Longreach Regional Council
Corporate Plan, 2017-2027

Setting the direction to serve our communities of Ilfracombe, Isisford, Longreach and Yaraka
Longreach Regional Council
Corporate Plan 2017-2027

Longreach Regional Council acknowledges the Traditional Owners of the land on which our Council operates, the Iningai, Malintji and Kuunkari peoples. We pay respect to Elders past, present and future and value the traditions, cultures and aspirations of the First Australians of this land. We acknowledge and hold in great significance the valuable contribution that Traditional Owners have made and continue to make within the Longreach Region communities.

Longreach Regional Council greatly acknowledges the communities of Ilfracombe, Isisford, Longreach and Yaraka for providing ideas which helped inform the preparation of this Corporate Plan.

Longreach Regional Council also acknowledges SC Lennon & Associates for its assistance in preparing this Corporate Plan.
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Appendix A: Short-Term Projects by Community
A Message from the Mayor

It is a pleasure to present the Longreach Regional Council Corporate Plan, 2017-2027; and an honour to serve as Mayor of this proud region.

Though I relish the opportunity to serve, this plan has significance beyond my own term of office and that of my fellow Councillors. This document belongs to the people of our region and has been developed in far-reaching consultation with each of our diverse communities. It reflects their expectations of the organisation that serves them.

My fellow Councillors and I proudly take custodianship of the aspirations of our community as detailed in this plan. Likewise, future Mayors and Councillors of Longreach Regional Council will carry forward the vision laid out in these pages; and any amendments they make will again be guided by the community.

In the meantime, there is much for us to do in bringing these strategies to fruition. I encourage all in our community to become familiar with this Corporate Plan, and work alongside us, as we strive to realise our shared goals.

For a region with such a rich and storied past, I believe we have an equally illustrious future to look forward to. This plan will help us get there, and I take pride in commending it to you.

Cr Ed Warren
Mayor
Longreach Regional Council
A Message from the CEO

After extensive consultation with our community I’m pleased to present our Longreach Regional Council Corporate Plan, 2017-2027.

Modern councils are now expected to fulfil greater social, cultural, economic and environmental functions than in previous generations. With these increasing responsibilities it is more important than ever for councils to be transparent and consultative in their approach to decision-making.

Longreach Regional Council has embraced these expectations, as evidenced in the development of this plan.

Council’s influence within our region is hard to ignore. Directly or indirectly we touch everyone’s life in our community, in some way or another. We are careful to acknowledge the important role we play in people’s lives and conduct ourselves in a responsible and equitable way.

This Corporate Plan guides our organisation in living up to these ideals and expectations. The strategies identified inform Council’s Annual Operational Plan each year, filtering down into our day-to-day operations.

My team and I are grateful to the many stakeholders that helped contribute to the development of this plan. I would like to particularly thank the residents of Yaraka, Isisford, Ilfracombe and Longreach who attended public consultation workshops. It is you, our community, that Council represents – and for you that we strive to implement this plan.

Ian Bodill
Chief Executive Officer
Longreach Regional Council
1. Our Vision, Mission and Values

1.1 Our Vision

In Queensland, Local Government Authorities are required to prepare a Corporate Plan in accordance with the *Local Government Act 2009* and *Local Government Regulations 2012*. This Corporate Plan sets the direction for the communities of the Longreach Region and Council decision-making for the period 2017 to 2027.

The iconic Longreach Region is the heart of Central-West Queensland. Encompassing the communities of Ilfracombe, Isisford, Longreach and Yaraka, the region has a population of approximately 4,100 covering an area of more than 40,000 square kilometres.

The three pillars of the Longreach Region’s prosperity are the agriculture and tourism sectors together with the region’s appeal as a destination of choice for outback living. The residents of the Longreach Region are proud of their communities and passionate about their future. This is reflected in our vision for the Longreach Region:

*The communities of the Longreach Region, with their individual identities and a proud heritage, will be characterised by their cohesive and inclusive nature, making the region a location of choice for business investment and outback living.*

*Reaching a population of 5,500 by 2027, the Longreach Region will be characterised by strong communities and a vibrant economy driven by skills and innovation in a diversity of traditional and new industries.*

The vision is supported by Longreach Regional Council’s mission statement.

1.2 Our Mission

Longreach Regional Council’s mission sets out the purpose of the organisation and demonstrates how we will achieve the vision.

*Council’s Mission is to deliver decisive leadership in making locally-responsive, informed and responsible decisions, providing the highest-quality services and facilities to all communities of the Longreach Region.*

1.3 Our Eight Core Values

Our values govern the actions of Council and how it serves the communities of Ilfracombe, Isisford, Longreach and Yaraka. Our eight core values are:

1. A Safe and Healthy Work Environment
2. Inclusiveness and Respect
3. Consistency and Fairness
4. Teamwork and Staff Development
5. Performance and Value for Money
6. Leadership and Collaboration
7. Sustainability
8. Forward-looking

Each is explained in turn below.
1. **A Safe and Healthy Work Environment**

Longreach Regional Council is committed to providing a safe and healthy workplace for employees, contractors, sub-contractors, visitors and volunteers.

2. **Inclusiveness and Respect**

We will show respect for all and continually engage with and listen to the people of our communities. We value the diversity of our region and we embrace and respect our rich outback and Indigenous heritage.

3. **Consistency and Fairness**

As a Council, we are balanced, fair, honest, transparent and accountable for our decisions and our actions.

4. **Teamwork and Staff Development**

We encourage initiative and collaboration by staff who are committed to teamwork, and we value continual professional development and learning across the organisation.

5. **Performance and Value for Money**

We are focused on results that are consistent with our mission and which realise our vision. We will achieve value for our communities through innovation, informed decision-making and efficient work practices.

6. **Leadership and Collaboration**

We will always demonstrate high standards of leadership in collaborating with the communities of our region, to achieve our vision. In serving our communities, we will build and maintain collaborative partnerships and relationships with the region’s key government, non-government, industry and community stakeholders.

7. **Sustainability**

As an organisation, we uphold a quadruple-bottom-line approach, taking a social, cultural, economic and environmentally-sustainable approach to everything we do.

8. **Forward-looking**

We are aspirational with a clear vision for future prosperity while meeting community needs and respecting and building on our outback heritage.
2. Our Strategic Planning and Performance Framework

2.1 Strategic Framework

Our vision, mission and values inform the strategies presented in this Corporate Plan and the key outcomes Council aspires to realise across the four Corporate Plan themes of ‘Community’, ‘Economy’, ‘Environment’ and ‘Governance’. The key outcomes are as follows:

- **Our Community**: Engaged Communities with Strong Identities Supported by High-Quality Services and Facilities
- **Our Economy**: A Vibrant Economy Driven by Skills and Innovation in a Diversity of Industries
- **Our Environment**: A Sustainable Environment Supported by Climate-Adapted Communities
- **Governance**: An Engaging and Transparent Council Providing Community Leadership

The strategic framework sets out how the elements of the Corporate Plan fit together.

The Corporate Plan will be implemented through the annual operational plan and budget. These documents will be monitored by Council throughout each year (quarterly) and will be used as the basis of reporting performance through Council’s Annual Report.
2.2 The Corporate Plan in Context

The Corporate Plan is the guiding document informing the preparation and delivery of Council’s annual operational plan and budget. Input provided at community forums held in Ilfracombe, Isisford, Longreach and Yaraka was integral to the plan’s development. While the Corporate Plan informs Council’s long-term financial planning and its asset management planning, a number of short-term project opportunities particular to each town were identified through community consultation. These are listed in Appendix A.

The Corporate Plan has an on-going interface at the planning, operational and performance review levels with other Council strategies. These include, for example, Outback Prosperity 2021: Longreach Region Economic Development Strategy and other documents to be prepared including Council’s Community Development Strategy and its Tourism Strategy. These relationships are illustrated below.

Figure 2 – Longreach Regional Council’s Corporate Plan in Context

2.3 Performance Monitoring Process

In accordance with statutory reporting requirements of the Local Government Act 2009, and Council’s commitment to engage with the Longreach Region community in setting the agenda for the next ten years, Council will conduct annual reviews of the Corporate Plan. Annual operational reporting will track progress and will assist in the development of the following year’s operational plan and budget.

Figure 3 – Annual Planning and Monitoring Framework
3. Our Strategic Directions

3.1 Our Community

**Outcome: Engaged Communities with Strong Identities**

Longreach Regional Council is committed to the delivery of services and facilities which facilitate a strong sense of community throughout the region. The following strategies are designed to ensure all communities feel engaged with a strong sense of pride in their identities and the region of which they are a part.

**Strategy Area 1.1: Community Services and Cultural Development**

<table>
<thead>
<tr>
<th>Strategies</th>
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<tbody>
<tr>
<td>1.1.1 Deliver highest-standard customer services to all communities of the Longreach Region.</td>
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<td>1.1.2 Deliver innovative and flexible library services to the Longreach Region community.</td>
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<td>1.1.3 Maintain fair and equitable user-charges for Council-owned recreational halls and meeting rooms.</td>
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<td>1.1.4 Investigate options for a multi-purpose regional indoor sports and recreation facility.</td>
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<td>1.1.5 Deliver and facilitate a calendar of community events throughout the region.</td>
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<td>1.1.6 Deliver targeted social programs relating to child care, youth and aged care services.</td>
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<td>1.1.7 Develop and deliver targeted arts and cultural heritage programs throughout the region.</td>
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<td>1.1.8 Embrace and promote the Longreach Region’s rich Indigenous culture.</td>
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**Strategy Area 1.2: Infrastructure Provision and Maintenance**

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<td>1.2.1 Secure improved water storage capacity for all four towns of the region.</td>
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<td>1.2.2 Implement a program to beautify and maintain all parks and gardens in our towns.</td>
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<td>1.2.3 Upgrade sewerage systems using the latest technology in line with community needs in each town.</td>
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<td>1.2.4 Undertake and maintain road surfacing on approaches to grids throughout the region.</td>
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<td>1.2.5 Undertake a road surface audit and provide all-weather roads in key locations throughout the region.</td>
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<td>1.2.6 Undertake a regional signage audit and address identified gaps.</td>
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<td>1.2.7 Implement infrastructure, signage and safety management measures to ensure pedestrian safety at schools.</td>
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<td>1.2.8 Investigate and address lighting upgrade requirements at the region’s airfields in Isisford and Yaraka.</td>
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<td>1.2.9 Investigate and address drainage improvements in key locations throughout the region.</td>
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<td>1.2.10 Audit internet and mobile phone coverage shortfalls to address gaps and improve communications.</td>
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**Strategy Area 1.3: Disaster Management**

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<td>1.3.1 Establish and maintain a disaster management response capability to meet community needs when required.</td>
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<td>1.3.2 Investigate and address flood mitigation needs and priorities in the Longreach Region.</td>
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<td>1.3.3 Investigate options for a dedicated emergency camping zone in the Longreach Region.</td>
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**Measures of Success**

- Levels of customer satisfaction with Council customer service standards.
- Levels of customer satisfaction with Council’s standards of service delivery.
- Levels of customer satisfaction with Council’s user-pay policies.
- Road signage issues addressed.
- Pedestrian safety issues addressed.
- Critical infrastructure shortfalls addressed.
3.2 Our Economy

Outcome: A Vibrant Economy Driven by Skills and Innovation in a Diversity of Industries

The industry drivers of the Longreach regional economy are sheep, cattle and tourism. Other industries, like retail and construction, or key service sectors including health and education, rely on these key industry drivers for their own sustainability. The region’s economic drivers also provide the basis for new industry opportunities in areas such as horticulture. Longreach Regional Council is committed to playing its part in the economic stability and growth of the region. The following strategies are designed to support implementation of Council’s Economic Development Strategy, to advance the Longreach Region’s potential and its appeal as a place to visit, to invest in and in which to work and live.

Strategy Area 2.1: Economic Development

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Strategy Area 2.2: Tourism Promotion

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Measures of Success

- Resolution of the Longreach Region’s water security issue.
- Resolution of the future of the Longreach Saleyards.
- Levels of local business satisfaction with Council’s economic development and business support activities.
- Preparation of a Longreach investment attraction prospectus.
- Levels of visitor satisfaction with the services of the Longreach Visitor Information Centre.
- Agreement amongst Council, the Central Western Queensland Remote Area Planning and Development Board (RAPAD) and regional and State tourism bodies on a collaborative and co-ordinated approach to tourism promotion.
3.3 Our Environment

**Outcome: A Sustainable Environment Supported by Climate-Adapted Communities**

Longreach Regional Council is committed to playing its part in providing a healthy and liveable natural environment for everyone in the region to enjoy. Environmental sustainability is at the forefront of Council’s decision-making. The following strategies are designed to ensure Council’s activities support the sustainable development of the Longreach Region’s natural and physical resources.

**Strategy Area 3.1: Water Security and Management**

**Strategies**

| 3.1.1 | Implement the regional water security plan once it is completed. |
| 3.1.2 | Organise water management workshops to assist residents with efficient water management practices. |
| 3.1.3 | Actively promote and enforce Council’s legislative obligations to ensure sustainable water use in the region. |

**Strategy Area 3.2: Sustainable Waste Management**

**Strategies**

| 3.2.1 | Upgrade the region’s waste management facilities and investigate affordable recycling services. |

**Strategy Area 3.3: Sustainable Pest and Weed Management**

**Strategies**

| 3.3.1 | Undertake an audit of pest fencing needs in each community of the Longreach Region. |
| 3.3.2 | Undertake an audit of pest and weed management needs on stock routes and reserves. |

**Strategy Area 3.4: Sustainable Natural Resource Management**

**Strategies**

| 3.4.1 | Implement strategies to minimise the environmental impact of Council’s operations and facilities. |
| 3.4.2 | Promote and support agencies providing natural resource management services in the region. |
| 3.4.3 | Continue to support opportunities for alternative energy generation projects in the Longreach Region. |
| 3.4.4 | Progress the Green Hub project feasibility investigations. |
| 3.4.5 | Prepare a Longreach Regional Council climate adaptation strategy. |

**Measures of Success**

- Implementation of the regional water security plan.
- Upgrade of waste management services for all communities of the Longreach Region.
- Completion of pest fencing audit and identification of regional priorities.
- Completion of pest and weed management needs investigation and identification of regional priorities.
- Completion of the Green Hub project feasibility investigations.
- Completion of a climate adaptation strategy for the Longreach Region.
- Levels of resident satisfaction with Council’s environmental management practices.
- Longreach Regional Council is recognised as a key partner in addressing the region’s natural resource management priorities.
3.4 Governance

Outcome: An Engaging and Transparent Council Providing Community Leadership

Longreach Regional Council is committed to the highest standards of organisational governance, that is, how Council is organised and makes decisions. It is also committed to promoting good regional governance, that is, how it interacts with and collaborates with its regional partners in the government, non-government, community and private sectors. The following strategies are designed to ensure Council’s activities support good governance outcomes, for Council and the region.

Strategy Area 4.1: Community Engagement and Customer Service

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Strategy Area 4.2: Asset Management and Financial Management

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Strategy Area 4.3: Organisational Governance

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Strategy Area 4.4: Regional Governance

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Measures of Success

- Levels of customer satisfaction with Council customer service standards.
- Levels of customer satisfaction with Council’s community forums.
- Levels of customer satisfaction with Council branding and recognition of each town and its unique identity.
- Council has a comprehensive asset management plan in place.
- Council is regarded as financial strong and secure by Queensland Treasury.
- Council is recognised as an employer of choice.
- Council is recognised as a leader in the community.
- Council’s commitment to regional co-operation, collaboration and co-ordination is recognised and respected.
4. Monitoring Progress

4.1 Measuring and Reporting Our Achievements

Longreach Regional Council’s Corporate Plan will be implemented through the annual operational plan and budget. These documents will be monitored by Council throughout each year (quarterly) and will be used as the basis of reporting performance through Council’s Annual Report.

4.2 Continual Community Engagement

Longreach Regional Council is committed to regular engagement with the communities of Ilfracombe, Isisford, Longreach and Yaraka.

Council will hold at least two community engagement forums in each town every year, to report on the progress of the Corporate Plan’s implementation (and of other related strategies and programs being led by or contributed to by Council), and to also listen to community concerns and ideas for the future of each town.

Through its commitment to show respect for all and to continually engage with and listen to the people of our communities, Council’s CEO, the Mayor and Councillors will also engage with the communities of the region on ad hoc matters as they arise, ensuring Council can respond to all issues and opportunities appropriately in an informed and strategic manner.

This reflects Council’s mission to deliver decisive leadership in making locally-responsive, informed and responsible decisions, providing the highest-quality services and facilities to all communities of the Longreach Region.
Appendix A: Short-Term Projects by Community

Input provided at community forums held in Ilfracombe, Isisford, Longreach and Yaraka was integral to the development of the Corporate Plan. While the Corporate Plan informs Council’s long-term financial planning and its asset management planning, a number of short-term project opportunities particular to each town were identified through community consultation. These proposed projects are listed below in no particular order of priority.

**Ilfracombe**

- **Review Ilfracombe Recreation Centre User-Charges** - Review and, if warranted, amend user charges for the Ilfracombe Recreation Centre.

- **Undertake Road Surfacing on Approaches to Grids** - Investigate sealing the approaches to grids in the local area.

- **Provide All-Weather Roads in Key Locations** - Explore the potential for an all-weather road to the rubbish dump and to the Ilfracombe Racecourse; address any maintenance issues affecting existing bitumen roads throughout the local area.

- **Address Drainage Improvements** - Investigate and address key sections of drainage throughout the Ilfracombe area to ensure they are up to standard.

- **Organise Water Management Workshops** - Organise facilitated workshops to better inform members of the local community on how to use water more efficiently.

**Isisford**

- **Road Signage Audit** - Undertake a local road signage audit in Isisford and address identified gaps.

- **Road Sealing Needs Audit** - Undertake a local road sealing needs audit and address identified gaps.

- **Stone Crushing Plant** - Explore the economic viability and benefits of establishing a stone crushing plant in Isisford.

- **Undertake Road Surfacing on Approaches to Grids** - Investigate sealing the approaches to grids in the local area.

- **Address Isisford School Zone Safety** - Implement infrastructure, signage and management measures required to address concerns regarding pedestrian safety in Isisford’s school zones.

- **Feral-Proof Town Fencing in Isisford** - Investigate options to feral-proof the Isisford Town Fence.

- **Address Isisford Airfield Lighting** - Commission research into options for airfield lighting and then, subject to the findings of that research, explore funding options to address need.

- **Fee-to-air Television for Isisford** - Progress investigations into the most cost-effective means for providing free-to-air television retransmission for the community of Isisford.
### Longreach:

- **Indoor Recreation Centre** - Investigate options for a multi-purpose indoor sports and recreation facility in Longreach.

- **Council Procurement Workshops** - Organise Council-run workshops for local businesses on its policies with respect to local procurement and requirements for tendering with Council.

- **Digital Readiness Support** – Implement the action to help local businesses better understand and embrace the use of digital technologies as documented in Council’s economic development strategy.

- **Manager Economic Development** - As part of Council’s next round of human resource planning, explore the merits of appointing a dedicated Manager of Economic Development to oversee implementation of the new economic development strategy.

- **Youth Council** - Re-introduce the Longreach Youth Council.

- **Regional Road Audit** - Undertake an audit the quality of road connections between towns in the Longreach Region and to other towns in the central-west to ensure they support the potential to facilitate increased road tourism traffic through the region.

### Yaraka:

- **Road Signage Audit** - Undertake a local road signage audit in Yaraka and surrounds, and address identified gaps.

- **Regional Road Audit** - Undertake an audit the quality of road connections between towns in the Longreach Region and to other towns in the central-west to ensure they support the potential to facilitate increased road tourism traffic through the region.

- **Telecommunications Infrastructure Audit** – Undertake an audit of internet coverage shortfalls and mobile phone blackspots that need to be addressed.

- **Pest Fencing Audit** - Undertake an audit of pest fencing needs in the Yaraka area and address problem areas.


- **Yaraka School** - Liaise with the State Government on behalf of the Yaraka community regarding the concept of appointing a high school supervisor to work out of the Yaraka School.

- **Community Forums** – Continue to hold regular community forums in Yaraka and throughout the Longreach Region.