



2023-24

Operational Plan

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CONTENTS

1	Introduction	3
2	Noosa Council Corporate Plan 2023 - 2028.....	3
3	Our Values	5
4	Our Planning Framework.....	6
5	Operational Plan	6
6	Monitoring and Reporting our Success	7
7	Risk Management.....	7
8	Theme 1 – Environment	9
9	Theme 2 – Liveability.....	12
10	Theme 3 – Prosperity	16
11	Theme 4 – Future.....	18
12	Theme 5 – Excellence	21

1 Introduction

Our Operational Plan 2023-24 (the Plan) forms an important part of Council's strategic planning framework and sets out the work Council plans to deliver over the next 12 months towards the achievement of our Corporate Plan objectives and the delivery of a wide range of council services and activities.

This is the first Operational Plan aligned to Council's new 5-year Corporate Plan 2023-2028 adopted by Council on 27 April 2023. This Plan and Council's annual Budget are complementary documents, and are developed in parallel to provide consistency between commitments in Council's work program and the resourcing allocations determined as part of the annual Budget

The Local Government Regulation 2012 sets out the requirements and content for an operational plan. The operational plan must:

- Be consistent with its 5-year Corporate Plan and annual budget
- State how a Council will:
 - Progress the implementation of the five-year Corporate Plan during the period of the annual operational plan; and
 - State how a Council will manage operational risks.

This Plan has been prepared consistent with these requirements.

2 Noosa Council Corporate Plan 2023 - 2028

Our Noosa Council Corporate Plan outlines our mission, goals and objectives for Noosa, 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 councillors, local government employees and council advisors

The Plan has been structured around five key themes:

- Environment

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

Reaffirming a continued focus on - Conservation and enhancement of the natural environment, designing village-scale built environment, managing population growth.

Strengthening focus on emerging issues – Waterways and water quality, enhancing and reinforcing Noosa Design principles, protecting cultural heritage.

- Livability

Focus areas include housing, facilities and services, transport, health and wellbeing to enable inclusive, connected and vibrant community.

Reaffirming a continued Focus on Community resilience, facilities and services, health and wellbeing, culture, and creativity.

Strengthening focus on emerging issues – Social and affordable housing, movement and transport, access, and inclusion.

- Prosperity

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

Reaffirming a continued focus on – Fostering local business, village economy, innovation, and digital economy.

Strengthening focus on emerging issues - destination Management and stewardship, developing a smart biosphere, developing circular economy.

- Future

Focus areas include 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 adaption, sense of place and destination management.

Reaffirming a continued focus on – Climate change mitigation and adaption, disaster preparedness and response, sustainable solutions.

Strengthening focus on emerging issues – Community resilience, destination management and stewardship, youth needs and opportunities.

- Excellence

Focus areas include the 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 our employees, good governance, long term financial sustainability and asset management.

Strengthening focus on emerging issues – Improved community engagement opportunities, including a focus on youth involvement, innovation, and technologies to improve efficiency and effectiveness, workforce planning.

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

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.

Sustainability Principles
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.
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.
Noosa’s economy is prosperous, resilient, circular, diverse, and protective of its unique environment, culture and heritage.
Noosa residents belong to a community that values and respects its diversity, accessibility, and affordability.
Noosa’s community is inclusive, safe, connected, and resilient and encourages participation and involvement across all life stages.
Noosa’s community benefits from quality places, good asset management, services and programs that enhance wellbeing, and support creative, active, and healthy lifestyles.
Good governance and policy is achieved through forward planning, effective, efficient and collaborative decision making, made in the interests of the community.

3 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.

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

4 Our Planning Framework



5 Operational Plan

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

Our Operational Plan is structured to align with the five Themes and objectives outlined in our Corporate Plan. The Plan assigns responsibility for the completion of initiatives to an operational area/responsible officer within the organisational structure and identifies supporting council activities/services.

Whilst the Operational Plan specifies the significant initiatives and projects which Council will undertake over the next 12 months, particularly those relating to the delivery of key Council strategies and plans ‘business as usual’ services, activities and smaller projects must also be subject to careful planning and regular reviews to ensure the effective and efficient delivery of council services. All branches within Council are required to have a current detailed Branch Plan to ensure service and project deliverables are met in accordance with service standards and project plans. Council's Service Catalogue which contains the profiles of 57 council services including service activities and levels of service is regularly reviewed by Council and informs Council's budget deliberations. Operational activities are also incorporated into Annual Branch plans as well as individual performance plans.

Key operating projects to be delivered in 2023 - 2024 include:

- Initiation of a Reconciliation Action Plan – Reflect Phase
- Progression of a Destination Management Plan
- Increased Parks and Gardens resourcing and a Botanic Gardens Master Plan
- Introduction of a Shire-wide Encroachments Policy and Guideline
- Implementation of “keep Noosa Home” Housing Strategy including affordable housing advocacy and Planning Scheme amendments to support greater housing choice
- Continuation of the Living Well Noosa program of free and low-cost community activity classes
- Shire-wide cemeteries plan
- Community Halls DDA compliance and asset condition review to improve quality and use
- Increased cybersecurity resource investment and new ICT Digital Transformation Strategy
- Continued development of conservation plans for key heritage sites
- Continuation of the Go Noosa free weekend bus program
- Staged Implementation of Flora and Fauna threatened species monitoring and management plans for priority species
- Progress on projects to monitor and plan for impacts of Coastal hazards
- Finalisation of the Waste and Resource Recovery Strategy
- A range of waste recovery initiatives to reduce recoverable materials going into landfill and to eliminate illegal dumping and reduce emissions.
- A capital program of \$39 million invested to maintain and improve the condition of existing infrastructure as well as provide for future growth. Key capital works projects include the Lawnville Road Bridge renewal, Garth Prowd Bridge renewal, Noosaville-Eumundi Road Resource Recovery Centre expansion, as well as stabilisation works at Ross Crescent.
- A disaster recovery infrastructure program estimated at over \$80 million to reinstate infrastructure impacted by the February 2022 flood event, with funding provided by the Queensland Reconstruction Authority.

6 Monitoring and Reporting our Success

Council's performance towards achieving the Operational Plan will be monitored and reported openly to our community through quarterly performance reports and the Annual Report

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 measures within current strategies and plans as well as operational or service level measures. Two significant initiatives to be commenced in 2023/24 are the introduction of a corporate performance reporting system and the review of Council's performance measurement framework. These initiatives will ensure Council's performance and community outcomes are measured and tracked, and lead to better outcomes for our community.

7 Risk Management

Council has a comprehensive Enterprise Risk and Opportunity Management Framework which follows the principles set out in the Australian Standard AS/NZS ISO 31000:2018 Risk Management – Guidelines.

Council is committed to effective risk and opportunity management, ensuring that sound risk management principles and procedures are integrated into Council's strategic and operational planning and key decision-making processes. The Risk and Opportunity Management Policy provides for the proactive management of risks as a shared responsibility across the organisation. Employees are required to maintain an awareness of their operational environment as well as current and potential risks and opportunities, particularly in their areas of expertise and industry, identify new and emerging risks and apply the risk and opportunity management process in their area of work, and as a risk owner manage and monitor the risk.

Council's goal is to achieve an appropriate balance between managing threats and realising opportunities in order to maximise its ability to achieve its objectives and outcomes, and to deliver quality services and projects for the community.

Council maintains a strategic risk register and operational areas are required to maintain registers of service delivery (operational) and project risks. The Audit and Risk Committee assumes an oversight role in the management of strategic risks and the Strategic Risk Register is reviewed by the Committee and Executive Team on a 4 monthly basis.

8 Theme 1 – Environment

CP Ref	Operational Plan - Major Actions & Initiatives	Responsibility
1.1.1	Deliver a Modern Water Quality Monitoring Program for the Noosa and Mary River Sub-catchments including prepare the Mary River sub-catchment report card, complete annual reporting to identify sub catchment water quality grades, support and monitor outcomes of the Keep it in Kin Kin project in conjunction with Noosa & District Landcare.	Director Enviro. & Strategy
1.1.2	Monitor, investigate and make progress towards ongoing restoration efforts of aquatic habitats such as wetlands, seagrass and oyster reefs, and improve riparian vegetation and foreshore management.	Director Enviro. & Strategy
1.1.3	Enhanced management of bio basins in formal asset management systems incl. asset management and renewal.	Director Enviro. & Strategy/Director Infrastructure
1.2.1	Continue to deliver the Noosa Bushland Reserve Strategic Fire Management Plan 2021 and deliver planned burns and mechanical fuel reduction where conditions allow.	Director Enviro. & Strategy
1.2.2	Continue to deliver a Community Bushcare Program for the active volunteers across the bushland care groups and improve reporting and monitoring of bushland care activities including review of the Community Bushland Care Guideline.	Director Enviro. & Strategy
1.2.3	Continuation and expansion of the Private Conservation Partnerships Program which supports private landholders to achieve improved conservation including updating all agreements to align with the newly endorsed Private Land Conservation Partnerships Guideline.	Director Enviro. & Strategy
1.2.4	Continue to deliver the Environmental Grants Program to support community projects and programs.	Director Enviro. & Strategy
1.2.5	Provide ongoing support to the Noosa Biosphere Reserve Foundation and help advance collaborative opportunities with Council and the wider community.	Director Enviro. & Strategy
1.2.6	Continue to convene an Environment and Sustainability Roundtables to provide a mechanism for local community groups, government stakeholders and experts to have input into the development of council projects, program and policy.	Director Enviro. & Strategy
1.2.7	Continue the delivery of the Shire wide biosecurity program for pest animal and plant species incl. review and update of the Biosecurity Plan as required.	Director Enviro. & Strategy
1.3.1	Identify high-risk erosion prone areas of the CHAP and scope a forward works plan.	Director Infrastructure
1.3.2	Develop the Noosaville Infrastructure Foreshore Management Plan.	Director Infrastructure

2023 - 2024 OPERATIONAL PLAN

1.3.3	Implement the Noosa Heads Main Beach Shoreline Erosion Management Plan (SEMP).	Director Infrastructure
1.3.4	Finalise the Eastern Beaches Foreshore Management Plan.	Director Enviro. & Strategy
1.3.5	Implement the Encroachments Policy and Operational Procedure including the development of a community awareness and education plan.	Director Enviro. & Strategy
1.4.1	Complete Stage 4 of Local Heritage Register Review including preparing for recommended planning scheme amendments.	Director Community
1.4.2	Prepare Conservation Management Plans for at least two Council-controlled, heritage properties.	Director Community
1.4.3	Document the iconic story of surfing in Noosa to capture this unique aspect of Noosa's heritage and lifestyle.	Director Community
1.4.4	Complete Stage 4 of Heritage Noosa with a focus on making donated materials publicly accessible	Director Community
1.5.1	Support the transition arrangements for the Yurol Ringtail State Forest land for conservation to expand the area protected for conservation in Noosa Shire.	Director Enviro. & Strategy
1.5.2	Review and update the Conservation Land Plan.	Director Enviro. & Strategy
1.5.3	Continue the management, maintenance and monitoring of bushland reserve areas.	Director Enviro. & Strategy
1.6	Finalise and initiate implementation of the Noosa River Catchment Management Plan.	Director Enviro. & Strategy
1.7.1	Initiate implementation of the Noosa Threatened Fauna Roadmap including develop 2 action plans per year for priority threatened species identified in the Noosa Threatened Fauna Roadmap.	Director Enviro. & Strategy
1.7.2	Manage flying fox impacts on the community in accordance with the Noosa Council Statement of Management Intent (SoMI) and through community education.	Director Enviro. & Strategy
1.7.3	Continue providing records of flora and fauna records to WildNet and updating internal mapping/databases to include current data.	Director Enviro. & Strategy
1.7.4	Complete Fine Scale Regional Ecosystem Mapping across the Noosa Shire in collaboration with the Queensland Herbarium to improve the accuracy of local and state vegetation mapping datasets.	Director Enviro. & Strategy
1.8.1	Continue to update and maintain the Noosa Plan 2020 through various amendments to incorporate and respond to new, revised, or updated Council strategies, policies and requirements.	Director Enviro. & Strategy

2023 - 2024 OPERATIONAL PLAN

1.8.2	Complete the review of the Noosa Design Principles and promote and increase awareness with key stakeholders.	Director Enviro. & Strategy
1.8.3	Continue to implement best practice Development Assessment services that deliver the strategic outcomes of the Noosa Plan 2020.	Director Development & Regulation
1.8.4	Ensure all Council capital, civil and maintenance works are planned, delivered, and maintained in accordance with the Noosa Design Principles, legislative requirements and best environmental practice including minimise impacts on environmental values and incorporate fauna/flora sensitive designs into project planning and delivery where practical.	Director Infrastructure/Director Corporate Services/ Director Development and Regulation
1.8.5	Develop employee competencies through targeted training to increase environmental awareness in operational works in roads and vegetation management.	Director Infrastructure
1.9.1	Complete the review of the Noosa Design Principles and promote and increase awareness with key stakeholders.	Director Enviro. & Strategy /Director Infrastructure
1.9.2	Continue to implement best practice Development Assessment services that deliver the strategic outcomes of the Noosa Plan 2020.	Director Development and Regulation
1.9.3	Ensure all Council capital, civil and maintenance works are planned, delivered, and maintained in accordance with the Noosa Design Principals, legislative requirements and best environmental practice including minimise impacts on environmental values and incorporate fauna/flora sensitive designs into project planning and delivery where practical.	Director Infrastructure/Director Enviro. & Strategy/ Director Development and Regulation
1.9.4	Develop employee competencies through targeted training to increase environmental awareness in operational works in roads and vegetation management.	Director Enviro. & Strategy/Director Infrastructure

Performance Measures	Contributing Council Services
<ul style="list-style-type: none">▪ 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	<ul style="list-style-type: none">▪ Environment Services.▪ Property Services.▪ Asset Management.▪ Parks and Gardens.▪ Infrastructure Planning and Design.▪ Arts and Culture▪ Biosecurity, Pest Management.▪ Strategic Planning and Sustainability.▪ Development Assessment and Building and Plumbing.

9 Theme 2 – Liveability

CP Ref	Operational Plan - Major Actions & Initiatives	Responsibility
2.1.1	Continue to implement key actions of the Noosa Housing Strategy including: Continue to work with the Housing Stakeholder Reference Group on implementation and community education; Develop a Housing Monitoring program; Implement a Community Education program; Partner with State Housing Department to advance the planning and development of affordable housing in conjunction with social housing in central Tewantin; Continue site investigation at Lake Macdonald Drive Cooroy for housing outcomes; and Continue to advocate for a Legislative pathway for social and affordable housing through planning instruments (inclusionary zoning).	Director Enviro. & Strategy
2.1.2	Continue to implement the Short Stay Letting Local Law to manage the impacts of short-term letting including increased resources towards compliance.	Director Development and Regulation
2.1.3	Support local not-for-profit organisations to undertake projects targeted at improving access to accommodation, shelter and housing options for vulnerable people.	Director Community
2.2.1	Develop a Noosa Botanic Gardens Master Plan.	Director Infrastructure
2.2.2	Complete the Noosa Biosphere Trails Implementation Plan and Operational Maintenance Plan.	Director Infrastructure
2.2.3	Deliver the pathway renewal program across Council.	Director Infrastructure
2.3.1	Deliver range of arts and cultural programs which meet the aims and objectives of the Cultural Plan.	Director Community
2.3.2	Commence review of Council’s approach to arts and culture in open public spaces.	Director Community
2.3.3	Deliver Floating Land 23.	Director Community
2.3.4	Promote the outcomes of the RADF funded projects.	Director Community
2.4.1	Scope the review of the Noosa Transport Strategy including higher emphasis on movement and connectivity.	Director Infrastructure
2.4.2	Scope the Noosa Parking Management Plan.	Director Infrastructure
2.4.3	Commence a Northern Sunshine Coast Public Transport Strategy including investigations of Cooroy and Noosa Shire Business Centres Transits Hubs.	Director Infrastructure

2023 - 2024 OPERATIONAL PLAN

2.4.4	Scope upgrade of Noosa Heads Bus interchange as an iconic arrival point to Noosa Heads.	Director Infrastructure
2.4.5	Accelerate delivery of the Cycling and Walking Implementation Plan.	Director Infrastructure
2.4.6	Continue to support the planning and delivery of the maintenance programs for the Noosa Trails network (also relates to 2.2.2)	Director Enviro. & Strategy/ Director Infrastructure
2.4.7	Continuation of the Go Noosa program including free weekend bus program.	Director Infrastructure
2.4.8	Undertake Noosa Woods Jetty investigations.	Director Infrastructure
2.5.1	Deliver services and activities across Council facilities which meet the contemporary interests and needs of residents including increasing use by existing non or low-user groups	Director Community
2.5.2	Continue implementation of Master Plans for Cooroy and Noosa District Sports Complexes.	Director Community
2.5.3	Complete the feasibility study of the potential Re Gen Physical and Wellbeing Hub.	Director Community
2.5.4	Complete new Noosa Libraries Business Plan.	Director Community
2.5.5	Complete the non-powered water sports feasibility project.	Director Community
2.5.6	Complete construction and commence operation of McKinnon Drive facility.	Director Community
2.5.7	Scope Community Halls DDA compliance and asset management condition assessments to ensure quality, accessible and fit for purpose community facilities.	Director Community/ Director Infrastructure
2.5.8	Deliver an Accessible Adult Change Facility under the Changing Place program on the Noosaville Foreshore.	Director Infrastructure
2.5.9	Commence a review of community purpose land and the Infrastructure Tenure Policy.	Director Development and Regulation
2.6.1	Review the Community Grants program and policy.	Director Community

2023 - 2024 OPERATIONAL PLAN

2.6.2	Implement a 12-month program of volunteer workshops to increase capacity and sustainability of community organisations and activities.	Director Community
2.6.3	Undertake the preparatory phase for proposed new Community Strategy.	Director Community
2.6.4	Support community led programs, events and activities through advice, funding and partnering.	Director Community
2.7.1	Progress Asset Management Planning for Council's community services buildings and community infrastructure.	Director Community
2.7.2	Complete needs assessment and forward plans for Noosa Leisure Centre and Noosa Aquatic Centre.	Director Community
2.7.3	Complete the Noosa Cemeteries Plan.	Director Community
2.7.4	Undertake the Noosa Heads precinct traffic management technology trail.	Director Infrastructure
2.7.5	Investigate a new revenue system which ensures visitors contribute to the provision and maintenance of transport facilities and services they utilise.	Director Infrastructure
2.8.1	Deliver range of programs and activities which enhance health, wellbeing and safety of the Noosa community.	Director Community
2.8.2	Deliver the Living Well Noosa program.	Director Community
2.8.3	Facilitate improved access to mental health services for young people.	Director Community
2.8.4	Prepare Noosa Community Support for transition to new funding model and quality standards to ensure ongoing viability.	Director Community
2.8.5	Review the public swimming pools monitoring program which includes privately owned, publicly accessible pools in resorts, etc.	Director Development and Regulation

2023 - 2024 OPERATIONAL PLAN

Performance Measures	Contributing Council Services
<ul style="list-style-type: none">▪ 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.	<ul style="list-style-type: none">▪ Community Connections▪ Community Services▪ Traffic and Transport.▪ Capital Project Delivery.▪ Property Services.▪ Arts and Culture▪ Sport and Active Lifestyles▪ Asset Management.▪ Parks and Natural Areas.▪ Strategic Planning and Sustainability.▪ Development Assessment and Building and Plumbing.▪ Local Laws and Environmental Health.▪ Peregrian Digital Hub

10 Theme 3 – Prosperity

CP Ref	Operational Plan - Major Actions & Initiatives	Responsibility
3.1.1	Develop and Implement Noosa Economic Development Smart Biosphere Strategy (NEDS) Action Plan and identify and advance priority projects aligned to NEDS to be implemented. (also relates to 4.7.5)	Director Enviro. & Strategy
3.1.2	Finalise Green Economy Industry Development Plan	Director Enviro. & Strategy
3.1.3	Implement Priority economic development and business support initiatives including: Economic Development Grants program; Business support programs incl. Boost; Business Support Panel; and Continue to collaborate with the Business Round Table.	Director Enviro. & Strategy
3.1.4	Complete Shire wide Employment Land Review.	Director Enviro. & Strategy
3.1.5	Advance the Sustainable Procurement Policy and establish practices for Council's procurement of services and products.	Director Corporate
3.2.1	Scope a Noosa Future Skills Plan to identify current and future skill needs for priority Noosa businesses.	Director Enviro. & Strategy
3.2.2	Work with key stakeholders to identify effective pathways to future skills for Noosa students and active learners and establish education business partnerships.	Director Enviro. & Strategy
3.3	Scope the preparation of a Food and Agribusiness Industry Development Plan.	Director Enviro. & Strategy
3.4	Scope and prepare a pre-feasibility for a Food and Agri Business HUB.	Director Enviro. & Strategy
3.5.1	Complete the next stage of the Peregian Digital Hub and continue to invest in the ongoing development of Noosa's position as a technology and innovation hub incl. Work with Industry Partner to generate and secure Business/Industry Leads, Develop a joint Innovation Precinct investment prospectus.	Director Digital Hub and Innovation
3.5.2	Complete amendments to Noosa Plan to support and enable the Innovation precinct at the Shire Business Centre to develop.	Director Enviro. & Strategy
3.6.1	Complete stage 3 of the Regional Art Gallery Feasibility Project including Business Plan.	Director Community
3.6.2	Support the professional development of local arts workers to increase their ability to participate in the creative economy	Director Community

2023 - 2024 OPERATIONAL PLAN

3.7.1	Finalise the development of the new Waste Management Strategy.	Director Infrastructure
3.7.2	Implement best practice waste management practices and continuous improvement across all waste functions and assets.	Director Infrastructure
3.7.3	Continue to pursue interventions to reduce contamination in household waste recycling bins.	Director Infrastructure
3.7.4	Undertake feasibility studies and development plans for new waste infrastructure projects incl. anaerobic digestion, composting, biochar and solar and utilisation of landfill gas.	Director Infrastructure
3.7.5	Develop Noosa Landfill and Resource Recovery Facility Master Plan.	Director Infrastructure
3.7.6	Investigate further options to increase waste diversion from landfill.	Director Infrastructure
3.7.7	Review and agree KPIs with Waste's main contractor for continuous improvement to the contract.	Director Infrastructure
3.8	Finalise the Industry and Employment Action Plan incl. work with state and federal governments to plan and implement priority initiatives and seek further grant funding to enable successful project progression.	Director Enviro. & Strategy

<p>Performance Measures</p> <ul style="list-style-type: none"> ▪ 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 	<p>Contributing Council Services</p> <ul style="list-style-type: none"> ▪ Economic Development. ▪ Waste Services. ▪ Peregrian Digital Hub. ▪ Community Connections. ▪ Arts and Culture. ▪ Infrastructure Services. ▪ Strategic Planning and Sustainability. ▪ Development Assessment. ▪ Property Services.
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11 Theme 4 – Future

CP Ref	Operational Plan - Major Actions & Initiatives	Responsibility
4.1	Initiate the development of a Reconciliation Action Plan including develop and complete the Reflect phase.	Director Enviro. & Strategy/Director Community
4.2.1	Progress the development of the Destination Management Plan to incorporate community engagement feedback on the draft plan for Council endorsement.	Director Enviro. & Strategy
4.2.2	Initiate implementation of the Destination Management Plan (DMP) Action Plan in collaboration with priority internal and external stakeholders. (also relates to 4.2.1)	Director Enviro. & Strategy
4.2.3	Undertake a review of the Tourism Noosa Partnership Agreement to align with DMP outcomes.	Director Enviro. & Strategy
4.3	Develop initiatives/concept to facilitate youth engagement in CE and decision making with the goal of increasing youth representation.	CEO
4.4.1	Initiate preparation of an Advocacy Plan that addresses top 10 Shire wide issues and infrastructure needs.	Director Enviro. & Strategy
4.4.2	Contribute to the review of the SEQ Regional Plan, including the provision of data and Council submission into the public consultation process.	Director Enviro. & Strategy
4.5.1	Initiate the Place Pilot Program in Pomona in collaboration with the community.	Director Enviro. & Strategy
4.5.2	Commence implementation of the Place Action and Implementation Plan.	Director Enviro. & Strategy
4.5.3	Finalise the review of the Noosa Design Principles and engage with key stakeholders to increase awareness and application of these principles.(also relates to 1.8.2 and 4.7.6)	Director Enviro. & Strategy/ Director Infrastructure
4.6.1	Develop a staged Plan for the Brisbane Olympics and Paralympics 2032.	CEO/Director Community
4.6.2	Develop and maintain relationships with key Brisbane 2032 stakeholders.	CEO/Director Community
4.7.1	In conjunction with key stakeholders initiate development of a community education and engagement plan to assist the Noosa Community reduce its emissions.	Director Enviro. & Strategy
4.7.2	Advocate to the Federal Government and State Governments for funding to support our business community to support emissions reductions.	Director Enviro. & Strategy

2023 - 2024 OPERATIONAL PLAN

4.7.3	Deliver the community battery for Noosaville and identify further strategic locations across Noosa LGA for Community Batteries, microgrid opportunities, EV charging in readiness for future grant funding.	Director Enviro. & Strategy
4.7.4	Scope the development of a Food and Agribusiness Industry Development Plan which supports landholders on regenerative agriculture methods and sustainable food production.	Director Enviro. & Strategy
4.7.5	Finalise the Green Economy Industry Development Plan and initiate implementation. (also relates to 3.1.1)	Director Enviro. & Strategy
4.7.6	Finalise the Noosa Design Principles update to embed climate resilience, nature positive and low carbon considerations into the principles. (also relates to 1.8.2 and 4.5.3)	Director Enviro. & Strategy
4.7.7	Develop the Emissions Offset strategy/plan for council emissions.	Director Enviro. & Strategy
4.8.1	Advance the Sunshine Coast and Noosa Regional Climate Action Roadmap by delivering the Regional Cascading Risks and Critical Infrastructure Failure Project with Sunshine Coast Council.	Director Enviro. & Strategy
4.8.2	Advance Phase 2 of the Urban Greening Strategic Action Plan, including further investigations into heat risk reduction.	Director Enviro. & Strategy/Director Infrastructure
4.8.3	Launch the Climate Wise Communities Program in partnership with Disaster Management.	Director Enviro. & Strategy/Director Infrastructure
4.8.4	Continue implementation of the Coastal Hazards Adaptation Plan, including planning for Living Foreshores Noosa, Coastal Wetland Restoration Project.	Director Enviro. & Strategy
4.8.5	Advance flood resilience projects including updating the Noosa River Flood Study, Six Mile Creek Flood Study and Noosa Flood Management Operational Plan.	Director Enviro. & Strategy
4.8.6	Deliver Disaster Preparedness, Resilience and Recovery activities to support Council and the broader community.	Director Infrastructure
4.8.7	Implement the Disaster Recovery Plan for the 2022 Floods & Rain Event.	Director Community
4.8.8	Continue to Deliver the Disaster Recovery Funded Projects including Black Mountain Landslides, Black Pinch Landslides and other funded projects.	Director Infrastructure
4.9	Commence development of a program for long term implementation of contemporary revenue diversification and a strategic investment approach that identifies innovative and alternate revenue streams for council.	Director Corporate Services/Director Enviro. & Strategy

Performance Measures	Contributing Council Services
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Community Connections. ▪ 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 Culture. ▪ Sport and Active Lifestyles. ▪ Economic Development. ▪ Environment Services. ▪ Climate Change Response. ▪ Peregian Digital Hub.

12 Theme 5 – Excellence

CP Ref	Operational Plan - Major Actions & Initiatives	Responsibility
5.1.1	Develop and commence implementation of a Customer Experience Program.	Director Community
5.1.2	Investigate options for expanding Council Customer Service operations beyond Tewartin administration building.	Director Community
5.1.3	Assess the community's satisfaction with Council services and Liveability score.	Director Community /CEO
5.2.1	Identify efficiencies in Council Utilities incl (water, sewerage, electricity, gas.to ensure cost effective and efficient services in line with sustainability principles.	Director Corporate
5.2.2	Review the long-term financial plan with enhance linkage key future strategies including the Corporate Plan, the new Capability Plan, Asset Management Plans and other key Council strategies and master plans.	Director Corporate
5.2.3	Develop Council's Performance Measurement Framework.	CEO
5.2.4	Review sustainability and reporting practices which are appropriate to council and in accordance with statutory requirements.	Director Corporate
5.2.5	Finalise the Contract Management Framework and develop an implementation plan.	Director Corporate
5.3.1	Develop a new ICT and Digital Strategy to provide the foundation for technology requirements and digital transformation over the next 5 years.	Director Corporate
5.3.2	Implement license plate recognition in Local Laws parking management.	Director Development and Regulation
5.3.3	Implement Noosa Libraries app to allow library members virtually manage their library account, loans and bookings	Director Community
5.4.1	Develop an appropriate capability framework/plan (finance, systems and people) that supports the Corporate Plan objectives.	CEO
5.4.2	Develop a workforce planning model and process and partner with managers to undertake workforce planning.	CEO
5.4.3	Provide programs that support the wellbeing of employees.	CEO
5.4.4	Review the Workplace Health and Safety Policy and develop a new Workplace Health and Safety Management System Plan.	CEO

2023 - 2024 OPERATIONAL PLAN

5.4.5	Prepare for and commence the negotiation process to negotiate Council's new certified Agreement.	CEO
5.5.1	Implement the Opportunity Risk Management Policy and Framework with a focus on Council's strategic risks and working with the organisation to identify and mitigate against risks and strengthen risk management.	CEO
5.5.2	Implement actions to increase the effectiveness of the Audit and Risk Committee and the internal audit function.	CEO
5.5.3	Review and adopt a new Council <i>Privacy Policy</i> for our staff and community to strengthen our governance framework.	CEO
5.5.4	Seek endorsement of a future technology solution for the automation of corporate performance reporting, risk management and governance-related processes for Council and commence implementation of the preferred system/s.	CEO
5.5.5	Plan for the local government elections in March 2024 and the induction of the new Council.	CEO
5.6	Implement the new CE Policy and Framework and increase the capabilities of engagement ambassadors throughout the organisation through training and collaboration to ensure better outcomes when conducting CE on projects and initiatives to build organisational and to deliver best practice community engagement.	CEO
5.7.1	Develop a Master Plan for the expansion of Boreen Point Campground.	Director Corporate
5.7.2	Initiate the strategic land review of Council land holdings to identify opportunities for activation and investment.	Director Corporate
5.8	Continued implementation of Asset Management framework, including the development of the Strategic Asset Management Plan which includes a hierarchy for total management plans and functional asset management plans.	Director Infrastructure
5.9.1	Deliver the budgeted Capital Works program across Shire to budget time and quality expectations.	Director Infrastructure
5.9.2	Deliver library services and activities beyond library branches and into community settings.	Director Community

2023 - 2024 OPERATIONAL PLAN

Performance Measures	Contributing Services
<ul style="list-style-type: none">▪ 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.	<ul style="list-style-type: none">▪ Governance.▪ Customer Experience.▪ 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.▪ Arts & Culture.