

YEAR IN REVIEW – 2021-22

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CEO's Office

Index ECM/ Subject/ Corporate Planning

Attachments Nil

EXECUTIVE SUMMARY

This report details deliverables, opportunities and challenges that Noosa Shire Council has dealt with during the 2021/22 financial year in the context of our five Corporate Plan themes.

As the incoming CEO in late February 2022, our Council and Community was faced with a once in a century natural disaster. Not only was Noosa Shire Council faced with riverine flooding, but also extremely destructive flash flooding in our Hinterland areas that led to life threatening conditions. These included an unprecedented number of landslips, that will take years to recover from.

Despite these challenges and the ongoing COVID19 Pandemic the Council has responded extremely well. As a new CEO to the Council and the region, the legacy of the past is not lost on me in ensuring that the Council of today are the custodians and shapers of tomorrow's community. Those that have come before have left a legacy of a resilient and robust organisation that is delivering a multitude of services to our Community while also dealing with the difficulties of the natural disasters and pandemic.

This report is a testament to the hard work and dedication of the team that has gone before in setting the Council for the challenges of the future. Being only in the CEO role for 4 months of the financial year my focus in preparing this report is upon recognition of huge amount of work our Councillors, Executive and Staff that make up the Noosa Shire Council Team have delivered for our Community.

RECOMMENDATION

That Council note the report by the Chief Executive Officer to the General Committee Meeting dated 15 August 2022 providing a review of Council's progress in the 2021/22 financial year towards achieving the five key focus areas set out in Council's Corporate Plan and thank Council staff for their efforts in the last twelve months to progress so many significant projects and providing outstanding service to our community.

REPORT

Pursuant to the Local Government Act, the CEO is required to provide Council with an annual report identifying the progress made towards the achievement of Council's long term objectives as set out in the Corporate Plan. This report covers the 2021-22 financial year and Noosa Shire Council's achievements through the operational plan that align to the Corporate Plan.

Our current Corporate Plan was adopted in early 2017 following a significant process to develop the region's long term vision, led by 20 year goals and delivered through 5 key focus areas. An update to the plan was undertaken in 2018 and our Council has operated under that version of the Corporate Plan for the 2021/22 financial year.

The Corporate Plan sets out five key themes, namely:

1. The Noosa Environment
2. The Noosa Community
3. The Noosa Economy
4. Long-Term planning for Noosa Shire
5. Excellence as a Council

It must be noted that the Corporate Plan will be fully renewed in this current financial year and that while the process of the 20-year Corporate Plan and vision provides a greater horizon for the Shire; much has changed in our world since the last review in 2018. Combined issues affecting our Council and our Community, such as the COVID19 Pandemic, increased Climate Change Risk, 2032 Olympics, changing demographics and an increasingly unstable geo-political environment were not envisaged in the 2018 review. These combined issues influence decision making and the direction of the Council, as such it is viewed as prudent to create a new Corporate Plan, taking into account our ever-changing environment.

An excerpt from the previous CEO – Brett De Chastel’s report from the previous year is below, detailing the direction of the Council at a similar time last year:

“As per the above the review of the Corporate Plan was scheduled to commence in 2021/22 but it is proposed to postpone this until early 2022. The reason for this is that as CEO, I announced my retirement, and it would be appropriate for the incoming CEO to develop the new plan in conjunction with the Council and then be responsible for implementing it.”

To deliver on Council’s direction of 12 months ago significant funding has been approved by the Council in the 2022/23 budget for the compilation of a new Corporate Plan, with planning and procurement underway in delivering the Plan that is scheduled to be delivered in late 2022 / early 2023.

As the incoming CEO, I would like to take this opportunity within this report to thank Brett for his dedication to Noosa Shire Council over many, many years, pre and post the amalgamation processes. Brett has left strong foundations within the Council that will be built upon for the future. In thanking and recognising Brett, I would also like to thank Larry Sengstock who acted as CEO post Brett’s retirement and my appointment.

1.0 2021/22 – A YEAR IN REVIEW

1. Flood response

I was extremely proud of the way we as a council responded, but equally impressed with the significant work carried out in the aftermath of the natural disaster. The rebuild is going to take years with over 100 roads, 21 landslips and a number of culverts damaged by the event.

2. COVID Pandemic

The council’s leadership group also did an exceptional job of guiding the organisation through the COVID pandemic to ensure that we are well prepared and resilient for what could be called the “new normal” of life with COVID.

3. Community first approach

This council’s fundamental focus is to put the community first.

An example of this, is council uniting with the Hinterland residents to launch legal action against the Kin Kin Quarry operators for alleged breaches to the Quarry Management Plan.

This has been a long arduous process for those impacted residents; however councillors and the staff have never wavered, providing as much support legally and operationally to get a positive outcome. The hearing has been conducted and now we await the judge's decision.

4. Infrastructure achievements

There were many infrastructure achievements during the year, with Infrastructure Services having delivered in excess of \$35 million worth of capital projects – the most ever in a 12 month cycle.

The opening of the landmark \$6.4 million Hinterland Adventure Playground in Cooroy, the completion of the \$5 million Peregrine Beach Community House, refurbishment of the Pomona Community Hall, completion of the Tablelands Road Bridge in Cooran and significant work commenced on the Tewantin Bypass and the upgrade of Noosa Parade are but a few of the projects making up this extraordinary infrastructure spend.

This spend coupled with significant natural disasters is a testament to the hard work and dedication of the Infrastructure Team.

5. Ongoing Climate Change resilience and emissions targets

Council continues to have a strong commitment to zero net emissions by 2026. We installed more solar panels on council facilities and purchased two fully electric vehicles this year, with the intention of more to follow in coming years.

6. Noosa Project 2.0

As a Council, we have implemented a clear road map for the future of our organisation. Noosa 2.0 will evolve in coming years to focus on delivering a sustainable, customer-centric, agile organisation to serve the community. It will be achieved in liaison with our vibrant Noosa community.

7. Social Housing / Affordable Housing / Tiny Homes

Council is tackling the housing affordability crisis on multiple fronts. Activities such as the Housing & Homelessness Roadshow and the Social Services Hub helped connect vulnerable people to housing providers and other support agencies. As well as our partnership with YouTurn and Tiny Homes, in trialling transitional housing in our region

8. Yurol Ringtail Conservation Project

On the 17th of May, the ceremonial signing of the MOU completing the project was held in the Noosa Shire Council Chambers. The project in partnership with HQ Plantations, Green Fleet, traditional owners – Kabi Kabi, Queensland State Government and Noosa Shire Council has resulted in permanent protection of this important corridor between Cooloola and Tewantin National Parks. It provides valuable habitat for a range of threatened species including the koala.

The Yurol Ringtail Conservation project is unique with commercial, community, local and state government organisations working together to achieve a significant outcome for the environment.

9. Hinterland Playground

Completed construction of the world class Cooroy/Hinterland All Abilities Adventure Playground after weathering the catastrophic flood events in February. The playground

has proved to be a huge attraction and has benefitted Cooroy traders and the profile of the town.

10. **Smart Biosphere – Economic Development Strategy**

The evolution of Noosa as a **Smart Biosphere** occurred through the adoption of the Council's Economic Development Strategy, that connects the strong environmental values of our community to future focused technology that allows the Noosa community to meet economic challenges.

The Strategy aims to develop of a more diverse and resilient economy that delivers high value employment opportunities.

2.0 **Corporate Plan Operational Delivery**

Noosa Shire Council's Operational delivery against the Corporate Plan is below and has been provided by the responsible departments:

Corporate Plan Theme 1: The Noosa Environment

“Our environment is protected and enhanced and is valued by the community”

- Ongoing implementation of the **Noosa Environment Strategy** including the development of a monitoring report assessing progress against a range of indicators. Council continues to expand the conservation estate in Noosa with 40.8% of the Shire secured for conservation and managed for its environmental values, compared to 34.75 in 2018.
- Council continues to work with the **Noosa River Stakeholder Advisory Committee** and Marine Safety Queensland to better manage the Noosa River including anchoring, mooring and live-on-boards.
- Council continues to partner with The Nature Conservancy to implement the **Oyster Reef Restoration Project** in the Noosa River, with permits secured to allow the construction to commence at 4 restoration sites in the lower reaches of the river estuary.
- Implementation of **energy efficiency initiatives** to reduce Noosa Council's emissions is ongoing, including lighting efficiency and solar power upgrades. Projects are underway into solar and shared battery solutions including capital projects as part of the Peregrine Beach Community Hub. Investigations into Neighbourhood community battery solutions with ZEN Inc are also underway.
- Implementation continues for the **Yurol Ringtail Forestry Project** including removal of pine and hardwood plantations, native revegetation, on site monitoring and community information of site closures in accordance with operational plan. Several parcels have transitioned to National Park.
- **Flying fox management** processes have improved through the development of a Statement of Management Intent, as well as Kin Kin and Wallace Park roost management plans. Regular monitoring of all flying fox camps is ongoing, as well as continued rollout of the flying fox subsidy program to affected residents.
- Implement of the **Noosa Bushland Reserve Strategic Management Plan and Fire Management Plan** have continued. There has been active involvement of the community in the restoration of degraded bushland areas through the Community Bushland Care Program, though this was halted for some time due to COVID limitations. On ground works have been disrupted by the floods, with staff diverted to priority clean-up activities particularly on the Eastern Beaches with Polystyrene debris clean up. Significant investment in staff training and skilling for fire management has occurred and Council has successfully performed highest priority burns over the recent cooler months.

- The **Coastal Hazards Adaptation Plan** has been completed and implementation of priority actions commenced including: rolling out an integrated coastal monitoring program; building resilience in the Noosaville foreshore; investigating the viability of offshore sand supply for beach nourishment; developing a Foreshore Management Plan for the Eastern Beaches; and developing best-practice design standards for functional, equitable and sustainable beach access areas.
- The **Climate Change Response Plan** was completed and a Community Reference Group established to help guide implementation of the plan. Implementation projects commenced under each of the 8 themes of the plan. A key project has been the development of a draft **Regional Climate Action Roadmap** as a collaboration with Sunshine Coast Council and has identified regional priorities for addressing climate risks for council and the community.
- The draft **Eastern Beaches Foreshore Management Plan** has been prepared and is a key implementation action of the Coastal Hazards Adaptation Plan. The plan seeks coordinated management of encroachments, beach access design, bushland management, and fire breaks.
- Ongoing work on feral animal and weed control through Council's **Biosecurity Program** under the Noosa Biosecurity Plan This included targeted baiting for wild dogs, foxes and feral deer, as well as actively work working with rural landholders to prepare biosecurity plans and provide property specific information and education.
- Council continues to deliver a Land for Wildlife and Voluntary Conservation incentive program under its **Community Partnerships Program**, providing free trees, training and contractor support. We reached a significant milestone with 400 registered Land for Wildlife members actively managing 3000 hectares of native habitat on their properties. Land for Wildlife members planted 9,600 tubestock over 14 hectares of land, putting in 2,280 hours of labour and contributing \$31,000 in cash and materials. Twenty-eight members received training in weed management on their properties, restoring 13 hectares of habitat, contributing 360 hours of labour and \$2,900 in cash and materials. There are currently 22 active Voluntary Conservation Agreement properties protecting 378 hectares of native habitat.
- The **Noosa Biosphere Trails** continue to provide a world class trails network, showcasing Noosa's hinterland and natural values. A Trails Master Plan has been prepared in partnership with Tourism Noosa to support Council's annual maintenance and upgrade programs. Detailed planning for **Trail 5 Upgrade** Pomona to Cooran is complete with the construction tender soon to be awarded.
- The **Waste Strategy** review commenced via Councillor workshops at the end of FY and the community consultation process to inform the draft strategy is currently in development and commencing in August 2022.
- Targeted improvements for diversion of material to landfill resulted in a diversion result of 47% against the total waste collected/treated across the Noosa region. This is a 2% increase in diversion from the previous year. Initiatives delivering this improvement are targeting public/commercial behaviour at our transfer stations, removing wood as a pure landfill option, improvements in contractual management and layout at the resource recovery pad as well as maintaining a Council presence on our sites.
- We commenced a 6-month trial of polystyrene recycling which is currently proving to be successful but has shown that the current trial machine is under capacity for the volume of material being delivered. A cost benefit is currently being reviewed to make this a permanent process at Eumundi Road.
- The first textile recycling drive held with over 200 cars and 1.5 tonnes of linen recycled to Blocktek and 1.7 tonnes (16 cages) of clothes donated to Vinnies in one day. Due to the success, another textile collection drive is scheduled for 2023 in a more prominent location to be determined (I.e. Bunnings or Noosa Civic)

- The review of our landfill gas contract has commenced to understand Councils options in advancing improved utilisation of captured gas rather than pure flaring.
- A Memorandum of Understanding has been signed for two further trials –
 - 1. - Cash for Cans reverse vending machine to be trialled at Eumundi Road which is a first of its kind in that it will separate at source, crush cans and shred plastic bottles with the plastic bottles separated via material type.
 - 2. - Solar powered compaction bin to be trialled on Hasting Street which has been selected based on overcoming previous issues raised when trialling this technology.
- Weighbridge and weighbridge software upgrade on our transfer stations to improve traffic management, data capture and reporting.

Corporate Plan Theme 2: The Noosa Community

“Our community is connected, safe and happy and able to meet their potential”

- Despite ongoing Covid disruptions, Council's broad range of community services and facilities continued to provide services and programs.



Image 1 : Covid Popup Clinic

Council's Community Services have continued to play an important role in protecting the health of the community against Covid by operating Noosa Leisure Centre and The J as Covid vaccination centres and Libraries worked in partnership with Peregrin Digital Hub and their Digital Cadets to deliver free help to our community who needed assistance loading their vaccination certificates.

- Noosa Leisure Centre and Noosa Aquatic Centre were able to help the community get back into sports tournaments and events after a long Covid hiatus. Some highlights include the Regional Pickleball Tournament and the first Judo Queensland State Titles in April which 1,000 people attended.



Image 2 Pickle Ball at the Noosa Leisure Centre

- The J was finally able to return to providing a venue for local and touring performances. Audiences were delighted to get back to live events with a highlight being the return of Kate Miller-Heidke singing to a packed crowd.



Image 3 – Kate Miller-Heidke performing at The J.

- Council has continued to invest in the maintenance and upgrade of its community venues and facilities. This year saw the full refurbishment of The J's seating.



Image 4 – Refurbished seating at The J.

- Council is tackling the housing affordability crisis on multiple fronts. Activities such as the Housing & Homelessness Roadshow and the Social Services Hub helped connect vulnerable people to housing providers and other support agencies.
- Natural disasters once again impacted our community through successive wet weather and floods. Our Community Services' teams responded by opening facilities as Evacuation Centres at Noosa Leisure Centre and Cooroy Library, organising the Noosa Care Army to assist with the clean-up of flood impacted homes and leading Community

Recovery Pop-ups and Outreach to assist people. Council's Recovery teams continue to support a wide range of community needs as we return to a new normal.

- Ageing Well and Connecting Noosa programs have been hugely popular in helping community members improve their physical and emotional wellbeing as well as creating connections between people.
- Community organisations have been supported as they strive to recover from Covid impacts and continue to play a key role in the fabric of our community. A key highlight includes the relocation of the Noosa Community Garden to its new site in Wallace Park.

- ***Floating Land 2021: at the edge of ideas*** was a huge success with over 57,000 people attending Noosa's 16-day arts in the environment biennale. Over 30 installations and performances were delivered across Boreen Point and Park Road Boardwalk.



Image 5 – Floating Land

- The feasibility process to explore the potential for a new Noosa Regional Gallery continues with the community engagement completed and site analysis commenced.
- Construction of the new Peregrine Beach Community House and Greenspace was completed. Work is underway on the next stage of the development of this precinct with the refurbishment of the old Community House as an extension of the Peregrine Digital Hub.



Work has commenced on a new Noosa Council Waste Strategy to plan for long-term sustainable waste management, increase diversion of resources from landfill and reduce carbon emissions. In the meantime, Council staff are introducing new ways to help re-use and recycle with our first "Give a Sheet" drive to collect unwanted sheets, household linen and clothing.

Image 6 – Give a Sheet

Infrastructure:

- Completed construction of the world class Cooroy/Hinterland All Abilities Adventure Playground after weathering the catastrophic flood events in February. The playground has proved to be a huge attraction and has benefitted Cooroy traders and the profile of the town.



Image 7 – Cooroy Adventure Playground

- The shade sail for the Sunshine Beach skate park was erected and the new vert ramp is in the final stages of construction and delivery.
- The Kin Kin Recreation Hall has been successfully refurbished and handed back to the community for their use.
- The Rufous Street community centre has been completed and the planning for the delivery of the upgrades to the old community centre as an extension of the Digital Hub is well underway.
- Infrastructure Services have delivery in excess of \$35 million worth of capital projects – the most ever in a 12 month cycle.
- The civil operations team continued to support the public by delivering numerous road reseals and upgrades as well as the re-sheeting of Council's large lengths of unsealed roads during the unprecedented wet season.
- Council been rebuilding a number of hinterland bridges over the period and has completed stage 1 of 3 for the reconstruction works of Noosa Parade (due for overall completion in October 2022)
- Council was struck by the devastating flood events in February and March of 2022 and have managed the initial disaster management response ensuring no loss of life for our community.
- The ongoing repair of infrastructure (potentially \$40-50 million worth of reconstruction) and the rebuilding of the social fabric that Noosa is renowned for will continue to be a long process.

- The Transport Strategy continues to be developed and various initiatives activated such as the 12 month trail for free weekend buses to compliment the free “Go Noosa” holiday program
- The Noosa Parade upgrade is well underway which will deliver on the intent of the walking and cycling strategy by providing pedestrian and bike lanes into Noosa Heads.
- Works on Trail 5 have continued to further enhance Noosa’s reputation for providing superior natural assets.
- The development of the Asset management Plans across all categories has continued to be delivered and will support the ongoing financial prosperity of the Council and community.
- The 2032 Brisbane Olympic Games were awarded to Queensland and the many opportunities and benefits are yet to be explored and realised over the coming years

3 Corporate Plan Theme 3: The Noosa Economy

“Our economy is diverse and resilient”

Smart Biosphere – Economic Development Strategy

- The region’s new Economic Development Strategy, Noosa Smart Biosphere, was formally adopted by Council in November 2021 and launched to the business and wider community in March 2022.
- This post-COVID economic plan focuses Council on the development of a more diverse and resilient economy that delivers higher value, higher skilled employment opportunities.
- The evolution of Noosa as a Smart Biosphere is about connecting future focused and new technologies with Noosa’s strong environmental focus and credentials to meet future economic challenges.
- In a region where employment and industrial land is scarce, future economic growth in Noosa will be reliant on bold leadership, empowered ecosystems and enabling infrastructure.

Destination Management

- Council’s Destination Management Plan (DMP) process is well underway and will be overseen by a Council endorsed Project Control Group, including representatives of Noosa Community and, an internal Advisory Group comprising of senior council officers from across Council’s business units.
- In addition to the sourcing and consolidation of a significant range of primary and secondary data sets, key pieces of work that have been undertaken to inform a final plan include:
 - Development of a Noosa Story & Guiding Principles
 - Product Audit and Data Dashboard
 - Community Attitude (Sentiment) Survey and Focus Groups
 - Environmental Audit
- Extensive ongoing community and stakeholder engagement is a hallmark of a successful destination management process.

Peregian Digital Hub

Hub General Information

- The Digital Hub core business performing well: near full capacity with 37 monthly paid memberships and new tenants secured for all 3 private office spaces.

- The Hub continues to cultivate a strong local digital/innovation ecosystem, with growth across all digital industry groups, and 25 events delivered in the past 12 months.

Hub Programs

- The Hub secured a further \$960k of federal funding to support its Firetech Connect program - this includes 2 years of operational funding to deliver a series of technology trials.
- Through the Hub's Firetech Connect program, Council has entered a collaborative partnership with QFES to deliver a series of technology trials to build bushfire resilience in Noosa and other bushfire affected LGA's. This includes prediction, detection, aerial intelligence support and uncrewed firefighting.
- The Hub continues to collaborate with Stockwell Group to develop a compelling vision for an Industry 4.0 precinct in the Noosa Shire Business Centre's innovation zone and, to generate interest from potential anchor tenants. An investment attraction prospectus is planned in next financial year.
- Through its ongoing collaboration with Advance Queensland and the Cherbourg Aboriginal Shire Council, the Hub has continued to support the creation of opportunities for young indigenous people in Cherbourg via workshops and mentoring.

Hub Events

- In September 2021, the digital hub in collaboration with Noosa technology companies Meshed and TechnologyOne (and Local Governments across Australia) hosted a showcase of innovative uses for Internet of Things (IoT) as part of technologies in Smart Cities and local governments.
- The showcase was attended by 50 delegates and 100 online delegates. Themes included: Smart Places & Precincts, Connected Cities - City Wide, Connected Regions, and Collaborative IoT.
- In June 2022, and in collaboration with state government, the Hub secured hosting rights for Australia's leading Venture Capital event - Venture Down Under, to be held in Noosa.
- The week-long event attracted 147 attendees, including 112 investors from over 90 investment firms. The event stimulated the Queensland's venture capital sector and placed Noosa's digital/tech ecosystem on the national map.
- Council invested \$20k (Economic Development funding) to secure the event, with \$60k from DTIS and generated around \$400k in tourism and hospitality expenditure for the region's economy.

School and Tertiary Learning

- The Digital Cadetship Program for students in Grades 10/11 continued into a third year, teaching 40 students (across 11 schools) digital design and web development over two school terms.
- The School Holiday Workshop Program continued through FY 21/22, with 57 workshops held over the last 12 months. Created for young people with a passion for learning and creating through technology, (e.g., coding, robotics, digital design, music production, game design), these workshops are taught by talented local teenagers from the Hub's Cadet programs.
- The Hub's other after-school program, the Young Inventor Club currently led and coordinated by the fourth 'generation' of young leaders in Grades 8-10 also continued in FY 21/22. Projects completed in the last 12 months include designing and building a prototype hovercraft (with remote controller), learning Blender (3D modelling software), 3D design and printing and, assembly of a remote-controlled race car using electronics

Green Economy

Green Industry Development Plan

- Noosa's Green Industry Development Plan is well underway. In late June, a final Green Industry Research Report, considering feedback on the highest-value ideas, activities and programs relating to a green economy in Noosa, was completed having undertaken 10 stakeholder interviews and 3 meetings.
- Key pieces of work informing the report included the creation of a Noosa green business database, economic analysis of green economy trends and a comparative analysis of Noosa's competitive advantage, benchmarked against comparable LGA's.
- The findings of this report builds a case for future feasibility studies and activation reports in the following areas of potential competitive advantage for Noosa, including:
 - Green Professional Services
 - Ecotourism
 - ClimateTech

Textile Recovery Program

- In early June 2022, two Council Business Units (Economic Development and Waste Management) partnered with Brisbane-based clean technology company BlockTexx to pilot a Textile Recovery Circular Economy event, called "Give a Sheet for the Planet".
- Utilising BlockTexx's breakthrough resource recovery technology, more than 1.5 tonnes of linen was donated from landfill. Donations from around 205 cars were converted into raw materials and resold as inputs to Australian manufacturers, offsetting 4.5 tonnes of CO2 through diversion of textile waste from landfill (again, based on BlockTexx CO2 methodology).
- Additionally, local branch of St Vincent de Paul's (Vinnies) collected 16 cages of donations, approximately 1.7 tonnes of high-quality clothing for resale. By spearheading the first textile recovery event in Queensland, the event also helped to position Noosa as an early adopter of innovative waste management and as a champion of the green economy.

Green Drinks

- In late June 2022, Economic Development partnered with Council's Environment business unit to revive the Green Drinks networking series as a way of cultivating the environmental sector in Noosa and connecting green solution providers with solution seekers. The inaugural certified plastic-free event attracted over 40 attendees including a mix of local businesses, professionals, and environmental advocates.

Noosa Education and Training Initiative

- Future Skills Learning Hub Feasibility study completed. The study explored the Why, What & How of learning and invited comment and feedback from educators, students & parents, and industry.
- Noosa Education & Training providers Connection Event held May 2020 featuring 3 presenters to encourage local collaborations.
- Add Your Plus 1. This project was delivered in partnership with DESBT and looked to connect employers to training providers, the local student workforce, HR advice, and govt funding programs for apprenticeships etc. 40 businesses participated; HR providers, School Careers Advisors, and Training & Apprenticeship Support providers attended.
- QTIC Careers Roadshow. This project was initiated in partnership with DESBT and showcased tourism industry careers to 60 students and included a networking opportunity for and tourism industry employers and local training organisations and careers guidance officers.

- Council partnered with the Education & Training Sector to create a video profile of the sector and the unique opportunity our destination of choice provides.

Food and Agribusiness

- Noosa Council \$25,000 support of the Food & Agribusiness Network (FAN) in FY 21/22 enabled the delivery of :
 - 4 x dedicated industry connection & capability events in Noosa,
 - establishment of a dedicated FAN Noosa arm including industry initiative plan for Noosa
 - showcasing of local events, producers and their products via social media & EDM's (audience of 3,500)
 - Meet the Maker. 15 Noosa businesses exhibited, over 400 buyers and stakeholders attended this important distribution channel network.

Industry and Employment Strategy

- Economic Development secured \$50,000 (in matched funding) from State Government's Building Better Regions Grant Fund program to develop an Industry and Employment Action Plan for the Noosa region.
- The Plan will focus on economic diversification, resilience and employment opportunities underpinned by analysis relating to business retention, growth, and attraction in high value industry sectors.
- The project, which is expected to be completed by March 2023 will help accelerate Noosa's investment opportunities.

Industry and Employment Land-use Report

- Economic Development and Strategic Planning are working collaboratively to undertake an Employment Land Review to test new precincts and provisions within the Noosa Plan 2020, ensuring that they are contemporary and cater for new and emerging industry and businesses to establish/grow in Noosa.
- This study will also identify the need for additional zoned employment land for future growth to 2051.

Creation of a Register of Pre-qualified Suppliers

- To streamline the procurement process for services used frequently by the Economic Development branch (including the Peregrine Digital Hub), a Business and Marketing Services Panel was established during FY 21/22.
- Marketing and Consultancy Services are a significant expenditure across Economic Development with a need that is often urgent, highly specialised, and requires continuity of supplier relationships.
- In accordance with Council procurement policy, an Invitation to Tender (ITT) was initiated, and attracted over 100 responses.
 - With such a positive response to this tender from the market, a revised evaluation strategy was developed to enable
 - continued streamlined assessment of the responses in accordance with legislation: and - provide a Register of Pre-qualified Suppliers (ROPS) that could be by Noosa Council
 - The Panel was approved by Council Report at the Services and Organisation Committee.
 - Approved contractors can now be procured under a Noosa Council Panel arrangement.

Other Economic Development Outputs

Noosa 4.0 Precinct Innovation Tour

- In April 2022, a delegation including the Mayor, Councillors, and senior Stockwell (property developers) staff toured the Noosa Civic Innovation Precinct followed by presentations from the regions emerging biotech companies (and potential anchor tenants for Noosa Innovation Precinct – Noosa Precinct 4.0) - Provectus, Servatus, Corematic and Genics.
- The purpose of this familiarisation tour was for senior council policy makers and biotech executives understand infrastructural requirements of a biotech facility and lay the groundwork for future-focused development of innovation industries consistent with the EDS and Noosa Precinct 4.0.
- Building on the momentum of this tour, economic development and Stockwell staff have started fortnightly project meetings to advance a marketing plan, government and funding partnerships, and innovation industry lead generation.

Noosa Business Roundtable

- The Noosa Business Round Table is convened by Noosa Council and comprises of representation from local business groups and government agencies, including local (Precinct and Industry) Associations, Chambers of Commerce, Tourism Noosa and State and Federal Government departments.
- Originally brought together in response to the COVID-19 crisis, the Roundtable has evolved into a proactive and strategic business forum that provides information and guidance to help shape a range of Council's strategies, policies, and activities. A new charter reflecting this has been developed for this forum.
- The Roundtable meet every 6-8 weeks and is chaired by the Director of Planning & Sustainable Development.
- Current initiatives targeting labour shortages in the region supported by ECDEV include:
 - Adopt a Worker Pilot Program – Noosa Chamber of Commerce \$30,000
 - Employment Portal – Tourism Noosa \$60,000

Business Support Panel

- Originally developed to assist businesses through the COVID pandemic, the Panel has evolved into a general business support program across a range of specialities. Initial activities supported included:
 - Respond Global to support businesses with COVID 19 Webinar, Information Sheets, and supply of RAT tests
 - Business Mentors Noosa
 - Buy Local Sunshine Coast promotion
- Over FY 21/22 the entire value of this program amounted to \$29,794, including \$7,000 to support Buy Local.

Communications

- Over FY 21/22 ECDEV increased its communications with the wider business community including
 - Monthly business e-newsletter with 1500 subscribers
 - Noosa Connects Facebook page – 500 followers
 - Dedicated Business pages on Council website
<https://www.noosa.qld.gov.au/business/home>

- In response to the launch of ECDEV’s new Smart Biosphere Economic Development Strategy, the business unit changed the look and feel of its marketing collateral and developed a toolkit of assets for internal marketing use
- ECDEV also invested in a comprehensive business photoshoot to upgrade its image stock and developed a new promotional video.

Economic Development Funding Awards

○ Sunshine Coast Business Awards	\$15,000
○ Sunshine Coast Showdown	\$15,000
○ Manufacturing Excellence Forum (MEF)	\$5,000
○ Noosa Chamber of Commerce and Industry	\$30,000 (Grant)
○ Generation Innovation Grants	\$3,750 (over two intakes)
○ Sunshine Coast Screen Collective	Under Review

Corporate Plan Theme 4: Long term planning for Noosa Shire

“Noosa Shire is well managed and sustainable”

Liveability Survey

- In November 2021 Noosa Council in conjunction with Place Score conducted our first Liveability Survey. This survey was completed by 1655 community members who told us what they value most about their neighbourhood and how they rate their neighbourhood. These scores were then combined to provide an overall Liveability Index for each neighbourhood.
- Liveability is simply what a place is like to live in. Understanding the relationship between people and their places is the key to understanding local liveability, and how it can be enhanced. Noosa Shire’s Liveability Index Score is 70 which shows it is performing well and is 2 points above the national average of 68.
- These results allow us to focus on the things most valuable to our community. It helps us plan and make decisions that will have the biggest impact on wellbeing. It also recognises that each neighbourhood is different with individual values and experiences. By planning for liveability, we provide safe, healthy, active, and resilient communities and places.
- The Liveability Index shows us our community's priorities and how individual places are performing at a neighbourhood level and helps inform and prioritise projects that will have the biggest impact on wellbeing.
- Other benefits include:
 - Provides baseline and trend data — we can measure change in wellbeing before and after projects. We can also compare this with other streets and towns in Australia.
 - Allows for quantitative measures — we can now measure the strengths and weaknesses of places. We can also track their performance over time.
 - Enables evidence-based investment — we can identify the priorities of each local community. This helps us to invest in places based on what is most important to residents and their wellbeing.

Planning Scheme Amendments

- Awaiting finalisation of Housing Strategy
- External commercial feasibility testing of inclusionary zoning provisions
- Finalising discussions with State Government

Housing Strategy

- Adopted the Housing Needs Assessment Dec 2021
- Endorsed draft Housing Strategy June 2022
- Community consultation July-August 22 (675 survey responses and 78 written submissions)
- Housing Stakeholder Reference group formed and 2 meetings so far

Short term accommodation & home hosted accommodation

- Commenced Local Law and established a team to process applications and monitor
- Large and comprehensive monitoring report well underway, still going
- Includes an external consultant capacity analysis

State & Regional Planning

- Participation in meetings and monitoring
- Population / dwelling forecast updates
- Regional plan review

Corporate Plan Theme 5: Excellence as a Council***“The Noosa Shire community is proud of its Council”***

- A review of Council’s Enterprise Risk Management Framework and Policy has been finalised and discussed with Councillors, the Executive Leadership Team & the Audit & Risk Committee. The focus of the review was to align to ISO standards and refine Council’s risk appetite and risk tolerances. The Framework and Policy will be reported to a future Council meeting for consideration and endorsement.
- An independent review of Council’s Governance arrangements was undertaken to assess the appropriateness of Council’s system of internal controls, statutory compliance and for assurance purposes.
- BCPs have been further developed and tested, including pandemic preparedness across Council and in relation to our critical services within People and Culture branch, Waste and Environmental Health and IT. Other BCPs have been reviewed and updated for Council Buildings and Waste Management.
- A review of Council’s Community Engagement Framework and Policy was commenced with the aim of improving how we engage with the community and to support elected members and staff when undertaking engagement activities. Several workshops have been conducted and Draft documents are being finalised for further review and finalisation in the next 3 months.
- A new WH&S System Plan “Safe Plan” Policy has been developed and approved by the CEO with the primary objective of eliminating or reducing risk by developing proactive strategies and adopting a risk management approach to work health and safety.
- An internal review of Council’s workplace health and safety system was undertaken In July 2021 with an 83.7% compliance result, an increase of 3.7% on the results of the internal review undertaken in 2019.

- Workforce planning has been undertaken in several operational areas including Environmental Services and property Services. A key focus area is the attraction and retention of talented staff in a highly competitive employment market.
- The Employee Survey undertaken in September 2021 provided information about employee satisfaction and insights into a number of work related issues including morale, culture, resources, skills utilization and leadership. The survey results will inform efforts further improve our systems and processes and build a more positive workplace culture.
- The bi-annual Community Satisfaction Survey undertaken of 400 Noosa residents measured the community's satisfaction with 41 Council services. Noosa's overall Total Performance Index (TPI) was 72.07% compared to 74.59 in 2019 and 73.24 in 2017.
- The top 6 performing services relative to importance were:
- Disaster Management, Waste Management; Parks Playgrounds & Public Amenities; Libraries and other Information Services; Customer Service; Environment Protection and Conservation.
- Priorities for enhancement of overall performance have been identified and will be the focus of further review. The 2021 survey results show that while the results are lower than previous years, the community is satisfied with council's performance.
- Council continues to grow and support our staff through leadership development programs, the employee training program and well-being initiatives.
- Council's social media platforms continue to show strong growth and user engagement. There was an 11 per cent increase in followers for the corporate Facebook, LinkedIn and Instagram pages.
- To June 30 Facebook followers were 22,870, LinkedIn 7,583 and Instagram 4,520.
- The monthly Your Noosa double page print advertorial is becoming a key part of our communication with the community. Your Noosa appears in Noosa Today, Cooroy Rag and Your Local Lifestyle hinterland edition.
- Video content is considered an essential part of council's social media strategy. The regular Mayor updates continued to keep the community informed and during 21-22, several specially produced videos/reels produced strong engagement with followers.
- Council continued to support partial remote working arrangements for some staff following the lifting of COVID 19 restrictions allowing many services to continue to be provided to the community and flexibility for employees. Employees were supported through flexible work arrangements and initiatives which focused on their well-being.
- Further development of on-line forms to improve the efficiency of human resources management processes. Council's internal audit program continued with the finalisation of the Asset Management audit and the commencement of the internal audit into Development Assessment.
- The Audit and Risk Committee continued to provide valuable advice and independent assurance for governance and finance matters across council. This included reviewing Council's strategic risks, policies and organisational key performance indicators. The two independent members continued to provide crucial guidance, expertise and advice on high-risk matters.
- Four meetings were held on 17 August 21, 20 October 21, 10 March 22 and 24 June 22. Areas of focus by the Committee included Fraud and Corruption prevention, governance arrangements and regulatory practices.

3.0 Future Focus

Noosa Shire Council like all Local Governments are complex organisations delivering a network of services specific to their community. As always we are trying to do more with less, cost pressures and expectations impact Council's ability to deliver all services that the community needs and maintain all assets at their rate of consumption.

There are 5 immediate challenges facing Noosa Shire Council operations:

- Property valuation fluctuations and growth
- Increasing cost of materials, services and labour
- Staff attraction and retention as well as the changing nature of the workplace
- Climate change action, mitigation and resilience (natural disasters)
- Disruption, Economic and Geo-political Headwinds

While these challenges are not unique to our Council they are real and will impact our future ability to deliver services if not addressed and planned for. To strategically plan for not only the top 5 operational challenges, but the many more challenges that are also recognised. (and are yet to materialise) Council's executive leadership team has embarked on a 2 - 3 year change management pathway to modernise our Council services and build resilience into our workplace.

A high-level overview of the themes/ key areas of focus and timeframes are:

1 July – 31 December 2022

Corporate Plan delivered with KPI's that aligns to the organisational structure with a renewed brand/graphic design. The plan will provide an integrated governance and reporting framework to measure Council's operational performance against strategy over the next 5 years. Concurrently change management, renewed culture and customer service project is underway to deliver a higher level customer services and address the attraction and retention of staff.

1 January – 31 December 2023:

Internal Strategies, Plans, Policies, Processes, Procedures and Systems are reviewed and updated to align to the Corporate Plan

1 January - 31 March 2024

Preparation for the Local Government elections and FY25 budget

1 April – 30 June 2024

Onboarding new Council and adoption of FY25 budget

1 July – 31 December 2024

Discussion with incoming Council as to the desired organisational direction. Preparation of Corporate Plan review, inclusion of any new priorities and deliverables, leading into the mid point review of the Corporate Plan and next budget in 2025.

The future planning over the next two years leading into 2025 are being delivered under the umbrella of Noosa Project 2.0. This project is designed to respect and celebrate the legacy of past Noosa Shire Council's. While focusing on the delivery of the next step for Noosa, a modern Council that internally and externally communicates, collaborates and co-operates for the future of Noosa.

Defining and continuing the future of Noosa Shire Council as, "Different by Nature", but categorised on an operational basis as - Sustainable / High Performing / Agile / Future Focused.

I'm looking forward to providing this report to our Council and Community this time next year to reflect on the journey we've undertaken.

Previous Council Consideration

A Year in Review report is provided to Council each year.

Finance

The delivery of our 2021/22 programs was in accordance with the Budget and Operational Plan.

Risks & Opportunities

This report is also being provided in accordance with the requirements of the Local Government Act 2009.

Consultation

External Consultation - Community & Stakeholder

Nil.

Internal Consultation

Executive Team.

Departments/Sections Consulted:

<p><input checked="" type="checkbox"/> Chief Executive Officer Executive Support</p>	<p><input checked="" type="checkbox"/> Community Services X Director Community Development Community Facilities Libraries & Galleries Local Laws Waste & Environmental Health</p>	<p><input checked="" type="checkbox"/> Corporate Services X Director Financial Services Fleet ICT Procurement Property Revenue Services</p>
<p><input checked="" type="checkbox"/> Executive Services X Director Community Engagement Customer Service Governance People and Culture</p>	<p><input checked="" type="checkbox"/> Environment & Sustainable Development X Director Building & Plumbing Services Development Assessment Economic Development Environmental Services Strategic Land Use Planning</p>	<p><input checked="" type="checkbox"/> Infrastructure Services X Director Asset Management Buildings and Facilities Civil Operations Disaster Management Infrastructure Planning, Design and Delivery</p>