

Think Tank Workshop 2026

Debra Robinson – Director Sustainable
Growth & Planning

Phil Joyce – Manager Development Services

Shining a light on culture

25 May 2026

Development Services



Director Sustainable Growth & Planning
Debra Robinson



Branch Manager
Phil Joyce



**Appeals Management
& Compliance**
Kate Power



**Business Integration
& Improvement**
Carly Weaver



Plumbing Services
Shane Great



Planning Assesment
Stephen Whitby



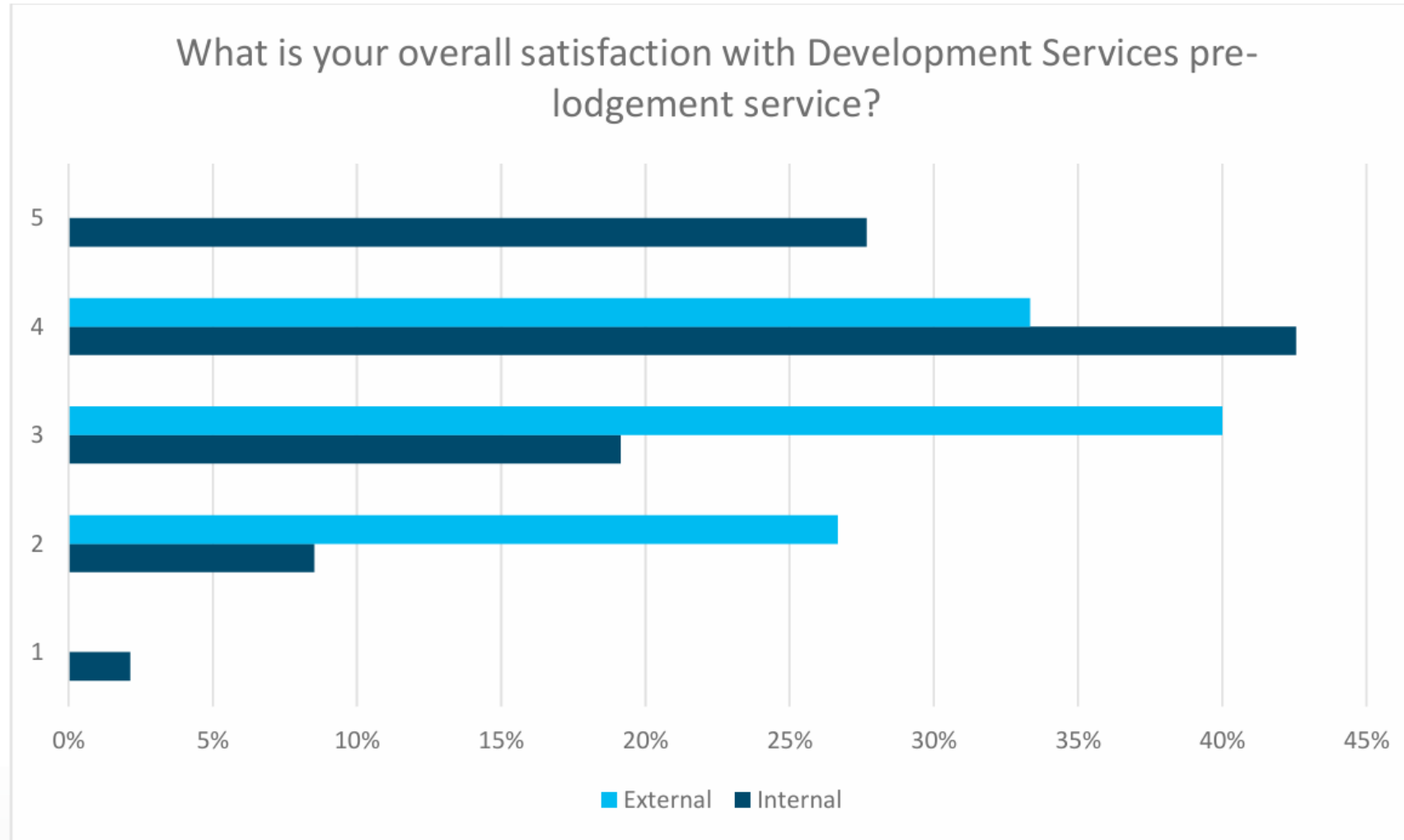
Specialist Services
Damien Frey

First three months - listening

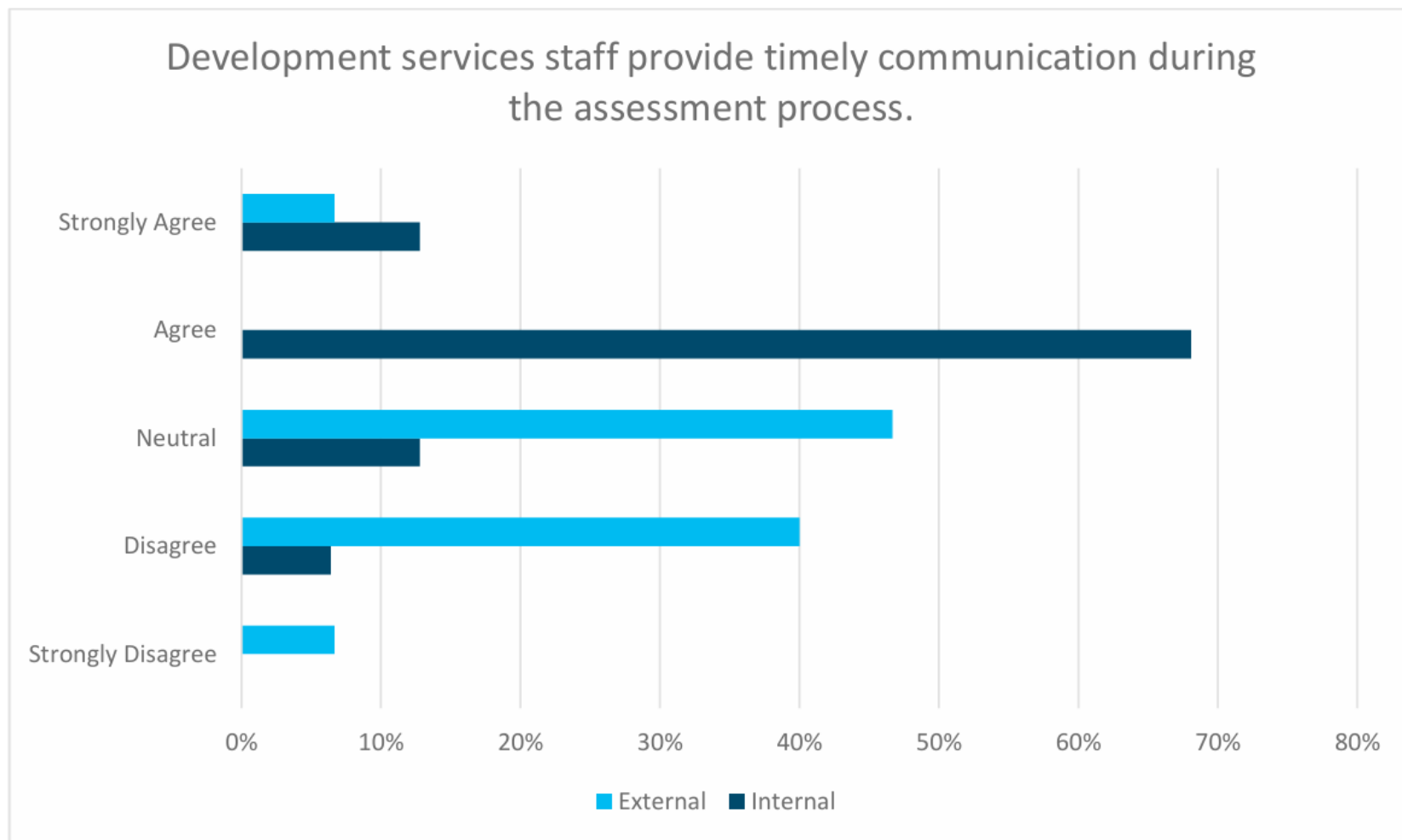


- One on Ones with applicants and developers
- Insights from within Development Services
- Skilled and passionate team - under pressure and busy
- Assessment focused on community outcomes and aligned with planning scheme
- Goodwill on both sides, but poor communication
- Tested assertions on service delivery

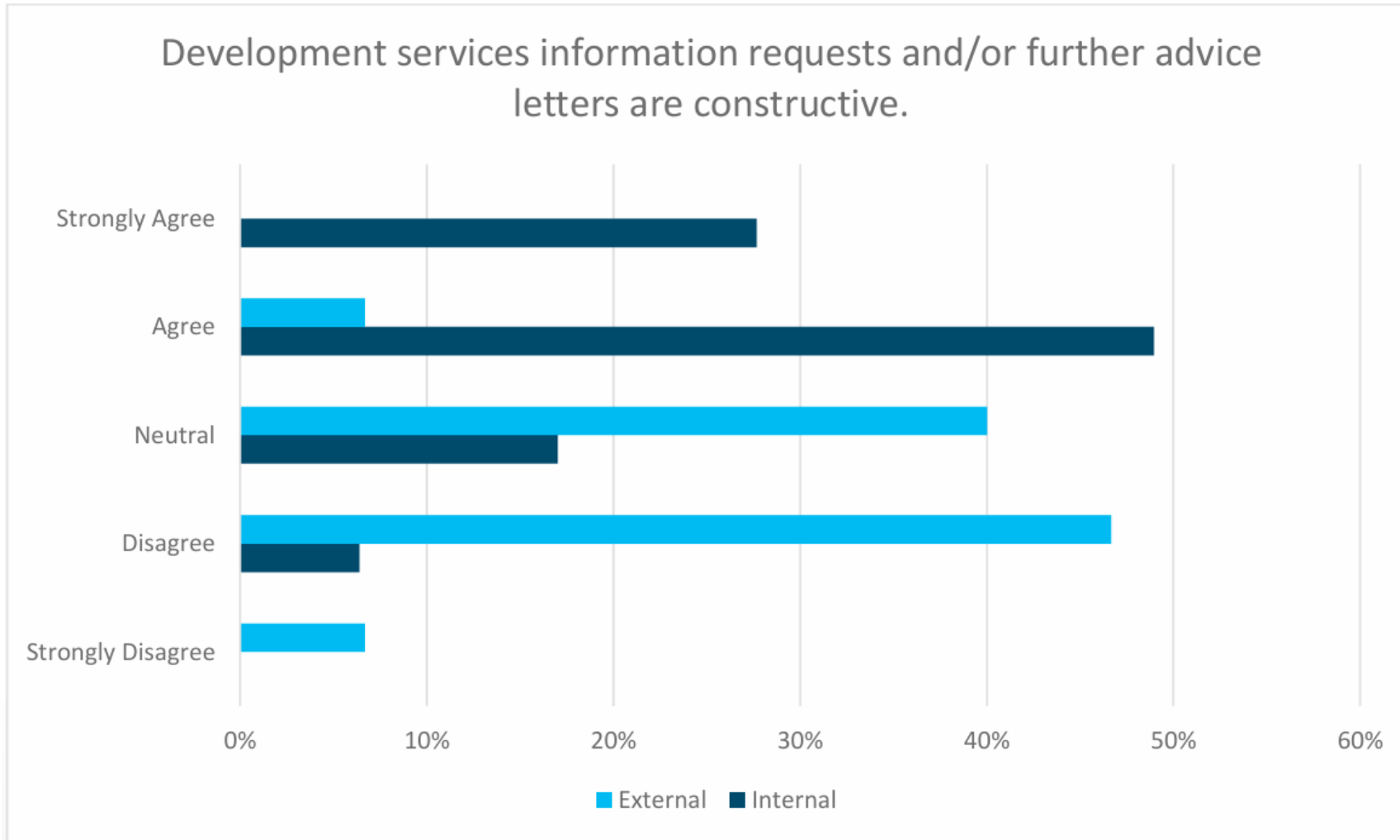
Testing – pre-lodgement service



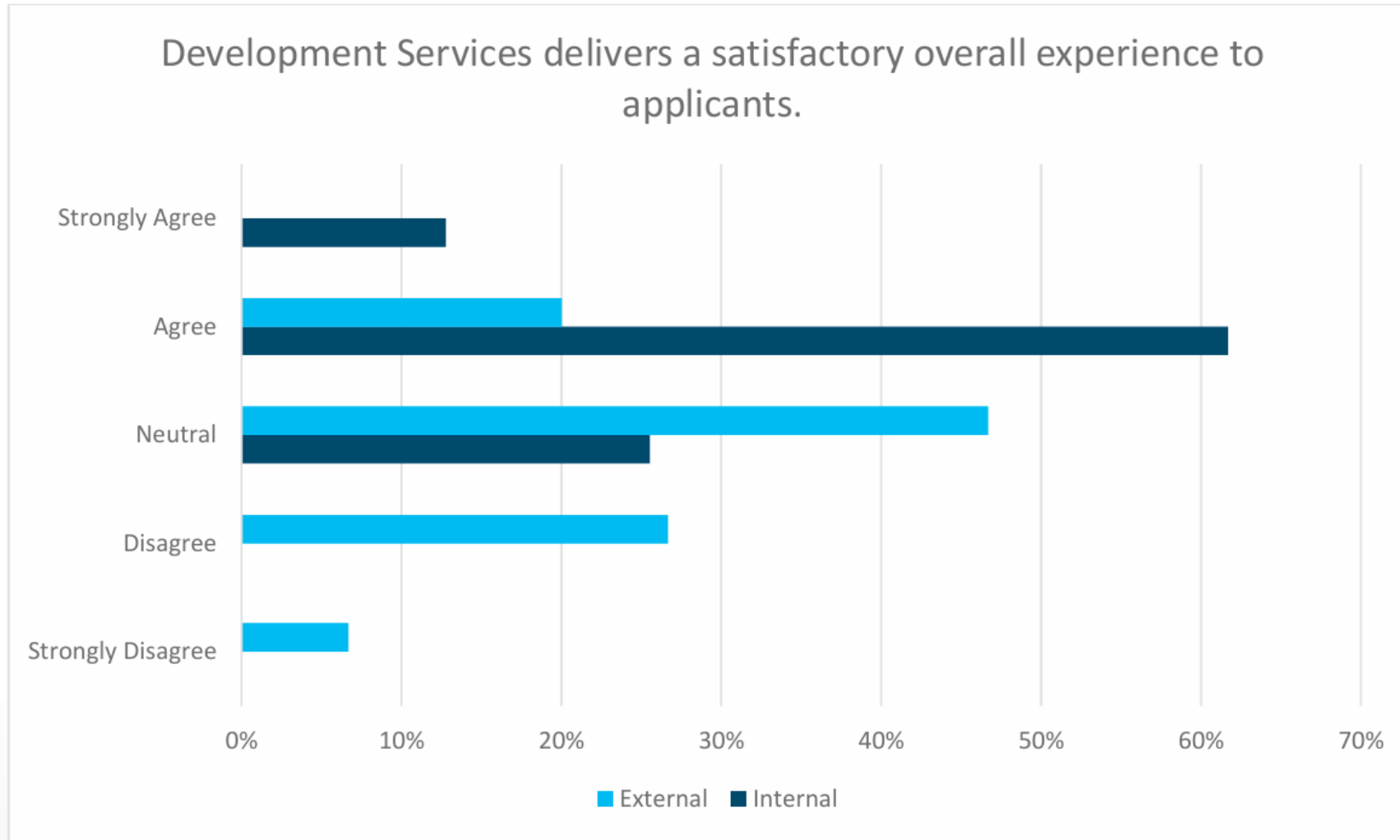
Testing – timely communication



Testing – constructive advice



Testing – overall experience



Perception gap

- SCC is difficult to work with and at time closed for business
- Process delays impacting housing delivery and productivity
- Inconsistent experience depending on individual officer
- Call for shift towards partnership and shared problem solving
- Need to empower planners to use professional judgement confidently
- Need for stronger leadership and accountability



Closing the gap – setting direction

- Setting a clear direction for cultural change
- We are listening to industry, staff and community feedback
- Turn good intent into visible change in everyday interactions

A large stadium at night, filled with spectators. The pitch is illuminated by bright floodlights. The title 'Closing the gap – shared vision' is overlaid on the top left of the image.

Closing the gap – shared vision

- Aligned leadership with shared standards and expectations
- Show up with solutions not just problems
- Communicate early and often – no surprises
- Engage constructively – this is a two-way street
- Front load – focus effort up front to identify and resolve issues early
- Reduce re-work, delays and escalation later in the process

Closing the gap – how we show up

- One team with one voice
- Keep it simple – solutions focused
- Be positive and make a difference
- Appreciate effort
- Sustained high performance

Questions?

Thanks for your time



sunshinecoast.qld.gov.au