



ORDINARY MEETING SUPPLEMENTARY AGENDA

Notice is hereby given that the **Ordinary Meeting** of the **Whitsunday Regional Council** will be held at the Proserpine Community Centre, 83-85 Main Street, Proserpine on **Tuesday 10 November 2020** commencing at **9:00a.m.** and a Supplementary Agenda is attached.

Councillors: Andrew Willcox, Jan Clifford, Al Grundy, John Collins, Michelle Wright and Gary Simpson

Council acknowledges and shows respect to the Traditional Custodian/owners in whose country we hold this meeting.

Rodney Ferguson

CHIEF EXECUTIVE OFFICER



Supplementary Agenda of the **Ordinary Meeting** to be held at
the Proserpine Community Centre, 83-85 Main Street, Proserpine
on Tuesday 10 November 2020 commencing at 9:00a.m.

18. OFFICE OF THE MAYOR AND CEO	3
18.1 Corporate Plan Amendment	3

18. Office of the Mayor and CEO
18.1 CORPORATE PLAN AMENDMENT

AUTHOR: Rodney Ferguson - Chief Executive Officer

RESPONSIBLE OFFICER: Rodney Ferguson - Chief Executive Officer

OFFICER'S RECOMMENDATION

That Council proceed to develop a draft Corporate Plan for the 2021 to 2025 period which can be then presented for Community consultation in early 2021.

The following report has been submitted for inclusion into Council's Ordinary Meeting to be held on 10 November 2020.

SUMMARY

Council must adopt its Corporate Plan in sufficient time to allow a budget and annual Operational Plan to be adopted. The current Plan was adopted during the early phase of the Covid19 period and was intended to fulfil the legislative requirements for a further 12 months.

PURPOSE

The purpose of this report is to seek Council approval to develop a draft Corporate Plan for the 2021 to 2025 period that can then be promoted through the community in early 2021 to seek community feedback on the draft. A final version could then be prepared for adoption by Council in time for the 2021/22 Annual Budget.

BACKGROUND

The Local Government Regulation Section 166 states a local government's Corporate Plan must outline the strategic direction of the local government and state the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area. It also must include specified information on each of the organisation's commercial business units.

Council's current Corporate Plan 'Whitsunday 2020' expires at the end of the 2020/21 financial year. As the annual budget must be consistent with Council's Corporate Plan, Council is required to either amend the Corporate Plan (i.e. extend the current plan for a further 12 months) or adopt a new Corporate Plan so that preparation of the 2021/22 Budget reflects the adopted Plan for the period.

Under the previous CEO Council had engaged West Australian firm, Moore Stevens, to develop a series of plans for Council, including a new Corporate Plan. Covid19 restrictions has resulted in that work being put on hold and discussions are being held as to what future there may be in continuing that arrangement.

In discussions with several Councils I consider Council has two options:

- a) Prepare a further 12 month extension of the current plan with the aim being that if Covid19 infections/restrictions are under control in late 2021/early 2022 then Council would go out to the community to commence development of a new Plan; or

- b) Prepare a new draft plan at Council/officer level now, as detailed below, release a draft in February 2021 to the Community via both virtual and limited face to face engagement and adopt the new plan in March/April for use in development of the 2021/22 Budget.

The process I suggest is to engage a facilitator to spend a day with Council/ELT reviewing the current Corporate Plan; assess what is still relevant, what is no longer relevant and what new issues you want included; and from there develop a draft for Council consideration to then release for community feedback.

The current Corporate Plan is attached. It is worth noting the often referenced 'Queensland Plan' was a plan adopted when the ALP was elected in 2015 and set a 30-year strategic direction for the state. I have spoken with a number of state employees in recent times about the plan and the majority were not aware it existed, let alone reference its contents. That is a good example of what is no longer relevant.

The WRC Plan is typical of Corporate Plans you will see across the state and I don't believe there would be too much change, even if it was done via an extensive face to face consultation. The reason being the average resident is looking at issues specific to their location or their interests (e.g. upgrade the local park, fix a dangerous intersection) whereas in the Corporate Plan you will have statements like:

"2.2.1 Effectively maintain public spaces and ensure they are accessible to people of all ages.

3.4.1 Develop and maintain effective roads and drainage infrastructure, networks and facilities."

The specific parks or intersection works will be identified in your Budget Capital Program, reflecting the relevant item from the Corporate Plan. In some cases, you will have matters listed in the Operational Plan to address an item in the Corporate Plan e.g. the following appears in the current Corporate Plan:

"1.3.4 Implement procurement initiatives to support and promote the local business sector."

The annual Operational Plan may include a line item as follows:

Introduction of the new procurement system developed by the LGAQ to be completed by 31st March 2021.

The 'day to day' issues appear in the Operational Plan and Budget while the broader strategic statements appear in the Corporate Plan.

STATUTORY/COMPLIANCE MATTERS

Role and Responsibilities

Sections 12 and 13 of the Local Government Act 2009 (the Act) prescribed that all Councillors and employees are responsible for ensuring that Council achieves its Corporate Plan.

The Act refers to the Corporate Plan as a financial planning document prepared for the local government which is 5 years in duration and incorporates community engagement.

The Local Government Regulation 2012 (the Regulation) adds that the Corporate Plan may, by resolution of the local government, be amended at any time and that the local government must discharge its responsibilities in a way that is consistent with the Corporate Plan.

Community Engagement

The Local Government Principles identified in the Local Government Act requires 'meaningful community engagement'. In the past it was common practice that a Council would go out to the community to identify issues in the early stages of developing a Corporate Plan. The proposal this time is a bit different for the following reasons:

- a) Covid19 and social distancing means the concept of bringing groups of people together is not considered a risk worth taking at this point in time.
- b) There is a time issue for the project if adoption of the plan is to be done in March/April 2021 especially noting the Christmas/New Year period where you lose 6-8 weeks of valuable time to engage.
- c) The Corporate Plan is a high level document i.e. it is more about strategy than project specific issues so it is reasonable to consider the Council and ELT could develop the high end document and if conditions suit seek more detailed community interests in the new year.

STRATEGIC IMPACTS

Financial Implications

There would be limited external cost in engaging a facilitator for a day long workshop.

Risk Management Implications

The Corporate Plan contains a section dedicated to risk management. This part of the document includes a list of strategic risks to the organisation and notes the specific strategy within the Plan which is aimed at mitigating or managing those risks.

It is noted that Council risks non-compliance with the legislation if it does not resolve to adopt a Corporate Plan covering the 2021/2022 financial year period, as the annual budget must be consistent with the Corporate Plan. If there is no Corporate Plan outlining Council's strategic objectives for 2021/2022, then the annual budget is not able to be consistent with this document.

DISCLOSURE OF OFFICER'S INTERESTS

No officer involved in the preparation of this report has an interest to declare in accordance with the provisions of the Local Government Act 2009 or the Staff Code of Conduct.

CONCLUSION

If Council's desire is to have full community face to face and virtual engagement the best option is to do as was done this year – amend the current Corporate Plan, adopt it with limited Community Engagement (i.e. virtual and limited face to face) and prepare for a more extensive process commencing in September/October 2021.

This Officer believes the best option is for the Elected Members and ELT to review the existing plan, prepare a draft a 'new plan' that can then be released to the community in early 2021 for feedback. A final draft version, taking on board feedback from the community and stakeholders, can then be presented to Council in March/April, 2021 for consideration of adoption.

ATTACHMENTS

Attachment 1 - Whitsunday Regional Council Corporate Plan 2016 - 2021



CORPORATE PLAN

2016 - 2021

UPDATED JUNE 2020 FOLLOWING
ELECTION OF 2020-24 TERM OF COUNCIL

Contents

FOREWORD	4
OUR REGION	5
OUR COMMUNITY'S VOICE	6
OUR ELECTED COUNCIL	7
OUR INTEGRATED PLANNING FRAMEWORK	8
OUR CORPORATE PLAN	10
THEME 1: GOVERNANCE AND LEADERSHIP	11
THEME 2: PEOPLE	13
THEME 3: PLACE	15
THEME 4: PROSPERITY	17
OUR SERVICES & FACILITIES	20
OUR BUSINESS ACTIVITIES	21
STRATEGIC RISK MANAGEMENT	22
REFERENCES AND ACKNOWLEDGEMENTS	24

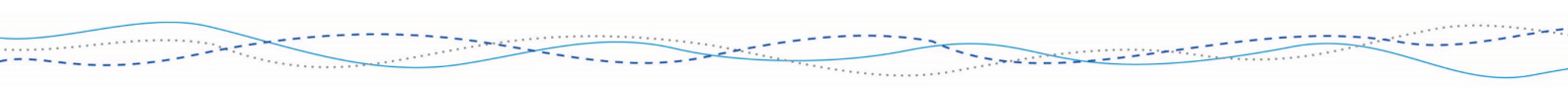
Whitsunday Regional Council
Proserpine
83-85 Main Street
Proserpine QLD 4800

Collinsville
Cnr Stanley & Conway Sts
Collinsville QLD 4804

P 1300 972 753
whitsundayrc.qld.gov.au

Bowen
Cnr Herbert & Powell Sts
Bowen QLD 4805

Cannonvale
Shop 23, Whitsunday Plaza,
Shute Harbour Road, Cannonvale QLD 4802



An aerial photograph of a stunning tropical lagoon. The water is a vibrant turquoise color, with intricate patterns of white sandbars and shallow reefs visible beneath the surface. The lagoon is surrounded by dark, dense forested hills and islands. The overall scene is one of natural beauty and tranquility.

**“Natural beauty,
global attraction.
We have it all.”**

Our Vision

Foreword

We are pleased to present the Whitsunday Regional Council Corporate Plan 2016-2021. This Plan has been developed utilising the 2014-2019 Corporate Plan and the 2011-2021 Community Plan, which were prepared following consultation and engagement with our local community and elected members.

This Corporate Plan shares our visions and aspirations for the future and outlines how we will work towards a bright future for the Whitsunday Region community. This document is essentially an amendment to the 2014-2019 Corporate Plan: *Whitsunday 2020*, prepared in accordance with section 165 of the Local Government Regulation 2012, and updates essential information about who we are, whilst reaffirming our commitment to relevant strategies espoused in that original document.

In 2011, in adherence with the *Local Government Act 2009* requirements, the Whitsunday Regional Council developed a 10-year Community Plan, *Whitsunday Regional Council Community Plan 2011-2021: Our Conversation with Our Community*. The requirement to have a 10-year Community Plan was subsequently removed from the *Local Government Act 2009*. Council values the extensive community engagement undertaken during the development of the Community Plan 2011-2021 and desires to continue engaging and working closely with our community.

Our fast-growing region has seen a large number of projects delivered since the 2011-2021 Community Plan was adopted. Council is again planning to engage with our community to renew our 10-year Community Plan. This engagement was planned to commence in 2020, however due to the current COVID-19 situation, and our commitment to keeping our community safe and to working with the State and Federal Governments, this may be delayed.

In the interim whilst managing in the current situation, to maintain our strategic direction and focus, the elected members and staff have drawn deeply on their ongoing communications and engagement with our community to develop this amended Corporate Plan.



We believe we have continued to capture our community's aspirations and have reflected these in our desired outcomes. As a local government, we will continue to work in partnership with our community and key stakeholders to deliver these outcomes using the strategies detailed in this Corporate Plan.

We look forward to continuing our focus to ensure the Whitsunday Regional Council retains our vision of 'natural beauty, global attraction. We have it all'.

Andrew Willcox
Mayor

Rodney Ferguson
Chief Executive Officer

June 2020

Our Region

as at 30 June 2019:

ASSUMPTIONS	STATISTICS ^{1/2}	FINANCIAL INFORMATION ³
 1.8% Inflation Rate	 7 Elected Members	\$83,136,363.00 Rates Revenue
 Increasing Population	 395 Employee Headcount	\$3,485,387.00 Fees and Charges
 Increasing Levels of Service	 23,819 Km ² Area	\$123,175,380.00 Operating Revenue
 Stable Operations	 33,778 Population	\$121,349,204.00 Operating Expenditure
 Balanced Annual Budget	 22,161 Electors	\$47,239,723.00 Cash Backed Reserves
 29% Employee Costs (% of Operating Revenue)	 16,077 Dwellings	\$80,714,972.00 Long Term Borrowings

¹Whitsunday Regional Council website, 'Whitsunday Region'

²Australian Bureau of Statistics, Whitsunday (R) (LGA37340) 2016 Census of Population and Housing, viewed 29 March 2020

³Whitsunday Regional Council 2018-19 Annual Report

Our Community's Voice

The community's input is vital to the strategic planning for Whitsunday Regional Council. Council planned to undertake a detailed engagement project, seeking our community's input in developing a new Corporate Plan.

This engagement has been postponed due to the current COVID-19 situation, with the intent to be undertaken as soon as possible. Our key focus at the present is ensuring the health and wellbeing of our region.

Council is committed to maintaining our strategic focus and delivery of services for our community. In developing this amended Corporate Plan, our elected members and staff reviewed and considered the community engagement pieces undertaken across the organisation, and the ongoing conversations with our community and key stakeholders, drawing on this knowledge to ensure this Plan is aligned to our community's desire for the Whitsundays.

We also retained the knowledge gained through the extensive community consultation undertaken in 2011, as part of the development of the Community Plan 2011-2021. The Corporate Plan 2014-2019 development also included an engagement program from February – May 2014. There have been multiple community engagement projects undertaken since these major engagements. The results of these engagements were taken into consideration during the review for the Corporate Plan early in 2020 and subsequent development of the Whitsunday Regional Council Corporate Plan 2016-2021. An extensive community engagement program is scheduled for later in 2020 as part of a major review of the Community Plan and Corporate Plan, however, as highlighted above, the health and wellbeing of our community in the current COVID-19 situation is our priority and this engagement program will be planned to occur in a safe manner.

The engagement processes previously undertaken included a key focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to services and facilities provided by the Whitsunday Regional Council.

The following pages reflect the strategic goals developed based on our community's previously expressed aspirations.

As the gateway to the Great Barrier Reef and the magnificent seventy-four Whitsunday Islands, the Whitsunday region has one of the fastest growing populations in Queensland. Boasting a strong and diverse economy driven by the agriculture, construction, mining and tourism industries; the Whitsunday region has the potential to become the economic powerhouse of North Queensland.

Our Mission

We are committed to providing the Whitsunday region with strong and responsive local government and achieving an innovative, efficient and sustainable organisation.

Our Values

Accountability – being open, diligent and ethical in our decisions and actions.

Unity – working together to get things done.

Trust – in our team mates, our service partners and our customers.

Community – building pride, strength and confidence amongst our region, residents and ratepayers.

Continuous Improvement – always looking for solutions and ways to do things better.



Our Elected Council

Whitsunday Regional Council is led by a Mayor and six Councillors, who are elected by the region's residents and ratepayers for a four-year term. Together, the Mayor and Councillors comprise the governing body of Whitsunday Regional Council and are required to discharge their roles in accordance with the Local Government Act 2009.

The Mayor and Councillors represent the current and future interests of the local government area through the development of policies and strategies which set the future direction for the region.

All Councillors, including the Mayor, are responsible for ensuring that Council achieves its Corporate Plan

The incumbent Mayor and Councillors were sworn in on Wednesday 22 April 2020, following the 2020 Quadrennial Local Government Elections



Councillors (from left to right): Cr Michael Brunker, Cr Jan Clifford, Cr Gary Simpson, Mayor Andrew Willcox, Cr John Collins, Cr Michelle Wright, Cr Allen Grundy.

Cr Andrew Willcox – Mayor

M: 0458 442 323

E: andrew.willcox@whitsundayrc.qld.gov.au

Cr Jan Clifford – Division 1

M: 0412 721 969

E: jan.clifford@whitsundayrc.qld.gov.au

Cr Michelle Wright – Division 4

M: 0417 121 010

E: michelle.wright@whitsundayrc.qld.gov.au

Cr Allen Grundy – Division 2

M: 0417 588 248

E: al.grundy@whitsundayrc.qld.gov.au

Cr Gary Simpson – Division 5

M: 0439 631 272

E: gary.simpson@whitsundayrc.qld.gov.au

Cr John Collins – Division 3

M: 0429 059 726

E: john.collins@whitsundayrc.qld.gov.au

Cr Michael Brunker – Division 6

M: 0419 708 351

E: mike.brunker@whitsundayrc.qld.gov.au

Our Integrated Planning Framework

All Queensland local governments are required to establish a system of financial management that includes a 5-year corporate plan, incorporating community engagement, under *Section 104(5) of the Local Government Act*.

The Whitsunday Regional Council takes an integrated approach to its planning to ensure Council operations are focussed on delivering the best outcomes for the community now and into the future.

Integrated Strategic Planning is a process designed to enable and encourage the community and local government stakeholders to be involved in shaping the future of the regional community. Council's Integrated Strategic Planning Framework provides the organisation with a clear structure, guiding a coordinated and collaborative process to develop the Whitsunday Regional Council's strategic direction and subsequent organisational activities.

Strategic Community Planning

Whilst no longer a legislative requirement for Queensland Local Governments, the Community Plan is Council's principal strategy and planning tool, guiding the remainder of Council's strategic planning. Community engagement is central to the Community Plan.

The Whitsunday community had a strong involvement and voice in the development of the Community Plan 2011-2021 and the Corporate Plan 2014-2019. The community were invited to share their vision, aspirations and objectives for the future of the Whitsunday Regional Council, and the Corporate Plan has subsequently been reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations, as held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Corporate Plan.

Corporate Plan

Achieving the community's vision requires the development of strategies to address each goal contained within the Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Plan. The Corporate Plan then converts the Community Plan into action through the adoption of an Annual Budget and Operational Plan on an annual basis.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability.

Operational Plan

The Operational Plan forms an important part of Council's strategic planning framework and sets out the work Council plans to deliver towards the achievement of the Corporate Plan. The significant activities outlined in the Operational Plan are funded from the annual budget.

The Chief Executive Officer must present a written assessment of the local government's progress towards implementing the Operational Plan at a council meeting held at regular intervals of no more than 3 months. Whitsunday Regional Council provides these updates on a quarterly basis to Council throughout the year.

Annual Budget

The annual budget, as the primary instrument of financial control for a council, is a major responsibility of a local government to prepare and adopt. It is a detailed financial plan for the coming financial year covering all aspects of a council's operations and should reflect the resources generated by way of revenue and the resources consumed by way of expenditure.

The key objectives of budgeting in local government are:

- a) to provide a fiscal management tool for the carrying out of council's programs in the ensuing year;
- b) to provide the means by which the council is accountable to the community for the rates to be levied; and,
- c) to provide the basis for the setting of rates.

The annual budget is a short-term reflection of the local government's plan for the future as outlined in its operational plan for that period. It represents, financially, the actions expected to be taken by the council in achieving its objectives.

Above all, the budget must be realistic and achievable at all levels within the local government.

How the annual budget is to be prepared and the content of the budget is prescribed under section 169 of the Local Government Regulation 2012.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Council's Community Plan.

Workforce issues have been considered during the development of this Corporate Plan and the financial impacts of the Workforce Plan captured within the Long-Term Financial Plan.

Strategic Resource Plan

Council is taking a combined approach to asset management and long-term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plan is to highlight and define key long-term strategies to maintain financial and asset services to the community over the long term.

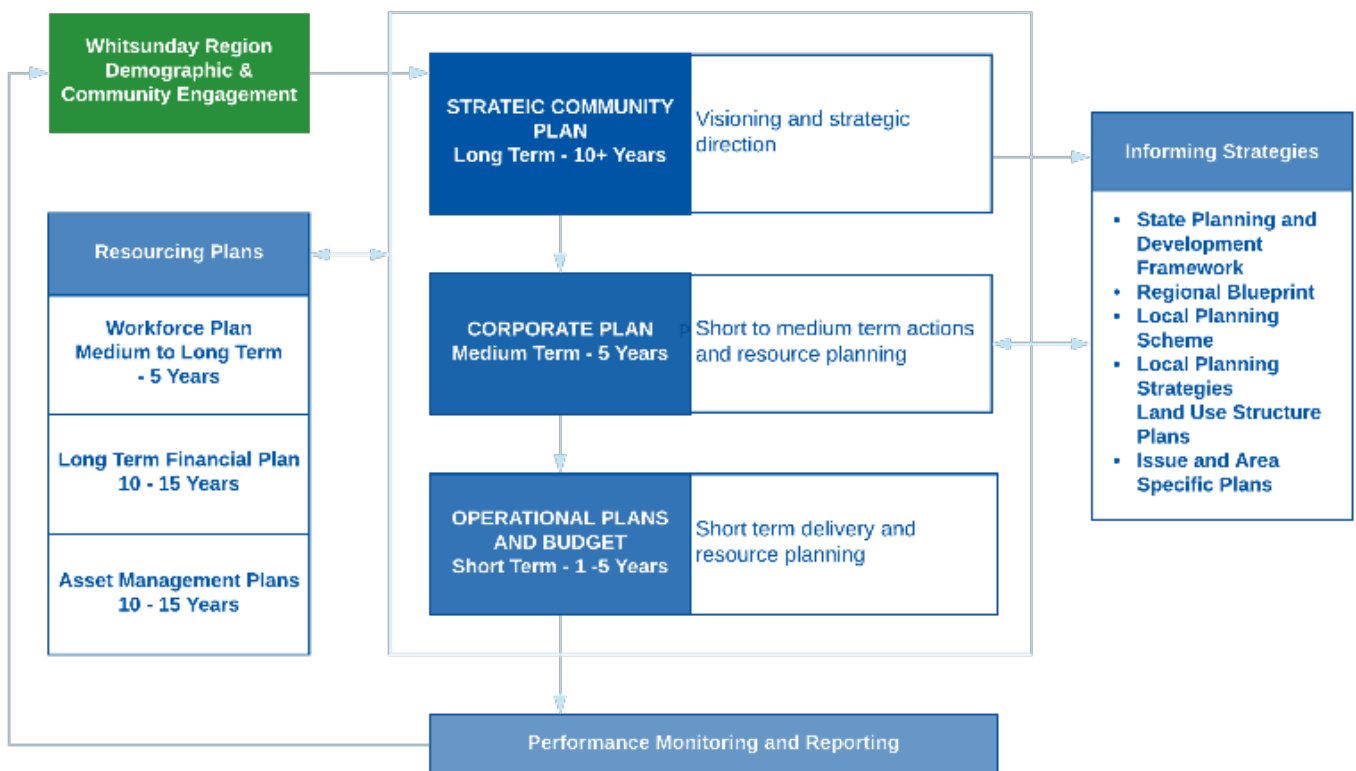
Asset Management Planning Component

The Council has developed Strategic Asset Management Plans for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plans form a component of an overall Asset Management Strategy which addresses Council's current processes and sets out the steps required to continuously improve the management of Council controlled assets.

Long-Term Financial Planning Component

The Whitsunday Regional Council is planning for a positive and sustainable future. Council seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

Elements of the Integrated Planning and Reporting Framework



Our Corporate Plan

Strategic Objectives

Council's Corporate Plan outlines our strategic agenda for the 2016-2021 five-year period and translates our community's long-term vision for the Whitsunday region into measurable strategies and outcomes.

The tables on the following pages detail the desired outcomes under each of Council's four key themes of Governance and Leadership, People, Place and Prosperity. Strategies to achieve these outcomes have been developed and are detailed on the following pages of this Plan.

Measuring our Success

As part of Council's integrated planning framework, the Corporate Plan states our organisation's vision and mission over a five-year period and the strategies which will guide our annual operations. This document is directly linked to our annual budget and Operational Plan. Each year, we will review our progress on delivering the strategies within this document through the Operational Plan and Council's Annual Report.

Strategic Partnerships

Council is committed to working cooperatively with all levels of government to deliver good outcomes for the Whitsunday region. Council recognises the importance of partnerships and the role of government, industry, business and community in implementing this Plan. We have identified key strategic partnerships in each theme area, and while not exhaustive; this list will provide an insight into the number of contributors to the Whitsunday region

Alignment with the Queensland Plan

Whitsunday Regional Council is committed to working cooperatively across all levels of government to achieve good outcomes for our region. We have identified areas of alignment between the Corporate Plan and the Queensland Plan, a 30-year vision for Queensland.

The Queensland Plan is centred on the following nine foundation areas:

EDUCATION – building life skills and inspiring bright minds;

COMMUNITY – making connections;

REGIONS – building thriving communities;

ECONOMY – forging diversity and prosperity;

HEALTH AND WELLBEING – being healthy and active;

ENVIRONMENT – achieving balance;

PEOPLE – creating opportunities for everyone;

INFRASTRUCTURE – being connected; and

GOVERNANCE – balancing all our interests.

As with Council's Corporate Plan; the successful delivery of The Queensland Plan can only be achieved through a shared approach by government, industry, business and community.

Alignment with Stakeholders

During development of this Plan, it was important for Council to have consideration for other organisations' views and objectives that have an impact on the region. Council places importance on forming partnerships, advocacy platforms and facilitation efforts to provide a collaborative approach to meeting community expectations.

Council's role, together with that of its key stakeholders, is shown below using the following four roles:

1. Provider: Council is directly responsible for the provision and/or delivery of services or programs.

2. Partner: Council cooperate and form strategic partnerships with government, industry, business and community to assist in the delivery of services and programs to the community.

3. Facilitator: Council will play a role in bringing external groups and interested parties together, enabling them to deliver services and programs to the community.

4. Advocate: Advocate on behalf of the community to influence the delivery of services and programs to meet the needs of the community.

Statutory Requirements

This Plan has been developed in accordance with the requirements of the Local Government Act 2009.

Under this legislation, Council must adopt a Corporate Plan for each period of 5 financial years and discharge its responsibilities in a way that is consistent with our Corporate Plan.

This plan must:

- Outline Council's strategic direction;
- State the performance indicators for measuring Council's progress in achieving our vision for the future of the Whitsunday region; and
- Outline the role, objectives and commercial scope of each of Council's commercial business units.

Theme 1: Governance and Leadership

Our Goal

The Whitsunday region is united, and our leadership delivers open, accountable and transparent local government. Our community is engaged, informed and actively involved in Council decision making. Whitsunday Regional Council is an innovative and financially sustainable organisation and our staff is skilled, valued and productive.

Alignment with the Queensland Plan

The outcomes in this focus area are aligned to the following Queensland Plan goals:

- G6. We celebrate, embrace and respect diversity
- G8. Our regions are strong and prosperous
- G9. We capitalise on unique regional opportunities and assets
- G10. Working together we will achieve more
- G33. We have localised and more flexible decision making
- G34. Regulation is outcome based
- G35. Government is more effective and efficient

Strategic Partners

- Federal, State and Local Governments
- Queensland Treasury Corporation
- Queensland Audit Office
- Department of Local Government, Racing and Multicultural Affairs
- Local Government Association of Queensland
- Greater Whitsunday Alliance
- Elected parliamentarians

Our Performance Measures

- Community and stakeholder satisfaction with Council
- Financial sustainability ratios
- Number of community engagement initiatives undertaken annually and community satisfaction with process
- Number of joint initiatives between Council and government, industry, business and community
- Progress in advocating our strategic priorities to government, industry, business and community
- Development and implementation of strategies

OUTCOME 1.1 - Our leadership engages with the community and provides open, accountable and transparent local government

STRATEGIES

- | | |
|-------|--|
| 1.1.1 | Provide open, accountable and transparent leadership that ensures community confidence in Council and achieves positive outcomes for the Whitsunday region. |
| 1.1.2 | Maintain and enhance Council's Governance Framework to ensure the provision of best practice, accountable and transparent decision-making, which supports Council in meeting its legislative responsibilities. |
| 1.1.3 | Engage with government, industry, business and community to inform Council's decision-making processes. |
| 1.1.4 | Communicate Council's objectives and decisions to the community through a variety of communication tools. |
| 1.1.5 | Implement and enhance Council's Community Engagement Strategy, identifying multiple approaches to inform, consult and involve the community in Council decisions and initiatives. |
| 1.1.6 | Facilitate and participate in internal and external committees, groups and other bodies as required. |

OUTCOME 1.2 - Our leadership partners with government, industry, business and community to deliver positive outcomes.

STRATEGIES

- 1.2.1 Build and maintain strong, collaborative and cooperative relationships across all levels of government, industry, business and community.
- 1.2.2 Identify opportunities for alignment between Council's interests and objectives with those of Federal and State Governments.
- 1.2.3 Partner with government, industry, business and community to promote the Whitsunday region at both a national and international level.
- 1.2.4 Advocate Council's interests and objectives to government, industry, business and community.

OUTCOME 1.3 - Our organisation is innovative, efficient and financially sustainable

STRATEGIES

- 1.3.1 Ensure Council's financial position is effectively managed and sustainable.
- 1.3.2 Drive a positive, proactive and responsive customer service culture across the organisation.
- 1.3.3 Develop and implement business improvement systems and long-term asset management plans that support innovation and sustainability of service delivery.
- 1.3.4 Develop Council's knowledge management systems to make available information as required by the community and council decision makers.
- 1.3.5 Implement procurement initiatives to support and promote the local business sector.
- 1.3.6 Maximise commercial benefits to Council's business units and assets.
- 1.3.7 Improve methods of service delivery to the community.

OUTCOME 1.4 - Our workforce is skilled, valued and productive

STRATEGIES

- 1.4.1 Recruit and develop a professional, capable and responsive workforce.
- 1.4.2 Develop and implement various engagement processes to effectively communicate Council's objectives and decisions to staff.
- 1.4.3 Develop and implement a workplace cultural transformation program that promotes innovation, productivity and best business practice across the organisation.
- 1.4.4 Provide for the safety, security, health and well-being of Council employees and contractors.

Theme 2: People

Our Goal

The Whitsunday region is an inviting and welcoming community with an enviable lifestyle. Our region is active, healthy and inclusive, and our residents enjoy access to a range of social, cultural and recreation activities. We are a fair, equitable and affordable community and we respect our region's diversity.

Alignment with the Queensland Plan

The outcomes in this focus area are aligned to the following Queensland Plan goals:

- G5. In Queensland nobody gets left behind
- G6. We celebrate, embrace and respect diversity
- G16. We are physically and mentally healthy
- G17. We are connected to our community
- G19. We have the opportunity to reach our full potential
- G26. We support the least advantaged

Strategic Partnerships

- Federal, State and Local Governments
- Queensland Police
- Queensland Health
- Queensland Fire and Emergency Services
- Charities, Not for Profit organisations and community service groups
- Sporting and recreation organisations

Our Performance Measures

- Response to emergencies and natural disasters
- Community and stakeholder satisfaction with public spaces and facilities
- Attendance at Council facilitated events



OUTCOME 2.1 – Our region is active, healthy, safe and resilient

STRATEGIES

- 2.1.1 Maintain and develop Council's emergency and disaster management planning, prevention, response and recovery capabilities.
- 2.1.2 Continue to partner with emergency service providers, government agencies and recovery authorities to ensure effective resource planning and provision.
- 2.1.3 Implement, enforce and review community health regulations and standards and deliver a timely and effective response to emerging health issues.
- 2.1.4 Promote healthy and balanced lifestyles and encourage physical activity.

OUTCOME 2.2 – Our region is inclusive and motivated by a range of social, cultural and recreation opportunities

STRATEGIES

- 2.2.1 Effectively maintain public spaces and ensure they are accessible to people of all ages and abilities.
- 2.2.2 Effectively maintain and develop community hubs, libraries and facilities across the Whitsunday region.
- 2.2.3 Develop systems and promote the funding of local sport and recreation facilities.
- 2.2.4 Facilitate affordable living through encouraging diversity in housing development.
- 2.2.5 Encourage cooperation between community and sporting groups and maximise benefits to sporting and recreation facilities across the Whitsunday region.
- 2.2.6 Support community groups in facilitating a variety of cultural, community, sporting and recreation activities, events and programs.
- 2.2.7 Promote volunteerism and encourage the participation of volunteers in community activities.
- 2.2.8 Advocate to State and Federal Governments for enhanced human services and social infrastructure across the Whitsunday region.

Theme 3: Place

Our Goal

The Whitsunday region is thriving and sustainable. Our region's infrastructure supports our growing population and our towns are well planned, with our unique heritage and character protected. We value our natural environment and work together to protect and enhance our region's natural assets.

Alignment with the Queensland Plan

The outcomes in this focus area are aligned to the following Queensland Plan goals:

- G8. Our regions are strong and prosperous
- G9. We capitalise on unique regional opportunities and assets
- G20. Our natural resources are managed effectively
- G21. We protect the environment
- G23. Urban sprawl is managed effectively
- G28. Our infrastructure fits our changing population and demographics
- G30. Infrastructure is funded in a variety of ways
- G31. Infrastructure is designed and built with longevity in mind
- G32. Infrastructure provides connectivity and accessibility across the state

Strategic Partnerships

- Department of State Development, Infrastructure and Planning
- Department of Transport and Main Roads
- Department of Agriculture, Water and the Environment
- Development Industry
- Landcare and environment conservation organisations

Our Performance Measures

- Growing our asset base
- Community and stakeholder satisfaction with our road, water and sewerage infrastructure and networks
- Compliance with State and Federal benchmarks and standards
- Percentage of total capital works completed
- Percentage of total operating projects completed
- Development and implementation of strategies

OUTCOME 3.1 – Our built environment is well planned, effectively managed and protects our region's heritage and character

STRATEGIES

- 3.1.1 Develop and implement an efficient, effective and accountable framework for managing the growth and development of the Whitsunday region.
- 3.1.2 Develop and implement strategies to preserve the unique character of our community and heritage places.
- 3.1.3 Advocate the Whitsunday region's planning and growth needs to Federal and State Governments.

OUTCOME 3.2 – Our natural environment is valued and sustainable

STRATEGIES

- 3.2.1 Develop and implement policies and strategies that protect and enhance the Whitsunday region's natural environment.
- 3.2.2 Develop water and waste services and systems that ensure the integrity of the Whitsunday region's natural environment.
- 3.2.3 Support and facilitate a variety of community awareness initiatives and programs that promote the Whitsunday region's natural environment.
- 3.2.4 Partner with stakeholders to mitigate the effects of pests on the Whitsunday region's natural environment.
- 3.2.5 Promote the conservation of environmental assets including the Great Barrier Reef, beaches and wetlands.

OUTCOME 3.3 – Our region is accessible and connected

STRATEGIES

- 3.3.1 Improve the utilisation of Council-owned aerodromes and aviation assets.
- 3.3.2 Partner with Federal and State Governments to develop and maintain a high-quality transport and road network.
- 3.3.3 Advocate for improved telecommunications across the Whitsunday region.
- 3.3.4 Advocate for the implementation of the Bruce Highway Action Plan.

OUTCOME 3.4 – Our infrastructure supports our region's current and future needs

STRATEGIES

- 3.4.1 Develop and maintain effective roads and drainage infrastructure, networks and facilities
- 3.4.2 Develop and maintain effective water and waste water infrastructure, networks and facilities.
- 3.4.3 Develop integrated asset management plans to effectively manage and maintain road, water and waste water infrastructure and ensure assets meet the demands of a growing population
- 3.4.4 Deliver effective customer focussed water services that protect the public health.
- 3.4.5 Develop a planned approach to securing the Whitsunday region's water supply.
- 3.4.6 Partner with Federal and State Governments to enhance the Whitsunday region's capacity for ongoing development and infrastructure maintenance.
- 3.4.7 Engage with Federal and State Governments regarding regional and national water security issues.

Theme 4: Prosperity

Our Goal

The Whitsunday region is the economic hub of North Queensland and the state's leading regional economy. The diversity of our agriculture, mining, small business and tourism sectors has allowed our region to prosper, with our residents enjoying access to strong education and employment pathways.

Queensland Plan Alignment

These Prosperity strategies align with the following goals in the Queensland Plan:

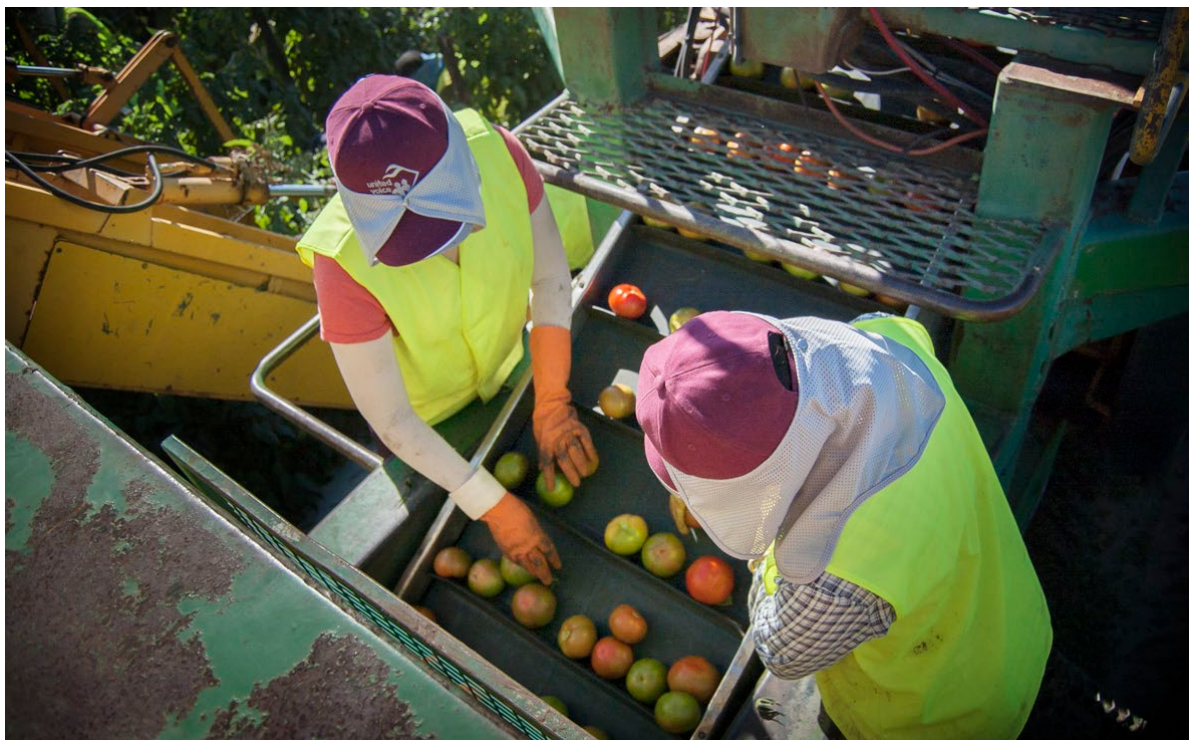
- G2. We have practical-based learning
- G8. Our regions are strong and prosperous
- G9. We capitalise on unique regional opportunities and assets
- G11. We value and invest in local business and workers
- G12. We are the number one performing economy in Australia
- G13. We are focused on industry development and diversification
- G14. Queensland has the best job opportunities in Australia
- G15. Our centres of excellence drive innovation

Strategic Partnerships

- Federal, State and Local Governments
- Department of State Development, Infrastructure and Planning
- Department of Innovation and Tourism Industry Development
- Department of Agriculture, Water and the Environment
- Department of Education
- Local Chambers of Commerce and business organisations
- Local tourism and economic development organisations
- Local agriculture and horticulture industry organisations
- Schools and education providers

Our Performance Measures

- Growth in Gross Regional Product (GRP) and the local economy
- Growth in population
- Increased investment in the local economy
- Development and implementation of strategies



OUTCOME 4.1– Our infrastructure enables economic development and facilitates investment opportunities

STRATEGIES

- 4.1.1 Implement and enhance Council's Economic Development Strategy
- 4.1.2 Develop the Whitsunday Coast Airport as a significant transport and exports hub and regional economic driver.
- 4.1.3 Partner with government, industry, business and community to create economic opportunities through encouraging and attracting investment to the Whitsunday region.
- 4.1.4 Advocate for the construction of the Urannah Dam and improvements to the Burdekin Falls Dam.
- 4.1.5 Advocate for the establishment of a base load power station at Collinsville and alternative energy sources.

OUTCOME 4.2 – Our mining sector enjoys access to strong export and development opportunities

STRATEGIES

- 4.2.1 Develop an Abbot Point Infrastructure Strategy
- 4.2.2 Partner with government, business and industry to develop a Mining and Logistics Support Industry Precinct.
- 4.2.3 Advocate for the continued development of the Port of Abbot Point and the Abbot Point State Development Area.

OUTCOME 4.3 – Our agriculture sector is sustainable and enjoys access to strong export and development opportunities

STRATEGIES

- 4.3.1 Develop an Agriculture Strategy to facilitate the growth of the agriculture, horticulture and seafood sectors and identify export opportunities.
- 4.3.2 Maintain road infrastructure that meets the needs of primary producers and industry stakeholders.
- 4.3.3 Partner with primary producers and industry stakeholders to promote the Whitsunday region as a suitable location for a fresh produce canning and processing plant.
- 4.3.4 Partner with primary producers and industry stakeholders to identify opportunities and challenges facing our agriculture, horticulture and seafood sectors.

OUTCOME 4.4 – Our tourism and small business sectors are strong, sustainable and actively promoted

STRATEGIES

- 4.4.1 Ensure a regulatory environment which is business friendly and considerate of business needs.
- 4.4.2 Enhance tourism and entry signage across the Whitsunday region.
- 4.4.3 Partner with tourism, business and economic development organisations to deliver training programs and initiatives for the tourism and small business sectors.
- 4.4.4 Partner with tourism, business and economic development organisations to promote the local tourism and small business sectors.
- 4.4.5 Promote the Whitsunday region as a desirable domestic and international tourist destination.
- 4.4.6 Advocate for the establishment of an integrated resort and casino development within the Whitsunday region.
- 4.4.7 Promote the continued development of the tourism sector.
- 4.4.8 Promote living, investing and shopping locally.
- 4.4.9 Encourage the retention of existing local industries and businesses and the development of emerging industries and businesses.

OUTCOME 4.5 – Our region provides strong education, employment and training pathways

STRATEGIES

- 4.5.1 Partner with government, industry, business and community to support develop and business growth that generates employment opportunities
- 4.5.2 Promote the Whitsunday region as a suitable location for a variety of education facilities including a university campus and boarding school or private boarding facility.
- 4.5.3 Promote initiatives designed to enhance and increase local employment and training opportunities.
- 4.5.4 Promote the development of a skilled and flexible workforce to benefit local industries and businesses.

Our Services & Facilities

Services and facilities provided by Council have been linked with the relevant strategies in the Corporate Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Whitsunday Regional Council.

Services | Facilities | Support

Aged seniors' services
Building approval process control
Caravan parks
Cemetery
Community engagement
Community halls
Council buildings heritage assets
Customer service
Disaster management
Economic development
Festival event support
Health administration inspection
Library library services
Natural resource management
Parks gardens reserves
Public toilets
Ranger services
Regional collaboration
Roads infrastructure
Rubbish recycling kerbside collection
Sport recreation facilities
Strategic planning
Street lighting
Support for volunteers
Tourism management
Town beautification landscaping
Town planning
Waste management
Youth services



Our Business Activities

Council undertakes several commercial business activities and applies the competitive code of conduct to our business assets. This requires the application of full cost pricing, identifying the cost of community service obligations (CSO) and eliminating the advantages and disadvantages of public ownership within the activity. The CSO value is determined by Council and represents an activities cost(s) which would not be incurred if the primary objective of the activities was to make a profit. Council provides funding from general revenue to the business activity to cover the cost of providing non-commercial community services of costs deemed to be CSOs by Council.

Foxdale Quarry

Foxdale Quarry supplies material for domestic and commercial purposes. The Quarry's products are quality controlled by Council's own National Association of Testing Authorities (NATA) certified testing laboratory that ensures compliance to required product specification.

Shute Harbour

The Shute Harbour facility was extensively damaged in March 2017 by Severe Tropical Cyclone Debbie. Council obtained funding under the Natural Disaster Relief and Recovery Arrangements (NDRRA) to demolish the damaged facility and reconstruct the terminal building, floating pontoons, carparking and landscaping, small tourism operators building and storage, fuel facility and seawall. The total funding package is \$54.5M.

Vassallo Constructions P.L. won the tender to construct the world class facility that Shute Harbour will become and commenced construction in January 2020. Construction is expected to be completed by June 2021. During the construction

period, Council and the contractor will allow limited ferry operations from Shute Harbour by Cruise Whitsunday for Hamilton Island and other island contractors.

Whitsunday Coast Airport

The Whitsunday Coast Airport services a significant range of air traffic from all phases of commercial, public and private enterprises.

The current terminal facility caters for in excess of 250,000 passengers per annum. The runway length of over 2073 metres is the longest in the Whitsunday region, with room for further growth to in excess of 3000 metres. The facility currently has the capacity to service aircraft up to 767 – 300 ER / A330 – 300 size.

Water Supply & Sewerage Services

This business unit provides potable water to the water supply areas within the region. The business unit also collected waste water (sewage) from the sewerage service areas and treats collected sewage in keeping with license and environmental requirements before disposing of the treated effluent. Council also recycles some of this treated effluent for use in public spaces and sporting facilities such as golf courses.

Waste Services

This business unit provides waste collection, recycling and waste disposal services to the serviced area within the region. Its vision is to ensure the Whitsundays becomes a sustainable, low waste region in which human health and the environment are protected from the impact of waste and its mission is to provide long term sustainable waste management solutions to the community that enhance resource recovery and recycling outcomes.

Strategic Risk Management

It is important to consider the external and internal context in which the Whitsunday Regional Council operates, relative to risk, in order to understand the environment in which Council seeks to achieve its strategic objectives. The Council provides a diverse range of services and facilities to the general public which exposes it to risks. The Council seeks to engage experienced and qualified personnel in areas of high risk and provides them with appropriate ongoing training and equipment to ensure they are able to undertake their roles with minimal risk to the community and the Council.

A number of risk treatment plans are currently in place for the Whitsunday Regional Council. An increased focus, development and integration of risk management practices is desirable with a commitment to ongoing monitoring, development and review to ensure effective management of risks.

The following table shows the broad risks that have been recognised in connection to the Strategic Outcomes of this Corporate Plan. The associated Corporate Plan Strategies are identified as treatments to manage these risks.

Risk Identified	Associated Corporate Plan Strategy (Risk Treatment)
Failure to prepare and plan for potential event resulting in business interruption and service delivery to the community	2.1.1
Inability to attract and retain staff to maintain operational services	1.4.1
Inadequate engagement with stakeholders to effectively deliver services aligned to strategic objectives	2.2.1 2.2.2 3.4.4 4.2.2 4.5.1 4.5.2 4.5.3 4.5.4
Inadequate engagement with stakeholders to effectively implement preventative actions/strategies	2.1.2 2.1.3 2.1.4 3.4.1 3.4.2 3.4.3
Inadequate management of WHS requirements	1.4.4
Inadequate management of services and infrastructure under utilisation	1.3.6
Inadequate planning and controls for environmental impacts from service activities	3.2.2 3.2.5
Inadequate planning and management of services	3.3.1 4.1.1
Inadequate policies in relation to accountable and transparent operations	1.3.5
Inadequate resources and support available for community activities and operations	2.2.5 2.2.6 2.2.7 3.3.5
Infrastructure does not meet desired levels of service	4.1.4
Insufficient essential services available to support the community	2.2.8 3.3.2 3.3.4
Insufficient resources available to achieve strategic objectives	1.3.1 1.3.4
Lack of community confidence due to leadership not being accountable	1.1.1 1.1.2
Lack of community engagement and education relating to environmental management	3.2.3 3.2.4
Opportunities to promote the region's distinctive natural and built features are not capitalised upon or planned	3.1.2 3.1.3 3.2.1 4.1.2 4.1.3 4.2.3 4.3.1 4.3.3 4.4.2 4.4.4 4.4.5 4.4.6 4.4.7 4.4.8 4.4.9
Resources are not available to maintain desired levels of services to the community	2.2.3
Services are reactively implemented and do not deliver optimal value	3.1.1 4.3.4 4.4.3
Staff are not engaged, and processes do not align with desired levels of service	1.4.2 1.4.3

Risk Identified	Associated Corporate Plan Strategy (Risk Treatment)
Stakeholders not engaged in Council's decision making and opportunities to partner with stakeholders are missed	1.1.3 1.1.4 1.1.5 1.1.6 1.2.1 1.2.2 1.2.3 1.2.4 2.2.4 3.3.3
Operational activities conducted erroneously or not performed within required time frames, inadequate complaints management processes	1.3.2 1.3.3 1.3.7

As part of the implementation of Integrated Strategic Planning and Reporting, the Council intends to formalise its risk-based management practices to improve the management of identified risks. More detailed risk management analysis and treatment of these risks should be applied through the Risk Management Policy and Risk Management Framework to assist in working towards an enterprise-wide approach to risk management.



References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Corporate Plan:

- Whitsunday Regional Council Community Plan 2011–2021;
- Council website: www.whitsunday.qld.gov.au;
- Whitsunday Regional Council Corporate Plan 2014-2019;
- Whitsunday Regional Council Draft Long Term Financial Plan 2020; and
- Whitsunday Regional Council Annual Report 2018-2019.

Review of Plan

In accordance with statutory requirements, the Corporate Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.



Document Management

Version	2020
Status	Adopted
Date of Adoption	10 June 2020

Disclaimer

This Plan has been prepared for the exclusive use by the Whitsunday Regional Council.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Whitsunday Regional Council, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Whitsunday Regional Council.

This Plan is supplied in good faith for public information purposes and Council accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.