



Operational Plan 2025-2026

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1 Introduction

The Operational Plan 2025–2026 is a key component of Council’s strategic planning framework. It outlines the major initiatives and activities Council will undertake over the financial year, aligned with the priorities set out in the adopted budget.

This marks the third Operational Plan developed under Council’s 5-Year Corporate Plan 2023–2028, which was adopted on 27 April 2023. The successful delivery of initiatives in the Operational Plan contributes cumulatively to achieving the long-term vision and strategic objectives set out in the Corporate Plan.

In accordance with Section 175 of the *Local Government Regulation 2012*, the Operational Plan must:

- Align with Council’s 5-Year Corporate Plan and annual budget; and
- Set out how Council will:
 - Progress the implementation of its Corporate Plan over the operational period; and
 - Manage operational risks.

This Operational Plan has been prepared to fully comply with these legislative requirements.

2 Noosa Council Corporate Plan 2023 - 2028

Our Noosa Council Corporate Plan 2023–2028 (the Corporate Plan) is Council’s primary strategic document, setting the overarching direction for achieving a sustainable future for the Noosa community. It informs Council’s annual operational planning, budgeting, and the work programs of staff, ensuring resources are aligned to deliver on the Corporate Plan’s priorities.

The Corporate Plan is underpinned by the principles of the *Local Government Act 2009*, which guide its development and implementation. These principles include:

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

Our Mission

We are Noosa – Different by Nature

Our community proudly celebrates its culture, heritage, and sense of place. We are connected and engaged, drawing inspiration from our unique natural environment, resilient economy, and commitment to a sustainable future. Together, we remain dedicated to preserving what makes Noosa distinct.

Our Sustainability Principles

Noosa Council is proud to uphold our seven sustainability principles, which serve as the foundation for all aspects of our operations—from strategic planning and decision-making through to the delivery of services and infrastructure. These principles reflect our long-term commitment to environmental stewardship, social wellbeing, and economic resilience.

They have been integral in shaping Council's Corporate Plan and other key strategic documents, ensuring that sustainability is embedded across all facets of Council business. By applying these principles consistently, we aim to deliver balanced, forward-thinking outcomes that support the wellbeing of our community today and into the future.

- 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 are achieved through forward planning, effective, efficient and collaborative decision making, made in the interests of the community.

Our Core Services

Arts and Culture – Delivery of facilities & services which feed the mind, inspire the imagination, celebrate the Noosa Story and connect the community including venues like The J theatre and Noosa Regional Gallery; Public Art collections; Heritage and Noosa Libraries. Services also include supporting creative industries, cultural programs, and community initiatives through resource support, professional development and grant initiatives.

Beaches, Foreshores, Coastal Infrastructure and Canals – Management and maintenance of coastal and waterway assets, including dredging and sand replenishment, dune fencing, revetment walls, jetties, boat ramps, groynes, beach access points, canal lock and weir.

Building and Development - Ensuring safe, compliant, and sustainable growth across the Shire through the assessment and regulation of development applications, building works and plumbing systems. This includes development assessment and compliance to uphold planning requirements, building and swimming pool compliance to enforce safety standards, and Plumbing services to regulate water and wastewater systems in accordance with legislation.

Bushland Conservation and Habitat Management – Delivery of community partnerships and education programs aimed at protecting and enhancing biodiversity; implementation of pest plant

and animal control measures; protection, enhancement and management of the natural area reserve network; and coordination of ecological fire management programs.

Cemeteries - Provision, management and maintenance of Noosa Council's cemeteries at Tewantin, Pomona, and Cooroy including burial and ash interment services, plot allocation, record keeping, and grounds maintenance.

Climate Change and Sustainability - Driving climate initiatives and environmental stewardship by delivering policies, programs, and partnerships that reduce emissions, build resilience, and protect natural assets. It supports sustainable living, and climate adaptation to support a healthy community and environment.

Community Development and Support – Providing services to enhance individual wellbeing and build strong, cohesive communities, including delivering the Living Well Program, supporting community organisations and volunteer capacity-building, administering community grants, facilitating partnerships, and connecting individuals with specific needs to relevant services. Council also plays a supportive role in the operation of community-managed halls, centres and issuing a number of permits for community events.

Customer Experience – Leading the positive end-to-end journey for customers of Noosa Council as well as delivering exceptional customer services by phone, in person or online. Services include transactions, requests, complaints, and general enquiries.

Disaster Management – Coordinating planning, preparedness, response, and recovery to ensure Noosa is resilient to natural disasters. This includes maintaining the Disaster Management Plan, operating the Coordination Centre, delivering community resilience training and education, and working with agencies and the community to minimise risk and support recovery.

Economic Development and Destination Management - Supporting a resilient local economy by fostering business growth, investment, innovation, and sustainable tourism. It delivers strategic initiatives, supports local businesses and industry, and promotes the region as a vibrant place to live, work, invest and visit through coordinated economic and destination planning

Financial Services - Delivering financial management and statutory compliance, including budgeting, financial reporting, treasury and investment services, management accounting, capital project financial oversight, asset accounting, and accounts payable.

Fleet Management - Supporting operational service delivery by managing Council-owned vehicles and equipment. This includes procurement of fit-for-purpose fleet and plant and overseeing their lifecycle from acquisition to disposal.

Information and Communication Technology (ICT) - Ensuring secure, efficient, and integrated technology infrastructure and services. Responsibilities include ERP systems, spatial services, records management, cybersecurity, hardware and desktop support, cloud and network infrastructure, and lifecycle support for ICT projects and operations.

Local Amenity and Local Laws – Protection and enhancement of local amenity through the enforcement of local laws, including regulated parking, the management of animals, overgrown land, abandoned vehicles, Local Laws education & compliance.

Parks and Gardens – Management and maintenance of holiday parks, boardwalks, foreshores, recreational trails, public parks, playgrounds and gardens – including the botanical garden – as well as streetscapes, all aimed at preserving and enhancing the unique character of Noosa.

People and Culture - Supporting the full employee lifecycle and workplace wellbeing to ensure a capable, engaged, and high-performing workforce. Activities include recruitment, onboarding, employee and industrial relations, workforce planning, learning and development, health and

wellbeing, work experience programs, separation processes, payroll and remuneration management, and workplace health and safety.

Procurement - Providing strategic procurement support across the organisation. This includes purchasing services, contract establishment for goods and services, and development of strategies to enhance procurement capability and ensure value, compliance, and sustainability.

Public Health – Regulation and monitoring of food premises, mosquito and vermin management, oversight of environmental health matters, and general public health compliance.

Revenue Services - Managing property data and revenue collection processes. This includes property search information, billing for rates and charges, debt recovery, pensioner discounts, State levies, and receipting for agencies and remote sites.

Roads, Cycleways and Pathways – Maintenance and enhancement of the road network and related infrastructure, including sealed and unsealed roads, bridges, and pathways. Services also include improving connectivity, public lighting, vegetation management, and delivery of construction and capital works projects.

Seniors Support – Delivery of a range of services and programs which support older people to live independently, remain connected and experience wellbeing, including the operation of the Noosa Seniors Centre, in-home care, home maintenance and modifications, community transport, information sessions, and wellness programs.

Sport and Recreation – Provides services that support community health, wellbeing, and participation for all ages and abilities. This includes managing aquatic centres, leisure facilities, sports fields, and recreation programs. The branch also plans sports infrastructure, promotes inclusive access, and supports club development and volunteer training. It partners with local groups to grow sport pathways, encourage innovation, and boost lifelong participation.

Strategic Planning - Guiding Noosa Shire's long-term growth and prosperity through the development of forward-looking strategies and the cultivation of strong partnerships that enhance the region's economic, social, and environmental resilience. This service plays a vital role in attracting and supporting sustainable investment, advancing initiatives that promote environmental sustainability, and contributing to affordable housing solutions—positioning Noosa Shire as a preferred destination for business, innovation, and inclusive regional development.

Traffic and Transport – Planning, design, and delivery of road transport infrastructure; implementation of sustainable transport initiatives; management of road safety, traffic, and parking.

Waste and Resource Management – Provision of solid and liquid waste collection and disposal services, operation of waste transfer stations and landfill sites, delivery of recycling and resource recovery initiatives, and implementation of community education programs to promote sustainable waste practices.

Our SPARC Values

Noosa Council is a values-driven organisation. We take pride in our core values and are committed to reflecting them in all aspects of our work across the organisation and within our community.



Our Planning Framework

The Corporate Plan forms a central component of Council's broader strategic framework, which integrates a cohesive network of plans, strategies, and policies within a robust governance model. This structure ensures that our decision-making processes are transparent, accountable, and strategically aligned.

Council's Integrated Planning and Governance Framework illustrates how our planning processes are interconnected and aligned with the services we deliver to the community. It provides a clear line of sight between high-level strategic objectives and on-the-ground operational activities, supporting consistent, evidence-based outcomes across all areas of Council business.



Corporate Plan Themes

The Corporate Plan is structured around five key strategic themes, each representing a critical area of focus for Council in achieving its long-term vision for the Shire. Within each theme, the plan sets out clear long-term objectives, identifies signature projects, and outlines key actions that will drive progress over the life of the plan.

In addition, each theme is supported by relevant strategies and plans, ensuring a coordinated and integrated approach to implementation. To ensure transparency and accountability, the plan also includes a range of performance measures, which will enable Council to monitor progress, evaluate outcomes, and report on success over time.

This structure provides a clear and measurable roadmap for delivering outcomes that reflect community priorities and support Noosa's ongoing sustainability, liveability, and resilience.

1. Environment Theme

This theme focuses on the natural and built environment, waterways and coasts, and conservation and cultural heritage. It reaffirms Council's ongoing commitment to:

- Conserving and enhancing the natural environment
- Maintaining a village-scale built form
- Managing population growth sustainably

It also strengthens attention on emerging priorities such as:

- Improving waterway health and water quality
- Reinforcing Noosa Design Principles
- Protecting cultural heritage

These focus areas guide efforts to preserve Noosa's unique character and environmental values.

2. Liveability Theme

The Liveability Theme focuses on enhancing the quality of life for all residents by addressing key areas such as housing, community facilities and services, transport, and health and wellbeing. The goal is to foster an inclusive, connected, and vibrant community. This theme reaffirms Council's ongoing commitment to:

- Building community resilience
- Delivering high-quality facilities and services
- Promoting health and wellbeing
- Supporting culture and creativity

It also strengthens our focus on emerging challenges, including:

- Improving access to social and affordable housing
- Enhancing movement and transport options
- Promoting accessibility and inclusion for all community members

Together, these focus areas support a liveable Noosa where people of all ages and backgrounds can thrive.

3. Prosperity Theme

The Prosperity Theme focuses on building a resilient and diverse economy that supports local businesses, encourages innovation, and promotes sustainable practices. Key focus areas include economic development, local enterprise, innovation, arts and culture, waste management, and the transition to a circular economy. This theme reaffirms Council's ongoing commitment to:

- Supporting local businesses and the village-scale economy
- Encouraging innovation and growth in the digital economy

It also strengthens attention on emerging priorities, such as:

- Advancing destination management and stewardship to ensure tourism benefits the community and environment
- Developing a smart biosphere, leveraging technology and innovation for sustainability
- Promoting a circular economy to reduce waste and maximise resource efficiency

Through these efforts, Council aims to create a prosperous Noosa that balances economic opportunity with environmental and social responsibility.

4. Future Theme

The Future Theme is about preparing the Noosa community for the challenges and opportunities ahead, while honouring our heritage and strengthening our social and environmental resilience. Key focus areas include climate resilience and adaptation, disaster preparedness, youth engagement, community resilience, sense of place, and destination management.

It also includes a strong commitment to strengthening relationships with First Nations peoples, recognising their enduring connection to Country and the importance of inclusive, respectful partnerships in shaping our shared future. This theme reaffirms Council's continued focus on:

- Climate change mitigation and adaptation
- Disaster preparedness and response
- Implementing sustainable, forward-thinking solutions

It also amplifies focus on emerging priorities, including:

- Building community resilience in the face of social, environmental, and economic change
- Enhancing destination management and stewardship to balance growth with local values
- Supporting youth needs and opportunities to ensure the next generation is engaged, supported, and empowered

Together, these efforts aim to ensure Noosa remains a resilient, inclusive, and forward-looking community.

5. Excellence Theme

This Theme is centred on delivering high-quality, efficient, and responsive services to the community, underpinned by strong governance, sustainable financial practices, and a skilled and supported workforce. Key focus areas include customer experience, financial sustainability, innovation and technology, service delivery, governance, employee and volunteer support, diverse funding streams, and asset management. This theme reaffirms Council's ongoing commitment to:

- Supporting and developing our employees and volunteers
- Upholding principles of good governance and transparency
- Ensuring long-term financial sustainability
- Maintaining sound asset management practices

It also strengthens the focus on emerging priorities, such as:

- Enhancing community engagement, with particular attention to youth involvement in civic life
- Leveraging innovation and technology to improve organisational efficiency and service effectiveness
- Advancing workforce planning to ensure we attract, retain, and develop the talent needed to meet future demands

Through this theme, Council aims to foster a culture of excellence that drives continuous improvement and delivers lasting value to the Noosa community.

3 Operational Plan 2025-2026

Each year, Council prepares an Operational Plan and Budget to guide its priorities and allocate resources effectively. This ensures progress on the signature projects, key actions, and supporting strategies and plans outlined in the Corporate Plan, while also delivering a broad range of essential operational services to the community.

The Operational Plan is structured to align with the five strategic themes and objectives of the Corporate Plan. It informs funding priorities and guides service delivery across the organisation. Each initiative is assigned to a lead department, with clearly defined responsibilities, and supported by related Council activities and services that are subject to strategic planning and ongoing review. All Council branches are required to maintain a current Branch Plan and develop detailed Service Profiles, ensuring effective project management and the delivery of agreed service outcomes.

Council's Service Catalogue currently includes 36 Service Profiles, each of which is reviewed as part of Council's annual budget deliberations to ensure alignment with community needs and organisational goals.

Council has six functional areas that work together to deliver the Operational Plan, including:

- Office of the CEO & Mayor
- Strategy and Environment
- Corporate Services
- Infrastructure Services
- Development and Regulation
- Community Services

4 Monitoring and Reporting our Success

Progress on the implementation of the Operational Plan is reviewed by Council on a quarterly basis, with a comprehensive annual review undertaken to assess overall progress in delivering the objectives of the Corporate Plan.

While the Corporate Plan sets out high-level performance measures, Council monitors performance using a broader suite of indicators. These include measures contained in the Operational Plan, as well as those outlined in current strategies, plans, and Service Profiles.

Council remains committed to continuously improving its approach to performance monitoring. As part of this commitment, performance measures will continue to be refined through the development of a comprehensive Performance Measurement Framework and the implementation of a Corporate Performance Management System. These initiatives will support more effective tracking, reporting, and accountability.

Performance Measurement Hierarchy

Corporate Plan	Operational Plan	Branch Plan	Service Profile
<ul style="list-style-type: none"> Adopted by Council Provides a five-year strategic direction for Council, outlining priority areas requiring the highest attention Establishes how performance in achieving strategic objectives will be measured and assessed Includes high-level performance measures Performance against the Plan is reviewed annually by the Executive Team and reported to Council, including in the Annual Report 	<ul style="list-style-type: none"> Adopted by Council. Provides an annual program of initiatives and works aligned with the priority areas of the Corporate Plan and informed by risk management considerations Includes operational performance measures that offer insight into organisational performance and progress toward achieving desired outcomes Performance against the Plan is reviewed quarterly by the Executive Team and reported to Council 	<ul style="list-style-type: none"> Developed by Branch Managers. Outlines an annual program of work, with a focus on project management and the delivery of core services Serves as a planning tool to support effective resource allocation, work prioritisation, and scheduling Includes performance measures established by Managers to inform decision-making, resource planning, project delivery, and performance assessment at both team and individual levels Performance against the Branch Plan is monitored by the relevant Manager and Director 	<ul style="list-style-type: none"> Developed by Branch Managers. Provides a snapshot of activities involved in the delivery of Council services, including key inputs, outputs, and service standards Includes efficiency and effectiveness measures, with a focus on financial sustainability Performance against the Service Profile is monitored by the relevant Manager and Director Reviewed by Council as part of the annual budget deliberations

5 Risk Management

Council has established a comprehensive Enterprise Risk and Opportunity Management Framework, which aligns with the principles outlined in the Australian Standard AS/NZS ISO 31000:2018 – Risk Management Guidelines. This Framework provides staff with a detailed guide to identifying and managing operational risks and opportunities across Council. This includes assessing risks and opportunities against Council's agreed risk appetite levels and thresholds

Council is committed to effective and proactive risk and opportunity management, ensuring that sound risk management principles are embedded in strategic and operational planning, as well as in key decision-making processes. Strategic and operational risks are managed in accordance with Council's Enterprise Risk Management Framework, Fraud and Corruption Prevention and Control Policy, and operational Branch Plans that address branch-specific risks and opportunities.

Risk management is a shared responsibility across the organisation. Council supports this commitment by:

- Requiring all employees to manage risks within their respective areas
- Providing training and resources to build risk management capability
- Developing systems and processes to enhance continuous improvement
- Encouraging a culture of accountability and informed risk-taking

Council is committed to maintaining a balanced and proactive approach to risk management—effectively mitigating potential threats while identifying and capitalising on opportunities. This approach enhances Council's ability to achieve its strategic objectives and deliver high-quality services and projects for the community.

To support this, Council maintains a Strategic Risk Register, while individual operational areas (branches) are responsible for maintaining branch-specific risk registers for service delivery and project-related risks. The Audit and Risk Committee plays a key oversight role in strategic risk governance, with the Strategic Risk Register reviewed every four months by both the Committee

and the Executive Team. This regular review process ensures that critical risks remain visible, are actively monitored, and are managed in a timely and effective manner.

6 Capital Works

Throughout 2025–26, Council will deliver a substantial program of projects and services aimed at enhancing the liveability, sustainability, and resilience of our communities. These initiatives will focus on improving local infrastructure, protecting our natural environment, supporting community wellbeing, and fostering inclusive, vibrant neighbourhoods that reflect the unique character and values of the Noosa region. Valued at \$51 million, highlights of the 2025–26 Capital Works program include:

- Doonella Bridge renewal, Tewantin
- Road reseal program, Shire-wide
- Gravel road resheeting, Shire-wide
- Noosa Aquatic Centre equipment upgrades, Sunshine Beach
- Noosa Trail Network upgrades, Shire-wide
- Affordable and social housing project site preparation and subdivision, Cooroy
- Noosa Coastal Pathway Stage 1 Cycle Street and way-finding signage project, Shire-wide
- Pathway upgrades, Shire-wide
- Start of a two-year minor exterior refurbishment of The J, Noosa Junction
- Sports Complex expansion, Cooroy
- Park furniture and shelter renewals, Shire-wide
- Renewal of Pioneer Park playground, Cooran
- Stan Topper Park amenities block renewal, Pomona
- Moorindil Street amenities block renewal, Tewantin
- Main Beach seawall renewal detailed design, Noosa Heads

Council's \$51 million capital program will be delivered alongside ongoing disaster recovery works funded by the Queensland Reconstruction Authority (QRA), including about \$4 million worth of work arising from the recent Western Queensland Surface Trough rainfall event.

Major Initiatives

The following Sections 7 - 10 identify the priority initiatives and supporting services to be undertaken this financial year aligned to the five Themes and Objectives of the Noosa Council Corporate Plan 2023-2028.

7 Theme 1 – Environment

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

Relevant Corporate Plan Objectives 1.1-1.8

CP Theme/ Objective/ Initiative No.	Initiative Description	Lead Department
1.1.1	Partner with Unitywater to develop an Integrated Water Catchment Management Plan for Burgess Creek that will provide a strategic framework for hydrological, environmental and recreational improvement for the catchment area.	Strategy & Environment
1.1.2	Progress the development of a public-facing dashboard for the Modern Water Quality Monitoring Program in the Noosa and Mary River sub-catchments, to share insights on the ecological health of the catchments and the monitoring program with the community.	Strategy & Environment
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 in priority reserves, based on a comprehensive bushfire risk assessment.	Strategy & Environment
1.2.2	Continue to deliver a Community Bushcare Program for active volunteers across bushland care groups and undertake a review of the Community Bushland Care Guideline.	Strategy & Environment
1.2.3	Complete a review of the Biosecurity Plan 2020 to manage invasive species which threaten Noosa's biodiversity values.	Strategy & Environment
1.3.1	Implement the Noosaville Foreshore Infrastructure Master Plan including, subject to funding, proposed capital works delivery, asset renewal program, monitoring of changing climate data as well as ongoing community engagement.	Infrastructure Services / Strategy & Environment
1.3.2	Continue to implement the Eastern Beaches Foreshore Reserves Management Plan focusing on education and awareness of the social and environmental values of foreshores, and key management issues.	Strategy & Environment

1.3.3	Continue to implement the Encroachment Policy and Operational Procedure through delivery of prioritised area restoration and community education.	Strategy & Environment
1.4.1	Undertake Stage 1 of the shire-wide Heritage Signage Audit.	Community / Strategy & Environment
1.4.2	Deliver the History of Noosa Sporting to discover and document the sporting history and sporting people of Noosa.	Community Services
1.5.1	Review the Conservation Land Plan/Policy to provide a clear methodology for identifying land parcels for consideration of purchase (via the Environment Levy) for inclusion in the Voluntary Conservation Agreement program or the Land for Wildlife program.	Strategy & Environment
1.6.1	Complete the Noosa River Catchment Action Plan within the Resilient Rivers Initiative Framework.	Strategy & Environment
1.7.1	Ongoing implementation of the Noosa Threatened Fauna Roadmap including the development of two action plans per year for priority threatened species identified in the Noosa Threatened Fauna Roadmap.	Strategy & Environment
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.	Strategy & Environment
1.8.1	Complete the review of the Noosa Design Principles including incorporating sustainable design to embed climate resilience, nature-positive and low-carbon considerations into the principles, and promote and increase awareness with key stakeholders.	Strategy & Environment / Infrastructure Services
1.8.2	Continue to implement best practice Development Assessment services that deliver the strategic outcomes of the Noosa Plan 2020.	Development & Regulation
1.8.3	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. This includes minimising impacts on environmental values and incorporating fauna/flora sensitive designs into project planning and delivery, where practical.	Infrastructure / Development & Regulation

Corporate Plan Performance Measures

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

8 Theme 2 – Liveability

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

Relevant Corporate Plan Objectives 2.1-2.8

CP Theme/ Objective/ Initiative No.	Initiatives	Lead Department
2.1.1	Continue to implement key actions of the Noosa Housing Strategy with a focus on development of a Housing Monitoring dashboard, Partnering with State, Community Housing providers and industry to deliver affordable housing and; <ul style="list-style-type: none"> • Advance Council owned site at Lake Macdonald Drive Cooroy for affordable housing outcomes. • Initiate investigations into the feasibility of affordable housing outcomes above Council owned carparks. 	Strategy & Environment
2.1.2	Continue to implement and monitor the Short Stay Letting Local Law to manage the impacts of short-term letting.	Development & Regulation
2.2.1	Complete the upgrade of the Woondum and Wahpunga trails in accordance with the Noosa Biosphere Trails Master Plan to improve the condition of trails, increase connectivity between Cooran, Kin Kin and Lake Macdonald, and recreational activity.	Infrastructure Services
2.2.2	Finalise the Noosa Botanic Gardens Master Plan to help guide future improvements and enhance the visitor experience.	Infrastructure Services
2.3.1	Progress the 'Locate - A Place For Creatives' online directory to grow the representation of Noosa creatives and increase cultural activity and networks.	Community Services
2.3.3	Deliver a range of arts and cultural programs which meet the aims and objectives of the Cultural Plan.	Community Services
2.4.1	Progress design development of the Beckmans Road duplication in collaboration with the Department of Transport and Main Roads (DTMR).	Infrastructure Services
2.4.2	Complete the Movement and Connection Delivery Plan to improve transport links, walking and cycling connections and movements including articulation of the investment approach for the Sustainable Transport Levy.	Infrastructure Services / Strategy & Environment

2.4.3	Support the delivery of Northern Sunshine Coast Public Transport Strategy with DTMR and undertake investigations into the Cooroy and Shire transit hubs to improve public transport connectivity in the shire for residents and visitors.	Infrastructure Services
2.4.4	Deliver the Cycling and Walking Implementation Plan to guide Council's planning, development and promotion of bike and walking networks in the future.	Infrastructure Services
2.4.5	Finalise the Noosa Parking Management Plan to guide our approach to the management of parking throughout the shire including consideration of revenue models such as paid parking.	Infrastructure Services / Strategy & Environment
2.4.6	Deliver the Go Noosa program including the weekend and Holiday Bus program, as part of the Transport Strategy to reduce traffic congestion and reduce emissions.	Infrastructure Services
2.4.7	Complete investigations into the Noosa Woods Jetty as potential ferry stop location as a means of public transportation, and to provide increased access to Noosa Woods.	Infrastructure Services
2.5.1	Implement the Library of Things lending collection and evolve to meet community needs.	Community Services
2.5.2	Continue to undertake the staged implementation of master plans for the Cooroy and Noosa District Sports Complexes to improve sport and recreation facilities and increase participation in sports.	Community Services
2.5.3	Deliver an Accessible Changing Places Facility as part of the Noosaville Foreshore Infrastructure Master Plan.	Infrastructure Services
2.5.4	Finalise the review of community purpose land and the Infrastructure Tenure Policy to provide a consistent framework to ensure the equitable use of community purpose land and infrastructure within is utilised to its full potential.	Development & Regulation
2.5.5	Provide inclusiveness coaching support to community groups to increase community participation for people with disabilities.	Community Services
2.6.1	Undertake Stage 1 of the development of a Community Strategy which identifies community needs and guides planning and decision-making.	Community Services
2.7.1	Complete Noosa Cemeteries Plan to guide the future management of Council's cemeteries and ensure cemetery services meet future demand.	Community Services
2.7.2	Explore and implement a range of new cemetery services to meet the contemporary needs of customers and ensure the ongoing sustainability of cemetery services.	Community Services

2.7.3	Continue planning for the future of Noosa Leisure Centre and Noosa Aquatic Centre to ensure community needs are met.	Community Services
2.7.4	Undertake preparations to transition to new Aged Care Framework including investigating a new client system that can manage the new requirements.	Community Services
2.7.5	Continue to progress asset management planning for Council's community services buildings and community infrastructure to ensure their ongoing suitability to meet the functional needs of current and future users.	Community Services/ Infrastructure Services
2.8.1	Deliver a grant funded program to enhance community connection for Seniors through a variety of engaging educational and wellbeing activities across the Noosa Shire.	Community Services
2.8.2	Implement an Individual Sports Development Grant program to support local athletes and coaches competing nationally or internationally.	Community Services
2.8.4	Continue to undertake a proactive auditing program of wastewater treatment systems to keep community safe and maintain water quality and the health of waterways.	Development & Regulation
2.8.5	Undertake proactive education program(s) to enhance community safety and environmental awareness.	Development & Regulation
2.8.6	Collaborate with Seqwater to effectively manage the impacts of the Lake Macdonald Dam reconstruction in a timely manner supported by an effective communication program by Seqwater to impacted residents, and seek support for community benefit opportunities.	Infrastructure Services

Corporate Plan Performance Measures

- Increase in the amount of social and affordable housing in Noosa.
- Improve liveability ratings measured through the liveability survey for open spaces, parks, walking and cycling connections.
- Increase uptake in use of public transport through Council initiatives which complement existing state-run transport services.
- Improve levels of participation and user satisfaction with Council facilities and services.
- Increase in the overall liveability score and/or rating of attributes associated with health and wellbeing (priorities in the Liveability Survey).
- Achieve 90% delivery of the asset sustainability ratio.

9 Theme 3 – Prosperity

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

Relevant Corporate Plan Objectives 3.1-3.8

CP Theme/ Objective/ Initiative No.	Initiatives	Lead Department
3.1.1	Advance the Sustainable Procurement Policy through the ongoing implementation of policy, procedure and education, and develop a reporting framework for motoring and measurement.	Corporate Services
3.1.2	Continue to Implement the Noosa Smart Biosphere Economic Development Strategy focussed on the following priority projects including, advancing implementation of Noosa Green Business Economy Plan and develop a long-term Strategic Plan for the Noosa Holiday Park Portfolio.	Strategy & Environment
3.1.3	Implement Noosa Industry and Employment Activation Plan, with a focus on audit and activation of Council-owned land parcels such as Jarrah St, Cooroy and progress planning of a Circular Economy Precinct as part of the Renewable Energy Hub at the Noosa Waste and Resource Recovery Centre.	Strategy & Environment
3.4.1	Advance the preparation of a Food and Agribusiness Development Plan in collaboration with key stakeholders and industry groups including investigations into the feasibility of a Food and Agri Business Hub	Strategy & Environment
3.6.1	Undertake Stage 4 of the proposed new Regional Art Gallery including investigating funding options.	Community Services
3.7.1	Deliver the Noosaville Resource Recovery Area Waste Master Plan as funding becomes available including environmental and safety compliance, new capping program, new waste diversion facilities and innovative waste practices, such as composting.	Infrastructure Services
3.8.1	Progress and seek grant or external funding to advance the concept of Noosa Shire as a 'Living Lab' – partnering with industry and research organisations to investigate, use data and technology to develop innovative solutions for Noosa.	Strategy & Environment

Corporate Plan Performance Measures

- Growth in Gross Regional Product compared to population growth (Target – GRP exceeds population growth).
- Total employment by industry mix in Noosa Shire (Target-% increase in future focused industries).
- Education and support programs implemented for regenerative agriculture.

- Growth in creative economy employment as a % of total employment.
- By 2028, 90% of green waste and food waste is diverted from landfill.
- Number of solution pathways established as a result of partnering with industry and research organisations.

10 Theme 4 – Future

Focus areas - our future, strengthening our relationship with First Nation's peoples and to ensure our community is prepared and resilient to change, youth, climate resilience and adaption, sense of place and destination management.

Relevant Corporate Plan Objectives 4.1-4.9

CP Theme/ Objective/ Initiative No.	Initiatives	Lead Department
4.1.1	Continue to engage with our traditional owners and ensure cultural heritage and indigenous values are incorporated into key projects.	Strategy & Environment / Community Services
4.1.2	Continue implementation of actions in the KKPAC Relationship Agreement and the Kabi Kabi Commitment Implementation Plan.	Strategy & Environment
4.2.1	Develop and implement the Noosa Council Events Strategy, Processes and Procedures, including sponsorship assessment of tourism events.	Strategy & Environment
4.2.2	Complete the Destination Management Plan and commence implementation of key actions, programs and partnerships.	Strategy & Environment
4.2.3	Review and manage the Tourism Noosa Partnership Agreement to align with Destination Management Plan outcomes and develop a clear transition roadmap to support implementation.	Strategy & Environment
4.3.1	Work with local service providers to increase local service delivery for Noosa's youth including completion of the Hive Youth Hub pilot and exploring options for subsequent services.	Community Services
4.3.2	Continue to investigate preferred methods to engage youth in community engagement projects and decision-making.	CEO Office
4.3.3	Investigate the feasibility and implementation through a pilot for a community engagement panel to further enhance the community engagement process.	CEO Office
4.6.1	Undertake preliminary planning for the Brisbane Olympics and Paralympics 2032.	Community Services / CEO Office
4.7.1	Develop the road map and investment plan towards Zero Emissions for Council services.	Strategy & Environment

4.8.1	Complete the Disaster Recovery Infrastructure program to reinstate infrastructure impacted by the March 2025 western front storm event.	Infrastructure Services
4.8.2	Continue to improve strategic and corporate climate risk management, as well as through investigation of annual carbon accounting and new standards for ESG and climate-related reporting.	Strategy & Environment
4.8.3	Continue implementation of the Regional Climate Action Roadmap in partnership with Sunshine Coast Council including through the trialling of community resilience building workshops and the Climate-wise Communities program.	Strategy & Environment
4.8.4	Prepare an ongoing management program for high-risk erosion prone areas of the Climate Change Adaption Plan (CHAP).	Infrastructure Services / Strategy & Environment
4.8.5	Deliver Disaster Preparedness, Resilience and Recovery activities to support Council and the broader community.	Infrastructure Services
4.8.6	Progress the design for the replacement of the Main Beach Sea Wall to be more resilient to future climate events.	Infrastructure Services
4.8.7	Continue the implementation of the Coastal Hazards Adaptation Plan (CHAP), including planning for Living Foreshores Noosa, Coastal Wetland Restoration Project.	Strategy & Environment
4.8.8	Advance flood resilience projects including updating the Noosa River Flood Study, Six Mile Creek Flood Study and Noosa Flood Management Plan.	Strategy & Environment / Infrastructure Services
4.9.1	Progress the development of a program of contemporary revenue diversification and a strategic investment approach for alternate revenue streams for Council including consideration of establishment of a Futures Fund and mechanisms for visitor contribution.	Strategy & Environment / Corporate Services

Corporate Plan Performance Measures

- Improved community connections with First Nations peoples.
- Enhanced quality of life for Noosa's residents (Liveability Survey).
- Council engages our community for all major engagement projects and clearly shows the community how their input has informed decision making.

- Youth representation in community engagement activities on major issues/projects.
- Noosa Council operations and service activities to reach net-zero emissions by 2026.
- By 2028, landfill gas emissions will have reduced by 60% compared to 2021/22.
- Increased Council and community awareness and preparedness for climate change and extreme weather events.

11 Theme 5 – Excellence

Focus areas - customer experience, financial sustainability, innovation and technology, levels of service, governance, our employees and volunteers, funding streams and asset management practices.

Relevant Corporate Plan Objectives 5.1-5.9

CP Theme/ Objective/ Initiative No.	Initiatives	Lead Department
5.1.1	Implement a Customer Experience Program to create better experiences for our customers across the organisation.	Community Services
5.2.1	Progress embedding sustainability and climate action within the organisation through an embedding roadmap and through the development and implementation of a Sustainability Framework.	Strategy & Environment
5.2.2	Continue to drive emissions reductions and cost savings for Council through implementation of the Emissions reduction program including solar, batteries, lighting upgrades, energy/water/waste/fleet monitoring, electrification and fleet transition, as well as advancing the large-scale solar feasibility study at the Noosa Waste and Resource Recovery Centre.	Strategy & Environment
5.2.3	Complete and deliver Queensland's first Community Battery project in partnership with ZEN Inc, Yara Energy Foundation and Acacia Energy.	Strategy & Environment
5.2.4	Continue to partner with other SEQ councils through the Southeast Queensland Climate Resilience Alliance, including implementation of the Scope 3 Emissions Project and the Regional Resilience Capacity Building Project.	Strategy & Environment
5.2.5	Finalise the development of the Financial Strategy, supported by the 10-year financial plan model, and incorporating the Funding Strategy, Revenue Diversification Strategy, and the Strategic Land Review.	Corporate Services
5.2.6	Complete the audit of all water and electricity meters and review contract and tariff arrangements to ensure efficient service connections and pricing.	Corporate Services
5.2.7	Progress Council's Performance Measurement Framework to support Council to actively manage and improve organisational performance.	CEO Office
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.	Corporate Services
5.3.2	Develop streamlined assessment service for low-risk development applications to accelerate decision making and deliver outcomes of the Noosa Plan 2020.	Development & Regulation

5.3.3	Implement a business improvement program to identify opportunities for increased efficiency and effectiveness in Council's operations.	CEO Office
5.3.4	Scope an appropriate capability framework/plan (finance, systems, and people) that supports Corporate Plan Objectives.	Corporate Services / CEO Office
5.4.1	Scope a workforce planning model and process and partner with managers to undertake workforce planning.	Corporate Services
5.4.2	Progress Council's position as an Employer of Choice.	Corporate Services
5.4.3	Continue to promote the Thrive Program to support employee wellbeing.	Corporate Services
5.4.4	Progress investigations into solutions for workplace accommodation.	CEO Office
5.5.1	Progress the implementation of technology solutions to risk management and governance-related processes.	CEO Office
5.5.2	Co-ordinate a review Council's Strategic Risk Register with the new Council to identify and mitigate against any emerging risks and determine Council's risk appetite.	CEO Office
5.5.3	Continue to implement actions to increase the effectiveness of the Audit and Risk Committee and the internal audit function.	CEO Office
5.5.4	Facilitate a mid-term 'check in' with councillors on the Corporate Plan 2023-2028.	CEO Office
5.5.5	Finalise the Contract Management Framework and implementation plan.	Corporate Services
5.7.1	Finalise the development of the Boreen Point Campground Master Plan.	Strategy & Environment
5.7.2	Tender of Commercial High Use Activity Permits in accordance with Council's Commercial Use of Community Land Policy.	Development & Regulation

5.8.1	Continue to implement the Asset Management Framework, in line with the Strategic Asset Management Plan and Framework.	Infrastructure Services
5.9.1	Deliver the budgeted Capital Works program across Shire to budget, time, and quality expectations.	Infrastructure Services
5.9.2	Progress the review of the Local Government Infrastructure Charges Plan (LGIP) to identify the long-term infrastructure needs of the community.	Strategy & Environment

Corporate Plan Performance Measures

- Improved workplace health and safety internal audit compliance rating.
- Reduction in lost time due to workplace injuries.
- All statutory financial sustainability ratios in the Financial Statements meet prescribed targets both in the short and long term, including Asset Sustainability Ratio (> 90%), Operating Surplus Ratio (0 - 10%) and Net Financial Liability Ratio (< 60%).
- An unqualified audit report by the Queensland Audit Office and all significant audit and control risks dealt with in a timely manner.
- Increased level of community satisfaction with Council's services compared to previous survey results.
- Increased employee retention rates.
- Employee satisfaction with the employee engagement/experience (Employee Survey).
- 100% compliance with statutory requirements (Local Government Compliance Checklist) produced by Dept. of Local Government).
- Increased share of operating revenue to be generated from sources other than rates and charges.