



Cairns Regional  
COUNCIL

# OPERATIONAL PLAN 2017//2018

# OUR PURPOSE

*To serve the community*



## 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

## 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

## OUR STRATEGIC GOALS



**Economy**



**Natural Assets**



**Liveability**



**Community and Culture**



**Serving the Community**

# ECONOMY

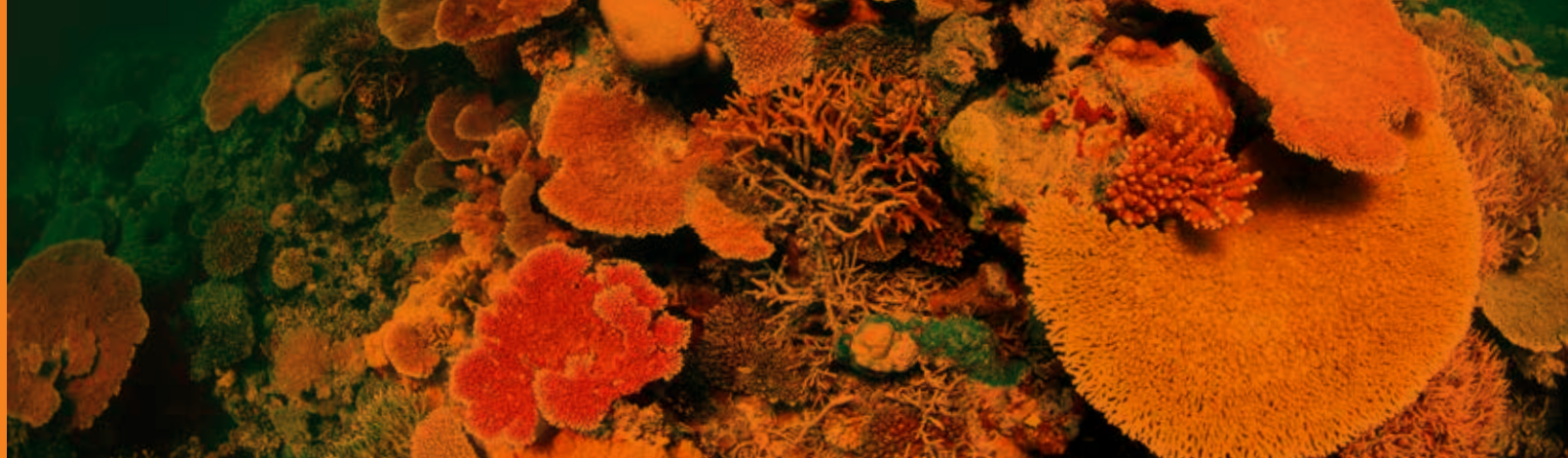
A strong, diversified and resilient regional economy that supports the growth of new and existing industry, business activities and provides long term employment opportunities



NO.	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN				
				17/18	18/19	19/20	19/20	21/22
1	Promote Cairns as one of Australia's most desirable places to live, visit and do business	Economic trends	CEO Office	•	•	•	•	•
2	Update Council's Economic Development Strategy with key focus on: <ul style="list-style-type: none"> <li>• <i>Alignment between strategic partners – State and Federal Government, Tropical Tourism North Queensland, Advance Cairns and Cairns Airport</i></li> <li>• <i>Investment opportunities / diversification of economy</i></li> </ul>	Adoption of Strategy	CEO Office	•	•	•	•	•
3	Develop and implement Smart Communities Action Plan	Implementation of Plan	CEO Office	•	•	•	•	•
4	Continue to support peak bodies responsible for developing: <ul style="list-style-type: none"> <li>• <i>Tourism</i></li> <li>• <i>Education</i></li> <li>• <i>Health</i></li> <li>• <i>Agriculture</i></li> <li>• <i>Marine</i></li> </ul>	Sector Growth	CEO Office	•	•	•	•	•
5	Implement Gordonvale and Babinda Economic Development Plans	Implementation of Plans	Planning & Environment	•	•	•		
6	Deliver the 16/17 State of Procurement Report	Published Report	Finance	•				
7	Develop Grant Application capability to increase opportunity for external funding sources	Framework Developed	CEO Office	•				

# NATURAL ASSETS

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



NO.	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN				
				17/18	18/19	19/20	19/20	21/22
8	Develop and Implement Waste Strategy	Adoption of Strategy	Water & Waste	•	•	•	•	•
9	Continue to implement Healthy Waterways Initiative	Implementation Strategy	Water & Waste	•	•	•	•	•
10	Develop an Illegal Dumping Awareness & Educational Campaign	Campaign Developed	Human Resources & Organisational Change	•				
11	Develop and Implement Biosecurity Plan	Implementation of Plan	Infrastructure Services	•	•	•	•	
12	Continue Implementation of the Water Security Plan	Implementation of Plan	Water & Waste	•	•	•	•	•
13	Develop a Total Water Cycle Strategy	Adoption of Strategy	Water & Waste	•	•			
14	Continued implementation of the Energy Management Plan	Electricity and Fuel use trends	Planning & Environment	•	•	•	•	•
15	Progress Council's commitment to 50% reduction in CO2 Emissions	Yearly reduction reported in annual State of Environment Report	Planning & Environment	•	•	•	•	•

# LIVEABILITY

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



NO.	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN				
				17/18	18/19	19/20	19/20	21/22
16	Explore application of 'Happy City' Index for the Cairns region	Completion of Review	Planning & Environment	•				
17	Develop a CCTV Strategy inclusive of both CBD and suburban environs	Adoption of Strategy	Planning & Environment	•				
18	Review Planning Scheme	Completion of Review	Planning & Environment	•				
19	Continue to implement the Walking / Cycling Strategy	Implementation milestones achieved	Community Sport & Cultural Services	•	•	•	•	•
20	Enhance the resilience of Cairns and its communities to natural disasters	Adoption of Disaster Management Plan	Human Resources & Organisational Change	•				
21	Finalisation of CBD Master Plan	Adoption of Plan	Planning & Environment	•				
22	Progress the development of the Wangetti Trail in conjunction with various partner agencies	Milestones Achieved	Community Sport & Cultural Services	•	•	•		
23	Progress studies into future transport options with partner agencies	Delivery of Strategy	Infrastructure Services	•	•			

# COMMUNITY & CULTURE

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



NO.	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN				
				17/18	18/19	19/20	19/20	21/22
24	Finalise and Implement the Cultural Plan	Adoption of Plan	Community Sport & Cultural Services	•	•	•	•	
25	Explore opportunity for a Gallery Precinct.	Report to Council	Community Sport & Cultural Services	•	•			
26	Commission the opening of the Cairns Performing Arts Centre	Opening Completed	Community Sport & Cultural Services	•				
27	Develop a program for Cairns Performing Arts Centre	Program Developed	Community Sport & Cultural Services	•				
28	Deliver the Commonwealth Games Program	Effective Delivery of Program	Planning & Environment	•				
29	Continue the implementation of the Events Strategy	Implementation of Strategy	Planning & Environment	•	•	•	•	•

# SERVING THE COMMUNITY

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



NO.	OPERATIONAL INITIATIVE	SUCCESS MEASURE	LEAD DEPT.	EXPECTED WORK UNDERTAKEN				
				17/18	18/19	19/20	19/20	21/22
30	Deliver on-line customer service system 'My Cairns'	System Implemented	Finance	•				
31	Deliver balanced budget with below CPI rate rise	Target Achieved	Finance	•	•	•	•	•
32	Delivery of Capital Works Program	Effective Delivery of Program	Infrastructure Services and Water & Waste	•	•	•	•	•
33	Deliver and implement SafetyCircle framework across the organisation	Program Delivered	Human Resources & Organisational Change	•				
34	Continue to improve customer satisfaction with council services	Customer Satisfaction index greater than 85%	Human Resources & Organisational Change	•	•	•	•	•
35	Implement an external marketing & communication strategy inclusive of digital media framework	Implementation of Strategy	Human Resources & Organisational Change	•	•	•	•	•
36	Finalise negotiation of Council's Certified Agreement	Agreement Certified with QIRC	Human Resources & Organisational Change	•				