



CARPENTARIA SHIRE
Outback by the Sea®

CARPENTARIA CORPORATE PLAN

2021 - 2025

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



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Carpentaria Shire Council would like to respectfully acknowledge the Gkuthaarn, Kukatj and Kurtijar peoples as the traditional owners of the lands and waters that form the Region. Council pays its respect to elders' past, present and emerging and welcomes the ongoing role that indigenous people play within the Carpentaria community.



Introduction

Carpentaria Shire is located on the Savannah Way in North Western Queensland in the south eastern region of the Gulf of Carpentaria. The region is uniquely placed to offer residents and visitors opportunities and experiences in lifestyle, holidays, employment and investment opportunities. Carpentaria Shire has a friendly, laid-back lifestyle and is a place where children still ride their bikes down to the river to go fishing after school without parents having to worry as they would in larger towns and cities.

Carpentaria Shire is the traditional country of many Indigenous groups and the townships of Normanton and Karumba are the traditional land of the Gkuthaarn, Kukatj and Kurtijar people.

The Shire covers an area of approximately 65,000 square kilometres and has a population of 1,974. The countryside ranges from vast inland plains to mangrove forests, deltas and salt pans along the coastal areas of the Gulf.

Carpentaria Shire has a diverse industry base with agriculture, fishing, mining, tourism and government administration providing the majority of the Shire's income. Normanton is the region's government and administrative centre.

Much of the Shire's commercial activity comes through Karumba, which has an active port based around export of zinc and lead and live cattle to Asia. It also has a substantial fishing industry that targets prawns, barramundi, Spanish mackerel, salmon and mud crabs.

The region offers good infrastructure and facilities, with sealed access roads, well-serviced airports, developed freight routes, primary and secondary schools, medical services, recreational and sporting facilities and the standard infrastructure expected in a modern community.



Vision, Mission and Core Values

OUR VISION

We are unique in Queensland. We are the only place where the 'Outback meets the Sea'. We are the only place in the Gulf 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.

'Outback by the Sea – It's a great place to work, live and play.'

OUR MISSION

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.

"Working for our community."

OUR VALUES

Our key values that will govern our behaviour 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 available.



Our Purpose

The Corporate Plan is the key strategic business plan for Council. It is the medium-term organisational directions document that describes our key strategic themes and the strategic actions to be undertaken over the next five years, informing the community of Council's intent. It provides a focused framework for Council to plan and undertake its business and service delivery for a 5-year period.

The Corporate Plan does not detail the day-to-day business of Council but rather focuses on the strategic actions and is a road map to achieve its strategic themes.

An Operational Plan is developed each year that will detail the further actions Council will take during that year to achieve its Strategic Themes and Key Strategic Actions.

Legislative Context:

Carpentaria Shire Council is governed by the *Local Government Act 2009* and *Local Government Regulation 2012* and operates in accordance with the five guiding principles contained in the legislation: -

- Transparent and effective processes, and decision-making in the public interest; and
- Sustainable development and management of assets and infrastructure, and delivery of effective services; and
- Democratic representation, social inclusion and meaningful community engagement; and
- Good governance of, and by, local government; and
- Ethical and legal behaviour of councillors, local government employees and councillor advisors.



Carpentaria Region – Outback by the Sea®

Carpentaria Shire is ideally located in the southern part of the Gulf of Carpentaria and is the only part of Queensland where the Outback Meets the Sea. Our Region is very remote and while it has its challenges it provides opportunity for people to live, work and play.

Normanton celebrated 150 years in 2018 and Karumba is to celebrate its 150th in 2023, the shire is rich in culture, natural beauty, and history. The Shire is home to several well established and emerging events. It is also home to the multi award winning Les Wilson Barramundi Discovery Centre and Krys the Savannah King.

Median Age
37.7 years

Average Household
2.6 persons

Population
1,977

Local Government Area
64,331 km²

Families
473

Rateable Properties
853

Median Weekly Household Income
\$1,544

Rates Charges
\$7,867,000

Median Weekly Rental
\$170

Total Value of Community Assets \$363,279,000	Road Assets	\$240,667,000
	Plant and Equipment Assets	\$7,749,000
	Building and Recreational Facilities Assets	\$31,239,000
	Water and Wastewater Assets	\$61,034,000



Corporate Planning Framework

The Corporate Planning Framework links together the various components of the corporate planning process and defines how our departments and individuals contribute to the success of the organisation in delivering services to the community.

Annually Council will prepare an operational plan and budget to ensure that we implement and fund initiatives and projects that deliver on the Key Strategic Actions and the Key Strategic Themes identified in the Corporate Plan.

Measurement of our success will be documented and reported against in the Annual Report. Monitoring during the year will be through the reports from the CEO against the Operational Plan presented quarterly.



Key Strategic Themes

The following pages outline Council's Key Strategic Themes and the Key Strategic Actions to be undertaken to achieve Council's long term vision.

The key strategic themes of Carpentaria Community, Carpentaria Environment, Carpentaria Economy and Carpentaria Governance have been identified and will be realised with the following: -

- Key Strategic Actions – those actions that are to be undertaken by Council over the next five years. The key strategic actions will be further broken down in the annual Operational Plan and Budget highlighting the projects to be undertaken to assist in achieving for our community. The key strategic actions will be reviewed after the five years.
- How council intends to deliver – these are a summary of how Council will deliver on the Key Strategic Actions identified under the Key Strategic Themes.

Theme One – Carpentaria Community

A safe, healthy, and equitable community that celebrates diversity and enjoys a quality lifestyle.

Key Strategic Actions 2021 – 2025

1. Development of, and implementation of, a cultural plan
2. Continue to support activities and programs that provide for the Youth within the Shire
3. Continue to support the use of Council's Facilities by the community through formal tenure arrangements
4. Undertake a review of the 2010 Sport and Recreation plan and implement remaining strategies to best utilise the facilities and encourage further use by the community
5. Adopt and implement a Community Health and Wellbeing Plan for the Shire
6. Plan for the Regions ageing demographic and support the health and aged care sectors
7. Maintain the ability to respond to natural disaster events.

How Council intends to deliver on the Key Strategic Actions

- Development of, and implementation of, a Culture Plan, Community Health and Well Being Plan and Youth Strategy for the Shire
- Development of standard leases for the various community groups who utilise Council facilities
- Review the recommendations contained in the Carpentaria Sport and Recreation Plan
- Regularly review the Local Disaster Management Plan to ensure all disasters



Theme Two – Carpentaria Environment

The region's environmental assets including natural areas and resources, open space, and agricultural land, are conserved and enhanced for future generations.

Key Strategic Actions 2021-2025

1. Seek funding to assist with the implementation of the recommendations contained in the Carpentaria Shire Coastal Hazard Adaptation Strategy
2. Continue to support the development of the Flyway Site Network areas along the Gulf Coastline to assist with the migratory shorebirds that visit the Region
3. Development of a Wetlands Management Plan for the Mutton Hole Wetlands Conservation Park
4. Manage developments within the Carpentaria Shire in accordance with the desired environmental outcomes
5. Implement the recommendations contained with the Biosecurity Plan - Pest animals and plants
6. Contribute to the development of a Regional (NWQROC Member Councils) Biosecurity Plan and implement recommendations

How Council intends to deliver on the Key Strategic Actions

- Implementation of the Coastal Hazard Adaptation Strategy
- Development of a Wetland Management Plan – Mutton Hole Wetlands Conservation Park
- Implementation of the Biosecurity Plan (the new Regional Plan will replace the Shire Plan)



Theme Three – Carpentaria Economy

A dynamic and diverse economy creating industry development and employment opportunities

Key Strategic Actions 2021-2025

1. Implementation of the Carpentaria Shire Economic Development Strategy
2. Ensure that Carpentaria Shire is included in the opportunities and benefits identified through the North West Minerals Province Economic Diversification Strategy
3. Provision of support for a sustainable Tourism sector
4. Pursue and seek funding sources for the implementation of the recommendations contained within the recent MIPP (2) Reports
5. Continue to pursue funding for the sealing of the unsealed sections of the SAVANNAH WAY – Australia's Adventure Drive

How Council intends to deliver on the Key Strategic Actions

- Implementation of the Economic Development Strategy
- Continued participation in the North West Minerals Province
- Implementation of the Tourism Strategy
- Implementation of the recommended projects in the MIPP2 Reports



Theme Four – Carpentaria Governance

A well governed, responsive Council, providing effective leadership and management, and respecting community values

Key Strategic Actions 2021-2025

1. Maintain a focus on Integrity, Accountability and Transparency in all that we do
2. Maintain a focus on excellence in customer service and improvements in service delivery
3. Develop systems that promote continuous improvement
4. Provision of safe and reliable infrastructure (roads, water and sewer, buildings and facilities, etc.)
5. Improve the online interaction with Council services for the community
6. Ensure that workforce planning is in place and the safety of employees is maintained and improved
7. Develop a 5-year plan towards meeting the Financial Sustainability targets
8. Continue to represent the community through active Advocacy efforts – (State and Federal Government, regional bodies and others)

How Council intends to deliver on the Key Strategic Actions

- Compliance with statutory obligations
- Asset Management Plan
- Long Term Financial Sustainability Plan
- Development of, and implementation of, an Advocacy Action Plan
- Development and implementation of a workforce strategy
- Regional representation on the NWQROC, FNQROC and WQAC



Monitoring and Measuring our performance

To monitor performance, Council will establish performance indicators as outlined below: -

- Corporate Plan indicators – outlined under the key strategic themes and focused on delivering the key strategic actions. Reported to Council annually by the CEO and included in the Annual Report following the completion of the annual financial statements audit.
- Operational Plan indicators – progress reporting against the Operational Plan is provided to Council and the community on a quarterly basis.

Several other strategic and planning documents are also adopted by Council and contain measures for success. These include our Budget, long term financial sustainability plan, and long-term asset management plans.



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