



Key Focus Area 4:

Our responsible leadership, participatory decision-making and foresight











Our top key vision ideas





- 4.1 Community leaders educate themselves to be ethical, inclusive, informed, compassionate, transparent, collaborative and lifelong learners.
- 4.2 Our decision-making is based on achieving the community vision's long-term goals and action plans through partnerships; Council consults with community panels to ensure consistency with the community vision.
- 4.3 Community visioning is a way of life – corporate governance for us, enabling effective community and government partnerships. We keep our visions 'alive' – by regularly updating them to match the community's changing values and circumstances.
- 4.4 Legislation allows community-initiated referenda and e-polling on major issues that affect the community vision.
- 4.5 To achieve our community's regional vision, a regional council for the Sunshine Coast empowers our distinct local communities to manage their own places.











Action Plan



















Key Vision Focus Area 4- Our responsible leadership, participatory decision making and foresight

















| Strategy | Action | Recommended Lead Agent | Recommended Potential Partners | 1-2 years | 3-5 years | 6+ years | KVI |
|---|--|---|--|--|--|--|-----------|
| Strategy 1. Ensure we are achieving our visions through a values-based, ethical leadership framework that is accountable to the community | <ul style="list-style-type: none"> Implement Stage 4 of Maroochy 2025 Community Visioning process <ul style="list-style-type: none"> Validate and endorse Maroochy action plan Consolidate shared funding and roles to the Action Plan Recruit the Maroochy Implementation Committee Invite communities of interest to put forward solutions Commence implementation of Maroochy 2025 action planning projects | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.3 |
| | <ul style="list-style-type: none"> Regularly review Maroochy 2025 Community Visioning for improvements, and celebrate the results Report level of progress to the community through an annual visioning summit | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.3 |
| | <ul style="list-style-type: none"> Realise benefits of partnerships established through Action Planning Teams Re-engage Maroochy 2025 Visioners to implement and monitor the Maroochy 2025 Community Vision | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.3 & 4.1 |
| | <ul style="list-style-type: none"> Educate our communities on ways to monitor and implement their visions through Maroochy 2025 Sustain our action planning capacities and networks by: <ul style="list-style-type: none"> Partnering with MSC to resolve community-based issues Developing school-based futures programs to strengthen foresight and leadership capacities Lobbying Maroochy Council to integrate Maroochy 2025 into strategic regional agency planning Supporting and increasing outcomes under the Vision 2025 Regional Partnership Program Establishing processes and systems to manage additions to Maroochy 2025 between 2005-2010 | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.1 |



















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| | <ul style="list-style-type: none"> • Maroochy 2025 project team facilitate or broker support for monitoring and implementation of action planning activities • Sustain the Maroochy 2025 process by: <ul style="list-style-type: none"> ○ Facilitating Maroochy Implementation Committee ○ Encouraging community councils to discuss contentious issues – e.g., sustainability, growth, population, development, globalisation ○ Establishing a report card for the community to check and monitor the milestones in implementing Maroochy 2025 visions ○ Promoting results of Maroochy 2025 Stage 4 through marketing and communications activities | <ul style="list-style-type: none"> • MSC | <ul style="list-style-type: none"> • Nominated support partners |  |  |  | 4.1 & 4.2 |
| | <ul style="list-style-type: none"> • Redefine the nature of 'leadership' by implementing community visions • Cultivate debate between regional leaders and community representatives (current leadership model) • Incorporate Maroochy 2025 Values as a framework for decision-making • Review Maroochy 2025 leadership, foresight and decision-making projects | <ul style="list-style-type: none"> • Maroochy 2025 Project | <ul style="list-style-type: none"> • Nominated support partners |  | | | 4.2 |

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|---|---|---|--|---|---|---|-----|
| Strategy 2. Determine and ensure we are utilising, affirming, and strengthening our current community and village leadership competencies | <ul style="list-style-type: none"> Identify current community leadership, foresight and decision-making Develop accreditation frameworks for leadership by identifying and assessing our community capacities Recognise and affirm community leaders through their actions | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.3 |
| | <ul style="list-style-type: none"> Identify and affirm current community and village leaders; create opportunities to nurture their growth Identify community role models for purpose of developing partnered community and political leadership Celebrate and affirm local youth values by strengthening their expression (eg. through youth participation in community forums) Affirm community youth through scholarships, mentoring, and work/study programs (local and international) Link Maroochy's communities and other regions through leadership, foresight and decision-making opportunities | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.1 |
| | <ul style="list-style-type: none"> Manage current processes that affirm and strengthen the competency of community and village leadership Create links of shared leadership opportunities with neighbouring regions Identify, consolidate and develop Maroochy's village identities / icons Share the 'stories' of these identities / icons with others Preserve and create community artefacts that reflect our achievements, vision, and past errors | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners | |  | | 4.1 |
| | <ul style="list-style-type: none"> Review, strengthen and promote existing opportunities for education in Local Government practices Implement the benefits from the LGAQ and University of Queensland local government education initiative | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.3 |
| | <ul style="list-style-type: none"> Sustain communication with the community by annually celebrating achievements that reflect Maroochy 2025 Recognise and affirm the actions of community leaders through regular awards Host an annual 2025 community-visioning summit to showcase 2025 projects | <ul style="list-style-type: none"> Business Excellence Committee Maroochy 2025 Project Team | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.3 |
| | <ul style="list-style-type: none"> Improve our sense of community through Maroochy 2025 Community Visioning activities Promote the benefits of being active participants in Maroochy 2025 activities Market benefits of participation Develop a community education program on how to make decisions on Council-initiated referendums | <ul style="list-style-type: none"> Chambers of Commerce Media MSC NGOs NORSROC SUNROC | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.3 |

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| Strategy 3. Establish and nurture a learning culture of responsible leadership, decision-making and foresight | <ul style="list-style-type: none"> Source and network intergenerational leaders Identify future intergenerational community / village leaders Create opportunities for their growth Identify local 'champions' through nominated community recommendations Educate our leaders through accredited competencies Establish accredited networks Implement life-long learning and accreditation frameworks for village leadership and foresight | <ul style="list-style-type: none"> MSC | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.1 |
| | <ul style="list-style-type: none"> Increase the value / uniqueness of local leaders by creatively engaging the community in a variety of learning and leadership opportunities Establish safe, fun and interactive places to congregate Invite intergenerational participation in pilot projects on leadership, decision-making and foresight Create learning pathways and opportunities through school-based leadership engagements / pilot projects Communicate the successes of our emerging leaders | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  | | 4.1 |
| Strategy 4. Strengthen our capability for solid and sound Governance across the region | <ul style="list-style-type: none"> Determine and support the benefits of forming a Sunshine Coast Council Establish a regional working party to promote regional governance Attain community consensus on the benefits of other identified outcomes of a Sunshine Coast Council Strengthen regional partnerships and support for shared action across the three Shires | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.5 |
| | <ul style="list-style-type: none"> Assess existing governance frameworks that may support a Sunshine Coast Council Analyse the standard of governance for the Sunshine Coast Determine an appropriate Sunshine Coast Regional Governance Model Continually review and evaluate systems that support regional governance standards Report assessment results at annual Maroochy 2025 Visioning summit Align Maroochy Shire Council to the preferred Regional Governance Model | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners | |  | | 4.5 |
| | <ul style="list-style-type: none"> Improve levels of cooperation and common standards between governments, industries and the general community Establish Sunshine Coast Community clusters for 'working better together' Ensure Maroochy 2025 has a place in facilitating solutions to regional issues | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.5 |
| | <ul style="list-style-type: none"> Develop a Sunshine Shine Coast 2030 Community Vision Undertake a feasibility study on the concept of a regional vision Sample community interest in a regional vision Report findings to key stakeholders throughout the Shire | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.5 |

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| Strategy 5. Utilise varied and alternative methods to define issues and solutions | <ul style="list-style-type: none"> Create forums of debate to broaden decision-makers' capacities in problem identification Provide topical debate forums Undertake a problem definition education program amongst Maroochy stakeholders (facilitated / brokered by Maroochy Shire Council) Provide opportunities for presenting options to regional decision-makers Establish community forum on problem definition (facilitated / brokered by MSC) Establish speakers' forum for Maroochy 2025 Visioners and Action Planners Promote public forum debates through regular Ideas Festivals and speakers' forums | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.2 |
| | <ul style="list-style-type: none"> SMART-ly (Specific, Measurable, Achievable, Realistic & Timely) utilize community consultation systems and frameworks Ensure a percentage of Local Government budget is allocated to resource consultation priorities Evaluate usefulness of our formal / informal networks and community associations in generating solutions Engage in frequent, regular consultation and feedback sessions with communities regarding proposed solutions Utilise a variety of methods to engage each other in defining key issues | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.2 |
| | <ul style="list-style-type: none"> Improve levels of community involvement in decision-making Increase communities' capacity for reflection and informed debate | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.2 |
| | <ul style="list-style-type: none"> Prime communities before consultation Establish varied, creative ways to prime communities on intended subject matter(s) Create equity of access to information through various pre-consultation methods | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.2 |
| Strategy 6. Expand our existing foresight capabilities through applied learning and projects | <ul style="list-style-type: none"> Increase number and variety of methods for priming our communities on how to think about and plan the future Build communities' desire to plan the future, by supporting community learning projects | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> USC |  | | | 4.1 |
| | <ul style="list-style-type: none"> Determine the value of establishing a Foresight Institute (research centre) for the Sunshine Coast | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.1 |
| | <ul style="list-style-type: none"> Educate the community on future orientated practices through programs and projects run by regional partners, community groups, and educational (school, vocational, tertiary) interests | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.1 |
| | <ul style="list-style-type: none"> Stimulate levels of civic leadership by activating individual interests in and desire for empowerment Inform community about acts of leadership, by marketing our successes | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.1 |

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| | <ul style="list-style-type: none"> Formalise Maroochy's natural leadership by establishing Maroochy Civic Leadership programs | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.1 | |
| | <ul style="list-style-type: none"> Encourage and develop school and industry action learning projects in civic or village leadership through the Associated Schools Programs | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.1 | |
| Strategy 7. Identify our current ability to communicate within and between groups, and stimulate the desire for greater dialogue | <ul style="list-style-type: none"> Improve communities' capacities for listening and responding to each other Establish a Maroochy 2025 leadership language and framework for learning by developing Maroochy definitions for 'leadership', 'foresight', and 'decision-making' | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  | | 4.3 | |
| | <ul style="list-style-type: none"> Implement a 'Sharing our stories and wisdoms across generations and communities' program | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | | 4.3 |
| | <ul style="list-style-type: none"> Improve use of leadership language through published results expressed in 'plain English' | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | | 4.1 |
| | <ul style="list-style-type: none"> Improve infrastructure to enable increased opportunities for communication Resource community groups to collaborate on shared projects (create on-line communities) Mentor communities to use existing infrastructures (public and private) Provide simplified, meaningful community feedback through Maroochy 2025 reporting | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | | 4.2 |
| | <ul style="list-style-type: none"> Bring the community together through creative industries, arts and public spaces Showcase preferred models of leadership, decision-making, and foresight through the creative industries | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  | | | 4.3 |
| | <ul style="list-style-type: none"> Develop mediums for community debate to identify areas of commonality | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | | 4.2 |
| | <ul style="list-style-type: none"> Run regular festivals to explore emerging and alternative pathways to community leadership models – e.g., an Ideas Festival | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | | 4.3 |
| Strategy 8. Create opportunities for civic leadership to increase levels of understanding and wider acceptance of cultural diversity | <ul style="list-style-type: none"> Support community celebrations and community efforts to increase levels of understanding and acceptance of cultural diversity Identify projects that, and individuals who, contribute to improved understanding and acceptance of cultural diversity Run/ support festivities that celebrate cultural diversity | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | 4.3 | |

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| Strategy 9. Use existing social worth and trust to link communities through relationships that result in shared knowledge and understanding | <ul style="list-style-type: none"> Market Maroochy as a leader in the implementing of global principles at a local level Increase awareness of globalisation (and its impact locally), through chambers of commerce, universities, governments, industry and community networks and forums | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | 4.3 | |
| | <ul style="list-style-type: none"> Showcase to international partners, Maroochy Shire's global awareness Develop 'learning' exchanges with international partners | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  | | | 4.3 |
| | <ul style="list-style-type: none"> Internationally promote communities that exemplify civic or village leadership | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | | 4.3 |
| Strategy 10. Increase the digital capacity of our communities and governments | <ul style="list-style-type: none"> Research potential of electronic Government decision-making options and recommend options to the Electoral Commission Lobby stakeholders to research e-polling as a decision-making alternative Identify obstacles and recommendations for Maroochy's electronic polling capacity Resource - through our Region of Councils - existing web-based infrastructures, to increase communities' access to web-based technologies Establish web-based forums on topical issues Align trial pilot programs with election cycle Improve community and industry capacity to influence legislation regarding e-polling | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners | |  | | 4.4 | |
| | <ul style="list-style-type: none"> Increase on-line education in, and usage of, computer systems Expand computer literacy and access to community learning centres | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners | |  | | 4.4 | |
| | <ul style="list-style-type: none"> Increase availability of community learning centres in schools | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners | |  | | 4.4 | |
| | <ul style="list-style-type: none"> Support mentoring by computer-conversant youth, to expand community learning within our Industries | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners | |  |  | | 4.4 |
| Strategy 11. Evolve research-based decision-making capabilities | <ul style="list-style-type: none"> Improve the informed position of our communities through a sound (well-researched) infrastructure Increase the quantity of research (community, industrial and academic) on leadership, foresight, and decision-making | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  | | 4.2 | |
| | <ul style="list-style-type: none"> Allocate percentage of community budgets to improving local research capacities | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  | | | | 4.2 |
| | <ul style="list-style-type: none"> Identify and review Maroochy 2025 strategies requiring further analysis between 2005 and 2010 | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | | 4.3 |
| | <ul style="list-style-type: none"> Survey community opinions on future options for decision-making in Maroochy | <ul style="list-style-type: none"> Nominated lead partners | <ul style="list-style-type: none"> Nominated support partners |  |  |  | | 4.2 |

NOTES FOR READER from the strategy taskforce

- **Our Values in context of leadership, decision-making and foresight are:** *Nurturing; learning and civic leadership actions; educating the new; active listening; facilitative and empowering actions; capacity development, principles of trust, active community involvement; foresight on many futures; personal and collective responsibility; ethical and integrity-based behaviours; priming our communities with knowledge and skills.*