

6.3 YEAR IN REVIEW - 2022/23

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Index	Subject /Corporate Planning/27.04
Attachments	None

EXECUTIVE SUMMARY

This report details deliverables, opportunities and challenges that Noosa Shire Council has dealt with during the 2022/2023 financial year in the context of our five Corporate Plan themes.

The 2022/2023 financial year has been one of change in implementing a new structure, of challenges in recovering and rebuilding from devastating weather events and of triumph in delivering services and infrastructure to the residents of Noosa to the higher level than ever achieved in the past.

This report outlines the ten highlights from the year however they can be considered as just a few of the many great outcomes that have come from the dedication of the staff of Noosa Council in line with the framework of the Corporate Plan and the direction of the elected members.

During 2022/2023 Council embarked on a program of re-establishing a set of values (SPARC) for the organisation that underpinned the process of realigning the structure to take on the many new and varied challenges that local governments are facing in the present and in the future.

The existing Corporate Plan was used as the basis for the planning and delivery of the initiatives in 2022/2023 while a new Corporate Plan was developed and endorsed in early 2023 and will provide the foundation and guiding light for the next five years (2023 – 2028).

In the reporting year Noosa's CEO departed for Moreton Shire and Councillors endorsed the appointment of Larry Sengstock as the Acting CEO until June 30, 2024 to provide stability to the organisation and to continue, with the Executive Team, to deliver on the realignment and planning that had been agreed and embarked upon.

This report will shine the spotlight on a number of the achievements of the Noosa Council staff and Councillors however as we all know, local government is a multi-faceted organisation with many diverse business and community objectives. It means many different things to many different people within our community and those from outside that utilise and value what we offer.

It is a privilege to lead and be a part of the Noosa Council staff and provide this report for endorsement.

RECOMMENDATION

That Council note the report by the Chief Executive Officer (Acting) to the General Committee Meeting dated 18 September 2023 providing a review of Council's progress in the 2022/23 financial year towards achieving the five key focus areas set out in Council's Corporate Plan and thank Council staff for their efforts in the last twelve months to progress so many significant projects and providing outstanding service to our community.

REPORT

Pursuant to the Local Government Act, the CEO is required to provide Council with an annual report identifying the progress made towards the achievement of Council's long term objectives as set out

in the Corporate Plan. This report covers the 2022-23 financial year and Noosa Shire Council's achievements through the operational plan that align to the Corporate Plan.

Our current Corporate Plan was adopted in early 2017 following a significant process to develop the region's long-term vision, led by 20-year goals and delivered through 5 key focus areas. An update to the plan was undertaken in 2018 and our Council has operated under that version of the Corporate Plan for the 2022/23 financial year.

The Corporate Plan sets out five key themes, namely:

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

It must be noted that the new Corporate Plan 2023-2028 was adopted in late May 2023 however will not be implemented until the new financial year of 2023/2024 therefore this report specifically reports against the previous Corporate Plan. Also worthwhile noting is the process of the 20-year Corporate Plan and vision provides a greater horizon for the Shire; much has changed in our world since the last review in 2018. Combined issues affecting our Council and our Community, such as the COVID19 Pandemic, increased Climate Change Risk, natural disasters, 2032 Olympics, changing demographics and an increasingly unstable geo-political environment were not envisaged in the 2018 review. These combined issues influence decision making and the direction of the Council, as such it is viewed as prudent that in the new Corporate Plan we have taken into account our ever-changing environment.

As the acting CEO, I would like to take this opportunity within this report to thank Scott Waters for his contribution to Noosa Shire Council over this last year. His input in to the updated cultural values, direction, realignment and change management has set the organisation up to deal with the constant array of challenges that local governments will all face in the coming years.

1. 2022/23 – A YEAR IN REVIEW

The following is a selection of ten highlights (from many) that frame the year 2022/2023.

1 - Rebuilding our Flood-Impacted Communities

The rain event in early 2022 severely impacted Noosa roads, resulting in issues such as landslides, damaged water crossings and storm water outlets, plus other road damage. As a priority, Council has issued the largest ever reconstruction tender to assist in the Black Mountain landslide. This is a significant area of work to be carried out in the aftermath of the natural disaster.

2 - Corporate Plan 2023 - 2028

In consultation with our community, Council delivered its long term strategic direction and vision over the next five years for the Noosa Shire. Importantly, signature projects and key actions are identified that will advance us towards our goals while performance measures will enable us to track our success.

3 - Infrastructure Achievements

Council delivered its largest capital works program of \$43 million which included the completion of

significant projects including the new roundabout intersection of the Tewantin Bypass, replacement of the original Cooroy Belli Creek Road Bridge and upgrading Noosa Parade as part of our Cycling and Walking Strategy.

4 - New Council Brand

After 30 years and to complement the new Corporate Plan, Council undertook a refresh of its Council brand. The brand refresh was designed to respect the integrity of the iconic Boronia wildflower while delivering an image and identity that clearly portrays a modern, agile and customer-centric organisation.

5 - Stable Financial Management

In consultation with our community, Council delivered a prudent and responsible financial budget. Council kept the minimum general rate increase to five percent while continuing to boost the local economy, protecting our environment, and maintaining levels of service for the Shire.

6 - SPARC Values Implementation

Developed by our staff, Council implemented new corporate values that showcase the positive culture at our Council. The values – Supportive, Passionate, Accountable, Respectful and Committed, are embedded and embraced in our daily activities and interactions with the community.

7 - Housing Strategy

Like many other local government areas in Queensland, Noosa Shire is facing a housing crisis making it hard for members of our community to keep a home in our Shire. To address the current housing crisis, Council adopted the Noosa Housing Strategy. This strategy is designed to ensure our community continues to prosper and thrive as an inclusive community with accessible, diverse, and affordable homes for people to live in.

8 - Fire Management

Council has 178 bushland reserves covering an area of 3,469ha and the bushland reserves protect a diversity of vegetation and fauna types. In accordance with Council's Bushland Reserve Fire Management Plan, Council conducted four planned burns to reduce Noosa's bushland reserve fire risk.

9 - Living Well Noosa

Council launched its successful Living Well Noosa program which offers residents free and low-cost access to a range of health and wellbeing activities across our Shire, such as yoga, strength training, breath work and pilates. Council is focused on continuing to expand the activities on offer to improve the physical, social, mental and spiritual wellbeing of our community members.

10 - Climate Change Resilience

Council continues to have a strong commitment to zero net emissions by 2026. In partnership with Yarra Energy Foundation (YEF) and Zero Emissions Noosa Inc., Council successfully secured a \$500,000 federal government Batteries for Household Solar grant. This grant allows Council to be a step closer in owning one of Queensland's first community batteries which could reduce power grid pressures while ensuring renewable energy stays local for our community.

2.0 Corporate Plan Operational Delivery

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

Corporate Plan Theme 1: The Noosa Environment

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

- Ongoing implementation of the **Noosa Environment Strategy** including the development of a summary report assessing progress against a range of indicators. Council continues to expand the conservation estate in Noosa with 42.5% (end of June 2023) of the Shire secured for conservation and managed for its environmental values.
- Flying fox management across Noosa Shire has improved through the development of a Statement of Management Intent (SoMI), as well as Kin Kin and Wallace Park roost management plans. Regular monitoring of all flying fox camps is ongoing by Council's Fauna Management Officer, as well as continued rollout of the flying fox subsidy program to affected residents.
- Council continues to deliver a Land for Wildlife and Voluntary Conservation incentive program under its **Private Conservation Partnerships Program**, providing free trees, training and contractor support. As of 30 June 2022, there are 419 Land for Wildlife properties collectively managing 2,700 hectares of retained habitat and 470 hectares of habitat under restoration, and there were 21 active Voluntary Conservation Agreement (VCA) properties, with 2 new VCAs signed up in the financial year. A highlight was the registration of a 32-hectare rural residential zoned property at Cooroibah that includes endangered regional ecosystems.
- The **Noosa Biosphere Trails** continue to provide a world class trails network, showcasing Noosa's hinterland and natural values. A Trails Master Plan has been prepared in partnership with Tourism Noosa to support Council's annual maintenance and upgrade programs. The delivery for the **Trail 5 Upgrade** Pomona to Cooran is underway and planning has commenced for the **Trail 7 Upgrade**.
- Operation Hoons on Dunes, conducted by Noosa Council Local Laws in collaboration with Queensland Police and Queensland Parks and Wildlife, successfully protected the dune vegetation, turtle nesting grounds, and bird sanctuary by educating beach users about appropriate driving areas, issuing fines for non-compliance, and achieving voluntary compliance, resulting in no reported turtle deaths and a positive impact on the coastal ecosystem.
- Implementation of Council's Recreational Water Monitoring Program ensures our waterways remain safe to use through proactive monitoring the quality of waterways for enterococci bacteria. This Program provides the community with information to enable Noosa residents and visitors to make informed decisions about where, when and how they use waterways for recreational activities.

- Regular collaboration with Unitywater has resulted in improved public health communication, management and response to elevated levels of enterococci in recreational water bodies to effectively manage public health risks.
- Threatened Species Road Map completed and endorsed by Council to facilitate and guide the on- going management and recovery of threatened fauna within Noosa Shire and adjacent coastal waters.
- Implemented new Electronic auditing programmes of existing non-sewered facilities and systems within Noosa Shire including, North Shore areas in conjunction with Council's Noosa River Plan. This involved auditing of existing non-sewered systems and facilities within the North Shore area of the Shire, identifying the existing compliance for human health and environmental needs and obligations for existing and future and identifying existing record management systems for existing systems and facilities and explore acceptable treatment classes for disposal.
- Restructured Shire wide auditing programme to protect against cross connections of drinking and non-drinking water supplies in support of human health consideration for residents and visitors within the Shire.
- Noosa Council investigated numerous animal attack requests throughout the year, and was successful all appeals to QCAT, where the council's efforts to ensure public safety were validated through the confirmation of a destruction order for a declared dangerous animal.
- Local Laws and ICT collaborated to introduce a new system, streamlining dog registrations and offering on online portal for owners to manage their details conveniently. The new program provides improved records management and flexible registration renewal options based on the initial registration date.

Corporate Plan Theme 2: The Noosa Community

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

Libraries

- Council implemented a new Mobile Library and Community Outreach Service, including two book-vending kiosks at Peregrin and Pomona and a suite of library outreach programs.
- Libraries completed the biennial Customer Satisfaction Survey and received a 92% satisfaction rating.
- Noosa Libraries were successful in two staff members receiving scholarships to attend and present at the Queensland Public Libraries Association conference.
- Libraries launched a new membership card with artwork designed by Alkirah Bell, a young Kabi Kabi woman
- Libraries completed a Library Management System upgrade
- CCTV security system was installed in Noosaville Library
- New cantilevered shade structures were installed in Cooroy Library's outdoor area
- Council has developed a design for the upgrade of Noosaville Library's public amenities

- Noosa Seed Library has loaned 4787 seed packets (9354 loans since launch in 2021), and added three new Seeds to the collection (Basil, Cucumber and Alyssum)
- Digital loans exceeded 100,000 for the first time
- Physical visitation to libraries increased by nearly 40,000 people
- Successful delivery of Queensland Day Sponsorship Program grant program – Little Day Out with over 300 people attending
- Home Service clients tripled with the library now providing house-bound services to 75 clients
- School Holiday program attendance increased by approximately 200%
- New partnership library programs introduced at Pomona Markets and Pomona Community House



Heritage

- Council's online platform 'Heritage Noosa' now holds over 13,000 digital items and is continuing to engage the community in collaboratively building the story of Noosa.
- Conservation Management Plans for Tewantin Memorial Park and Tait Duke Cottage have been developed
- Council developed a scope of remediation works for Cooroy Butter Factory brickwork, with restoration works planned to be undertaken in 2023/24
- Local Heritage Register Review project underway with administrative updates to Heritage Overlay in planning scheme developed and stakeholder consultation and public engagement sessions held during March 2023.



Cooroy Butter Factory

- Five-year *Permit to Occupy* (2023 – 2027) negotiated with tenant Cooroy Future Group

- Property works – land clearing and turf laid at the rear of the Butter Factory building, April 2023.

Galleries

- **Imagine** (25 JUNE TO 10 JUL 2022), a two-week interactive art exhibition and festival designed for kids where children of all ages can discover, play and create their own experience through art, saw more than 7,500 children and families attend Noosa Regional Gallery.
- **First Lights** (28 JUL TO 31 JUL 2022), delivered across Noosa Main Beach, Hastings Street, and Noosa Woods, with seven temporary new media works activating the precinct.
 1. Extending the ground-breaking solo exhibitions at Noosa Regional Gallery by leading First Nations artists, Fiona Foley and Michael Cook; the photographic and video work of some of the Australia's most exciting Indigenous artists have been peppered amongst the natural and built environments of Hastings Street, with captivating and challenging works infiltrating a range of public spaces.
- Noosa Regional Gallery exhibition program delivered 13 exhibitions featuring 135 artists and an annual attendance of 32,349 people (up from 25,532 the previous financial year).
- **Floating Land: Us and Them** (24 JUNE TO 30 JULY 2023) launched, delivering more than 40 installations, workshops and events across the entire Noosa Shire.
 1. \$56,000 QASP funding from Arts Queensland secured to help deliver this.
 2. \$10,000 Tourism & Events Queensland funding also secured.
 3. Runs for 5 weeks.



SPORTS AND ACTIVE LIFESTYLE

Noosa Aquatic Centre (NAC)

- The shade sail for the NAC 25M pool was erected providing much needed protection from the sun and wet weather throughout the year.
- The NAC 50M pool starting blocks and bulkheads were upgraded with new World Aquatics rated equipment, to provide better functional infrastructure for local swimmers and the community.



Noosa Leisure Centre

- The Noosa Leisure Centre held multiple annual and new events this year. Some highlights included the Regional Pickleball Tournament and first time for the facility, the Jively Events Ballroom Dancing competition. *(Photo attached)*
- Completion of the upgrade of external Emergency Exit Doors in the Stadium at Noosa Leisure Centre, to ensure they meet updated building codes and allow for appropriate egress in times of emergency. *(Photo attached)*
- Upgrade of CCTV at Noosa Leisure Centre and Noosaville Library. This project was fully funded through the Black Summer Bushfire Recovery Grant program. The enhanced system will allow for much greater visibility and monitoring throughout both facilities and will alleviate staff and patron concerns around safety and security in an evacuation centre setting and during normal operating times. *(Photo attached)*



The J**Maintenance and Capital Works Program:**

The Theatre/Auditorium received some love with a repaint from cream to grey and acoustic improvements with the installation of some acoustic panels. (photos attached)

Capital Works included:

- Air-conditioning- replaced 2 units in Theatre \$137,225.00 (re photo attached).
- AV- new lighting console \$62,689.00 (re photo attached)
- New LED theatre lights (ZEN funded) \$76,991.20.



Sport, Strategy and Development

- Secured over \$3M in funding through 6 different funding programs for projects over the past 12 months, both through combined council direct and club supported applications.
- Two significant construction projects delivered include Olive Donaldson Pavilion at Noosa District Sports Complex, and the upgrade of the pump track at Sundial Park.
- The SSD team supported 5 community led projects totalling close to \$360K across the shire including LED lighting upgrades, field renovation projects, and fencing and irrigation works.
- The SSD also have either delivered or are working on 5 different planning projects with a value of approx. \$480K, including the ReGen Feasibility and NDSC LMP, Cooroy Sports Complex redevelopment and fencing project, The Non-Powered Water sports project and the commencement of the Noosa Leisure Centre Needs Assessment project.
- Sport and Active Lifestyles team have been investigating Sport Technologies and building relationships with State DTIS Sport Tech and industry: Attendance at 3 ConnectX series events in Brisbane.



Noosa Community Support

- Engaged and supported over **1,650 seniors** from across the Noosa Shire who accessed one or more services.
- **Over 50,000 hours of services** provided from individual care, home cleaning to in home support services.
- Most popular services are **Fitness and Social Wellbeing classes** and support with **Home Maintenance**.
- Over 200 seniors have been supported with **transport to attend medical appointments**. This service is provided with the support of volunteers.
- Senior Survey results show a weighted average of **4.33 out of 5** in respect to the level of satisfaction with Noosa Community Support.



Corporate Plan Theme 3: The Noosa Economy *"Our economy is diverse and resilient"*

Peregian Digital Hub

Hub Core Business

The 22/23 financial year was the Peregian Digital Hub's fifth full year of operation. It can now be considered an established "going concern". With a stable business model, predictable finances, loyal clientele and a repeatable program of activities, the Hub is now moving from the crawl phase of its development to the walk phase.

The Hub's core business continues to be robust. Monthly memberships remained near capacity through the 23/23 financial year. Membership growth was driven by continued talent migration from the southern states - this trend seems to be stable despite easing of Covid conditions.

The Hub also added a new tenancy in May 2023 with Noosa born and bred software company, Nabooki, taking up residence in the former Co-Lab space. This became possible because of the new function space available in the Hub's AI Lab.

The major development for 22/23 has been the construction of the Hub's new AI Lab - a cutting edge

facility that expands Council's ability to service and expand the digital industry in the region. The AI Lab represents the Phase 2 Hub expansion project under the Rufous Street Masterplan.

Through the crawl phase, there has been a single full-time employee managing the Hub's operations, in the form of the Digital Hub Director with part-time contract resources in support. In March, Council appointed Deidre Marczynski to the Hub team in a full time employee capacity as Program Officer to help grow the Hub's industry and talent development programs.

Hub Programs

Digital Industry Development

<i>Digital industry sector</i>	<i>Group Name</i>	<i>Members 6/2022</i>	<i>Members 6/2023</i>
Technologists	Coding from Beach	758	827
Digital Agencies, Creatives & Marketers	REBOOT	555	632
Screen Professionals (Film/TV/Video)	Sunshine Coast Screen Collective (SCSC)	372	449
Tech Startup Founders	Founders Network	70	80

In addition, SC Screen Collective ran their 2nd Sunny Coast Showdown (film and TV incubator). The Showdown is part of SCSC's plan to build a screen industry in our region. In this year's competition which ran from January to June 2023, over 90 entries were submitted.

Judges selected seven category winners - 3 short films, a music video, 2 documentaries, and a reality-style program, which were produced with the help of experienced mentors, actors and production/creative crew as well as local Screen Media students from high school/TAFE and UniSC. Each project was filmed using diverse, unique locations across Noosa and Sunshine Coast. The Showdown planning and production team utilised space in the Hub's new AI Lab for the duration of the program.

Ecosystem program/event summary:

- Digital industry sector meetups (includes 2 Manufacturing Excellence Forum meetups): 25
- Talent development (Cadetships, holiday workshops, Inventor Club): 67
- Other (including AtlassiVan event, SunBiotech event, Noosa Digital Xmas party): 18
- Total number of events - 12 months to 30/6/23: 110

Growth of Digital Industry Networks

Ecosystem Groups	Meetups/events	Attendees
REBOOT	9	364
Coding from Beach	7	260
Screen	6	215
Tech Founders	5	120
Noosa Digital End of Year Event	1	150
SunCoast Angels	2	40

Talent Development	Sessions	Participants
Holiday Workshops (July, September 2022, January, April 2023)	31	344
Inventor Club	36	21
Cadetships (Digital Design; Web Development)	14 per cohort	15 - Digital Design 21 - Web Development

Other Events	Participants	Dates
Creative in Residence (Dylan Baron - DBX). Podcasting (1:1 lessons/mentoring for Hub members)	5	August/September 2022
The Path workshop - AI x Art - with SC Council Creative Arts	15	5 August 2022
SportX (sportstech workshop)	20	19 August 2022
Gary Bolles Workshop- Future of Work (audience: High School Career Counsellors, TAFE, Uni),	25	6 September 2022
Big Chats x The Path panel - Digital Transformation for Arts/Creatives (with SC Council Creative Arts)	20	15 September 2022
SunCoast Bio - Biotech Showcase	60	18 October 2022
AtlassianVan - Atlassian remote work roadshow	120	27 October 2022
Firetech pilot trials 1 (8/9 Nov) & 2 (28/29 Nov 2022), 2-3 May 2023	Multiple partners	November 2022
Welcome to new Qld Chief Entrepreneur (Julia Spicer) & ecosystem breakfast	25	5 December 2022
AI Creative Residency (Pip Bingemann) - presentation, workshops, 1:1 mentoring sessions	115	17-21 April 2023
FWD INVEST event	70	10 May 2023
Sunny Coast Showdown workshop	30	25 May 2023
LGAQ visit - tour of AI Lab	4	1 June 2023
UniSC visit - engagement with Hub programs, tour of AI Lab	3	1 June 2023
The Refinery 5.0 workshop - AI/tech for creatives	25	6 June 2023

Hub Event Program

Date	Detail
March 2023	SunCoast Angels Pitch sessions for tech startups
May 2023	SunCoast Angels Pitch sessions for tech startups
Aug/Sept 2022	Creative in Residence (Dylan Baron - DBX), Music Producer. 5 days (1:1 lessons/mentoring)
Aug 2022	The Path workshop - AI x Art - with SC Council Creative Arts
Aug 2022	SportX (sportstech workshop)
Sept 2022	Gary Bolles talk - Future of Work (audience: Career Counsellors)
Sept 2022	Big Chats x The Path panel - Digital Transformation for Arts/Creatives (with SC Council Creative Arts)
Oct 2022	Biotech Showcase
Oct 2022	AtlassiVan (venue host for SC) - road trip across East Coast to promote tech industry, remote working
Nov 2022	Firetech pilot trials 1
Nov 22 / May 23	Firetech pilot trials 2
Dec 22	Welcome to new Qld Chief Entrepreneur (Julia Spicer) & ecosystem breakfast
April 2023	AI Creative Residency (Pip Bingemann) - presentation, workshops, 1:1 mentoring
May 2023	FWD INVEST event
May 2023	Sunny Coast Showdown workshop
June 2023	LGAQ visit - tour of AI Lab
June 2023	UniSC visit - engagement with Hub programs, tour of AI Lab
June 2023	The Refinery 5.0 workshop - AI/tech for creatives

Hub Talent Programs

Cadetships: The Hub's cadetship program ran across term 3 and 4 in 2022 with two streams: digital design and web development. There were 15 Cadets in the Digital Design stream and 21 Cadets in the Web Development stream, from 10 high schools across Noosa and the Sunshine Coast. The cadetships drew on industry mentors leading expert sessions and workshops for students. A number of those cadets have graduated into the Hub's internship programs and are working with Hub members and partners.

Holiday Programs: (Sept 22, Jan, April, June 23): Across four holiday programs - 20 workshops, with a total of 554 kids. This included 16 kids who trained during the June holiday program and formed teams to compete at RoboRAVE robotics competition, held 15-16 July 2023 at UniSC.

Inventor Club: there has been increased interest from January 2023. The group comprises 21 budding engineers, coders and makers aged 9 to 15 (up from 14 kids in 2022). The current leaders are three Grade 9 boys from St. Andrew's Anglican College and Noosa Steiner School. Their projects have ranged from learning to pilot a small drone, game design (Unity), 3D designed (Fusion 360), printed & arduino coding of a passion project, 3D designed/printed, laser etched 'holo' nameplate, and in Term 3 2023 - 3D designed/printed mini-battlebots (Fusion 360, gears, motors, servos etc).

AI Lab Development: Construction was completed on the Hub's new AI Lab. The new facility consists of 6 functional pods with kitchen and foyer. The purpose of the facility is to expand the capabilities of the Hub to further develop the digital sector. The facility will officially launch in August 2023 with functionality including: video production, podcasting, conference hosting, hybrid collaboration, and teaching/learning.

Firetech Connect Program: The key 21/22 focus for the Firetech Connect program was the delivery of a series of bushfire technology trials in Council's Living Lab facilities:

- Bushfire Detection: Technology for early bushfire detection.
- Aerial Operations: Tech for bushfire event intelligence.
- Autonomous Systems: Uncrewed tech for remote bushfire operations.
- Bushfire Prediction: Tech solutions predicting bushfire incidents.

Bushfire Detection Trial

This Detection 1.1 trial aimed to test AI cameras and satellite detection for bushfires in Noosa Shire. The goal was early, manageable fire detection, avoiding escalation. These systems were tested for accuracy in fire detection and emergency response alerts.

While effective at fire detection, not all detections warranted emergency responses, overwhelming managers with false alarms. A true emergency was overlooked due to the notification volume, resulting in fire escalation.

This highlights the need for threat analysis determining alarm-triggering fire thresholds. Phase Detection 1.2 will include this, utilising AI vision improvements to predict, based on visuals and conditions, if detected fire growth warrants an emergency response.

Aerial Operations Trial

This trial explores safe simultaneous use of uncrewed and crewed aircraft during bushfire emergencies. Working with QFES and industry partners, a Fire Air Traffic Management System (FATM) has been developed.

FATM Trial 1.1 (Nov, 2022)

FATM 1.1 established safety and regulatory principles, developed a team for future trials, and successfully conducted several flights of crewed and remotely piloted aircraft in the same airspace.

FATM Trial 1.2 (May, 2023)

Building on FATM1.1, FATM1.2 introduced two technologies, enhancing situational awareness and allowing more uncrewed aircraft movement.

FATM 1.3 (Aug, 2023)

FATM Trial 1.3 aims for Alternate Means of Compliance (AltMOC), a significant global milestone. The project, adopted by NASA as a "world standard", leads global FATM trials by 18 months. The ultimate goal is to set Standard Operating Procedures, approved technologies, training providers, and nationwide short notice operations.

Autonomous Systems Trial

This trial tested tech solutions to detect, respond, and extinguish bushfires using a realistic campfire-to-bushfire scenario.

In the scenario, a lost-control campfire was detected by two cameras, its location triangulated, and escalated to QFES. A Remotely Piloted Aircraft (RPA) with thermal capabilities was deployed to assess the situation. An Incident Control Centre (ICC) and an on-ground team were set up near the fireground, using live feeds and data links for situational awareness.

When conditions worsened, aerial resources were activated. An autonomous ground vehicle (UGV) and a thermal RPA were deployed for rescue. The RPA detected the hikers' heat signatures, and the UGV took them to safety.

Key objectives included testing system integrations, communications connectivity in black spots, AI camera detection, and validating the early detection, response, and communications system hypothesis. The trial successfully used new technologies like 5G networks, autonomous ground vehicles, and unmanned aerial vehicles.

Green Economy

Green Industry Development Plan

- A draft Green Industry Development Plan, identifying Noosa Shire's current and future opportunities in a green economy has been completed.
- Adapted from the United Nations Environmental Program, the plan adopts a narrow definition of Green Economy that is, *businesses that primarily aim to protect the environment , or directly relate to the sustainability of natural resources.*
- The Green Industry Development Plan is centred around four strategic themes, each underpinned by a series of key actions:
 - Internal (Council) Transformation
 - Building a Green Ecosystem
 - Green Sector Activation
 - Bold Leadership
- The plan also describes a multi-layered business framework based on level of "green intensity", which enables all Noosa Shire businesses to become an integral part of Noosa Shire's green economy:
 - General Business
 - Green Conscious
 - Breen Related
 - Green Focused

Noosa Education and Training Initiative (NETA)

- Noosa Education and Training Alliance convened quarterly
 1. Developed 4 x promotional videos to acknowledging Noosa Shire strength as an education hub
 2. Future Skills Learning Hub Feasibility study completed, project embedded into Industry and Employment Activation Plan for prefeasibility consideration.
 3. Working with NETA to establish an Education Business Partnership model to address current and future challenges and issues related to skill development, attraction, and retention.
 4. Education and Industry Skills analysis completed and development of Education and Industry Skills Development Plan in progress.

Food and Agribusiness

- Continued support of Noosa Food and Agribusiness Network (FAN) to deliver a range of programs and networking opportunities on behalf of Council including

- Dedicated Noosa Shire branch of FAN delivering Noosa Shire specific capability building programs relating to sustainable and regenerative agriculture.
- Opportunities for Noosa Shire businesses to participate in or leverage the future Turbine Project being identified.
- CRC Research Project including value chain mapping (an audit of all Noosa Shire businesses in the sector), shared infrastructure opportunities, industry collaboration and development of sub-regional provenance outcomes.
- Meet the Maker cross regional showcase of food and agribusiness suppliers and producers. 15 x Noosa businesses exhibited, over 400 buyers and stakeholders attended this important distribution channel network.

Industry and Employment Activation Plan

- Economic Development secured \$50,000 (in matched funding) from State Government's Building Better Regions Grant Fund program to develop an Industry and Employment Action Plan for Noosa Shire.
- The Plan focus on opportunities for economic diversification, resilience and employment opportunities in high demand, high value industry sectors.
- Project, delivery extended to late August 2023 through contract variation, to enable delivery of an Employment Land Review and recruitment of an appropriate consultancy to deliver the plan.
- Global experts, SMEC Group appointed to deliver the plan following compliant tender process.
- Project mobilised with input from Strategic Planning, Commercial Property, Waste and Sports and Recreation branches of Noosa Council.
- Projects under consideration:
 1. Future Skills Learning Hub
 2. Agribusiness Hub
 3. Renewable Energy Hub
 4. Sports Tech Hub

Review of Economic Development Grant Program (EDGP)

- As part of the review, consultation was undertaken with a range of stakeholders including local Chambers of Commerce and Business Associations. Councillors were also engaged in the review.
- The review concluded that the key issues for the program were:
 - Application process too arduous
 - Chambers and other proponents are voluntary, and therefore time and resource poor
 - Strategic projects are rare, comparative to the grant funding amounts available
 - Lack of flexibility in projects that qualify
- Recommendations to improve the future process have been submitted to Council for adoption

Small Business Friendly Charter

- Council adopted the signing of the Small Business Friendly Charter in late April 2023

- Mayor Stewart signed the Charter on behalf of Noosa Council in May 2023 as part of Small Business Friendly month
- An audit of Council's Small Business Friendly initiatives will be conducted in FY23/24

Destination Management

- Project Control Group (PCG) established in July 2022. Convened on six occasions to assist in the development of a Destination Management, governance model, process, and structure
- Significant internal consultation undertaken with the Internal Reference Group (comprising senior Council Managers) and with Tourism Noosa - to fact check and identify key components of a draft Discussion Paper
- External Reference Group established as a prelude to wider community engagement
- Draft Discussion Paper for Community Engagement being finalised.
- Community Engagement scheduled for early in FY 23/24
- Final Destination Management Plan anticipated in late 2023

Noosa Business Roundtable

- Charter reviewed and amended to accommodate a post-COVID forum.
- The Roundtable met every 6-8 weeks, chaired by the Director of Planning & Sustainable Development.
- Following the Charter Review Noosa Council Officers presented on
 - Housing Strategy
 - Adopt-a-Worker Program
 - Waste Management Strategy
 - Transport Strategy
 - Development Application Process

Corporate Plan Theme 4: Long term planning for Noosa Shire

"Noosa Shire is well managed and sustainable"

- **Placemaking Pilot – Pomona** - Council at its meeting on 16 February 2023 endorsed Pomona to be considered as the pilot location for the Place Program.
- A Place pilot project will enable Council to manage this new approach to delivering place-based outcomes in conjunction with the community.
- The pilot will also road test organisation governance structures and processes within Council and develop learnings that will inform future place-based approaches.
- Council has now engaged consultants to assist in undertaking the place pilot with background research currently being undertaken to help inform the engagement activities which will commence in August through to September 2023.

Planning Scheme Amendments

- Draft amendments formally proposed by Council in stages in first half of 2023 and submitted for first formal State Interest Review
- Multiple discussions with State agencies and receipt of further information request
- Further material being submitted to State in response.

Housing Strategy

- Noosa Housing Strategy adopted December 2022 following community consultation on draft.
- High level of community interest and engagement.
- Housing Stakeholder Reference group established.
- Various information sheets published on website on ways to *Keep Noosa Home*, including detailed fact sheets on tiny homes, secondary dwellings etc.
- Information sharing with Community NFP sector including local churches who have local properties – resulted in serious interest / proposals from at least two churches.
- MOU with local Community Housing Provider resulting in them successfully securing State Grant money for capital investment in new Social Housing at Cooroy.
- State purchase of central Tewanin land for social housing, working in partnership with Council on planning and design process for these sites including scenario testing of inclusion of Council carparks within the outcome.

Short term accommodation & home hosted accommodation

- Establishment of a Short Stay team to administer Local Law and undertake compliance including 24/7 complaints hotline.
- 12 month review of same.
- Comprehensive monitoring report submitted to Minister was well received by both State and LGAQ.
- Mayoral letter sent to Short Stay property owners encouraging them to lease properties to long term residents instead.
- Continued monitoring of the short-term accommodation.
- Tourist Accommodation zone review leading to drafting of planning scheme amendments.

Employment Lands

- Consultants engaged and have been working towards a final draft for review. The report will provide an update on employment land supply and demand for the Shire taking into consideration new trends and innovations in businesses and enterprise models.

State & Regional Planning

- Participation in meetings and providing data into the process to reflect what is important to Noosa.
- Contribution to SEQ Regional plan review process.

2022/23 Completed Projects

Kin Kin Wahpunga Lane Bridge Renewal

Noosa Council delivered the Wahpunga Lane Bridge Renewal as part of the Bridge Renewal Program jointly funded by the Australian Government and Council. The \$3M project replaced the original timber bridge with a wider concrete single-lane bridge to meet current standards.

The new bridge has a 100-year design life and will reduce long-term maintenance and operational costs.



Sunshine Beach Metal Half Pipe

The \$350K project saw the replacement of the existing metal skate ramp at Sunshine Beach Skate Park with a new bigger ramp, which features a modern surface consistent with those used in competition. The new ramp is also more resilient in Queensland's climate with the ramp surface more user friendly when wet or hot.



Shire Bus Stop Disabled Compliant Program

As part of the ninth year of Council's annual Bus Stop Program, five bus stops around the shire were upgraded to be disability discrimination act (DDA) compliant. The upgraded stops in Noosaville, Peregian Beach, Pinbarren and Tewantin were also fitted with new 'Noosa Style' shelter. This year's program totalled \$287K with Translink funding 50% of civil upgrades and \$19K per shelter.



Federal Middle Creek Road Reconstruction

A 2km section of Middle Creek Road received a much-needed upgrade, which was fast tracked in response to the Black Mountain landslide. The section of road now has a stronger base and better flowing table drains, providing a safer environment for road users.

The project, with a total cost of \$1.55M, was funded through the Federal Government's Local Roads and Community Infrastructure (LRCI) Phase 3 grant (\$1.29M) and road betterment funding (\$260k) through the Queensland Reconstructive Authority (QRA).



Noosaville Landfill, Cell Expansion and Cell 1.1 Capping Project (Multiyear Project)

The \$8.4M project included the construction/expansion of a new waste Cell 1.1, Final Capping of the western batter of Cell 1.1 (where waste operations have finished), and the construction of a new high efficiency sediment (HES) basin on the south of the site to treat rainfall runoff and make sure only clean water is leaving the site. These works were critical to expand the landfills life expectancy & waste operations, as well as part of Councils levitative requirements for remediation and environmental protection requirements for operating the landfill.



Noosaville Landfill, Outbound Weighbridge

The \$301K project included the modification of the existing weighbridge office and the installation of an outbound weighbridge. The new outbound weighbridge improves the processing capabilities of the landfill and improves the safety of the public and helps to prevent traffic queuing out of the landfill onto Eumundi Noosa Road.



Noosa Parade Upgrade

The \$8M upgrade of Noosa Parade was funded by both local and state government and was a key project in [Noosa's Cycling and Walking Strategy](#). The upgrade offers dedicated bike lanes, widened paths, slower road speeds and improved lighting.



Cooroy Belli Creek Road Bridge Replacement

A new \$1.3M two-lane concrete bridge was completed replacing the original 9.7 metre timber bridge, built in 1929. The new bridge is wider, safer, and stronger, having been constructed with a 100-year life design to reduce long-term maintenance and operational costs.

The Australian Government contributed \$450,000 to the construction costs of this project, through the Bridges Renewal Program.



Kin Kin Recreational Hall, Kin Kin – remediation work

Building remediation work on the Kin Kin Recreational Hall has been completed including restoration of the internal VJ cladding and flooring, a refit out of the existing community kitchen. Electrical and lighting work throughout and the removal and prevention of the Microbat Guano.

This project was funded by the Queensland Government's South East Queensland Community Stimulus Package in association with Noosa Council.



Tewantin Bypass Stage 1

Noosa Council has delivered Stage 1 of the Tewantin Bypass with Transport and Main Roads. The new \$9.81M roundabout intersection facilitates free-flowing traffic, which is particularly important in peak periods, and accommodates pedestrians and bike riders. It will also tie into a future bypass

road.



Trail 5 – Cooroora Trail Upgrade

Noosa Council has completed a \$1.68M upgrade of the Cooroora Trail. Upgrade works included trail realignments, selective widening, resurfacing, drainage and new wayfinding and interpretive signage. There were also investment works at Pioneer Park, Cooran, Cooroora Mountain Park and Stan Topper Park, Pomona, in addition to renewal of the Cooran horse yards.

This upgrade is the first project to come out of the Noosa Trails Masterplan designed to improve town connectivity, increase the use of the trails for educational and recreational use, drive tourism and enhance their effectiveness as fire breaks throughout the bushland.

The project received \$1.61 million in funding from the Australian and Queensland Governments' Local Economic Recovery (LER) Program through Category D of the Disaster Recovery Funding Arrangements.



Cooroy Library Shade Structure

To improve the user experience of the Cooroy Library children's outdoor area and provide important protection from the sun, Council completed the installation of two cantilevered shade structures and replaced the synthetic turf. These works were funded by Council in the 2022/23 capital works program.



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

- Implemented new Electronic auditing programmes of existing non-sewered facilities and systems within Noosa Shire including, North Shore areas in conjunction with Council’s Noosa River Plan. This involved auditing of existing non-sewered systems and facilities within the North Shore area of the Shire, identifying the existing compliance for human health and environmental needs and obligations for existing and future and identifying existing record management systems for existing systems and facilities and explore acceptable treatment classes for disposal.
- Restructured Shire wide auditing programme to protect against cross connections of drinking and non-drinking water supplies in support of human health consideration for residents and visitors within the Shire. Noosa Council investigated numerous animal attack requests throughout the year, and was successful in all appeals to QCAT, where the council's efforts to ensure public safety were validated through the confirmation of a destruction order for a declared dangerous animal.
- Local Laws and ICT collaborated to introduce a new system, streamlining dog registrations and offering an online portal for owners to manage their details conveniently. The new program provides improved records management and flexible registration renewal options based on the initial registration date.

Noosa 2.0 – Roadmap for Improved Systems and Processes

- In 2022/23, Council commenced its program of progressive enhancement of systems and processes to improve the efficiency and user experience of systems for both internal and external customers. Key achievements during the year included upgrade of network speeds at all council facilities and new software solutions for waste management, council meetings, snap-send-solve integration to the customer request system, contracts register, automated invoice processing and expanded use of QR codes.
- Council will continue to progress improvements over the coming year to finalise a number of other system priorities including payroll and HR, property and rating, fleet, sports facility management and community support.

Financial Sustainability

- Council continues to demonstrate prudent and responsible financial management practices. An independent review by Queensland Treasury Corporation (QTC) of Council's credit rating resulted in a continued **Sound** rating with **Neutral** outlook. This was supported by an independent audit by Queensland Audit Office (QAO) on council's 2021/22 financial statements, as adopted with the Annual Report in November 2022, with a qualified audit and no additional significant matters raised.
- Council's draft 2022/23 financial position is positive, with early indication of balanced operating results and meeting of required sustainability indicators.
- Looking forward, on 30 June 2023 Council also adopted a balanced budget for the 2023/24 year.
- Completed integration of Snap Send Solve requests with TechnologyOne eliminating manual copy/paste of 300+ requests a month by customer service from Snap Send Solve to TechnologyOne requests.
- Leadership Development is another key focus, and we have successfully completed 3 of 3) LEAD training days encompassing 105 leaders covering 'Coaching Conversations', 'Difficult Conversations' and 'Conflict Resolution'. Supervisor/Ganger specific leadership training has now launched. Overall, LEAD was well received.
- Council's operational teams are completing BCPs on time in accordance with Council's Master BCP Testing Schedule, which is endorsed annually by the Executive Team. The following BCP Tests have been completed and reported to Council's EOT and Audit and Risk Committee:
 1. Payroll – September 2022
 2. Waste – November 2022
 3. ICT / Cyber – March 2023

Link to Corporate Plan **Theme No. 5. - Excellence**

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.

Previous Council Consideration

Ordinary Meeting Minutes. 18 August 2022, item 5, page 28

That Council note the report by the Chief Executive Officer to the General Committee Meeting dated 18 August 2022 providing a review of Council's progress in the 2021/22 financial year towards achieving the five key focus areas set out in Council's Corporate Plan and thank Council staff for their efforts in the last twelve months to progress so many significant projects and providing outstanding service to our community

Finance

The delivery of our 2022/23 programs was in accordance with the Budget and Operational Plan.

Risk & Opportunities

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

Consultation

External Consultation - Community & Stakeholder

Nil

Internal Consultation

Departments consulted:

Office of the CEO, Mayor & Councillors		Community Services		Corporate Services	
	Mayor & Councillors	X	Director	X	Director
X	Chief Executive Officer		Community Development		Financial Services
	Executive Officers		Sport & Active Lifestyles		Fleet
	Community Engagement		Arts & Culture		Revenue Services
	People & Culture		Community Connection		ICT
	Governance		Customer Experience		Commercial Property
Strategy & Environment & Sustainable Development		Development & Regulation		Infrastructure Services	
X	Director	X	Director	X	Director
	Strategic Land Use Planning		Development Assessment		Infrastructure Planning, Design and Delivery
	Economic Development & Destination Management		Local Laws		Civil and Asset operations
	Environmental Services		Environmental Health		Asset Management
	Innovation & Digital Hub		Building & Plumbing		Building & Facilities
			Property / Permits		Disaster Management
					Waste