



# OPERATIONAL PLAN 2016/17



**1.0 COMMUNITY**

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

**Strategic Action**

**1.1 A safe, active and healthy community**

- 1.1.1 Support and encourage community safety initiatives including programs to support road safety on our extensive highway and road network
- 1.1.2 Encourage sporting, arts, library and cultural activities including the partnering and development of infrastructure and programs to support a range of learning, leisure and recreation programs.
- 1.1.3 Implement and enforce community health regulations and standards and deliver a timely and effective response to emerging health issues.

**1.2 A community with fair and reasonable access to services**

- 1.2.1 Plan and provide community infrastructure and support services to best meet community needs.
- 1.2.2 Encourage cooperation and maximise benefits to all sporting, public and recreational facilities within the region and assist in making these users more self-sustainable.
- 1.2.3 Advocate for resource sharing facilities with State and Federal Government and neighbouring Councils where appropriate.

**1.3 A culture, identity and heritage which is valued and enhanced**

- 1.3.1 Encourage well planned and aesthetically pleasing gateways, both public and private, that enhance our individual communities.
- 1.3.2 Ensure all public infrastructure recognises independent community identities.
- 1.3.3 Encourage cultural development and support heritage preservation.
- 1.3.4 Support emerging and diverse communities by providing flexibility in planning scheme provisions.

**1.4 An inclusive community which is motivated and involved in a range of social, cultural, recreation and learning activities**

**1.4.1** Support cultural agencies and event's organisers in coordinating, developing and improving arts, cultural and recreational events that have the capacity to enrich our communities.

**1.4.2** Support initiatives that enhance education and learning opportunities for the benefit of communities.

**1.4.3** Encourage the participation of volunteers in all community activities.

**1.5 An effective disaster management response**

**1.5.1** Continue to liaise with emergency service providers regarding resource planning and provision.

**1.5.2** Build resilience and capacity in our communities to manage natural or man-made events and adversity.

**1.5.3** Implement responsible Town Planning measures to encourage resilient and adaptive community housing and infrastructure.

***Major Initiatives and Key Operational Activities***

- Water Security Strategy – continue implementation of approved strategy
- Demand management education and communications programs – to be delivered
- Expand Water & Wastes alliance with other stakeholders
- Munro Martin Parklands – to be completed
- New Cairns Performance Arts Centre (CPAC) – to be constructed
- Shields Street Heart Project Stage 2 – to be constructed
- Review and prioritise safety improvements for cyclists on roundabouts
- Street lighting upgrades
- Alley Park Sporting Precinct Master Plan – Stage 1 to be completed
- School of Arts building construction - to be completed
- Cairns Regional Councils 2012/17 Public Art Project Delivery to include:
  - Shield Street Heart Project – Progress

- Edmonton Leisure Centre – Finalise
- Indigenous Art Trail (Collins Ave Bridge) – Commence
- Mann Street Cycleway – to be delivered
- Walker Road Sporting Precinct Stage 2 - to be delivered
- Green Space, Our Place Program - 15 volunteer groups under to be initiated
- Develop an improvement plan for the Holloways Beach Foreshore
- Gordonvale Library refurbishment – to be delivered
- Libraries First 5 Forever Stage 3 – to be delivered
- Robotics and Coding workshops – to be developed and delivered
- Investigate and identify 2 remote locations for self-serve library Kiosks
- Tech Savvy Seniors Qld – to be delivered
- Cannon Park Master Plan – to be commenced
- CairnsPlan 2016 – First Review
- Erosion Prone Area Study – to be prepared to inform amendments to the CairnsPlan 2016
- Integrated Transport Study (Light Rail)-Scoping Study – to be commenced
- Rectangular Stadium Scoping Study – to be commenced
- Animal Management education and awareness campaign
- New Flood ALERT station and Flood Cam at Freshwater Creek – to be completed.
- Resilience Scorecard Project – a resilience framework for understanding our community
- Skilling for Work Queensland - Recruit and complete 12 traineeships

**2.0 ECONOMY**

A strong, diversified and sustainable regional economy that supports the growth of new and existing industry and business activities whilst enhancing local lifestyle and providing long term employment opportunities.

**Strategic Action****2.1 A diversified and innovative business sector**

- 2.1.1 Develop policies and strategies which focus on enhancing the capacity and diversity of business and industry to strengthen the region's competitive advantage whilst recognising tourism as a key driver of the economy.
- 2.1.2 Encourage and support the retention of existing industries and the development of emergent industries and businesses.
- 2.1.3 Work with regional, state, national and international stakeholders to promote a strong, resilient and sustainable economy.
- 2.1.4 Support the provision, uptake and application of the high speed broadband to strengthen the existing business base and support new areas of economic activity.

**2.2 An economy which supports and facilitates employment opportunities**

- 2.2.1 Promote and support the Tropical North Queensland Regional Economic Plan by delivering on actions that are the responsibility of local government.
- 2.2.2 Promote and support initiatives designed to enhance increased local employment and training opportunities.
- 2.2.3 Support the development of local industry solutions to workforce demands in alignment with emerging industries.
- 2.2.4 Support the development of a work ready, flexibly workforce to support the sustainability of industries and businesses.
- 2.2.5 Encourage and support businesses to expand or establish in the region.

**2.3 Infrastructure and utilities that facilitate and enhance sustainable growth**

- 2.3.1 Develop and implement a priority infrastructure plan and charges schedule that reflects community expectations of service levels whilst having regard to the ability to pay.
- 2.3.2 Develop partnerships with governments and other stakeholders to enhance the region's capacity for ongoing development and maintenance of its infrastructure.
- 2.3.3 Develop and maintain a quality and efficient infrastructure network, including road, drainage and water networks.
- 2.3.4 Develop partnerships with infrastructure providers to ensure access to high speed broadband.

**2.4 An integrated approach to town and regional planning that strengthens local identity and lifestyle**

- 2.4.1 Develop an integrated approach to local planning and infrastructure provisions to reflect current and future needs and aspirations of our community.
- 2.4.2 Maintain an awareness of, and respond to, external developments which may impact upon the region and its communities.
- 2.4.3 Contribute to and support a regional plan which strives to protect and enhance the local identity and lifestyle of our communities.

**2.5 An attractive place to live, work and visit through the encouragement of investment, development and employment.**

- 2.5.1 Undertake urban planning and design to create an attractive place to live, work and recreate.
- 2.5.2 Increase the region's profile through the support for marketing initiatives, events and other community based activities which encourage people to visit and live in our region.
- 2.5.3 Promote the region's competitive advantages (location, natural and physical assets and industry specialisation) to support business and industry development and investment.
- 2.5.4 Encouraging and attracting investment to the region to help broaden the economic base and create new employment opportunities.

***Major Initiatives and Key Operational Activities***

- Smart Metering / Intelligent Water Network – progress the rollout / trial
- City Centre Alive – Shields Street Stage 2, CBD footpath renewals and the Suburban Enhancement Program
- Cairns CBD Transport Model – to be reviewed
- Development of Cultural Tourism Presentation and Promotion Strategy – Cairns Culture on the Map – to progress
- Develop new Library partnerships to deliver learning and technology workshops across the region
- Local Government Infrastructure Plan – to be finalised
- Cairns City Centre Master Plan Review – to be commenced
- Future of Tropical Economies Conference – to be delivered
- Innovation Awards – to be delivered
- Local Area Economic Plans for Babinda and Gordonvale – to be delivered
- TNQ Events Prioritisation Strategy – implementation

**3.0 ENVIRONMENT**

A sustainable, well managed and healthy environment that provides a balance between built infrastructure and the conservation of our world heritage features and natural and cultural resources.

**Strategic Action****3.1 A natural environment that is valued and sustainable**

- 3.1.1 Develop and implement natural resource, pest and waste management plans that protect and enhance the natural environment.
- 3.1.2 Encourage best practice management strategies to minimise damage to the environment from built infrastructure and community activities.
- 3.1.3 Encourage community involvement in the development and implementation of natural resource management plans and initiatives.
- 3.1.4 Partner with other levels of government to realise the maximum benefits to the community and environment.

**3.2 A quality and well planned built environment that meets basic community needs**

- 3.2.1 Promote a built environment that is well planned, energy efficient, caters for our community and is adaptable to meet the changing needs of future generations.
- 3.2.2 Enable, support and manage our built environment so that it enhances the identity and liveability of the individual communities and reflects the special character of the region.
- 3.2.3 Promote well planned and integrated land use and encourage the sympathetic integration of the built and natural environments to enhance the liveability, aesthetics and amenity of each area within the regional council are.

**3.3 The provision of quality infrastructure that meets the region's current and future needs**

- 3.3.1 Ensure a coordinated and integrated approach to infrastructure planning, implementation, maintenance and renewal.



- 3.3.2 Establish and maintain integrated asset management systems that enable adequate recording, maintenance and replacement of community assets through the delivery of the Corporate Information System.
- 3.3.3 Use financial sustainability principles in planning, funding, creating and maintaining infrastructure with consideration given to the impacts on future generations and reported through the annual adoption of the long term financial forecast.
- 3.3.4 Ensure land use planning recognises and values quality open space and recreation areas for both current and future generations.

#### **3.4 An environmentally educated and empowered community**

- 3.4.1 Develop policies that educate and inform the community about the built and natural environment.
- 3.4.2 Support and facilitate a range of community awareness activities and programs that promote the conservation of the region's natural and built environment and which encourage sustainable living.

#### **3.5 Ensure climate change impacts on our community, natural and built environment are minimised**

- 3.5.1 Liaise with stakeholders and other levels of government to identify the local impacts of climate change.
- 3.5.2 Consider, evaluate and communicate the impacts of climate change on our communities.

#### ***Major Initiatives and Key Operational Activities***

- Waste Management Strategy – Stage 1 to be implemented
- Water Demand Management Strategy – continue implementation
- Waste Transfer Station Master Plan – implement Stage 1
- Education program delivery to schools – Waste and Recycling and Water Conservation
- Tree management database – to be implemented
- Solar powered LED lights installed at boat ramps
- LED lights and lanterns used on street lighting and traffic signal projects
- Cairns Beaches Sand Mitigation and Erosion Plan – to be reviewed

- Collins Avenue Bridge Renewal – to be constructed
- New access from Redlynch Connector Road (Portelli Road) – to be constructed
- Logomeir Road extension - to be constructed
- Reef Guardian Action Plan 2016/17 – to be prepared
- ECOfiesta and ECOweek 2017 – to be delivered
- State of Environment Report 2015/2016 – to be prepared
- Litter Management Plan – to be prepared
- Energy Management Plan – to be delivered
- Community Sustainability Grants 2016/2017 – to be delivered
- 2016 Asbestos audit – to be completed

## **4.0 GOVERNANCE**

An efficient organisation providing best practice service delivery through leadership and policy making and the effective management of people, assets and finances.

### **Strategic Action**

#### **4.1 An innovative, transparent and accountable local government**

- 4.1.1 Provide strategic direction to ensure council policies are established in a positive, innovative and transparent manner based on the mission and principles articulated in the Corporate Plan.
- 4.1.2 Provide strong organisational leadership and governance that support open, accountable and transparent decision making.
- 4.1.3 Develop strategic policies that assist in formulating innovative responses to the critical issues of long term viability.

#### **4.2 A committed and responsive customer service focus**

- 4.2.1 Provide user-friendly, respectful and proactive customer service delivery.
- 4.2.2 Ensure the delivery of consistent and timely services to customers through quality service standards and innovative use of technology.
- 4.2.3 Develop and implement strategies that are responsive to the community.

#### **4.3 Responsible financial management and efficient operations**

- 4.3.1 Establish, implement and manage long term financial planning strategies to ensure future sustainability.
- 4.3.2 Balance financial risks against the requirements and aspirations of our communities.
- 4.3.3 Ensure effective financial, asset and risk management practices to ensure the efficient and accountable delivery of operations.

#### **4.4 A valued work force committed to the region delivering quality services**

- 4.4.1 Establish and implement human resources strategies to become an employer of choice through promotion of a culture of unification, pride, satisfaction and wellbeing amongst its workforce.

**4.4.2** Encourage and recognise employees who strive for innovative, responsible and committed performance in undertaking their duties.

**4.4.3** Value the importance of local knowledge, diversity and experiences of employees in providing optimum service delivery.

**4.5 Strong National, State and Regional advocacy**

**4.5.1** Encourage partnerships within the wider community to identify opportunities for the enhancement of community wellness, infrastructure and pursuits.

**4.5.2** Collaborate with corporate and key regional and community stakeholders to ensure a unified and effective approach to national, state and regional advocacy.

**4.5.3** Advocate to all levels of government and relevant industry leaders for the provision and enhancement of appropriate services and infrastructure within their jurisdictions.

***Major Initiatives and Key Operational Activities***

- Deliver a balanced budget and sustainable long term financial plans
- Achieve milestones laid out in the Connected Customers Program which will see the staged delivery of improved online services for our customers
- Mobility Program which will see the staged implementation of improved tools for employees in the field to increase productivity – to be implemented
- Customer Request Management Processes – to be reviewed & implemented
- Project Management Framework – to be implemented
- Manunda Library – new lease to be negotiated
- Sustainable digitisation plan for the significant library collections – to be developed and delivered
- Comprehensive Community Safety Model – to be developed
- Cairns Regional Council Heritage Presentation, Promotion and Conservation Program to include:
  - ANZAC Centenary Trail – to be delivered
  - World War Two Command Centre / Scout Hut – to commence
  - Cairns Regional Gallery CMP Implementation Strategy – to progress

- Strategic Plans
  - Corporate Plan 2017-2022 – to be completed
  - Cairns Regional Council Four Year Cultural Plan & Cultural Services – to be delivered
  - Community Development Framework – to be developed
  - Parks and Leisure Strategic Plan – to be revised
  - Council's Cycling and Pedestrian Strategy – to be reviewed
  - Libraries 4 year Strategic Business Plan 2016 – 2020 – to be developed
  - Water and Waste's Strategy Plan – To be implemented
  - Learning and Organisational Development Business Plan – to be developed
- Sugarworld Waterpark – new lease to be finalised
- Manual handling training to Councils high risk manual handling areas – to be implemented
- Annual Training and Excellence Awards – to be delivered
- Legislative compliance framework – to be developed
- Our Cairns community engagement project - to be undertaken
- Negotiate Councils 2012 Enterprise Bargaining Agreement under the framework of 2016 Award Structure when released
- Workplace Health and Safety 'Safety Circle' training program – to be delivered.
- Voice of the Customer Program – to be reviewed