

# INCOMING CEO REPORT

## Noosa Council Project 2.0

Sustainable | High Performing | Agile | Future Focused

*“Different by Nature”*



© Noosa Council 2022

[www.noosa.qld.gov.au](http://www.noosa.qld.gov.au)

**General Enquiries:**

**By telephone:** (07) 5329 6500

**By email:** [mail@noosa.qld.gov.au](mailto:mail@noosa.qld.gov.au)

**Street Address:** 9 Pelican Street, TEWANTIN

**Postal address:** PO Box 141, TEWANTIN QLD 4565

**Noosa Council acknowledges the Kabi Kabi people as the traditional custodians of the land that this document has been produced upon and pays respect to Elders - past, present and emerging.**

**Prepared by Noosa Council CEO – Scott Waters – Published 16 June 2022**

# Table of Contents

<b>1. Executive Summary</b> .....	<b>2</b>
<b>2. Incoming CEO Report Summary</b> .....	<b>3</b>
2.1 Organisational Structure.....	3
2.2 Organisational Service Delivery .....	3
2.3 Delegations .....	3
2.4 Policy .....	3
2.5 Local Laws .....	3
2.6 Finance / Revenue / Levies / Budget.....	3
2.7 Structure .....	3
2.8 Corporate Plan.....	4
2.9 Council Meetings and workshops.....	4
2.10 Brand .....	4
2.11 Openness and Transparency .....	4
2.12 ICT.....	4
2.13 Disaster Management .....	4
2.14 Facilities .....	4
2.15 Events.....	4
2.16 Car Parking and Transit Hubs .....	5
2.17 Risk Management .....	5
<b>3. Conclusion</b> .....	<b>5</b>

# 1. Executive Summary

The incoming Chief Executive Officer commenced with Noosa Shire Council on the 22 February 2022. Since de-amalgamation Noosa Shire Council has had a high degree of stability within the CEO role, leaving a strong foundation and respected legacy for the incoming CEO to build upon. The challenges faced by Noosa Shire Council are not dissimilar to Local Government across the country. In that community expectations are high and the ability to gain revenue to meet these expectations is limited.

The incoming CEO report has been compiled based on the views of the incoming CEO, after meeting with elected members, community and staff, as well as absorbing as much information and undertaking a review of current strategies, reports and audits. The final report presented to the Council covered some 35 pages, detailing 17 specific functions of review, noting that the review of functions was not exhaustive. Each function followed a set format of analysis followed by recommendations for improvement that delivered desired outcomes, linked to over 450 pages of supporting documentation.

The focus of the incoming CEO report and this summary document is primarily on business improvement and modernisation of service delivery to the community, on a quadruple bottom-line basis – economic, environmental, cultural, social. With 64 recommendations linked to the 17 desired outcomes (the intended outcomes will be highlighted in this summary document).

The next steps in addressing the incoming CEO report and associated attachments are for the Mayor, Councillors and Executive Team to work collaboratively on the recommendations as well as desired outcomes, to form a strategic plan and framework for delivery. This then establishes a clear pathway in delivering Noosa Shire Council's change management program, Noosa Project 2.0 – creating a Sustainable, High Performing, Agile and Future-Focused Council.

The time frame for delivery will cover the next 2 years, with 3 specific milestones:

- **Milestone 1; 1 July 2022 – 31 December 2022**
- **Milestone 2; 1 January 2023 – December 2023**
- **Milestone 3; 1 January 2024 – 30 June 2024**

## 2. Incoming CEO Report Summary

The incoming CEO report reviewed 17 specific functions of Noosa Shire Council providing 64 recommendations for improvement that lead to desired outcomes. Further sections of the original report summarised and provided a consolidation of recommendations and outcomes, details of the specific functions of review and desired outcomes are below:

### 2.1 Organisational Structure

A high performing, agile, innovative Council with best practice culture and benefits, that are driven by internal and external values to deliver high level services and infrastructure for the Noosa community.

### 2.2 Organisational Service Delivery

Improved Council Service Delivery, real time performance measurement of customer satisfaction with Noosa Shire and enhanced reporting of service performance to the Council.

### 2.3 Delegations

Nil change or review required, all delegations meet financial, statutory and legislative requirements.

### 2.4 Policy

Policies are reviewed once per term by the Council and adopted as per the policy framework.

### 2.5 Local Laws

Modern, contemporary Local Laws that correlate to Council Policy are reviewed once per term.

### 2.6 Finance / Revenue / Levies / Budget

Council's future operations, assets, and depreciation are fully funded through own source revenue and comprehensive financial performance is continued to be communicated to the community.

### 2.7 Structure

Council's organisational structure is renewed and realigned, informing the Strategic Corporate Plan themes to deliver operationally. Furthermore, the structure creates higher operational performance, accountability and improved measurable community outcomes, with the potential for greater geographical dispersion assisting in whole of Local Government Area presence.

## 2.8 Corporate Plan

Noosa Shire Council has a renewed Strategic Corporate Plan that is vertically integrated throughout the business of Council, demonstrating Council's performance and delivery of services to the Community.

## 2.9 Council Meetings and workshops

Councillors are fully informed and briefed on all recommendations from Council Officers, prior to agenda release, providing comfort for the Council to make decisions on a fully informed basis. In addition the informality of the Noosa Shire Council is continued with some adjustments to the Chairing and structure of workshops.

## 2.10 Brand

"Different by Nature" is continued to be celebrated as the Noosa Shire Council achieves brand consistency and continuity across all of its functions, a style guide is developed and the Noosa Council Master brand is reviewed as a project to be launched as part of the Corporate Plan.

## 2.11 Openness and Transparency

Noosa Shire Council's already high standard of openness and transparency is further enhanced through Community Engagement and open publishing of data and performance, where possible in real time.

## 2.12 ICT

Noosa Shire Council is fully informed of the opportunities and future scope of its ICT requirements in automating systems, processes and services as much as possible and ensure ongoing compliance with cyber security requirements.

## 2.13 Disaster Management

Noosa Shire Council's disaster management functions have an updated model, that limits the operational impact of disasters on Council Staff

## 2.14 Facilities

Council Officers can conduct their role in compliant fit for purpose buildings and facilities.

## 2.15 Events

Noosa Shire Council's event function is recognised as a program within Council that delivers economic and environmental benefit to the Noosa Local Government Area.

## 2.16 Car Parking and Transit Hubs

Noosa Shire Council is recognised as “different by nature” in managing vehicle congestion, car parking and the movement of residents and visitors around the local government area.

## 2.17 Risk Management

Risk Management is embedded throughout Council’s administration. That risks identified are understood by departments and programs, and that their treatment is contemporary and well managed in achieving the ongoing delivery of Council services to the community.

# 3. Conclusion

The legacy of de-amalgamation, the sacrifices, hard work and dedication of the de-amalgamation team is respected and celebrated. It has ensured that Noosa remains a special place that is protected, and the principles of the past are upheld into the future. Noosa Project 2.0 is designed to respect and celebrate the legacy of past, to deliver a modern Council that internally and externally communicates, collaborates and co-operates for the future of Noosa.

The future of Noosa Shire Council, “***Different by Nature***” can be categorised as:

- Sustainable
- High Performing
- Agile
- Future Focused

As the incoming CEO, the legacy of the past and responsibility for the future is of high emphasis. The next steps in collaboratively planning strategic organisational change with the Mayor, Councillors and Executive Team, demonstrate Noosa Shire Council’s commitment to positive change for the community.