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CITY OPERATIONAL PLAN 2023–24

Implementing initiatives which support the delivery of the Council Plan 2022–2027.

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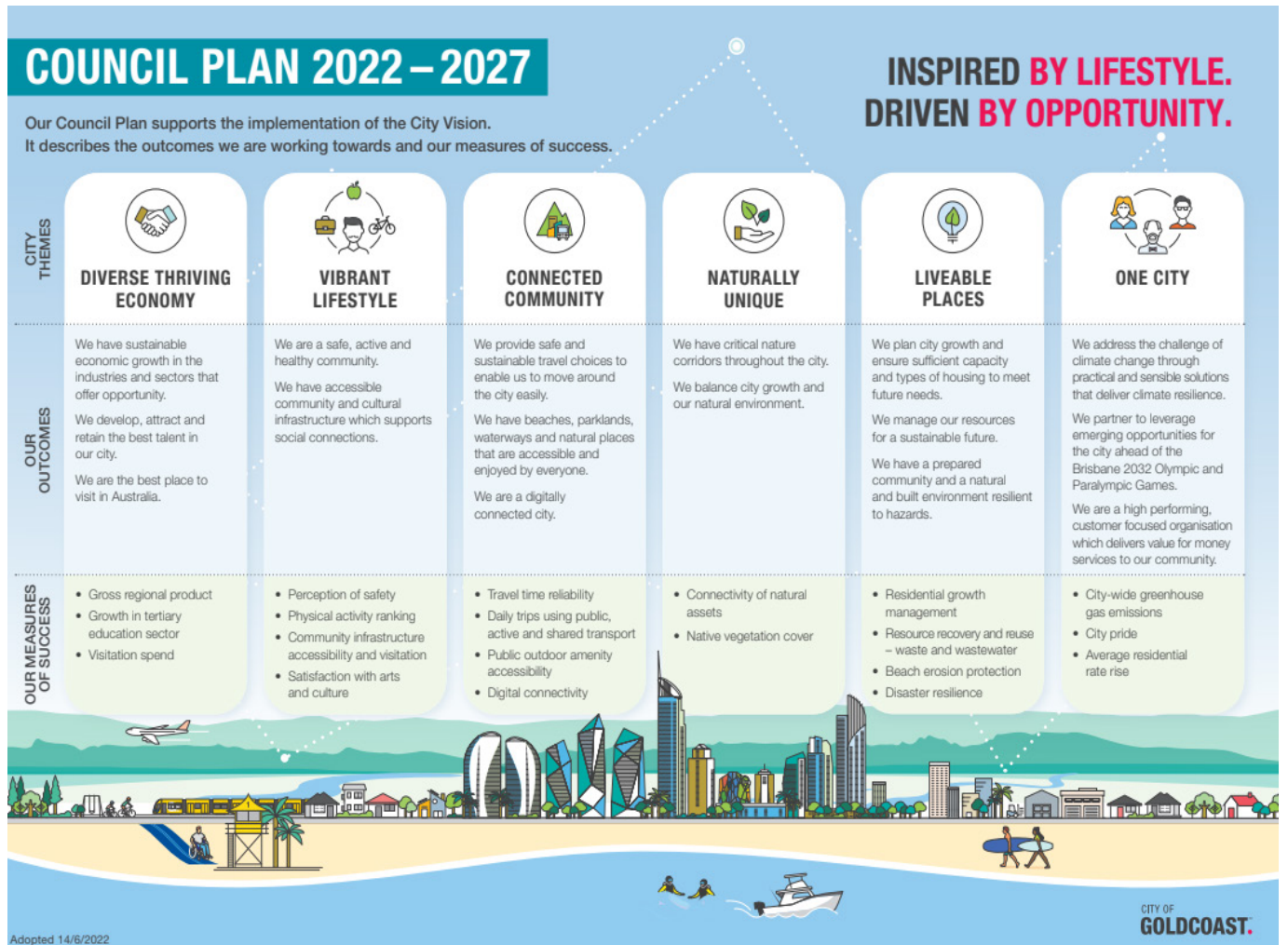
3.1 Introduction

The City Vision ‘Inspired by lifestyle. Driven by opportunity’ defines the longer-term aspiration for the Gold Coast and informs all strategic planning for the city. The Council Plan 2022-2027 and annual City Operational Plan support the implementation of the City Vision.

3.2 Council Plan 2022-2027

The Council Plan 2022-2027 describes the outcomes the City is working towards and measures of success over a five year period. The Council Plan is structured around six themes as shown below.

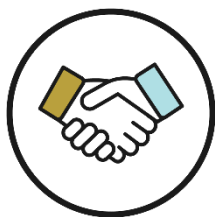
Figure 1: Council Plan 2022-2027



3.3 City Operational Plan 2023-24

The City Operational Plan supports the Council Plan 2022-2027 by including signature actions that need to be implemented to deliver on the Council Plan outcomes. These signature actions are shown in this plan under the six themes.

The City Operational Plan also includes performance plans for the City's two commercialised business units – Gold Coast Water and Gold Coast Waste Management which deliver essential city services (see section 3.7 of this plan).



DIVERSE THRIVING ECONOMY

Outcome (DTE1): We have sustainable economic growth in the industries and sectors that offer opportunity.

Measure: Gross regional product.

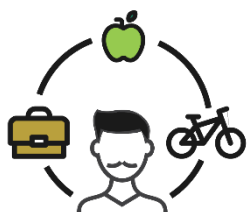
Outcome (DTE2): We develop, attract and retain the best talent in our city.

Measure: Growth in tertiary education sector.

Outcome (DTE3): We are the best place to visit in Australia.

Measure: Visitation spend.

Outcome ref	Signature actions 2023-24
DTE 1.1	Implement a new business attraction and retention program focussed on highest value opportunities for the City, including a boosted Screen Attraction program that positions the Gold Coast as a one-stop shop and best value location for all things screen.
DTE 1.2	Attract high value investment to the city through the development of the City's Investment Portfolio.
DTE 1.3	Develop, through market engagement, facilitation and transactions, new infrastructure to support key sectors of the Gold Coast economy.
DTE 2.1	Continue to support Study Gold Coast's core focus areas – attraction, experience, retention and employability.
DTE 2.2	Develop and attract Australia's most promising Healthtech, Biotech and MedTech start-up companies in the city by implementing the LuminaX program.
DTE 2.3	Investigate and identify gaps in the market to understand the requirements, including risks barriers, for the private sector to build purpose-built student accommodation to meet future demands.
DTE 3.1	Work with Experience Gold Coast to facilitate positive, collaborative economic outcomes for the city.
DTE 3.2	Deliver the Sustainable Tourism Project, including Destination Eco-Certification, to help position the Gold Coast as a sustainable, low-carbon tourism destination and attract new visitors who prioritise sustainability.
DTE 3.3	Commence engagement with stakeholders to initiate the development of a new Destination Tourism Management Plan.



VIBRANT LIFESTYLE

Outcome (VL1): We are a safe, active and healthy community.

Measure: Perceptions of safety; Physical activity ranking.

Outcome (VL2): We have accessible community and cultural infrastructure which supports social connections.

Measure: Community infrastructure accessibility and visitation; Satisfaction with arts and culture.

Outcome ref	Signature actions 2023-24
VL 1.1	Provide local sporting facilities and parkland in the centre of the city through the continued design of Greenheart Stage 1 in Robina.
VL 1.2	Enhance the effectiveness of the Gold Coast Safety Camera Network through the provision of additional CCTV cameras in expanding urban villages.
VL 1.3	Create the Gold Coast's premier sport, active recreation and lifestyle precinct through the continued implementation of the Pizzey Park Master Plan.
VL 2.1	Creating a vibrant and contemporary destination through the construction of a fitness centre, five pools and new community centre at the Palm Beach Aquatic Centre.
VL 2.2	Promote the Gold Coast as a Live Music destination through the City's Music Program including support for local artists and music venues, the delivery of the Music Industry Digital Toolkit and the implementation of the Special Entertainment Precinct.
VL 2.3	Provide library customers with a modern, seamless digital interface and enhanced mobile solutions through the replacement of the Library Management System.



CONNECTED COMMUNITY

Outcome (CC1): We provide safe and sustainable travel choices to enable us to move around the city easily.

Measure: Travel time reliability; Daily trips using public, active and shared transport.

Outcome (CC2): We have beaches, parklands, waterways and natural places that are accessible and enjoyed by everyone.

Measure: Public outdoor amenity accessibility.

Outcome (CC3): We are a digitally connected city.

Measure: Digital connectivity.

Outcome ref	Signature actions 2023-24
CC 1.1	Service population growth in the Pimpama area through progressing the capacity upgrade of Yawalpah Road.
CC 1.2	Upgrade of the roundabout to traffic signals at Robina Town Centre and Laver Drive, Robina to improve safety for all modes of transport including pedestrians and cyclists.
CC 1.3	Progress the design of the Stage 2 upgrade of Old Coach Road, Tallebudgera including realignment and new signalised intersection at Tallebudgera Creek Road.
CC 2.1	Create community benefit by returning and enhancing natural values through the ecological restoration of 37 hectares within the Federation Walk Coastal Reserve Littoral Rainforest, along The Spit.
CC 2.2	Enable people with high support needs to fully participate in our community by delivering special facilities at Tallebudgera Creek.
CC 2.3	Ensure our lakeside parks are well maintained and well-appointed through the renewal of the Lake Orr foreshore, Varsity Lakes including the construction of timber boardwalk, platforms and pontoons.
CC 3.1	Provide commercially offered services to the education, innovation and business communities; and wholesale services to Telecommunications Carriers and Internet Service Providers by enhancing the delivery of carrier grade service via One Network (City Telecommunications Network).
CC 3.2	Provide internal services to the City administration and City-owned sites through the delivery of carrier grade service via One Network (City Telecommunications Network).



NATURALLY UNIQUE

Outcome (NU1): We have critical nature corridors throughout the city.

Measure: Connectivity of natural assets.

Outcome (NU2): We balance city growth and our natural environment.

Measure: Native vegetation cover.

Outcome ref	Signature actions 2023-24
NU 1.1	Through the Natural Area Acquisition Program, acquire land for nature conservation in critical nature corridor pinch points and linkages between high value strategic natural areas.
NU 1.2	Through the Northern Koala Corridor Plan and the establishment of the Northern Koala Taskforce, acquire and restore land for the northern critical nature corridor.
NU 1.3	Complement the creation of a koala corridor as part of the Burleigh to Springbrook corridor by reviewing and upgrading assets at Wonga Park, Burleigh Heads.
NU 2.1	Support education, awareness and citizen science initiatives by replacing the Osprey nesting pole and platform at Broadwater Parklands and installing a monitoring camera.
NU 2.2	Provide a rescue vehicle to support injured wildlife to enhance services supporting safe, healthy, functioning nature corridors.
NU 2.3	Scope a citywide Our Natural City environmental story encompassing the diverse places, plants and animals from the ocean to the rainforests to promote sustainable practices and experiences.



LIVEABLE PLACES

Outcome (LP1): We plan city growth and ensure sufficient capacity and types of housing to meet future needs.

Measure: Residential growth management.

Outcome (LP2): We manage our resources for a sustainable future.

Measure: Resource recovery and reuse – waste and wastewater.

Outcome (LP3): We have a prepared community and a natural and built environment resilient to hazards.

Measure: Beach erosion protection; Disaster resilience.

Outcome ref	Signature actions 2023-24
LP 1.1	Respond to the needs of our growing city with our commitment to sustainably managing growth and development of the Gold Coast through a review of the City Plan.
LP 1.2	Facilitate increased housing supply and diversity in conjunction with built form and urban design provisions, promoting high-quality public realm environments and high-quality urban design and architecture outcomes through the City Plan housing supply and diversity amendment.
LP 1.3	Facilitate the right housing in the right location to meet future population needs by undertaking a review and analysis of housing affordability and diversity in the city.
LP 2.1	Divert garden material from landfill by expanding the current opt in kerbside green waste bin service to a compulsory Garden Organics bin service for most single unit dwellings.
LP 2.2	Commence a review into the expansion of public place recycling to divert waste from public bins from landfill.
LP 2.3	Meet growth and improve facilities for the recovery of waste through the further development of the Pimpama Waste Recycling Centre.
LP 3.1	Renew the seawall located at Tomewin Street, Currumbin and upgrade the adjacent oceanway.
LP 3.2	Mitigate rockfall risk to people and property through implementing slope stabilisation controls and mitigation in City's parks estates.
LP 3.3	Increase safety and reduce the risk of flooding along Deodar Drive, Burleigh through renewing and updating the underground drainage network.



ONE CITY

Outcome (OC1): We address the challenge of climate change through practical and sensible solutions that deliver climate resilience.

Measure: City-wide greenhouse gas emissions.

Outcome (OC2): We partner to leverage emerging opportunities for the city ahead of the Brisbane 2032 Olympic and Paralympic Games.

Measure: City pride.

Outcome (OC3): We are a high performing, customer focused organisation which delivers value for money services to our community.

Measure: Average residential rate rise.

Outcome ref	Signature actions 2023-24
OC 1.1	Divert food organics from landfill, lowering greenhouse gasses and recovering organics for beneficial reuse by continuing the trial of food waste collection from hospitality businesses in Broadbeach and Surfers Paradise.
OC 1.2	Develop the Climate Resilience Strategy to address the challenge of climate change through practical and sensible solutions.
OC 1.3	Continue to develop and improve on the carbon accounting framework for Council.
OC 2.1	Develop the Gold Coast 2032 Legacy Framework Implementation Plan.
OC 2.2	Develop the Gold Coast 2032 Project Prioritisation Framework.
OC 2.3	Advocate for the City's strategic priorities across multiple working groups.
OC 3.1	Reduce the risks to our people when operating and working around light and heavy commercial vehicles through implementing the City-wide Commercial Vehicle Safety Project.
OC 3.2	Support strategic resource planning and organisational sustainability by developing a consistent approach to service and business planning.
OC 3.3	Offer customers an improved online experience, new features and access to a wider range of City services through the development of a new customer portal.

3.4 Risk Management

Council of the City of Gold Coast (Council) is committed to embedding a strategic, consistent and structured enterprise-wide approach to risk management that aligns with ISO 31000:2018 Risk Management Standard. Effective risk management enables Council to realise its vision and strategic outcomes by increasing awareness of potential threats, maximising opportunities and managing uncertainty in a complex and dynamic environment.

Council's Enterprise Risk Management Policy and Framework supports the organisation to manage risk to achieve acceptable risk tolerance levels. This is achieved through risk identification, evaluation, treatment and monitoring. An annual risk plan is in place to manage key strategic and operational risks to the city and organisation and to ensure that effective risk treatment is being identified and actioned.

Risk intelligence is also regularly gathered to identify emerging issues, global trends, threats and opportunities for key subject matter experts to consider in business planning processes. Risks are reviewed and reported regularly through engagement of the Executive Leadership Team, Risk Management Advisory Committee, Work Health and Safety Advisory Committee, Steering Committees, and Audit and Risk Committee. These committees support good governance through consultation, advice and engagement of key risk owners throughout the City.

By identifying and actively managing risks with numerous risk mitigation strategies, business continuity plans, crisis management protocols, risk-based audits, standards and work health and safety initiatives, the City is equipped to ensure that risks are managed to a level as low as reasonably practicable whilst optimising opportunities.

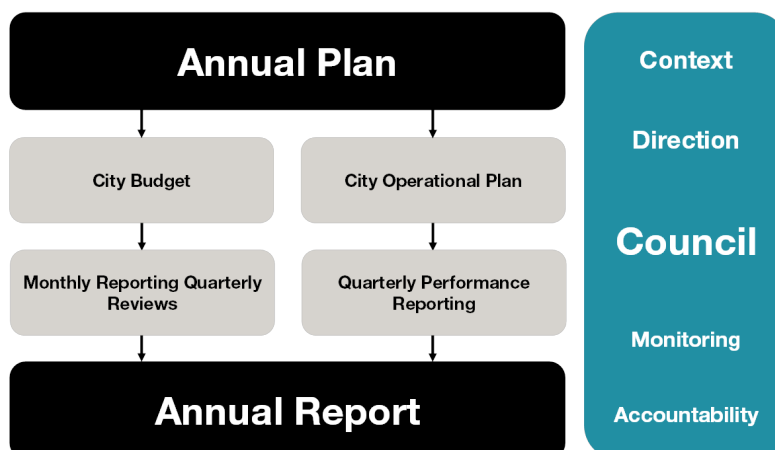
3.5 Evaluation of performance

The performance of the City Operational Plan will be reviewed through:

- o a quarterly report on the progress of all City Operational Plan signature actions to Council
- o an annual report on the progress of all City Operational Plan signature actions as part of the City's Annual Report.

A high-level overview of performance is shown overleaf.

Figure 2: Performance context



While a comprehensive view of performance will be available, reports will generally be exception based, with a focus on areas of significant or unexpected variation from the City Operational Plan.

3.6 Legislation

The [Local Government Act 2009](#), supported by the [Local Government Regulation 2012](#), requires Council to prepare and adopt an annual Operational Plan for each financial year which progresses the implementation of the Council Plan; explains how risks are managed and includes the annual performance plan for each commercial business unit. Progress against the Operational Plan is required to be reported to Council at regular intervals of not more than three months. Council may, by resolution, amend its annual Operational Plan at any time before the end of the financial year.

The Council Plan 2022-2027 aligns with the Queensland Plan at a local level. The Queensland Plan provides a 30-year vision for Queensland ([Queensland Plan Act 2014](#)).

3.7 Annual Performance Plans

Gold Coast Water and Gold Coast Waste Management deliver essential city services, the Performance Plans are included in the supporting documents of the Annual Plan.