Sunshine Coast
Community Strategy
2019-2041: Action Plan

November 2019

INTRODUCTION TO THE COMMUNITY STRATEGY 2019-2041: THE ACTION PLAN 2019-2024

A clear story of what a strong community means for the Sunshine Coast emerged from the insights our community shared with us. This shaped our vision: together we thrive and informed our commitment to five outcomes we seek to achieve by 2041. Those outcomes are:

• healthy and active communities

• vibrant communities

• inclusive communities

• connected and resilient communities

• creative and innovative communities.

The Community Strategy provides a framework for how council and our community will work together to advance our shared goal for a strong community through to 2041. This framework says what we will (and can) do as a local government, and how we will go about doing it. The Community Strategy sets a vision, five outcome areas, guiding principles and methods for how the goal of a strong community will be achieved. The Community Strategy will be implemented through the delivery of the *Community Strategy Action Plan 2019-2024* (the Action Plan), which will in turn guide council's annual operational planning. The Community Strategy and the Action Plan are supported by the *Sunshine Coast Community Strategy 2019-2041* Background Paper.

Purpose of the Action Plan

An Action Plan outlines who is going to do what in order to achieve strategic goals or outcomes. The purpose of the Community Strategy Action Plan is to identify a five-year program of initiatives that:

- empower our community to live healthy and active lifestyles,
- focus on ensuring community places and spaces are vibrant, inclusive, accessible, adaptable and meet the needs of people of all ages, abilities and backgrounds,
- strengthen connection, inclusion and opportunity for all people in our community,
- build capacity in our communities to be connected, resilient and to respond to local issues,
- nurture creative and innovative approaches to building a strong community.

The Community Strategy Action Plan also provides a clear approach to measuring and reporting on our progress towards outcomes regularly.

Measuring impacts and outcomes

The Sunshine Coast will lead the way we collect and report on outcomes that contribute to building a strong community. Against each of the five outcomes we have articulated outcome measures that we will track to ensure we are delivering on our goal. These outcome measures are:

- The Sunshine Coast Local Government Area is one of the healthiest regional communities in Queensland
- More than 80% of our residents agree that council's community infrastructure meets the needs of their community
- Improving social and economic opportunities over time relative to other South East Queensland Local Government Areas
- More than 85% residents agree they can get help from friends, family, neighbours or community organisations when they need it
- More than 20% growth in social enterprises operating in the Sunshine Coast Local Government Area.

These outcome measures will be evaluated every five years, at the completion of the Action Plan. By ensuring strong outcome measurement, the Sunshine Coast as a region will be well placed to address challenges as they arise and advocate for services as required.

Ongoing review

Challenges and opportunities in our community will inevitably shift and change over time. For this reason, the Community Strategy must be dynamic and versatile, reflecting our community's insights over time. The Community Strategy Action Plan will be evaluated every five years remaining relevant in its achievement of the Community Strategy's articulated goal of a strong community.

OUTCOME 1: HEALTHY, ACTIVE COMMUNITIES

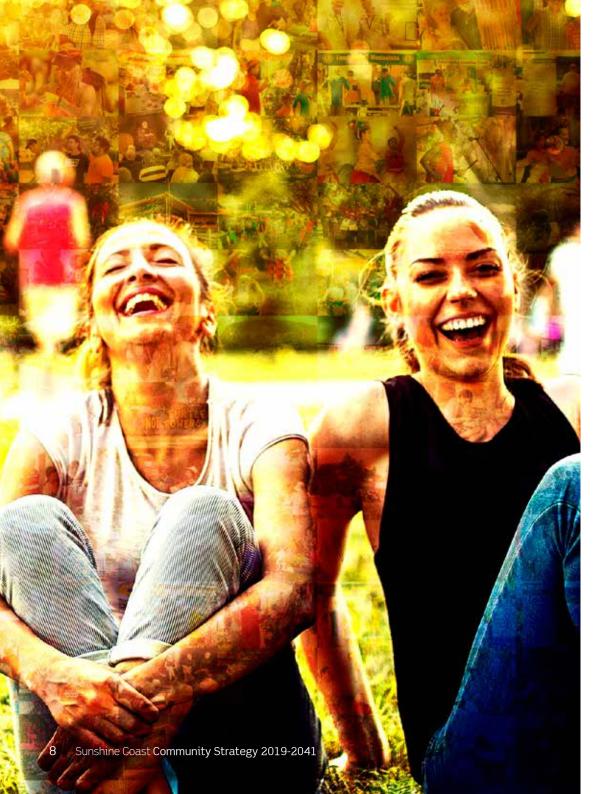| Policy objective:	
Priority areas:	
1.1	People of all ages and abilities have access to information and programs to get physically active and improve their health and wellbeing.
1.2	Research and partnerships support opportunities to improve health and wellbeing outcomes for the community.
Policy objective:	
Priority areas:	
1.3	Strengthen the substantial and ongoing participation of and contribution by volunteers to community life.

Outcome measure:
The Sunshine Coast Local Government Area is one of the healthiest regional communities in Queensland.

	Direct Action	Collaboration/ Partnership	Advocacy
Our community is one of the healthiest regional communities in Queensland			
Actions:			
Enhance partnerships that encourage healthy and active lifestyles by supporting increased physical activity, nutritional awareness, mental wellbeing and social connection.		✓	✓
Continue to seek resources which enable subsidies for accessible community health and wellbeing programs as well as sporting activities.	✓	✓	
Fund the development and reach of community health and wellbeing programs to meet the needs of our diverse community.	✓	✓	
Engage with community to inform the development of health and wellbeing programs which meet the needs of our diverse community.	✓	✓	
Collaborate and partner with health and research organisations to identify responses to community's health and wellbeing challenges and opportunities.		✓	
The health and wellbeing of our community is strengthened through active participation			
Actions:			
Promote the health, wellbeing and social connection benefits of volunteering and active participation.			✓
Collaborate and partner with other large employers in the region to enhance staff programs encouraging volunteering and active participation.	✓	✓	
Collaborate and partner with community to identify new initiatives supporting intergenerational skills exchange and attracting young people to volunteering.		✓	
Collaborate and partner with community organisations to increase the capacity of volunteers, support initiatives recognising the contribution made by volunteers and improve the sustainability of community organisations.	✓	✓	

OUTCOME 2: VIBRANT COMMUNITIES

Policy objective:	
Priority areas:	
2.1	Community infrastructure is safe, welcoming, inclusive, adaptable, well used and activated.
2.2	Evidenced need drives planning, delivery, management and operations of community infrastructure.

Policy objective:	
Priority areas:	
2.4	The public realm supports activated, vibrant places that are green, accessible, inclusive and reflect local character.

Outcome measure: More than 80% of our residents agree that council's community infrastructure meets the needs of their community.

	Direct Action	Collaboration/ Partnership	Advocacy
Our community has community infrastructure to meet their needs			
Actions:			
Collaborate and partner to provide increased access to community infrastructure connecting people to information, services and programs.	✓	✓	
Collaborate and partner with community and neighbourhood centres, community organisations and local communities to identify opportunities and challenges to inform community infrastructure provision and planning responses.		✓	
Investigate additional places and spaces for urban gardening that are safe and flexible to improve access to healthy food and provide opportunities for the community to connect.	✓	✓	
Develop a plan for community use land that ensures ongoing equitable access and shared use as aligned with community need secures suitable land.	✓	✓	
Develop a Community Facilities Guideline that identifies suitable management models and innovative leasing arrangements for council-owned and/or community managed community infrastructure.	✓	✓	
Develop and invest in a network of community infrastructure that is evidenced by population growth and community need, and seeks to utilize or enhance existing infrastructure (eg. through partnerships with schools or powers/managers of identified under-utilized facilities) before creating new or temporary community infrastructure.	✓	✓	
Our community has great places and spaces for all			
Actions:			
Collaborate and partner with government and community to identify new opportunities to ensure public spaces are vibrant, activated and accessible places that people enjoy and feel safe.	✓	✓	
Develop a Place Priorities Plan to guide place-based engagement projects incorporating streetscape, place activation, community and economic development in an integrated approach.	✓	✓	
Promote the benefit of active recreation and transport options (such as parks, waterways, community gardens, walking, cycling, skating and public transport) as a means of commuting and recreational activity to support better health, wellbeing and environmental outcomes.			✓

OUTCOME 3: INCLUSIVE COMMUNITIES

Policy objective:	
Priority areas:	
3.1	The value all people bring to our community is recognised, respected and embraced.
3.2	Opportunities are available for everyone in our community to participate socially and economically.

Policy objective:	
Priority areas:	
3.3	Collaborative regional responses to local housing needs are prioritized.
3.4	The need for appropriate responses to our community housing are well articulated.

Outcome measure: Improving social and economic opportunities over time relative to other South East Queensland Local Government Areas.

	Direct Action	Collaboration/ Partnership	Advocacy
Our community is equitable and inclusive			
Actions:			
Collaborate and strengthen working relationships with Traditional Owners (Kabi Kabi and Jinibara people), local Aboriginal and Torres Strait Islander people and First Nations organisations to implement a new Stretch Reconciliation Action Plan.	✓	✓	
Collaborate and partner to raise understanding and awareness of the value and opportunities a diverse community brings.	✓	✓	
Collaborate and partner to promote existing opportunities and identify new opportunities for people to build skills and pathways to education, employment and business opportunities.		✓	
Advocate for a community that is inclusive and accessible for people of all ages and abilities.		✓	
Collaborate and partner with government agencies, local business, sport and community organisations to address barriers to participation for members of the community to participate in sport, health and wellbeing, and volunteering opportunities.		✓	
Ensure the voices and needs of our community are heard using best practice engagement approaches to inform council action and decision making.	✓	✓	
Actively encourage young people to have a say in decisions that impact them and establish ways to foster youth leadership.	✓	✓	
Collaborate and partner to support existing initiatives, and develop new ones, to welcome and connect newcomers to our community.	✓	✓	
Our community has housing opportunities that match community need			
Actions:			
Collaborate and partner with government, local community organisations and business to improve access to wrap around services for people experiencing homelessness and/or family and domestic violence.		✓	
Advocate to other levels of government to prioritise collaborative action on housing affordability and homelessness.			✓
Advocate to community, business and developers on the benefits of universal housing and inclusive design practices.	✓		✓
Establish measures complimentary to the planning scheme that incentivise preferred development outcomes in terms of urban consolidation, sustainability and design quality.	✓		✓

OUTCOME 4: CONNECTED, RESILIENT COMMUNITIES

Policy objective:	
Priority area:	
4.1	Place-based approaches strengthen connections between people and their community.
4.2	High perceptions of community safety are achieved through collaborative partnerships.
4.3	Community resilience is strengthened is through collaboration and capacity building.

Policy objective:	
Priority area:	
4.4	Our community has the capacity to identify and respond to complex community challenges.
4.5	Funding opportunities support the community to respond to local needs.

Policy objective:	
Priority area:	
4.6	Efficient and effective transport solutions are delivered with others.

Outcome measure: More than 85% residents agree they can get help from friends, family, neighbours or community organisations when they need it.

	Direct Action	Collaboration/ Partnership	Advocacy
Our community is strengthened through connection			
Actions:			
Collaborate and partner with community centres, government agencies, local business and community organisations to develop initiatives that support the development of connection between people and organisations.		✓	
Investigate, implement and guide leading practice in innovative approaches to community engagement to address issues of local importance and build social capital and capacity within our community.	✓	✓	
Deliver and support free and low-cost community events, programs and celebrations in collaboration with our community.	✓	✓	
Provide tools and support to help simplify processes for community-run events and local activation initiatives.	✓		
Collaborate and partner to strengthen working relationships with people and organisations across multiple sectors to provide safer communities.		✓	
Use strong messaging on community safety issues to raise awareness and bring people and organisations together.			✓
Collaborate and partner with relevant stakeholders to coordinate efforts, and build the capacity of government and community, to prepare for and recover from emergency and disaster events.	✓	✓	
Collaborate and partner to develop shared initiatives with community organisations, government agencies and local communities to reduce social isolation.	✓	✓	
Our community develops innovative solutions to complex community challenges and opportunities			
Actions:			
Social research supports the identification of community challenges and informs decision-making, monitoring and evaluation of short and longer term Community Strategy outcomes.		✓	✓
Build the capacity of local community organisations to deliver collaborative, community-led responses to identified community needs.	✓	✓	
Continue delivering council's Community Grants Program, and pursue funding opportunities, in a strategic manner, responsive to community-identified needs and opportunities.	✓		
Our community has efficient mobility options			
Actions:			
Collaborate and partner with government, local business and community organisations to provide efficient, accessible transport options that connect people to places.	✓	✓	
Collaborate and partner with government, community and relevant sectors to find solutions to transport challenges, and encourage travel behaviour change from a reliance on vehicle use to more sustainable means of transport.	✓	✓	✓
Advocate for the introduction of a network of recharge facilities for motorised mobility devices and/or electric vehicles.			✓

OUTCOME 5: CREATIVE, INNOVATIVE COMMUNITIES

Policy objective:	
Priority areas:	
5.1	Growth in local employment comes from supporting local business, including social enterprises and creative sectors.

Policy objective:	
Priority areas:	
5.2	Arts and culture builds connection and broadens regional arts and cultural experiences.
5.4	The shared cultural histories of the region are preserved, protected and celebrated.

Policy objective:	
Priority areas:	
5.5	The region's key elements of unique identity re enhanced and protected.
5.6	The development of cultural and leisure experiences are supported and expanded.

Outcome measure: More than 20% growth in social enterprises operating in the Sunshine Coast Local Government Area.

	Direct Action	Collaboration/ Partnership	Advocacy
Our community nurtures innovative opportunities that provide social and economic benefit			
Actions:			
Collaborate and partner with relevant sectors to support the growth and development of the local social enterprise ecosystem through initiatives that build capacity and sustainability to respond to local social challenges.		✓	
Collaborate and partner with government, community and business to develop a seed and growth funding program that supports the development of local social enterprises.	✓	✓	
Through council's procurement supply chain, improve access to information to promote and realise the benefits of buying local and from social enterprises for our community.	✓		
Our community enjoys rich and diverse arts and cultural experiences			
Actions:			
Nurture the local arts ecosystem to support connection, experimentation and inspire collaboration by ensuring: • local artists and artistic content is developed and celebrated • arts audiences and creative opportunities flourish through investment and development • a dedicated network of places and spaces for artists to connect, create and collaborate • art and creativity is embedded in the identity and experience of the Sunshine Coast.	✓	✓	
Collaborate and partner to preserve and protect our shared cultural histories by: • providing opportunities to identify, document and preserve the history of settlement on the Sunshine Coast • protect, preserve and celebrate the culture and heritage of Traditional Owners (Kabi Kabi and Jinibara People), and local Aboriginal and Torres Strait Islander people • protect, preserve and celebrate the culture and heritage of Descendants of Australian South Sea Islanders.	✓	✓	
Our community has a unique identity that sets us apart			
Actions:			
Build a regional narrative identifying our local stories, arts, history and culture to support the implementation of local area based planning and design outcomes.	✓	✓	✓
Collaborate and partner to leverage identified opportunities for our communities to promote our diversity, unique sense of place, leisure options, landscape, local food, culture and history.		✓	

Sunshine Coast
COUNCIL