

CASSOWARY COAST REGIONAL COUNCIL

2021-25 Corporate Plan



Cassowary Coast
REGIONAL COUNCIL

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Welcome...

We acknowledge the Traditional Custodians of the land on which we work and live, and recognise their continuing connection to land, water and community. We pay our respects to the Elders past, present and emerging.



A MESSAGE FROM THE MAYOR

I am pleased to present the Cassowary Coast Regional Council's new Corporate Plan, which will guide us into the future and has been developed to ensure Council delivers a sustainable future for our region.

Our strategic priorities for 2021-2025 are

- Community: Our People
- Economy: Our Future
- Infrastructure: Our Built Environment
- Region: Our Natural Environment
- Organisation: Our Team

The Plan seeks to strike a balance which is central to our community's desire to see the whole of the Cassowary Coast Region as a place with increasing opportunities for residents to live and work, where the region's assets meet the community's needs, a place with healthier and more sustainable lifestyles, and a place that has a healthy natural environment.

To develop this Corporate Plan for 2021-2025, Cassowary Coast Regional Council considered



local and regional issues as identified by Councillors and the executive management group at a series of workshops and discussion forums. These priorities were then reviewed by Councillors and feedback was also sought from the Cassowary Coast Consultative Group. The draft plan was also made available for public feedback. Using the findings from these activities, a final Plan was developed and presented to Councillors for adoption.

Council will work closely with key stakeholders such as the State and Federal Governments to achieve the goals outlined in this Plan.

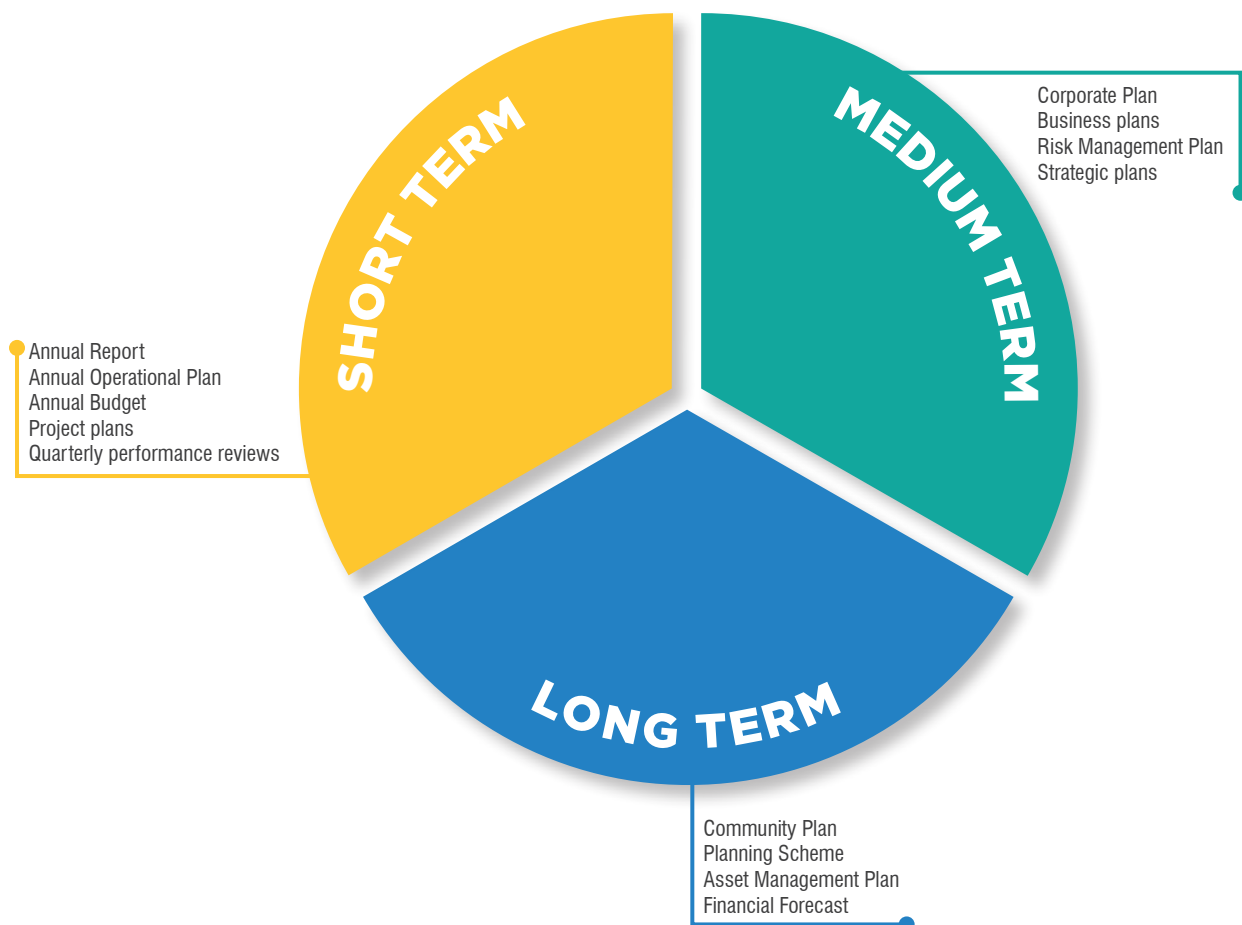
On behalf of all Councillors, I would like to thank the community for joining us on this journey. I look forward to Council delivering on its priorities and delivering a stronger future.



ABOUT OUR CORPORATE PLAN PROCESS

Strategic planning is vital to ensure the range of services, infrastructure and facilities Council provide remains relevant for the community and provides for future needs, ensuring that we are sustainable and that the Cassowary Coast is a great place to be.

The Corporate Plan for 2021 - 2025 is a key strategic document that provides a framework and guides Council in decision making and setting policy to prioritise and deliver services, programs and facilities to its community.



Measuring success of our Corporate Plan

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 its Corporate Plan.

Developing the Corporate Plan

To develop this Corporate Plan for 2021-2025, Cassowary Coast Regional Council considered local and regional issues as identified by Councillors and the executive management group at a series of workshops and discussion forums. These priorities were then reviewed by Councillors and feedback was also sought from the Cassowary Coast Consultative Group. The draft plan was also made available for public feedback. Using the findings from these activities, a final Plan was developed and presented to Councillors for adoption.

OUR COUNCILLORS AND THEIR PORTFOLIOS



DIVISION 1
Cr Barry Barnes
Portfolio: Asset
Sustainability



DIVISION 2
Cr Teresa Millwood
Portfolio: Waste
Management & Innovation



DIVISION 3
Cr Trudy Tschui
Portfolio: Community
& Culture



DIVISION 4
Cr Nicholas Pervan
Portfolio: Planning
& Regional Development



DIVISION 5
Cr Jeff Baines
Portfolio: Governance,
Environment & Finance



DIVISION 6
Cr Kylie Farinelli
Portfolio: Economic
Development & Tourism

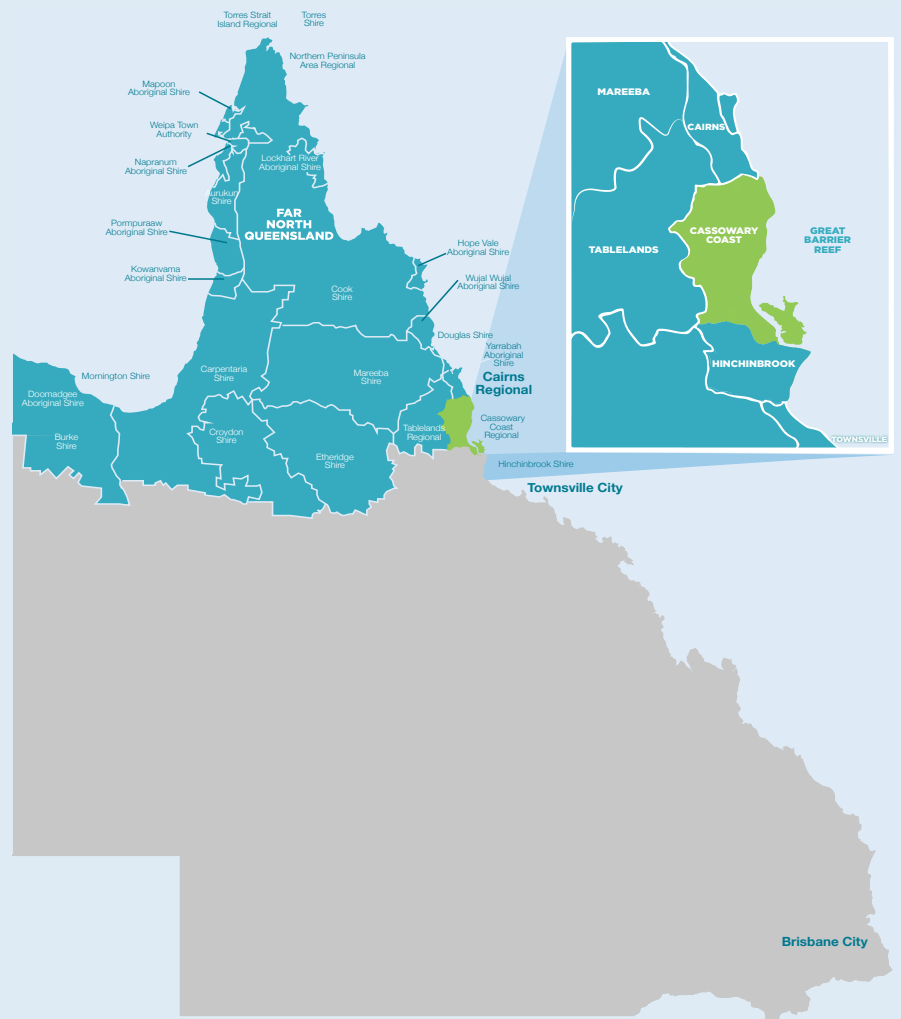


MAYOR
Cr Mark Nolan
Portfolio: Major Projects
& Organisational Culture

OUR REGIONAL COMMUNITY

Where we live

The region governed by the Cassowary Coast Regional Council covers an area of 4702km² from Garradunga in the north to Cardwell in the south and East Palmerston in the west, and includes national park and state forest, rural and urban communities.



WHO WE ARE

- The original inhabitants of the Cassowary Coast area were the Bandjin, Djiru, Girramay, Gulnay, Jirrbal and Mamu Aboriginal people.
- European settlement dates from the 1860s when the township of Cardwell was established as a port to support the growth of the sugar cane industry.
- Its almost 30,000 residents populate a mix of town, rural and coastal communities and between them speak 48 languages with diverse religious beliefs.
- The major townships are Innisfail, Tully, Cardwell and Mission Beach.
- There are over 3,500 businesses operating in the area. Most significant employers are:
 - Agriculture, forestry and fishing
 - Manufacturing
 - Healthcare and social services
 - Retail
 - Accommodation and food services.

OUR VISION AND MISSION FOR 2025

OUR VISION

We aspire to provide great experiences, deliver value and create a sustainable future for our community.

Delivering outcomes that embrace value in everything we do is fundamental to a vibrant and prosperous community that 'loves the place we live' and is summed up in our vision statement - 'One Coast: Cassowary Coast'.

OUR MISSION

We are committed to delivering great service and value, economic growth, opportunity, prosperity and a relaxed lifestyle.

OUR CORE VALUES

At Council, we are committed to working as one to realise our vision of 'One Coast: Cassowary Coast' to ensure great experiences, deliver value and create a sustainable future for our community.

Everything we do is underpinned by three core values:

OUR CORE VALUES ARE:

RESPECT

INTEGRITY

COURAGE

*We **DO** what we say through our **CORE VALUES**, and we **DEMONSTRATE** this through each of our **KEY COMMITMENTS***

LEADERSHIP

We all affect outcomes, and lead through our actions and behaviours

CCRC LEADERS WILL:

- Demonstrate visible leadership
- Think of the whole organisation when making decisions
- Provide clear directions
- Manage performance and behaviours
- Manage resources efficiently

COMMUNICATION

- Have conversations with each other
- Listen to each other
- Openly engage, share information and knowledge
- Give honest and regular feedback
- Have a 'how can we?' approach

PERFORMANCE

- Safety is part of what we do every day
- Understand our roles and our contribution
- Hold each other to account
- Achieve results
- Build capability
- Test ideas and learn from our mistakes
- Find better, simpler ways to do things
- Deliver a great service to our customers

TEAMWORK

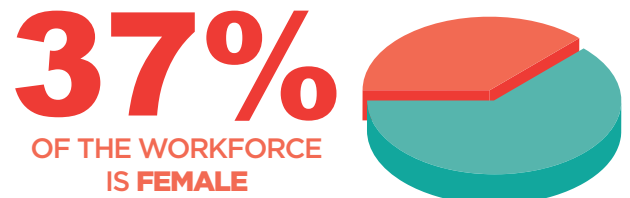
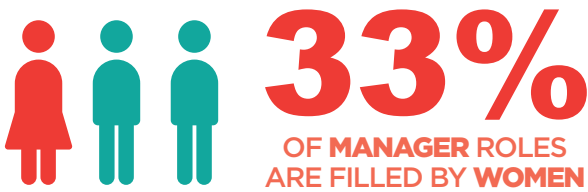
- Contributions encouraged by individuals and teams
- We treat each other with respect
- Build trusting relationships
- We empower and support each other
- We support people having a go
- We recognise and celebrate achievements

*The corporate values were developed following a culture values assessment survey conducted with employees. The top 10 values the culture values assessment revealed what employees wanted to see practiced in the organisation to create the ideal culture. The development of the three core values and supporting key commitments has been as a result of a comprehensive process of engagement with employees.

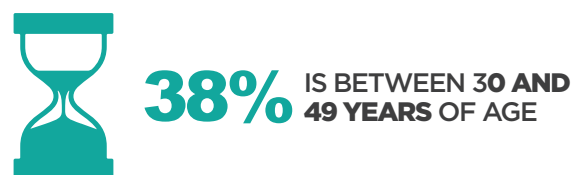
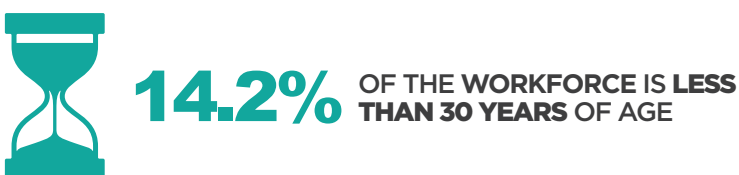
OUR TEAM

Council employs approximately 360 team members who strive to continuously improve service delivery across the following areas:

- Roads, drainage and bridge maintenance and construction
- Building, community halls and facilities maintenance, planning and management
- Provide potable water through four separate water schemes and sewerage services in two schemes across our broad region
- Managing parks, gardens and open spaces
- Waste collection and disposal
- Library, Community Services and events
- Regulatory Services (food licences, companion animal management)
- Fleet and equipment management
- Customer enquiry and planning and development services



78% OF CO-ORDINATOR LEAD ROLES
ARE FILLED BY WOMEN



OUR KEY GOALS AND STRATEGIES

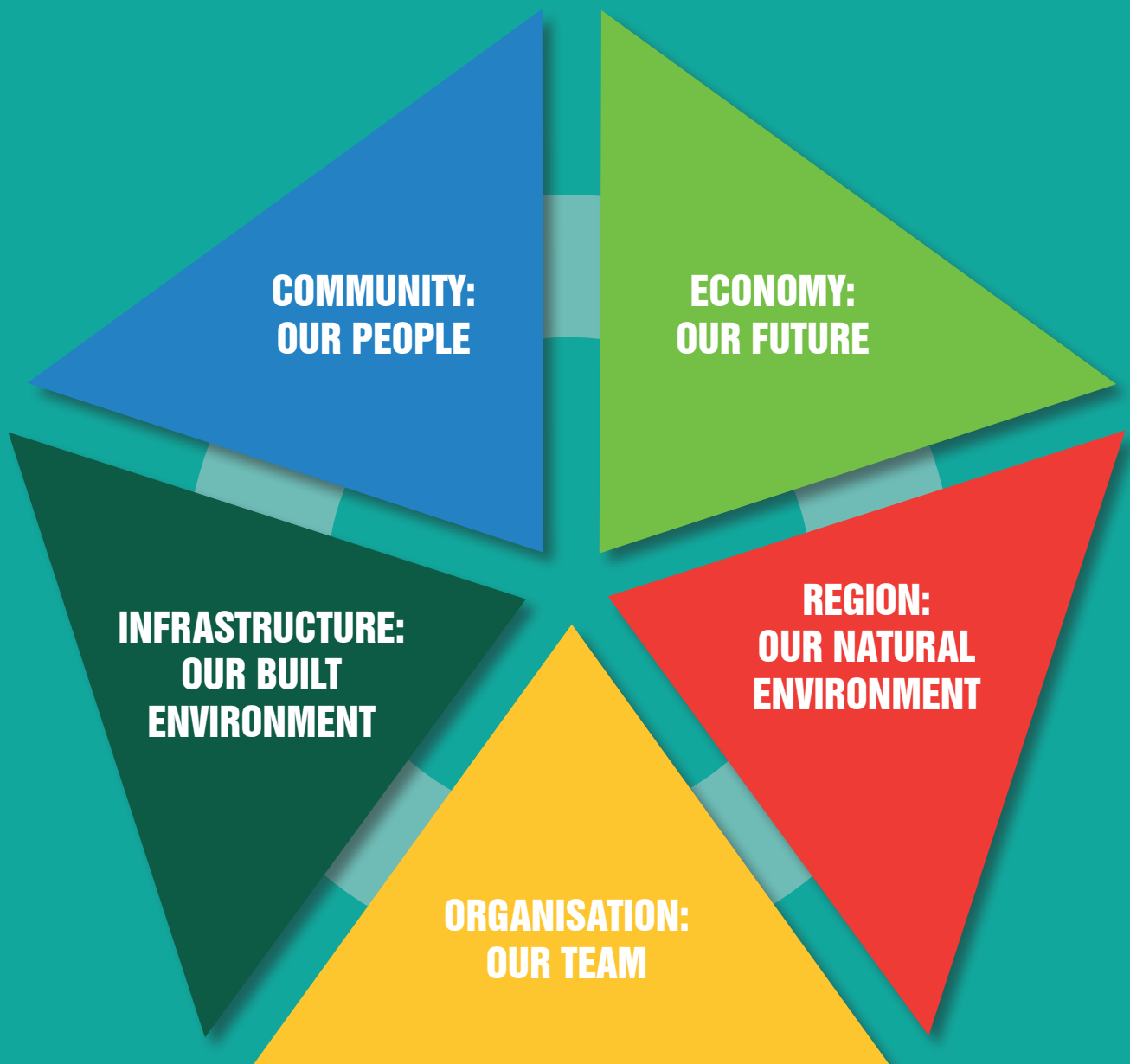
Council's goals and strategies support the achievement of our vision and mission.

They are designed to support the culture of the organisation, its approaches and what is most important.

In the development of this Plan we have reviewed and renewed our corporate goals in line with Council's new direction and organisational culture.

The goals of the Cassowary Coast Regional Council are the result of consultation with the community and staff and represent the overarching vision that we share for the Cassowary Coast region.

'To provide great experiences, deliver value and create a sustainable future for our community.'



COMMUNITY – OUR PEOPLE

What we want to see by 2025

Council working in partnership with the community, to enhance and promote pride in and livability of the region.

Strategic Objectives

- Increase community engagement, consultation, transparency in decision making and ease of access to information
- Develop and deliver a service excellence strategy that is valued by our community
- Promote safe, active, healthy, resilient and prepared communities
- Clear policy and procedure on how Community groups obtain support from Council
- Promote a single Cassowary Coast community
- Value, share and celebrate our diversity of cultures across our region
- Build regional vibrancy through activities and major events
- Promote arts, culture and events as a key feature of the region’s lifestyle, livability, vitality and character
- In partnership with Community groups, provide opportunities for lifelong learning for all
- Provide opportunities for youth, that incentivise the Cassowary Coast lifestyle as a long term option

Key Strategies, Plans and Activities to Support this Goal

- Community Consultation and Engagement Strategy
- Community Plan
- Local Disaster Management Plan and Business Continuity Plans
- Events Strategy
- Service Catalogue
- Community Use of Assets Policy
- Service Excellence Strategy
- Reconciliation Action Plan
- Life Long Learning Strategy

How we will measure our performance

- Customer satisfaction
- Attendance / uptake of programs
- Program feedback



ECONOMY – OUR FUTURE

What we want to see by 2025

A strong diverse economy which provides opportunities for business and investment with an integrated approach to long-term planning where the region's assets meet community needs.

Strategic Objectives

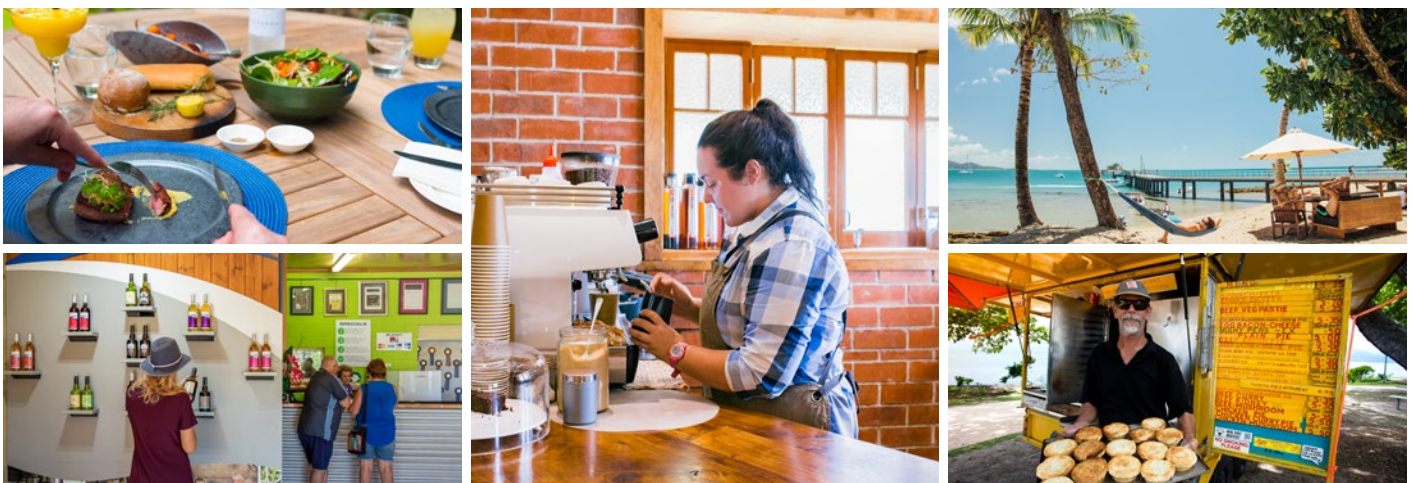
- Promote a shared set of values that allows the business community and Council to work together to effectively achieve a common purpose
- Encourage and facilitate investment in the region that will support both traditional and emerging industries and act as a catalyst for further employment and population growth
- Enable innovation and technology capacity within Council and the community to drive organisational efficiency and community prosperity

Key Strategies, Plans and Activities to Support this Goal

- Local Government Infrastructure Plan (LGIP)
- Planning Scheme Review
- Asset Rationalisation Strategy
- Information Services Strategy
- Activate Cassowary Coast policies
- Far North Queensland Regional Organisation of Councils Strategic Plan – Strategic Economic Priorities
- Development Incentives
- Tourism Strategies (including Eco-tourism accreditation)

How we will measure our performance

- Growth across both traditional and emerging industries
- Attendance numbers and economic return on Council supported events
- Smart Communities initiatives developed
- Number and value of development applications and number of those that materialise (residential vs non-residential compared to state average)
- Measure KPIs - business/industry with regard to employment/turnover



INFRASTRUCTURE – OUR BUILT ENVIRONMENT

What we want to see by 2025

Regional infrastructure that delivers levels of service supported by the community and is financially sustainable.

Strategic Objectives

- A safe, reliable and financially sustainable transport network throughout the Cassowary Coast to facilitate movement of goods and people throughout our community
- Provide and manage cost effective and efficient water supply and sewerage infrastructure within existing water and sewerage schemes, which provides for sustainable growth
- Sustainable asset management to effectively deliver services in a consistent and financially sustainable manner representing value to the community
- Rationalised Council asset base
- Resilient infrastructure with planning and design informed by climate change risks
- Integrated planning to support current and future needs of the region
- Build an 'organisational culture' that values risk management, facilitates the development of risk mitigation measures that are proportionate to the issues at hand, and capitalises on opportunities

Key Strategies, Plans and Activities to Support this Goal

- Financial Sustainability Strategy
- Strategic Asset Management Plans
- Local Government Infrastructure Plan (LGIP)
- Planning Scheme and Planning Masterplans
- Drinking Water Quality Management Plan (DWQMP)
- Water Security Strategy
- Strategic Risk Management Plan
- Information Service Transformation Plan
- Climate Resilient Council Action Plan

How we will measure our performance

- Asset and financial sustainability ratio
- Balanced budget and unmodified audit reports
- Delivery of projects in line with key milestones and agreed KPI's
- Meeting statutory water and wastewater performance requirements
- Asset Management Plans are reviewed and adopted



REGION – OUR NATURAL ENVIRONMENT

What we want to see by 2025

An environmentally balanced and aware community, that preserves and maintains our natural environment and incorporates contemporary and proven sustainability principles, as part of all activities for current and future generations.

Strategic Objectives

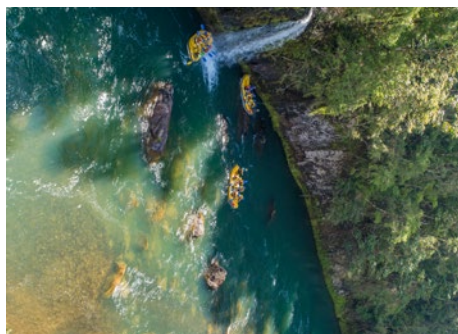
- Provide effective and environmentally responsible waste collection, recycling and disposal facilities
- Transition to a circular economy for waste
- Reduce the impact of waste on the environment
- Guide the reduction of Council's environmental footprint
- Prepare for climate adaptation and management of climate change hazards and risks
- Minimise the impacts of biosecurity risks in the region (pests, diseases & weeds)
- Strengthen existing partnerships with key natural resource working groups to collaborate on catchment outcomes (eg GBRMPA, WTMA, FNQROC, NRM groups)

Key Strategies, Plans and Activities to Support this Goal

- Water Security Strategy
- Energy Management Plan
- Reef Guardian Action Plan
- Water Demand Management Strategy
- Waste Management Strategy
- Planning Scheme
- Water Loss Strategy
- Coastal Hazard Adaption Strategy
- Climate Resilient Councils' Action Plan
- Biosecurity Plan

How we will measure our performance

- Reduce waste to landfill
- Renewable energy generation / power consumption
- Demand for treated water per household and business type
- Energy Efficiency Targets



ORGANISATION – OUR TEAM

What we want to see in 2025

A safe, healthy, engaging and inclusive work environment where people are productive, multi-skilled, contribute to continuous improvement and, are provided with opportunities to achieve and develop and are recognised for their contribution.

Strategic Objectives

- Provide leadership that supports creative thinking and innovation as well as desired values and organisational culture
- Commit to open, transparent and accountable governance to ensure community confidence and trust in Council
- We strive to keep people safe in the workplace
- People have the capability and are recognised for their achievements
- Provide entry level training, work placement/experience and employment opportunities for youth

Key Strategies, Plans and Activities to Support this Goal

- Internal Organisational Culture Development Plan
- Customer Experience and Continuous Improvement Strategy
- Health and Safety Management Plans (including Strategic Workforce Management Plans)
- Reconciliation Action Plan

How we will measure our performance

- Employee surveys
- Customer satisfaction
- Achievement of Operational Plan targets
- Workforce and Customer Service metrics



CONTACT COUNCIL



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