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CORPORATE

Plan

ACKNOWLEDGEMENT OF COUNTRY

Cairns Regional Council acknowledges the First Peoples within our region who are the Traditional Custodians of this country. Traditional Custodians within the Cairns region include the Djabugay; Yirriganydji; Bulawai, Gimuy Walubara Yidinji; Mandingalbaj Yidinji; Gunggandji; Dulabed and Malanbara Yidinji; Wanyurr Majay; Mamu and Ngadjonjii peoples.

We pay respect to their elders past, present and future and extend that respect to all other Aboriginal and Torres Strait Islander Australians within our region.



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MAYOR & COUNCILLORS



Photo (Left to Right):
Cr Cathy Zeiger, Deputy Mayor Terry James, Cr Max O'Halloran,
Cr Kristy Vallyely, Mayor Bob Manning, Cr Amy Eden, Cr Brett Olds,
Cr Rob Pyne, Cr Brett Moller, Cr Rhonda Coghlan

FOREWORD



SHAPING THE FUTURE FOR OUR CITY BY STRIVING FOR BETTER SOCIAL, ECONOMIC, ENVIRONMENTAL AND CULTURAL OUTCOMES FOR OUR COMMUNITY IS THE OVER-ARCHING FOCUS OF CAIRNS REGIONAL COUNCIL'S 2021-2026 CORPORATE PLAN.

In developing the plan, Council took into account the results of the Our Cairns Survey, conducted in August 2020, involving nearly 8000 respondents, who provided an insight into the sort of city they want to live in and the values they hold dear about where we live.

This plan translates those identified community expectations and insights into clear goals and measurable objectives to be achieved over the next five years and sets the foundation for everything we do through three key values – Trust, Responsibility and Cairns-ness.

These values underpin the five strategic goals of the plan which emphasise the need to have a robust economy; protect our natural assets; design our city for liveability whilst coping with population growth; foster a vibrant and healthy community where everyone feels they belong; and strive for our Council to be a leader in local government.

Never before has the need for agility and determination been more critical as we negotiate a world with constant new challenges that require us to adapt quickly and decisively in the best interests of our community.

Importantly, the plan sets the values and direction for our more than 1200 employees who each have a role in achieving the goals of this plan. They must work as a team, sharing a common vision that will deliver real results for the entire region.

Together we will move toward becoming a sustainable, globally connected city, driven by innovation and resilience and renowned for the enviable lifestyle our community values so much. After all, Cairns is where the grass is really greener.

Bob Manning

Mica Martin

OUR VISION

SHAPING THE FUTURE

OUR VALUES



TRUST

Honouring the trust of our residents, each other and staff.



RESPONSIBILITY

Transparency and responsibility to our community.



CAIRNS-NESS

Safeguarding what makes Cairns, Cairns.

OUR FOCUS

01



ROBUST ECONOMY

Supporting a diversified and resilient economy that backs business innovation, growth and jobs.

02



NATURAL ASSETS

Promoting, protecting and enhancing our iconic natural environment now and for generations to come.

03



DESIGN FOR LIVEABILITY

Creating a safe, sustainable and connected place that supports a quality life.

04



COMMUNITY & CULTURE

Fostering a vibrant and healthy community where everyone feels they belong.

05



FOCUSED COUNCIL

Being a leader in local government.

REGIONAL PROFILE

CAIRNS SA4 REGION POPULATION

 256,039

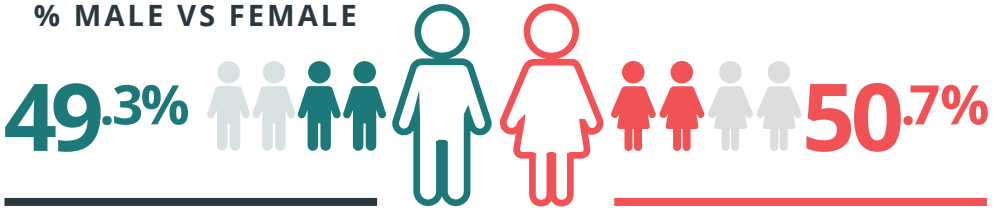
(ABS SA4 ERP 2020)

CAIRNS LGA POPULATION

 168,449

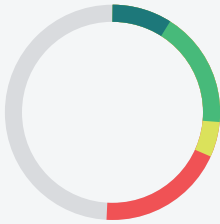
(ABS LGA ERP 2020)

% MALE VS FEMALE



(LGA 2016 Census)

OUR COMMUNITY



- 9% Aboriginal and Torres Strait Islander
- 21.4% Born overseas
- 7.9% Youth (0-17)
- 24.5% Seniors (70+)

(LGA 2016 Census)

DWELLINGS



55,790

(LGA 2016 Census)

PASSENGER MOVEMENTS



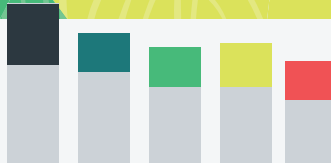
5,075,880

Total FY2019

(Cairns Airport)

UNEMPLOYMENT

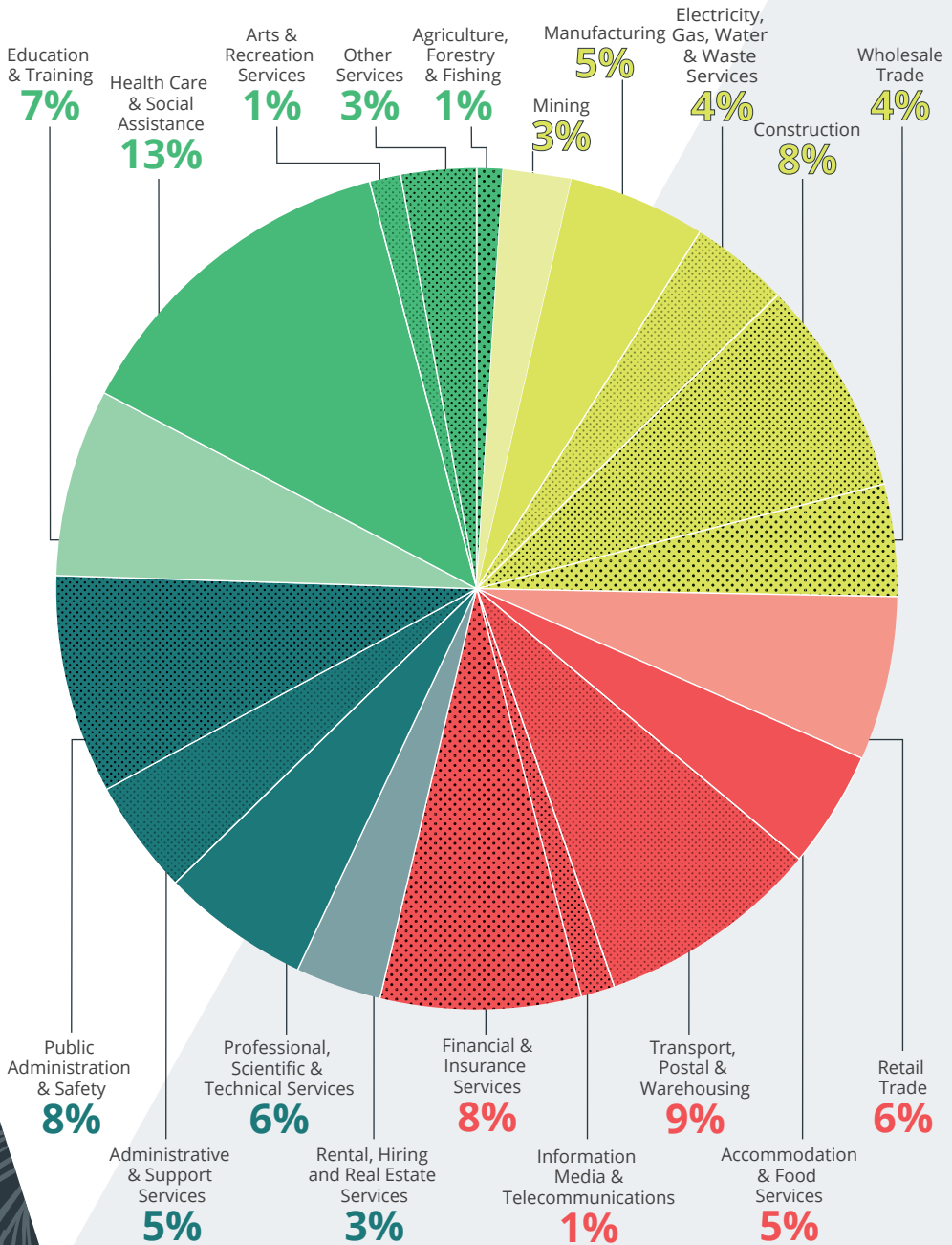
6%



(QGSO LGA March 2021)

A DIVERSIFIED ECONOMY

INDUSTRY CONTRIBUTION TO GROSS REGIONAL PRODUCT



(National Institute of Economic & Industry Research – NIEIR)

COMMUNITY PRIORITIES (OUR CAIRNS SURVEY)

THE OUR CAIRNS SURVEY IS ONE OF THE MOST IMPORTANT COMMUNITY ENGAGEMENT EXERCISES CAIRNS REGIONAL COUNCIL UNDERTAKES.

The survey is used to provide Council with an insight into what sort of city our residents want to live in and the values they hold dear.

Conducted in August 2020, two surveys were developed – one to cater to the general population which received more than 6700 responses, and one specifically for the youth of our city, attracting more than 1200 responses.

The survey unveiled what the community truly cares about and what they want Council to focus on over the next five years.

Not surprisingly, residents rated spending time in our natural environment, using tracks and walking paths and our relaxed lifestyle as the top things they like about living in Cairns and that they want to protect and maintain.

Protecting and conserving our natural environment and having a focus on reducing waste, conserving water and supporting renewable energy were strong themes as was diversifying our economy through prioritising industries such as food production, renewable energy, waste recycling and re-processing, the marine sector and manufacturing.



Residents told us they did not want to compromise on the liveability they enjoy and while they recognise the need for higher density development, they want Council to manage this in such a way as to ensure the amenity of their neighbourhoods will be maintained.

Better health services, traffic management (congestion, speeding), and public transport services were also areas of concern, as well as the desire for safer communities, more greening of our CBD and suburbs, and the protection of our heritage.

The Youth Survey revealed that our younger citizens also relish the lifestyle we have, they love enjoying natural areas such as the beaches and rainforest, and the great weather.

Areas of concern for youth were the lack of activities for their age group, the overall appearance of the city, crime and the lack of public transport options.

Younger people said their biggest worries going forward were finding a job and having enough money, getting a university placement, taking care of the environment and their mental health.

Council intends to undertake another Our Cairns Survey in 2024 to inform the next Corporate Plan.



7900+ responses



Relaxed lifestyle



Protecting our natural environment



Diversifying our economy



Youth activities



Traffic and transport



Protect liveability and neighbourhood amenity

TRENDS AND CHALLENGES



POPULATION

The sustainable management of the region's population growth, including the provision of critical infrastructure, will be an ongoing focus.



GEOPOLITICAL SHIFTS

The current geopolitical landscape presents an opportunity for Cairns as Australia competes for influence in the Pacific region. The region is ideally positioned to maximise Australia's Pacific step-up policy.



YOUNG PEOPLE

Meeting the challenges that our young people have identified will be a crucial consideration in how the region goes about retaining their knowledge and drive.



RECONCILIATION

The strength, health and knowledge of our First Nations people is a primary priority as we look towards the future. Commitment to community partnerships and respectful relationships, in the true spirit of reconciliation, will be key.

TECHNOLOGY

Leveraging the rapid advancement in digital technology will ensure our competitiveness nationally and internationally. With improved speed and connectivity, Cairns is even further globally connected, opening unlimited potential.



SUSTAINABILITY

The region is the gateway to two of the world's natural wonders in The Great Barrier Reef and the Wet Tropics Rainforest. This region has a leadership role in ensuring that these assets are celebrated and protected, with particular consideration given to the impacts of climate change.

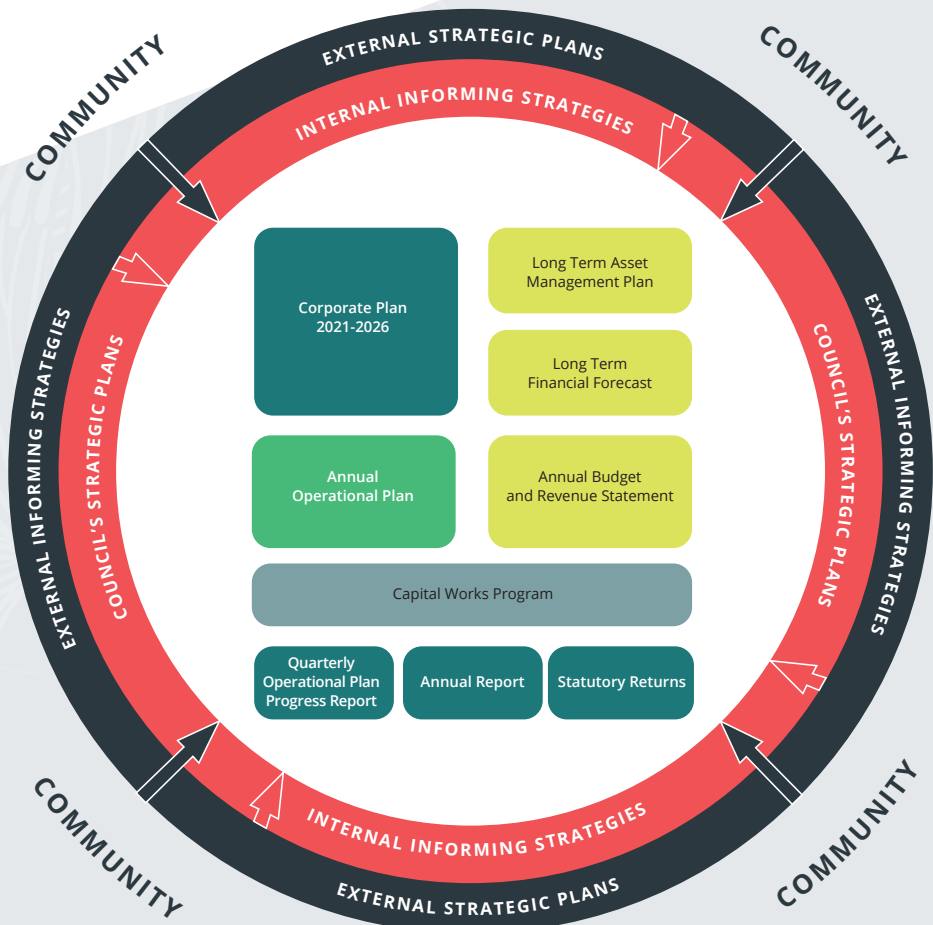
ABOUT OUR CORPORATE PLAN

OUR FIVE-YEAR CORPORATE PLAN PROVIDES A BLUEPRINT FOR COUNCIL TO ACHIEVE A SUSTAINABLE FUTURE FOR OUR REGION.

The Corporate Plan also provides the basis from which specific Council strategies, plans and policies are developed. Each year the Annual Report provides a scorecard of our achievements against the Corporate Plan.

All Local Governments in Queensland are required to develop a Corporate Plan under the Queensland Local Government Act (2009). This plan adheres to the principles outlined in the Local Government Act of:

- transparent and effective processes, and decision-making in the public interest; and
- sustainable development and management of assets and infrastructure, and delivery of effective services; and
- democratic representation, social inclusion and meaningful community engagement; and
- good governance of, and by, local government; and
- ethical and legal behaviour of councillors, local government employees and councillor advisors.





FOCUS ONE ROBUST ECONOMY

Supporting a diversified and resilient economy that backs business innovation, growth and jobs.

STRATEGIES

- Optimise visitation and tourism opportunities
- Promote and protect the growth of diverse industries and small business
- Inspire innovation and embrace new technologies
- Grow and sustain education and employment opportunities
- Promote Cairns as the place to relocate

KEY PERFORMANCE INDICATORS

- Growth in visitation and yield
- Growth of high-profile events
- Population growth
- Growth in employment
- Diversification and growth in the economy



FOCUS TWO

NATURAL ASSETS

Promoting, protecting and enhancing our iconic natural environment now and for generations to come.

STRATEGIES

- Prioritise water security to accommodate population growth
- Improve resource recovery through new technologies for a green circular economy
- Value and protect Cairns' pristine natural environment
- Encourage community and business to adopt sustainable practices

KEY PERFORMANCE INDICATORS

- Stage one Water Security Strategy delivered
- State of the Environment Report delivered
- Improved landfill diversion rates and uptake in recycling
- Increased investment in renewable energy
- Improved quality of our waterways
- Progression towards net zero emissions



FOCUS THREE

DESIGN FOR LIVEABILITY

Creating a safe, sustainable and connected place that supports a quality life.

STRATEGIES

- Proactive advocacy and collaboration with state and federal governments
- Address opportunities for sustainable travel choices
- Enhance community wellbeing, safety and natural disaster resilience
- Deliver valued suburban community infrastructure
- Deliver contemporary land use planning that supports growth, liveability and sustainability

KEY PERFORMANCE INDICATORS

- Improved feeling of community safety and wellbeing
- More people choosing sustainable transport options
- Improved connectivity of cycleways and footpaths



FOCUS FOUR

COMMUNITY & CULTURE

Fostering a vibrant and healthy community where everyone feels they belong.

STRATEGIES

- Promote Cairns as the arts and cultural capital of Northern Australia
- Support diverse sport, cultural and community groups that contribute to wellbeing
- Complete the arts and cultural precinct with support from State and Federal Governments
- Provide spaces and programs for the wellbeing of the community

KEY PERFORMANCE INDICATORS

- Participation in events and activities funded, supported or delivered by council
- Improved sustainability of community groups
- Increased visitation to and activation of Council's venues



FOCUS FIVE

FOCUSED COUNCIL

Being a leader in local government.

STRATEGIES

- Maintain and drive a safety culture of everyone home safe and well today and everyday
- Deliver a positive customer experience to the community
- Support an inclusive organisational culture that invests in continuous improvement, learning and leadership
- Build effective partnerships with community and governments
- Maintain sound financial management including robust long-term modelling
- Ensure decision making is collaborative, transparent and accountable

KEY PERFORMANCE INDICATORS

- Long-term financial plan achieves sustainability benchmarks
- Improve staff engagement and well-being
- Improve Council's health, safety and wellbeing cultural maturity
- Capital projects delivered in line with key milestones and Budget
- Annual Operational Plan delivered

BUSINESS UNITS

WATER AND RESOURCE RECOVERY HAS THREE SERVICE DELIVERY AREAS COMPRISING WATER SUPPLY, WASTEWATER COLLECTION AND TREATMENT, AND RESOURCE RECOVERY.

We provide services for more than 170,000 residents, with 75,000 and 74,000 properties connected to water and wastewater services respectively. Each week we collect more than 70,000 domestic kerbside bins, and 68,000 recycling bins each fortnight.

As at the end of the 2019/20 financial year, Council had 57,488 water meters connected.

Water and Resource Recovery has approximately 320 staff working towards the delivery of these services in line with our Customer Service Standards, Operational Plan and Council Corporate Plan.

Among our many key stakeholders are residents, Council and various government agencies including the Department of Environment and Science (DES), Department of Resources, Department of Regional Development, Manufacturing & Water (DRDMW), and Queensland Health.

Water and resource recovery presents a challenging and very dynamic work environment that needs to keep up with the ever-increasing expectations of our customers, high regional growth and continually changing regulatory environment.

Cairns Water and Resource Recovery is a commercialised business unit of Cairns Regional Council with a charter for:

- Supplying safe, reliable drinking water to consumers
- Collection and treatment of domestic sewage, commercial and industrial trade waste
- Collection, recycling and disposal of domestic, commercial and industrial solid waste
- Planning for and delivering water, wastewater and waste infrastructure
- Maintenance of the community's water, wastewater and waste infrastructure



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