



# *Cassowary Coast Regional Council* **Corporate Plan 2021-2025**

**One Coast: Cassowary Coast**

*Focused on our Future*





## Acknowledgment of Country

Cassowary Coast Regional Council acknowledges the traditional custodians of the land and sea on which we operate, the Mamu, Djiru, Girramay, Gulgnay, Warrgamay, Jirrbal and Bandjin Peoples. We wish to acknowledge our respect for their current and emerging leaders and those in the dreaming. We thank all First Nations people for the contributions they make in building this community.



## Our Vision

Our vision for reconciliation is where Cassowary Coast Regional Council understands and respects the histories and the cultures of Aboriginal and Torres Strait Islander peoples. With integrity and courage guiding us, we walk together with pride and a sense of belonging to One Coast, Cassowary Coast.

In the context of Cassowary Coast Regional Council this will be represented through a workplace that celebrates the unique contribution First Nation people make to our workplace and our community. Council's service delivery will reflect the organisation's commitment to a reconciled community that is culturally rich and proud of the region we all call home.



We build relationships to develop respect, create opportunities and close the gap, through acknowledging and sharing experiences for an inclusive community connected to culture and Country.



Through understanding and learning we acknowledge cultural practices and protocols to build trust and diversity in order to strengthen connection to Country.



We seek opportunities to create a diverse, equal and inclusive community connected to culture and country through relationships, partnerships and mentoring programs.



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# One Coast: Cassowary Coast

## *A message from our Mayor*



The Cassowary Coast Regional Council 2021-2025 Corporate Plan is very much a living document, and the current review provides us with an opportunity to listen, reflect and respond to our community, specifically incorporating the outcomes of the 2022 MARKYT Community Scorecard consultation.

The Community Scorecard clearly articulated what is important to our community, what we are doing well and where we can improve our performance. Over 1,850 community members joined the conversation sharing more than 100,000 words to guide Council with future priorities that are now reflected in our Corporate Plan.

In striving to deliver our community's priorities we continue to seek 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.

The organisational restructure led by the Chief Executive Officer and undertaken during late 2022 through to mid-2023, is a direct response to the Community Scorecard and is firmly aimed at positioning Council to provide a 'fit for purpose' organisation which values and empowers our Team to achieve Council's Vision and Mission.

Council's leadership, through our advocacy and actions, is focused on pursuing new, innovative opportunities. We seek to leverage opportunities through strategic partnerships and collaboration between all levels of government, community, and industry and exploit our strategic advantages.

Our Corporate Plan provides the enabling framework to ensure that we are focused on meeting the social, economic and environmental opportunities and challenges of the Cassowary Coast region to provide long-term inclusive and sustainable outcomes using a place-based, community-first approach.

We invite our community to walk with us on the exciting journey that is firmly focused on the future as One Coast: Cassowary Coast.



Mark Nolan  
Mayor Cassowary Coast Regional Council

# Our Councillors



**Cr Mark Nolan**  
Mayor  
Portfolio: Planning and Regional  
Development



Division 1  
**Cr Barry Barnes**  
Deputy Mayor  
Portfolio: Asset  
Sustainability



Division 2  
**Cr Teresa Millwood**  
Portfolio: Waste  
Management and  
Innovation



Division 3  
**Cr Trudy Tschui**  
Portfolio: Community and  
Culture



Division 4  
**Cr Nicholas Pervan**  
Portfolio: Major Projects and  
Organisational Structure



Division 5  
**Cr Jeff Baines**  
Portfolio: Governance,  
Environment and Finance



Division 6  
**Cr Renee McLeod**  
Portfolio: Economic  
Development and Tourism







# Our Region

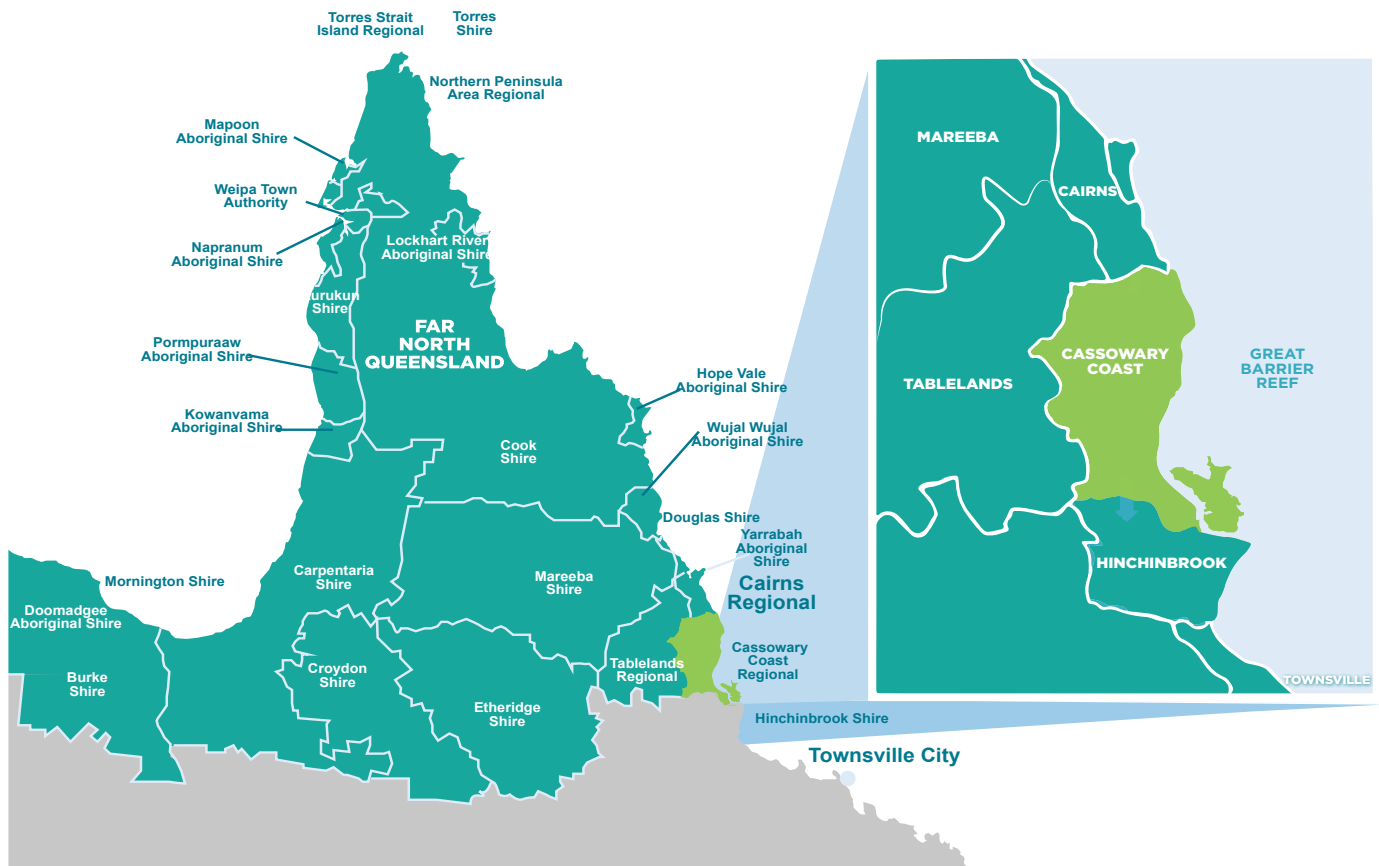
Located in Far North Queensland, the Cassowary Coast Local Government Area covers 4,702 km<sup>2</sup> and is only one of a handful of Local Governments that is uniquely positioned in the heart of the two UNESCO World Heritage areas of the Wet Tropics and the Great Barrier Reef. In total 60% of the land area of the Cassowary Coast LGA is protected area of parks, forests and reserves.

Our coastal and hinterland regions are within the lands and waters of six Traditional Owner Groups - Mamu, Djiru, Girramay, Gulgnay, Warrgamay, Jirrbal and Bandjin Peoples.

The Cassowary Coast population of an estimated 29,600 is dispersed through coastal settlements and villages, hinterland communities and the larger urban centres including Cardwell, Innisfail, Mission Beach and Tully.

Our region has over 3,200 registered businesses across a broad range of industry sectors with agriculture, forestry and fishing making up 36% of businesses. 96% of our region's businesses are small to medium-sized enterprises. Other major employing sectors include health care and social assistance, retail trade, education and training, manufacturing, construction and accommodation and food services. Tourism is a major sector within the Cassowary Coast with total tourism sales of \$104.5m and value add of \$52.8m in 2020-21.

Our location brings additional responsibilities and constraints when the potential impacts of climate change and protection of the world heritage environments is required and expected by community and government and our Corporate Plan is the roadmap to provide long-term inclusive and sustainable outcomes using a place-based, community-first approach.





## OUR REGION

4,700km<sup>2</sup>



Area

1,200km



Roads

18,817



Rateable Properties

## OUR NATURAL ENVIRONMENT

120 km



Coastline

48%



Wet Tropics World Heritage Area

3,124mm



Average rainfall

## OUR COMMUNITY



Current Population

**29,157**

Median Age

**46**



Population born overseas

**25.2%**

## TOP INDUSTRIES

**20.5%** Agriculture, Forestry and Fishing

**11%** Health Care & Social Assistance

**8.6%** Retail Trade

**7.9%** Education and training

**7.5%** Manufacturing

**6.6%** Construction

## EMPLOYMENT



Local jobs

**12,980**

Employed residents

**13,956**

## GROSS REGIONAL PRODUCT



Gross Regional Product

**\$1.58B**

# Our vision and mission for 2025 and beyond

## 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

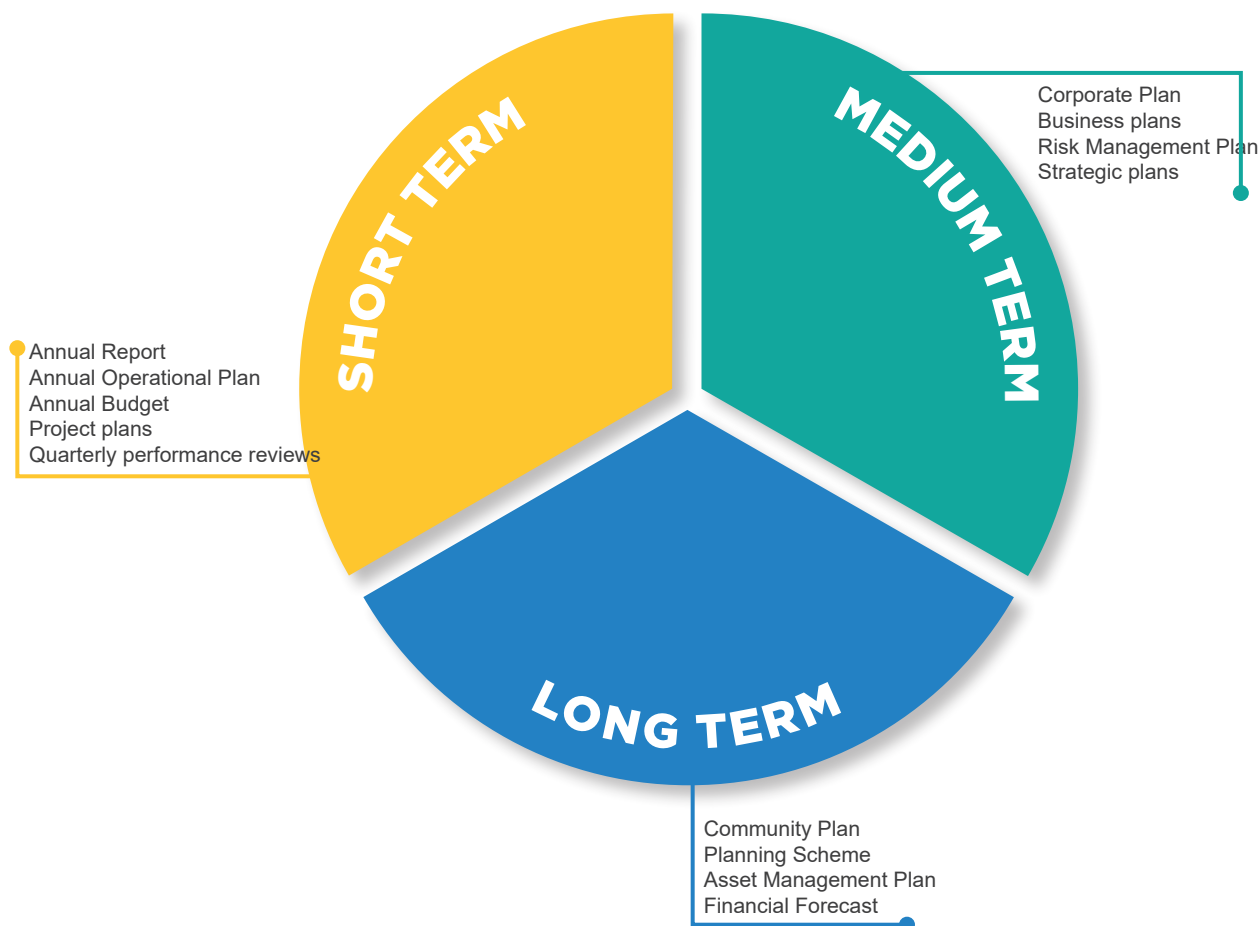
- Contributions encouraged by individuals and teams
- We treat each other with respect
- Build trusting relationships
- We empower and support each other
- We support people having a go
- We recognise and celebrate achievements

\*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 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 for our 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 the Corporate Plan.

## Mid-Plan Review - Corporate Plan

To facilitate the development of the mid-plan Corporate Plan review, Cassowary Coast Regional Council invited community members to complete a MARKYT® Community Scorecard to evaluate service area performance, highlight their priorities, and describe their aspirations. The scorecard was completed by 1,859 community members.

Councillors and the executive management group participated in a series of workshops and discussion forums to consider community feedback, along with local and regional issues. Further feedback was sought from the Cassowary Coast Consultative Group. The draft plan was made available for public feedback. Using the findings from these activities, a final Plan was developed and presented to Councillors for adoption.

## Our Community-Driven Focus






To understand local needs and priorities, Cassowary Coast Regional Council commissioned an independent review. In 2022, 1,859 community members completed a MARKYT Community Scorecard. The top priorities were local roads, health and community services, Council’s leadership and economic development. Community priorities and the performance measures are outlined in the following diagrams – 2022 MARKYT Community Priorities and Community Scorecard.

The Corporate Plan Review responds to the Community Priorities and Scorecard.

# MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



- |   |   |  |  |
|---|---|--|--|
|  <p><b>COMMUNITY</b></p> | <ul style="list-style-type: none"> <li>1 Family and children's services</li> <li>2 Youth services and facilities</li> <li>3 Seniors' care, services and facilities</li> <li>4 Disability access and inclusion</li> <li>5 Multiculturalism</li> <li>6 First Nations' recognition</li> <li>7 Volunteer recognition/support</li> <li>8 Health and community services</li> <li>9 Sport and recreation</li> <li>10 Library and information services</li> <li>11 Festivals, events, art and culture</li> <li>12 Community safety</li> <li>13 Lighting of streets/public places</li> <li>14 Animal management</li> </ul> |  <p><b>INFRASTRUCTURE</b></p> | <ul style="list-style-type: none"> <li>21 Responsible growth/development</li> <li>22 Planning and building approvals</li> <li>23 Housing</li> <li>24 Local history and heritage</li> <li>25 Community buildings/halls/toilets</li> <li>26 Playgrounds, parks and reserves</li> <li>27 Streetscapes, trees and verges</li> <li>28 Footpaths, trails and cycleways</li> <li>29 Local roads</li> <li>30 Traffic management</li> <li>31 Parking management</li> <li>32 Access to public transport</li> <li>33 Marine facilities</li> </ul> |
|  <p><b>ECONOMY</b></p>   | <ul style="list-style-type: none"> <li>15 Economic development</li> <li>16 Agriculture development</li> <li>17 Town centre development</li> <li>18 Tourism attractions/marketing</li> <li>19 Access to education/training</li> <li>20 Telecommunications and internet</li> </ul>  |  <p><b>REGION</b></p>         | <ul style="list-style-type: none"> <li>34 Sustainable practices</li> <li>35 Environmental management</li> <li>36 Waste collection services</li> <li>37 Quality of drinking water</li> <li>38 Sewerage management</li> <li>39 Natural disaster management</li> </ul>  |
|   |   |  <p><b>ORGANISATION</b></p>   | <ul style="list-style-type: none"> <li>40 Council's leadership</li> <li>41 Embracing innovation</li> <li>42 Advocacy and lobbying</li> <li>43 Consultation</li> <li>44 Communication</li> <li>45 Customer Service</li> </ul>   |

# MARKYT Community Scorecard

Cassowary Coast Regional Council aims to participate in an independent study to monitor and benchmark performance every two years. Council aims to be above the MARKYT<sup>®</sup> industry average and strives to be the industry leader in all areas.

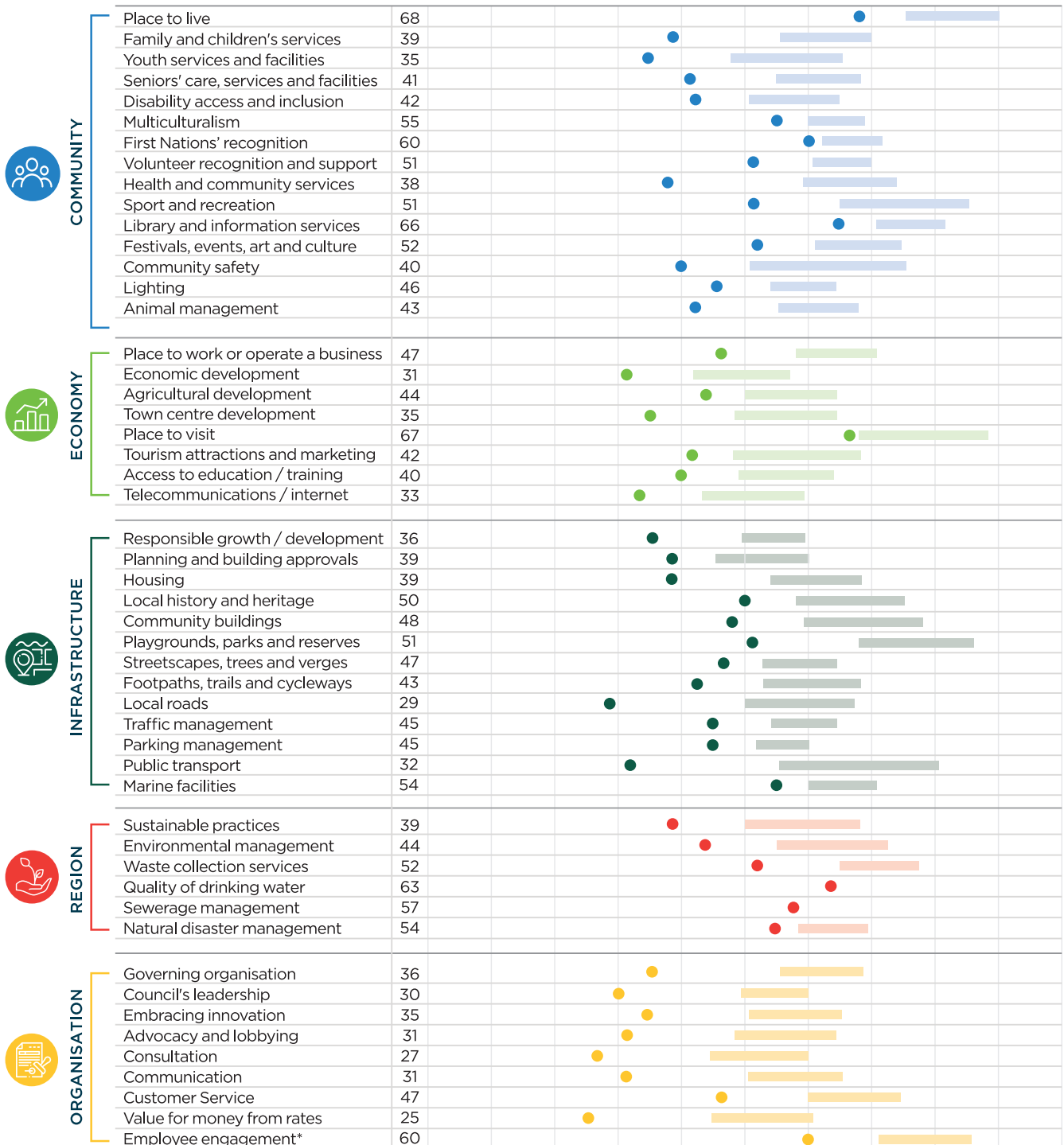
This chart shows Council's Performance Index Score out of 100 compared to the MARKYT<sup>®</sup> Industry Standards.

The preferred target zone is shown as coloured bars.

## LEGEND

- Cassowary Coast Regional Council 2022 performance score
  - TARGET ZONE  
Shading shows industry average to industry high from the MARKYT<sup>®</sup> Community Scorecard
- For further information, visit [www.catalyse.com.au/markyt](http://www.catalyse.com.au/markyt).

## 2022 Performance Measures



\* Source: CATALYSE Pty Ltd, 2021, CULTYR<sup>®</sup> Employee Scorecard [overall rating as a place to work]



# Our Team

Council cannot achieve our Vision without our team who we highly value and recognise as our most important asset.

As at April 2023 we have 393 team members who strive to continuously improve services that deliver value, provide great experiences and create a sustainable future for our community.

Our operational and strategic services include -

- Roads, drainage and bridges network
- Buildings, community halls, facilities and public amenities
- Providing potable water through four separate water schemes
- Sewerage services in three schemes across our region
- Parks, gardens and open spaces
- Waste and Resource Recovery management
- Libraries, community and cultural services and events
- Economic development
- Regulatory services (food licences, animal management and environmental health)
- Environmental management
- Planning and development services
- Information Communications and Technology
- Records management
- Financial management including procurement
- People and Safety
- Governance and risk management
- Councillor Support
- Communications, advocacy and engagement
- Disaster management
- Fleet and equipment management
- Customer Service

We are firmly focused on “Growing Our Own” as one of the strategies to build and maintain a capable and engaged workforce to deliver high quality customer experiences.

Growing Our Own is supported through our positive workplace culture and the provision of ongoing training and professional development pathways for our team.

With the continual focus on “Growing Our Own” Council also partners with stakeholders to highlight learning and development opportunities and career pathways for young people within our region through initiatives such as the annual Cassowary Coast Careers Day.





# Our Team - Growing Our Own

Council currently has 24 apprentice and trainee positions across a range of professions. We are very proud of trainees and apprentices with many that have completed their training who are either now permanent team members, are employed locally or have ventured further afield.



Muhammed successfully completed a Certificate IV in Information Technology. In 2023 Muhammed became a permanent, full-time member of our Information and Communication Technology Team.



Rikki-Lee has successfully completed an administration traineeship and also gained a Certificate III in Business whilst in our Asset Maintenance team. Rikki-Lee has since undertaken an Acting Team Lead role and is continuing on her career development pathway with her recent move into the role of Stakeholder Engagement Officer within our Communications and Engagement Team.



Zane successfully completed his 4 year plumbing apprenticeship in 2023, and has continued with our Water Team as a qualified plumber.



# Our Goals

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

They are designed to support the culture of our organisation, our 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.'



# Our Community

## *Focused on Our People*

### **Our Aspirations**

Our community is enjoying enhanced liveability with a strong sense of pride, belonging and connection, with improved access to quality health and wellbeing and community services.

### **Our Current Situation**

Our 2022 Community Scorecard provided critical insights into the priorities and values of our community, and Council is committed to working closely with our community to leverage opportunities and focus on community priorities.

In response to the outcomes of the 2022 Community Scorecard, Council developed and implemented the short-term Community Voice Action Plan with priority Community focus areas including Health and Community Services, Youth Services and Community Safety and Crime. These focus areas continue to be carried forward through the Corporate Plan.

### **Our Objectives**

- Our community has access to the health and wellbeing facilities and services they need
- Our community is diverse and inclusive, supporting and valuing families, children, young people and seniors and people of all abilities
- Our community's places and spaces are safe places to be
- We have a vibrant community through promotion and support of arts, culture and events as a key feature of the region's character, vitality and liveability
- We have an active community through growing participation in sport and recreational activities
- We grow the capacity of our community groups and support volunteerism
- We undertake meaningful, transparent and accountable community engagement

### **Our Supporting strategies and plans**

- Community Plan
- Events Strategy
- Service Catalogue
- Community Use of Assets Policy
- Customer Service, Communications and Engagement Framework
- Local Laws
- Advocacy Plan

## Our Priority Initiatives

Our key initiatives to meet Our Community Objectives and Aspirations include -

- Advocate for place-based Health Care Services through innovative and collaborative models
- Establish a Youth Advisory Committee
- Advocate for improved community safety and seek opportunities to implement initiatives with partners (such as CCTV hot spots)
- Trial and implement (if successful) dog off-leash areas
- Review Council's Arts and Culture Strategy
- Continue to support the Youth Sport Bursary Program
- Develop a new Community Plan
- Advocate for improved services for seniors
- Implement the 2023-25 Innovate Reconciliation Action Plan
- Continue to support external Community Housing and Family Day Care
- Support and advocate for workforce development to "grow our own" to increase skilled workers in our community
- Establish a Rating Advisory Committee

## Our Performance

We will evaluate, measure and report on Our Performance through -

- 2022 MARKYT Community Scorecard
- Annual Operational Plan Targets
- Implementation of Priority Initiatives in the Corporate Plan
- Program-specific monitoring, evaluation and reporting



# Our Economy

## *Our Future*

### **Our Aspirations**

We have a resilient economy leveraging opportunities through strategic partnerships and collaboration between all levels of government, community and industry.

We meet the social, economic and environmental challenges of our region to provide long-term inclusive and sustainable socio-economic outcomes using a place-based, community-first approach.

### **Our Current Situation**

The community clearly articulated through the outcomes of the 2022 Community Scorecard that a strong and diverse economy is a priority.

As our community continues our COVID-recovery journey, we are firmly focused on listening to our community and supporting sustainable growth to improve our quality of life and support social, economic and environmental sustainability.

### **Our Objectives**

- We provide an environment that encourages and facilitates new investment in our region
- Through our leadership we advocate for sustainable economic opportunities that leverage existing industries and provide opportunities to diversify our economic base
- We continue to develop and promote tourist experiences through our strategic partnerships
- We build regional vibrancy through activities and major events with a collaborative community focus
- Our town and village centres are revitalised and activated through engagement and partnerships with our community
- Our community has accessible and inclusive opportunities for lifelong learning

### **Our Supporting strategies and plans**

- Economic Development Strategies (including Cassowary Coast Regional Council and Far North Queensland Regional Organisation of Councils)
- Local Government Infrastructure Plan (LGIP)
- Cassowary Coast Regional Council Planning Scheme Review
- Asset Rationalisation Strategy
- Cassowary Coast Regional Council Development Incentives
- Tourism and Visitation Strategies (including Eco-tourism accreditation)
- Advocacy Plan
- Customer Service, Communications and Engagement Framework



## Our Priority Initiatives

Our key initiatives to meet Our Economy Objectives and Aspirations include -

- Develop and implement an Economic Development Strategy
- Undertake the Innisfail CBD Revitalisation project
- Undertake the Mission Beach Town Centre Revisitation project
- Continue to support the State Government's Small Business Friendly Charter
- Undertake the Tully Banyan Park Beautification Project
- Deliver the Cardwell Mountain Bike Business Case
- Review Council's Development Incentive Scheme
- Implement the Visitor Information Services Strategy

## Our Performance

We will evaluate, measure and report on Our Performance through -

- 2022 MARKYT Community Scorecard
- Annual Operational Plan Targets
- Implementation of Priority Initiatives in the Corporate Plan
- Program-specific monitoring, evaluation and reporting including -
  - Number and value of development applications and number of those that materialise (residential vs non-residential compared to state average)
  - Growth in tourism visitation and yield



## **Our Infrastructure**

### *Our Built Environment*

#### **Our Aspirations**

We are enjoying sustainable and responsible growth and development, with plans being actioned to deliver sufficient infrastructure, housing and community facilities, and safe, well-connected places and spaces that support and enhance quality of life for our community.

#### **Our Current Situation**

Cassowary Coast Regional Council is experiencing pressure on its infrastructure. There is a need for responsible growth and development with the 2022 Community Scorecard clearly demonstrating that roads are a high priority.

There is need to improve safety, maintenance and connectivity of footpaths and cycleways, and to address access and inclusion requirements.

We continue to focus on resilience and service delivery in the areas where the 2022 Community Scorecard rated us as performing well including drinking water quality, sewerage management, marine facilities and local playgrounds, parks and reserves.

#### **Our Objectives**

- Plan for sustainable and responsible growth and development
- Provide a safe, reliable and financially sustainable transport network throughout the Cassowary Coast to facilitate movement of goods and people throughout our community
- Encourage greater use of active transport with improved paths and cycleways



- Plan for more diverse, affordable and sustainable housing
- Provide and manage cost effective and efficient water supply and sewerage infrastructure
- Design and maintain attractive streetscapes
- Provide quality playgrounds, parks and community spaces
- Provide sustainable asset management

## **Our Supporting strategies and plans**

- 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
- Enterprise Risk Framework
- Advocacy Plan

## **Our Priority Initiatives**

Built Environment outcomes encompass a broad range of Council's operational and strategic areas with some Priority Initiatives outlined below -

- Unsealed Roads Improvement Plan (including hot spot funding projects)
- Sealed Road Framework
- Water Security Strategy
- Providing easy access to water usage data (water portal)
- Reef Guardian Council action plan
- Improve walking and cycling accessibility across our communities
- Improve presentation and visual amenity of villages and CBD precincts
- Continue to delivery community asset management (rationalisation) in accordance with our underlying principles

## **Our Performance**

We will evaluate, measure and report on Our Performance through -

- 2022 MARKYT Community Scorecard
- Annual Operational Plan targets
- Implementation of the Priority Initiatives in the Corporate Plan
- Asset and financial sustainability ratios
- Balanced budget and unqualified audit reports
- Delivery of projects in line with Key Performance Indicators
- Meeting statutory water and wastewater performance requirements
- Asset Management Plans are reviewed and adopted

# Our Region

## Our Natural Environment

### Our Aspirations

Council is partnering with First Nations' elders, sustainability leaders, local businesses and community members to help preserve and regenerate the region's unique biodiversity within the UNESCO World Heritage areas of the Wet Tropics and Great Barrier Reef, our coastline, rain forests, waterways and other natural environments for current and future generations.

### Our Current Situation

Our coastal and hinterland regions are within the lands and waters of six Traditional Owner Groups - Mamu, Djiru, Girramay, Gulgnay, Warrgamay, Jirrbal and Bandjin Peoples. In total 60% of the land area of the Cassowary Coast LGA is protected area of parks, forests and reserves.

Globally, there is growing recognition about the importance of protecting and conserving the planet. In the words of one local resident -

*"Healthy ecosystems and rich biodiversity are the fundamentals of life. If we do not practice good management of the wet tropics we will lose the rainforest, the clean river systems. We live where the biodiversity is higher than anywhere in Australia... Our council has a chance to stand out for its good management of critical habitat."*

Our location brings additional responsibilities and constraints when the potential impacts of climate change and protection of the world heritage environments is required and expected by community and government, especially when considering the size, demography and economic capacity of our community to deliver on these expectations.

The 2022 Community Scorecard provided for Council to adopt a more proactive approach to climate and environmental issues, with greater investment in protecting cassowaries, habitat restoration, water management, solar farms, community batteries, recycling, and more.

### Our Objectives

- Care for the long-term sustainability of waterways, rain forests and other natural habitats
- Minimise the impacts of biosecurity risks in the region, such as pests, diseases and weeds
- Prepare for climate adaptation and management of climate change hazards and risks, including pandemics, storms, cyclones, flooding and fire
- Provide effective, environmentally responsible waste management
- Encourage sustainable practices to minimise and offset carbon emissions
- Strengthen partnerships with First Nations Peoples and key natural resource working groups to collaborate on environmental outcomes

### Our Supporting strategies and plans

- Water Security Strategy
- Reef Guardian Action Plan
- Reef 2050 Long term Sustainability Plan

- Waste Management Strategy including Queensland's Waste Management and Resource Recovery Strategy
- Cassowary Coast Regional Council Planning Scheme
- Leak Reduction Strategy
- Coastal Hazard Adaption Strategy
- Queensland Climate Resilient Councils' Action Plan
- Cassowary Coast Local Area Biosecurity Plan
- Local Disaster Management Plan and Business Continuity Plans
- Advocacy Plan
- Local Laws

## **Our Priority Initiatives**

Outcomes for our Natural Environment are based on strong collaboration between local and regional partners and Council. Some of our Priority Initiatives are outlined below –

- Consider funding recommendations contained in the Coastal Hazard Adaptation Strategy
- Seek funding opportunities to develop Council strategy and implement projects including solar, climate change, sustainability, renewable energy plans, waste and circular economy
- Investigate providing a recycling service for our region
- Advocate for funding and resources to implement the Feral Pig Action Plan 2031
- Develop a framework for community groups/traditional custodian land management activities
- Review Council's Biosecurity Plan
- Continue to develop Foreshore Management Plans
- Reduce waste to landfill and establish targets that align with the Queensland Government's targets
- Renewable energy generation / power consumption through measurable targets

## **Our Performance**

We will evaluate, measure and report on Our Performance through -

- 2022 MARKYT Community Scorecard
- Annual Operational Plan Targets
- Implementation of Priority Initiatives in the Corporate Plan



# Our Organisation

## *Our Leadership and Our Team*

### **Our Aspirations**

Cassowary Coast Regional Council is a highly functional and financially viable Council that listens, makes informed choices, communicates and engages effectively, and creates a safe, inclusive and engaging workplace to attract and retain staff to deliver quality customer experiences.

### **Our Current Situation**

Our community expects Council to be a leader and advocate for our region. This is founded in a strong, clear and shared vision for the future with Council responding to and clearly articulating community priorities as reflected through the 2022 Community Scorecard outcomes.

Council's leadership, through our advocacy and actions, is focused on pursuing new, innovative opportunities. We seek to leverage opportunities through strategic partnerships and collaboration between all levels of government, community, and industry and exploit our strategic advantages.

We understand that we need to strengthen community engagement and we are committed to embracing new and innovative methods. While technology may assist with this, there is recognition of the importance of using traditional channels too, including face to face communication.

We are focused on meeting the social, economic and environmental challenges of the Cassowary Coast region to provide long-term inclusive and sustainable socio-economic outcomes using a place-based, community-first approach

We will continue to work on building a strong and engaged workforce to deliver high quality customer experiences.

### **Our Objectives**

- Maintain a high standard of leadership and governance that reflects Cassowary Coast Regional Council's core values of Respect, Integrity and Courage
- Responsibly manage Council's finances and assets on behalf of our community
- Embrace change, innovation and technology to drive organisational efficiencies and improved customer experiences
- Strengthen community engagement with more effective, open and timely communication and consultation.
- Strive to attract and retain a diverse, engaged, capable workforce
- Provide a safe and inclusive working environment for our team

### **Our Supporting strategies and plans**

- Customer Service, Communications and Engagement Framework
- Health and Safety Management Plans
- Strategic Workforce Plan
- 2023-25 Innovate Reconciliation Action Plan

## Our Priority Initiatives

Delivery of our priority initiatives cannot be achieved without a skilled, passionate and engaged workforce. Through Council's Team, we are able to effectively respond to and engage with our community to deliver for and with our community. Some of our Priority Initiatives are outlined below -

- Adopt and implement an Advocacy Action Plan
- Provide regular 'Meet Your Councillor' sessions across the region
- Review and align the organisation structure with community priorities
- Develop and implement a Strategic Workforce Plan
- Continue to provide a safe, inclusive and supportive work environment for our team

## Our Performance

We will evaluate, measure and report on Our Performance through -

- 2022 MARKYT Community Scorecard
- Annual Operational Plan targets
- CULTYR Employee Engagement Scorecard
- Implementation of Priority Initiatives in the Corporate Plan




# One Coast: Cassowary Coast



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