Corporate Plan

2017 – 2022

THE CORPORATE PLANNING PROCESS

WHAT IS A CORPORATE PLAN?

The Corporate Plan is the key strategic business plan for Council. It is a medium-term organisational directions document that describes our priorities for the future; informing the community of Council's intent. It provides a focused framework for Council to plan and undertake its business and service delivery for a period of 5 years and beyond, having regard to various issues which may have been identified during the planning process, including community engagement.

HOW AND WHEN WILL IT BE USED?

The Corporate Plan will be implemented from 1 July 2017 – 30 June 2022. It is used to drive the development of the annual Budget and Operational Plan. These in turn details Council's actions and projects each year, showing how these strategies and outcomes will be resourced. It sets a clear vision and objectives for the Shire, in consultation with the community, and outlines how these will be delivered.

To achieve our goals we need to work collaboratively both within and external to our organisation. Council will work with our residents, businesses, visitors, and the State and Federal Governments, its agencies, our suppliers and contractors, and the many others who contribute to the social well-being and economic development of our communities, and to the preservation of our unique environment.

WHY HAVE A CORPORATE PLAN?

Apart from being a legislative requirement, developing a Corporate Plan is good business practice.

The plan provides Council with a strategic focus and is a useful tool directing Council's elected members and staff to achieve priority outcomes. It communicates the guiding principles, values and core services for Carpentaria Shire Council.

HOW WAS THE CORPORATE PLAN PREPARED?

The Corporate Plan was developed in consultation with the community. This involved a number of community meetings throughout the Shire, together with the opportunity to provide feedback through a community survey. The feedback received from these processes was collated and used to assist in the development of the Corporate Plan.

LOCAL AND REGIONAL OPPORTUNITIES

Council's Corporate Plan has been produced in accordance with the requirements of the Local Government Regulation 2012. In developing the Corporate Plan 2017-2022, the following local and regional opportunities have been considered:

Community, Art, Culture and Well-Being

In supporting and helping to create a community that is healthy, inclusive and vibrant, Council will assess, maintain and establish services and facilities that represent the character and aspirations of our communities.

Council places a high priority on the health and well-being of its residents and recognises the importance of providing public recreational spaces, infrastructure and sporting facilities that meet the community's needs.

Economic Development

Council understands that there is value in supporting specific initiatives that will be of significant economic benefit to the Carpentaria Shire area, and will showcase the sustainable use and management of the Shire's natural resources.

We recognise that as a procurer of goods and services Council can support the businesses in our Shire.

Where possible and in line with Council's Procurement Policy, we will endeavour to utilise 'Local' goods and services.

Disaster management

Council has a strategic leadership role in reducing the impact of disaster events on our community through the coordination of the Local Disaster Management Group and the implementation of the Local Disaster Management Plan.

Council provides resources and supports links between individuals and agencies to facilitate a comprehensive, all hazards, all agencies approach to coordinated planning across the four phases of disaster mitigation: prevention, preparation, response and recovery.

Council promotes a prepared, resilient community by assisting local emergency service groups and aiding residents to develop the necessary tools to reduce the consequences of a disaster event, affecting a speedy return to a safe and secure environment for all members of our communities.

Financial Management

Providing a diverse range of services and facilities, including essential utility services and infrastructure, is a core operational responsibility. Council has custody of significant infrastructure assets and allocates funds to achieve the maintenance, preservation and renewal of those assets over their respective useful lives. To achieve ongoing financial sustainability Council needs to maintain its working and infrastructure capital over the long term and is establishing an integrated approach to long-term financial forecasts and asset management plans.

Environmental Management

Through the implementation of sound planning policies and strategies reflected in updated key documents including the Carpentaria Shire Planning Scheme, and through transparent, considered decision making, Council will contribute to the economic and social development of the Shire.

Infrastructure Management

Council will ensure our infrastructure is developed and maintained to connect our communities and provide safe recreational opportunities. Open spaces that are adequate, planned and enhanced to encourage use and provide safe recreational opportunities, will support the growth of a healthy and vibrant community, and showcase the region's natural assets.

We are committed to delivering infrastructure in an efficient and coordinated manner, demonstrating consistent value for money.

Water and Waste Management

Drinking water quality is important for our communities. Innovative, cost effective strategies will be investigated to further improve quality and secure an uninterrupted supply of safe drinking water. Water and wastewater infrastructure will be maintained, optimised and where necessary upgraded, to ensure Council compliance with statutory requirements and licence conditions.

Kerbside waste and recycling collections, landfill and waste transfer station operations will be reviewed to ensure an efficient, effective and compliant Waste Management service.

Regional Cooperation

Carpentaria Shire is uniquely situated between two (2) strong and diverse regions comprising resilient and capable Councils. Council is a member of both the North West Queensland Regional Organisation of Councils (NWQROC) and the Far North Queensland Regional Organisation of Councils (FNQROC) and our partnership with our Local Government neighbours, and with those organisations that represent our interests, is fundamental to the growth of the region, and to the support of our communities.

Planning for the future

Council's strategic planning and risk management will be sound and structured, underpinned by the twin goals of productivity and innovation.

Planning for the management of Council's finances, the efficient delivery of services, the maintenance and delivery of assets, and the support and coordination of disaster management teams will be contemporary and compliant. Council's goal is to provide a capable and committed administration, well-resourced and highly motivated to support a resilient and sustainable community.

Our Vision

Our vision identifies why we are different from other places – what sets us apart from other communities.

We are unique in Queensland. We are the only place where the "Outback meets the Sea". We are the only place where it is possible to drive on a bitumen road to a major port that has ready access to Asian markets. We are the only place where tourists can experience both the outback and the majesty of sunsets over the Gulf. It is a place where residents can still go down to the river after work and catch a fish. It is a place that our children can grow up still experiencing the safe lifestyle that we enjoyed in earlier generations while still accessing modern town facilities.

We live in Gulf Savannah country. It is majestic country shaped by meandering rivers and ever changing seasons. From the annual monsoon to the dry season, our country is unique – even more so when the Morning Glory appears.

Mission Statement - "Working for our Community"

A mission statement sets out the purpose and key focus of a Council. In our case, this is a very clear statement that we believe that the purpose of our Council is to serve our community.

In particular:

▶ We will work hard for our community.

▶ We will provide strong leadership to our community.

▶ We will provide open and transparent governance for our community.

▶ We will ensure that we are accountable to our community.

Our Values

Our key values which will govern our behaviours as a Council are:

▶ Strong leadership – our community has every right to expect leadership that has integrity, unity and consistency.

▶ Respect and teamwork – we know that we can only achieve great outcomes for our region by working together as a team.

▶ Good governance - we need to deliver good governance for our region which is based on honesty, openness and transparency of local government.

▶ Pride in our work - we aim to do the best for our community all the time, every time.

▶ Positive and professional - we are not interested in blame but we want to find the best solutions to problems.

▶ Informed decision making - we need to make sure that we have the best information available when making decisions.

▶ Realistic goals - we believe in dreaming with our eyes open and focusing on what is achievable.

KEY STRATEGIC THEMES

Council's vision for the future is focused on the following strategic themes:

Theme	Goal
1. CULTURE	A responsive Council with focus on innovation and safety through collaboration and opportunity.
2. COMMUNITY	A safe, healthy and equitable community that celebrates diversity and enjoys a quality lifestyle.
3. NATURAL ENVIRONMENT	The region's environmental assets including natural areas and resources, open space and agricultural lands, are conserved and enhanced for future generations.
4. BUILT ENVIRONMENT	Well managed, integrated and connected growth, respecting community, environmental and heritage values.
5. INFRASTRUCTURE AND ASSET MANAGEMENT	A well-planned and maintained infrastructure network that is sustainable and enhances local character and identity.
6. ECONOMY	A dynamic and diverse economy creating industry development and employment opportunities.
7. GOVERNANCE	A well governed, responsive Council, providing effective leadership and management, and respecting community values.
8. INNOVATION AND TECHNOLOGY	Investing in innovation and technology which sustainably improves service delivery.

The following pages outline Council's goals, outcomes and strategic actions and include the eight goals that Council will focus on to achieve Councils long term vision.

These goals ensure that environmental, social, cultural, economic and governance considerations underpin all strategic and operational decision undertaken by the Council. Outcomes are identified for each goal and there are a number of strategic actions identified to achieve each outcome. The strategic actions will be implemented through integrated strategic and operational planning and delivery.

1 Culture

A responsive Council with focus on innovation and safety through collaboration and opportunity.

Priorities:	➢ An engaged workforce that actively seeks innovation opportunities
	➢ A Council team that collaborates, fosters pride and unity to deliver effective services to our residents
	➢ Attraction and retention of a safe and skilled workforce

Outcomes	Strategic Actions
1.1 Responsive and effective service delivery	1.1.1 Foster appropriate corporate culture that aligns with Council's Mission, Values and Behaviours.
	1.1.2 Develop and maintain healthy and safe working conditions and regularly review workplace health and safety practices.
	1.1.3 Deliver professional development opportunities and pathways for all employees.
	1.1.4 Support business operations with effective workforce planning including recognising emerging technologies and transitioning employment opportunities.
	1.1.5 Attract and retain a skilled workforce through implementation of contemporary human resource practices and organisation development.

2 Community

A safe, healthy and equitable community that celebrates diversity and enjoys a quality lifestyle.

Priorities	➢ Strong supportive communities ➢ Community wellbeing and social inclusion ➢ Equitable access to community infrastructure and services

Outcomes	Strategic Actions	
2.1 A creative, educated community	2.1.1	Identify and promote opportunities for arts, cultural expression and the development of creative industries.
	2.1.2	Ensure cultural facilities and programming meets the needs of the community and regional development.
	2.1.3	Provide contemporary library facilities and services across the region to meet the needs of the community.
2.2 An active and healthy community	2.2.1	Plan and provide an integrated and accessible network of open space.
	2.2.2	Plan and provide facilities and programs that enable participation in sport and recreation.
	2.2.3	Establish partnerships with stakeholders to increase opportunity for participation in sport, recreation and community activity.
2.3 A safe, sustainable and resilient community	2.3.1	Maintain and improve health standards including food safety, immunisation and public health.
	2.3.2	Maintain and improve environmental standards including animal and pest management.
	2.3.3	Improve community safety through design, information and programs.
	2.3.4	Enhance disaster management preparedness and capability in collaboration with the community.
	2.3.5	Develop and implement effective community information and education programs in collaboration with key community stakeholders.
2.4 A connected and inclusive community	2.4.1	Build social capital through provision of accessible community infrastructure and programs.
	2.4.2	Provide equitable access to and advocate for a range of services, programs and facilities to address disadvantage and foster inclusion.

3 Natural Environment

The region's environmental assets including natural areas and resources, open space and agricultural lands, are conserved and enhanced for future generations.

Priorities	➢ Protecting, restoring and enhancing the environment ➢ A community that supports the environment and promotes sustainability

Outcomes	Strategic Actions
3.1 Green spaces, natural areas and natural resources are protected and well managed	3.1.1 Plan and manage open space, parkland and natural areas to eradicate pests and noxious weeds and promote biodiversity, water quality and community use.

4 Built Environment

Well managed, integrated and connected growth, respecting community, environmental and heritage values.

Priorities	➤ Compliant planning scheme that meets the needs of the community
	➤ Housing choice, affordability and wise settlement patterns

Outcomes	Strategic Actions
4.1 Sustainable urban and rural development	4.1.1 Ensure development accords with Carpentaria Shire Council's planning scheme, planning instruments, codes and legislation
4.2 A safe, equitable and integrated transport system	4.2.1 Implement an integrated and accessible transport system for the region, including a safe walking, cycling and public transport network.

5 Infrastructure and Asset Management

A well planned and maintained infrastructure network that is sustainable and enhances local character and identity.

Priorities	➢ Maximise utilisation of existing assets ➢ Sustainable infrastructure planning, provision and maintenance ➢ Infrastructure that supports development of the region ➢ Whole of life asset planning and costing

Outcomes	Strategic Actions
5.1 Integrated and timely provision and management of sustainable infrastructure and assets	5.1.1 Develop a Strategic Infrastructure and Asset Management Plan to guide the provision, maintenance, decommissioning, replacement and enhancement of Council assets and infrastructure.
	5.1.2 Ensure the provision and management of infrastructure and assets meet the needs and priorities of Council, the community and industry.
	5.1.3 Plan and implement urban improvement works which enhance local character and identity, conserve and improve the region's streetscapes and provide iconic parkland.
5.2 A safe and sustainable road network	5.2.1 Plan and deliver a safe, sustainable and efficient road network.
	5.2.2 Plan and deliver safe and effective stormwater management outcomes and a flood resilient region.
	5.2.3 Plan and deliver safe, sustainable and efficient airports and aerodrome services.
5.3 A safe and sustainable water network.	5.3.1 Plan, deliver and manage efficient and sustainable, high quality, water supply systems
	5.3.2 Advance water use efficiency and water cycle innovation throughout the region.
5.4 Sustainable waste management	5.4.1 Plan, deliver and manage efficient and sustainable waste and resource management services.
	5.4.2 Plan and deliver an integrated waste infrastructure network.
	5.4.3 Minimise the impacts of waste generation through modified consumer behaviour, effective recycling infrastructure and practices, and the reduction of emissions from landfill.
5.5 A sustainable sewerage network	5.5.1 Plan, deliver and manage a high quality sewerage network and treatment facilities.
	5.5.2 Effective and efficient use of recycled water.

6 Economy

A dynamic and diverse economy creating industry development and employment opportunities.

Priorities	
	➢ Carpentaria Shire is recognised as a unique tourist destination
	➢ Support infrastructure that sustains and promotes local business and industry within the shire
	➢ Strong working relationships with key State and Commonwealth government agencies
	➢ Build strong Regional relationships with adjoining Councils to gain a stronger voice

Outcomes	Strategic Actions
6.1 A strong and diverse economy	6.1.1 In partnership promote the region by supporting the growth of new and existing businesses.
	6.1.2 Ensure planning and infrastructure supports future economic growth.
	6.1.3 Plan and support local economic development
	6.1.4 Promote and develop Carpentaria shire as a unique destination and to manage tourism in a sustainable way

7 Governance

A well governed, responsive Council, providing effective leadership, management and respecting community values.

Priorities	➢ Council has high quality governance ➢ Council complies with its legislative obligations ➢ Council has good decision making processes in place ➢ Council keeps the community informed about its activities ➢ Council decisions are influenced though community engagement ➢ Council has in place good risk management strategies ➢ Provide quality service to both internal and external customers ➢ Build and maintain adequate reserves to ensure the long term sustainability

Outcomes	Strategic Actions
7.1 A Shire governed in consultation and partnership with the community	7.1.1 Ensure leadership and decision making is transparent, accountable and represents the current and future interests of the region's communities.
	7.1.2 Implement effective community consultation processes that enable participation, engagement and collaboration
	7.1.3 Develop and maintain community participation, partnerships and volunteer programs.
	7.1.4 Implement an effective information and education program to encourage community participation in decision making and build social capital.
7.2 Responsive and efficient customer service delivery	7.2.1 Continually review and enhance service delivery to ensure Council's responsiveness to customer and community expectations.
	7.2.2 Work collaboratively across Council to provide effective, efficient and coordinated outcomes.
	7.2.3 Build a culture of continuous improvement which recognises best practice.
7.3 Strategic management of Council	7.3.1 Develop and implement local laws, policies, standards and codes in accordance with legislative requirements and ensure compliance.
	7.3.2 Implement integrated strategic planning approaches across Council, including efficient and effective risk management.
	7.3.3 Implement sustainable financial management and effective procurement practices.

8 Innovation and Technology

Investing in innovation and technology which sustainably improves service delivery.

Priorities	➢ Appropriate use of technology and innovation to improve service delivery

Outcomes	Strategic Actions
8.1 Responsive and innovative processes & systems	8.1.1 Implement reliable and contemporary information, knowledge and management systems.
	8.1.2 Identify and implement process and system improvements, facilitating improved decision making.