

CORPORATE PLAN

2022-2027



GYMPIE
REGIONAL
COUNCIL



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Acknowledgement of Country

Gympie Regional Council acknowledges the Kabi Kabi, Wakka Wakka and Butchulla people as the Traditional Owners and Custodians of the land upon which we stand, work and play. We recognise their continuing connection to the land, waters and country and that the Gympie region has always been a place of social, cultural and spiritual significance. We pay respect to their Elders past, present, and future and extend that respect to all other Aboriginal and Torres Strait Islander people within our region.



Message from the Mayor

The 2022-2027 Corporate Plan is the most important key strategic planning tool your Council has developed because it defines our vision for the future of the Gympie region.

This plan provides short, medium and long-term goals for the organisation for the next five years, and encapsulates a number of projects including our annual reports and budgets, business and risk management plans, and what I believe is our biggest action item, the Planning Scheme.

Through the Corporate Plan, we aim to deliver on our vision of building a strong and diverse community, providing sustainable business opportunities, and creating supportive spaces for our residents to live, work, and learn.

We are anticipating rapid growth across the region over the next five years and with that brings a number of challenges and opportunities for the organisation, our infrastructure, the economy, our environment and the community.

With the guidance of the Corporate Plan, we hope to effectively address those challenges and leverage those opportunities to benefit our region.

I would like to thank those residents who provided feedback on the Corporate Plan Snapshot either online or at one of the six information sessions held throughout the region in April 2022.

It was pleasing to see so many passionate residents voice their opinions and concerns about the region's future.

I believe in our new Corporate Plan and I look forward to delivering on the goals outlined in the report together with all of the councillors and our committed staff.

*Cr Glen Hartwig,
Mayor*



Message from the CEO

The 2022-2027 Corporate Plan provides a roadmap for council to deliver on the approved vision, key priorities and the short, medium and long-term goals for the region. I am pleased to note that the Gympie Regional Council, under the capable lead of Elected Members as well as Acting CEO David Lewis through most of 2022-2023, has made sound progress on the priorities, pathways and measures within the Corporate Plan.

After the previous year of challenges, including the subsequent workload from three floods as well as the continuing increases in the cost of living and doing business; council has now moved to a position of reorienting itself to increased customer service. This is being achieved in two overlapping aspects, the first is to continue to improve our internal processes and the second is to better connect with our community.

Internal improvements are being progressed through an ongoing focus on leadership, systems and our teams. Programs for improved long-term planning for our assets, project management and internal systems are aimed at better delivering the needs of our community. The results will be that the Key Response Areas in Community and Environment, Infrastructure and Economic Opportunity and Organisation listed later in the document will be more and more proactive and responsive.

All these efforts should allow us to achieve our aim to efficiently serve our community through good planning to leave a positive legacy for future generations.

Robert Jennings,
CEO



Gympie Region

Our region is the meeting place between town and country, bush and beach. With beautiful beaches, unspoilt coastlines, majestic hinterlands, lush rolling hills and stunning nature all around us, the Gympie region has it all.

To the east we have the Cooloola Coast featuring the communities of Tin Can Bay, Cooloola Cove and Rainbow Beach including the southern gateway to K'gari (Fraser Island). To the west are our pioneering towns of Kilkivan and Goomeri, and to the south, the lush rural communities of the Mary Valley, home to a variety of fresh local produce. Centrally located is our city of Gympie, with rich mining heritage.

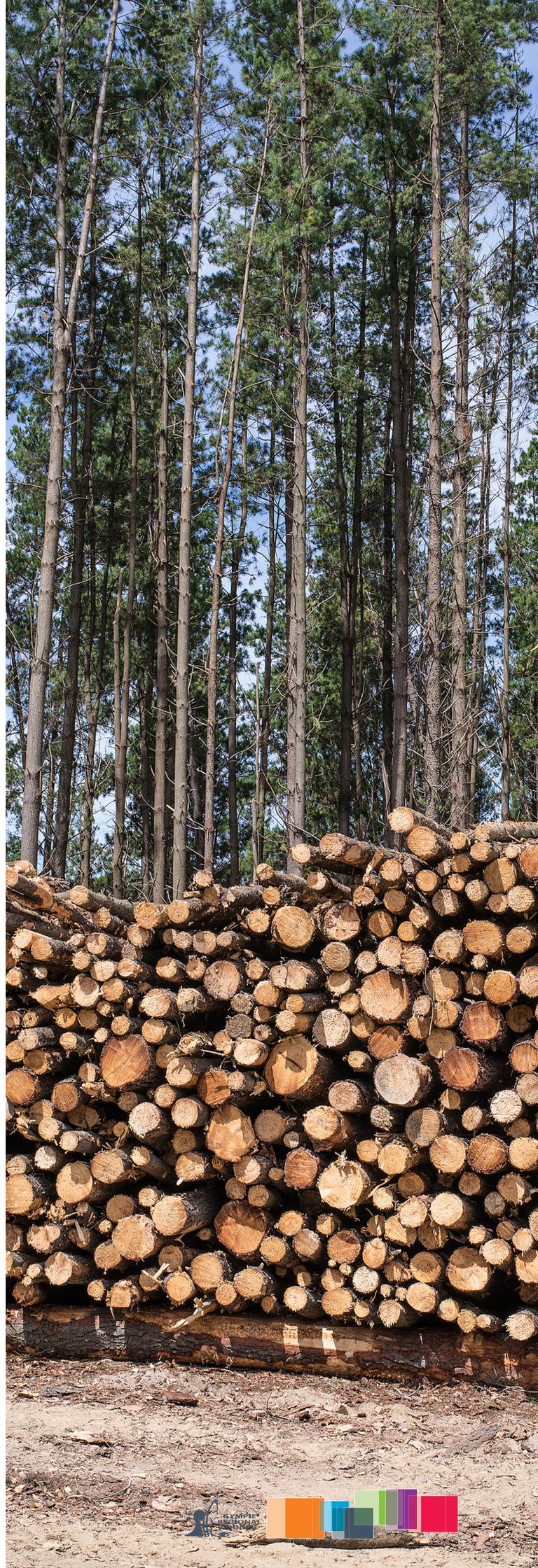
The current population sits just under 53,750 with predicted growth of up to 60,600 people by 2036. The Gympie region spans almost 6,900 square kilometres (km) averaging 7.79 persons per square km.

The region has a strong agricultural economy, including forestry, horticulture and livestock.

Other industries in the region include construction, real estate, transport, healthcare, social assistance and retail trade.

Emerging industries include energy, education and training, and arts and recreation services. It is the location that sets us apart and provides an opportunity for growth. Gympie Regional Council manages assets valued at approximately \$2 billion and maintains a 2,306km road network. Council's annual operational budget is approximately \$105 million with a capital works budget of approximately \$35 million. As a medium-large employer, council is also a major contributor to the region's economy.

Gympie Regional Council is made of a hard working, dedicated workforce who service, plan and design all council roads, parks and footpaths, water and wastewater infrastructure including the maintenance of over 100 parks. Council staff manage eight waste management facilities and consider our environmental impacts. They deliver customer service, administration and also maintain our facilities including 36 community halls, four swimming pools, an equestrian centre, saleyards, and aerodrome precinct.



Spotlight on Our Region

Our region covers an area of 6,898sq.km and is approximately 170km north of Brisbane and 45km from the Sunshine Coast. With our region's location as the northern gateway to south-east Queensland, it means there are a lot of unique opportunities for both the community and industry, including:

- major infrastructure projects providing business opportunities
- our position between south-east Queensland and regional areas
- an ideal location on key road and rail corridors, and major transport junctions
- industrial land available for business establishment and expansion
- active recreation facilities
- natural capital including the Great Sandy Biosphere.

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



Population size is
53,726



Median age of
46



2111
residents who identify as Aboriginal
or Torres Strait Islander descent



10%
of residents were born overseas



30+
public and private schools



Over **400** community, sporting,
cultural and service groups



Home to
4550+
diverse businesses



More than **25%** of all registered
businesses are from the agriculture,
forestry and fishing industry



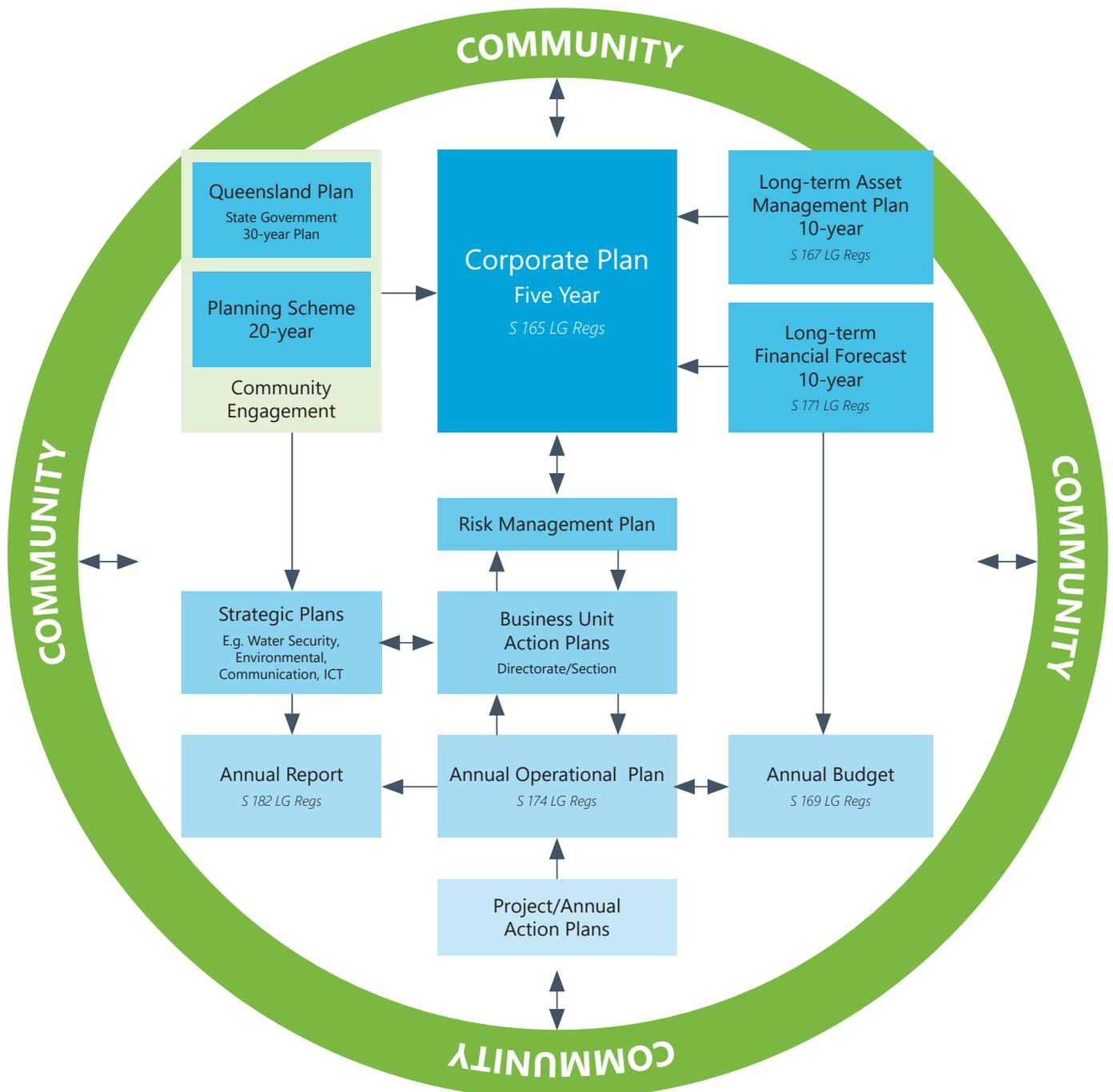
The construction industry
generates approximately
2000 FTE jobs (2019/2020)



Council's Planning Framework

Strategic planning is vital to ensure that council is effectively responding to the immediate and emerging needs of the community.

The Corporate Plan looks ahead to a five-year horizon and describes Council's vision for the future of the Gympie region. It is developed by the region's elected councillors, with support from council staff, and is the overarching strategic planning document from which all operational strategies, plans and budgets are developed.



LG Regs – Local Government Regulation 2012

Our Vision

Our vision describes what our Council aspires to achieve over the coming five years. It guides the direction of the organisation's efforts and helps ensure that resources are allocated to projects and initiatives that work towards achieving our vision.

Gympie Regional Council has a vision for embracing opportunities, promoting wellbeing and celebrating strong communities.



Opportunities: Our region will maximise the opportunities presented by our location, heritage and people to attract projects and industries in a balanced and sustainable way.

Wellbeing: Our community's wellbeing will be supported by our natural and built assets that are accessible, maintained and developed to cater for current and future needs including spaces for living, working, learning, sport and recreation that enhances liveability, nurtures creativity and encourages healthy living.

Strong communities: Our resilient communities will be respected, connected and supported by fostering strong community values and embracing diversity.

Our Mission

Our mission describes Council's purpose. It supports the vision by communicating how Council will achieve its vision.

To leave a positive legacy for future generations by embracing progress through good planning and efficient service delivery.



Our Values

Our values are the principles upon which our council serves the community.

Accountability:

We are open, transparent and take responsibility for our actions.

Communication:

We consult with the community, actively listen to and respond to the input of residents, and keep people informed.

Customer Service Focused:

We meet the needs of our community in an efficient and effective manner. We strive to continually improve, show empathy and are environmentally aware in our service delivery.

Integrity:

We act with honesty and respect in all we do and respect all residents, colleagues and visitors.

Teamwork and Collaboration:

We recognise and support everyone's contributions. We are inclusive and contribute respectfully working as a team. We will care for ourselves and others.

Key Response Areas

Over the next five years, Council is committed to achieving its vision through the following key response areas.

1. Community and Environment

Our communities have infrastructure and spaces for living, working, learning, sport and recreation that supports and caters for growth and enables the community to be inclusive, connected and safe. Natural ecosystems are conserved and enhanced and our built environment embraces biodiversity, sustainability and heritage.

Strategic priorities:

- 1.1 Encourage and enhance communication and engagement with all stakeholders.
- 1.2 Foster and support inclusive and connected communities including providing opportunities for, and forming partnerships with, traditional owners, cultural, environmental, and other community groups together with supporting and developing intergenerational volunteering.
- 1.3 Provide inclusive cultural and community places and spaces that nurtures creativity, promotes healthy living, enhances liveability and accommodates the needs of a growing population.
- 1.4 Conserve and enhance the natural environment such as in the planning scheme, major developments and council projects. This includes considering biodiversity and sustainability.
- 1.5 Encourage active recreation and sports in the region.
- 1.6 Advocate to the state and federal governments for improved infrastructure and outcomes for the region.

Strategic pathways:

- a. **Enhance communication** with community and government stakeholders, including partnering with traditional owners.
- b. **Continued support to community organisations** and develop initiatives to attract younger volunteers.

- c. **Open space and recreation initiatives** to identify, plan and develop open spaces, environmental reserves, parks, sports and recreational facilities for our region.
- d. **Council and community facilities framework** to identify the needs of the community and how council will develop, manage and fund community facilities. This includes public halls, arts, aquatic and library facilities, land and assets.
- e. **Waste minimisation and recycling initiatives** including public and business education.
- f. **Finalise and implement the Arts and Cultural Plan** including partnership development with the cultural and creative sector.
- g. **Proactive advocacy** to achieve Council's vision for our region.
- h. **Advance environment protection and planning** identifying priorities, future directions and key actions for biodiversity, biosecurity and pest and weed management.

Performance measures:

- Community perception surveys.
- New Waste Management Strategy developed.
- Arts and Cultural Plan reviewed and implemented.
- Balanced environmental protection planning is developed and delivered.
- Action plans implemented on time and within budget.

2. Infrastructure and Economic Opportunity

Our planning and infrastructure seeks to meet foreseeable future needs to support economic development, community enhancement and residents' wellbeing.

Strategic priorities:

- 2.1 Develop, implement and regularly revise asset management plans.
- 2.2 Develop clearly defined service standards.
- 2.3 Facilitate integration of land use and infrastructure planning to meet future needs and diverse population and economic growth including resilient community infrastructure.
- 2.4 Ensure reliable and safe infrastructure including roads, water supply and waste disposal.
- 2.5 Delivery of capital works programs effectively and efficiently.
- 2.6 Support industry development, assist in developing economic resilience and advocate for economic opportunities including tourism and recreation.

Strategic pathways:

- a. **Water and wastewater services** focusing on water security and managing sustainable growth, aging infrastructure and efficiencies of networks.
- b. **Develop waste service targets** to meet short, medium and long term demand while identifying waste reduction and circular economy opportunities to reduce waste management costs in the region.
- c. **Road management planning** including maintenance and construction standards to ensure a safe, sustainable and efficient network.
- d. **Deliver a new planning scheme** that balances the needs of population and industry growth with consideration to community liveability and the natural environment.

- e. **Economic development plan of action** to enhance and create a strong, diverse and innovative economy by supporting established business and industries to expand and value add existing product, encourage development of new businesses, position the region to capitalise on its location and facilitate strategic regional infrastructure investment.
- f. **Destination management** to capitalise on tourism, sporting and recreation opportunities to develop the region as a sought destination.

Performance measures:

- Implement capital works programs on time and within budget.
- Asset management plans in place for all infrastructure.
- Achieve and maintain statutory water and waste water performance requirements.
- Water strategy implemented, focusing on water security and sustainable growth.
- New planning scheme delivered within statutory time-frame.
- A positive increase in development and building activity indicated through development applications and building approval statistics.
- Business retention, new businesses coming to the region and new jobs within the region; statistics show positive increase.

3. Organisation

Gympie Regional Council is an organisation that understands the community, and delivers services efficiently and effectively through highly engaged staff.

Strategic priorities:

- 3.1 An organisation that is transparent and accountable in its evidence-based planning, decision making and reporting.
- 3.2 Support a motivated and effective workforce continually improving in a positive work environment.
- 3.3 Council has safe, efficient and effective systems and processes to service the communities' needs.
- 3.4 Provide strong financial management, value for money services and budgets are delivered.
- 3.5 Ensure that work groups coordinate to meet community needs.
- 3.6 Ensure systems and operations are in place to respond to natural disasters and emergent community needs.
- 3.7 Provide support and service the community through listening, leadership and responding to the community needs about service delivery.

Strategic pathways:

- a. **Governance framework** to outline governance principles and standards for accountability.
- b. **Develop disaster management readiness** across the organisation and community, and enable all stakeholders to be able to prepare, respond to and recover from disaster events.
- c. **Published service standards** enabling commitment to providing quality, efficient and professional services that meet the needs of residents and local businesses.

- d. **Workforce planning and culture strategy** to enable council's workforce to develop capability and be more engaged, continually improving and experience an increase in job satisfaction.
- e. **Maintain strong financial management** including robust long-term modelling.

Performance measures:

- Delivery of vigorous reporting on Council's performance in achieving its vision.
- Improved preparedness, response and recovery capability of the organisation and community.
- Publish service standards.
- Increased provision of training, development and resources to council's workforce.
- Customers contacting council have a positive service experience.
- Statutory financial indicators achieved.

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