MCKINLAY SHIRE COUNCIL

CORPORATE PLAN

2016-2021

Contents

Introduction

Corporate Plan

The Corporate Plan 2016 – 2021 is Council's principal strategic document. It provides a five-year framework for identifying the priority issues and outcomes.

It guides how Council and its organisation will direct planning and resources to these issues and outcomes over the next five years.

Statutory requirements in corporate planning

The Local Government Act 2009 and Local Government Regulation 2012 require Council to consider its role in relation to the following matters when identifying the local and regional issues affecting its area:

(a) development of art or culture

(b) disaster management

(c) economic development

(d) environmental management

(e) maintenance, restoration or replacement of infrastructure in its area

(f) public health management

(g) managing issues relating to the following:

   (i) community development

   (ii) human services

   (iii) housing for people living in the area

   (iv) population change.

Also, a local government must, when identifying the local and regional issues affecting its area, have regard to any foreseeable future issues that may affect its area. Council has reviewed its role in relation to these matters during the plan's drafting stage and will address them through the strategies listed in this document.

Corporate Plan
Shire Profile

Scale

Size	40 818 sq/km
Population	1,050
Key Localities	Julia Creek (500)
	McKinlay (30)
	Kynuna (20)
	Nelia (10)
Major Industries	Grazing, mining ventures at Cannington South32 (the largest producing of silver and lead in the world) ,Eloise Mine and Tourism.
Budget - Operational	$24,000,000
Budget - Capital Works	$13,000,000

Infrastructure

Road lengths	2088.17 km
Council owned road	1679.26 km
Aerodromes	3
SES buildings	3
Medical Centre	2
Amenities block	6
Aged persons unit	8
Caravan Park	1
Cattle Yards	1

Workforce

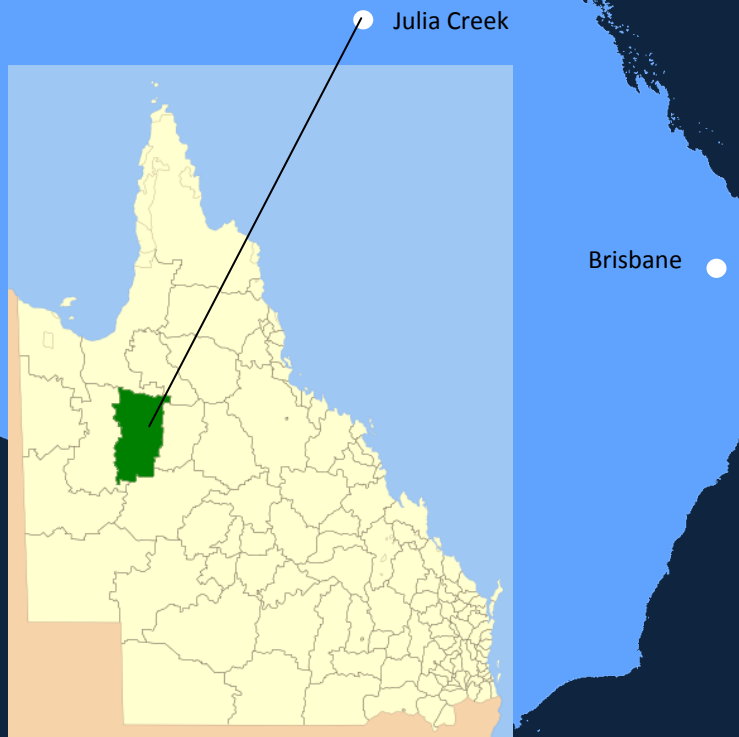|	
Employees	66
Permanent	40
Permanent Part Time	3
Contract Executive and Managerial	5
Contract Other	2
Casual	16

Community Centres

Julia Creek Civic Centre
CSA Building
Julia Creek Library
McKinlay Library
HACC Centre
McKinlay Community Hall
Jan Eckford Memorial Centre
Crafty Old School House
Fr. Bill Busuttin Centre

Recreation Facilities

Julia Creek Indoor Sports Centre
Julia Creek Swimming Pool
Julia Creek Participation Space
Bike Safety Park
Kev Bannah Oval
McIntyre Park
Tennis Courts
Nerida Currin Skate Park
George Sills Park
Peter Dawes Park
Centenary Park

McKinlay Shire is the gateway to the Gulf of Carpentaria. The shire spans some 41,000 square kilometres and embraces the townships of Julia Creek and Nelia on the Flinders Highway, and McKinlay and Kynuna on the Matilda Highway. Julia Creek is the main town, and is located approximately 650 kilometres west of Townsville and 225 kilometres east of Mount Isa.

A rural and regional shire, McKinlay is home to a productive and innovative pastoral industry, as well as the world's richest single mine producer of silver, lead and zinc at Cannington, and a copper mine in Eloise. The world's largest natural aquifer, the Great Artesian Basin, underpins and supports our community and the diversity of rich grazing lands and unique animal life the shire has to offer.

McKinlay Shire has a proud history and flourishing industries, and is a close family community. Looking into the future, it is set to enter a steady growth phase as more people discover this little gem of the North West.

Our Vision and Mission

A sustainable community

A great place to live with a well connected, strong, healthy and friendly community, McKinlay Shire will continue to sustain and grow as a place that represents the best aspects of outback living. McKinlay Shire supports a growing population to meet the key thresholds for social, health, education and commercial services and also underpins a sustainable, diversified rural economy. The community welcomes new industries that contribute to its overall vision and sustainability.

Ongoing improvements to infrastructure, amenities and services will continue to improve the healthiness and quality of life for residents and make McKinlay Shire an increasingly attractive and connected place for residents, tourists and visitors. Through good governance and partnerships, we strive to achieve quadruple bottom line outcomes that maximise the social, cultural, environmental and economic benefits of all our future actions.

A well-managed shire

A focus on Council's leadership and management of the shire and its assets.

A sustainable environment

A focus on the shire's built and natural environments and supporting infrastructure.

A vibrant community

A focus on the health, wellbeing and general quality of life for the community.

A strong economy

A focus on economic development to create employment growth and opportunity.

Asset Management

Financial Sustainability

Message from Mayor and CEO

We are pleased to present the McKinlay Shire Council Corporate Plan 2016-2021 to our community and stakeholders.

It is a requirement that Council prepare a 5 year Corporate plan which outlines the future strategic direction of the McKinlay Shire. From recent community consultation meetings Council has taken the opportunity to develop a new Corporate Plan that will focus on highlighted community needs and expectations, incorporating these into this strategic planning document.

This plan is a corporate response to meeting the medium and long term needs of the McKinlay Shire Community and addresses a wide variety of issues which are presented under themes in line with Council's organisational structure of; Governance and Partnerships, Economic Development, Engineering, Environment & Regulatory, Community Services and Corporate Services.

This plan is primarily the responsibility of Councillor's, guiding decision making by current and future Councils. Furthermore it provides management with clear strategic directions on matters relating to planning, infrastructure, services and facilities. The identified strategies are addressed on a yearly basis through the Council Operational Plan and associated budget which is focused on the community's vision and priorities.

Council has taken great pride in the development of this Corporate Plan and is committed to meaningful communication and accountability to the community and therefore will report on its progress to the community each year in the Council Annual Report.

This Corporate Plan is a living document which will be reviewed regularly to ensure that it remains current and responsive to the views of the community enabling continued improvement and sustainability for the McKinlay Shire in a changing economic and social environment.

We would like to take the opportunity to thank the community for their contribution, and to recognise the efforts of staff and elected members in compiling and producing this realistic document and giving all stakeholders a clear picture of the Shire's future.

Cr. Belinda Murphy Mayor   Interim Chief Executive Officer

Our Organisation

ELECTED MEMBERS

The Current Council of McKinlay Shire was elected on 5th April 2016 and comprises of:

| **Mayor** | **Deputy Mayor** | **Councillor** | **Councillor** | **Councillor** |
| Belinda Murphy | Neil Walker | Philip Curr | Janene Fegan | Shauna Royes |

MANAGEMENT TEAM

Chief Executive Officer

Director Environment and Regulatory Services
Geoff Rintoul

Director Corporate and Community Services
Tenneil Cody

Director Engineering Services
Brian Wood
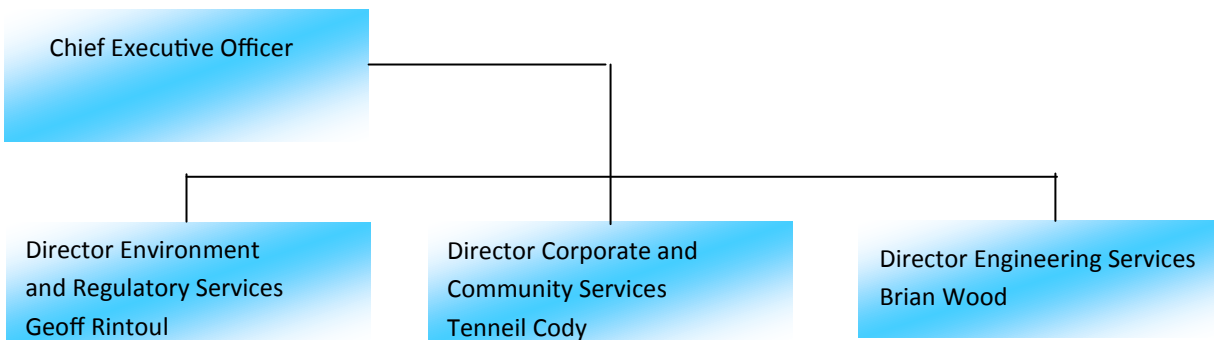
Organisational Structure

Our structure consists of various departments that contribute to McKinlay Shire Council's overall mission and goals. Works, Tourism, Finance, Accounting, Human Resource and Community Services are just a few departments that work within this structure that contribute to a successful Local Government.

Key
- ☐ Part-time Position
- ☐ Casual Position
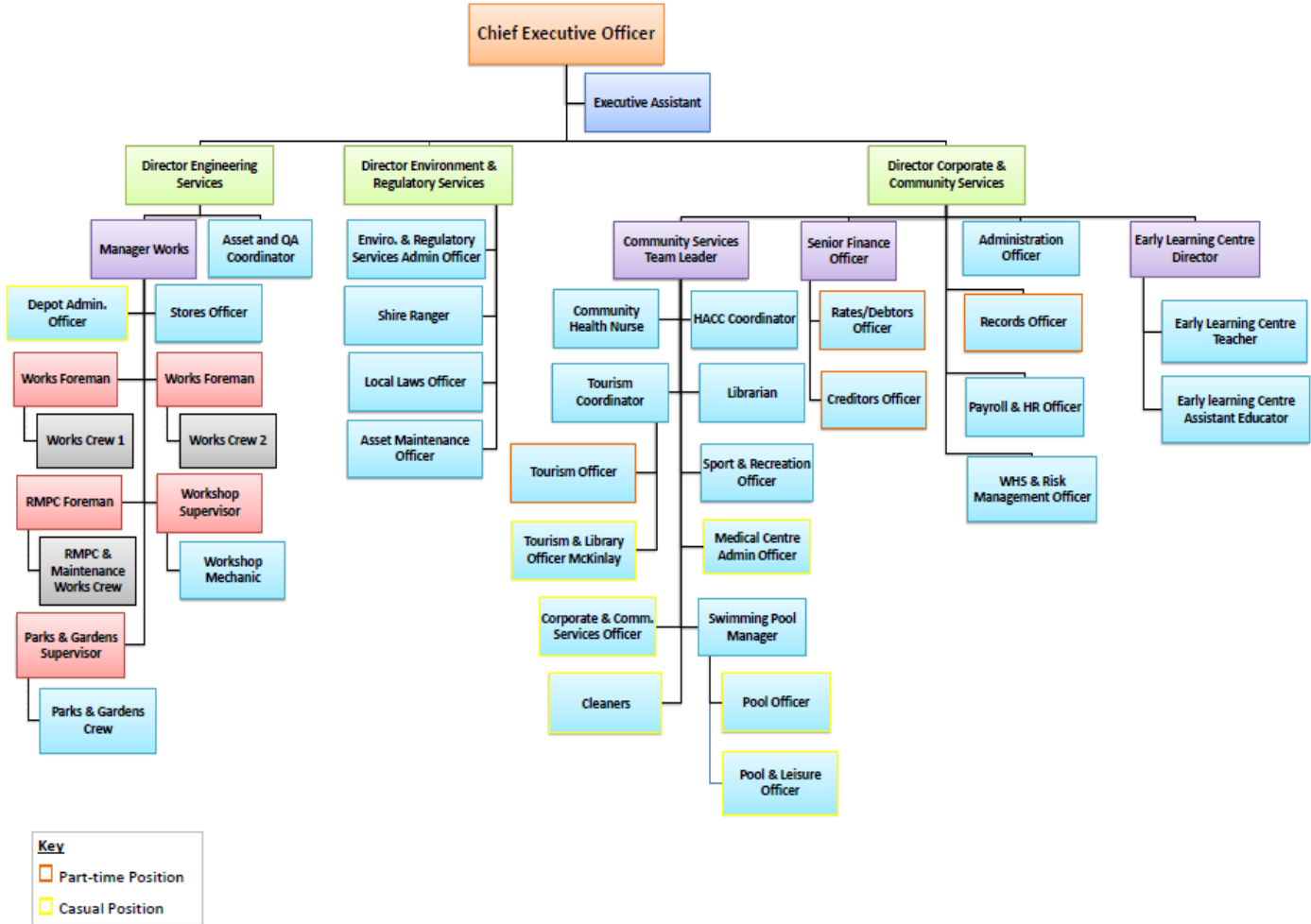
Corporate Planning and Reporting Framework

This Corporate Plan will guide Council's decision-making for the next five years.

These Corporate Plan programs align to the responsibilities of Council's administrative organisation, so that objectives of each of these programs and strategies adopted to achieve those objectives become the responsibility of Council's Executive Management team.

Corporate Plan programs	Organisational structure
Governance & partnerships Economic development	CEO's office
Shire infrastructure	Engineering and works
Health, safety and development Environmental management	Environmental health and community law
Community services and facilities Corporate Services	Corporate & community services

Governance Model

This Corporate Plan is now a key component of Council's governance model. It is a coordinated and interlinked series of governance documents designed to drive the strategy formulation of Council. It incorporates the:

- Corporate Plan

- Resourcing Strategy

- Workforce Plan

- Asset Management Plan

- Long Term Financial Plan.

Operational Plan

Each financial year, Council prepares an Operational Plan which outlines specific outputs, activities and measures in response to the Corporate Plan's direction.

The Operational Plan subsequently provides direction to Council in respect to the annual budgeting process.

Reports that assess progress towards implementing the Corporate and Operational Plans are presented to Council at least every three months.

At the end of each financial year, Council's overall performance against the Operational Plan and success to date in addressing the Corporate Plan outcomes are reported to the community via an Annual Report.
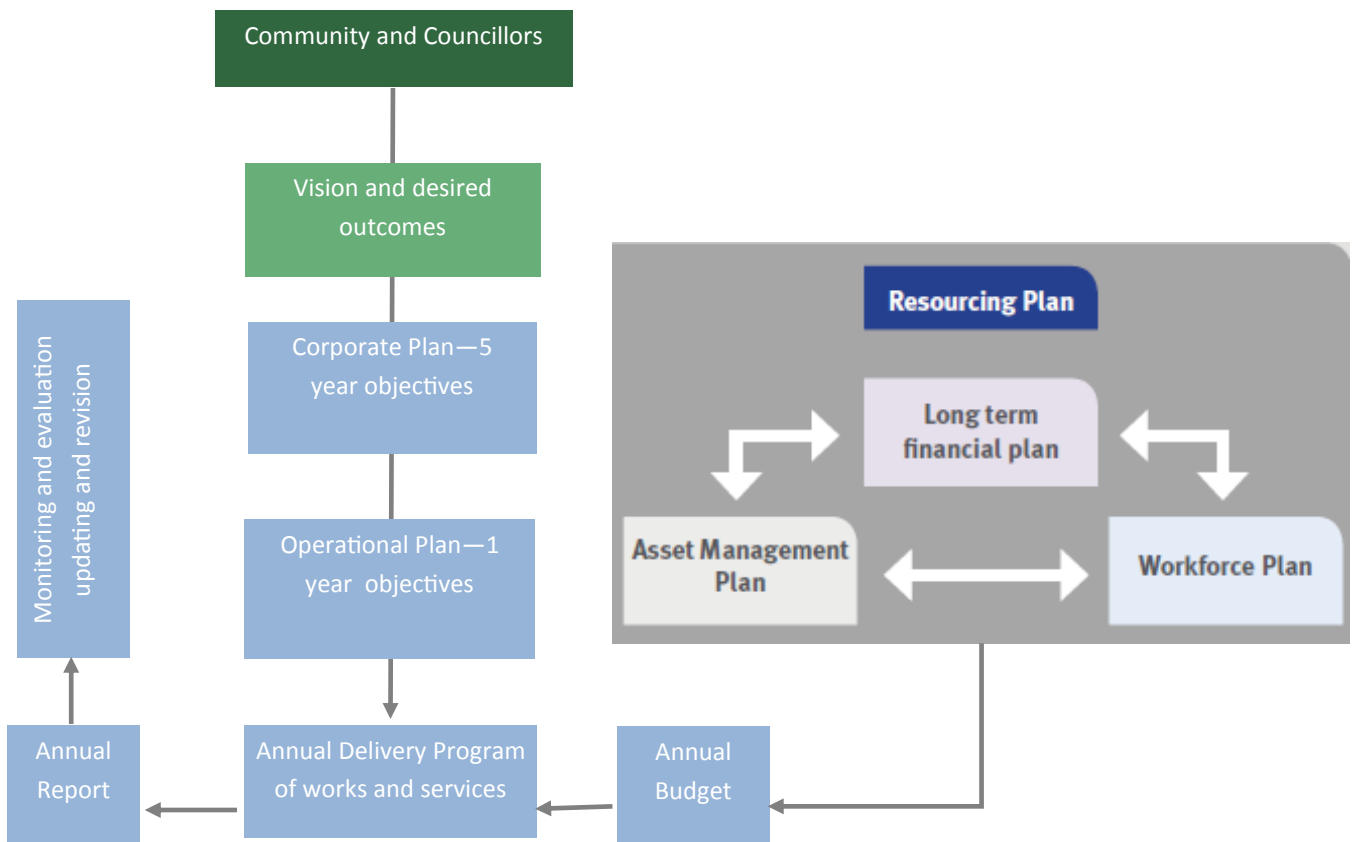
Corporate Plan
Programs and Strategies

The following pages outline the strategies Council intends to deliver over the next five years to help achieve the strategic goals of Council. These strategies will be delivered through several identified program areas:

Corporate Services

Community Services and Facilities

Economic Development

Engineering Services

Governance & Partnerships

Environment & Regulatory Services

Glossary of terms

Program: The particular outcome areas of the Corporate Plan where common or related functions and activities can be planned and executed in a coordinated manner. These activities are usually, but not always, contained in the same management area of the Council's organisation. The term 'sub-program' is used to describe a logical subdivision of the program area.

Objective: The result that Council's activity in the program area is designed to produce.

Key strategy: The particular direction Council will seek to follow to achieve its objectives in a program area.

The following programs and their related sub-programs and key strategies will guide Council and its organisation in directing planning and delivery efforts over the next five years.

1. Corporate Services

To provide Council with a professional, efficient and responsive organization that manages the strategic and operational activities and resources of the Council, focusing on effective outcomes and financial sustainability.

Objective	Strategy	Measure	Target
1.1 Sound Financial Management	Provide professional and dedicated personnel, efficient systems and procedures to manage Council's finances effectively	Compliance with Operational Plan Long Term Financial Plan Annual Budget developed compliant with Legislation External Audit Report Number of Risks identified	100% Developed and Adopted 100% 3
1.2 Effective information systems	Plan, provide and maintain efficient information gathering, recording and reporting systems to support management and operations of the organisation.	Compliance with Public Records Act 2002 Response time to Stakeholders	100% 3 working days
1.3 Workforce management	Execute effective recruitment, induction and retention policies and practices, including incentives to relocate	Average term of staff service	Equal to State average
1.4 A nurturing workplace environment	Provide support for employees that nurtures positive values, develops effective skills and supports a humanistic approach to relationships in the workplace	Council data demonstrates increase in qualified/skilled employees	5% increase
1.5 Effective industrial relations	Maintain an effective industrial relations policy that minimises conflict and produces collaborate enterprise agreements	Collaboratively formed 2015 EBA registered	1 July 2015

2.0 Community Services and Facilities

Provide a range of human services and community facilities, either directly, in partnership or by external parties, that meet the recreational, social, community support and cultural needs of the community and visiting tourists.

Objective	Strategy	Measure	Target
2.1 Community services and support	Plan and provide services and financial support to individuals and organisations for community development and welfare purposes (including community connectedness)	$ Amount of funding for Sponsorships, donations and grants	Minimum $25,000
2.2 Early learning Service availability	Provision of early learning service in Julia Creek. Provide high quality care that promotes learning, development and positive self concept in a secure and supportive environment that is responsive to the child, team members, families and community needs.	Service availability	Full Time service Monday - Friday
2.3 Aged care	Provide services to support aged citizens in their own homes and provide public housing where appropriate	Aged Care Standards compliance	Maintain accreditation and increase service provision
2.4 Heritage and cultural preservation - Preserve and maintain historic and culturally significant facilities and encourage cultural development through support of the arts	Provide or source funding to carry out Arts & Cultural activities in line with Council Arts & Cultural Policy	Policy compliance $ Amount of Funding	100% >$5,000
2.5 Community facilities	Provide and maintain physical and built facilities for use by the community	Implement Asset Management Plan recommendation	100%
2.6 Recreation and sport - Provide, maintain and manage recreation and sporting facilities within the shire to meet the needs of the community	Develop and implement Sport & Recreation Plan for the Shire	Percentage of Implementation of plan recommendations	100%
2.7 Festivals and events	Plan, organise and resource appropriate festivals and public events and support those convened by others within the shire	Financial support to NFP groups running community events Community engagement with Events Committee	Minimum 4 events per FY
2.8 Library services - Provide library services to the main centres of population in the shire	Partner with the State Library of Queensland to deliver library service to shire residents	Alignment with VISION 2017 for Queensland Public Libraries	100%

3.0 Economic Development

To proactively grow a stronger, more competitive and diverse economy, both locally and within the region, through providing support and investment in both business development, local employment opportunities and tourism development.

Objective	Strategy	Measure	Target
Industry and employment promotion			
3.1 Regional links	Build strong links with adjoining local governments and key external organisations to promote economic and employment development in the shire.	Membership of regional groups	2 (Mitez and NWROC)
3.2 Business attraction	Promote and encourage businesses to locate in the shire and provide incentives to local businesses to expand, including incentives to create employment opportunities	Number new businesses to the shire	2
3.3 Community business development	Promote projects and business opportunities appropriate to Council's capacity as an economic entity within the region	Number of initiatives implemented	2
3.4 Economic infrastructure	Advocate and encourage economic development infrastructure and services (including private housing) to underpin capacity and connectivity in the region	Number of renewed or new infrastructure and/or services	2
3.5 Renewable energy opportunities facilitated	Research and promote renewable and alternative energy sources (Advocate on behalf of industry proponents)	Kilowatts renewable energy installed	150kW
Tourism and area promotion			
3.6 Support local and regional initiatives in tourism promotion and information services for the shire and the region	Develop, adopt and implement Tourism Business plan including Tourism Strategy	Visitor Information Centre Numbers	>10,000

4.0 Engineering Services

To provide and maintain infrastructure assets to meet the existing and future needs of the shire for economic and social connectivity and for utility services.

Objective	Strategy	Measure	Target
4.1 Road Construction	Develop road networks to support shire industry and development	Length of prioritized and applicable unsealed roads is reduced. Improve length of time Shire roads remain open by prioritizing work on sections that restrict vehicle access during wet periods	5km of seal per year Reduced length of time roads are closed for similar rainfalls
4.2 Road Maintenance	Provide services to maintain shire roads, town streets and associated drainage	Carry out works in line with Works Plan and budget. Develop and implement plans for better utilization of labour and hire equipment so as to improve productivity	90% Increase in completed works at the same standard and expenditure of previous works.
4.3 Recoverable Works	Maintain capability in the workforce to undertake works on behalf of government departments	Comply with guidelines and funding conditions including QA and timeframes.	100% Compliance
4.4 Asset Management	To achieve full financial and operational integration of asset planning, maintenance, replacement and service delivery	Develop and implement asset management plan improvements to ensure infrastructure design and construction is fit for purpose and minimizes whole life costs	Majority community satisfaction, long term sustainability and sound asset renewal indicators.

4.5 Airport	Provide, maintain and operate Airport facilities	Ensure air travel connectivity for the McKinlay Shire community	
4.6 Main Roads & NDRRA	Increase status for all main roads and disaster relief and recovery arrangements.	Improve all compliance obligations under all arrangements	100% compliance
4.7 Water and Sewerage	Operate and maintain facilities to treat and dispose of sewerage in Julia creek township	Number of breaches ERA permit	Nil
	Operate and maintain facilities to provide potable water to townships within the shire.	Percentage of improvement actions in drinking water quality management plan carried out.	100%
	Liase with department of energy and water to formalize adherence to MSC Drinking Water Quality Management Plan	Urban water supply is secure and Management Plan adherence.	100% compliant with Dept. Energy and Water.
4.8 Plant and Workshop	Provide for the acquisition, maintenance and management of councils plant and fleet.	Carryout plant replacement program whilst identifying inefficiencies and waste.	Plant items replaced in a cost effective and timely manner as per plant replacement program. Identify 2 plant items that will create more efficiencies than existing items

5.0 Governance and Partnerships

To maintain a good governance framework that incorporates the elements of effective democratic representation, integrity and strong inclusive leadership with strategic orientation, that fosters ongoing collaborative partnerships with community, industry and government stakeholder to produce an effective and sustainable organization.

Objective	Strategy	Measure	Target
5.1 Integrity and accountability	Council applies the principles of accountability, transparency, integrity, leadership and social equity to its decision making.	Appropriate systems in place for consistent and transparent decision making	100% transparent
5.2 Best practice corporate governance	Maintain a corporate structure that reflects and meets the needs of the corporate plan	Review organizational structure against corporate plan	Annually
	Maintain a comprehensive and effective planning and reporting process	Develop and implement integrated planning and reporting process	2015
	Provide sufficient resources to facilitate effective governance	% of identified corporate governance strategies that are funded	100%
5.3 Effective management systems and policies	Maintain effective records management policy and procedure	Frequency of review of records management system and policy	Annually
	Maintain effective information management system	% of IT actions that are implemented	100%
5.4 Organisational Sustainability	Council long term financial plan, asset management plans and planning scheme is regularly reviewed and monitored.	LTF and AMP's are developed and implemented through operational plans and annual budgets	2015
	Council's Corporate Plan sets in place the overall direction of Council's annual operational plan consistent with AMP's and LTFP	New Corporate Plan developed	2014

	Council prepares annual budgets consistent with Corporate Plan	Financial sustainability indicators met. Council receives an unqualified audit	Annually
5.5 Risk Management	Provide assurance to the community that Council is managing and mitigating risk to Council assets, personnel, finances and issue's may affect attaining corporate and community objectives	Develop and implement Enterprise Risk Management Framework	2015
5.6 Internal Governance	Ensure all workplace participants are informed and share a common set of values which build a climate of integrity and teamwork across Council and take responsibility for their workplace conduct.	Compliance with code of conduct. Number of non compliances	<5
5.7 Partnerships	To develop and maintain strong and collaborative relationships with government at all levels	Number of programs secured and supported that benefit the community.	10
	Develop and implement programs to create constructive dialogue with industries operating within the region, resulting in collaborative partnerships for the benefit of the region.		

6.0 Environmental & Regulatory Services

Ensure the natural and rural environment is maintained and developed to support existing and future lifestyles, where the community shares responsibility of environmental sustainability.

Objective	Strategy	Measure	Target
6.1 Development of green energy opportunities	Actively encourage and promote green energy opportunities	Production capacity of green energy operations	..kw electricity output
6.2 Pest and animal status of the Shire is improved	Management Plans are developed and implemented to protect the environment.	% of management plan targets that are met	100%
	Ensure where possible that Council decisions are in keeping with existing plans.	Number of decisions that are inconsistent with adopted plans	Nil
6.3 Effective Animal Control	Ensure local laws and relevant legislation is enforced as required.	Number of animal control complaints	<15 per year
6.4 Improved Waste Management	Reduce proportion of waste going into landfill and maintain operations and maintenance within development application approvals	Ensure compliance and maintaining a cost effective and sustainable waste management facilities	100% compliant and sustainable.
6.5 Efficient Livestock Facility	Provide a facility that best serves the needs of the regional livestock industry		
6.6 Stock Route Management	Develop, evaluate and implement Council's Stock Route Management Plan with a focus on reserve land stocks in line with the associated Land Management Plans	Adherence and implementation of Stock Route Management Plan	Full adherence
6.7 Community involvement	Facilitate community involvement through	Number of community programs implemented	2 Community programs per year

	implementation of community programs. E.g Tidy Towns, Clean up Australia		
6.8 Town Planning which meets community needs and applicable growth	Regularly review the town planning scheme and ensure development applications are assessed within accordance with the scheme and land use codes as required to meet existing and future demands	Number of approvals Number of vacant blocks	.... >5
6.9 Reduce the impact of weeds on the environment and rural production	Work collaboratively with landholders and external stakeholders to implement Weed Management Plan to reduce the spread of weeds.	Indicators met in Weed Management Plan	
6.10 Effective Building Management	Develop and implement appropriate Asset Management Plan for all Council building Assets	To achieve full financial and operational integration of asset planning, maintenance, replacement and service delivery	Majority community satisfaction, long term sustainability and sound asset renewal indicators.

Useful Contacts

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Websites and Facebook

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