

“AS TRADITIONAL OWNERS, THE KABI KABI PEOPLE TAKE GREAT CARE OF THE LAND AND ENCOURAGE EVERYONE TO SEE THEMSELVES AS CUSTODIANS, SHARING IN THE RESPONSIBILITY OF CARING FOR COUNTRY.”

— LYNDON DAVIS

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# Acknowledgment of Country

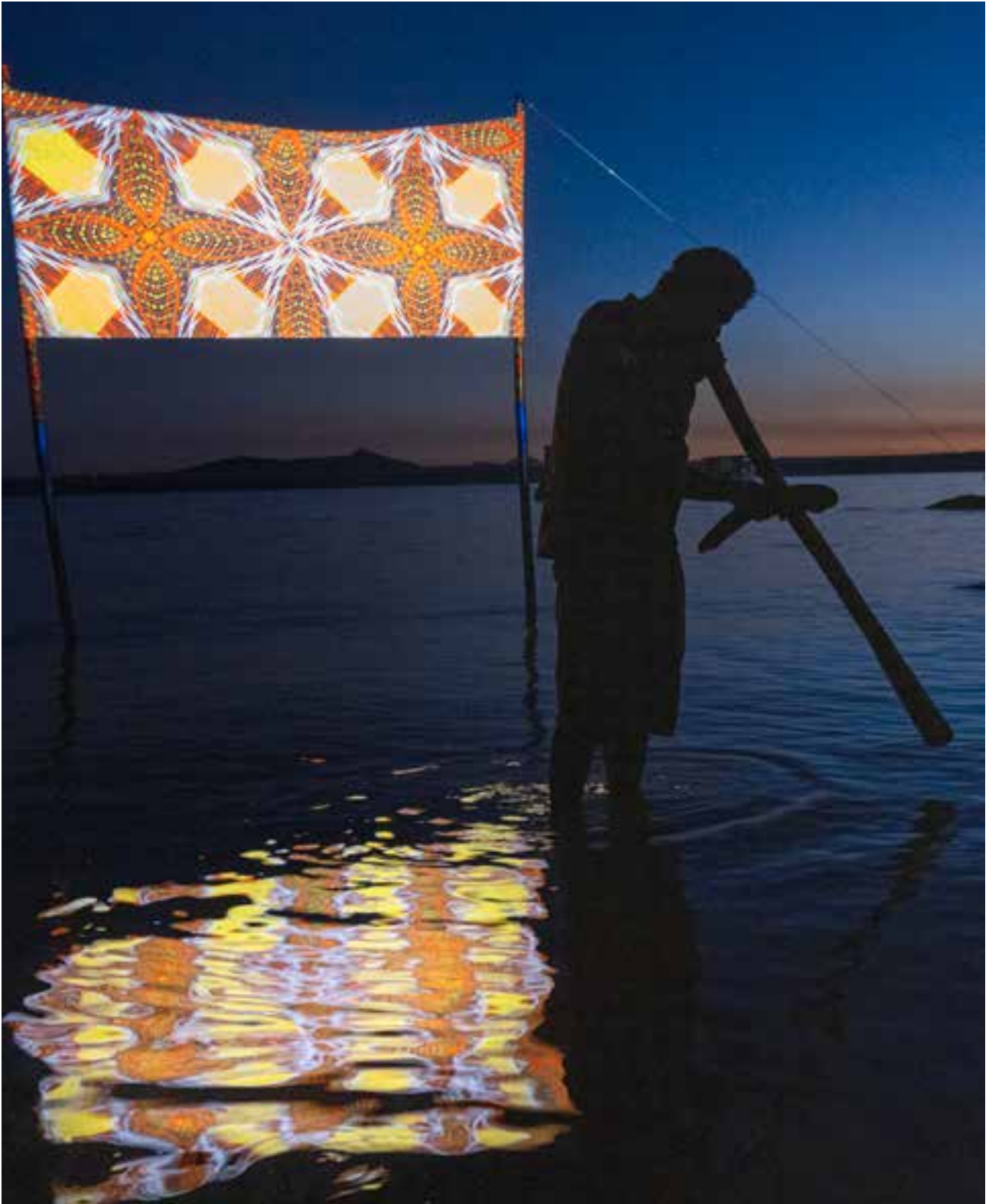
Noosa Council proudly acknowledges and respects Australia's First Nations people and their deep and abiding connection to this country. We recognise the Kabi Kabi people as the Traditional Owners of the lands and waters of the Noosa area and offer gratitude for their careful custodianship of this unique environment over thousands of years. We pay respect to Kabi Kabi elders who have come before us and acknowledge and deeply regret the traumas experienced by Kabi Kabi people through colonialism and beyond.

We pay respect to current and emerging leaders and their enduring commitment in pursuing a strong and healthy future for First Nations people. Across the life of this Corporate Plan we seek to support Kabi Kabi in progressing their priorities for their people. We seek genuine reconciliation and will work to strengthen our relationship with Kabi Kabi – to listen, to understand their needs, to include them as valuable partners and to facilitate greater opportunities for First Nations people. Critical to achieving this, Noosa Council is taking the important step of developing Noosa Council's first Reconciliation Action Plan.

***“For thousands of generations, the Kabi Kabi people lived in harmony with nature following the lore of the land. They were great custodians of the land and waterways, looking after plants and animals, small and large. They followed the seasons, hunting only when seasonal indicators told them to, ensuring the sustainability of all living things and natural resources.”***

***“I am honoured to share our local history and stories passed down from my elders.”***

**Lyndon Davis - Artist, musician, performer, cultural educator and proud Kabi Kabi man.**



Lyndon Davis

with Leah Barclay and Tricia King, Beeyali, 2021, as seen in Floating Land: at the edge of ideas. Photo by Raoul Slater.

# Welcome to our Country

Hello everyone. Nagara. That means welcome.

I'm a Kabi Kabi woman. My name is Cecilia Combo. I have five apical ancestors on the Sunshine Coast.

I'm the descendent of King Tommy of Noosa. He worked in the Timber, and also ran boat tours around the Noosa area. He also had been selling seafood such as oysters, fish and crabs. He was a very witty and wise person.

When everyone comes to Noosa I hope they can see what I see, as it's a very beautiful place, and is a special place in my heart.

Noosa is a place for gathering our people.

Welcome to our Country and we all pay our respects to the Elders past and present

Cecilia Combo  
**Kabi Kabi Woman**



**It is both an honour and privilege to present our new Corporate Plan 2023-2028 on behalf of our elected members, our CEO, and staff at Noosa Council.**

# Message from the Mayor

We have seen significant changes over the past few years, so it is timely to revamp this important strategic document. It reflects the aspirations and strategic priorities of residents, local business owners, community groups, Noosa Councillors, and staff.

Developed in consultation with the community, it sets a vision for the future, identifies objectives, and outlines how we will work towards our common goals as one unified community.

Our community and customers are central to what we do as we continue to make Noosa a great place to live, work and visit.

We remain committed to hearing and responding to the collective voices of our community.

Reviewing the Corporate Plan has allowed us to reinforce this commitment and provided us with the opportunity for a fresh focus aimed firmly on the delivery of services and resources that meet both community need and expectation.

Structured around five themes – Environment, Future, Prosperity, Community and Excellence – this plan commits council, in collaboration with residents, to build a healthy and resilient community. The plan is future focused with the knowledge that we must protect the residential amenity of our community while providing appropriate and necessary services, infrastructure, and community assets across our Shire.

With the 2032 Olympics and Paralympics set for South-East Queensland, this document also considers how we can best leverage from this once-in-a-generation event.

Similarly, much of this Corporate Plan talks to

the need to partner and advocate. Advocacy and partnership can, does, and will, involve continued engagement and collaboration with a variety of key stakeholders, none being more significant than our Federal and State Government representatives.

Success is driven by our continued ability to advocate to every level of government, for and on behalf of our community through strong and connected relationships.

We continue to provide our community with programs that connect our residents, promote healthy and active lifestyles, grow our economy, and support our small businesses. We take very seriously our role of managing our natural environment so it can be enjoyed for many years to come.

This Corporate Plan outlines not only a collective vision but also provides a strong commitment from Council. It has an outward focus, putting the community at the forefront of all decision making.

Thank-you to everyone for their feedback.

Your input has played a pivotal role in preparing our Corporate Plan, so it accurately reflects your aspirations for our future.

This is your document, and most importantly, your community, and we are both humbled and grateful for the opportunity to work with and for you.



Clare Stewart

**Mayor**





# Message from the Chief Executive Officer

The Corporate Plan is a legislative requirement – an important strategic document that sets our operational direction over the next five years. It provides a refreshed long-term vision for Noosa Shire and an all-important roadmap to get us there.

This sets the strategic direction of our Council for the next five years. It is essentially our contract with our community that outlines where we'll concentrate our efforts and the ways in which we'll measure our success. Our community, Mayor and Councillors have been in the driver's seat in compiling this document and I wish to thank everyone who took the time to provide input.

More than 1000 submissions were received, while hundreds of people attended 13 face-to-face consultation sessions.

We've listened, captured, and considered all that input to ensure our corporate plan reflects the aspirations and goals of our residents, business owners, community groups, our Mayor and Councillors, and staff. Given the significant change and range of challenges in the form of flood and fire events, along with a global pandemic, the time was certainly right to health-check our strategic direction. The focus is to protect the amenity of our neighbourhoods, enhance our liveability, and preserve our shire's rich natural environment. It also seeks to support our economic

and social prosperity while delivering the infrastructure needed for carefully managed sustainable future growth.

In the lead up to the Brisbane 2032 Olympic Games, our new plan will ensure we leverage every opportunity for our Shire to benefit from this momentous event.

Of significant importance is our Council and our community's relationship with First Nations people, the Traditional Owners of the Noosa Council area, the Kabi Kabi people. This plan has a specific and important deliverable, Noosa Council's first Reconciliation Action Plan.

Noosa Council is working towards reconciliation, recognition and inclusion of Kabi Kabi people and culture into our Council. Our Reconciliation Action Plan will embed our commitment into our day to day.

We are proud of this plan, we are proud of our intended outcomes, we celebrate the past and look to the future. At our plan's core is a commitment to making sure Noosa remains a great place to live, work and visit and where community comes first.

This Corporate Plan will guide that journey over the next five years.



Scott Waters  
CEO



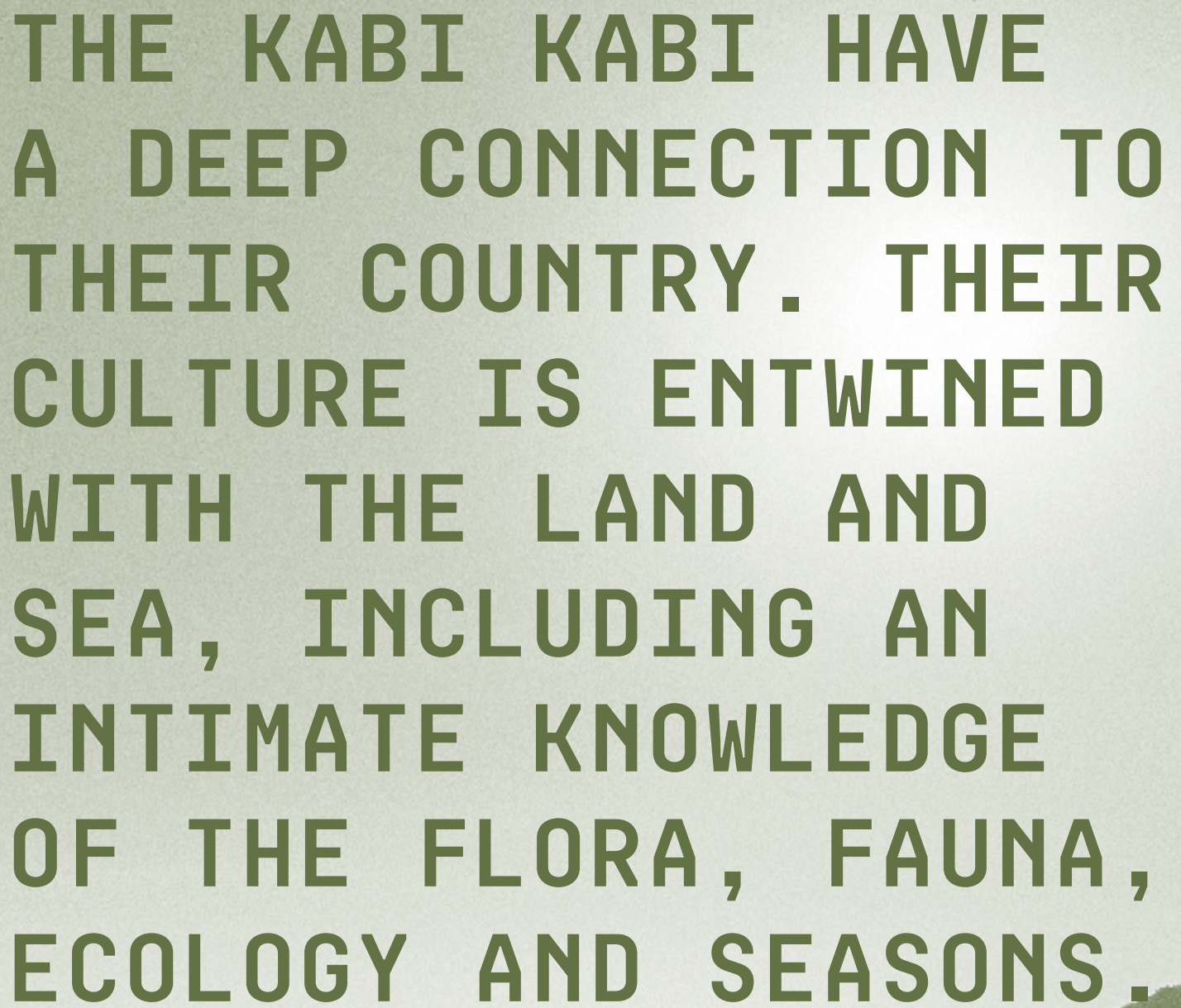
# NOOSA

# The Noosa Story

The traditional owners of the land and waters of Noosa Shire are the Kabi Kabi First Nations People. They have lived here for countless generations; tens of thousands of years stretching back into time immemorial. Kabi Kabi have a deep connection to this country. Their culture is entwined with the environment through land, river and sea, including an intimate knowledge of the flora, fauna, ecology and seasons. This continued connection links past, present and the future. Colonial interest in Noosa began in the 1860s with access to timber via the estuary and lakes. Huge volumes of trees were removed in the following decades, including the highly sought-after red cedar and giant kauri pines. A sawmill was built at Lake Cootharaba in 1869 and a town and port were soon established at Tewantin. Following the discovery of gold at Gympie in 1867, a track was cut to the Noosa River via Cooran, which allowed a faster, easier route between the goldmines and the capital city.

When the railway between Brisbane and Gympie was finally completed in 1891, it provided greater access to the more distant markets for the young hinterland townships of Cooran, Pomona and Cooroy. Simultaneously it brought new families and workers to the area who created farms to replace the declining timber, dairy and small cropping industries. As township populations expanded, schools, churches, and small businesses were established to support the communities' needs.

Noosa quickly made a name for itself as a place of natural beauty and a holiday destination. From as early as the 1870s, a handful of moneyed miners from Gympie came to stay on the riverbank for restful fishing. Holidaymakers would continue to grow over the next 150 years, especially once cars became common from the 1930s. A commitment to building roads, bridges and amenities to accommodate these tourists increased their number.



THE KABI KABI HAVE  
A DEEP CONNECTION TO  
THEIR COUNTRY. THEIR  
CULTURE IS ENTWINED  
WITH THE LAND AND  
SEA, INCLUDING AN  
INTIMATE KNOWLEDGE  
OF THE FLORA, FAUNA,  
ECOLOGY AND SEASONS.

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**NOOSA SHIRE  
WAS CREATED  
AND CELEBRATED  
IN 1910.**

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A sense of collective identity within the early townships of Tewantin, Pomona, Cooran and Cooroy heralded independence from the Widgee Shire and the predominance of Gympie. Noosa Shire was created and celebrated in 1910. Shortly afterwards, the Shire took great pride in its contribution during the First World War, with 400 enlistments from its tiny population and record fundraising. Just one generation later, Noosa's efforts were remarkable once again in its effort to defend Australia during the Second World War.

On a small scale, fishing was one of Noosa's initial commercial enterprises. This had increased markedly by the 1940s and grew exponentially after the war when prawning became a significant industry. Overfishing was recognised by the 1960s, and limitations began to be implemented on commercial fishing to ensure the ongoing enjoyment of recreational and subsistence fishing. The annual Festival of the Waters began celebrating the Noosa River and surfing became a phenomenon with Noosa Heads becoming a nationally recognised surfing destination. In 2020, this culture of coastal management and preservation led to Noosa becoming the world's 10th World Surfing Reserve.

Early on, Noosa residents recognised the environmental significance of the region. Pig Island and Sheep Island were declared wildlife sanctuaries in 1934 in response to the community's demand to protect their birdlife. The headland, earmarked as a reserve in the 19th century, was made an official National Park in 1939 to stop interest in its development. Local protest stopped a sand mine proposal in 1952 and the 1960s saw community organisations form and advocate for greater protection of the local wildlife and environment. In contrast, the commercial development of Noosa Sound was then pushed by the State Government in the 1970s.

Through the 1980s and 1990s, the Noosa community continued to fight to remain a unique place, ensuring that both commercial and residential developments were constrained within a planned framework. This placed a focus on protecting the natural environment and creating a special built environment that continued the 'Noosa look and feel', where built infrastructure is integrated into the natural environment rather than dominating the urban and rural character. Aspects such as building height limits, lack of traffic lights and low volume signage became iconic. The strategic land use plans of the 1990s and 2000s included limitations on development to support a sustainable residential and visiting population. Ultimately in 2007, Noosa Shire was awarded UNESCO Biosphere Reserve status, which recognised the community priority of managing the environment sustainably in balance with community needs.

The forced 2008 amalgamation of Noosa Council with the former Maroochy and Caloundra local governments to form Sunshine Coast Regional Council was strongly opposed by the Noosa community. Despite not winning the initial campaign in 2008, the Noosa community did not give up and was successful in re-establishing the Noosa Shire on January 1, 2014.

Historically, Noosa has chosen a different path to other Councils and Noosa continues to build upon this successful legacy and reap the benefits, with large tracts of retained vegetation, the healthiest waterways in the region, and an engaged and active community. These great strengths also form the basis of Noosa's economy, creating a point of difference, recognised brand and green credentials where people travel from all over the world to enjoy Noosa's natural environment.

For thousands of years, Noosa's natural environment has been integral to First Nations people's cultural values, customs and spiritual beliefs. Aboriginal peoples have been environmental stewards of the region around Noosa for millennia, and still maintain a deep relationship today with the biodiversity, waterways and wetlands of the area.

More than 50 years of environmental and community activism has resulted in a community that places a high value on the natural environment and a community that seeks to live sustainably in harmony with nature.

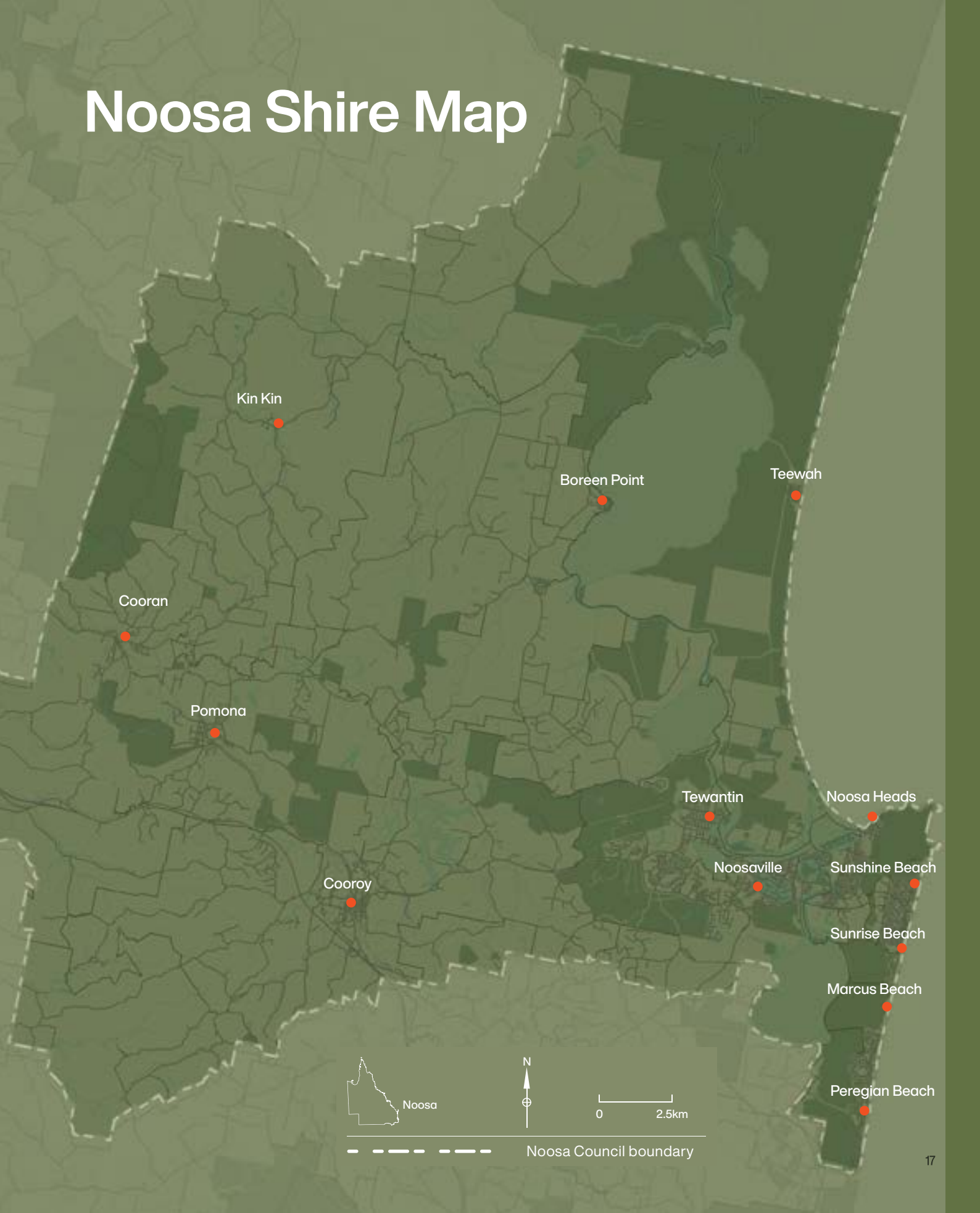
Noosa Council declared a climate emergency in 2019, making a strong statement in support of taking action on climate change, and contributing to a collective voice across local, state, and federal governments worldwide.

Decisive action is needed by all levels of government and industry to address climate change. Noosa is working hard to achieve its commitment to reduce its carbon emissions to zero by 2026.

Noosa Shire continues to thrive, seeking to do so on its own terms, with its own heritage and culture in mind, with its own community and environment at the forefront; with its own future vision: Different by Nature.



# Noosa Shire Map



----- Noosa Council boundary

# Noosa Shire Quick Facts



Aerial view, Noosa River mouth, Main Beach and Hastings Street, Noosa Heads, ca. 1950

## AREA AND LANDSCAPE

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Noosa Shire forms part of Kabi Kabi Country and straddles the Sunshine Coast and the Great Sandy Region.

- ▶ Total area of the Shire is approx. 870km<sup>2</sup>.
- ▶ Over 70% of the land area is vegetated.
- ▶ Over 40% of the land area has in some form of protective conservation tenure.
- ▶ 216km<sup>2</sup> is National Park & 52km<sup>2</sup> is State Forest.
- ▶ 45km of coastline.
- ▶ Noosa River catchment covers 63%.
- ▶ Mary River catchment covers 36%.
- ▶ Maroochy River catchment covers 1%.
- ▶ UNESCO Biosphere Reserve since 2007.
- ▶ World Surfing Reserve since 2020.

## POPULATION PROJECTION: AT 2021

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- ▶ Resident population of 56,873 (51.4% female and 48.6% male).
- ▶ 60% of population lives in southeast corner of the Shire, which covers ~10% of the Shire.
- ▶ Relatively low growth rate for over a decade; expected to continue.
- ▶ Median Age is 50.5 years (high compared to QLD Median of 38.4 years).
  - 15% of residents aged 0-14 years.
  - 8.9% of residents aged 15 to 24.
  - 18.2% of residents aged 25 to 44.
  - 30.7% of residents aged 45 to 64.
  - 27.3% of residents aged 65+ years.

- ▶ 933 residents identify as Aboriginal and/or Torres Strait Islander.
- ▶ 23.1% of residents were born overseas, 15% in English speaking countries and 8% in non-English speaking countries.

## HOUSEHOLDS

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- ▶ 21,847 households.
- ▶ Average household size is 2.4 persons.
- ▶ 5,328 lone person households.
- ▶ 7,698 families with children.
- ▶ 8,272 couples with no children (at home).
- ▶ Median total household income is \$1,467 per week.

## HOUSING

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- ▶ 18% of dwellings were unoccupied on census night 2021.
- ▶ 79.5% of occupied private dwellings are separate houses.
- ▶ 43.7% of occupied private dwellings are fully owned and 31.1% being purchased; just 20.9% are rented.
- ▶ Median rent for a 2-bedroom unit is \$590 per week and for a 4 bedroom house is \$850.
- ▶ Over half of low-income private rental tenants paying 30% or more of gross income on private rent.
- ▶ Median sale price for a dwelling is \$1,200,000.

## EMPLOYMENT AND INDUSTRY

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- ▶ Nearly \$3 billion in Gross Regional Product, with an estimated \$38 million generated in the green economy.
- ▶ 23,446 local jobs, with around 67% of local workers being residents and a jobs-to-residents ratio of around 0.93.
- ▶ 3.3% unemployment rate.
- ▶ Median total personal income of \$37,544 per year.
- ▶ Around a quarter of workers have a Bachelor or Higher degree, and around 13% have an Advanced Diploma or Diploma.
- ▶ 14% of employed persons worked in Health care and social assistance industry, making it the top industry of employment, followed by Accommodation and Food services industry (11.7%), Construction (11.1%) and Retail trade (10.5%).
- ▶ There are 7,621 businesses in Noosa Shire, 30.8% of which employed 1 to 4 employees.

## HEALTH AND WELLBEING

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- ▶ Liveability Index Score of 70 (above the national average).
- ▶ 29.6% of residents have one or more long-term health conditions (consistent with QLD and AUS).
- ▶ 5.6% in need of assistance with a profound or severe disability.
- ▶ Roughly half of residents aged 65 or over receive the aged pension.
- ▶ 17% of residents undertake volunteer work.





# Our Corporate Plan

Our Noosa Council Corporate Plan 2023-2028 outlines our mission, goals and objectives for Noosa over the next five years. Our Corporate Plan provides the strategic direction for Council and informs how Council will prioritise, budget and deliver infrastructure and services for our community.

The principles of the Local Government Act 2009 underpin and guide our Corporate Plan they include:

- **Transparent and effective processes, and decision making in the public interest.**
- **Sustainable development and management of assets and infrastructure, and delivery of effective services.**
- **Democratic representation, social inclusion, and meaningful community engagement.**
- **Good governance of, and by, local government.**
- **Ethical and legal behaviour of councilors, local government employees and council advisors.**

The Plan has been structured around five key themes:

- **Environment**
- **Liveability**
- **Prosperity**
- **Future**
- **Excellence.**

Each theme outlines long-term objectives, strategies and plans. Importantly, signature projects and key actions are identified that will advance us towards our goals over the next five years. Performance measures will enable us to track our success.

# Your Say

Consultation with our community, business groups and staff was a vital part of shaping and finalising the Corporate Plan 2023-2028. It complemented the extensive consultation work undertaken by Council over the past 18 months including the Liveability Survey in 2021, Climate Response Plan 2021 and the Housing Strategy consultation in 2022.

Noosa people were highly engaged through the Corporate Plan consultation. Over 1,000 responses were received, and over 150 people attended face-to-face sessions. Internal workshops were also held with many Council staff. This feedback has been incorporated into the new Corporate Plan 2023-2028.



# Our Mission, Principles & Values

The Corporate Plan is designed to sustainably respond to the changing environmental, cultural, social, and economic needs of Noosa into the future. This plan sets the building blocks for strategies, policies and operations over the next 20 years. The Noosa Council Mission, Sustainability Principles and Values below outline the future Noosa Shire we are working to create.

## Our Mission

We are Noosa - Different by Nature. Our communities celebrate our culture, heritage, and place. We are connected, engaged, and inspired by our unique environment, resilient economy, and sustainable future. We are committed to maintaining our point of difference.

## Our Sustainability Principles

Noosa Council is proud of our seven sustainability principles which underpin all that we do – from planning and decision making through to delivery of services and infrastructure. These principles have guided the development of Council’s Corporate Plan and other strategy documents - to ensure consideration of sustainability across all areas of Council business.

### Noosa’s Seven Sustainability Principles are:

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**1. Resources are sustainably managed so that the lifestyle and wellbeing of the community is enhanced whilst safeguarding our natural systems and without compromising the ability of future generations to meet their own needs.**

**2. Noosa’s environment is protected, preserved, and managed in a manner that is nature positive, low carbon and climate resilient and respects our traditional owners spiritual and cultural connection to Country.**

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**3. Noosa’s economy is prosperous, resilient, circular, diverse, and protective of its unique environment, culture and heritage.**

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**4. Noosa residents belong to a community that values and respects its diversity, accessibility, and affordability.**

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**5. Noosa’s community is inclusive, safe, connected, and resilient and encourages participation and involvement across all life stages.**

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**6. Noosa’s community benefits from quality places, good asset management, services and programs that enhance wellbeing, and support creative, active, and healthy lifestyles.**

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**7. Good governance and policy is achieved through forward planning, effective, efficient and collaborative decision making, made in the interests of the community.**

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## Our Values

Noosa Council is a values led and based organisation. We are proud of our organisational values and strive to demonstrate these values in everything we do.



# NOOSA

S P A R C

<b>Supportive</b>	We care for each other and consider the 'we' before 'me'. We collaborate, listen and encourage one another to achieve our goals.
<b>Passionate</b>	We are proud of what we do. We are inspired to learn, change and grow, to bring our very best to work every day.
<b>Authentic</b>	We walk the talk. We are honest, genuine and are not afraid to think differently.
<b>Respectful</b>	We are united and back each other. We listen to each other to understand different perspectives and embrace diversity.
<b>Committed</b>	We aim high and go the extra mile. We focus on solutions and re responsible for our actions.

The SPARC acronym was developed by staff to represent the values we, as an organisation, consider to be integrated into the way we work and in the way we serve our community. Our values are underpinned by ethical principles, council staff are in positions of trust and are required to act in the public interest. These principles include acting with integrity and impartiality, prioritising the public good, commitment to the system of government, and accountability and transparency.

# Achieving our Corporate Plan

Our Corporate Plan is Council’s key strategic plan providing overarching direction for Council to deliver a sustainable future for Noosa from 2023 to 2028. Council’s Corporate Plan guides our annual operational planning process, budget and the work of our staff to ensure resources are allocated to implement the plan. It includes measurement processes to check that we are delivering against the plan’s objectives.

The Corporate Plan is part of a broader framework which integrates the network of plans, strategies and policies within a strong governance model. This Integrated Planning and Governance Framework illustrates the strategic alignment of the planning process and the services we deliver.

## Integrated Planning and Governance Framework - Corporate Plan 2023 -2028



## Long-Term Enabling Plans

Our planning is underpinned by three key enablers;

- **Long-Term Financial Plan**

This plan is supported by the Financial Sustainability Policy, and includes financial projections for resourcing, and planning the long-term (10 year) delivery of strategies, programs, projects, infrastructure and investments in environment and sustainability initiatives. This ensures a financially sustainable Council that has the resources now and into the future to achieve its strategic objectives and provide levels of service that are both affordable and considered appropriate by the community.

- **Long-Term Asset Management Plans**

These plans provide the blueprint for sustainable planning for and management of our assets, including roads, infrastructure, technology, buildings and services. They ensure we can maintain existing assets to a satisfactory standard and provide for changing and emerging needs.

- **Council Capability and Workforce Plan**

This plan will outline the capability requirements of our organisation to deliver against the Corporate Plan including securing and retaining the key roles, people, skills and knowledge to deliver on projects, undertake necessary change management and direct resources to priority areas. It will outline an agile, future-focused and community-driven council while ensuring the safety, health and wellbeing of our staff. The completion of the Capability and Workforce Plan is essential to achieving Council's strategic vision and is identified as a key action in the Excellence Theme.

## Long-Term Strategies

The Corporate Plan is informed and supported by 10-year strategies which articulate the vision, values and priorities across key areas and map long-term actions to achieve their objectives. Noosa Council's 10-year strategies are significant elements of the Integrated Planning and Governance Framework, and each strategy incorporates many subject specific plans, studies and action plans.

The 10-year strategies include:

- Community Strategy (to replace current Social Strategy).
- Environment Strategy.
- Economic Strategy – Smart Biosphere Plan.
- Transport Strategy & Cycling and Walking Strategy and Implementation Plan 2020-2040 & Noosa Trails Master Plan 2020).
- Resilience Strategy (alignment of Disaster Management Plans and Climate Response).

The Noosa Shire Planning Scheme - The Noosa Plan - is Council's key document that guides development in our Shire. Council will continue to uphold and maintain the planning scheme to ensure it continues to reflect community aspirations and is responsive to social, environment and economic changes.

## Annual Operational Plan and Budget

Each year Council produces an Operational Plan and Budget which guides priority setting and the allocation of resources to progress the strategies, projects and initiatives identified in the Corporate Plan as well as key operational activities related to the delivery of a wide range of ongoing services, facilities and activities.

## Monitoring and Reporting our Success

Council's performance towards achieving the Corporate Plan will be monitored and reported through annual reports and quarterly reporting on the progress of initiatives in the Operational Plan. These regular reviews help to ensure the Corporate Plan retains its currency and relevance and is achieving the intended outcomes for our community.

While performance measures have been identified for each of the Themes of the Corporate Plan there are additional measures used by Council to monitor performance, including performance measures within current strategies and plans as well as operational or service level indicators. An updated corporate performance reporting system including a review of Council's performance measurement framework is identified as a key project in the Excellence Theme and will ensure Council's performance and community outcomes are tracked and measured, leading to better outcomes for our community.

## Risk Management

In the process to develop the new Corporate Plan a risk analysis was undertaken to identify potential risks which if realised could disrupt or prevent Noosa Council from achieving its corporate objectives. The risk analysis was undertaken in accordance with Council's Risk and Opportunity Management Framework and Policy.

Seven key potential high or extreme strategic risks to the corporate plan implementation were identified. They relate to: Managing our workforce and improved workforce planning; Providing for the health, wellbeing and safety of our workforce; Business continuity planning; Disaster management and recovery; Legislative change; Financial sustainability and long-term financial management planning; Protection of our environment and climate change impacts; and Cyber security threats and systems improvements.

These risks have been identified in Council's Strategic Risk Register and actions to mitigate them have been incorporated within Council's risk management program and when developing the objectives of the themes of the Corporate Plan.



An aerial photograph of Noosa, Australia, featuring a prominent mountain peak in the background and a large water park complex in the foreground. The water park includes multiple slides, pools, and a central building. The surrounding area is densely populated with residential houses and lush greenery. The text 'Our Noosa' is overlaid in white on the center of the image, with a thin white horizontal line underneath it.

# Our Noosa

# Council's Roles

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Council provides a wide range of services, facilities and functions for the Shire. In delivering these, Council's role is varied and is dependent on being responsive to the needs, interests, and aspirations of the community. Council performs best when it has a clearly understood role and focuses its energy within that role. Council's roles can be described as:

P/D

## PROVIDER / DELIVERY

Directly delivering services, projects, programs and infrastructure.

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FNDR

## FUNDER

Funding other organisations/service providers to deliver programs, projects, services; funding collective groups to meet, connect and collaborate.

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FCLT

## FACILITATOR

Assisting others to be involved in activities by bringing groups and interested parties together.

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PRTNR

## PARTNER

Forming partnerships and strategic alliances with other parties in the interests of the community.

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EDU

## EDUCATOR

Providing education, information, and data to our communities to facilitate learning, knowledge and change as we work together on delivering our plans.

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ADV

## ADVOCATOR

Promoting the interests of the community, and key Noosa Shire projects and initiatives to others (funders, decision and policy makers and influencers).

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PLN

## PLANNER

Undertaking long-term planning for the sustainability of the organisation and the Shire and proactively planning for services and infrastructure, which respond to current and future needs.

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RGLTR

## REGULATOR

Regulating certain public activities through legislation (for example By-Laws relating to animal management, public health, litter etc).

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# Corporate Plan Themes

**1. Environment**

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**2. Liveability**

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**3. Prosperity**

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**4. Future**

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**5. Excellence**

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# 1. Environment

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Focus areas include the natural environment, built environment, waterways and coasts and conservation and heritage.

Reaffirming a continued focus on	Strengthening focus on emerging issues
<ul style="list-style-type: none"> <li>• Conservation and enhancement of the natural environment.</li> <li>• Designing village-scale built environment.</li> <li>• Managing population growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Waterways and water quality.</li> <li>• Enhancing and reinforcing Noosa Design Principles.</li> <li>• Protecting cultural heritage.</li> </ul>





We are committed to protecting and enhancing Noosa’s environmental assets and our Biosphere. Our flora and fauna, oceans and coasts, waterways and wetlands, atmosphere and climate are all highly valued for both their intrinsic worth and the ecosystem services they provide. Noosa’s diverse ecosystems attract people to live, work, invest and play in the Shire. The evolution and advancement of the Noosa Design Principles and The Noosa Planning Scheme helps ensure our built environment responds sensitively to our natural environment, climate, cultural heritage and enhances the liveability of the community.

The principles of ecologically sustainable development are integrated into decision making to help secure the continued availability of natural resources for present and future generations. Careful management of growth and development are underpinned by a commitment to maintaining a sustainable population. Our development footprint is limited by the need to protect significant environmental values, avoid natural hazards, provide necessary infrastructure and preserve the desired lifestyle. This approach is intrinsic to our Biosphere and the key to Noosa’s success.



Objective		Role
1.1	Maintain and improve water quality and the health of waterways, wetlands, and catchments.	Partner Educator Regulator
1.2	Partner with landowners and community groups to manage, protect and regenerate natural environment assets, improve resilience, and incorporate Indigenous knowledge.	Partner Funder
1.3	Fund and implement Coastal Foreshores and Coastal Hazard Management Plans to protect and enhance coastal and foreshore areas.	Partner Provider Planner Funder
1.4	Discover, respect, conserve and celebrate Noosa's unique heritage values in all forms, for current and future generations	Regulator Educator Advocator
1.5	Deliver expanded vegetation networks, rehabilitation and habitat across the Shire and advocate to the state and federal governments to assist funding environmental action.	Funder Provider Advocator
1.6	Partner with community to improve the health and water quality management of Noosa and Mary Rivers and coastal areas through whole of catchment management to protect environmental values while enabling sustainable public access, recreation, and commercial use.	Partner Regulator Funder
1.7	Deliver and partner with State and Federal Governments to protect threatened and vulnerable species identified in the Environment Strategy.	Funder Provider Advocator
1.8	Reinforce Noosa Design Principles to shape the look and feel of our distinctive built environment to ensure it responds to our climate, environment and unique character.	Regulator Planner Educator





### Signature Projects

- Yurol-Ringtall State Forest Conservation Project.
- Completion of the Noosa River Plan.
- Implementation of Coastal and Foreshore Management Plans.
- Delivery of Coastal Hazards Adaptation Plan.

### Key Actions

- Ongoing delivery of Noosa Shire Heritage Program, including Heritage Register, Heritage Overlay and Heritage Portal.
- Refresh, implement and embed the Noosa Design Principles.
- Delivery of annual Capital Infrastructure Program.
- Continued delivery of Community and Environment Grants Program.
- Enhance our understanding of the value of our natural areas and systems.
- Develop integrated water monitoring program.
- Complete and implement Encroachments into Public Land policy.

### Performance Measures

- Noosa and Mary River sub catchments achieve an A water quality rating for their environmental health (Healthy Land and Water Report Card).
- There is no net loss of ecosystem values across the shire and the condition of Council's priority bushland reserves are enhanced.
- Increase the percentage of Council owned/managed heritage assets under conservation or asset management plans.
- By 2028, 48% of all the land in Noosa is managed for its environmental values.
- The ecosystem health of wetlands and riparian areas is improved.
- Populations of key threatened indicator flora and fauna species remain viable.



### **Supporting Strategies & Plans**

- Noosa Environment Strategy 2019.
- Noosa River Plan 2004.
- Koala Conservation Plan 2016.
- Biosecurity Plan 2020.
- Bushland Reserves Strategic Management Plan 2021 - 2026.
- Eastern Beaches Foreshore Management Plan (under development at time of print).
- Climate Change Response Plan.
- Coastal Hazards Adaptation Plan.
- Noosa Bushland Reserve Strategic Fire Management Plan 2021.
- Noosa Transport Strategy 2017 - 2027 - development of a new movement and connectivity strategy.
- Noosa Plan 2020.
- Noosa Cultural Plan 2019 - 2023.

### **Contributing Council Services**

- Environment Services.
- Property Services.
- Asset Management.
- Parks and Gardens.
- Infrastructure Planning and Design.
- Arts and Cultural Services.
- Biosecurity, Pest Management.
- Strategic Planning and Sustainability.
- Development Assessment and Building and Plumbing.

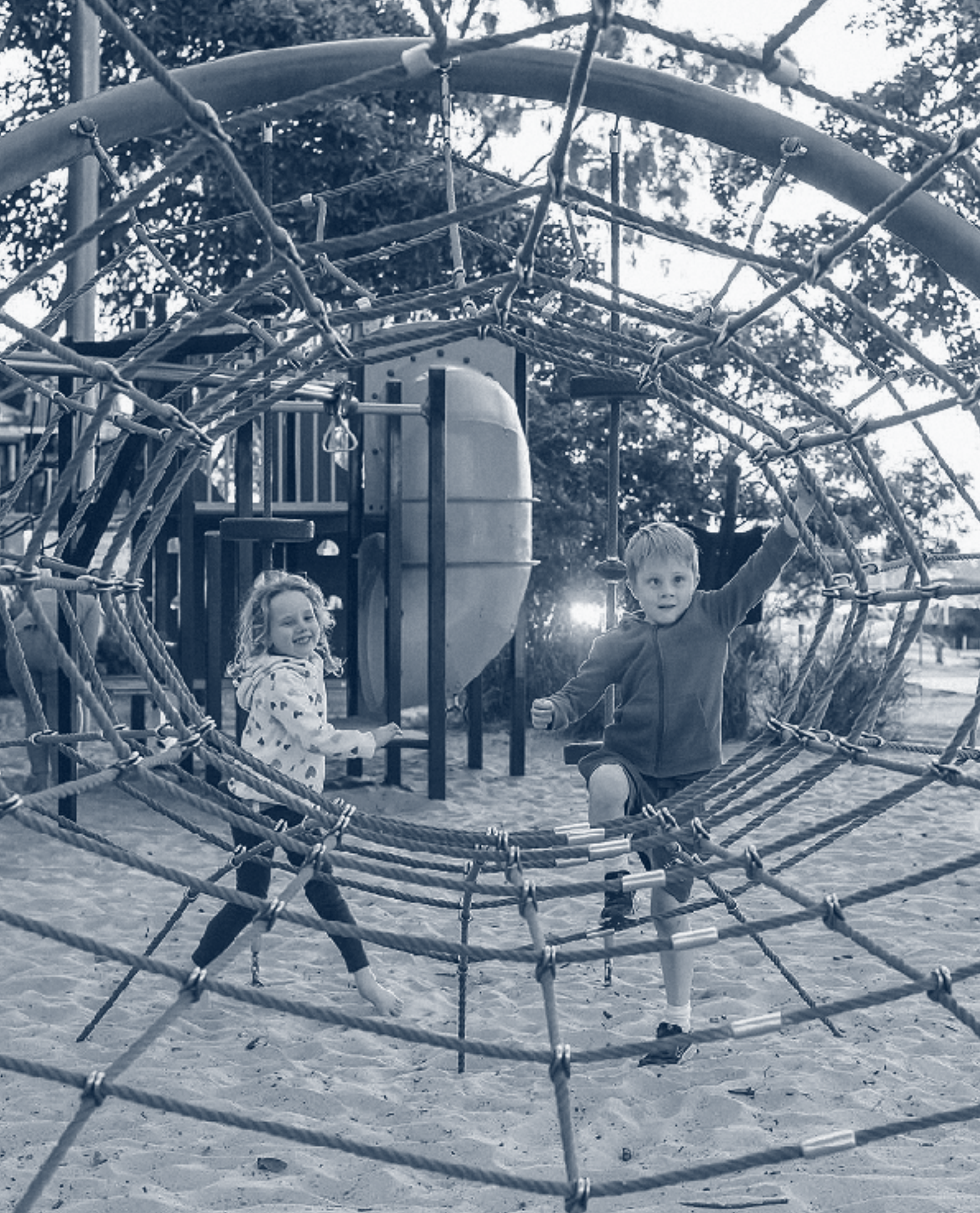
### **How our community can contribute**

- Participate in voluntary conservation and restoration activities including Bushcare groups, Land for Wildlife and Voluntary Conservation Agreements.
- Participate in programs, events and workshops that provide information on how to care for our environment and implement the practices at home and at work.
- Learn about and explore the many natural experiences on offer across the Shire.
- Understand, respect, and celebrate the unique culture of the Traditional Owners the Kabi Kabi people.
- Share stories and photographs that tell the unique story of Noosa.
- If developing your property, work with Council to ensure it embraces the Noosa Design Principles.
- Explore and utilise the Noosa Trail Network.



WE VALUE AND  
PRESERVE OUR  
FLORA AND  
FAUNA, OCEANS  
AND COASTS,  
WATERWAYS AND  
WETLANDS,  
ATMOSPHERE  
AND CLIMATE.







## 2. Liveability

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This theme encompasses housing, facilities and services, transport, health and wellbeing to enable an inclusive, connected and vibrant community.

<b>Reaffirming a continued focus on</b>	<b>Strengthening focus on emerging issues</b>
<ul style="list-style-type: none"> <li>• Community resilience, facilities and services.</li> <li>• Health and wellbeing.</li> <li>• Culture and creativity.</li> </ul>	<ul style="list-style-type: none"> <li>• Social and affordable housing.</li> <li>• Movement and transport.</li> <li>• Access and inclusion.</li> </ul>





People highly value Noosa's unique lifestyle which balances health, wellbeing, recreation and opportunity within our renowned natural and built environment. Our residents enjoy the benefit of towns, villages and rural areas with distinct characteristics. They live within a connected, supportive and inclusive community linked by shared values. People's individual needs are assisted through appropriate services and infrastructure to maximise wellbeing and resilience. Council's objective is to retain and enhance these aspects that underpin our prized lifestyle.

Our thriving community, arts, cultural, sporting and leisure sectors facilitate a rich community life. A diverse range of services, facilities and amenities are well maintained and accessible to cater for our broad range of community needs, regardless of age, ability, or budget. Our aim is to maintain and improve these into the future. Noosa Council is proactively seeking to address the housing crisis in our community and manage impacts on liveability, with an increase in resourcing, commitment and investment. Council cannot do this alone, and will look to partner with all levels of government, industry, and the housing sector to create an inclusive Noosa community where everybody has access to safe, secure housing they can afford. Noosa Shire is striving to have an efficient, free flowing, innovative transport system that enhances resident and visitor experiences, and results in sustainable environmental outcomes. Our movement system facilitates the movement of people and goods – it prioritises pedestrians, cyclists and public transport rather than cars.



Objective		Role
2.1	Facilitate greater housing choice which meets the changing needs of the community, improves liveability and affordability and includes partnering to increase provision of social and affordable housing.	Facilitator Partner Advocator
2.2	Fund and deliver accessible and improved, parks, open spaces, walking and cycle paths and trails, including greening our paths and cycleways to meet contemporary needs.	Funder Provider
2.3	Nurture arts and culture to enrich the identity and vibrancy of communities, highlight local talent, celebrate First Nations culture and encourage creative participation and expression.	Partner Funder Provider
2.4	Advocate and partner with all levels of government for increased funding for connected transport nodes, transit hubs, including walking, cycling and public transport and explore opportunities through smart city <sup>1</sup> , smart biosphere and innovation to transform the way we move around and engage in our community.	Advocator Partner Funder
2.5	Ensure community facilities and services are inclusive, accessible and meet the evolving needs and interests of residents across the shire.	Planner Funder Provider
2.6	Facilitate strong, vibrant, inclusive communities where people have a sense of belonging and are active participants in a rich community life.	Facilitator Funder Partner
2.7	Fund and deliver sustainable assets and facilities and associated services responding to the changing needs of the community and the challenges and opportunities of the future.	Planner Provider Funder
2.8	Provide opportunities to enhance the health, wellbeing and safety of our communities.	Provider Facilitator Funder

<sup>1</sup> Smart cities are those which leverage innovative technologies to 'enhance [the] quality and performance of urban services, to reduce costs and resource consumption, and to engage more effectively and actively with its citizens' Source: Parliament of Australia [https://www.aph.gov.au/Parliamentary\\_Business/Committees/Joint/Public\\_Accounts\\_and\\_Audit/CommInfrastructureSpend/Report\\_462](https://www.aph.gov.au/Parliamentary_Business/Committees/Joint/Public_Accounts_and_Audit/CommInfrastructureSpend/Report_462), Section 9, Smart Cities.





### **Signature Projects**

- Deliver the Noosa Housing Strategy.
- Develop an overarching Community Strategy to replace the Social Strategy.
- Deliver the Living Well program.
- Implement Master Plans for Cooroy and Noosa District Sports Complexes.
- Review the Transport Strategy and prepare a new Movement Strategy and Connectivity Strategy including shire-wide parking management.

### **Key Actions**

- Develop and implement updated master and business plans for Council's major community facilities: the Noosa Leisure Centre, Noosa Aquatic Centre, The J, Libraries, Cemeteries and Noosa Community Support.
- Complete community infrastructure audit and needs assessment to determine current and future needs.
- Complete the feasibility of the potential ReGen Physical and Wellbeing Hub and commence implementation of outcome.
- Complete Non-Powered Water Sports Feasibility Project.
- Develop plan to guide and increase arts and culture in public spaces.
- Complete investigations of both Cooroy and Noosa Shire Business centre transit hubs.
- Redevelop Noosa Heads Bus interchange as an iconic arrival point to Noosa Heads.
- Accelerate delivery of Cycling and Walking Implementation Plan and Noosa Trails Implementation Plan.
- Investigate and implement a new revenue system which ensures visitors contribute to the provision and maintenance of transport facilities and services they utilise.
- Continue to implement the Short Stay letting Local Law to manage the impacts of short term letting.

### **Performance Measures**

- Increase in the amount of social and affordable housing in Noosa.
- Improve liveability ratings measured through the liveability survey for open spaces, parks, walking and cycling connections.



- Increase uptake in use of public transport through Council initiatives which complement existing state-run transport services.
- Improve levels of participation and user satisfaction with Council facilities and services.
- Increase in the overall liveability score and/or rating of attributes associated with health and wellbeing (priorities in the Liveability Survey).
- Achieve 90% delivery of the asset sustainability ratio.

### **Supporting Strategies and plans**

- Noosa Transport Strategy 2017 - 2027 - development of a new movement and connectivity strategy.
  - Cycling and Walking Strategy and Implementation Plan 2020.
  - Noosa Trails Masterplan and Implementation Plan 2020.
- Noosa Housing Strategy.
- Noosa Social Strategy and Social Justice Charter – new Community Strategy.
  - Noosa Sports and Active Recreation Plan 2018.
  - Noosa Cultural Plan 2019 - 2023.
  - Noosa Health and Wellbeing Plan 2019 -2024.
- Noosa Plan 2020 – Noosa Shire’s Planning Scheme.

### **Contributing Council Services**

- |                                      |   |
|--------------------------------------|---|
| • Community Development.             | • Asset Management.                                 |
| • Community Services and Facilities. | • Parks and Natural Areas.                          |
| • Traffic and Transport.             | • Strategic Planning and Sustainability.            |
| • Capital Project Delivery.          | • Development Assessment and Building and Plumbing. |
| • Property Services.                 | • Local Laws and Environmental Health.              |
| • Arts and Cultural Services.        | • Peregian Digital Hub.                             |
| • Sport and Recreation.              |   |

### **How our community can contribute**

- Participate in and support local networks, clubs, sports, events, and festivals.
- Volunteer within your local community.
- Provide your input on planning scheme amendments and development applications in your neighbourhood.
- Choose active or public transport over private vehicle usage.
- Learn about and show respect for the diverse and unique culture and heritage within our Shire.
- Get to know the range of facilities and services available in your local neighbourhood.
- Celebrate diversity and embrace opportunities created through the different needs, values, and cultures within our communities.
- Discover more about Noosa Shire’s First Nations’ cultures through our dedicated library collections and Welcoming Places and participating in Reconciliation Week and NAIDOC Week celebrations.
- If you short term let your property consider making it available for long term rental to contribute to housing options for residents and workers.





OUR THRIVING  
COMMUNITY,  
ARTS, CULTURAL,  
SPORTING AND  
LEISURE SECTORS  
FACILITATE A  
RICH COMMUNITY  
LIFE.





# 3. Prosperity

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Focus areas include economic development, local business, innovation, arts and culture, waste and a circular economy.

<b>Reaffirming a continued focus on</b>	<b>Strengthening focus on emerging issues</b>
<ul style="list-style-type: none"> <li>• Fostering local business.</li> <li>• Village Economy – artisanal, food and drink.</li> <li>• Innovation and digital economy.</li> </ul>	<ul style="list-style-type: none"> <li>• Destination Management and Stewardship.</li> <li>• Developing a Smart Biosphere.</li> <li>• Developing Circular Economy.</li> </ul>







Council is committed to a robust, diverse and resilient local economy that recognises the importance of skilled and talented people; has the necessary infrastructure to accelerate employment growth; supports the sustainability of businesses, industries and technologies; and creates a sustainable business environment that provides a range of diverse employment opportunities.

Our artisan and niche industries form a small but important part of our visitor economy. Building on our emerging local food and drink industry and our established arts and cultural sector is key to creating an authentic experience for residents and visitors alike.

The success of our economy is driven by our reputation for ecological sustainability and nature conservation, and this attracts green business opportunities that provide innovative solutions to climate risk and biodiversity protection. We are focused on our economy transitioning to a more circular economy, focused on reducing, re-using and recycling the valuable resources through progressive waste management practices.



Objective		Role
3.1	Deliver and fund the Smart Biosphere - Economic Strategy, partnering with and supporting Noosa Shire's business community and industry sectors to deliver key outcomes.	Provider Funder Partner
3.2	Partner with industry and education stakeholders in programs to address workforce and skill shortages and to develop a suite of initiatives that meet the future workforce skills of Noosa including pathways to employment.	Partner Planner
3.3	Work with agricultural organisations and agencies to support and educate landholders on regenerative agriculture methods and promote local and sustainable food production.	Partner Educator Advocate
3.4	Investigate a rural/hinterland innovation hub to support our hinterland communities and grow our rural, artisan and creative industries.	Provider Funder
3.5	Partner with government agencies and industry to deliver a Business and Innovation Precinct at the Shire Business Centre supported by the Peregian Digital Hub.	Partner Provider
3.6	Grow and enhance the cultural and creative economy through partnerships and delivery of programs, events and the development of a signature regional art gallery.	Partner Provider Advocate
3.7	Deliver the waste program focused on accelerating actions and solutions including circular economy opportunities to cut waste and pollution, keep products and materials in use and regenerate natural systems.	Provider Funder Partner
3.8	Partner with industry, innovative and research organisations to bring awareness, investment, and develop innovative outcomes for the Shire.	Partner Provider



### Signature Projects

- Complete the Regional Art Gallery Project Feasibility project.
- Transform waste management practices in line with new Waste Strategy.
- Finalise the Green Economy Industry Development Plan that supports ecosystem development, assists to achieve outcomes sought in Council's Environment Strategy and Climate Change Response Plan, and identifies opportunities for industry growth.

### Key Actions

- Complete the next stage of the Peregrian Digital Hub and continue to invest in the ongoing development of Noosa's position as a technology and innovation hub.
- Complete Shire Wide Employment Land Review and implement actions from this plan.
- Develop a Food and Agribusiness Industry Development Plan.
- Advance Sustainable Procurement policies and practices for Council's procurement of services and products.

### Performance Measures

- Growth in Gross Regional Product compared to population growth (Target - GRP exceeds population growth).
- Total employment by industry mix in Noosa Shire (Target-% increase in future focused industries).
- Education and support programs implemented for regenerative agriculture.
- Growth in creative economy employment as a % of total employment.
- By 2028, 90% of green waste and food waste is diverted from landfill.
- Number of solution pathways established as a result of partnering with industry and research organisations.





### **Supporting Strategies and Plans**

- Economic Development Strategy 2021 – Smart Biosphere.
- Noosa Plan 2020.
- New Waste Strategy.
- Noosa Cultural Plan 2019 - 2023.

### **Contributing Council Services**

- Economic Development.
- Waste Services.
- Peregian Digital Hub.
- Community Development.
- Arts and Cultural Services.
- Infrastructure Services.
- Strategic Planning and Sustainability.
- Development Assessment.
- Property Services.

### **How our community can contribute**

- Support local businesses by attending local events, performances, experiences, and buying locally.
- Businesses can invest locally, create local supply chains, and employ local residents.
- Choose more sustainable goods when making purchases and maximise the value of the resources you use by repurposing wherever possible.
- Learn how to minimise contamination and understand what items can be recycled through the services provided by Council.





WE VALUE OUR  
COMMUNITY  
AND INVEST  
TO PROVIDE  
THE MOST  
SUSTAINABLE  
ENVIRONMENT  
FOR ALL  
TO THRIVE  
AND GROW.





# 4. Future

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This theme is focused on our future, strengthening our relationship with First Nations peoples and to ensure our community is prepared and resilient to change. A focus on youth, climate resilience and adaptation, sense of place and destination management.

Reaffirming a continued focus on	Strengthening focus on emerging issues
<ul style="list-style-type: none"> <li>• Climate change mitigation and adaptation.</li> <li>• Disaster preparedness and response.</li> <li>• Sustainable solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Community resilience.</li> <li>• Destination management and stewardship.</li> <li>• Youth needs and opportunities.</li> </ul>





A successful Noosa understands its past and has strong linkages through to the present and into the future. We are embracing the process of reconciliation, respecting and strengthening our relationship with Kabi Kabi and facilitating greater opportunities for First Nations peoples.

Noosa is a high-profile visitor destination. Balancing the needs and quality of life of residents while sustaining our tourism sector so that the two can comfortably co-exist is critical. To guide this success, a Destination Management Plan will be developed to provide clear plans that have community and the liveability of place at its centre and will define stakeholder roles and the allocation of resources.

In the face of unprecedented levels of social and environmental change, Council will have a renewed focus on building the resilience of the community and the infrastructure that supports it. The community's strong sense of place and participation has helped us thrive in the face of adversity in the past. Understanding our future, the opportunities and challenges we may face and having strategies in place to respond, will be key to enhancing our agility and resilience as an organisation and as a community.

Strengthening community awareness and preparedness for climate change and extreme weather events and transitioning the Shire to a low-carbon way of life is a priority focus during the life of this plan.

A contemporary approach to providing services and opportunities for our youth is an essential component of building a family-friendly shire. With our increasingly ageing population, creating the conditions that retain and attract young people to Noosa will help foster a pipeline of people entering the local workforce and contributing within our community.





Objective	Role	
4.1	Deliver the Reconciliation Action Plan (RAP) to build trust and respect with First Nations peoples including our Traditional Owners, the Kabi Kabi people and our community.	Provider Partner
4.2	Complete and implement the Destination Management Plan in partnership with the community and Tourism Noosa to protect Noosa's quality of life, environment and iconic places through planning for sustainable tourism and managing visitation and events.	Funder Planner Partner
4.3	Improve opportunities for increased inclusion of young people in community engagement and decision-making to provide relevant services, activities, and opportunities.	Facilitator Partner
4.4	Proactively participate in regional planning and advocacy to ensure our current and future communities' needs are identified and maintain the important role Noosa plays in the wider SEQ and Wide Bay regions.	Planner Advocator
4.5	Implement a place-based approach to working with individual towns/villages and address their specific needs within a whole-of-Council framework.	Facilitate Partner Provider
4.6	Prepare and plan for the Olympics and Paralympics 2032 to leverage the opportunities for our community leading up to 2032 and ensuring there is a legacy benefit beyond.	Planner Advocate
4.7	Fund and implement the Climate Change Response Plan to support Council, community and the local economy to build resilience and preparedness for climate risks and to achieve net-zero emissions by 2026.	Planner Funder Provider
4.8	Deliver best practice approaches to combat and plan for natural disasters and climate change including supporting safety, preparedness, resilience and recovery capacity.	Planner Partner Advocate
4.9	Undertake scenario planning to explore potential future challenges and opportunities to help the Shire prepare and respond responsibly.	Planner Educator





### Signature Projects

- Reconciliation Action Plan Project.
- Develop a clear plan for the Olympics and Paralympics 2032.
- Complete and implement the Destination Management Plan.
- Advance the Sunshine Coast and Noosa Regional Climate Action Roadmap.
- Develop an Urban Greening Program.
- Implement Noosa Placemaking program.

### Key Actions

- Continue to adequately plan for, prepare and resource for, disaster management and recovery.
- Continue to adequately plan for, prepare and resource for climate change resilience.
- Uphold, monitor, maintain and amend the Noosa Plan as required to ensure it remains contemporary and responsive to other Council strategies and community needs.
- Complete an Advocacy Plan that addresses top 10 shire-wide issues and infrastructure needs.
- Identify and implement a contemporary revenue diversification and strategic investment approach that identifies innovative and alternate revenue streams for Council.



## Performance Measures

- Improved community connections with First Nations peoples.
- Enhanced quality of life for Noosa's residents (Liveability Survey).
- Council engages our community for all major engagement projects and clearly shows the community how their input has informed decision making.
- Youth representation in community engagement activities on major issues/ projects.
- Noosa Council operations and service activities to reach net-zero emissions by 2026.
- By 2028, landfill gas emissions will have reduced by 60% compared to 2021/22.
- Increased Council and community awareness and preparedness for climate change and extreme weather events.

## Supporting strategies and plans.

- Community Strategy – New Community Strategy.
- Cultural Plan 2019 - 2023.
- Climate Change Response Plan.
- Coastal Hazards Adaptation Plan.
- Noosa Design Principles.
- Disaster Management Plan.
- Local Disaster Recovery Plan.
- Destination Management Plan
- Economic Development Strategy.
- Urban Greening Project.
- Noosa Plan 2020, planning scheme for Noosa Shire.
- Waste Strategy (currently under development).
- Fire Management Plan.

## Contributing Council Services

- Community Development.
- Communications and Community Engagement.
- Strategic Planning and Sustainability.
- Infrastructure Services.
- Disaster Management.
- Environmental Health.
- Civil Operations.
- Governance.
- Property Services.
- Development Assessment.
- Building and Plumbing.
- Arts and Cultural Services.
- Community Facilities.
- Economic Development.
- Environment Services.
- Climate Change Response.
- Peregian Digital Hub.

## How our community can contribute

- Get involved in neighbourhood planning activities to help shape and manage development in your neighbourhood.
- Choose sustainable building design and low-carbon solutions if building or renovating your home or business, choose sustainable building designs and low-carbon solutions, including installing solar to improve the efficiency of buildings and suit the local character of your neighbourhood.
- Be prepared to respond to events like bushfires and floods by having your own safety plan.
- Replace private vehicle trips with either active transport or public transport wherever feasible.
- Get involved in future planning processes to understand the opportunities and challenges and help set the pathway to achieve a sustainable future for Noosa.



UNDERSTANDING  
OUR FUTURE, THE  
OPPORTUNITIES  
AND CHALLENGES  
WILL BE KEY  
TO ENHANCING  
OUR AGILITY  
AND RESILIENCE.





# 5. Excellence

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This theme focuses on customer experience, financial sustainability, innovation and technology, levels of service, governance, our employees and volunteers, funding streams and asset management practices.

Reaffirming a continued focus on	Strengthening focus on emerging issues
<ul style="list-style-type: none"> <li>• Our employees.</li> <li>• Good governance.</li> <li>• Long term financial sustainability and asset management.</li> </ul>	<ul style="list-style-type: none"> <li>• Improved community engagement opportunities, including a focus on youth involvement.</li> <li>• Innovation and technologies to improve efficiency and effectiveness.</li> <li>• Workforce planning.</li> </ul>





Noosa is renowned for its innovation. As we strive to improve and increase our efficiency and effectiveness, we are focused on delivering outstanding outcomes, services, and facilities for the community, underpinned at all times by good governance. We highly value our community's active engagement in council planning and decision-making and we're focused on ensuring that our customers are satisfied with their experience in all aspects of the customer journey.

Community confidence and trust with Council will continue to be strengthened through open and transparent practices, providing increased opportunities for community engagement and participation in decision-making, particularly for our youth.

Noosa Council places great value on its staff and workforce ensuring well-trained and highly skilled people operate within a safe and healthy environment. Our People and Culture Strategy and Workforce Plan will assist us to attract, retain, develop and value our people while creating a rewarding and engaging place to work. Noosa Council's organisational values are embedded at all levels and evident in the services and functions that Council delivers for the community.

To continue to achieve sustainable outcomes, Council is required to not only effectively manage its finances and assets, but also to embed the environmental, economic and social footprint of its decisions into its reporting framework to be accountable to the community and demonstrate responsibility for future generations.



Objective		Role
5.1	Improve the customer experience to prioritise customers' needs and outcomes throughout the entire customer journey.	Provider
5.2	Continue to deliver a financially sustainable Council that has the resources now and into the future to achieve its strategic objectives. This will be supported through the introduction of enhanced sustainability reporting and performance indicators, as well as ESG (environment social and governance) accounting practices as guided by statutory requirements.	Provider
5.3	Embrace technology and innovative practices to support the provision of contemporary, efficient and effective levels of service for Council operations.	Planner Provider
5.4	Provide a progressive working environment and practices which prioritise the wellbeing, safety, inclusiveness and development of our people and establish Noosa Council as an employer of choice.	Provider
5.5	Provide robust and transparent governance systems to build and strengthen community trust, supported by the implementation of an enterprise risk and opportunity management framework.	Planner Regulator
5.6	Increase opportunities for meaningful collaborative community engagement which is highly representative of our community, especially our youth.	Provider Partner
5.7	Partner with other government agencies, commercial business and social enterprises to activate opportunities which will diversify Council's revenue base or create alternative funding streams.	Provider Partner
5.8	Mature the asset management framework and systems to ensure robust asset management practices are in place to deliver well-maintained quality assets.	Planner Provider Funder
5.9	Ensure that all residents located throughout the Shire, both hinterland and coastal areas, have equitable access to the provision of quality assets, facilities and services.	Planner Provider







### **Signature Projects**

- Development of a Revenue Diversification Plan.
- New Digital Strategy and supporting Digital Transformation Project.
- Implementation of a Corporate Performance Reporting System and Community Dashboards.

### **Key Actions**

- Development of a Customer Experience Program.
- Noosa Capability Plan and development of a People and Culture Strategy and Workforce Plan.
- Updating of Levels of Service Catalogue.
- Continued implementation of Asset Management Framework, including the development of the Strategic Asset Management Plan.
- Development of sustainability accounting and reporting practices.

### **Performance Measures**

- Improved workplace health and safety internal audit compliance rating.
- Reduction in lost time due to workplace injuries.
- All statutory financial sustainability ratios in the Financial Statements meet prescribed targets both in the short and long term, including Asset Sustainability Ratio (> 90%), Operating Surplus Ratio (0 - 10%) and Net Financial Liability Ratio (< 60%).
- An unqualified audit report by the Queensland Audit Office and all significant audit and control risks dealt with in a timely manner.
- Increased level of community satisfaction with Council's services compared to previous survey results.
- Increased employee retention rates.



- Employee satisfaction with the employee engagement/experience (Employee Survey).
- 100% compliance with statutory requirements (Local Government Compliance Checklist) produced by Dept. of Local Government).
- Increased share of operating revenue to be generated from sources other than rates and charges.

### **Supporting Strategies and plans**

- Council Capability 10-year Plan and Workforce Plan (under development).
- Strategic Asset Management Plan (under development) and Asset Management Plans.
- Long-Term Financial Plan.
- Enterprise Risk and Opportunity Framework.
- ICT and Digital Transformation Strategy.
- Community Engagement Framework.
- Governance Framework.
- Level of Service Catalogue.


### **Contributing Services**

- Governance.
- Customer Service.
- Financial Services and Revenue Services.
- Information Technology and Business Improvement.
- Commercial Business and Property.
- Marketing and Communications.
- Community Engagement.
- Strategic Planning and Sustainability.
- Economic Development.
- People and Culture.
- Building and Facilities.
- Peregian Digital Hub.

### **How our community can contribute**

- Select digital and paperless service options where available to increase the efficiency of service delivery.
- Participate in Noosa Shire innovation, community engagement and co-design events.
- Continue to engage with Council and provide timely and constructive feedback to help us improve the way we work.
- Be respectful when interacting with our people. We are here to help and want to achieve good outcomes.
- Staying informed by reading Council's various communication approaches including newsletters, website and social media.
- Adopting a whole-of-community perspective to what's happening in your neighbourhood, locality, or the Shire.



An aerial photograph of a coastal town. The foreground is dominated by clear, turquoise water with some small waves. In the middle ground, a sandy beach is visible, followed by a row of buildings and a dense line of green trees. The background shows a hillside with more buildings and trees under a clear blue sky.

**OPEN AND  
TRANSPARENT  
PRACTICES WILL  
CONTINUE TO  
STRENGTHEN  
COMMUNITY  
CONFIDENCE  
AND TRUST  
WITH COUNCIL.**





**Corporate Plan  
2023-2028**

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