



# CORPORATE PLAN 2021-2025

*Leading the way*

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# ABOUT THE CORPORATE PLAN

## PURPOSE

The Hinchinbrook Shire Corporate Plan 2021-2025 is a set of strategic aspirations and goals based on community priorities, guiding the Council's strategies, policies, programs and services for the next five years.

It is a statutory requirement under Section 165 of the Queensland Local Government Regulation 2012 to formulate a plan every five years. It is also a fundamental principle of effective organisational leadership to develop, implement and review key strategies.

The Corporate Plan is Council's commitment to the community of its intent and direction. While it is primarily focussed on strategies and actions for the community, it also includes themes on organisational governance and management that underpin delivery. This is in recognition of the fact that many of Council's resources are involved in the day to day operations of Council on which the community relies.

The Corporate Plan is not a detailed business or action plan, but rather, it is a road map for the future based on key themes.

Each year Council develops an Operational Plan that details the actions Council will take during the year to deliver on its Strategic Themes and Goals.

## ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Traditional Owners and custodians of the land whom include the Warrgamay, Nywaigi and Bandjin people.

Council pays its respect to their Elders past, present and emerging.

**Front Cover Image:** Overlooking Lower Herbert, Hinchinbrook.



Sand Cay East of Orpheus Island, Queensland



## ABOUT OUR REGION

Just over an hour's drive north of Townsville, Hinchinbrook is your gateway to the stunning Wet Tropics. The Shire is encompassed by ancient tropical rainforest, rugged tropical islands and the Great Barrier Reef.

Hinchinbrook is the home of Australia's highest single drop waterfall, Wallaman Falls and the departure point for the iconic wild Hinchinbrook Island.

The Shire boasts everything you need to have a quintessential tropical Queensland experience from breathtaking scenery, wilderness, indigenous experiences, gourmet local food, history and world class fishing.

With Ingham at its centre, the Shire is a place where generations of culture are weaved into one incredible story: The Hinchinbrook Way.



## THE HINCHINBROOK REGION AT A GLANCE



**\*Median age**  
**50**



**\*Average Household**  
**2.3 persons**



**Rateable Properties**  
**6,600**



**\*Population**  
**10,805**



**Local Government Area**  
**2,810km<sup>2</sup>**



**Rates Levies and Charges**  
**\$25M**



**\*Families**  
**1,831**



**Public Parks**  
**46**



**\*Median Weekly Household Income**  
**\$1,110**



**Average Temperature**  
**18.9°C - 29.3°C**

Statistics from the Australian Bureau of Statistics, 2016 Census Data.

## ASSET VALUES

**Value of community assets total**  
**\$435,322,000**



**Land and Land Improvements**  
**\$13,468,000**



**Water**  
**\$46,290,000**



**Buildings and Structures**  
**\$62,781,000**



**Sewerage**  
**\$30,586,000**



**Fleet Assets**  
**\$9,063,000**



**Computer Network**  
**\$5,213,000**



**Road Drainage and Bridge Network**  
**\$325,392,000**



**Plant and Equipment**  
**\$2,995,000**





# OUR VISION, MISSION AND VALUES

## *Mission*

To provide leadership in making locally responsive and informed decisions, delivering quality services and facilities to the Hinchinbrook community.

## *Vision*

To strengthen our vibrant regional lifestyle and prosperous economy by growing the population of and opportunities for the Hinchinbrook Shire.

## *Values*

**INTEGRITY** – We will lead our community with integrity and vision. We will embrace change, foster innovation, and be honest and transparent at all times.

**PEOPLE FOCUSED** – We value our community, our stakeholders and our employees. We will treat all persons with fairness and respect. Council will implement services from a customer perspective.

**EXCELLENCE** – We will always strive to do our best, to be industry leaders and to look for opportunities in pursuit of continuous improvement.

**SUSTAINABILITY** – We will be practical, focused, and effective in our delivery of services and programs for the community.



## COMMUNITY PRIORITIES

Hinchinbrook's greatest resource is our people, and this asset must be built on, preserved and enhanced. This will be done through the provision of services, support and opportunities to ensure all residents can realise their potential as individuals and community members. In this way, Council will shape a stronger, more balanced and sustainable community.

We value our relaxed and friendly rural lifestyle and seek to preserve this lifestyle in a community that is healthy, vibrant and inclusive.

We recognise the need for a strong and sustainable economy that provides for ongoing growth that ensures a healthy diversity of industries and businesses. These will provide employment opportunities across all sections of the community.

We understand the need for continuous skills development throughout life and recognise through continuous learning, that residents can enhance both their employability and their quality of life.

We value our diverse natural and cultural resources and will protect and conserve these resources by developing a sustainable and well-managed balance between our built environment and our natural environment.



Mercer Lane, Ingham



Council Staff









## *Corporate Direction*

### **Key Council Priorities**

Council's five key priorities are based on the following identified community priorities.



#### **1. BUILT ENVIRONMENT**



#### **2. PROSPERITY**



#### **3. LIFESTYLE**



#### **4. NATURAL ENVIRONMENT**



#### **5. ORGANISATIONAL SUSTAINABILITY**





## *Built Environment*

Deliver resilient regional infrastructure that will support and cater for present and future growth.



## STRATEGIES

### **1.1 Provide Infrastructure for the Future Needs of the Community**

- Deliver well planned infrastructure that is sustainable and contributes to vibrant communities;
- Prioritise infrastructure projects that will contribute to the Hinchinbrook Shire's liveability and further development;
- Develop and execute strategic infrastructure plans to support future decision making; and
- Develop and implement strategic land use and infrastructure plans.

### **1.2 Manage and Maintain Community Assets**

- Plan to protect the integrity of key community assets and buildings;
- Protect the integrity of existing assets through flood and disaster mitigation programs; and
- Provide sporting, recreational, parks, playgrounds and aquatic facilities that contribute to and enhance the lifestyle of the community.

### **1.3 Deliver a Safe and Effective Transport Network**

- Advocate and collaborate with transport stakeholders and government agencies for improvements in public and private transport services and investment in infrastructure.

### **1.4 Secure and Manage Water Resources**

- Develop, manage and maintain networks and services to provide high quality water and wastewater; and
- Develop, manage and maintain the drainage network for the protection of the community and our environment.

## HOW COUNCIL INTENDS TO DELIVER STRATEGIES

- Implementation of Asset Management Strategies;
- Implementation of Maintenance Service Level Standards;
- Delivery of a Five-Year Capital Works Program based on sound strategic asset and service demands; and
- Alignment of Community and Infrastructure Enhancement Projects to the Hinchinbrook Visioning Study.





# Prosperity

Plan a strong, diversified and durable economy that supports economic growth and long term employment.



## STRATEGIES

### 2.1 Empower the Community

- Promote options to effectively engage, educate and inform the community on economic opportunities;
- Build relationships with educational organisations to address the aptitudes and capabilities valued in the Hinchinbrook community;
- Promote employment and training opportunities to retain youth; and
- Acknowledge the contribution of individuals and businesses on developing the Hinchinbrook economy.

### 2.2 Encourage Innovation and Attract New Investment to the Hinchinbrook Shire

- Facilitate the provision of information to encourage a digitally connected business community;
- Encourage businesses to invest in research, diversification and development;
- Support projects and initiatives that encourage start up and small business and develop tourism products;
- Review and continue to implement the Economic Development Strategy;
- Support development, diversification, sustainability and expansion of the economic base; and
- Continue to develop and promote the Hinchinbrook Investment Prospectus.

### 2.3 Strengthen Networks

- Support business and industry networks;
- Assist in building an entrepreneurial culture in the Hinchinbrook Shire;
- Promote Hinchinbrook as regional leaders in agriculture and agribusiness and beyond; and
- Collaborate with and lobby regional, state and federal government forums, committees or representatives while advocating for local and regional needs.

### 2.4 Develop Town and Community Planning

- Review land supply and use to meet community and business needs with consideration for future expansion.

## HOW COUNCIL INTENDS TO DELIVER STRATEGIES

- Delivery of the Marketing Strategy and Action Plan;
- Implementation of the Economic Development Strategy;
- Application of the Planning Scheme; and
- Delivery of business development initiatives.





## *Lifestyle*

**Advocate the relaxed and friendly lifestyle of a safe and vibrant community that promotes a preferred place to live.**



## **STRATEGIES**

### **3.1 Promote Safe, Healthy, Inclusive and Socially Engaged Communities**

- Improve health and public safety through strategic partnerships;
- Encourage equitable access to facilities and services;
- Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs;
- Provide ongoing support for art, culture, youth, seniors and welfare; and
- Build active communities by delivering programs with a focus on sport, recreation, parks, playgrounds and aquatic activities that promote regular physical activity as well as individual and community wellbeing.

### **3.2 Empower and Encourage Strong Community Organisations**

- Promote community driven activities with strong Council support or partnership to encourage participation and volunteerism within the community;
- Build capability of individuals working with community organisations;
- Support key community events; and
- Support sporting organisations in providing opportunities for physical activity.

### **3.3 Create Places of Community Identity**

- Promote the Hinchinbrook Shire as both a destination and a preferred place to live;
- Encourage increased use of community spaces and services;
- Encourage creative and cultural pursuits that enhance the community identity; and
- Continue to implement the Hinchinbrook Visioning Study.

### **3.4 Develop Hinchinbrook as a Destination**

- Identify and facilitate experience and attraction product development within the Shire; and
- Drive increased visitation through the promotion of key attractions within the Shire.

## **HOW COUNCIL INTENDS TO DELIVER STRATEGIES**

- Delivery of the Youth Development Strategy;
- Delivery of the Marketing Strategy and Action Plan;
- Growth of significant regional events;
- Delivery of Regional Arts Development Fund program; and
- Delivery of Community Activity Grants program.



## Natural Environment

Minimise environmental impacts by preserving the unique natural environment the Hinchinbrook Shire has to offer.



### STRATEGIES

#### **4.1 Balance the Needs of the Community and the Environment**

- Support education programs that contribute to improved environmental and community outcomes;
- Continue to improve and deliver sustainably efficient waste management and resource recovery practices; and
- Promote the adoption of environmental best practice by Council, residents and businesses.

#### **4.2 Promote a Sustainable Environment**

- Partner and support key stakeholder groups and consult government departments for a sustainable environment;
- Protect and enhance the natural environment; and
- Adapt to the impacts of climate change through managing climate risks and hazards.

### HOW COUNCIL INTENDS TO DELIVER STRATEGIES

- Promote and support Reef Guardian initiatives and strategies;
- Reduce waste to landfill by implementing the Waste Management Strategy;
- Increase solar energy offsets for Council assets;
- Implementation of the Biosecurity Plan; and
- Delivery of Feral Pig Management Plan.









# Organisational Sustainability

Administer a successful organisation that delivers excellent service through good leadership, democratic principles, efficient management of staff, assets and finances.



## STRATEGIES

### **5.1 Uphold Strong Engagement with the Community**

- Promote active participation of community engagement in regional planning;
- Proactively communicate Council's intent, decisions and information to the community effectively; and
- Deliver strong leadership and advocacy on behalf of the community.

### **5.2 Foster an Organisational Culture that Embraces our Values**

- Support and build effective leadership and management capability in our staff;
- Attract and retain staff that will engage with Council's transformational journey; and
- Implement professional development initiatives to upskill and retain existing staff.

### **5.3 Commit to Continuous Improvement, Customer Service and Accountability**

- Promote a strong financial management focus on long term financial sustainability;
- Demonstrate open and transparent leadership;
- Improve methods of service delivery to the community based on innovation, feedback and review processes; and
- Transform Council's business and interaction through an enhanced customer focus and innovative technology solutions.

## HOW COUNCIL INTENDS TO DELIVER STRATEGIES

- Implementation of 10 Year Financial Plan incorporating Asset Management and Service Plans;
- Compliance with statutory obligations;
- Delivery of Annual Auditor Report;
- Maintain Occupational Health and Safety record;
- Implementation of Staff Retention and Succession Plan; and
- Deliver Effective Information Communication Technology (ICT) systems.



Wallaman Falls, Queensland



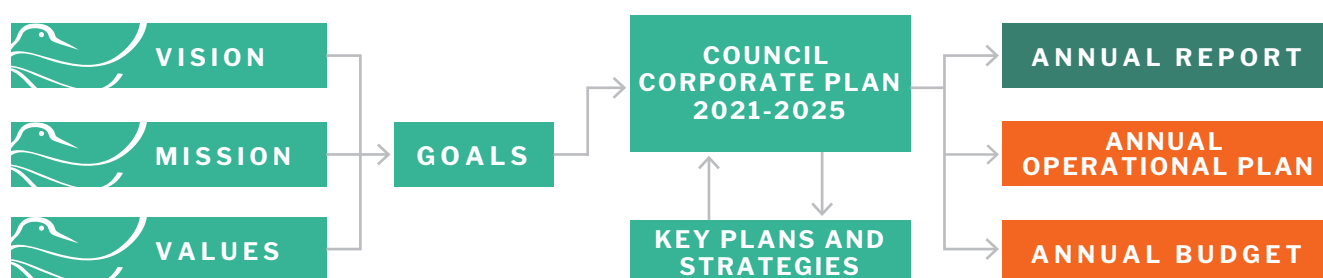


## IMPLEMENTATION AND MONITORING PROCESS

The Hinchinbrook Shire Council Corporate Plan 2021–2025 is the guiding document that informs the preparation and delivery of Council's strategies, annual Operational Plan and Budget.

To assist in the achievement of goals and strategies outlined within the Corporate Plan, a number of strategic planning documents are developed. These include robust Operational Plans and Budgets, in addition to a long term Financial Forecast, long term Asset Management Plan and Asset Registers.

These documents are reviewed by Council quarterly throughout each year with outcomes reported via Council's Annual Report.



## PERFORMANCE MONITORING

Council's annual planning and monitoring process:















25 Lannercost Street, INGHAM QLD 4850  
PO Box 366 INGHAM QLD 4850

☎ 4776 4600

✉ [council@hinchinbrook.qld.gov.au](mailto:council@hinchinbrook.qld.gov.au)

📘 HinchinbrookShireCouncil

*Leading the way*

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