



CORPORATE PLAN

2023-2028



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INTRODUCTION

CORPORATE PLAN

The Corporate Plan 2023-2028 is Council's principal strategic document. It provides a 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.

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 arts and 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.

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.

MCKINLAY SHIRE

McKinlay Shire is the gateway to the Gulf of Carpentaria. The shire spans some 41,000 square kilometers 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 kilometers west of Townsville and 225 kilometers 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 Shire's economy is diversifying with emerging vanadium mines and intensive agriculture developments.

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 growth phase with progress in mining and as more people discover this little gem of the North West.

SHIRE PROFILE

CORPORATE PLAN

Scale

Size: 40 818 sq/km

Population: 1,050

Key Localities

Julia Creek (400)

McKinlay (10-20)

Kynuna (10)

Nelia (5)

Major Industries Grazing, Emerging farming industry, mining ventures at Cannington South32 (the largest producing of silver and lead in the world), Eloise Mine and Tourism.

Budget - Operational: \$19,000,000

Budget - Capital Works: \$47,000,000

Infrastructure

Road lengths: 2088.17 km

Council owned road: 1679.26 km

Aerodromes: 3

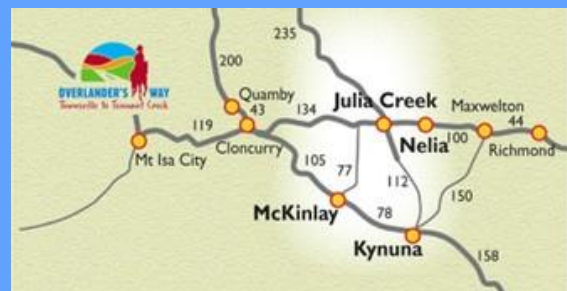
SES buildings: 3

Amenities block: 6

Aged persons unit:8

Caravan Park: 1

Cattle Yards: 1



Workforce

Employees: 57

Permanent: 34

Permanent Part Time: 4

Contract Executive and Managerial: 3

Contract Other: 3

Casual: 13

Community Centers

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

Smart Hub

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



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 maximize 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 2023-2028 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.

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.



OUR ORGANISATION

ELECTED MEMBERS

The Current Council of McKinlay Shire was elected on 16th March 2024 and comprises of:

Councillor Shauna Royes



Councillor John Lynch



Councillor Luke Spreadborough



Councillor Fiona Malone



MANAGEMENT TEAM

Trevor Williams
Chief Executive
Officer

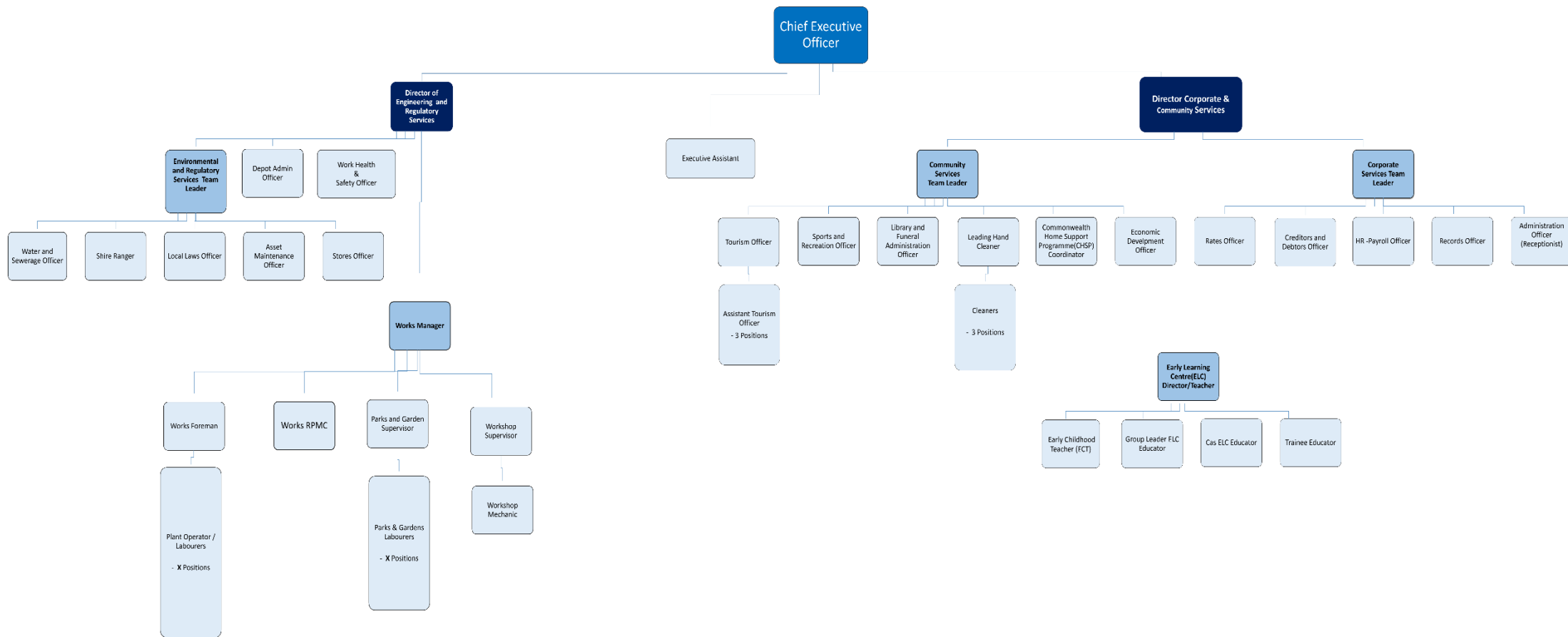
Cameron Scott
Director Engineering,
Enviromental and
Regulatory Services

Tenneil Cody
Director Corporate
and Community
Services



OUR ORGANISATION

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.



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 Regulatory Services
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 Plan
- Workforce Plan
- Community Plan
- Economic Development Plan
- Asset Management Plan
- Long Term Financial Plan.

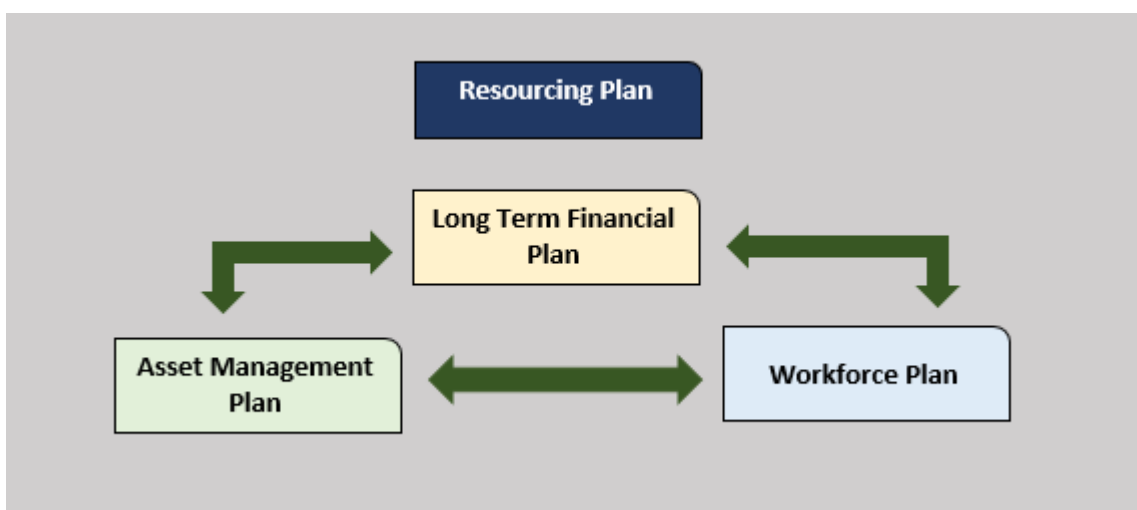
OPERATIONAL MODEL

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.



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 organisation 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	100%
		Long term financial plan. Developed and adopted	Developed and adopted
		Annual Budget developed compliant with legislation	100%
		External audit report number of risks identified.	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.	100%
		Response time to Stakeholders.	7 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
	Provision of suitable housing to attract / retain staff	Housing availability for council positions within organisational structure.	75% of workforce accommodated for through provision of housing
1.4 A nurturing workplace environment	Provide support for employees that nurtures positive values, develops effective skill.	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 collaborative enterprise agreements.	Collaboratively formed 2024 CA Registered.	Dec-24

2. 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 community and visiting tourist.

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 sponsorship, donations and grants	Minimum \$25,000
2.2 Early learning services 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 member, families and community needs.	Service availability	Full Time service Monday - Friday for all ages
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 cultural development through support of the arts.	Provide or source funding to carry out Arts and Cultural activities in line with Council Arts & Cultural Policy.	Policy compliance.	100%
		\$ Amount of funding	>\$5,000
2.5 Community facilities	Provide and maintain physical and built facilities within the shire to meet the needs of the community with a focus on being an accessible community	Implement asset management plan recommendation.	100%
	Development of infrastructure to support community well being and social interaction. Design and construction of a recreational lake.	Design Completed Construction Completed	2025 2028
2.6 Recreation and sport- provide, maintain and manage recreation and sporting facilities with in the shire to meet the needs of the community	Develop and implement sport and recreation plan for the shire.	Percentage of implement of plan recommendations	100% by Yr. 5
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 centers of population in the shire.	Partner with State Library of Queensland to deliver library services to shire residents	Alignment with State Libraries Strategic Plan 2023-27	100%

3. 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 government 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 business to locate in the shire and provide incentives to local businesses to expand, including incentives to create employment opportunities and developing land for commercial industrial business.	Number new businesses to the shire	2
3.3 Community business development	Promote projects and business opportunities appropriate to Councils capacity as an economic entity within the region	Number of initiatives implemented	200%
3.4 Economic infrastructure	Advocate and encourage economic development infrastructure and services (including housing) to underpin capacity and connectivity in the region.	Number of renewed or new infrastructure and/ or services	2
		Number of houses constructed	6
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
3.6 Renewable Energy Strategy for Council Assets/Operations	Develop a renewable energy strategy for council assets /operations for the years 2024-2029 Implement strategies from the projects from the strategy as grant funding is sourced	Number of strategies implemented	one application per year for identified strategies
TOURISM AND AREA PROMOTION			
3.7 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
3.8 Provision of accommodations and experiences at Julia Creek Caravan Park to meet visitors to the region	Provide a range of accommodation types for visitors ,caravan, self-contained ,accessible camping options	All needs met	100%

4. 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.	Up to 5 Km of seal per year
		Current sealed road network is resealed in accordance with sound asset management practices.	10% of network resealed each year
		Shire roads remain open by prioritising work on sections that restrict vehicle access during wet periods	Reduce 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.	90% Increase incomplete works at the same standard and expenditure of previous works.
		Develop and implement plans for better utilization of labour and hire equipment so as to improve productivity.	
4.3 Recoverable Works	Maintain Capability in the workforce to undertake works	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.	Maintain 3 services per week Funding for business case from external grant body secured
		Plan to increase runway length to accommodate larger planes.	
4.6 Main Roads & DRFA	Lobby for increase 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	Reduce number of breaches from year to year.
	Operate and maintain facilities to provide potable water to Julia Creek and non-potable water to other townships within the shire	Percentage of improvement actions in drinking water quality management plan carried out	Reduction in number of notifiable incidents from year to year.
	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 acquisition, maintenance and management of councils plant and fleet	Carry out plant replacement program whilst identifying inefficiencies and waste	Plant replacement program completed each year

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, 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	2025
	Provide sufficient resources to facilitate effective governance	% of identified corporate governance strategies that are funded	100%
	Develop a five year Internal Audit Plan and carry out internal audits	Audit Plan Developed Compliance with audit plan, i.e. audits completed as per the plan	Audits completed and recommendations of audit findings implemented
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	2025
	Councils Corporate Plan sets in place the overall direction of Council's annual operational plan consistent with AMP's and LTFP	New Corporate Plan Developed	2025
	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	2025
5.6 Internal Governance	Ensure all workspace 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	
	To 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 ENVIROMENTAL & REGULATORY SERVICES

Ensure the natural and rural environment is maintained and developed to support existing and future lifestyles, where the community share 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 operations	Submit funding Application for grants to reduce electricity consumption when grants become available.
6.2 Pest and Animal Status of 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.
	Participate in the development and adopt the NWQROC Regional Waste Management Plan.	Implement the strategies contained in the plan as grant funding becomes available.	Strategy implemented
6.5 Efficient Livestock Facility	Provide a facility that best serves the needs of regional livestock industry including the leasing of the cattle loading railyard dip.	Number of Cattle weighed. Number of cattle loaded to rail	
6.6 Stock Route Management	Develop, evaluate and implement Councils Stock Route Management Plan with a focus on reserve land stocks in line with associated Land Management Plans.	Adherence and implementation of Stock route Management Plan	Full adherence
6.7 Community involvement	Facilitate community involvement through implementation of community programs. Eg Tidy Towns, Clean Up Australia, containers for change.	Number of community programs implemented	One (1) Community program per year.
6.8 Town Planning which meets community needs and applications 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 planning applications.	Compliance with Statutory timeframes
	Undertake accommodation needs and option assessment for Julia Creek.	Study undertaken subject to grant funding	Study completed by 2025

Objective	Strategy	Measure	Target
6.8 Town Planning which meets community needs and applications growth.	Develop residential and industrial land from concept to design to construction.	Development of residential lots - pending grant funding Development of industrial lots - pending grant funding	50 blocks by 25/26 Industrial Estate by 2025/26
6.9 Reduce the impact of weeds on the environment and rural production.	Work collaboratively with landholders 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

Customer Contact
McKinlay Shire Council
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Julia Creek QLD 4823
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STAFF CONTACTS

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Cameron Scott
Director Engineering, Environment and Regulatory Services
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Kalan Lococo
Community Services Team Leader
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Executive Assistant
Email: executiveassistant@mckinlay.qld.gov.au

OUR COUNCILLORS

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Cr Fiona Malone
Phone: 0437 467 353
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TOURISM INFORMATION CENTRE

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Email: tourism@mckinlay.qld.gov.au

LIBRARY SERVICES

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WEBSITES AND FACEBOOK

www.mckinlay.qld.gov.au
[Facebook.com/mckinlayshire](https://www.facebook.com/mckinlayshire)