CARPENTARIA SHIRE

CARPENTARIA SHIRE CORPORATE PLAN

2025 - 2029

It's a great place to work, live and play

Contents

Adopted by Council resolution at the Ordinary Meeting of Council in Normanton held <date>. Resolution number <TBC>.

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Carpentaria Shire Council would like to respectfully acknowledge the Gkuthaarn, Kukatj and Kurtijar peoples as the traditional owners of the lands and waters that form the Region. Council pays its respect to elders' past, present and emerging and welcomes the ongoing role that indigenous people play within the Carpentaria community.

Introduction

What is the Corporate Plan?

The Corporate Plan is the key strategic business plan for Carpentaria Shire Council. It is the medium-term organisational directions document that describes our key strategic themes and the strategic actions to be undertaken over the next five years, 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 five-year period.

The Corporate Plan does not detail the day-to-day business of Council but rather focuses on the strategic actions and is a road map to achieve its strategic themes.

An Operational Plan is developed each year that will detail the further actions Council will take during that year to achieve its Strategic Themes and Key Strategic Actions.

Legislative Context

Carpentaria Shire Council is governed by the Local Government Act 2009 and Local Government Regulation 2012 and operates in accordance with the five guiding principles contained in the legislation: -

- Transparent and effective processes, and decision-making in the public interest; and
- Sustainable development and management of assets and infrastructure, and delivery of effective services; and
- Democratic representation, social inclusion and meaningful community engagement; and
- Good governance of, and by, local government; and
- Ethical and legal behaviour of councillors, local government employees and councillor advisors.

The legislation stipulates the Local Governments must develop a Corporate Plan.

Corporate Planning Framework

The Corporate Planning Framework links together the various components of the corporate planning process and defines how our departments and individuals contribute to the success of the organisation in delivering services to the community.

Annually Council will prepare an operational plan and budget to ensure that we implement and fund initiatives and projects that deliver on the Key Strategic Actions and the Key Strategic Themes identified in the Corporate Plan.

Measurement of our success will be documented and reported against in the Annual Report. Monitoring during the year will be through the reports from the CEO against the Operational Plan presented quarterly.

Strategic Alignment

Corporate Plan	Operational Plan	Long Term Financial Plan	Annual Report

Departmental Plan	Asset Management Plan

Monitoring and Measuring Our Performance

To monitor performance, Council will establish performance indicators as outlined below: -
- Corporate Plan indicators – outlined under the key strategic themes and focused on delivering the key strategic actions. Reported to Council annually by the CEO and included in the Annual Report following the completion of the annual financial statements audit.
- Operational Plan indicators – progress reporting against the Operational Plan is provided to Council and the community on a quarterly basis.

Several other strategic and planning documents are also adopted by Council and contain measures for success. These include our Budget, long term financial sustainability plan, and long-term asset management plans.

Vision, Mission and Core Values

OUR VISION

We are unique in Queensland, the only place where the "Outback meets the Sea". We are the only place in the Gulf where it is possible to drive on a bitumen road to a major port that has ready access to Asian markets. We have a multi-faceted tourism industry. This is the only place where tourists can experience both the Outback and the majesty of sunsets over the Gulf.

We grow our own professionals that meet the needs of the community. Our residents benefit from a vibrant, growing and sustainable circular economy. Sustainable development delivers our community aims and ensures that it is a place where residents can still go down to the river after work and catch a fish. This is a place that our children can grow up still experiencing the safe lifestyle we enjoyed in earlier generations while accessing modern town facilities.

"Outback by the Sea – It's a great place to work, live and play."

OUR MISSION

We work constructively as a team to advocate for the community, deliver quality service, protect our lifestyle and deliver corporate plan outcomes.

OUR VALUES – What Will Govern Our Behaviour as a Council

- Strong Leadership: Our community deserves leadership with integrity, unity, and consistency.
- Respect and Teamwork: We know that great outcomes for our region are only possible through teamwork.
- 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 – Positive and Professional: We aim to do the best for our community all the time, every time. We are not interested in blame, but we want to find the best solutions to problems.
- Informed Decision Making: We need to make sure we have the best information when making decisions.
- Realistic Goals: We believe in dreaming with our eyes open and focusing on what is available.

Key Strategic Themes

The following pages outline Council's Key Strategic Themes and the Key Strategic Actions to be undertaken to achieve Councils long term vision.

The key strategic themes of Carpentaria Community, Carpentaria Environment, Carpentaria Economy and Carpentaria Governance.

- COMMUNITY: The key objective is to maintain a safe, healthy, and equitable community that celebrates diversity and enjoys a quality lifestyle.

- ENVIRONMENT: The key objective is to maintain the region's environmental assets including natural areas and resources, open space, and agricultural land, are conserved and enhanced for future generations.

- ECONOMY: The key objective is to ensure a dynamic and diverse economy creating industry development and employment opportunities.

- GOVERNANCE: The key objective is to facilitate a well governed, responsive Council, providing effective leadership and management, and respecting community values

The themes will be realised with the following key strategic actions – those actions that will be undertaken by Council during the next five years. The key strategic actions will be further broken down in the annual Operational Plan and Budget highlighting the projects to be undertaken to assist in achieving for our community. The key strategic actions will be reviewed after the five years.

COMMUNITY

The key objective is to maintain a safe, healthy, and equitable community that celebrates diversity and enjoys a quality lifestyle.

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
1.1	Council is actively engaged with and responsive to youth in the community.	Continue to support activities and programs that provide for the Youth within the Shire.	Level of support for youth programs.	Number of activities supported.	4 per annum	Deliver	Collaborate
		Establish a youth advisory committee and invite collaboration with community youth and schools on proposed Council plans.	Committee establishment	Progress with establishment	Complete by end of 2025	Deliver	
1.3	Formal tenure arrangements support the use of Council's Facilities by the community.	Develop standard leases for the various groups and which utilise Council facilities.	Progress with leases being put in place.	% of leases finalised.	100% per annum	Deliver	Collaborate
1.5	Aged and disabled community members have access to services that meet their needs.	Plan for the Regions' ageing demographic and support the health and aged care sectors.	Advocacy action	Number of advocacy activities.	2 per annum	Advocate	Collaborate
1.5	The community maintain the ability to respond to natural disaster events.	Regularly review the Local Disaster Management Plan to ensure all disasters are well managed.	Plan currency	Frequency of plan review.	Annual	Deliver	Collaborate

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
1.6	A sport and recreation plan is in place.	Develop a new sport and recreation plan.	Plan development progress.	Date of plan adoption.	Dec-25	Deliver	Collaborate
1.7	Childcare services meet community needs.	Recruit, retain and develop professional staff.	Childcare staffing levels.	Vacancy rates	<10%	Deliver	
1.8	Maintain and develop community facilities.	Develop facilities management plans for Council community facilities.	Plan development progress.	% of plans finalised.	25% per annum	Deliver	Collaborate
1.9	A cultural strategy is in place.	Develop a cultural strategy that addresses Arts, visiting performance, festivals, events, etc.	Strategy development progress.	Date of strategy adoption.	Dec-26	Deliver	Collaborate
1.10	The amenity of Karumba meets community expectations.	Develop a master plan for Karumba.	Plan development progress.	Date of plan adoption.	Dec-26	Deliver	Collaborate
1.11	Reconciliation action plan is adopted.	Engage with the community to inform the establishment of a RAP	Plan development progress.	Date of plan adoption.	Dec-26	Deliver	Collaborate

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
1.12	Normanton sports precinct masterplan	Seek funding to deliver planned masterplan actions.	Progress with actions implementation.	% of actions completed each year.	20%	Deliver	Collaborate
1.13	Landsborough street Masterplan	Seek funding to deliver planned masterplan actions.	Progress with actions implementation.	% of actions completed each year.	20%	Deliver	
1.14	Normanton and Karumba Masterplans	Undertake planned masterplan actions.	Progress with actions implementation.	% of actions completed each year.	20%	Deliver	
1.14	School Dam masterplan.	Seek funding to deliver planned masterplan actions.	Progress with actions implementation.	% of actions completed each year.	20%	Deliver	
1.15	The cultural heritage of the shire is maintained.	Develop the Early Explorer's project.	Project development progress.	Date of project adoption.	Dec-28	Deliver	
		Maintain built heritage cultural sites.	Site maintenance.	Programmed works carried out.	100%	Deliver	
		Conduct a heritage signs audit.	Audit progress.	% of signs reviewed.	100%	Deliver	
		Refresh heritage walk map.	Heritage walk map currency.	Progress with map refresh.	Complete	Deliver	

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
1.16	Quality reliable television and radio broadcasting services.	Investigate reliable service options.	Service upgrades.	Date of new service being operational.	Dec-25	Deliver	
1.17	Animal Management	Investigate options for an animal pound upgrade.	Pound upgrade complete.	New pound built.	100%	Deliver	
1.18	Cultural liaison officer supports efficient operations	Investigate and report to Council on establishment of a cultural liaison officer's position.	Report provided to Council.	Report provided to Council.	Dec-25	Deliver	
1.19	Health services meet community needs	Support and advocate for enhanced health services	Number of advocacies.	Number of advocacies.	4 per annum	Deliver	

ENVIRONMENT

The key objective is to maintain the region's environmental assets including natural areas and resources, open space, and agricultural land, are conserved and enhanced for future generations.

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
2.1	Council's Coastal Hazard Adaptation Strategy has been implemented.	Seek funding to assist with the implementation of the recommendations contained in the Carpentaria Shire Coastal Hazard Adaptation Strategy.	Securing program funding.	% of required funding secured.	100%	Deliver	Advocate
2.2	Flyway Site Network areas support visitation by migratory birds.	Continue to support the development of the Flyway Site Network areas along the Gulf Coastline.	Program support.	% of support requests agreed to.	100%	Deliver	Advocate
2.3	A Wetlands Management Plan for the Mutton Hole Wetlands Conservation Park is in place.	Review the Wetlands Management Plan and business case for the Mutton Hole Wetlands Conservation Park when traditional ownership has been established.	Progress with plan reviews.	Revised plans are adopted.	Complete	Deliver	Collaborate

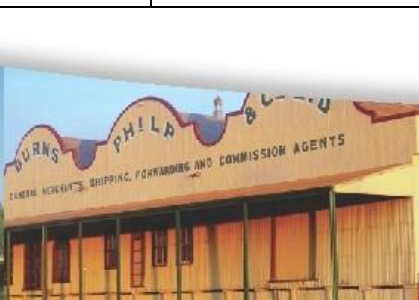| #	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
2.5	Biosecurity management enhances the environment.	Implement the recommendations contained with the Biosecurity Plan - Pest animals and plants.	Plan implementation.	Progress with recommended actions.	Ongoing.	Deliver	
2.6	A regional biosecurity plan is in place.	Contribute to the development of a Regional (NWQROC Member Councils) Biosecurity Plan and implement recommendations.	Plan implementation.	Progress with recommended actions.	Ongoing.	Collaborate	Deliver
2.7	Biosecurity officers based in the gulf region.	Advocate to have biosecurity officers positions allocated to the gulf.	Lobbying activity.	Number of activities per annum.	2	Deliver	Advocate
2.8	Council's Coastal Hazard Adaptation Strategy has been implemented.	Seek funding to assist with the implementation of the recommendations contained in the Carpentaria Shire Coastal Hazard Adaptation Strategy.	Securing program funding.	% of required funding secured.	100%	Deliver	Advocate

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
	Flyway Site Network areas support visitation by migratory birds.	Continue to support the development of the Flyway Site Network areas along the Gulf Coastline.	Program support.	% of support requests agreed to.	100%	Deliver	Advocate
2.10	A Wetlands Management Plan for the Mutton Hole Wetlands Conservation Park is in place.	Review the Wetlands Management Plan and business case for the Mutton Hole Wetlands Conservation Park when traditional ownership has been established.	Progress with plan reviews.	Revised plans adoption.	Complete	Deliver	Collaborate
2.11	Prosecution for illegal dumping of rubbish.	Maintain education campaign and encourage community to report illegal dumping.	Increase in number of illegal dumping occurrences reported.	Increase in number of prosecutions.	10%	Deliver	
2.12	Management of green waste in Karumba.	Develop green waste strategy for Carpentaria Shire.	Strategy Delivered.	Actions from strategy implemented.	100%	Deliver	

ECONOMY

The key objective is to ensure a dynamic and diverse economy creating industry development and employment opportunities.

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
3.1	The Economic Development Strategy is being implemented.	Review and renew the Carpentaria Shire Economic Development Strategy projects.	Strategy development progress.	Date of strategy adoption.	Dec-26	Deliver	
3.2	Carpentaria Shire is included in the opportunities and benefits identified through the North West Minerals Provence Economic Diversification Strategy.	Continue to participate in the North West Minerals Provence.	Strategy involvement.	Number of engagements with the group.	2 per annum	Collaborate	Deliver
3.3	A sustainable tourism sector.	Review and renew the Tourism Strategy to include new and existing initiatives.	Strategy development progress.	Date of strategy adoption.	Dec-26	Deliver	Collaborate
3.4	Savannah way sealing program maintained.	Continue to pursue funding for the sealing of the unsealed sections of the SAVANNAH WAY – Australia's Adventure Drive.	Funding.	Amount of funding secured.	$1m per annum.	Advocate	Collaborate
3.5	The housing strategy being implemented.	Finalise the rent to buy scheme.	Scheme progressed.	Date of scheme adoption.	Dec-25	Deliver	Advocate
		Finalise the purchase of land in Ellis Street.	Purchase progress.	Date ownership secured.	Dec-25	Deliver	
		Source funding for the Gough Street development.	Funding.	% of required funding secured.	100%	Deliver	Advocate

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
3.6	Dixie way upgrade, (Burke Development Road to Peninsular Development Road) is complete.	Continue to source funding for road upgrades.	Funding.	Amount of funding secured.	$1m per annum.	Advocate	Collaborate
3.7	Quality reliable Telecommunications.	Continue advocating for the establishment of enhanced services to the Shire.	Advocacy activity.	Number of engagements with the group.	2 per annum	Collaborate	
3.8	Buy Local gift card system established.	Investigate and if feasible, establish a buy local card system for the Shire.	Feasibility determination.	Progress with investigation.	Complete by Dec 2025.	Collaborate	Deliver
3.9	Industrial land is available.	Progress new industrial development to sale stage.	Land development progress.	Date land is available for sale.	Dec-26	Deliver	
3.10	Normanton airport terminal and apron is upgraded and expanded.	Source funding to construct an expanded airport parking apron.	Funding.	% of required funding secured.	100%	Deliver	Advocate
		Develop concept plans for the upgrade of the Normanton airport terminal.	Concept development progress.	Date of concept plan adoption.	Dec-25	Deliver	
		When plans are adopted, seek funding options for upgrade construction.	Funding.	% of required funding secured.	100%	Deliver	Advocate
3.11	New planning scheme is adopted.	Finalise flood study report and present to Council for consideration.	Scheme adoption progress.	Date scheme adopted.	Dec-25	Deliver	

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
3.12	Sustainable future development of the port of Karumba.	Work in collaboration with Gulf Savannah Development on the business plan for the development of port of Karumba.	Plan development progress.	Date of plan adoption.	Dec-26	Collaborate	Deliver
3.13	Century mine infrastructure remains in place when the operator closes.	Advocate strongly with the DNR to require existing infrastructure to be retained.	Advocacy activity.	Number of engagements	4 per annum	Collaborate	
3.14	Circular economy strategy is in place.	Develop a circular economy strategy with the first element being waste.	Strategy development progress.	Date of strategy adoption.	Dec-26	Deliver	Collaborate
3.15	The community grows its own professionals.	Support traineeships and apprenticeships and localised education opportunities.	Apprentice and trainee engagement.	Number of apprentices and trainees on staff.	>4	Deliver	
		Advocate for a country university.	Advocacy activity.	Number of engagements	2 per annum	Collaborate	
3.16	Reliable electricity supply.	Advocate to link power line from Century Mine to Doomadgee, Burketown and Normanton to the existing network.	Advocacy activity.	Number of engagements	4 per annum	Collaborate	
3.17	A secure and reliable water supply.	Continue to investigate options to upgrade existing aging infrastructure to enhance reliability.	Investigation progress.	Investigation report completion.	Dec-26	Deliver	

GOVERNANCE

The key objective is to facilitate a well governed, responsive Council, providing effective leadership and management, and respecting community values
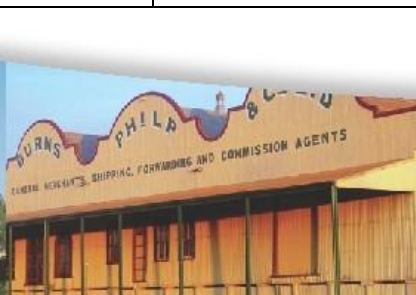
#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
4.1	A planned and safe workforce.	Develop and implement of a workforce strategy.	Strategy development progress.	Date of strategy adoption.	Dec-25	Deliver	
		Review and update the People Management framework.	Framework review progress	Date framework adopted.	Dec-25	Deliver	
		Promote the development of local and existing Council staff and allow progression and succession.	Programmed training.	Date training and development plan implemented.	Dec-25	Deliver	
		Maintain compliant WH&S systems that enhance staff safety.	Staff safety.	Number of incidents.	<4 per annum.	Deliver	
4.2	A financially sustainable organisation.	Provide regular reporting on financial sustainability ratios.	Reporting activity.	Frequency of reports.	Quarterly	Deliver	
4.3	An efficient and effective organisation.	Develop systems that promote continuous improvement.	Business improvement	Number of processes reviewed.	8 per annum.	Deliver	
4.4	Quality customer service.	Adopt and implement a customer service charter.	Charter development progress.	Date of charter adoption.	Dec-25	Deliver	

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
		Enhance the Council website to improve customer online interaction.	Online functionality.	Number of online services established.	2 per annum.	Deliver	
		Establish a new telephone system to ensure adequate customer access.	Telephone accessibility.	Date of telephone system go live.	Jun-25	Deliver	
		Establish a quality complaints management system that allows data recording and reporting.	Progress with implementation of a customer request management system.	Date system introduced.	Dec-26	Deliver	
4.5	Safe and reliable community infrastructure.	Review, update and implement asset management plans.	Asset management plan implementation.	% of planned activities conducted.	100%	Deliver	
4.6	The community has confidence in Council.	Provide code of conduct training at induction and on a regular basis.	Workplace ethics.	Number of COC breaches.	< 2	Deliver	
		Monitor and report on Code of Conduct breaches.	Reporting.	% of COC breaches reported.	100%	Deliver	
		Registers of interests are maintained in accordance with mandatory requirements.	Compliance.	Number of declarations that are out of date.	Nil	Deliver	
4.7	The community is well represented.	Review and update the Advocacy Action Plan.	Plan development progress.	Date of plan adoption.	Dec-25	Deliver	Collaborate

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
		Maintain representation on the NWQROC, WQAC, NWRRTG, QWRAP, and relevant bodies.	Regional engagement.	% of events attended.	>80%	Deliver	Collaborate
4.8	Councillors work productively as a team.	Establish options for activities to enhance Councillor interaction and cooperation.	Councillor teamwork.	Number of team building activities undertaken.	>2	Deliver	
4.9	A well informed and skilled Council.	Identify and invite Councillors to participate in development opportunities.	Councillor skill development.	Number of development activities undertaken per Councillor.	>2	Deliver	
4.10	Quality financial management.	Resource the financial management function to ensure that statutory requirements are met.	Audit result.	Number of unresolved matters from previous audit.	Nil	Deliver	
4.11	Best practice risk management.	Review and maintain a comprehensive risk management function.	Risk oversight.	Number of risk register reviews.	4 per annum.	Deliver	
4.12	A well-managed fleet operation provides positive outcomes.	Maintain monitoring and reporting to enhance fleet performance and deliver positive revenue outcomes.	Return on capital.	% ROC delivered.	7%	Deliver	
4.13	Internal audit provides adequate assurance.	Ensure internal audit plans are informed by the risk register and reports are reviewed and acted on.	Reporting	Reporting frequency	Quarterly	Deliver	

#	Outcome	Strategy	Performance Indicator	Measure	Target	Primary	Secondary
4.14	Compliant and effective reporting.	Officer's reports reference corporate plan, risk register, legal and financial implications.	Reporting compliance.	Reports that do not address required matters.	Nil	Deliver	
		Ensure all statutory reports are prepared and delivered in a timely manner.	Reporting compliance.	Reports that are not prepared on time.	Nil	Deliver	
4.15	Effective records management	Maintain effective systems to ensure quality and compliant records management.	Compliance.	Number of unresolved record management in ternal audit outcomes.	Nil	Deliver	
4.16	Effective and productive Council meetings.	Councillors are well informed through workshops.	Conduct of workshops.	Frequency of Councillor workshops.	Monthly.	Deliver	
		Agendas, minutes and business papers are comprehensive and provided in a timely manner.	Compliance.	Number of agendas that are not provided on time.	Nil	Deliver	