



Corporate Plan

2017 - 2037

June 2018 update



*“Noosa Shire -
different by nature”*



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Acknowledgement of country

Noosa Council would like to respectfully acknowledge the Kabi Kabi people as the traditional custodians of the lands and waters that form the region we call Noosa. Council pays its respects to elders past, present and future and welcomes the ongoing role that indigenous people play within the Noosa community.

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Introduction

The Noosa Shire Council was created in 1910 under the Queensland Local Authorities Act of 1902. In 2008, the Shire was amalgamated with Maroochy and Caloundra Councils into the Sunshine Coast Regional Council. It was re-established as a local government on 1 January 2014 after the Noosa community campaigned for a number of years to restore its own local government. In 2014, Noosa Council's first Corporate Plan was adopted to lay the foundations for the new Council. This is the second Corporate Plan developed by Noosa Council.

This Corporate Plan consists of:

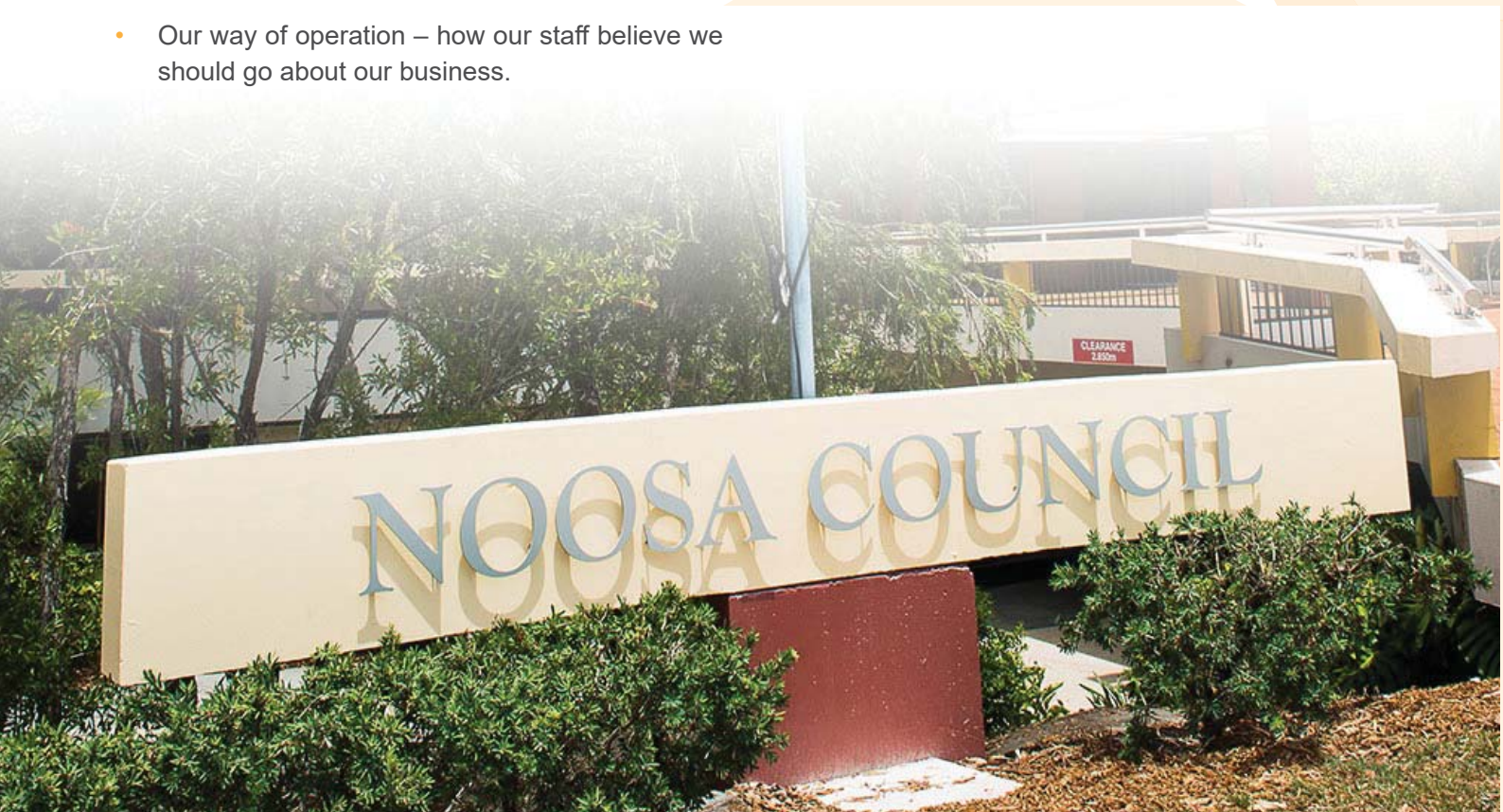
- The Noosa Shire Story – where we have come from
- Our twenty year vision for the Noosa Shire, reflecting our long term planning horizon - an approach that has historically set Noosa apart from many other places
- Our Council's purpose – defining what we believe is our Council's role
- Our way of operation – how our staff believe we should go about our business.

This Corporate Plan is supported by an annual Operational Plan that Council will adopt each year as part of its budget process. The Operational Plan sets out specific projects that will be undertaken to turn the key focus areas in this Corporate Plan into reality.

This Corporate Plan is also supported by the adoption of Council's annual budget. The budget process identifies how Council allocates resources towards specific projects that contribute to the long term vision while maintaining Council's financial sustainability objectives.

Council also reports each year via its annual report on progress towards achieving the long term vision in this Corporate Plan.

This Corporate Plan sets a vision for the next 20 years for the Noosa Shire. A review of the Corporate Plan will be undertaken in 2021.





The Noosa Shire story

To put in context our vision for the future of Noosa Shire, it is important to understand our history, our journey and our story.

Where we have come from

Noosa Shire covers an area of 870 km². The land is Kabi Kabi land and was looked after for thousands of years by the Kabi Kabi people.

The early settlement period saw a focus on timber and fishing as well as being a gateway to the Gympie goldfields.

It was during the 1980s and 1990s that the current Noosa Shire story began to emerge.

Like many coastal communities, Noosa was facing choices about how it would develop. The 1980s and 1990s saw significant environmental battles where the Noosa community fought to retain Noosa Shire as a unique place – unfettered by rampant development.

These environmental battles defined that period and culminated in the 1997 Strategic Plan. This provided a town planning framework to ensure that Noosa would differentiate itself from other places.

The concept of a population carrying capacity was introduced together with height limits on buildings. Noosa Shire focused on the “Noosa look and feel” design of public spaces.

Noosa Shire was an innovator at this time, introducing outdoor dining to Queensland. The focus was both on protecting the natural environment and also creating a special built environment for Noosa Shire.

During the 1990s and 2000s, Noosa Shire also focused on building community capacity. This included the development of major community infrastructure such as libraries, an aquatic centre and sporting facilities.

However, the focus was on more than just community infrastructure. There was significant focus on community engagement, with the Noosa community becoming intimately involved in decision making together with the Council. Also during the 2000s, the focus began to include the diversification of the Noosa economy. This was a natural evolution towards an emphasis on the triple bottom line. The Shire developed its first economic plan and sought to encourage smart industries that would reduce our reliance on tourism.

There was a real sense of alignment between the Council and the community in the 2000s. This was highlighted when the State government decided to amalgamate Noosa Shire with shires to the south. The Noosa community fought to stop that decision in 2008 and rallied to protect their Shire. Despite failing to win the initial campaign in 2008, the Noosa community did not give up and continued the fight for what they believed in. This culminated in the Noosa Shire being re-established on 1 January 2014.

The first term of the new Council was focused on re-establishment – getting the new Council up and running. There was a strong emphasis on building a sound financial platform to ensure Council’s long term sustainability.



Where we are today

We are an aging community, with more than 23% of the population over the age of 65. This compares to the Queensland average of 14%. We have an active community with strong networks of community groups and volunteers.

Our Noosa River has an A rating for water quality, and 226km² of the Shire (about 26%) is protected as either National Park or environmental reserves. Climate change is a particular challenge for councils like ours that have significant coastlines.

While we have good biodiversity compared to other SEQ areas, some of our high profile fauna are under pressure including fish stocks and koalas.

Our economy is dependent on tourism and retail, and while our tourism market has been booming in recent years, this has put pressure on local infrastructure including our transport system.

The median annual family income in Noosa is \$72,956 which is lower than the State average of \$86,372. At 4.4%, our unemployment rate is currently better than the State average of 6.1%.



Population

54,736

↑ represents 10,000 people

Noosa Residents Age



0-14 years

■ 16.4% ■ Qld 19.7%

15-24 years

■ 9.3% ■ Qld 13.4%

65+ years

■ 23.3% ■ Qld 14.7%

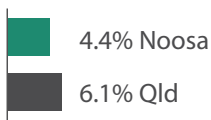


Median Age

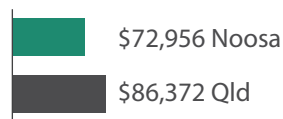
Qld 37 years



Unemployed



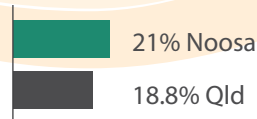
Median Total Family Annual Income



Median 3 bedroom house rent



Volunteers



Noosa Vision 2037

“Noosa Shire - different by nature”

The purpose of a vision is to create an aspirational goal for the future. A vision sets the tone for future planning and thinking.

If we are successful in attaining this vision, then we would see that by 2037, Noosa Shire will have achieved the long term goals set out in this Corporate Plan.

To do this, we need to successfully adapt to whatever challenges arise. If we do that well, we will be “different by nature”.

Our vision is underpinned by our Council’s beliefs. When working towards our Noosa Vision 2037, we will focus on:

Respect

Respect for the diversity of opinions and beliefs in our community

Inclusion

Access to participatory and democratic processes

Responsiveness

As a Council, being connected with our community

Authenticity

Understanding our history and learning from our past

Our purpose

As a Council, it is important to be clear about our own organisation's role and purpose. It defines why we do what we do and how we do what we do as a Council.

We believe that our purpose as a Council is:

“Working with our community to shape Noosa Shire's future”

In practice, we believe that this means that as a Council we will:

1. Provide excellence in customer service
2. Engage with our community using best practice
3. Provide quality local government services to the Noosa community
4. Provide good governance and act ethically
5. Be transparent in all of our dealings
6. Look after community and natural assets
7. Manage community funds wisely
8. Be as one with our community.

Our Noosa Council staff have together defined how we want to operate as a Council:

“Noosa Council is a supportive and passionate team built around openness and informality.

We value:

COMMUNITY - Working hand in hand with our community

INNOVATION - Striving for better ways to do things

SUSTAINABILITY - Managing environmental, social and economic resources for the future”



Corporate planning framework

Our corporate planning framework links together the various components of our corporate planning process to illustrate how our teams and individuals contribute to the success of our organisation.

Each year Council will focus on its Operational Plan and Budget to ensure that; the key focus areas identified in the Corporate Plan are prioritised during Council's annual budget process; resources are identified to bring the key focus areas to fruition; and performance measures are identified to monitor progress. Progress in implementing this plan will be reported to Council on an annual basis.



Achieving our goals

To advance our Noosa Vision 2037, we have identified five themes. Within each theme are:

- Key focus areas – actions that are to be undertaken in the first 5 years. These key focus areas will feed into the Council's annual Operational Plan and Budget process as specific projects to assist in advancing towards the 20 year goal. The key focus areas will be reviewed after 5 years.
- 20 year goals – the longer term aspirations for the Noosa Shire. If we successfully achieve our key focus areas we should be able to successfully work towards our 20 year goals.

Theme 1: The Noosa Environment

20 year goal: *Our environment is protected and enhanced and is valued by the community*

Key focus areas 2017-2022

1. Adopt an overarching Environment Strategy.
2. Revitalise the Noosa River Plan.
3. Implement Council's Zero Emissions Strategy.
4. Adopt and implement the following plans that form part of our Environment Strategy - Biodiversity Plan, Bushfire Management Plan, Coastal Management Plan, Flood Management Plan, Koala Conservation Plan, Waterways and Wetlands Management Plan, Open Space Plan and Waste Reduction and Recycling Plan.
5. Reinforce our Noosa design principles and Noosa style.
6. Manage development within the Noosa Shire in accordance with Noosa's desired environmental outcomes.
7. Plan our response to Climate Change.

In 20 years ...

- The Noosa River is clean, has abundant fish life and maintains its A rating.
- Integrated catchment management practices have improved our waterways and wetlands.
- Noosa Council has achieved its Zero Emissions target.
- Our Koala population is increasing.
- Biodiversity in Noosa Shire has been preserved.
- The amount of waste being disposed of in landfill is negligible.
- Noosa Shire is better prepared for Climate Change.
- Our Noosa design principles shape the overall look and feel of our distinctive built environment.
- Development in the Noosa Shire is in accordance with our desired environmental outcomes.
- The Noosa natural environment is protected and enhanced.

20 year goal:

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

Theme 2: The Noosa Community

20 year goal: *Our community is connected, safe and happy and able to meet their potential*

Key focus areas 2017-2022

1. Undertake implementation of the Noosa Social Strategy.
2. Adopt and implement the following plans that form part of our Noosa Social Strategy - Cultural Plan, Community Health and Wellbeing Plan and the Sport and Active Recreation Plan.
3. Implement the Libraries Strategic Plan.
4. Continue to support our community to utilise Council controlled land and buildings through formal tenure arrangements.
5. Plan and build an iconic all abilities playground at Cooroy.
6. Explore the options for and investigate the feasibility of relocating the Noosa Regional Gallery.
7. Plan for Noosa's ageing demographic and support our health and aged care sectors.
8. Maintain the ability to respond to disaster events (Local Disaster Management Plan).

In 20 years ...

- Noosa Shire is an active and healthy community enjoying comparatively high well being.
- We have a globally recognised University research centre focused on sustainability.
- Our library service is contemporary and provides valuable learning and educational opportunities.
- Noosa's lifestyle and heritage are preserved.
- Our community capacity has increased and community needs are being met.
- The use of Council trustee land and buildings is optimised to maximum community benefit.
- Noosa Shire is renowned for its vibrant culture and artistic community.
- Our Regional Art Gallery is recognised for its iconic design and programs.
- Our Health and Aged Care sectors are meeting the needs of our demographic.
- Council and the Noosa community are resilient in the face of emergencies and disaster events.



20 year goal:
“Our community is connected, safe and happy and able to meet their potential”

Theme 3: The Noosa Economy

20 year goal: *Our economy is diverse and resilient*

Key focus areas 2017-2022

1. Implement the Noosa Local Economic Plan.
2. Provide support for a sustainable tourism sector.
3. Develop programs to foster growth in key industry sectors by working collaboratively.
4. Support the growth of our education and research sector.

In 20 years ...

- Our net household incomes are higher than the State average.
- Our unemployment rate is lower than the State average.
- Our local economy produces more than it consumes.
- Noosa has a thriving economy across our preferred industry sectors.
- Businesses take the lead role in driving our economy.
- High value, low impact businesses that align with our Noosa brand are attracted to Noosa.



20 year goal:
*“Our economy is
diverse and
resilient”*

Theme 4: Long term planning for Noosa Shire

20 year goal: *Noosa Shire is well managed and sustainable*

Key focus areas 2017-2022

1. Adopt a new Town Planning Scheme.
2. Implement an integrated Transport Strategy that encourages alternative transport usage and reduces our dependence on private motor vehicles.
3. Implement the Noosaville Foreshore Land Use Management Plan.
4. Ensure effective service planning processes are in place.
5. Develop and report on community sustainability indicators.
6. Meet the principles of the UNESCO Man in the Biosphere Program.
7. Establish functional Asset Management Plans for all Council asset classes.
8. Undertake long term financial sustainability planning incorporating Asset Management Plan outcomes.

In 20 years ...

- Our Planning Scheme continues to effectively manage growth and ensure that Noosa maintains its village look and feel.
- Noosa is no longer dependent on the private motor vehicle as its primary mode of transport.
- Our plans and strategies are aligned and consistent.
- The Noosa brand remains widely recognised, strong and authentic.
- Noosa Shire is an exemplar of sustainable living with an appropriate focus on natural, social and economic capital.
- Council remains financially sustainable with efficient services that are responsive to the needs and priorities of the community.
- The Noosa Biosphere® Reserve is recognised as exceeding UNESCO requirements for Biosphere Reserves.
- Our community assets are being maintained in accordance with our planned asset management program and our asset management plans are linked to our budgets and long-term financial plan.

20 year goal:

“Noosa Shire is well managed and sustainable”

Theme 5: Excellence as a Council

20 year goal: *The Noosa Shire community is proud of its Council*

Key focus areas 2017-2022

1. Maintain a focus on excellence in Customer Service and improved service delivery.
2. Maximise financial opportunities for Council land holdings for the purpose of maximising non-rate revenue.
3. Further develop systems to promote continuous improvement.
4. Embed corporate values into the organisational culture.
5. Improve online customer interface services.
6. Continue to meet or exceed all statutory financial ratios and key operational targets.
7. Ensure that workforce planning is in place across the organisation.
8. Improve and maintain the safety and wellbeing of employees.
9. Enhance opportunities for the community to engage with the Council and ensure community engagement best practice is embedded in Council operations.
10. Ensure that Council business activities remain competitive and profitable.
11. Ensure that Business Continuity Plans are developed and tested.
12. Strengthen Council's governance framework and develop leadership potential.
13. Embed risk management practices into decision making processes.

In 20 years ...

- We are considered "financially strong" by the Queensland Government.
- Our customer service is recognised for meeting our community expectations.
- Council is an employer of choice.
- There are multiple channels available for the community to interact with Council.
- Council has inspirational and transparent leadership based on integrity, and highly ethical conduct is embedded in Council's culture.
- Council operates successful business activities.
- Best practice risk management practices are embedded in decision making.
- Our community believes that they can partner and collaborate with our Council to achieve great outcomes.

20 year goal:

*"The Noosa Shire community
is proud of its Council"*

Monitoring performance

To monitor performance, Council will establish a hierarchy of performance indicators as follows:

- **Community indicators** - indicators that monitor the state of our community based on our environment, economy, community and governance that are reported to Council annually and included in Council's Annual Report.
- **Corporate Plan indicators** - measure progress with Council's Corporate Plan with a particular emphasis on key focus areas. Reported to Council annually by the CEO and included in Council's Annual Report.
- **Management indicators** - Operational Plan progress report and management key performance indicators are provided to Council by the CEO on a quarterly basis.

