

Corporate Plan 2017-2022



Gympie region

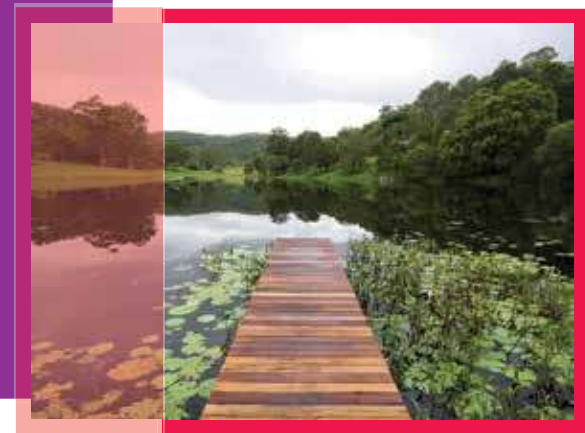
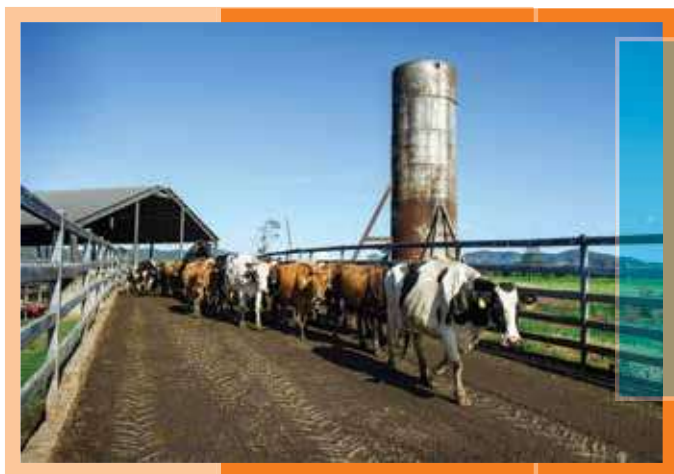
the natural choice to live, work and play



Double Island Point

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Messages from the Mayor and CEO



Mick Curran
Mayor

This Corporate Plan highlights Gympie Regional Council's priorities as we progress towards 2022.

The plan outlines the priority goals, strategies and outcomes that we have put in place to ensure a strong, inclusive and economically vibrant region.

It will guide the region's future growth based on sustainability and through responsible and disciplined financial management; Council will build on its infrastructure and service delivery achievements.

We will continue our focus on economic development and investment attraction as we promote the region as a key destination for tourism and major events in Queensland. Through this plan we can deliver growth and give residents and businesses confidence to invest here. It will also help build pride and ensure jobs continue to be created while at the same time protecting the region's history.

Through this plan, Council is committed to nurturing a region of opportunity for current and future generations.

I am pleased to present the Corporate Plan and look forward to delivering on the goals it sets out for our region.



Bernard Smith
CEO

There is a saying that the only constant is change which is more relevant than ever in Local Government.

A range of factors including the digital economy, better access to South East Queensland, a changing world economy, social media and rising community expectations appear to be unrelated, and possibly are, but significantly they all add up to the fact that Council is operating in a very dynamic environment.

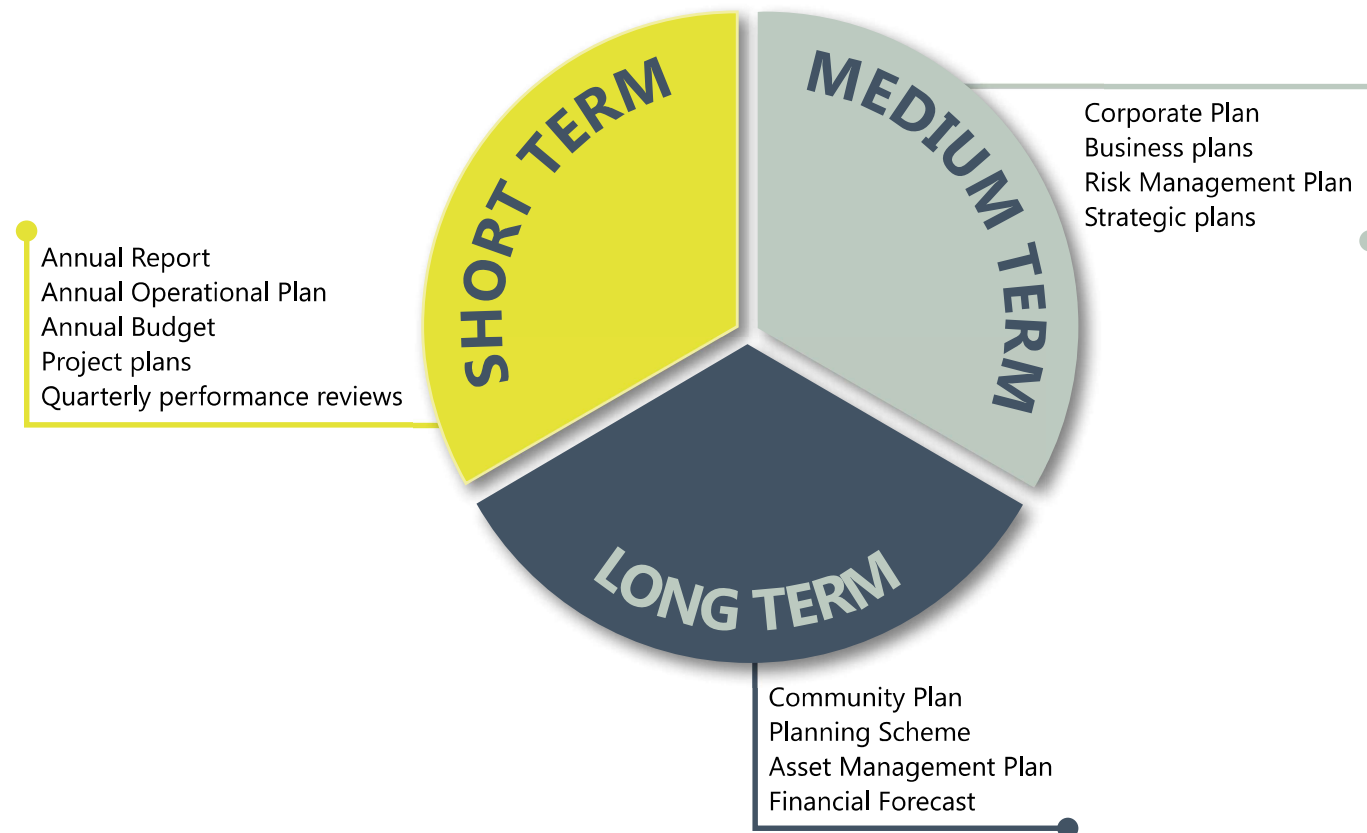
The challenge of course is to navigate this environment, be able to identify key trends and plan ahead, this being one of the most important responsibilities of regional local government.

The purpose of a corporate plan is to set the key priorities and projects, to work towards the vision and improve the wellbeing of the community. An ongoing commitment to good governance is paramount whether that be in the form of continuing to improve transparency and accountability or continuing Council's commitment to fraud and corruption prevention and control. Most importantly we must continually reference our Corporate Plan when making key decisions.

Corporate planning framework

Strategic planning is vital to ensure the range of services, infrastructure and facilities Council provides remains relevant for the community and provides for the needs of future residents.

The 5 year corporate plan is a key strategic planning tool bringing into focus and priority Council's response to community needs and expectations.



Vision and values

Our vision

Our vision for the Gympie region:

To be the natural choice to live, work and play.

Our purpose:

To actively serve our community and plan for the future of the region.



“Doing our work the best way possible.”

Our corporate values



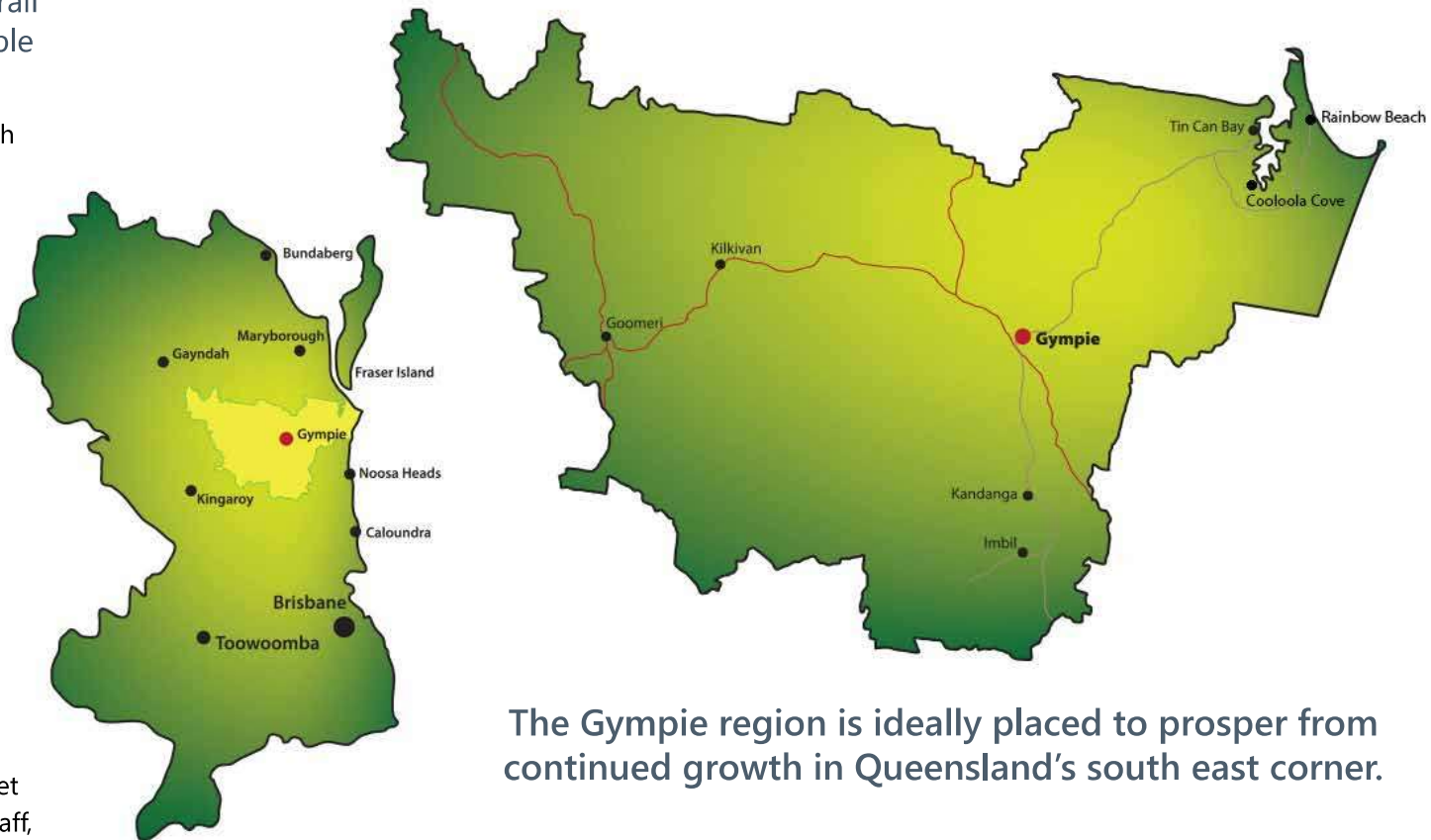
Local and regional profile

The Gympie Regional Council area covers approximately 7000 km². The major centre for the region is the city of Gympie which is ideally located on Queensland's main north-south rail line, and on the Bruce Highway, a comfortable two hour drive (170 km) north of Brisbane.

Significant growth is occurring in the region for which the following are contributing factors:

- unique location on key road, rail and air transport corridors
- stable and skilled workforce
- sizeable business community (4228 businesses generating \$1.79 billion gross regional product)
- industrial land available for business establishment and expansion
- major local, state and federal government infrastructure projects providing business opportunities.

Gympie Regional Council manages assets worth in excess of \$1.2 billion and maintains a 2300 km road network. Council's annual operational budget is approximately \$85 million with a capital works budget of some \$48 million. With 440 full-time equivalent staff, Council is a major employer and contributor to the region's economy.



The Gympie region is ideally placed to prosper from continued growth in Queensland's south east corner.

Local and regional profile continued

Population

The region's estimated resident population is almost 50,000. Over the past five years the population of the Gympie region has increased at an average annual rate of 1.25 per cent. Projections for population growth through to 2036 track to a level of approximately 60,600 persons. The 2011 Census confirmed more than 33 per cent of residents had moved to the region within the prior five years.

The median age of residents as at the 2011 Census was 41 years in comparison to the State and National averages of 37 years and 36 years respectively.

Gross Regional Product and employment data

The estimated Gross Regional Product (GRP) for the Gympie region was \$1.79 billion in 2013/14, contributing 0.6 per cent to the Queensland GRP. In 2014/15, the Gympie region contributed 0.7 per cent and 0.6 per cent, respectively, to Queensland's employment and value added production.

In 2014/15, Agriculture, Forestry and Fishing was the largest employer in the region with 1911 persons employed followed by Health Care and Social Assistance with 1,849 and Manufacturing with 1793 persons employed.

Economic levers

An economic development strategy has been produced for the Gympie region which aims to establish the region's economic future through the pursuit of key strategic opportunities as identified in the Strategy.

This vision will be achieved by:

- vigorously working towards implementing key projects
- successfully positioning the region to capitalise on its location
- facilitating strategic regional infrastructure investment
- supporting established regional business and industry to grow and expand.

Four key strategic economic levers have been identified to take our region forward:

1. advocacy and leadership
2. positioning the region
3. enabling infrastructure
4. industry development and attraction.

**“ perfectly placed
for growth ”**



Key strategic themes

Council's activities aimed toward achieving its vision for the future of the local government area are focused into the following five key strategic themes.

OUR INFRASTRUCTURE

is well planned, integrated and safe.

OUR COMMUNITY

is active, diverse, creative and engaged.

OUR ECONOMY

is dynamic, productive and resilient.

OUR ENVIRONMENT

is sustainable, well-managed and accessible.

OUR ORGANISATION

is accountable, responsive, efficient and innovative.

For each key strategic theme Council has identified key service areas, strategies, actions and key performance measures to ensure that progress made in achieving its vision is well planned and monitored.



Key strategic themes

Our Infrastructure

Key service areas

- Road construction and maintenance
- Stormwater and drainage
- Water and wastewater
- Council parks
- Council property, facilities and amenities (including community facilities, pools, aerodromes, caravan parks, saleyards)
- Disaster management
- Local laws for the protection of Council infrastructure

Strategies

- Efficiently and effectively implement the Capital Works Road Plan.
- Deliver a safe and reliable water supply in accordance with the Customer Service Standard (CSS) and regulatory requirements.
- Ensure strategic planning and operational systems are designed to respond to potential disasters.
- Strongly advocate with State and Federal Governments for major infrastructure.
- Deliver infrastructure to facilitate economic development and enhanced liveability.

Actions

- Subject to available resources, maintain existing infrastructure services at current service levels.
- Strongly advocate the State and Federal Governments, as appropriate, for:
 - Coondoo Creek Bridge
 - Wide Bay Highway/Bruce Highway intersection
 - Upgrading Gympie Connection Road to cater for current growth and the future bypass
 - Normanby Bridge Pedestrian/Bicycle access.
- Subject to available resources, increase support for maintenance of rural gravel roads.
- Investigate potential rationalisation of Council property.
- Strongly advocate for a coastal road.
- Progress implementation of the Gympie Town Centre Transit Facility.

Key performance measures

- Implement the Capital Works Road Plan, on time and within budget.
- Compliance with Water and Sewerage CSS and regulatory requirements.
- Deliver quality parks in line with the Open Space and Recreation Plan.
- Increase Basic Services/Infrastructure rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.



**“well planned,
integrated
and safe”**

Key strategic themes

Our Community

Key service areas

- Sport and Recreation
- Libraries
- Arts and Culture
- Community Services and Development
- Heritage Planning and Facilities (including museums)
- Gympie Aquatic Recreation Centre

Strategies

- Maintain strong support for events.
- Encourage and support volunteers throughout the region.
- Advocate for enhanced education facilities, hospital facilities and health in the region.
- Improve community information and engagement.
- Provide a well planned and managed open space and recreation network.
- Plan for our aging community and the implementation of the National Disability Insurance Scheme.
- Ensure the region's heritage is appropriately protected.
- Enhanced opportunities for children and young people.

Actions

- Subject to available resources, maintain existing Community Services at current service levels.
- Ongoing development and implementation of a Community Development Strategy, a Community Recreational and Sporting Facility Strategy, and the implementation of the Arts and Cultural Plan and the Open Space and Recreation Plan.
- Continue to plan for a new library.
- Review heritage provisions in the planning scheme.
- Prepare an aging strategy, and work with key stakeholders to enable the implementation of the National Disability Insurance Scheme.
- Progress investigations into an Equestrian Centre at Kilkivan.
- Collaborate with community and government stakeholders to deliver improved outcomes for children and young people.



**“ active, diverse,
creative and
engaged ”**

Key strategic themes

Our Community

Key performance measures

- Implementation of actions in the Community Services Strategic Plan, the Arts and Cultural Plan, the Community Recreational and Sporting Facility Strategy and the Open Space and Recreation Plan on time and within budget.
- Actions initiated and monitored via community survey results to improve Council communication with its communities.
- Increase in Community Lifestyle Services rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.
- Increase in Customer Service and Communication rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.



Key strategic themes

Our Economy

Key service areas

- Economic Development
- Strategic Planning and Major Projects
- Place Management (Town Centres)
- Tourism and Events
- Development Assessment

Strategies

- Subject to available resources, increase support for marketing and communication, tourism and economic development.
- Provide proactive support for existing and emerging businesses and employment, noting the implementation of the National Disability Insurance Scheme and continued focus on the region's primary industry/agricultural sector.
- Actively promote the region to encourage new businesses and employment.
- Investigate the consolidation of industrial land throughout the region.
- Pursue funding opportunities and deliver strategic plan for the Valley Rattler.
- Pursue funding opportunities and deliver strategic plan for Tin Can Bay jetty.
- Support RV tourism within the region.

Actions

- Subject to available resources, maintain existing economic development services at current service levels.
- Work with community, government and private sector stakeholders to optimise the economic and social benefits of the National Disability Insurance Scheme roll out.
- Ongoing implementation of the Gympie Regional Economic Development Strategy 2014–2019.
- Further develop the Kilkivan to Kingaroy Rail Trail.
- Develop and implement an RV Strategy and Management Plan for the region.
- Implement the Airport Masterplan.

Key performance measures

- Implementation of actions in the Gympie Regional Economic Development Strategy.
- Valley Rattler and Tin Can Bay Jetty Strategic Plans implemented.
- RV Strategy and Management Plan adopted by Council and implementation progressed.
- Positive increase in statistics for business retention, new businesses coming to the region and new jobs within the region.
- Development application and building approval statistics indicate a positive increase in development and building activity.
- Additional stages of Kilkivan to Kingaroy Rail Trail funded for implementation.
- Successful implementation of the Airport Masterplan.



**“ dynamic,
productive
and resilient ”**

Key strategic themes

Our Environment

Key service areas

- Environmental Planning and Protection
- Waste Management
- Environmental Services
- Animals and Pest Control
- Environmental Health

Strategies

- Proactively implement Council's Waste Management Strategy and Rural Landfills Strategy.
- Partner with community members and volunteer organisations for the protection and enhancement of our environment.
- Ensure Council policies support and protect sensitive areas of our environment.
- Promote the use of and enhance accessibility of the Mary River for tourism and recreation.

Actions

- Subject to available resources, maintain existing environment services at current service levels.
- Commence implementation of revised environment strategy.
- Finalise development and commence implementation of the Energy Management Plan for Council facilities.
- Investigate waste management options.
- Complete review of environmental provisions including buffer zones in the planning scheme.
- Develop and adopt a Biosecurity Plan.
- Continue implementation of Stages 2-4 of the River to Rail Masterplan.

Key performance measures

- Implementation of priority actions in the Environment Strategy.
- Implementation of actions in the Waste Management Strategy.
- Planning Scheme Amendment package incorporating enhanced environmental provisions approved by State Government.
- Implementation of alternative energy initiatives within Council buildings and facilities.
- Implement the adopted Biosecurity Plan.
- Successful implementation of the River to Rail Masterplan.



**“sustainable,
well-managed
and accessible”**

Key strategic themes

Our Organisation

Key service areas

- Customer Service Centres
- Finance
- People and Organisation Development
- Governance
- Information Technology and Management
- Elected member support
- Workplace Health and Safety
- Audit and Risk Management
- Communications

Strategies

- Integrated and effective Corporate Strategic Planning.
- Deliver Council's Corporate and Operational Plans at a high standard.
- Prudent financial planning and control.
- Build organisational culture around excellence and staff job satisfaction.
- Continue to evolve Council's Corporate Asset Management planning.
- Appropriately manage risk to Council and the regional economy.
- Build organisational capability.

Actions

- Subject to available resources, maintain existing organisation services at current service levels.
- Deliver a Gympie Regional Council Community Satisfaction Survey rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.
- Investigate an increased focus on user pays for Council services and facilities.
- Undertake organisational wide improvement projects (Activ8) which provide excellence in service to our community.
- Undertake regular staff satisfaction surveys.
- Encourage skills development through traineeships, cadetships and apprenticeships and other training initiatives.

Key performance measures

- Annual Operational Plan implemented at a high standard.
- Financial indicators managed within acceptable limits.
- Workplace Health and Safety Indicators all trending in the right direction.
- Asset Management Plan implementation progressed.



**“accountable,
responsive,
efficient and
innovative”**

Key strategic themes

Our Organisation

- Increase in Overall Average Total Performance Index (TPI) rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.
- Increase in Qualities of Council rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.
- Increase in Managing the Council rating against both comparable provincial councils and the state average, as measured in the biennial Market Facts survey. This survey is run in conjunction with the LGAQ state-wide survey.
- Increase in process efficiencies stemming from continuous improvement projects.
- Positive trending staff satisfaction data.



Gympie Regional Council

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