coast Parking Management Strategy and associated Local Area Parking plans

2.4.6 Progress and deliver major road infrastructure projects

2.4.7 Maintain and upgrade the region’s sealed and unsealed roads network

2.4.8 Progress the concept design development and detailed design for the Mooloolaba Master Plan
Did you know?

Council has purchased over 2761 hectares of land using its Environment Levy.
3. **A healthy environment**

Maintaining and enhancing the region’s natural assets, liveability and environmental credentials

**Outcomes for 2014-2019**

3.1 Healthy natural ecosystems and protected remnant vegetation  
3.2 Well-managed and maintained open space, waterways and foreshore assets  
3.3 A reputation for innovative environmental practices  
3.4 A region shaped by clever planning and design

**Goal performance measures**

1. Council’s greenhouse gas emissions reduced  
2. Audited parks meeting maintenance standards  
3. Hectares of land per resident acquired through environment levy for conservation and preservation purposes maintained  
4. Increase in landholder and community groups partnering council in environmental and conservation programs

**Key services**

- Beaches, foreshores, coastal infrastructure and canals  
- Bushland conservation and habitat  
- Recreation parks, trails and facilities  
- Rivers, streams, estuaries and water bodies  
- Sustainable growth and network planning

**Related strategies and plans**

- Sunshine Coast Biodiversity Strategy 2010-2020  
- Sunshine Coast Waterways and Coastal Management Strategy 2011-2021  
- Sunshine Coast Climate Change and Peak Oil Strategy 2010-2020  
- Sunshine Coast Energy Transition Plan 2010-2020  
- Sunshine Coast Council Carbon Neutral Plan 2010-2020  
- Sunshine Coast Local Government Area Pest Management Plan 2012-2016  
- Sunshine Coast Planning Scheme 2014

Coir Logs installation, collaborative project with Currimundi Catchment Care Group
## Operational activities for 2016-2017

### 3.1 Healthy natural ecosystems and protected remnant vegetation

#### 3.1.1 Continue to implement council’s Biodiversity Strategy 2010-2020:

- **3.1.1.1** Analyse biodiversity data to inform biodiversity conservation, management actions and reporting
- **3.1.1.2** Maintain and manage council's existing environmental reserves

### 3.2 Well-managed and maintained open space, waterways and foreshore assets

#### 3.2.1 Manage the region's important foreshore assets:

- **3.2.1.1** Continue to implement the Shoreline Erosion Management Plan
- **3.2.1.2** Continue to implement the Maroochydore Beach Protection Plan
- **3.2.1.3** Continue to implement the Bribie Island - Golden Beach Protection Plan
- **3.2.1.4** Trial new approaches to beach nourishment to provide for healthy and resilient beach systems
- **3.2.1.5** Investigate and implement initiatives and partnerships to respond to marine debris collection on non-bathing reserve beaches

#### 3.2.2 Implement the Constructed Water Bodies Asset Management Plan

#### 3.2.3 Manage the region's high quality urban and rural open space network

#### 3.2.4 Finalise the Sunshine Coast Recreation Parks Plan

### 3.3 A reputation for innovative environmental practices

#### 3.3.1 Continue to build the region's environmental reputation:

- **3.3.1.1** Highlight the region's natural assets and environmental credentials in the definition and promotion of our regional identity
- **3.3.1.2** Develop a community environmental and sustainability benchmarking report to inform future program development and delivery
- **3.3.1.3** Implement a range of sustainability programs and incentives which complement Council’s vision for the region
- **3.3.1.4** Continue to engage, support and grow community partnerships and volunteerism in managing and enhancing the region's natural assets on public and private lands
- **3.3.1.5** Review conservation volunteer engagement initiatives and develop additional opportunities to broaden engagement and the participation base

#### 3.3.2 Actively foster corporate and small business sponsorship and investment in council and community based environmental initiatives

#### 3.3.3 Strengthen council's approach to working with the Queensland Government, industry, community groups and land owners to manage pest plants and feral animals in the region

#### 3.3.4 Partner with universities, including the University of the Sunshine Coast, and other peak research institutions to attract research investment to inform Council’s decision making on the management and protection of environmental and coastal assets

#### 3.3.5 Deliver construction of the Mary Cairncross Scenic Reserve Environmental Visitor Education Centre and Café

#### 3.3.6 Investigate the feasibility of appropriate and sensitively-managed nature based recreation activities including eco-tourism opportunities associated with key natural settings
### 3.4 A region shaped by clever planning and design

#### 3.4.1 Progress Local Area Planning and place development for key centres:

<table>
<thead>
<tr>
<th>3.4.1.1</th>
<th>Finalise the Caloundra Centre Master Plan and identified high priority implementation actions, including catalyst site</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.1.2</td>
<td>Deliver place management projects and initiatives in line with Council's endorsed schedule</td>
</tr>
<tr>
<td>3.4.1.3</td>
<td>Implement a program of actions to enhance local amenity and place making</td>
</tr>
</tbody>
</table>

#### 3.4.2 Provide input to, and endeavour to influence, the South East Queensland Regional Plan Review in accordance with Council's policy direction, including the preservation of the inter-urban break straddling the Moreton Bay and Sunshine Coast local government areas

---

**Did you know?**

850 hectares of land are regularly sprayed to control mosquitos

*Image: Mosquito larvae testing, Westaway Creek*
4. Service excellence

Providing value-for-money services responsive to the needs of the community

Outcomes for 2014-2019

4.1 Customer focussed services
4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community
4.3 Sustainable waste and resource management services

Goal performance measures

1. Operating surplus ratio
2. Asset sustainability ratio
3. Asset consumption ratio
4. Capital works achieving physical completion
5. Percentage of successful prosecutions relating to vicious dog attacks
6. Percentage of calls to customer contact centres answered within 60 seconds
7. Total waste diversion rate
8. Customer interactions conducted online compared to other contact channels

Key services

- Cemeteries
- Customer and community relations
- Development services
- Local amenity and local laws
- Property management
- Public health
- Quarries
- Waste and resource management

Related strategies and plans

Customer Charter
Sunshine Coast Cemetery Plan 2012-2027
Community Engagement Policy
Sunshine Coast Council Asset Management Plan 2012
Compliance and Enforcement Policy
Operational activities for 2016-2017

4.1 Customer focussed services

4.1.1 Assign and monitor a program of actions to enhance customer experience, increase service standards and resourcing, and enhance service delivery

4.1.2 Continue to improve services to the community by implementing new digital technologies (social, mobility, big data/analytics and ‘internet of things’)

4.1.3 Continue to deliver Council’s development assessment services in a manner that supports Council’s economic, community and environmental goals and is consistent with statutory obligations

4.1.4 Assign and monitor a program of actions to enhance development control flexibility

4.1.5 Administer and review Council’s local laws and relevant State legislation in a manner that supports Council’s economic, community and environmental goals for the region and is consistent with statutory obligations

4.1.6 Implement the annual program of activities in the Sunshine Coast Cemetery Plan 2011-2027

4.2 Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community

4.2.1 Develop the Capital Works Program for 2017-2018 and subsequent years, including determining timing, sequencing and identification of funding opportunities for supporting key Council projects

4.2.2 Deliver the Capital Works Program for 2016-2017

4.2.3 Assign and monitor a program of actions to improve project delivery

4.2.4 Manage the infrastructure network planning and charges to optimise funding for future growth assets

4.2.5 Finalise the construction and commissioning of the Sunshine Coast Solar Farm

4.2.6 Undertake community engagement activities to inform the future design and delivery of Council services and programs

4.2.7 Oversee the Stage 2 construction of a new Animal Pound at Sippy Downs

4.2.8 Actively participate in and contribute to advocacy initiatives for the Australian Local Government Association and Council of Mayors South East Queensland, including lobbying against changes to the Natural Disaster Relief and Recovery Arrangements funding formula and conditions

4.2.9 Develop quality road base and asphalt products to meet the internal needs of the organisation

4.3 Sustainable waste and resource management services

4.3.1 Continue to implement the objectives and actions of the Sunshine Coast Waste Strategy 2015-2025

4.3.2 Continue to manage Council’s waste contracts
5. An outstanding organisation

Delivering a high performance, organisation, supported by good governance, robust decision-making and regional leadership

Outcomes for 2014-2019

5.1 Robust and transparent decision-making
5.2 A financially sustainable organisation
5.3 An employer of choice
5.4 Productive, professional partnerships

Goal performance measures

1. Reduction in work time (days per month) lost due to workplace injuries
2. Right to information decisions set aside or amended on external review reduced
3. Net financial liabilities
4. Debt servicing ratio
5. Unqualified Audit
6. ‘Open data sets’ published on council’s website increased
7. Percentage of employees who would recommend council as an employer

Key services

- Elected council
- Financial and procurement services
- Fleet management
- Governance
- Human resource management
- Information and communication technology

Related strategies and plans

Sunshine Coast Council Financial Sustainability Plan 2010-2020
Governance Framework
Corporate Planning and Reporting Framework
Contracts Governance and Probity Framework
Information & Technology Strategy and Roadmap 2010-2016
Human Resource Management policies
### Operational activities for 2016-2017

#### 5.1 Robust and transparent decision-making

| 5.1.1 | Assign and monitor a program of actions to enhance elected Council support |
| 5.1.2 | Implement a program of actions to enhance organisation accountability and performance, including the continued integration of Council’s corporate performance framework |
| 5.1.3 | Continue to develop and publish ‘Open Data’ sets to increase availability of high quality and reliable information for use by industry, business and community |
| 5.1.4 | Create greater community awareness and understanding of Council’s services, programs and advocacy for the region through a range of contemporary communication channels |
| 5.1.5 | Develop an organisational Sustainability and Innovation Policy |
| 5.1.6 | Identify a suite of organisational sustainability outcomes for resources, energy, waste etc. for integration into organisation performance monitoring and reporting |
| 5.1.7 | Develop a strategic policy on the use of unmanned aviation vehicles (UAV) |

#### 5.2 A financially sustainable organisation

| 5.2.1 | Continue to refine and implement long-term financial and asset management plans to guide the optimal utilisation of resources |
| 5.2.2 | Ensure Council’s finances are well managed and systems are in place to analyse performance, generate revenue, reduce costs and manage contracts |
| 5.2.3 | Assign and monitor a program of actions to investigate revenue and incentive options |
| 5.2.4 | Coordinate the delivery of the tourism, environment, heritage and transport levies and report outcomes to Council as part of annual budget deliberations |
| 5.2.5 | Continue planning for the strategic implementation of biodiesel in Council vehicles in line with state and federal government initiatives |
## Operational activities for 2015-2016

### 5.3 An employer of choice

<table>
<thead>
<tr>
<th>5.3.1</th>
<th>Progress the negotiation of revised industrial arrangements for the Council workforce in accordance with State Government policy and legislative arrangements</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.2</td>
<td>Continue to embed sustainability and innovation into processes, systems and organisational culture</td>
</tr>
<tr>
<td>5.3.3</td>
<td>Continue to consider the appropriate introduction of new digital technologies in the development and prioritisation of the Information and Technology Capital program for 2017-2018</td>
</tr>
<tr>
<td>5.3.4</td>
<td>Design and deliver a whole of organisation staff readiness program to appropriately equip and prepare staff for digital business transformation</td>
</tr>
<tr>
<td>5.3.5</td>
<td>Maximise the safety and wellbeing of employees, contractors and volunteers</td>
</tr>
</tbody>
</table>

### 5.4 Productive, professional partnerships

<table>
<thead>
<tr>
<th>5.4.1</th>
<th>Continue to implement the new corporate brand for council</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.4.2</td>
<td>Continue to enhance the region’s and Council’s reputation nationally and globally through strong partnerships and alliances</td>
</tr>
<tr>
<td>5.4.3</td>
<td>Manage incoming sponsorship arrangements for Council’ community programs and events</td>
</tr>
<tr>
<td>5.4.4</td>
<td>Explore sponsorship and programming opportunities for Council’ major venues in order to support other businesses within the region while also looking to generate alternative revenue streams</td>
</tr>
<tr>
<td>5.4.5</td>
<td>Build and maintain productive working relationships with governments, industry and community bodies</td>
</tr>
<tr>
<td>5.4.6</td>
<td>Engage with University of Sunshine Coast, TAFE and broader education sector to ensure higher education and training courses include those critical skill sets required by Council in the future</td>
</tr>
<tr>
<td>5.4.7</td>
<td>Investigate the development of a Centre for Excellence in Community Engagement</td>
</tr>
<tr>
<td>5.4.8</td>
<td>Develop the policy framework to drive a regional focus on innovation and to leverage commonwealth and State Government science and innovation agendas</td>
</tr>
</tbody>
</table>
Did you know?

Council owns and manages 10 performance venues, one gallery and eight community halls.
Did you know?

The SunCentral Maroochydore site is currently the only greenfield city centre development in Australia.
A focus on delivery

From 1 January 2014, council reconfigured its operations to ensure it is well placed to respond to emerging regional challenges, take advantage of unique opportunities and accommodate growth and demand for services in a sustainable manner.

This has provided, and will continue to provide, a valuable opportunity for council and its staff to assess and reinvigorate its operations and services to the wider community.

Council's new corporate structure has a strong focus on achieving the goals and delivering the outcomes in this Corporate Plan.

Importantly, the corporate structure reflects:
- the critical importance to the community of the core services that council provides – both on a daily basis and in times of emergency
- the need to be well positioned to capture new opportunities and respond to the challenges that will confront the organisation and the region.

### Sunshine Coast Council’s corporate structure

<table>
<thead>
<tr>
<th>Department</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community services</td>
<td>Providing an integral connection between council and the community. Delibering social, cultural, sport and recreation services and access to information, community facilities and open space – aimed at encouraging communities to be safe, healthy, active, engaged and vibrant.</td>
</tr>
<tr>
<td>Corporate services</td>
<td>Providing support to the organisation to build its capabilities, manage its resources, develop its people and maintain the integrity of its governance practices and systems. Delibering the people, systems, technology and governance to enable business areas to service the community.</td>
</tr>
<tr>
<td>Corporate strategy and delivery</td>
<td>Providing the strategic direction for the organisation and advancing major regional priorities. Delibering services that support the economic development of the region, facilitate the attraction of new investment in regional priorities, build and promote council’s reputation and focus on keeping the community informed.</td>
</tr>
<tr>
<td>Infrastructure services</td>
<td>Providing the physical connections that underpin the functioning and wellbeing of the community. Delibering, operating and maintaining infrastructure in the built and natural environment including roads, drainage systems, canals, parks, waterways, bushlands, lakes, beaches and waste and resources management.</td>
</tr>
<tr>
<td>Regional strategy and planning</td>
<td>Providing the strategies and regulatory settings for managing regional growth and land uses. Delibering council’s regulatory land use planning and development assessment services.</td>
</tr>
<tr>
<td>Office of the Mayor and Chief Executive Officer</td>
<td>Providing advice and support services to assist the Mayor, Councillors and the Chief Executive Officer to discharge their responsibilities. Delivering professional legal advice and audit compliance services to support the transparency and robustness of council programs, services and decision-making.</td>
</tr>
</tbody>
</table>
Did you know?

Council maintains 257 beach accesses over 130 km of coastline.
### Definition of key terms

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate</td>
<td>to speak or argue in favour of something, such as a cause, idea or policy.</td>
</tr>
<tr>
<td>Alliance</td>
<td>a relationship based on mutual benefit.</td>
</tr>
<tr>
<td>Biodiversity</td>
<td>the variety of all life-forms including the different plants, animals and micro-organisms and the ecosystems they form.</td>
</tr>
<tr>
<td>Capital works projects</td>
<td>construction of the necessary infrastructure (e.g., roads) to support the development of the region.</td>
</tr>
<tr>
<td>Collaboration</td>
<td>working with someone to produce or create something.</td>
</tr>
<tr>
<td>Corporate Plan</td>
<td>strategic document that identifies council’s priorities for the next five years.</td>
</tr>
<tr>
<td>Ecological</td>
<td>to benefit or cause minimal damage to the natural environment in which we live.</td>
</tr>
<tr>
<td>Governance</td>
<td>guides culture and business practices, effective decision-making through strategic and operational planning, risk management and compliance, financial management and external reporting.</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage, water and sewerage.</td>
</tr>
<tr>
<td>Innovative</td>
<td>introducing new ideas and original and creative thinking.</td>
</tr>
<tr>
<td>Region (Regional)</td>
<td>the area within the Sunshine Coast local government area.</td>
</tr>
<tr>
<td>Resilient</td>
<td>able to withstand or recover quickly from difficult conditions.</td>
</tr>
<tr>
<td>Social infrastructure</td>
<td>community facilities, services and networks that help individuals, families, groups and communities meet their social needs.</td>
</tr>
<tr>
<td>Sunshine Coast</td>
<td>the area nominated in the Sunshine Coast Regional Economic Development Strategy 2013-2033 and defined as stretching primarily along the coastal strip from north of the Sunshine Coast Airport to Caloundra South and bounded to the west by the Bruce Highway.</td>
</tr>
<tr>
<td>Enterprise Corridor</td>
<td></td>
</tr>
<tr>
<td>Sustainable</td>
<td>meeting the needs of the present without compromising the ability of future generations to meet their own needs.</td>
</tr>
<tr>
<td>Vision</td>
<td>a statement that describes the future towards which council is working.</td>
</tr>
</tbody>
</table>
Sunshine Coast

Brisbane

Sydney

Melbourne
Sunshine Coast Council
Corporate Plan 2014-2019

Vision
To be Australia's most sustainable region – vibrant, green, diverse

Purpose
To serve the community well and position our region for the future

Goals

A new economy
- Providing the regional policy, regulatory settings and identity that shape a globally competitive economy

A strong community
- Supporting an engaged, resilient and inclusive community that embraces diversity

A healthy environment
- Managing and enhancing the region's natural assets, liveability and environmental credentials

Outcomes

A new economy
- Strong economic leadership, collaboration and identity
- New capital investment in the region
- Investment and growth in high value-industries
- Strong local to global connections
- A natural, major and regional event destination

A strong community
- Safe and healthy communities
- Resilient and engaged communities
- Culture, heritage and diversity are valued and embraced
- People and places are connected

A healthy environment
- Healthy, natural ecosystems and protected remnant vegetation
- Well-managed and maintained open space, waterways and foreshore assets
- A reputation for innovative environmental practices
- A region shaped by clever planning and design

These results will be achieved by:
- People and skills
- Partners and volunteers
- Policies and strategies
- Services, programs and grants
- Infrastructures and facilities
- Planning scheme and local laws
- Relationships and advocacy
- Systems, technology and process
- Positioning and marketing

We will serve our community by providing great services:
- Economic development
- Elected council
- Holiday parks
- Libraries
- Lifeguards
- Local amenity and local laws
- Public health
- Public lighting
- Quarries

We will serve our community by providing great services:
- Airport
- Beaches, foreshores, coastal infrastructure and canals
- Bushland conservation and habitat
- Cemeteries
- Community and cultural development and partnerships
- Community venues
- Development services
- Disaster management
Healthy environment
• Enhancing the region’s ecosystems and protected remnant vegetation
• Well-managed and maintained open space, waterways and foreshore assets
• A reputation for innovative environmental practices
• A region shaped by clever planning and design

Managing and enhancing the region’s natural assets, liveability and environmental credentials

Service excellence
• Customer focused services
• Services and assets are efficient, appropriately maintained and managed to meet the needs of a growing community
• Sustainable waste and resource management services

Providing value-for-money services responsive to the needs of the community

An outstanding organisation
• Robust and transparent decision-making
• A financially sustainable organisation
• An employer of choice
• Productive, professional partnerships

Delivering a high performance organisation, supported by good governance, robust decision-making and regional leadership

Services:
• Economic development
• Elected council
• Holiday parks
• Libraries
• Lifeguards
• Local amenity and local laws
• Public health
• Public lighting
• Quarries
• Recreation parks, trails and facilities
• Rivers, streams, estuaries and water bodies
• Roads, cycleways and pathways
• Road network management
• Sporting facilities
• Stormwater drainage
• Sustainable growth and network planning
• Waste and resource management

Our values
Respect for each other in our working relationships
Being our best by continuing to learn, grow, challenge and change
Working as one team across the organisation and with our community
High standards in our conduct, service and governance
Service excellence to our customers and each other