





# CORPORATE PLAN

2021/2026



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# 1 ..... F O R E W A R D



**ANDREW WILLCOX**

## FROM THE MAYOR

On behalf of my fellow Councillors, I am pleased to present the Whitsunday Regional Council Corporate Plan 2021 – 2026.

This Plan shares our visions and aspirations for the next five years and outlines how we will broaden our economy, enhance our lifestyle, and pave the way for a bright future.

We make a commitment to our Whitsunday community that we will work hard to deliver the outcomes contained in this Plan through strong leadership, unified decision making and being transparent and accountable for our actions.

The Key Focus Areas have been identified to improve our infrastructure, strengthen our existing service delivery, preserve our unique environment, and diversify our economy. Importantly, it will put the organisation and our region in a strong economic and financial position for many years to come.

Council will also work closely with our key stakeholders such as the Australian and Queensland Governments to help us to achieve our goals. Partnerships such as these are crucial in continuing to meet the demands of our growing region.

I have confidence that together we can achieve our vision to benefit the whole Whitsunday Region, both now and in future generations to come.

I look forward to working together with the Councillors, the Executive Leadership Team and staff to deliver amazing things for our great Whitsunday Region.



**RODNEY FERGUSON**

## FROM THE CEO

This Corporate Plan refreshes and renews our commitment to our community that we will continue to build on the established work of this Council while looking to the future to harness new opportunities for our region.

The past has shown us that we are not without our share of challenges from natural disasters to the more recent effects of the COVID-19 pandemic. However, I believe we have a solid foundation, a resilient community and great potential as a region.

This Plan provides the strategic and operational focus for our staff across the different departments with the unified aim of delivering council's vision. Our essential core services remain at the forefront of our focus however through our Mayor and Councillors and our Executive Leadership Team, we realise the potential of the Whitsunday Region and look to provide strong leadership for the organisation, and our community.

We have prioritised a range of activities and projects which have been for specific consideration in the next 5 years. These Key Focus Areas will have varying aims however will ultimately help us achieve our vision.

Our values of Accountability, Leadership, Unity, Trust, Pride and Safety promote a shared understanding across the organisation and underpin everything that we do for our community.

I look forward to working with the Mayor & Councillors and all the Whitsunday Regional Council employees in a collaborative effort to build a Whitsunday Region we can be proud of.

## 2 ..... PROFILE

Renowned for its relaxed lifestyle, the Whitsunday Region boasts beautiful beaches, tropical rainforests, swaying cane fields and the earthy colours of the historic outback.

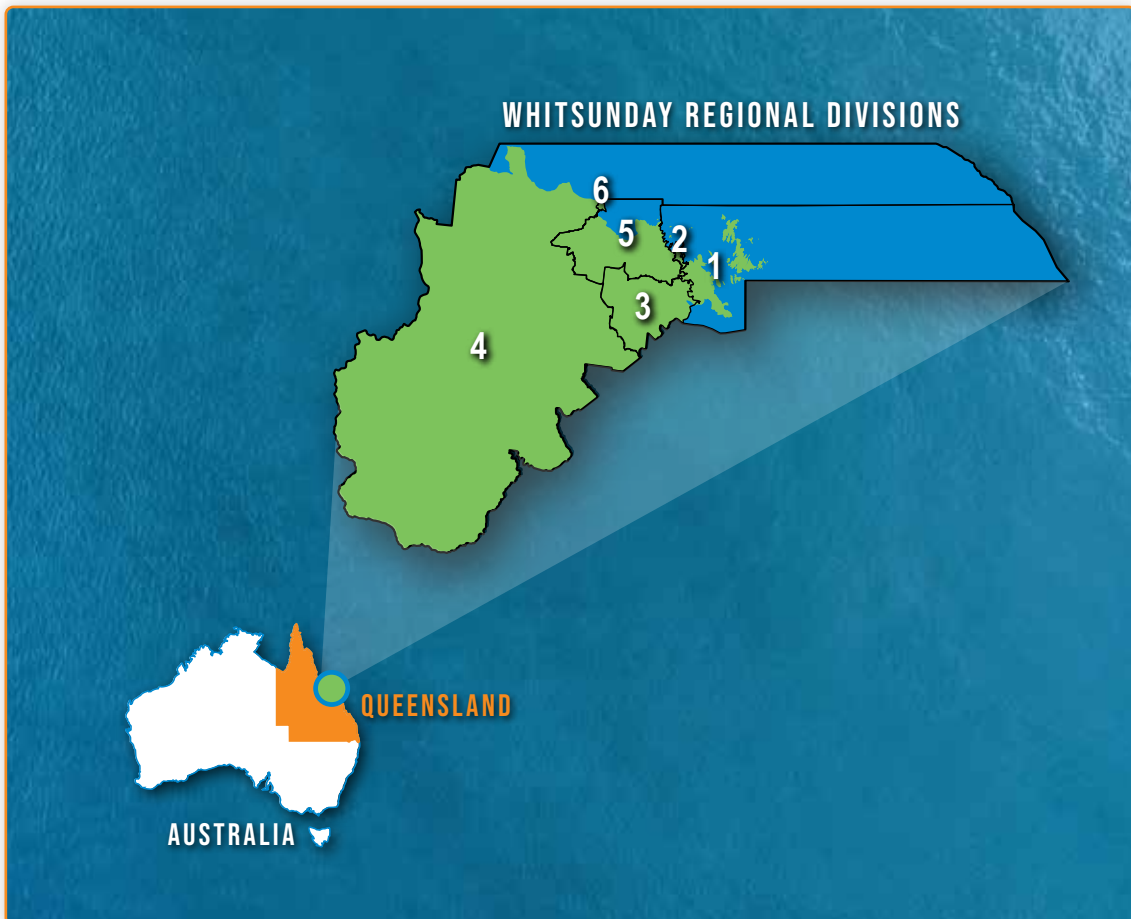
The region encompasses the five main townships of Airlie Beach, Bowen, Cannonvale, Collinsville and Proserpine with

numerous rural & coastal communities, and residential areas scattered in between.

The 74 Whitsunday Islands are also within the Council area with majority of these islands uninhabited national parklands. The crystal-clear turquoise waters and pristine silica sand of world-famous Whitehaven

Beach stretches over seven kilometres along Whitsunday Island, the largest of the 74 islands in the Whitsunday group.

Several islands offer a range of resort accommodation, all with the world heritage listed Great Barrier Reef and fringing coral reefs at their doorstep.



..... PROFILE CONTINUED



## COMMUNITY

- Population 35,357\*
- Rateable properties 19,002
- Median age 30-39\*
- Families 14,953\*
- Average household size = 2.35\*



## ENVIRONMENT

- Land Area 23,819 km<sup>2</sup>
- 514 km of coastline
- 11 rivers
- 120 parks and open spaces
- 84,801 ha of national parks
- Approx. 1,708,100ha Great Barrier Reef World Heritage area (Whitsunday)
- Average temperature min 24.9 max 30.4



## ECONOMY

- Estimated workforce 15,805\*
- Top employer tourism\*
- GRP estimated at \$3.0B\*
- Industry output \$5.9B\*
- Mining largest economic output\*

\*REMPAN Economic Profile for Whitsunday Region - <https://app.remplan.com.au/whitsunday/economy/summary>.

### 3 ..... OUR ELECTED COUNCIL

Whitsunday Regional Council comprises of a Mayor and six (6) Councillors, representing separate divisions.

Elected every four (4) years, the current Council took office following the local government elections that were held across Queensland in March 2020.

S12 of the Local Government Act 2009 sets out the responsibilities of Councillors and are summarised as follows:

- Represent the current and future interests of the residents
- Discharge all legislative responsibilities
- Achieves the Corporate Plan
- Comply with all laws
- Provide high quality leadership
- Participate in meetings, policy development and decision making
- Accountable to the community for their performance



MAYOR  
**ANDREW WILLCOX**



DIVISION 1  
**JAN CLIFFORD**



DIVISION 2  
**AL GRUNDY**



DIVISION 3  
**JOHN COLLINS**



DIVISION 4  
**MICHELLE WRIGHT**



DIVISION 5  
**GARY SIMPSON**



DIVISION 6  
**MIKE BRUNKER**

# 4 ..... OUR STRATEGIC DIRECTION



## Vision Statement

The Vision Statement is our primary goal and is what we aspire the Whitsunday Region to be. All our plans, actions and decisions are developed, implemented and undertaken with the aim of achieving the Vision.

## OUR VISION

Is to be a sustainable and progressive region achieved by unified and innovative leadership for the benefit of our diverse community, visitors and the environment.

## Mission Statement

The Mission Statement expresses how we, as an organisation, intend to achieve our Vision Statement.

## OUR MISSION

Is to provide engaged, accountable, proactive and unified leadership that is focused on delivering sustainable outcomes.



**Values**

Corporate Values are the fundamental principles and practices how we as an organisation conduct our business. They set standards and define what our organisation considers are imperative to success.

**Our Corporate Values are:**

**ACCOUNTABILITY**

We are responsible, open and transparent about what we do and how we do it.

**LEADERSHIP**

We provide direction and good decision making for our organisation and community in an understanding environment that embraces trust and continuous improvement.

**UNITY**

We work together as a cohesive and proactive team.

**TRUST**

We foster trust within our community and organisation.

**PRIDE**

We take pride in our diverse community and the service we deliver.

**SAFETY**

We actively care for the health and wellbeing of our organisation and community



# 5 ..... OUR STRATEGIC PLANNING FRAMEWORK



## 6 ABOUT OUR CORPORATE PLAN

### ***The Local Government Act 2009 requires all Queensland local governments to prepare a 5-year Corporate Plan.***

A Corporate Plan is the primary strategic document that all other strategies, actions and decisions of Council refer to and defines the overall strategic direction and standard for the entire organisation.

It sets Council's Vision for the next 5-year period and creates the framework for the development and implementation of Council's subordinate plans.

S104(5)(i)(a) of the Local Government Act 2009 requires Council to prepare a Corporate Plan that includes community engagement.



Whilst community consultation and engagement would normally be undertaken at the commencement of the Corporate Planning development process, the imposition of the COVID 19 pandemic at the time created difficulties. As such, Council and the Executive Leadership Team initially developed a draft Corporate Plan which was then used as a basis to undertake consultation processes in a safe manner to satisfy COVID 19 responsibilities.

S165 of the Local Government Regulations 2012 requires Council to adopt a 5-year corporate plan in sufficient time to allow a budget and annual operation plan to be developed consistent with the Corporate Plan. The effective commencement date of this Corporate Plan is 1 July 2021.

The regulation further states that Council must "discharge its responsibilities" in a way that is consistent with its 5-year corporate plan.



S166 of the Local Government Regulations 2012 broadly sets out the content requirements for a Corporate Plan which are:

- Outline the strategic direction of the Council;
- State the performance indicators for measuring the Council's progress in achieving its Vision; and
- Providing of information relating to any commercial business units

These requirements have been addressed in this Corporate Plan.

With the delivery of many services and the management of significant assets comes much responsibility and risk. Council has adopted a detailed risk management framework to mitigate risk and reduce associated governance issues and exposure.

# 7 ..... KEY FOCUS AREAS

In addition to Council’s usual services and functions, the following Key Focus Areas have been identified for specific consideration in the next 5 years. Each Key Focus Area will be subject to strategic review that aligns with Council’s Vision.



## ASSET MANAGEMENT PLAN

Council is responsible for the management and operation of over \$1 billion of assets. These assets provide the services and facilities that our community utilises and directly contribute to overall quality of life. The oversight and management of such a large and important part of Council operations requires careful planning to ensure the benefits derived will continue. An Asset Management Plan holistically deals with all aspects of asset management and is strategically fundamental to our long-term sustainability.

## REVIEW OF COMMERCIAL BUSINESS OPERATIONS

At present Council operates several facilities that it considers are commercial. It is important that these types of operations are self-sustainable (if possible) and not dependent on financial subsidisation from other sources. As such, Council needs to have a detailed understanding of the commercial viability of each activity to enable them to make informed and strategic operational decisions.

## COMMUNITY PLAN (LONG-TERM)

A primary function of Council is to serve its community. To plan for our community’s future, we need to understand and appreciate what is required. A long-term Community Plan seeks to achieve this and then acts to inform Council when considering future strategic plans, policies and operational decisions.



## ARTS, CULTURAL & HERITAGE STRATEGY

Our arts, culture and heritage define who we are and reflect community diversity. As such, Council recognises the need for a strategy framework that aims to recognise, support and invigorate this important aspect of our community and region.

## ESTABLISHMENT OF A PLACE OF REFUGE

– Cannonvale, Airlie Beach & Jubilee Pocket

As an area that is susceptible to significant weather events and natural disasters it is imperative the Council progressively works to build sustainability and community resilience. This includes the establishment of places of refuge to protect the wellbeing of affected residents during times of need.

## ECONOMIC DEVELOPMENT STRATEGY

Having a strong and resilient local economy is critical to our overall sustainability. An Economic Development Strategy aims to provide a framework to guide for our long-term growth and prosperity in an environment that can be challenging and at times unpredictable.

..... KEY FOCUS AREAS CONTINUED



### MARINE FACILITIES

Council plays a significant and multifunctional role in tourism in the Whitsundays. The need for a Centre of Marine Excellence in Bowen and further development of Shute Harbour were identified in The Whitsundays Destination Tourism Plan 2019 – 2024.



### LONG-TERM FINANCIAL PLAN

For Council to be sustainable, it is important that it can adequately model future financial trends and evaluate the impact of its decisions. This can be achieved through the development and implementation of a long-term financial plan that will allow Council to fully understand the financial ramifications of projects and actions and assist with the making of informed decisions.



### ANALYSIS OF FULL COST PRICING FOR WATER, WASTE AND SEWER FUNCTIONS

As the name suggests, full cost pricing is a pricing strategy in which all relevant variable costs and an appropriate share of fixed costs can be directly attributable to the function and is then used to determine a price path and applicable charge for service. Fundamental to this strategy, is the concept of “user pays” and that no subsidisation from other sources is received to support the operation of a function.



## ADVOCACY POLICY & PLAN

As the representative body closest to the people, Council is often involved in a wide range of issues that it does not have any direct control or jurisdiction over. Such issues are usually the responsibility of either the state or federal government. For Council to effectively represent the community on these issues, an advocacy policy and plan is required that guides process and assists to determine Council's regional priorities.

## GOVERNANCE LEADERSHIP FRAMEWORK

Good governance and leadership are at the heart of our democratic system. A governance leadership framework will help to guide our elected members with their decision making and actions to reduce risk and achieve the standards expected by our community and other levels of government.

## DEVELOPMENT AND INTRODUCTION OF BUSINESS PLANS FOR DIRECTORATES AND FUNCTIONS

Good long-term decisions and strategies start with having a detailed understanding of the issues and options. Applying a formalised process of business planning to all aspects of Council operations will assist to identify issues and ensure that decisions are made with a high level of due diligence.

..... KEY FOCUS AREAS CONTINUED



**ASSESSMENT OF ELECTORAL DISTRIBUTION STRUCTURE**

At present the Whitsunday Regional Council comprises of a popularly elected Mayor and six (6) Councillors who are each elected from individual divisions. There are however different electoral structures that could be considered. Should any changes be proposed then sufficient lead time is required prior to the next local government election for the changes to be enacted.

**STRATEGIC WORKFORCE PLAN**

Council's workforce is responsible for delivering all the services and facilities that the community enjoys and expects. A Strategic Workforce Plan evaluates the existing workforce and determines what is required to ensure our people are structured and capable to meet future needs and demands.

**REINVIGORATION AND RESETTING OF ORGANISATIONAL SAFETY OBLIGATIONS**

The health and wellbeing of our people is paramount. Establishing an operational culture that embraces the need to be safety aware significantly reduces the risk of accidents and serious injury. A challenge however with managing a large and geographically dispersed workforce is attaining organisational consistency with the application of required safety standards.





## LAND USE - PLANNING FOR THE FUTURE

### WASTE MANAGEMENT STRATEGY - REVISION

Council's current Waste Management Strategy will expire in 2021 and a such a new and revised strategy is now required that addresses the future waste management needs of the region.

Early land use planning was usually dictated by what the community's needs and requirements were at that time. However, as time has progressed, so too has the way we live and function. Aspects such as digital and web-based retail and commercial activities, climate change

and connectivity have all had significant impact to the extent that some existing land uses are no longer applicable and do not reflect the current and future needs of our community. As such, a detailed review of land use planning across the region is required.

# 8 ..... DELIVERY OF THE CORPORATE PLAN

Council's Organisational Structure is the framework by which it delivers all its plans, decisions, services and functions.

Each Directorate has determined objectives that align with the strategic direction of this Corporate Plan. This will enable the connecting

of the Corporate Plan to Council's Annual Operational Plan and other sub-plans that are developed and in doing so allow for delivery.

The Organisational Structure, Directorate Objectives and functions are as follows:



Directorate:

OFFICE OF THE MAYOR AND THE CHIEF EXECUTIVE OFFICER	
KEY FUNCTIONS	Organisational Leadership
	Advocacy
	Human Resources and Safety
	Aviation and Tourism
	Communication and Media
OBJECTIVES	<ol style="list-style-type: none"> <li>1. Through strong and open leadership, develop an organisation with a culture of respect, accountability and community service.</li> <li>2. Advocate for the community on issues of regional importance.</li> <li>3. Manage the human resource function in a fair and consistent manner and ensure safety is a key pillar of the organisation's culture.</li> <li>4. Manage the aviation and tourism activities of the region as the gateway to the Whitsundays</li> <li>5. Ensure WRC openly communicates with and promotes the communities of the Whitsunday Region</li> </ol>



Directorate:

**INFRASTRUCTURE SERVICES**

<b>KEY FUNCTIONS</b>	<b>Disaster Management</b>
	<b>Roads and Drainage</b>
	<b>Parks and Gardens</b>
	<b>Capital Projects</b>
	<b>Disaster Recovery</b>
	<b>Quarry</b>
	<b>Water Services / Waste Services</b>
	<b>Workshops</b>
<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. Improve Council's asset management planning maturity and develop long term financial plans for all asset classes which are financially affordable over the long term.</li> <li>2. Provide great customer experience and service.</li> <li>3. Improve our transport network with a focus on road safety and renewal of ageing infrastructure.</li> <li>4. Maintain a high level of preparedness, capability, and responsiveness to respond to, and recovery from, natural disasters that impact on our local communities and infrastructure.</li> <li>5. Provide reliable, safe, secure, environmentally responsible, and affordable water and waste services.</li> <li>6. Provide a fantastic experience for our community and visitors when using our open spaces, natural features, and facilities.</li> </ol>

..... DELIVERY OF THE CORPORATE PLAN CONTINUED

Directorate:

<b>CORPORATE SERVICES</b>	
<b>KEY FUNCTIONS</b>	<b>Finance</b>
	<b>Governance and Administration</b>
	<b>Innovation &amp; Technology</b>
	<b>Procurement and Property</b>
	<b>Fleet</b>
<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. Lead and improve the organisation’s procurement, property and fleet functions across the organisation, including managing the centralised and specialised services to enable and achieve the operational and long-term objectives of Council.</li> <li>2. Manage Council’s property and building assets to ensure optimal community outcomes.</li> <li>3. Maximise the organisation’s financial performance, achieving a high level of customer service, productivity and efficiency through strategic direction, expert advice and leadership.</li> <li>4. Integrate asset management practices into the long-term financial planning to ensure sustainable service delivery for current and future generations.</li> <li>5. Lead the organisation’s Information Technology, Communication, Geospatial Information Systems (GIS) and Records Management functions, providing strategic and operational direction to ensure optimal community outcomes.</li> <li>6. Seek and develop business solutions through engaging with the organisation and external stakeholders to provide ICT solutions that are fit for purpose, durable and ensure the best use of limited resources.</li> <li>7. Lead and coordinate of the organisation’s corporate governance and risk management, in addition to the delivery of efficient and customer focused administration support for the organisation to ensure high levels of performance and compliance.</li> <li>8. Support the organisation in ensuring appropriate compliance with legislation and to support the elected council in its decision-making processes and obligations as a local government.</li> </ol>



Directorate:

**COMMUNITY SERVICES**

<b>KEY FUNCTIONS</b>	<b>Community Development and Libraries</b>
	<b>Customer Service</b>
	<b>Aquatic Facilities / Caravan Parks</b>
	<b>Environmental Health &amp; Local Laws</b>
	<b>Natural Resource Management &amp; Climate</b>
	<b>Cultural Heritage</b>
<b>OBJECTIVES</b>	<ol style="list-style-type: none"> <li>1. Facilitate, foster and encourage region wide activities and programs that engage our community.</li> <li>2. Provide high quality recreational facilities that are well utilised by the local community and visitors alike.</li> <li>3. Provide fun, welcoming spaces that connect and engage the community through a variety of innovative resources, programs and activities.</li> <li>4. Drive well designed customer service by providing a proactive and responsive customer service culture across the organisation.</li> <li>5. Connect with Traditional Owners within the region to recognise and support each group's rights and interests.</li> <li>6. Research and assist in the current and future protection of the region's natural environment.</li> <li>7. Protect community health and safety, biosecurity, and amenity within the region by providing community education and administrative services.</li> </ol>

..... DELIVERY OF THE CORPORATE PLAN CONTINUED

**Directorate:**

<b>DEVELOPMENT SERVICES</b>	
<b>KEY FUNCTIONS</b>	<b>Planning</b>
	<b>Development Assessment</b>
	<b>Strategic Planning</b>
	<b>Building and Plumbing</b>
<b>OBJECTIVES</b>	1. To support business units across Council in the delivery of their objectives through enabling access to grants and funding
	2. Provide advocacy and partnerships with government, community and business interests through effective stakeholder engagement
	3. Strengthen and grow our business and community to attract investment that aligns to WRC endorsed plans and strategies
	4. Process all statutory applications within statutory timeframes
	5. Monitor development and land use to ensure compliance with statutory requirements and development conditions.
	6. Develop and maintain a local government infrastructure plan that aligns with Council's Asset Management Plans and Long term Financial Forecast in compliance with State Interests
	7. Provide a consistent and transparent strategic framework and direction for the development industry and community.
	8. Deliver a plan for the development industry and community around trunk infrastructure provision.

## 9 ..... OUR BUSINESS ACTIVITIES

Whilst Council does not operate any “significant business activities” in accordance with s43 of the Local Government Act 2009, it does however undertake some activities that are considered commercial. Such activities are operated with the aim of maximising return and minimising any community service obligation or financial subsidisation. Where possible, these activities are operated on a cost neutral basis with “full cost pricing approach” and “user pay principles” applied.

### 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 MARINE TERMINAL

The Shute Harbour Marine Terminal is the gateway to the Whitsunday Tourist Islands. Extensively damaged in March 2017 by tropical cyclone Debbie, the facility is now undergoing a re-build and

is schedule for opening in late 2021. The rebuilt complex includes a new passenger terminal with ticketing, baggage handling, retail, office and café space, a fuel facility, finger pontoons, a range of craft berthing options, car parking and recreational fishing platform.



..... OUR BUSINESS ACTIVITIES



### 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 aim is to become a sustainable, low waste region in which human health and the environment are protected from the impact of waste while providing long term sustainable waste management solutions to the community that enhance resource recovery and recycling outcomes.

### 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

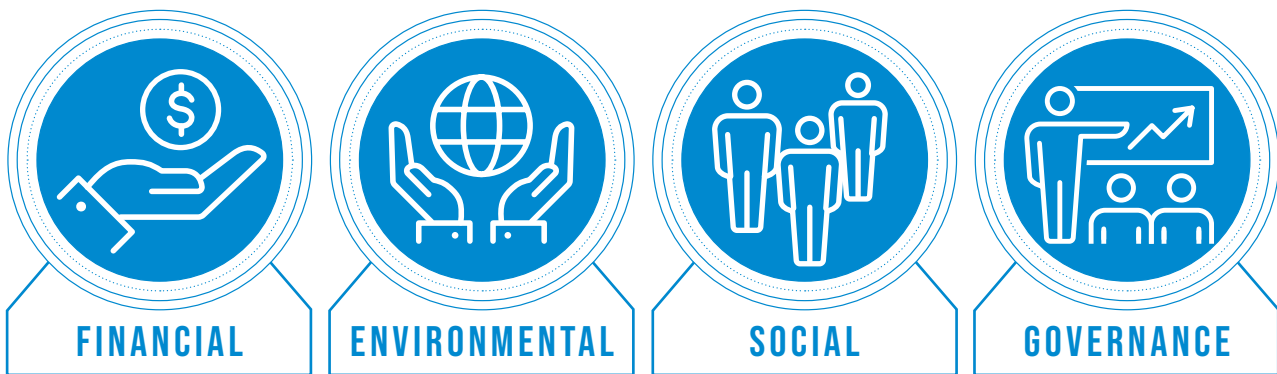
passengers per annum. The runway length of over 2073 metres is the longest in the Whitsunday region, with room for further growth to in excess of 3000 metres. The facility currently has the capacity to service aircraft up to 767 – 300 ER / A330 – 300 size.



## 10..... PERFORMANCE MEASUREMENT

Council will apply a quadruple bottom line methodology for measuring its progress in achieving its Vision for the region.

**A quadruple bottom line methodology requires performance to be measured against the following pillars:**



**FINANCIAL**

When making decisions we ensure that we are aware of all immediate costs and long-term financial implications. We strive to always operate within budget and aim for financial sustainability to achieve value for money outcomes for our community.

**ENVIRONMENTAL**

We will consider as part of our planning, decision making and activities any matter that may cause immediate or long term environmental impacts. In addition, we also progressively look for opportunity to improve and deliver environmental benefits in the way we operate.

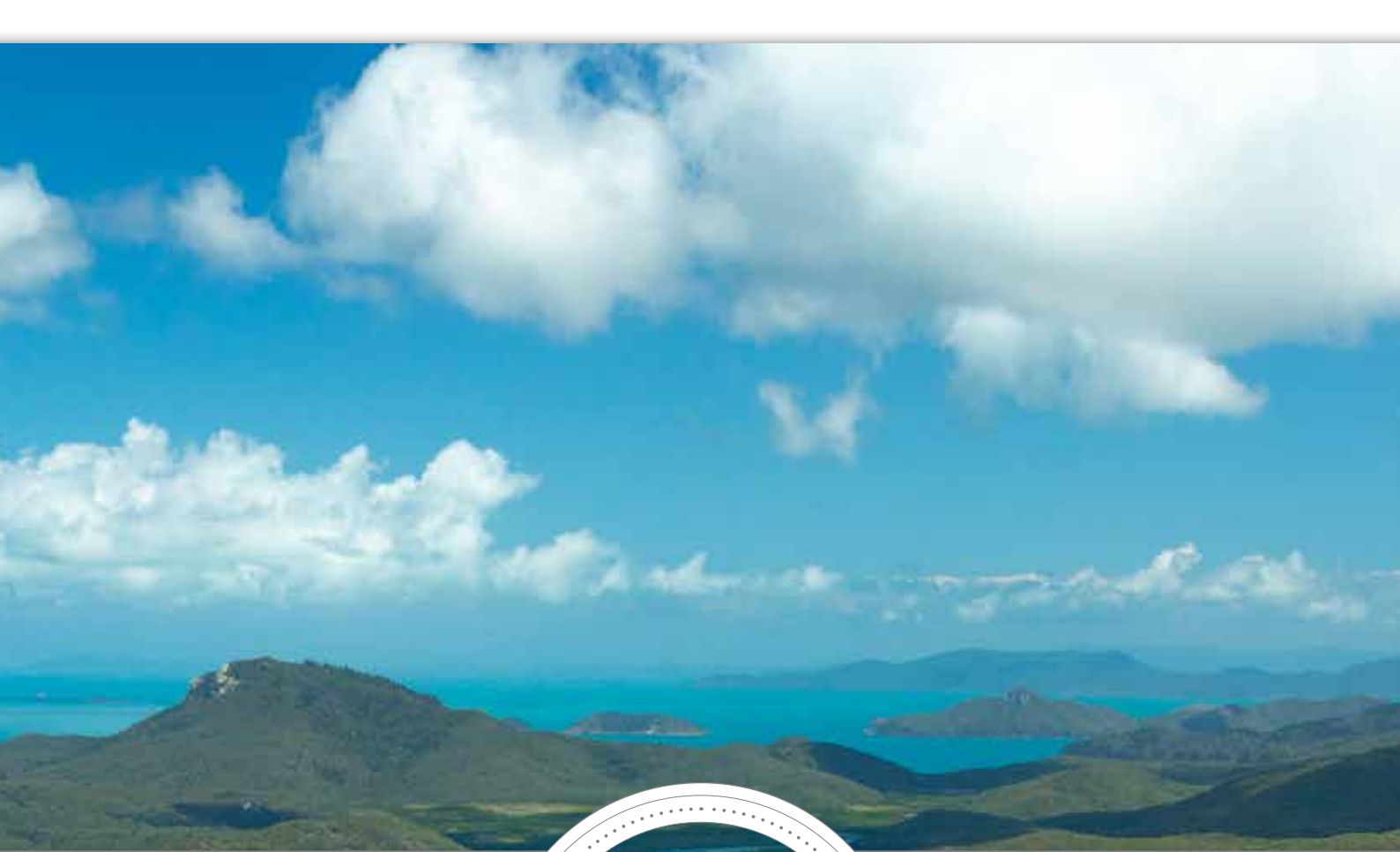
**SOCIAL**

We will engage with our community, consider feedback and the social aspects of our decisions and activities, to ensure that the various needs and requirements that exist in our diverse community are met.

**GOVERNANCE**

We will ensure that we undertake all our operations in a transparent, accountable and ethical manner and in line with our policies and procedures, to achieve the best outcomes for our community.

Specific performance indicators consistent with the quadruple bottom line methodology will be determined per function as part of Council's Annual Operational Plan development.



Whitsunday  
Regional Council



[www.whitsundayrc.qld.gov.au](http://www.whitsundayrc.qld.gov.au)

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