



Cassowary Coast REGIONAL COUNCIL CORPORATE PLAN 2017 - 2022

Reviewed April 2019

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Better Together

A message from the Mayor

The 2017-2022 Corporate Plan represents a benchmark for our Council and Region in shaping our position in a rapidly changing global and local economic and social landscape. This Plan builds on the cornerstone values and goals already recognised by the elected members and the Council organisation. The Plan helps consolidate our goals and aspirations into practical and achievable outcomes to help build our Region's prosperity into the future.

The Corporate Plan, which provides for debt-free financial management, implementation of a more community-responsive organisational structure and focus on important community priorities that can bring back sustainable economic growth and manageable infrastructure and services has positioned the Council and Cassowary Coast Region community to implement a future that is both prosperous, sustainable and above all, reflects the community's pride for its Region – *"Love the place we live"*.

While much of the focus has, to date, been about the Region's natural beauty, this Plan deliberately focuses on its people and the diverse sense of community that is reflected across the Region. The Council's vision of *"....Better together...."* remains at the forefront of how the Council goes about its work, the type of community spirit and cooperation that the Plan tries to engender amongst the Region's communities and how the Region is seen by others.

While the establishment of appropriate structures and systems has been a large part of the focus, this Plan turns specifically towards the Region's communities and other stakeholders with which the Council interacts. The 2017-2022 Corporate Plan specifically focuses on a **"Community first"** approach to spearhead the implementation of the necessary cultural and operational changes that are required for a more effective, agile and responsive Council in the rapidly changing world of the future. This includes a culture that provides staff with a licence to think "out of the box" and look for ways of providing more streamlined and cost-effective responses to our communities, more transparent and accountable systems that are specifically designed to focus on priority issues and provide more rapid and consistent responses, promotion of values and cultural and economic opportunities that reflect how our communities themselves wish to be portrayed to others.

This Plan forms the basis of the Council's work into 2022. It defines key social, economic and environmental outcomes that are identified as being essential in helping to re-brand the Cassowary Coast Region as one of the nation's best locations for balanced lifestyle and investment opportunity. The Plan will guide the Council's ongoing development and delivery of its services through its more detailed annual Operational Plan and budgeting processes and serve as the Council's principal basis for its collaboration with its communities into the future.

Mayor John Kremastos

Cassowary Coast Regional Council

Chair – Major projects Committee



Our Councillors



Division 1 - Cr Raleigh
Chairperson: Asset Sustainability Committee



Division 2 - Cr Taylor
Chairperson: Financial Sustainability Committee



Division 3 - Cr Kimberley
Chairperson: Planning and Regional Development Committee



Division 4 - Cr Nolan
Chairperson: Community and Customer Committee



Division 5 - Cr Baines
Chairperson: Governance and Environment Committee



Division 6 - Cr Heath
Chairperson: Economic Activation and Tourism Committee

Council core values

At Council, we are committed to working as one team to achieve for our customers and community. Council's work, its interaction with its community and stakeholders and the way staff treat each other, is based on seven core values that form the basis of its ".....**Better Together**....." vision and ethos.



Our vision and mission for 2022

Our vision

The Council's vision is a reflection of how it values its communities and stakeholders, how it does its business and how to best achieve a prosperous future.

“.....Better together....”

Delivering outcomes for a vibrant and prosperous community that 'loves the place we live' is fundamental to the vision of "better together".

Our mission

We are committed to providing strong leadership and direction to build community capacity and enhance economic growth and build the region's reputation for opportunity, a prosperous and relaxed lifestyle and of outstanding natural beauty.

Our Corporate Plan processes

This Plan is Council's leading high level strategic document that sets the direction for Council for the next five years period to 2022. It informs Council's action in continuing to deliver a sustainable future for the region by providing direction and guidance to the Council's Councillors and staff to make informed decisions. The Plan outlines the key focus areas (goals), objectives and strategies which the community has said are important.

Council's operational activities, including the preparation of its annual Operational Plan, budgets and strategic planning documents will be guided by the goals, objectives and priorities of this Plan.

Statutory requirements

The Corporate Plan is intended to help guide and monitor our performance and to stay on track in terms of our vision, planned outcomes and priorities as well as ensuring legislative requirements are met as outlined in the Local Government Act 2009.

This Plan has been developed in accordance with the requirements of the Local Government Act 2009 for a five year period (2017-2022) and outlines the following mandatory requirements:

- ▶ Outline Council's strategic direction; and
- ▶ State the performance indicators for measuring council's progress in achieving our vision for the future of the Cassowary Coast Region.

An evolving Plan

While the Plan's vision for community connection, collaboration and prosperity remain fundamental to the Plan overall to 2022, annual reviews are intended to ensure that a contemporary approach can be maintained by recognising achievements and incorporating any new opportunities that are aligned with the Plan's overall vision and are consistent with the Council's mission. Such reviews are generally intended to be undertaken concurrently with the Council's Annual Budget deliberations during the second half of the Financial Year.



About Our Corporate Plan

A 'Community first' focus

Council has a key role to play in bringing community organisations and businesses together to facilitate regional development. By working effectively with individuals, business and community organisations, Council will add value to existing programs, create new opportunities and deliver ongoing benefits for the region.

As we work towards our outcomes we recognise that not everything can be achieved by Council involvement alone. Partnerships through community networks and both strategic and on-ground interactions with community and other stakeholders traditionally have and will continue to form a key part of our future successes.

Where opportunity exists, Council will advocate on behalf of the community and work closely with stakeholders, including all levels of government, to realise our vision. A culture of collaboration and empowering staff to use a 'discretionary effort' approach to deal more directly with customer requests forms a key part of this Plan. The Community First initiative forms a key driver for the implementation of reforms that the previous corporate plan established across the organisation and is intended to encourage a culture of more effective collaboration and 'thinking out of the box' for timely, effective and sustainable solutions.

This Plan recognises that the successful achievement of its vision and preferred outcomes will be measured through the type of 'customer experience' enjoyed by the Region's community. This will be reflected in the level to which the Plan's goals, objectives and strategies are achieved as perceived by the Council's community customers and other stakeholders.

Timely, accountable and consistent responses will form a key part of these measures and form the focus of significant procedural, systems (i.e.IT customer requests, transactions, recording and accounting systems) and organisational training priorities designed to bring about more effective alignment between our customers' expectations and the Council's service delivery ability and requirements.

Monitoring outcome successes

The Corporate Plan heavily influences and forms a part of the Council's integrated planning framework which includes its yearly Operational Plan and Annual Budget. These documents contain the detailed actions for a given year that are intended to deliver the goals, objectives and strategies of this Plan.

Progress against the Operational Plan is measured in quarterly performance reports to Council and through Council's Annual Report. This provides our community with a progressive account of our achievements, our successes and any challenges that the Council may experience along the way.

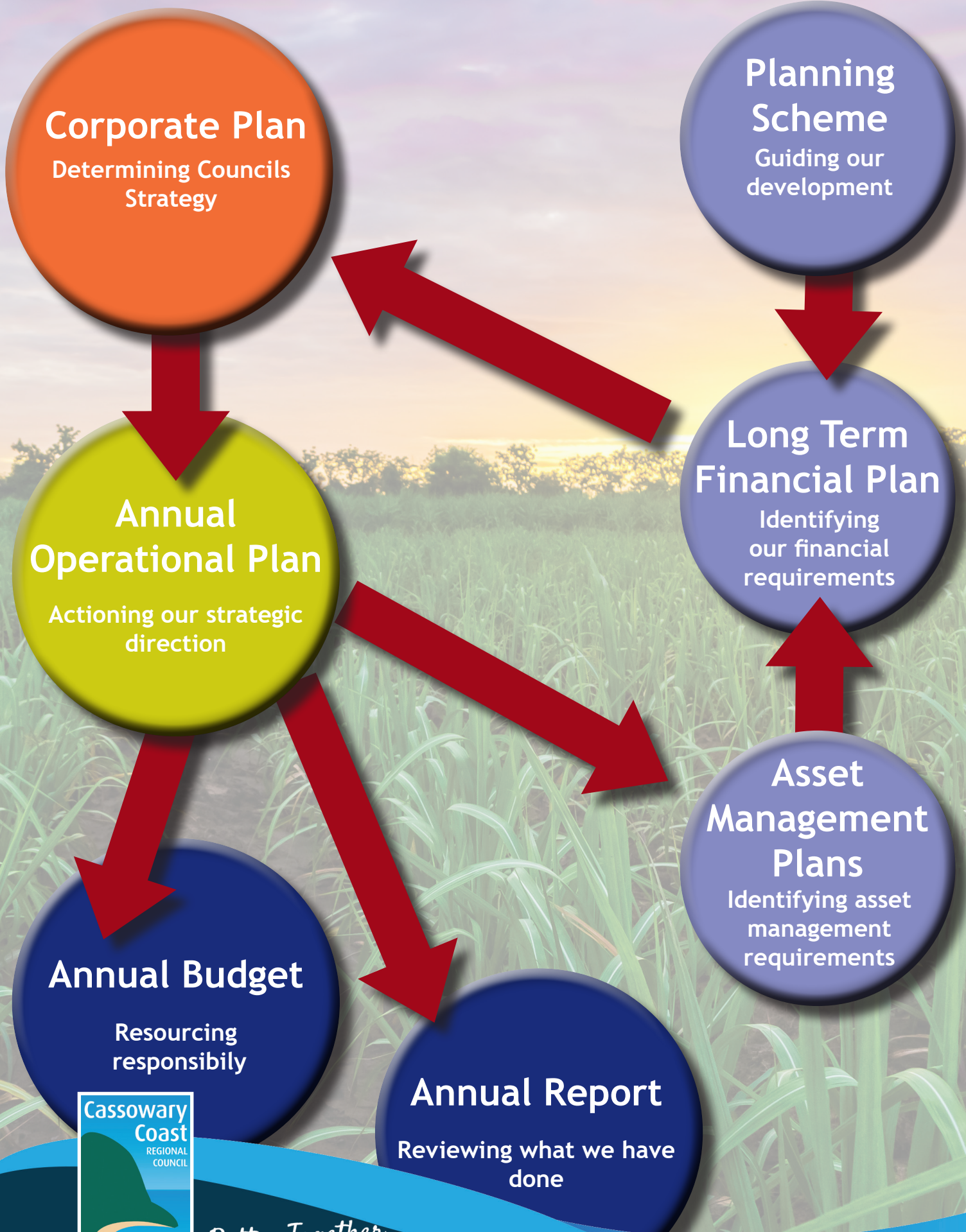
The Operational Plan provides a number of indicators for each goal, objective and strategy to inform progress towards agreed targets. These targets are set and reviewed annually during the budget process.

To aid the Operational Plan review process, each Corporate Plan goal and associated strategies has a number of key outcomes intended to act as a basis for measuring our results.

Strategic result measures

Factors which determine results measurement and achievement include strategic and more detailed operational considerations.

How our planning and reporting processes come together



Opportunities and challenges

The Cassowary Coast Region is constantly being influenced by a range of different factors which provide both challenges and opportunities to the realisation of a more prosperous future. This increasingly includes global and national factors which affect our Region's economy and the movement of people and finances in and out of the Region. A globally aware and locally responsive approach is regarded as being fundamental to our Region's future development.

The provision of appropriate infrastructure and services, employment, amenity, lifestyle diversity and opportunity to levels that are commensurate with increasing standards being experienced elsewhere form the focus of the Plan's key recognised opportunities and challenges.

Maintaining a competitive and inviting position through our service delivery forms the basis for our underlying Regional challenge – to attract and retain visitors and investment into our Region to sustain the levels of service that our communities expect while keeping our costs on those communities to a reasonable level.

What can impact upon our service delivery?

What will assist our service delivery?

Weaknesses and Constraints (Internal)	Challenges (External)	Capabilities and Strengths	Catalysts for Growth and Opportunities
Increasing operational costs	Meeting unrealistic community expectations	Our natural and built environment	Federal and State Government policy
Competing priorities	Federal and State fiscal restraints	Connecting with our community	Cassowary Coast's people
Ageing workforce	Increasing cost of infrastructure	Community spirit and events	Engaged employees
Duplication of effort	Cost shifting by State and Federal Governments	Competent and committed workforce / succession planning	Big audacious goal
Attracting skilled workforce and retaining youth	Ageing population	Lifestyle	Foreign investment
Skill set for future innovation	Weather events / natural disasters / predicted sea level rise	Economic diversity	Unique natural environment
Risk averse	Transportation cost	Resilience	Meaningful engagement with the community
Ageing infrastructure	Increasing energy costs	Workforce planning	More extensive use of social media
Red tape	Recognition and understanding of our community identity	Defining our risk appetite	Improved phone / internet coverage
Our identity - what is it?	Emerging and unplanned demands on resources	Training / employment strategies	Rationalisation of assets
Changes to Council policy and direction	Coverage of phone / internet		

Council Strategic results measures

Central Factors

Cassowary Coast is a great place to be

Council is sustainable

Assets meet needs of the community

We have a constructive culture

We are financially sustainable

Our economy is vibrant

We value our natural identity

Customers have confidence in the service we deliver

Rate payers value our performance

The community partners with Council

Our key goals and strategies

Towards 'better together'

Council's goals and strategies drive the culture of the organisation, its strategic planning and operational priorities. Sustainable and responsible growth and a culture of enabling and encouraging discretionary effort amongst its workforce are fundamental to how the Council works with its communities.

Key services align with many of our four key goals and their objectives. Individual goal strategies help define how the Council will deliver its services in a manner which puts the 'Community first'.



Goal 1: Growth and economic sustainability

Objective: To build 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.

Council is committed to stimulating employment and population growth through progressive land-use planning, sustainable regional development, strong evolving tourism and a commercial approach to Council business activities.

We recognise the importance of a diverse economy, low unemployment levels and local and foreign investment. Over the next five years our focus will be on initiatives embracing a business environment that encourages and attracts investment, generates business activity and creates jobs and opportunities for residents now and into the future.

We will continue to monitor our growth and provide and maintain infrastructure that meets the community's needs.

Key Strategies:

- 1.1. 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.
- 1.2. Further develop tourism industry, destination and events.
- 1.3. Promote arts and culture as a key feature of the region's lifestyle, liveability, vitality and character.
- 1.4. Enhance and maintain our website with content to inform and engage with residents and promote the Cassowary Coast Region.
- 1.5. Manage council owned business activities on a commercial basis leading to economic growth, employment and investment.
- 1.6. Provide ongoing support for the traditional industries of sugar, commercial fishing, bananas and cattle while encouraging innovation, diversification and the development of next generational industries.
- 1.7. Ensure the Cassowary Coast Region is seen as an economically vibrant area to do business.
- 1.8. Develop effective partnerships which encourage development of training and research facilities.

Outcome measures:

- Population movement
- Number of major events
- Growth in local economy
- Development assessments

Goal 2: Community first

Objective: To work in partnership with the community to ensure that facilities and amenities meet the needs of local people and that Council delivers a consistent and high level of service. We will measure ourselves to ensure our performance keeps pace with evolving community expectations.

We will ensure a continuous cycle of awareness, knowledge, action and review, always directed at putting the Community First and creating outcomes that deliver value and great customer experiences.

Council recognises the importance of a safe, accessible prosperous and healthy community in which to live and will encourage and develop a culture that more readily adapts and responds to changing community expectations.

Our services, facilities, programs and educational opportunities will seek to meet the needs of people across all ages, stages in life and backgrounds.

We will continue to work with key partners to educate the community as a whole to endeavour to keep people safe and responsive to disaster events.

We will support and provide for the establishment of a range of spaces where people can meet, learn and participate in healthy lifestyles.

We will listen to what people in the community are asking for and deliver sustainable facilities and services that support our quality lifestyle and our unique natural environment.

We will listen to what people in the community are asking for, share our learnings, innovate and continuously improve to deliver sustainable facilities and services that support our vibrant communities, where health, community safety, education, arts, culture, sport and recreation enhance our lifestyle and respect our unique natural environment.

We will continue to build social networks and provide for more engaged community involvement in Council decision making.

Key Strategies:

- 2.1 Increase community engagement, consultation, transparency in decision making and ease of access to information.
- 2.2 Increase the range of options by which the community can access services and information from Council (from face to face, telephone, self-service and electronic means which may be self-service or interactive).
- 2.3 Train, equip and empower staff to respond to community requests so that customers understand the role of Council and feel the interactions are fair, responsive and respectful. Provide a 'one stop shop' to service customers' needs.
- 2.4 The public library service fosters lifelong learning, provides meeting spaces and (along with other meeting and learning spaces within the region) public access to the internet.
- 2.5 Increase community preparedness and resilience to the effects of natural disasters through education, readily available information sources (including web services) and community recovery assistance services.
- 2.6 Arranged activities and events ensuring increased utilisation of open spaces, reserves and sporting facilities to help people remain active and healthy.

- 2.7 Council's services, amenities, partnerships and programs help communities connect to build a strong sense of place and cultural diversity now and in conjunction with planning for the future.
- 2.8 Clear policy and procedure on how Community groups obtain support from Council to maintain and protect our heritage and our natural environment.
- 2.9 Provide enhanced public health, community safety, amenities and compliance through effective customer focused service.
- 2.10 Council initiatives balance impact on the environment against benefit for different community interest groups.
- 2.11 Provision of Council local laws and policies that complement and support the promotion of the Region's lifestyle and sustainable visitor and investment attraction.
- 2.12 Implementation of a preferred proactive, educational approach to the enforcement of Council's statutory and policy requirements undertaken with transparency, respect and consistency where ever practicable.

Outcome measures:

- Customer service training for all staff who interact with the community
- Evidence of IAP2/Community Engagement Strategy consistency for all community interactions
- Increased ration of web-based and on-line interactive self-service to face-to-face request for service
- Measured community use of open spaces, reserves and sporting facilities
- Number of events, attendance at events and community feedback
- Service response and resolution targets achieved and benchmarked against other service providers
- Secured and publicly advertised public transport routes and times throughout the region – customer satisfaction
- Maintain a high level of requests resolved on first contact
- Measure customer satisfaction periodically to ensure the outcomes in the community match the desired goal
- Measure participation rates in Council sponsored and supported programs to ensure they are current and relevant to the community's needs

Goal 3: Sustainable infrastructure

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

Council recognises the importance of a safe, useable and appropriate infrastructure - including transport networks, drainage and water and sewerage assets and other built assets in order to maximise service levels.

Council will continue to work with key partners to keep our region accessible. We will plan and responsibly deliver sustainable infrastructure in accordance with community requirements.

Key Strategies:

- 3.1. A safe, reliable and financially sustainable transport network throughout the Cassowary Coast to facilitate getting people and goods around our community.
- 3.2. Provide and manage appropriate marine facilities to meet the boating needs of the region.
- 3.3. Provide and manage cost effective and efficient water supply and sewerage infrastructure, which provides for growth while being environmentally sustainable.
- 3.4. Effectively deliver and manage infrastructure assets in order to maximise community service levels in a financially sustainable manner.
- 3.5. Develop and effectively manage open space to ensure maximum community benefit at an affordable price for residents.
- 3.6. Provide effective and environmentally responsible waste collection and disposal facilities. Provide recycling and waste disposal facilities.

Outcome measures:

- Sustainability ratios
- Meeting charter obligations
- Capital works achievements
- Waste diversion rates
- Asset management Plan completion and implementation
- Open space/park utilisation rates

Goal 4: Responsible governance

Objective: Ensure good governance is achieved by having efficient and effective decision-making processes and systems.

Maintain a well-managed, transparent and effective organisation that gives the community confidence, demonstrates financial sustainability and ensures our customers are satisfied with our services and our employees are proud to work here.

The Mayor will be important in driving a culture of exceptional “best practice” governance within Council through the chairing of meetings, stewarding the Annual Budget preparation process and providing direction and guidance to the Chief Executive Officer and senior staff in accordance with the legislation. Effective governance will ensure:

- Decisions are made in a consistent, impartial and transparent manner
- Elected officials and senior staff are “walking the talk”
- Council delivers on its undertakings to the community by ensuring that the decisions made are implemented in an efficient and effective manner
- Decisions are made in a reasoned and measured manner and based on the best available information at the time

Council is committed to a high standard of corporate governance, reporting and accountability.

Key Strategies:

- 4.1. 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.
- 4.2. Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.
- 4.3. Strive towards excellence in customer service for our community.
- 4.4. Enable innovation and technology capacity within Council to drive organisational efficiencies.
- 4.5. Develop, implement and document asset management practices, plans, processes and procedures.
- 4.6. Engage with the community to inform council decision making processes.
- 4.7. Provide inspirational leadership and contemporary management systems that drive a coordinated, motivated, highly effective and efficient organisation.
- 4.8. Commit to open, transparent and accountable governance to ensure community confidence and trust in Council.
- 4.9. Promote organisational culture that values and empowers its workforce.

Outcome measures:

- Financial sustainability ratios
- Customer satisfaction
- Statutory Obligations achievement
- Community participation levels in Council decision making
- External audit completion
- Asset management plan implementation

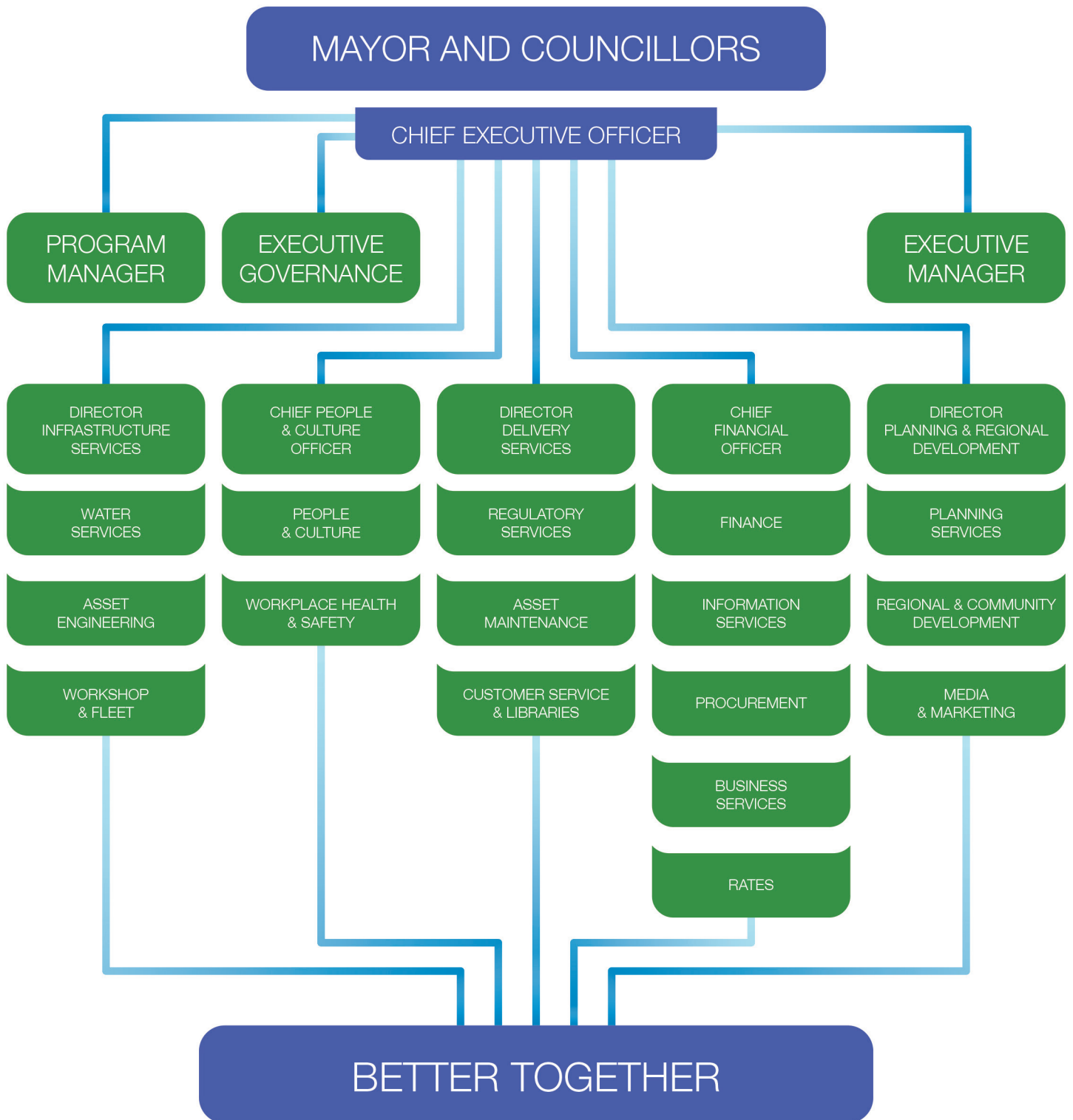
Council decision making and our organisational structure

Council's services are structured to provide a coordinated approach to planning, resourcing and implementation of its statutory functions, community services, capital works and asset management. Specific management responsibilities are identified according to function focusing on Council's Corporate Plan key goals.

The organisation's internal decision making processes are also supported by the Council's formal Committee structure and its internal Executive management Team forum which serves the coordinate and review major Council initiatives and associated decision making requirements. This is further encapsulated by the organisation's encouragement of 'discretionary effort' culture amongst its whole workforce to ensure focus is maintained on effective outcomes and not unnecessary process.



Council's Corporate Structure





Better Together



Cassowary Coast Regional Council
70 Rankin Street, Innisfail
38 - 40 Bryant Street, Tully
4 Balliol Street, Cardwell
Ph: 1300 763 903