



# CORPORATE PLAN 2017-2022



Cairns Regional  
COUNCIL

SERVING THE COMMUNITY

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## CAIRNS LOCAL GOVERNMENT AREA



Population  
**160,285**  
(as at June 2016)



Area  
**1687**  
SQKM



World Heritage Areas  
**WET TROPICS &  
THE GREAT  
BARRIER REEF**

## CAIRNS REGION (TROPICAL NORTH QUEENSLAND)



Regional Population  
**278,375**  
(as at June 2016)



Regional Economy  
**\$14.2B**  
(as at June 2016)



## FROM THE MAYOR & CEO

Cairns Regional Council's new Corporate Plan, which will guide our operations from 2017 to 2022, has been developed with a clear focus on shaping the future of our city to provide the optimum social, economic and cultural benefits for our residents.

Through initiatives and strategies outlined in the plan, Council will focus on ensuring that Cairns is a place that espouses hope, gives confidence, attracts investment, embraces smart city principles, generates business activity, and creates jobs and opportunity for all. To achieve this, we will work as a team that shares a common vision and goals that will achieve real results and one that will work hard and cohesively for the betterment of the entire region. This Corporate Plan translates the identified community needs and expectations derived from the Our Cairns survey in 2016 into clear goals and measurable objectives to be achieved over the next five years.

Underpinning this are values that will guide the operations of the various departments of Council and ensure our staff are responsive, professional and client-focussed.

The ongoing pursuit of continuous improvement will be present in everything we do – from financial management to capital projects to delivery of community programs. We will strive to do better tomorrow what we do well today.

In serving the community, our most critical of obligations is in providing value for money for ratepayers. We have built a culture of doing more with less. This Council has consistently handed down rates increases of CPI or less in recent years, while delivering record capital works and expanding its scope of services.

Building on this, Council will continue to deliver quality infrastructure and assets that will serve the community for generations to come and meet the needs of a growing population.

As a Council, it's important that we continue to support our business community, in particular to create opportunities to further grow our largest industry, tourism. We recognise the need to provide not only for the 160,000 people who reside within our region, but also the 50,000 visitors who may share our tropical city on any given day.

We must also provide an environment in which our broader

economy can thrive; where businesses of all shapes and sizes are encouraged to grow and to innovate; and which invites investment. In doing this, we will strive to be a smart city that embraces existing and emerging technology to meet the needs and expectation of an evolving community. We will apply productive and efficient processes when dealing with development, while ensuring that the unique character and natural beauty of our region is never sacrificed.

We remain steadfast in our commitment to protecting our natural assets including the Heritage-listed Wet Tropics rainforest and the Great Barrier Reef, through our strategies and action plans to reduce the organisation's impact upon the environment and in providing pathways through which our community can be proactive in taking environmentally responsible actions. Nothing can be achieved without dedicated and knowledgeable staff. As one of the Far North's largest employers, Council will continue to value the individual talents of our employees and provide opportunities for career development.

As a Council, it is important that we are able to adapt our approach and remain flexible so we can respond to the conditions we are operating within.

The Corporate Plan is a dynamic document and as such will be reviewed and modified to ensure it is a document that is responsive to the community's changing demands and expectations.

We live in a one of the most beautiful places in the world; we have spectacular landscapes; we are geographically perfectly positioned; and we have abundant mining, agricultural and marine resources and world-class tourism assets. We have many opportunities before us and we are committed to maximising those opportunities for the betterment of our region and its people.

**Bob Manning**  
Mayor

**John Andrejic**  
CEO

# REGIONAL PROFILE

The Cairns Region encompasses 1687 square kilometres of land on a narrow coastal strip between the Great Dividing Range and the Coral Sea. It extends from the Eubenangee Swamp (near Mirriwinni) in the south to the Macalister Range (near Ellis Beach) in the north.



**T**he region is part of Australia's Wet Tropics and is framed by the lush World Heritage listed Wet Tropics rainforest to the west and north and the Coral Sea and World Heritage listed Great Barrier Reef Marine Park to the east. These attributes make the region a world renowned destination.

Cairns city is the principal centre of the region and is centrally located along the coastal strip with sub-regions to the north and south consisting predominantly good quality agricultural land and areas of high ecological significance.

Cairns is Tropical North Queensland's major commercial,

industrial, educational, retail and entertainment centre.

It is a sophisticated business centre which incorporates all essential elements of a modern commercial environment and an enriched cosmopolitan lifestyle. It provides a diverse range of high quality professional and business services both locally and internationally to our rapidly expanding Asia Pacific market.

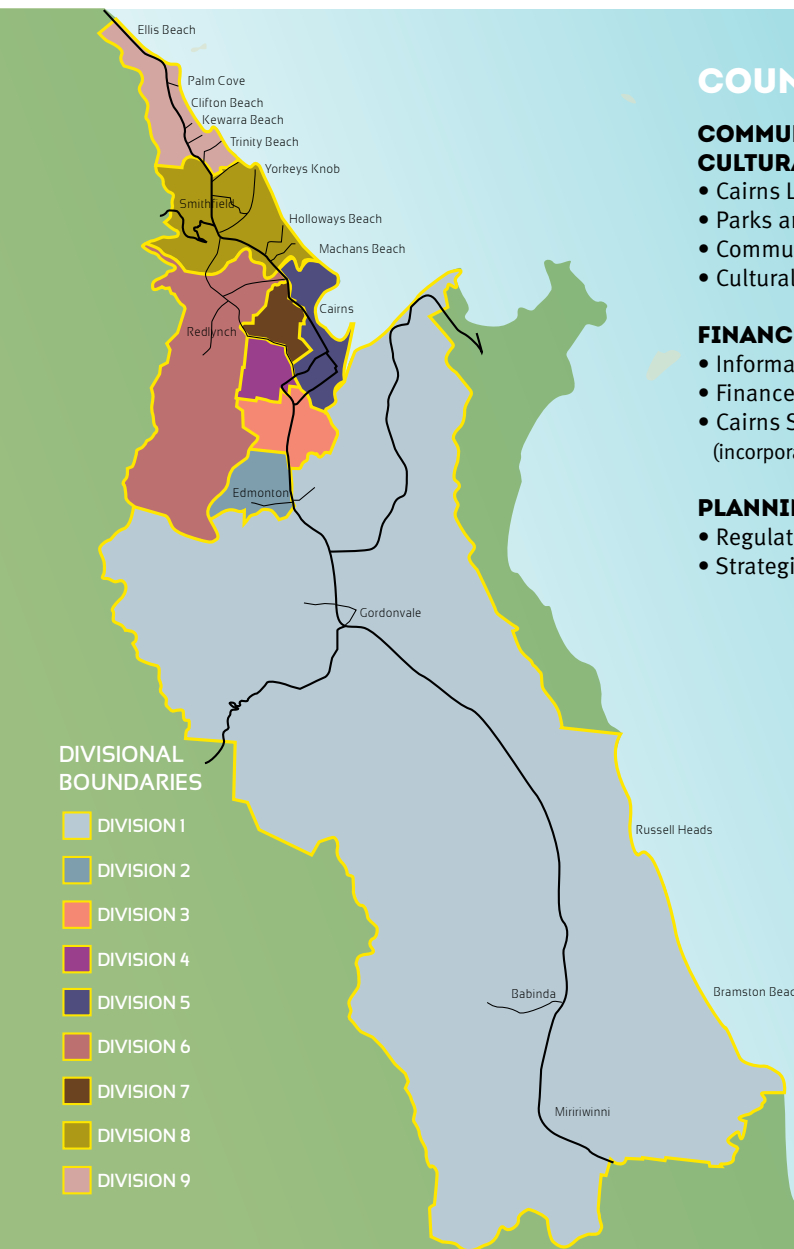
With well-developed transport and logistical networks, extensive health and education services, a high standard of living, affordable housing and vibrant cultural amenities, the Cairns region is an ideal place to live, do business and invest.





## ABOUT CAIRNS REGIONAL COUNCIL

Cairns Regional Council is established under the Local Government Act 2009. The elected Council consists of the Mayor and nine Councillors who each represent a division. The administration is headed by the Chief Executive Officer. Cairns Regional Council currently has approximately 1250 staff and an annual budget of more than \$294 million. The administration of Council is divided into six departments. Five departments are headed by a General Manager, and Finance is headed by the Chief Financial Officer. Each reports directly to the CEO.



### COUNCIL IS DIVIDED INTO SIX DEPARTMENTS:

#### COMMUNITY, SPORT AND CULTURAL SERVICES

- Cairns Libraries
- Parks and Leisure
- Community Development
- Cultural Services

#### FINANCE

- Information Services
- Finance
- Cairns Shared Services (incorporating the Customer Service Centre)

#### PLANNING AND ENVIRONMENT

- Regulatory Services
- Strategic Planning and Approvals

#### HUMAN RESOURCES & ORGANISATIONAL CHANGE

- Human Resource Management
- Learning and Organisational Development
- Workplace Health and Safety
- Disaster Management
- Governance
- Marketing and Communications

#### INFRASTRUCTURE SERVICES

- Building & Facilities Management
- Cairns Works Maintenance
- Cairns Works Construction
- Capital Projects Delivery
- Infrastructure Planning

#### WATER AND WASTE

- Infrastructure
- Waste Management
- Operations

### AND HAS SIX STANDING COMMITTEES:

CULTURAL SERVICES

GOVERNANCE

INFRASTRUCTURE SERVICES

PLANNING AND ENVIRONMENT

SPORT AND COMMUNITY SERVICES

WATER AND WASTE

# OUR PURPOSE

*To serve the community*

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## OUR VISION

**We will:**



**Value our natural environment, lifestyle and surroundings**



**Support and respect distinctive and vibrant communities**



**Be innovative and creative, grow and diversify our economy**

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## OUR STRATEGY

**To promote an environment which values and enhances our unique lifestyle, iconic natural assets, supports a sense of community and furthers our economic prosperity**

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## OUR STRATEGIC GOALS



**Economy**



**Natural Assets**



**Liveability**



**Community and Culture**



**Serving the Community**

# ABOUT OUR CORPORATE PLAN

The Corporate Plan provides direction for Council to achieve a sustainable future for the region. Contained in the Corporate Plan are Strategic Goals, Outcomes and Strategic Actions which provide the direction from which other Council plans, policies and strategies are developed. The Corporate Plan objectives will be delivered through annual operational plan initiatives and resourced by capital and operational budgets. Annual operational plans and quarterly progress reports will demonstrate Council's progress in implementation of the Corporate Plan.



## GUIDING PRINCIPLES

Cairns Regional Council recognises that as communities change and develop, the role of Local Government must evolve. Whilst Local Government has a key role in the delivery of municipal services, Council understands that it has a responsibility to the community to deliver a more comprehensive and sustainable approach to the management and development of this region. To do this, Council will adopt an approach to civic leadership and decision making whereby economic, environmental, and community considerations are equally embraced for the well-being of present and future generations.

***Council will adopt an approach to civic leadership and decision making whereby economic, environmental, and community considerations are equally embraced for the well-being of present and future generations.***

## MEASURING SUCCESS OF OUR CORPORATE PLAN

Through Council's integrated planning framework, the Corporate Plan is linked to its Operational Plan initiatives via Strategic Actions. Council will report on the progress of delivering on its long term objectives through quarterly reports on activities undertaken in the Operational Plan. Further reporting on the Corporate Plan progress will be undertaken when Council produces its Annual Report.

# DEVELOPING THE CORPORATE PLAN

To develop this Corporate Plan for 2017-2022, Cairns Regional Council considered local and regional issues as identified by the Our Cairns community project and survey which were then explored by Councillors and the executive management team at a series of workshops and discussion forums.



## THE PROJECT

Council engaged consultants, Articulous Communications, to assist in the development of the survey, to facilitate the forums, and to assist in the analysis of the results.

The Our Cairns project included:

- Engaging with approximately 1500 residents at the 2016 Cairns Show in July
- The Our Cairns Community Survey (conducted 1 - 31 August 2016)
- The Avatar Survey (conducted 1 - 31 August 2016)
- The Compass Research Our Cairns Telephone Survey (August – September 2016)
- The Our Cairns Community Forum (conducted 14 September 2016), and
- The Our Cairns Stakeholder Forum (conducted 15 September 2016)



## THE PURPOSE

Our Cairns sought to:

- engage widely with the local community, businesses, and other stakeholders across the region to identify their vision and key priorities for Cairns to assist Council to plan for a positive future through the development of its new Corporate Plan
- genuinely understand the community's values, how people want to live, how people envisage their future, and what's most important to them.
- identify how Council and the community can work together to meet these key priorities, and how this can be achieved practically
- encourage a greater level of interest and participation from parts of the community that might otherwise not be willing to engage, and
- assess Council's overall performance and to identify issues on a suburb basis with a view to improving operational services







## PARTICIPATION

The community survey, which was self-selecting, attracted 6446 respondents – an unprecedented result and far in excess of Council’s expectations, given that previous community surveys had only yielded 500-600 responses. The majority (5766) of respondents opted to do the survey online, with 680 completing a hard copy version.

Of the respondents who completed the survey, 78% owned property in the Cairns region. The largest age group was aged between 45-54 (23%), and 57% of respondents were female.

As part of the survey, participants submitted more than 1200 photographs to depict what they love about

Cairns and what they would like to see in Cairns.

The Avatar survey, which was used to identify values, attracted 943 respondents.

The telephone survey was a random sample of 300 households structured to reflect the appropriate proportions of the population in the Cairns Regional Council area by age and gender.

The two forums were held after the survey to explore the results and look at priorities for the future. The Community Forum was attended by 85 randomly selected residents representing all nine divisions, while the Stakeholder Forum involved 70 representatives from local industry, government and businesses.



## OUTCOMES

### OUR CAIRNS COMMUNITY SURVEY AND TELEPHONE SURVEY

Clear themes emerged from residents’ responses to a number of questions in the survey which were aimed at identifying a future vision for Cairns

**Cairns’s green, tropical and protected environment is one of the most strongly held values in the community.**

**The community wants their “future Cairns” to be recognised for being a green tropical region that values its natural assets, but with greater economic diversity and a reputation for being a smart region, with less reliance on tourism for its prosperity.**

**The environment, liveability and sustainability were the most important considerations to meet the community’s regional needs now and into the future. However, at a very local level today, the community wanted Council to focus on safety, traffic and footpaths.**

**Issues of greatest importance varied across age. Youth were more concerned about sustainability and the environment, middle aged respondents were interested in liveability and environment, while seniors were more interested in safety and liveability.**

# OUR CAIRNS FORUMS

The Our Cairns forums were conducted over two days during which hundreds of insights, suggestions and ideas were gathered. Generally, the ideas can be clustered under a number of themes:

## COMMUNITY FORUM

### KEY THEMES

- Diversifying and future proofing the economy
- Improving transport options and easing traffic congestion
- Securing jobs for youth
- Building a sustainable future for Cairns
- Ensuring clean living, sustainability and renewable or 'green' energy resources
- Protecting the environment and its assets
- Keeping Cairns green
- Providing more culture, events and services
- Seeking more regular communication from Council

## STAKEHOLDER FORUM

### KEY THEMES

- Planning for traffic and transport as a smart city
- Continuing to support tourism but growing the economy in other ways
- Growing education opportunities
- Maintaining the lifestyle of Cairns
- Looking at other key priorities including equality and access, diversity, partnerships, and community services
- Building stronger and more partnerships across government and the private sector
- Looking at technologically advanced ways to protect the environment
- Focusing on developing a smart city, using technology and resources to drive innovation
- Ensuring equality in service provision for all members of the community
- Council planning with input from sectors and other groups
- Seeking grants for cultural activities

## FUTURE STRENGTHS OF CAIRNS AS RECORDED IN THE OUR CAIRNS SURVEY.

Respondents wanted Cairns' future strengths to remain its natural assets and its vibrant events and activities base, but with a diverse economy; flowing traffic; where the region's sustainability is evidenced in its clean air and waterways, sustainable energy and waste resource recovery; and a Smart region that uses technology to support its lifestyle, community and economy.



# STRATEGIC GOALS



## 1. ECONOMY

### WHAT WE WANT TO SEE IN 2022

*A strong, diversified and resilient regional economy that supports the growth of new and existing industry, business activities and provides long term employment opportunities*

### STRATEGIC OBJECTIVES

*over the next 5 years our strategic objectives are*



**Support a strong and diverse economy**



**Continue to grow a strong Tourism economy and recognise its value to the region**



**Grow and sustain employment and education opportunities**



**Deliver events, activities and performances that bring economic and social benefits to the community**



**Embrace a smart communities agenda and inspire innovation and entrepreneurship through access to technology and resources**



### HOW WE WILL MEASURE OUR PERFORMANCE

Diversification and growth in the economy

Employment growth and tourism numbers

Attendance numbers and economic return on events across the region

Economic policies for development & investment are established

Smart Communities initiatives developed

Our Cairns 2019



### KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

Economic Development & Innovation Strategy

Tourism North Queensland (TNQ)

Prioritisation Strategy

Local Government Infrastructure Plan (LGIP)

Smart Communities Action Plan

Babinda and Gordonvale Economic Development Plans



# 2. NATURAL ASSETS

## WHAT WE WANT TO SEE IN 2022

*That our iconic natural assets are maintained, enhanced and connected*

## STRATEGIC OBJECTIVES

*over the next 5 years our strategic objectives are*



**Value and protect  
Cairns pristine  
natural environment**



**Make better use  
of our natural  
resources**



**Grow renewable  
energy sources**



**Maintain clean  
air, water and  
waste**



### HOW WE WILL MEASURE OUR PERFORMANCE

Reduction of carbon emissions by council

Quality of our waterways

Council's resource recovery rate

State of Environment Report

Our Cairns 2019



### KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

Water Security Strategy

Cairns Plan

Biodiversity Strategy

Energy Management Plan

Reef Guardian Action Plan

Water Demand Management Strategy



# 3. LIVEABILITY

## WHAT WE WANT TO SEE IN 2022

*A safe and secure city that is easy to live in and connected to the world*

### STRATEGIC OBJECTIVES

*over the next 5 years our strategic objectives are*



**Maintain the regions relaxed nature**



**Improve transport**  
(provide sustainable transport options)



**Enhance wellbeing and safety in the community**



**Ensure our communities are prepared for disasters**  
by strong community education and awareness programs



**Provide equal services, employment and education opportunities to everyone**



### HOW WE WILL MEASURE OUR PERFORMANCE

Population growth

Number of 'open data sets' available to the community

Our Cairns Survey 2019



### KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

Cairns Plan

Economic Development & Innovation Strategy

CBD Master Plan

Integrated Transport Study

Parks and Recreation Strategic Plan

Cultural Plan

Local Disaster Management Plan



# 4. COMMUNITY & CULTURE

## WHAT WE WANT TO SEE IN 2022

*A vibrant, inclusive and healthy community with access to services and facilities which reflect its unique character, roles and needs*

## STRATEGIC OBJECTIVES

*over the next 5 years our strategic objectives are*



**Support a rich and diverse culture through accessible public facilities and community initiatives.**



**Be recognised as the Arts and Cultural Capital of Northern Australia**



**Build vibrancy through community events and activities**



**Support social and community groups**



**Culture, heritage and place are valued, shared and celebrated.**



## HOW WE WILL MEASURE OUR PERFORMANCE

Increased attendance at council organised events

Community Strategies and Plans implemented

Community participation in engagement activities

Our Cairns 2019



## KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

Community Sustainability Grants

Cultural Plan

Cairns Performing Arts Centre (CPAC)

Gallery Precinct

Reconciliation Action Plan

Parks and Recreation Strategic Plan

Libraries Strategic Plan



# 5. SERVING THE COMMUNITY

## WHAT WE WANT TO SEE IN 2022

*An efficient organisation providing best practices service delivery through leadership, effective management of people, assets and finances*

### STRATEGIC OBJECTIVES

*over the next 5 years our strategic objectives are*



**Deliver best value customer service to the community**



**Encourage an organisational culture of continuous improvement and business efficiencies**



**Collaborate and build working partnerships between community and government to plan and deliver better services**



**Considered decision-making based on collaboration, transparent and accountable leadership**



**Promote a safety culture of 'everyone home safe & well today and everyday'**



### HOW WE WILL MEASURE OUR PERFORMANCE

Delivery of capital projects in line with key milestones and agreed cost targets

Balanced Budget

Rates Benchmarking

Our Cairns survey 2019

Proportion of on-line customer interaction

Customer Satisfaction Index



### KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

10 Year Financial Forecast

Asset Management Plan

Annual Operational Plan

Risk Management Framework

Service Quality Strategy

# BUSINESS UNITS CAIRNS WATER & WASTE

Cairns Water and Waste (hereafter referred to as Water and Waste) is comprised of two separate commercialised business units of Cairns Regional Council with charters for:

## WATER

- Supplying safe, reliable drinking water to consumers
- Collection and treatment of domestic sewerage, commercial and industrial trade waste
- Planning, maintenance and delivering water and wastewater infrastructure for the community

## WASTE (Resource Recovery)

- Collection, recycling and disposal of domestic, commercial and industrial solid waste
- Planning, maintenance and delivering waste infrastructure for the community

Water and Waste has three service delivery areas comprising water supply, wastewater collection and treatment, and waste collection and management. For reporting purposes under National Competition Policy, Water and Waste is classed as providing two significant business activities, these being water and wastewater (collectively) and waste (resource recovery) management. Both the Water and Waste businesses are considered Type 1 business activities under the Local Government Act 2009. Accordingly, these businesses have been commercialised under this legislation and report to Council as such.



## WATER & WASTE'S MISSION

*To deliver quality and reliable water, wastewater and waste services that meet the needs of our community.*

In all undertakings, Water and Waste strives to achieve service provision to the Cairns community in a manner which maximises both Council and community ideals.

This is achieved through economic, social and environmental objectives being assessed in all stages of Water and Waste operations from long-term planning through to operational delivery.





# BUSINESS UNITS CAIRNS WORKS

**Cairns Works Construction (CWC) is a commercialised business unit of Cairns Regional Council. CWC's mission is to safely construct civil engineering projects for Cairns Regional Council and external clients that are on time, within budget and to specification.**

The high level objectives of the CWC business unit are:

- Deliver capital works construction projects including transport and drainage infrastructure, and other civil works; and
- Undertake construction work for external clients including the Queensland Department of Transport and Main Roads.

## NATURE AND EXTENT OF BUSINESS ACTIVITY

CWC provides civil engineering construction services to Cairns Regional Council in the areas of:

- Transport
- Drainage, and
- Parks and foreshores

The Unit also engages in the provision of civil projects to external customers including State agencies and the private sector.

## CAIRNS WORKS CONSTRUCTION MISSION

*To safely construct civil engineering projects for Cairns Regional Council and external clients that are on time, within budget, and to specification.*

