



CARPENTARIA SHIRE
Outback by the Sea

CARPENTARIA CORPORATE PLAN

2012 to 2017

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



Introduction from Mayor and Chief Executive Officer

Corporate Plans are designed to help guide the future direction of a Council and this plan aims to do just that. It is intended to provide a clear path for our Council to follow over the next 5 years. We will use this plan to chart our course on the big decisions that need to be made on behalf of our region during that time.

In developing this Corporate Plan, we have been guided by the expectations of our community. After all, as a Council we are here to represent our community and to provide important services and leadership that supports our community. As such, we are going to focus on delivering the outcomes, in partnership with our community, that were identified as critical in the first Carpentaria Community Plan. This Corporate Plan should be read in conjunction with the Carpentaria Community Plan.

At a Council level, we also need to continue to strive to deliver value for money and ensure we have good systems in place to provide the accountability, openness and the responsiveness required by our community. The commitment of our Council is to continue to make the Carpentaria region a great place where people want to live and enjoy all that the region offers.

While we will be forever respectful of our rich and diverse history and culture, this Corporate Plan is mainly about our future. This Plan will guide our decision making as a Council to ensure that we remain a region which maintains our community's unique lifestyles, and has a vibrant and sustainable future.



Cr Fred Pascoe, Mayor



Mr Bob Owen, Chief Executive Officer



What is the purpose of a Corporate Plan?

This Corporate Plan should be read in conjunction with the Carpentaria Community Plan which was adopted by the Council on behalf of the Carpentaria region in early 2012.

The Carpentaria Community Plan sets out the long-term aspirations of our region and answers the question – “What we want to achieve as a region in the next 10 years?” Our first Community Plan was developed following extensive community consultation and engagement. There were over 25 community meetings and more than 200 people involved in shaping the future of the region. It is the community's plan for the region, not the Council's plan for the region.

This Corporate Plan sets out how the Council will work with our community to help achieve these long-term goals. In that regard, this Corporate Plan sets out what strategies the Council needs to follow over the next five years to work towards our long term community aspirations.

The key priorities identified in the Carpentaria Community Plan were as follows:-

- *The need to grow our population base. If the population begins to decline, it is possible that government support services will reduce over time further impacting our population. This can become a downward spiral if we are not careful. The opposite is also true – if our population starts to grow, we will attract more government services and our population will grow.*
- *The future of mining operations in the region. If this doesn't continue, it will have potential impacts on employment, Council rate revenue, dredging of the Port, house prices in our region and potential environmental cleanup costs.*
- *The future of fishing in the Gulf Region – we need to make sure that our fishing stocks are sustainable for both commercial and recreational fishing.*
- *We live in an era of increasing extreme weather events so we need to make sure that our disaster management planning is spot on.*
- *There is a shortage of affordable housing. This is impacting on our ability to attract and retain workers and we need to develop strategies to develop affordable housing.*
- *Many of our industries are seasonal in nature (for example tourism and fishing). We need to find ways to make sure that we have economic drivers for 12 months of the year.*
- *Many decisions are made in Brisbane or Canberra that affect our region. We need to find ways to increase our influence so that we have a greater say on the future of our region.*
- *Erosion at Karumba is potentially impacting on community infrastructure and needs to be addressed.*

This Corporate Plan sets out what strategic actions the Council will take over the next 5 years to address these issues as well as focusing on the provision of core local government services.

About Carpentaria Shire Council

The Carpentaria Shire Council is situated on the Gulf of Carpentaria. Normanton is the service hub of the Gulf with major health, education, transport and shopping facilities and Karumba is home to a thriving tourism industry with mining and fishing industries. The Shire has a long and proud history being first constituted as a municipality under the name of Borough of Normanton in 1886.

The Carpentaria Shire Council has:

- an area of 64,000 square kilometres (about the size of Tasmania);
- a population of 2,053 as at June 2012; and
- a Mayor and 6 Councillors.

Our Elected Representatives

In May 2012, the current Council was sworn in for a term of four years. This Corporate Plan sets out their blueprint for major decision making in that period.



Left to Right

Back Row: Cr John Beard, Cr Alan Gurney (Deputy Mayor), Cr Ashley Gallagher and Cr Luke Simmons

Front Row: Cr Joyce Zahner, Cr Fred Pascoe (Mayor) and Cr Merle Johnson

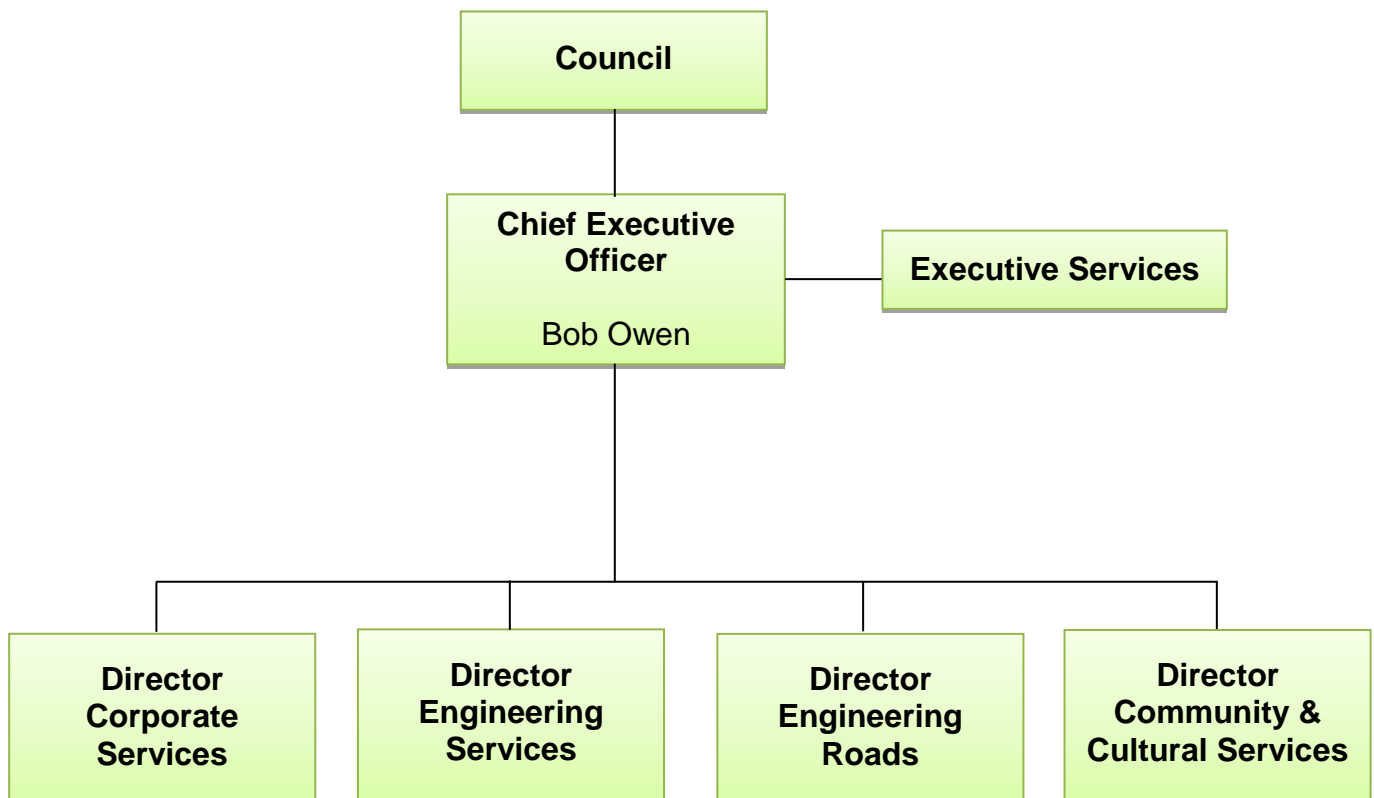
The elected Council's role is to set strategy and make policy on behalf of the Council. As such, they act in a similar manner to a Board of Directors of a public company – making sure that the Council delivers the outcomes that our community expects and deserves. The Mayor and Councillors also represent our residents and ratepayers and have an important role in providing leadership to our region.

Our Council Structure

The Council organisation is responsible for delivering essential services to our community. These include services which are used every day by our residents (e.g. roads, water and sewerage) as well as services which may be used less frequently (e.g. libraries, youth services, sport and recreation facilities, child care and visitor information centres) but which are just as important for the economic and social fabric of our region.

The Council is based on four portfolios as set out in the corporate structure below. In order to ensure that there are clear lines of responsibility and accountability, this Corporate Plan is based on that corporate structure, with strategies and actions allocated to each portfolio. This ensures that everyone within Council is aware of their roles and responsibilities in delivering services to our community.

The Chief Executive Officer (CEO) of Council has a special role as the conduit between the elected representatives and the Council. As well as providing leadership to the organisation, the CEO also supports the elected representatives in their roles.



Context of this Corporate Plan

The Carpentaria Shire Council has a proud history and an exciting future.

Our area encompasses the traditional lands of the Kurtjar, Gkuthaarn and Kukatj People. These people have lived and practiced their cultural beliefs for some 60,000 years, on the land we now know as the Carpentaria Region.

Situated in the Gulf of Carpentaria, our region has experienced virtually no population growth in the last few years and has a significantly higher than average unemployment level compared to Queensland State averages. This is a family region with a high proportion of children under the age of 10 and a large number of adults between the ages of 20 and 40. Our average age is lower than the State average. We also have a significant indigenous population with over 37% of residents identifying themselves as having indigenous heritage.

Our economy is based on agriculture, tourism and mining. A high proportion of our workforce are engaged in those industries. Our Community Plan recognises that our region is at the crossroads in terms of its future with the potential for population decline if our economy does not diversify and grow.

From a lifestyle perspective, the Carpentaria Region provides excellent lifestyle opportunities given its diverse nature with rural, town and coast living opportunities for families. Opportunities also exist for the Council to influence the future of the Region to ensure that the best outcomes for our community are achieved balanced with the Council's own financial sustainability.

Our residents already know that the Carpentaria Region is a great place to work, live and play. One of the key strategies identified by the Carpentaria Shire Council is the opportunity to promote the Region – to share our region with others.

The Carpentaria Region has been affected in recent years by a number of significant decisions made by other levels of government. The Council is seeking to improve its influence in shaping the future of the Region and as such, will seek to build relationships based on partnership with other levels of government and neighbouring Councils to ensure the best outcomes for the Carpentaria Region. In other words, we will aim to take a stronger leadership role on behalf of our region.

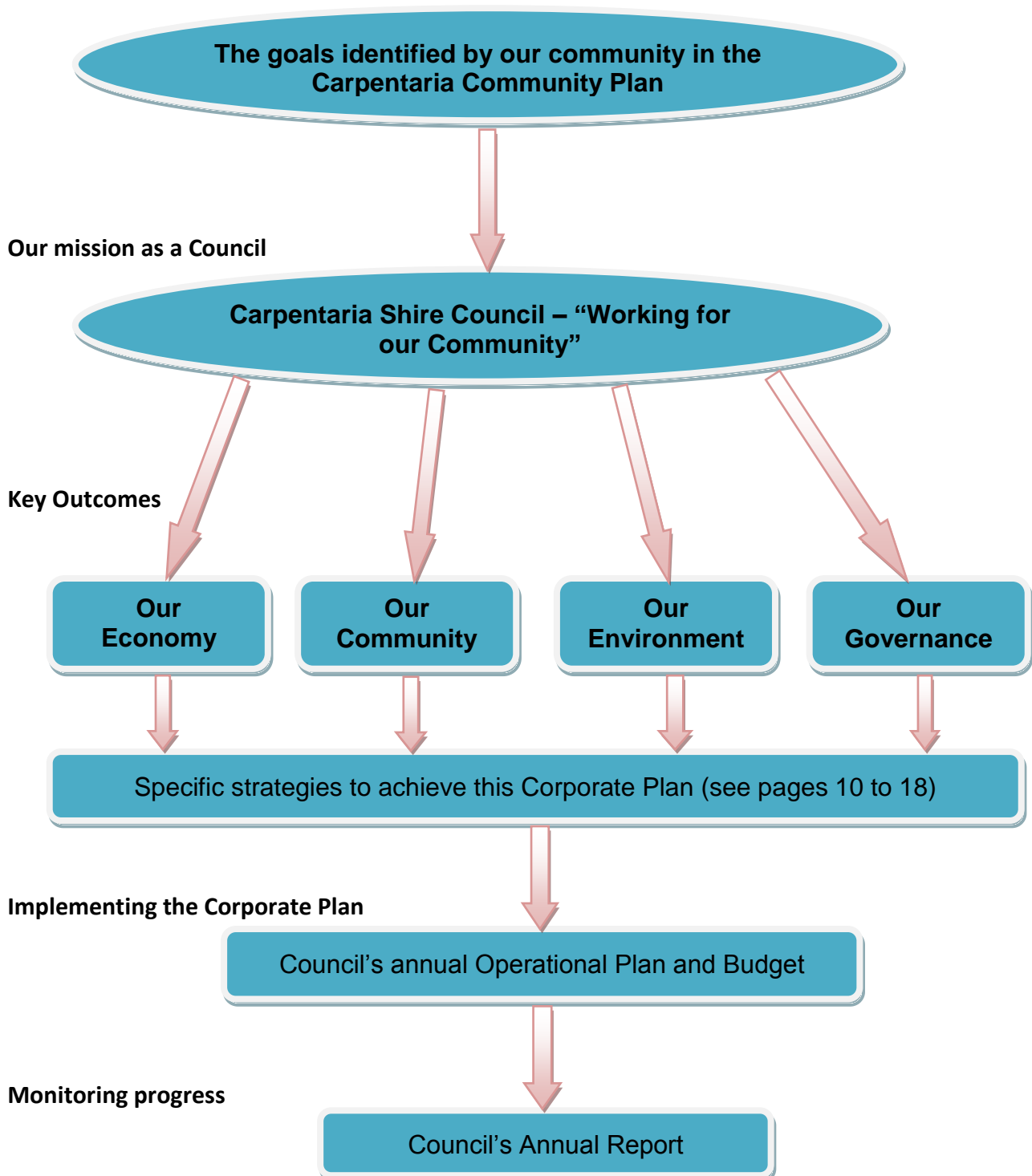
This Corporate Plan is the first opportunity for the Council since the adoption of the Carpentaria Community Plan to articulate the strategies it proposes to undertake to achieve the best outcomes for this Region. Through the Corporate Plan, the Council aims to work with the community to achieve those outcomes.



Strategic Framework

A Strategic Framework sets out how planning arrangements for a region fit together.

Community Plan



Our Vision

Our vision identifies why we are different from other places – what sets us apart from other communities.

We are unique in Queensland. We are the only place where the “Outback meets the Sea”. We are the only place where it is possible to drive on a bitumen road to a major port that has ready access to Asian markets. We are the only place where tourists can experience both the outback and the majesty of sunsets over the Gulf. It is a place where residents can still go down to the river after work and catch a fish. It is a place that our children can grow up still experiencing the safe lifestyle that we enjoyed in earlier generations while still accessing modern town facilities. We live in Gulf Savannah country. It is majestic country shaped by meandering rivers and ever changing seasons. From the annual monsoon to the dry season, our country is unique - even more so when the Morning Glory appears.

*“Outback by the Sea -
It’s a great place to work, live and play.”*

Our Values

Our key values which will govern our behaviours as a Council are:

- *Strong leadership* - our community has every right to expect leadership that has integrity, unity and consistency.
- *Respect and teamwork* - we know that we can only achieve great outcomes for our region by working together as a team.
- *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* - we aim to do the best for our community all the time, every time.
- *Positive and professional* - we are not interested in blame but we want to find the best solutions to problems.
- *Informed decision making* - we need to make sure that we have the best information available when making decisions.
- *Realistic goals* - we believe in dreaming with our eyes open and focusing on what is achievable.

Mission for the Council

A mission statement sets out the purpose and key focus of a Council. In our case, this is a very clear statement that we believe that the purpose of our Council is to serve our community.

“Working for our Community”

In particular:

- *We will work hard for our community.*
- *We will provide strong leadership to our community.*
- *We will provide open and transparent governance for our community.*
- *We will ensure that we are accountable to our community.*



Provision of strong leadership – Chief Executive Officer

Key Outcomes

Outcome 1.1 – Council has the capacity to influence decisions affecting this Region

Key strategies	Priority	Timing
1.1.1 Strengthen working relationships with key State and Commonwealth government agencies through advocacy and lobbying.	High	Ongoing
1.1.2 Build strong Regional relationships with adjoining Councils to gain a stronger voice.	High	Ongoing
1.1.3 Lobby to increase the frequency of transport services to the region including air services.	Medium	Short term

Outcome 1.2 – Progress on the implementation of the Carpentaria Community Plan

Key strategies	Priority	Timing
1.2.1 Council establishes a community based steering committee to oversee the implementation of the Carpentaria Community Plan.	High	Short term
1.2.2 The community is informed on an annual basis as to the progress being made in achieving their goals as set out in the Carpentaria Community Plan.	Medium	Ongoing
1.2.3 The State Government appoints a Community Champion to act as the key liaison on Gulf issues in Brisbane.	High	Short term

Outcome 1.3 – The Carpentaria economy is growing and diversifying

Key strategies	Priority	Timing
1.3.1 Establish a Regional Economic Plan that seeks to diversify the economic base of the region and supports ongoing development of existing industries.	High	Short term
1.3.2 Consider the employment of an Economic Development Officer.	Medium	Medium term

Outcome 1.4 – Council maintains a focus on the future

Key strategies	Priority	Timing
1.4.1 Council's plans take into account the future of mining operations in the region.	Medium	Medium term
1.4.2 The Council has well developed disaster management plans.	High	Ongoing

Outcome 1.5 – Council has high quality governance

Key strategies	Priority	Timing
1.5.1 Council complies with its legislative obligations.	High	Ongoing
1.5.2 Council has in place good risk management strategies.	Medium	Ongoing
1.5.3 Council has good decision making processes in place.	Medium	Ongoing



Supporting and developing our community – Community and Cultural Services

Key Outcomes

Outcome 2.1 – Council connects with its community

Key strategies	Priority	Timing
2.1.1 Council continues to keep the community informed about its activities.	Existing Strategy	Ongoing
2.1.2 Council engages with the community when considering major initiatives or decisions.	High	Ongoing
2.1.3 Council undertakes civic duties such as citizen ceremonies and organises major community events such as Australia Day and Anzac Day.	Medium	Ongoing

Outcome 2.2 – Council supports our community organisations

Key strategies	Priority	Timing
2.2.1 Council implements the Sport and Recreation Plan.	High	Ongoing
2.2.2 Council provides support for local community organisations.	High	Ongoing
2.2.3 Council investigates the feasibility of employing a Sport and Recreation Officer.	Medium	Medium

Outcome 2.3 – Supporting and growing our tourism industry

Key strategies	Priority	Timing
2.3.1 Operate the visitor information centres at Normanton and Karumba.	Medium	Ongoing
2.3.2 Establish the Monsoon Centre as an iconic tourism destination.	High	Medium
2.3.3 Support the Chamber of Commerce and stakeholders in developing events which attract visitors to the region.	Medium	Medium

Outcome 2.4 – Provide community facilities that support our community

Key strategies	Priority	Timing
2.4.1 Provide sport and recreation facilities.	Medium	Ongoing
2.4.2 Provide and maintain public community facilities such as public toilets, public halls and cemeteries.	Medium	Ongoing
2.4.3 Provide and maintain community infrastructure that supports key segments of our community such as child care.	Medium	Ongoing
2.4.4 Provide and maintain library facilities.	Medium	Ongoing
2.4.5 Manage the Council's heritage places.	Medium	Ongoing

Outcome 2.5 – Provide and develop community services that support our community

Key strategies	Priority	Timing
2.5.1 Provide youth support services.	Medium	Ongoing
2.5.2 Manage the provision of the Regional Arts Development Fund.	Medium	Ongoing
2.5.3 Undertake community development services.	Medium	Ongoing

Outcome 2.6 – Deliver regulatory services that enhance our lifestyle

Key strategies	Priority	Timing
2.6.1 Ensure the environmental health of the community is maintained.	Medium	Ongoing
2.6.2 Provide animal management and pet ownership control services to the region.	Medium	Ongoing



Developing a safe and reliable transport network in the region - Engineering-Roads

Key Outcomes

Outcome 3.1 – Improve the road network over time

Key strategies	Priority	Timing
3.1.1. Maintain and improve Council's road network across the region.	High	Ongoing
3.1.2 Lobby MRD to maintain and improve the MRD road network across the region.	High	Ongoing
3.1.3 Identify key road locations affected by periodic flooding and work to develop a long-term program to remedy those affected locations.	Medium	Long-term
3.1.4 Continue to be an active member of the Regional Roads Group to maximise opportunities for our region to attract additional transport funding.	Medium	Ongoing

Outcome 3.2 – Optimise use of Council plant and equipment

Key strategies	Priority	Timing
3.2.1 Manage and maintain Council's plant and equipment in an efficient manner.	High	Ongoing
3.2.2 Optimise the use of Council's plant and equipment.	Medium	Ongoing

Outcome 3.3 – Maximise revenue to Council for undertaking private works

Key strategies	Priority	Timing
3.3.1 Continue to develop long-term business relationship with MRD to maximise RMPC revenue.	High	Ongoing
3.3.2 Undertake other private works to provide Council with an additional revenue stream.	Medium	Ongoing
3.3.3 Develop Council land for sale to create additional income and provide opportunities for the development of more housing for the region.	Medium	Ongoing

Outcome 3.4 – Improved Council infrastructure and services

Key strategies	Priority	Timing
3.4.1 Protect infrastructure from erosion at Karumba.	Medium	Short term
3.4.2 Develop more pathways and cycleways in the region.	Medium	Ongoing
3.4.3 Maintain town parks and gardens.	Medium	Short term
3.4.4 Undertake Natural Resource Management activities including pest and weed control.	Medium	Ongoing
3.4.5 Council has in place integrated Asset Management Plans.	High	Ongoing



Providing efficient and effective water and sewerage services – Engineering-Services

Key Outcomes

Outcome 4.1 – Deliver a good quality water supply to the region’s townships

Key strategies	Priority	Timing
4.1.1 Deliver a clean and reliable water supply to the region’s townships at an affordable cost.	High	Ongoing
4.1.2 Develop an expanded water supply capacity for the future growth of the region.	High	2015

Outcome 4.2 – Deliver efficient and effective sewerage services to the region’s townships

Key strategies	Priority	Timing
4.2.1 Deliver reliable sewerage services to the region’s townships at an affordable cost.	High	Ongoing
4.2.2 Ensure that the Karumba sewerage scheme is operating efficiently and effectively.	High	2013

Outcome 4.3 – Deliver engineering services to the region

Key strategies	Priority	Timing
4.3.1 Manage the provision of broadcasting services for the region.	High	Ongoing
4.3.2 Undertake town planning services.	Medium	Ongoing
4.3.3 Council maintains an appropriate stock of staff housing.	Medium	Ongoing
4.3.4 Manage the provision of building approvals.	Medium	Ongoing
4.3.5 Maintain and improve Council’s buildings and facilities including the administration building to ensure that they meet current and future needs.	High	Short term
4.3.6 Manage the Council’s airport.	High	Ongoing
4.3.7 Provide Waste services to the region.	Medium	Ongoing



The Council is a sustainable and stable organisation – Corporate Services

Key Outcomes

Outcome 5.1 – Council is maintaining responsible financial and corporate management

Key strategies	Priority	Timing
5.1.1 Council continues responsible budgeting and living within its means and meets its statutory reporting obligations.	High	Ongoing
5.1.2 Council continues to undertake long-term financial planning to ensure that it remains financially sustainable.	Medium	Ongoing
5.1.3 Council ensures that its fees and charges reflect the cost of service provision.	High	Ongoing
5.1.4 Council explores alternative revenue opportunities to take pressure off the Shire's rate base.	Medium	2012
5.1.5 Council considers the potential impact on its general rate base of the loss of mining operations in the Shire.	High	2013
5.1.6 Council develops, implements and submits all plans and reports as required under legislation and Council's policies.	High	Ongoing

Outcome 5.2 – The Council is able to attract and retain quality staff by being an employer of choice

Key strategies	Priority	Timing
5.2.1 The Council develops attraction and retention of staff policies including the employment of local residents to reduce staff turnover.	High	Ongoing
5.2.2 Provide career development opportunities for Council staff.	High	Ongoing
5.2.3 Ensure that the Council is a safe place to work.	High	Ongoing

Outcome 5.3 – Provision of professional administrative support services

Key strategies	Priority	Timing
5.3.1 Council has a contemporary and stable ICT system that enables it to provide services to our community.	High	Ongoing
5.3.2 Council provides high quality customer service to our community.	High	Ongoing

Monitoring Progress

Community indicators

Community indicators will assist the Council in determining the general trends affecting the Carpentaria Region and the effectiveness of the strategies in this Corporate Plan. These trends can be obtained from information gathered from State and Federal government agencies (for example Australian Bureau of Statistics census data and the Queensland Department of Local Government). Community indicators primarily look at demographic trends, economic and environmental indicators. They will be reported annually and published in Council's annual report.

Corporate indicators

Corporate indicators assist the Council in monitoring progress made in achieving the Corporate Plan outcomes. In other words, they help identify to the Council and the community how effective the Council is as an organisation in delivering results on the priorities identified in this Corporate Plan. A number of performance measures have developed and they focus on the Council's effectiveness and efficiency in relation to its service delivery. These are reported to Council on an annual basis and will be published for the information of the community in the Council's annual report.



Map of Carpentaria Shire



Appendix 1

Corporate Indicators

Measuring Progress – 12 Corporate Indicators

Corporate indicators have been developed to provide an overview of how the Council is performing as an organisation. These corporate indicators are intended to provide an overall snapshot of key measures of corporate performance. They are structured around the key elements of what makes successful Councils (i) providing great customer service (ii) having great staff (ii) looking after assets on behalf of our community and (iv) managing our finances.



	Indicator	Target	Key Initiative	How it is Calculated
Customer Service	Customer Satisfaction	More than 80% of customers rate Council service as average or better than average (i.e. 5 or more out of 10).	Council provides great customer service which meets or exceeds community expectations.	Annual customer service survey of up to 100 customers of Council. ¹
	Successful delivery of projects for our community	More than 95% of the adopted capital works program is implemented each year.	Adoption and implementation of Council capital works program. Council monitors progress of capital program throughout the year.	Percentage of annual capital works program which is completed by 30 June each year.
Our Staff²	Staff turnover rate	Annual Staff turnover less than 15%.	Council has attraction and retention policies in place that make the Council an employer of choice.	Measured on an annual basis. Number of staff leaving the Council during the financial year compared to the total number of staff employed by Council.
	Workplace health and safety record	Annual trend of reduction in number of days lost due to workplace injury.	Providing a safe workplace for all our employees.	Total number of work days lost in the financial year due to workplace injuries.

¹ Note that this should be done on an 'exit survey basis' as customer come to the Council office for service over a period of one month.

² These indicators are designed to focus on those elements that influence how the Council is perceived as an employer. It covers (i) how we attract and retain staff (ii) how we make sure our staff are safe (iii) how we make sure our staff are performing and (iv) how we develop our staff.

	Indicator	Target	Key Initiative	How it is Calculated
	Staff accountable for performance	More than 90% of staff have annual performance reviews undertaken.	Ensure that all staff have an annual performance plan and that annual performance reviews are undertaken.	Measured on an annual basis. Number of staff who have had an annual performance review compared to the total number of staff employed by Council.
	Developing our staff	More than 1% of Council's operating budget is spent on staff training and development.	Council has a training and development program that supports the development of our staff.	Calculated on an annual basis. The amount spent on staff training and development expressed as a percentage of the total operating budget.
Community Assets	Asset consumption ratio ³	Asset consumption ratio is between 40% and 80%.	Council has asset management plans and is maintaining its existing assets.	Measured annually from Council's financial statements. Written down value of infrastructure assets divided by gross current replacement cost of infrastructure assets. Expressed as a percentage.

³ The average proportion of as new value remaining in the infrastructure assets. This ratio shows the written down current value of a council's depreciable assets relative to their as new value in up to date prices. This ration seeks to highlight the aged condition of the Council's stock of physical assets.

	Indicator	Target	Key Initiative	How it is Calculated
	Council road network	Council meets its annual requirements under the Asset Management Plan.	Council has funded asset management plans that provide for maintenance of Council's road network.	<p>(i) Length of Council sealed road network that receives maintenance as a percentage of the total length of Council sealed roads.</p> <p>(ii) Length of Council unsealed road network that receives maintenance as a percentage of the total length of Council unsealed roads.</p>
Financial management ⁴	Current ratio (also known as the working capital ratio) ⁵	Council has a Working Capital Ratio greater than 1 : 1 i.e. it has more current assets than current liabilities.	Council manages its cash flow and investments to ensure that it remains financially viable.	Measured annually from Council's financial statements. Current assets divided by current liabilities expressed as 1: X where $X = CA/CL$.

⁴ Sourced from Financial Management (Sustainability) Guidelines 2009 published by Queensland State Government.

⁵ This is an indicator of the management of working capital (short term financial capital). Measures the extent to which the Council has liquid assets available to meet short term financial obligations.

	Indicator	Target	Key Initiative	How it is Calculated
	Operating Surplus Ratio ⁶	Council has an operating surplus of between 0% and 15%.	Balanced budget adopted and Council monitors the budget progress throughout financial year.	Measured annually from Council's financial statements. Calculated as net operating surplus divided by total operating revenue. Express as a percentage.
	Operating Surplus Ratio ⁷	Council has an operating surplus of between 0% and 15%.	Balanced budget adopted and Council monitors the budget progress throughout financial year.	Measured annually from Council's financial statements. Calculated as net operating surplus divided by total operating revenue. Express as a percentage.

⁶ This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates. A positive ratio indicates the percentage of total rates available to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be help for future capital expenditure needs by either increasing financial assets or preferably

⁷ This is an indicator of the extent to which revenues raised cover operational expenses only or are available for capital funding purposes. The operating surplus ratio is the operating surplus (deficit) expressed as a percentage of general and other rates net of (excluding) rate rebates. A positive ratio indicates the percentage of total rates available to help fund proposed capital expenditure. If the relevant amount is not required for this purpose in a particular year, it can be help for future capital expenditure needs by either increasing financial assets or preferably

	Indicator	Target	Key Initiative	How it is Calculated
	Net financial liabilities ratio	Council has a net financial liabilities ratio less than 60%.	Council maintains its low level of debt.	Measured annually from Council's financial statements. Calculated as the total liabilities less current assets divided by total operating revenue and the result is expressed as a percentage.
	Interest coverage ratio ⁸	Between 0% and 10%	Council maintains its low level of debt.	Measured annually from Council's financial statements. Calculated as net interest expense on debt service divided by total operating revenue with the result expressed as a percentage.

⁸ This is an indicator of the extent to which the net financial liabilities of the Council can be serviced by its operating revenues. A ratio greater than zero (positive) indicates that total liabilities exceed current assets. These net liabilities must be serviced by using operating revenues. A positive value less than 60% indicates the Council has the capacity to fund the liabilities and appear to have the capacity to increase its loan borrowings if needed. A positive value greater than 60% indicates the Council has limited capacity to increase its loan borrowings. A ratio less than zero (negative) indicates that current assets exceed total liabilities and therefore Council would have the capacity to increase its loan borrowings if needed.

Community Indicators

Measuring Progress – 12 Community Indicators

These community indicators have been developed on the basis of the following criteria:

- degree of relevance to the goals in the community and corporate plan;
- availability of accurate information;
- cost of acquiring that information. Where possible, only freely available information has been sourced.

	Indicator	Target	Key Initiative	Measuring Tool
Economy	Level of unemployment	Unemployment to be on par or better than the State average within 10 years.	Regional Economic plan that focuses on economic diversity and year round economic activity.	Office of Economic and Statistical Research – Queensland Treasury quarterly figures. ⁹
	Population Growth Rate	Population of the regional is increasing on an annual basis.	Successful promotion of the region as a place to work, live and play.	Office of Economic and Statistical Research – Queensland Treasury quarterly figures. ¹⁰
	Growth of tourism industry	Annual increase in the number of visitors to the Carpentaria region.	Establishment of the Monsoon Centre as an iconic tourism destination.	Statistics from the Karumba and Normanton visitor information centres.
Community	Community lifestyle	Annual increase on the	Ongoing support for	Annual survey of local

⁹ Available from <http://statistics.oesr.qld.gov.au/qld-regional-profiles>

¹⁰ Available from <http://www.oesr.qld.gov.au/products/profiles/pop-housing-profiles-lga/index.php>

	Indicator	Target	Key Initiative	Measuring Tool
		number of people volunteering for community groups and the amount of funds raised by community groups.	community organisations by the Council and the community.	community groups to determine their number of volunteers and support by the community.
	Community events	Annual increase on the number of locals and visitors attending community events.	A year round calendar of events that attract visitors to the region and provide support to community organisations.	Annual survey of community event organizers to establish the number of attendees at community events.
	Growth of government services for the region	Growth in the number of Commonwealth and state Government employees permanently based in our region.	Lobbying of government to improve services to the region. Ensuring that Normanton remains the government service hub for the Gulf.	Number of Commonwealth and State Government employees permanently based in our region as determined by the Interagency Group as at 30 June each year.
Environment	Healthy waterways to preserve fishing areas	100% of Council sewerage discharges meet EPA licence conditions.	Maintain investment in Council's infrastructure. Operate Karumba and Normanton sewerage treatment plants on compliance with licence requirements.	Council sewerage discharge water quality measurements compared to EPA licence requirements.
	Preserve our water supply	Reduction in the average consumption of water per head.	Maintain the Council's water supply system (reduction of pipe breakages, etc.) and	Annual water production divided by the number of water users.

	Indicator	Target	Key Initiative	Measuring Tool
			encourage the reduction of water usage.	
	Water reduction and compliance	100% compliance with EPA licence requirements for the Council waste dump and annual reduction in volume of waste collected and disposed of at waste dump.	Maintain waste dump to a high standard and encourage the region to recycle (thus reducing waste volumes).	Council's waste dump meets all EPA requirements and the volume of waste disposal compared to population.
Governance	More influence with other levels of government	Increase amount of government funding to our region – more than \$2 million per year.	Improve lobbying capacity by working with regional partners to gain a stronger voice for the Gulf.	Amount of State and Commonwealth government funding attracted to our region in each financial year.
	Community Plan implementation	Annual increase in the percentage of the Carpentaria Community Plan goals which have been achieved.	Work with the community and government agencies to implement the goals set out in the Carpentaria Community Plan.	Annual report from the Community Plan Implementation Committee on progress in implementing the goals in the Carpentaria Community Plan.