

Hinchinbrook Shire Council

Corporate Plan

2014-2020



HINCHINBROOK
SHIRE COUNCIL

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With Thanks

To those community members who attended one or more of our Roundtable series, or submitted comments online or wrote to us with your thoughts – thank you. To our facilitators and guest speakers who added value to a process that was key to the formation of this plan – thank you. To those associations, groups and individuals who presented to Councillors and shared your thinking – thank you. To our staff who participated directly or indirectly in the process of giving life to this plan – thank you. To my executive team who have walked alongside me in the formation of this plan – thank you. To our Councillors who had faith in the process, who backed us to deliver on your vision of what community consultation could be, who contributed to the discussion and will now drive the outcomes – my thanks. It has been a pleasure.



Leanne E Mash, CEO Hinchinbrook Shire Council.





Welcome

Welcome to the Hinchinbrook Shire Council 2014-2019 Corporate Plan.

Thank you for being interested in your Council and seeking to be informed with regards to Council's activities, strategies and plans.

The *Local Government Act 2009* says Council must prepare a five year Corporate Plan that incorporates community engagement. This plan has been developed after extensive consultation with residents of the Hinchinbrook Shire, through three dedicated community workshops, known as the Hinchinbrook Community Roundtable Series. Conducted as open public forums the three meetings captured the thoughts, priorities and aspirations of a variety of community members. More information regarding this consultation process can be found on page 7.

In addition the content of the plan has been influenced by consultation with recognised stakeholder organisations by our ongoing program of community consultation through the regular Community Shed Meetings. These meetings are held throughout the year in various locations and are open forums attended by community members, Councillors and executive officers.

Our Corporate Plan outlines the strategic direction of Hinchinbrook Shire Council. Council see this as a way to focus efforts and resources onto defined priorities for the 2014-2019 period.

As there is no longer a legislative requirement to have a Community Plan, Council is taking this opportunity to incorporate aspects of the 2022 Hinchinbrook Community Plan into this document to create a single point of reference going forward into 2015.

Through the corporate planning process Council is seeking to...

- know and understand the needs and wants of our community
- address the known needs and wants of our community in a manner that acknowledges and considers the intersection of social, economic, environmental and fiscal parameters
- deliver services and activities that are valued by the community in a manner that is acceptable, affordable and sustainable
- provide our community Council with focused, strong and meaningful civic leadership.

"All indications are that the future has so much potential and this community is very well placed to take advantage of these very real opportunities. We have enormous talent, skills and ability to embrace these opportunities, however it's inevitable that some change will be necessary. Change is not necessarily negative, it is just different and it is certain that it will not happen on its own. It takes vision, courage, commitment, time and hard work to effect."

Mary Brown, Speaker - Business, Roundtable One, Refresh - the Big Capture, 2013.



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facebook.com/VisitTYTO

Mayor's Introduction



It is my pleasure as Mayor to present Council's Corporate Plan for 2014–2019. Our Corporate Plan details the vision of Hinchinbrook Shire Council for the next five years. More than any other planning document generated by Council, this Corporate Plan will guide our decision making and actions over the next five years, across the broad spectrum of services and activities that are the responsibility of Hinchinbrook Shire Council.

The Corporate Plan reflects the feedback taken from the three Community Roundtable Sessions conducted in December 2013, March 2014 and May 2014. Information from these sessions, along with meetings held with specific stakeholder groups have guided the content now contained in the 2014-2019 Corporate Plan.

This extensive community consultation gave clear messages to Councillors as to what is valued by our residents, what is desirable moving forward and what matters with regards to the enhancement of our Hinchinbrook lifestyle. Simply put we want to be the best birth to aged living experience in Northern Australia.

Our Shire has an abundance of natural beauty, immense cultural wealth and diversity, excellent health and education services, shopping and recreational facilities and is a safe, inclusive community. We also have our challenges.

Population growth remains stagnant, our median age is 46 years and we have more than the State average of the ageing population.

This Corporate Plan acknowledges many things. It speaks to how we value our natural environment for its fishing and other recreational pursuits, to the importance of our Ingham CBD, the essential nature of the road,

sewerage and water networks provided by Council, to the role Council plays in advocacy and how we must plan for the challenges of the future today, balancing our needs and wants with our capacity to pay.

Our Corporate Plan acknowledges what the responsibilities of our Council are to our community. It speaks to Council's direct influence over certain services and activities, our influencing role and monitoring role in other areas.

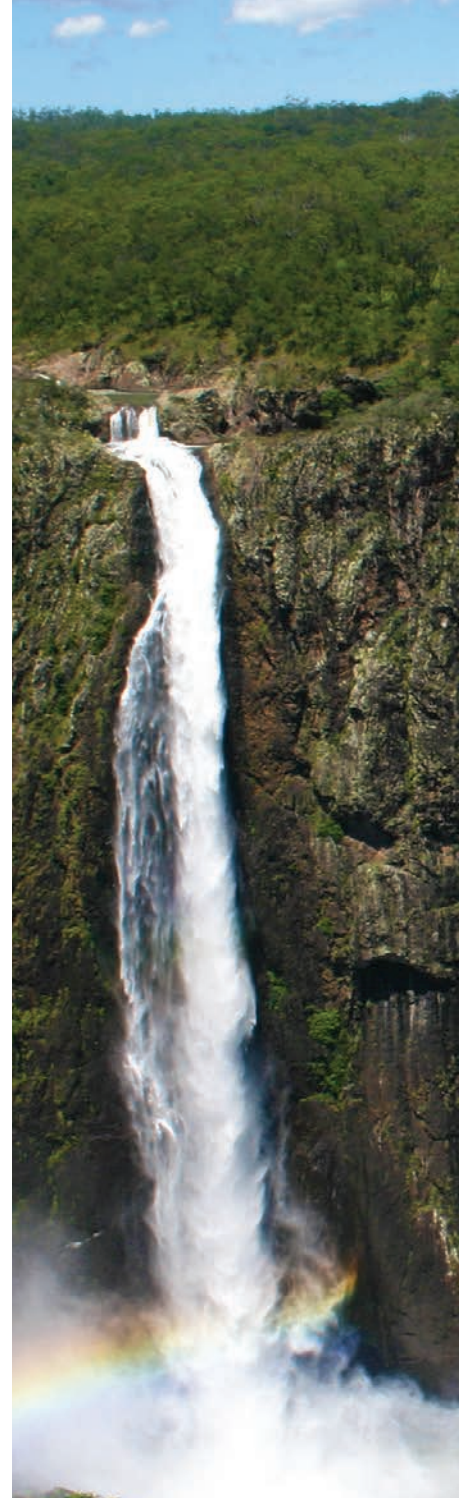
The burden of maintaining our built infrastructure is significant and as funding from other tiers of government is constantly reducing we must face the reality that living within our means has more relevance today than ever before. Community expectations are changing too. No longer are we satisfied with limited recreational options and cultural pursuits. We look towards our larger neighbours and to some degree we want what they have, while still remaining unique and true to ourselves.

All of this must be achieved against a backdrop of corporate governance which demands that Council implement long term asset management plans coupled with long term financial sustainability. It is important that we think and act locally in the context of today, while being future focused and open to a cooperative regional agenda.

The Corporate Plan strategies will be acted upon by way of Council's annual Operational Plan and Budget. Results will be presented in the Annual Report. Timeframes and measures of success will vary for each strategy and associated results.

I would personally like to thank all who have been involved in the development of our 2014-2019 Corporate Plan. I look forward to its implementation over the next five years.

Mayor Rodger Bow





Vision

Hinchinbrook Shire - Small Town Northern Australia - Tropical Living at its Best

Our vision for Hinchinbrook Shire is to position our community as offering the best whole of life, birth to active aged living, small town, Northern Australian, tropical lifestyle experience. We want Hinchinbrook to be known for offering a wonderful lifestyle, in one convenient, culturally diverse, prosperous and incredibly beautiful location.

Mission

Our Council mission is to shape a positive future for the Hinchinbrook community by understanding community needs and wants, building on our inherent strengths, recognising and maximising opportunities and facing our challenges head on. To do this Council will wisely prioritise the use of our resources and deliver meaningful services. We will celebrate small town living and continue to be inspired by our natural environment. We will value our heritage and embrace the future as a can do, inclusive and resilient community.

Our Council will be an active participant in shaping a prosperous future for Hinchinbrook. Council will work together with our community groups, organisations, individuals and other levels of government to deliver a flourishing community that is an exemplar of modern Northern Australian tropical living.

Values

Hinchinbrook Shire Council seeks to be a responsive and responsible Local Government. To demonstrate, our values are:

1. To be a responsive Local Government, which includes -
 - listening, understanding and then acting in the best interests of the community
 - working collaboratively with others to add value to the wider community agenda
 - valuing our past, celebrating our successes and learning from our experiences
 - embracing our future, its opportunities and challenges.
2. To be a responsible Local Government, which includes -
 - delivering strong, meaningful leadership in and for our community
 - influencing the State and Federal agendas
 - being good managers of community assets
 - demonstrating good governance, fiscal responsibility, and thoughtful consideration for the long term outcomes of our decisions.

Hinchinbrook Today 2014

As it has done since time began, the mighty Herbert River winds through from the mountains to our west, flowing into the Hinchinbrook Channel and out beyond to the magnificent Barrier Reef to our east. To our south lies the thriving metropolis of Townsville, with the picturesque Cassowary Coast to our north. Sitting proudly off our coast is our namesake, Hinchinbrook Island.

Hinchinbrook is 2,882 square kilometres of patchwork cane fields and small, liveable, diverse communities. Over 11,000 people call Hinchinbrook home. Each of our towns and villages contribute to the strength of the whole.

Ingham is our undisputed hub, with our largest population centre and a strong commercial and retail activity heart combined with enviable educational facilities, health services and recreational activities. Ingham is home to TYTO, our world class wetlands and cultural precinct.

Halifax is our beautiful river and pioneering heritage town with historic mango trees lining the main street. Lucinda is our recreational fishing showpiece while Taylors Beach is the quiet alternative. Forrest Beach is our family friendly beachside town and home to an engaged over 60's retirement community. Trebonne, Bambaroo, Toobanna, Crystal Creek, Helens Hill, Macknade, Cordelia, Hawkins Creek, Victoria Estate, Braemeadows, Bemerside, Stone River, Long Pocket, Abergowrie and Mount Fox complete the picture.

The definition of natural environmental diversity is Hinchinbrook - wet tropics rainforests, the reef, the river delta and flood plains, extensive marine habitats, freshwater wetlands, waterfalls, islands, beaches, grassy hill country and Australian bush.

Adding to environmental diversity, Hinchinbrook has a rich and distinguished cultural history that commences with the original indigenous inhabitants, the Nywaigi, Warrgamay and Bandjin peoples. Our history then moves to include our pioneering English, Scottish, Irish, Italian, Spanish and Finnish influences combined with the South Sea Islanders and Chinese who made a life here and worked the cane farms alongside our farmers.

Many of our early pioneering families can show three plus generational connections to Hinchinbrook. A more recent influx of retirees and lifestyle seekers from southern states adds to the diversity that is Hinchinbrook today.

The Shire's population contains the highest proportion of people over 65 for any Local Government area in Queensland. By 2016 there will be more people aged 65 and over than aged 25 and under. Our ageing population is also a declining population with a negative growth rate predicted for the next 20 years.

The region is regularly affected by significant floods, with much of the water originating from rainfall at the southern end of the Tablelands.

The Shire has an average annual rainfall of 1,953mm which is similar to Cairns (1,992mm) and higher than Townsville (1,143mm). Being situated in a high velocity floodplain creates special challenges. The impact of floods is primarily on the road network, but may also include damage to crops and buildings.

Being within one hour of Townsville and three hours of Cairns, there is considerable road traffic and heavy vehicle traffic through the Shire. The Bruce Highway intersects Ingham.

Local exports include raw sugar, cattle, fish, pork, geo-spatial services and manufactured food goods. Hinchinbrook is currently considered to have a mono economic culture based squarely around sugar cane growing and processing.



The Shire's natural assets, in the form of national parks, waterfalls, the Herbert River and its tributaries, our beautiful beaches, the Hinchinbrook Channel, Orpheus Island and the Great Barrier Reef are ideal for small tourism business operators, this potential is yet to be fully developed.

The Council's built assets include a road network valued at \$265.5 million and includes 595km of rural roads and 91km of urban roads. The water and sewerage network services main centres and has a value of \$53 million.

Hinchinbrook faces challenges similar to many small regional communities around Australia. We also face some more unique challenges. This plan, in part, is designed to address challenges, focus on opportunities and most importantly consolidate Council's effort from now until 2019.

How do we know what matters to us

In late 2013 Council launched the Community Roundtable Series in preparation for developing the 2014-2019 Corporate Plan. Over a series of three community engagement events Council became informed as to what should be part of the 2014-2019 Corporate Plan.

Refresh! - the Big Capture, Refocus!! - Prioritise Now, and Reinvigorate!!! - the Way Forward were the three themes explored throughout the series.

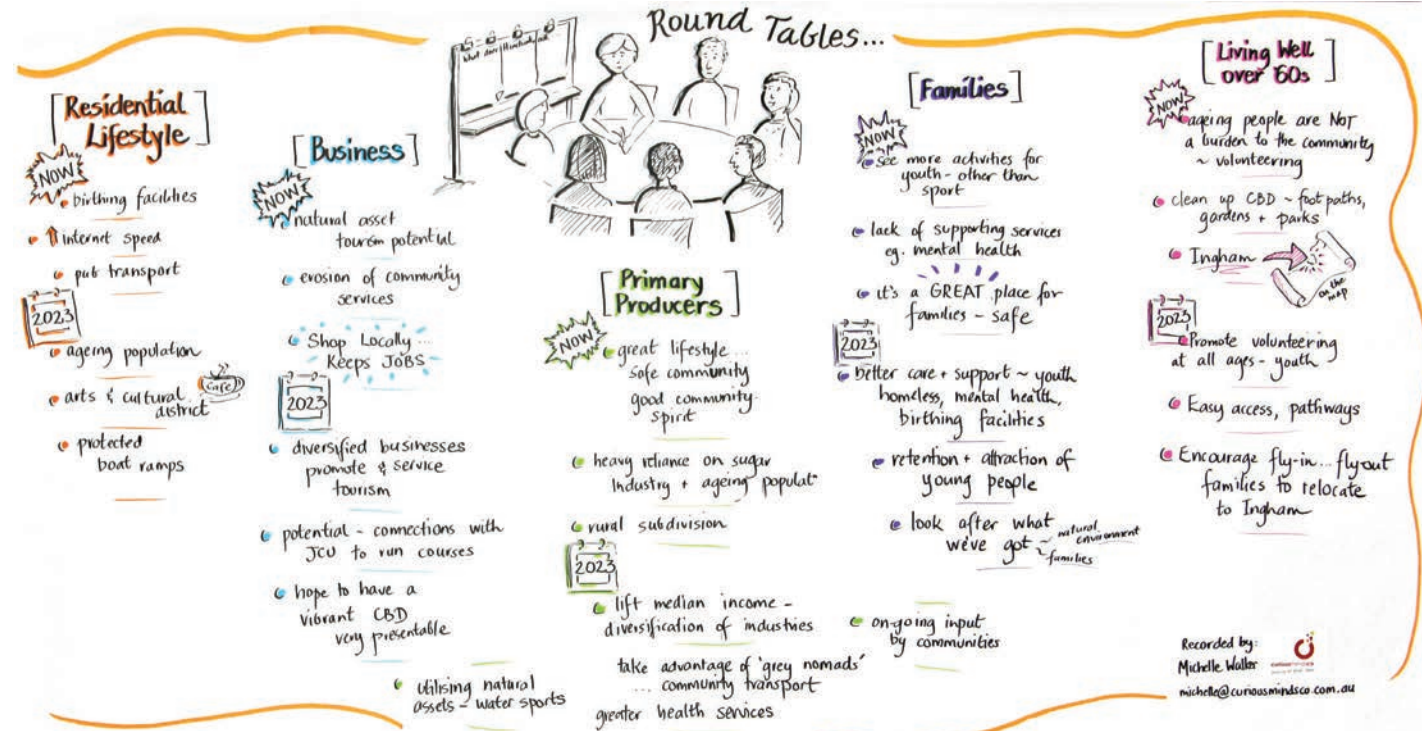
The first Hinchinbrook Community Roundtable was successfully delivered on 4 December 2013 at the Hinchinbrook Shire Hall, Ingham. Roundtable One: Refresh - the Big Capture, focused on how we perceive things now and what we want to see in ten years time. Taking feedback from Roundtable One we began to form a better understanding of what matters to our Hinchinbrook community. Over 300 ideas emerged from the first Roundtable.

The second Hinchinbrook Community Roundtable was held on 5 March 2014. Roundtable Two: Refocus - Prioritise Now, took the 300 plus ideas from the first session, refined them down to 150 plus ideas and asked participants to prioritise the ideas according to their own thoughts.

The well supported ideas, the top priorities from the original 150 plus ideas were then presented to Roundtable Three: Reinvigorate, on 21 May 2014.

The format for the third Roundtable Reinvigorate - the Way Forward, was based on small discussion groups of four to seven people. Each group considered the who, what, where, why and how of one of the 14 priority ideas.

The feedback from all three sessions has been captured, documented and revisited in the formation of this plan. In addition Council undertook specific engagement activities with progress associations, social welfare providers, industry and business groups in the lead up to this plan being written. Where beneficial Council have also sought out expert advice and opinion on a range of issues that matter to our community.



Roundtable Outcomes

From the Roundtable Series some common themes, 'home truths' and concerns have emerged. Broadly speaking we can capture this information under three headings ... our people, our environment and the economy. The information is presented as part of our Corporate Plan to give a broader context to the specific strategic directions that Council is embracing from 2014-2019.

Mayor Rodger Bow, Roundtable One, Refresh - the Big Capture, 2013 says... "This event has come about as part of Council's community engagement strategy to develop the 2014-2019 Corporate Plan and I welcome you all here this evening for this the first of three Hinchinbrook Community Roundtable Sessions entitled 'refresh - the big capture.' I urge you all to contribute to your Roundtable session and I look forward to hearing your ideas which will be considered in determining the way forward for the future direction of Hinchinbrook, its towns and communities. Thus providing the focus for the delivery of Council activities and services for the years to come..."

Our People

We want to celebrate our lifestyle. We have a beautiful natural environment, a safe community that is great to raise children in and enviable community spirit. We want a community that is brave enough to embrace change.

"I would not like to live anywhere else. The lifestyle is relaxing with no rush. The future does concern me. . ."

Rae Domin, submission to Roundtable One, Refresh - the Big Capture, 2013.

Our towns are great places to live and we want more people to love living here. We simply want more people to call Hinchinbrook home. We want to be welcoming and supportive of new people to our community. We want people considering a change from big city living to think of Hinchinbrook as an affordable, viable and desirable option.

"I think it is a great place to raise children with so much open area and waterholes, national parks and beaches nearby. However I think that it needs to have more to offer teenagers. . ."

Jessica Lavarini, online submission to Roundtable One, Refresh - the Big Capture, 2013.

Our quiet rural living is valued and we want it to remain so. We want to be known as family friendly, from birth, with Ingham based maternity services, through to great preschool and schooling facilities, sporting and recreational activities, additional vocational educational and life long learning opportunities, employment choices, and then into retirement living and beyond.

"Mine is a family which has worked and earned a living in the district for 50 years... We have done this by moving with the times and always looking for ways to enrich our lives."

Heather Liddle, online submission to Roundtable One, Refresh - the Big Capture, 2013.

We want our older people to feel valued and have opportunities to engage with and contribute to community life. We want to be responsive to our ageing population and keep our older people living locally with an enviable quality of life. To this end the provision of specialist medical and associated professional services is seen as important and necessary.

The feeling of a safe and accessible community, where it is easy to walk and ride to school, the shops and facilities is important to us. Healthy, easy living is the desired lifestyle. Transport options into Ingham from our smaller towns and outlying areas have been raised, along with commuter transport connections to Townsville.

"I enjoy the relaxed lifestyle. I love how the shops at Forrest Beach have long opening hours."

Nadia Milanovic, Family Day Care Education, online submission to Roundtable One, Refresh - the Big Capture, 2013.



Quality, life long industry specific educational opportunities need to be on offer and a collaborative connection to a regional university should be sought and established. Our children and young people want things to do, places to go and activities that embody their interests.

Support services for our at risk families need to be delivered at a local level, in region and accessible. Specialised services for our at risk/displaced (homeless) youth, mental health patients and those with substance abuse issues are necessary. We value volunteers and want to promote the benefits of joining in and being part of something bigger as a great thing to do.

"It is a relatively safe environment to bring up a family. There are good schools and plenty to choose from to ensure you can get a good solid education."

Steve Merker, online submission to Roundtable One, Refresh - the Big Capture, 2013.

Our community wants to be asked and consulted with. We want strong local leadership on the issues that matter. We want all levels of government to recognise our strengths and work with us to guarantee our desired quality of life now and into the future. We want community leaders who will speak up and have our voice heard. We want to be asked to make a contribution to plans, we want continuing opportunities to be heard, understood and listened to.

"The foremost imperative confronting the Herbert Valley Community is the willingness of competent, charismatic and natural leaders and drivers to step forward..."

Dr John Coe, submission to Roundtable Three, Reinvigorate - the Way Forward, 2014.

Our Environment

We want to recognise the distinct natural areas that make up Hinchinbrook as a whole. We have an amazing hinterland with Wallaman Falls, Jourama Falls, Mount Fox and its crater. We have our flood plains and the delta, the mighty Herbert River and its creeks and streams. We have significant native species including the mahogany glider, cassowary and riflebird. Our fabulous beaches and the amazing Hinchinbrook Channel. All of this offers an easily accessible, uncrowded, world class natural environment playground.

"...there is lots of natural beauty associated with the Shire from the sea, mountains, rural and rainforest habitats." Steve Merker, online submission to Roundtable One, Refresh - the Big Capture, 2013.

We want to look after what we have without locking up its potential to be more of a contributing factor to our community wellbeing and our economic prosperity. We want to use the natural environment as part of growing our eco-tourism experiences. We want a safe, freshwater recreational area that will benefit both locals and tourists.

"When I look across Australia I see a lot of investment into recreational, lifestyle, economic development and tourist activities elsewhere, but not here. There is so much potential here."

Online submission to Roundtable One, Refresh - the Big Capture, 2013.

We love our waterways, both fresh and marine. We want access to safe recreational fishing opportunities – creek, beach and reef.

This will be achieved through balancing the need to develop infrastructure and provide for growth against the need to conserve our diverse natural and cultural resources and village lifestyle. Our unique attractions will be key drivers in the growth of tourism through a range of new Indigenous, nature-based and ecotourism products.

A family friendly built environment is important. Connected pathways, green spaces and outdoor and indoor recreational facilities will all contribute to healthy living options. We want affordable residential living options with a variety of housing and lot size options available. We have some fine examples of mid century, 1950's residential housing and some lovely village environments that should be valued. We want our villages to have inviting community spaces and services that meet the aspirations of residents.

We want planning and land use schemes and associated regulations that open up opportunities for diversification that allow a variety of subdivision sizes and uses. Our urban environment is safe, clean and pleasantly green. Our Ingham CBD is the heart of our community. The CBD should reflect our unique personality, our lifestyle and love of all things Hinchinbrook. We want vitality, vibrancy and a vision for our CBD. Outdoor dining, café culture, music and more public art can all play a part. Cleanliness and beautiful parks and gardens are important to us.



Terrie says... "The first strength I noted therefore is the natural beauty and diversity of the district, from beaches, to rainforests, to islands and reefs, to pristine waterways and quaint riverfront communities; the natural beauty of this whole district is enviable as is the diversity and beauty of both flora and fauna."

Terrie Paterson, Speaker - Lifestyle, Roundtable One, Refresh - the Big Capture, 2013.

The Economy

We want opportunities for our residents to increase their income levels, particularly in reference to low income households being brought into line with the State average household incomes.

"It is an affordable and lovely place to live, but needs more to attract people here... more employment options."

Online submission to Rountable One, Refresh - the Big Capture, 2013.

We understand that sugar is the backbone to our economy, our strength, and yet this is also a weakness. Shrinking farm ownership, consolidation of multiple farms into ownership by corporate sector entities and the influences of the world sugar market all play into an equation that brings about a reduction in the number of families living, earning an income and working on farms.



Stephen says... "The sugar industry creates demand for support industry in engineering fabrication and supply, mechanical services, motor vehicle and tractor supply and maintenance, contract earth moving, laser levelling, supply and application of fertiliser and agricultural chemicals."

Stephen Guazzo, Speaker - Primary Production, Roundtable One, Refresh - the Big Capture, 2013.

Add to this increasing cost inputs for farming that do not show corresponding increases in revenue streams, our ageing farmers and the generational shift away from farming being seen as a desirable occupation. In this environment, succession planning within family units becomes troublesome. This in turn feeds into the shrinking farm ownership issue as adult children decide that their preferred future lies off farm in other occupations that take them away from the region.

We want greater diversity in our manufacturing sector, we want increased diversity in our business community. We have the capacity for more commercial and industrial activity. We want to be responsive to the changing needs of new industries. We want to provide a compelling lifestyle choice for occupations that can telecommute, work remotely and live anywhere.

"Encourage other industries to invest... Partner with industry... enable fishing industry, charter tours... Ensure that the residential investment that we make in the region is secure."

Online submission to Rountable One, Refresh - the Big Capture, 2013.

We believe that growth in tourism will provide additional avenues for generating farm income, will provide additional part time and casual jobs, will give our young people greater employment opportunities, will give families the opportunity for a second income and add strength in numbers and sales volumes to our retail sector. Our environmental assets need to be readily available to contribute to commercial tourism activities.



"Tourism is going to move forward with RV tourists and designated parking areas for overnighting... word has quickly spread..."

Heather Liddle, online submission to Rountable One, Refresh - the Big Capture, 2013.

We want to increase day trippers from Townsville, stop the grey nomads for 48 hours and work with emerging tourism opportunities like the cruise market and events. We want to capitalise on our best assets – the reef, the beaches, the islands and the rivers.

"I think TYTO is a great asset to the town. It's attractive when you drive into town... The Italian Festival is fantastic..."

Sara Barbagallo, Teacher, online submission to Rountable One, Refresh - the Big Capture, 2013.

We think our existing businesses would benefit from greater support through a buy local approach from the whole community and in particular from Council. There is a desire for a collective approach to marketing our Shire with collaborative marketing opportunities and activities for our businesses to participate in. Personal and professional development opportunities for our business owners and operators are wanted.

"More emphasis and support on individual traders... Encouragement of small business..."

Jason Oakes, Business Owner, online submission to Rountable One, Refresh - the Big Capture, 2013.

We want to see the State deliver on its regionalisation agenda. We want to see government services remain in the region. We want comparable communication services to the big centres. We want this as it underpins employment and business opportunities as well as liveability. Mobile coverage, internet speed and television reception all need improvement. We want more money spent locally on local providers of goods and services. We want new money bought into our economy from Townsville and further afield.

"To have a business in ten years, we need to reinvigorate population growth now and encourage new families and trades here. This will stimulate the local economy, support local businesses, support the local housing market and sustain the ageing population with more services and support."

Jason Oakes, Business Owner, online submission to Rountable One, Refresh - the Big Capture, 2013.

Our Plan's Connections

It is an obvious reality that Hinchinbrook Shire does not exist in a void of isolation. We are part of the great state that is Queensland, we identify with Northern Australia and we are of course impacted by the Federal agenda. We also have a regional context and connection with Townsville. We work collaboratively with the Local Governments to the south, being Charters Towers, Burdekin, Palm Island and Townsville. In the same manner we also work with Council's in the north, including Cassowary Coast, Cairns and beyond.

In the context of The Queensland Plan, Queenslanders' 30 year vision, Hinchinbrook Shire has many demonstrated connections and shared aspirations. The Queensland Plan details nine foundation areas being education, community, regions, economy, health and wellbeing, environment, people, infrastructure and governance.

Throughout our Corporate Plan we will show the links to The Queensland Plan as a way of recognising our connection to the State's broader agenda. Other plans and strategies of significance to Hinchinbrook at this time include the State Government's RegionsQ Framework and Governing for Growth Economic Development Strategy, the NQ Regional Economic Development Plan 2014-2031. In addition Hinchinbrook has been involved to date with the consultation around the Federal Government's Northern Australia agenda.

Internally, this plan will influence and flow into all other Council sub plans. This includes economic development strategies, the Operational Plan, marketing plans, the town plan and more.



Education



Community



Regions



Economy



**Health and
Wellbeing**



Environment



People



Infrastructure



Governance



More information on the State plans can be found at:
www.queenslandplan.qld.gov.au
www.dsdp.qld.gov.au/regional-development/regionsq.html

Strategic Direction

Through discussion, consultation and community engagement Council has determined a number of strategic directions that will be pursued over the next five years.

The 2014-2019 Strategic Directions as established by Council are:

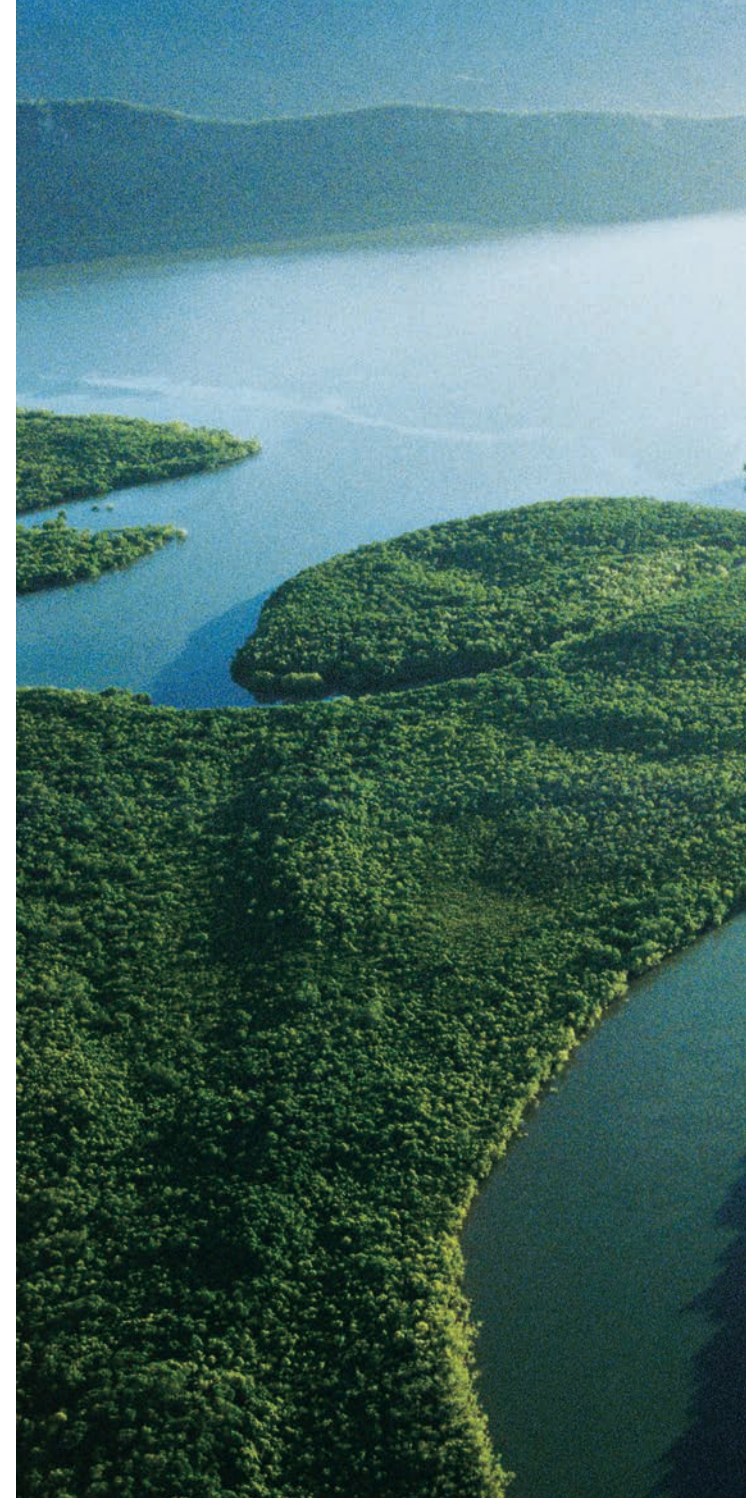
1. Fiscally responsive and responsible management of public infrastructure and assets
2. Responsive and responsible management of land
3. Responsive and responsible local representation
4. Council's role in creating an enviable lifestyle and contribution to the whole of life liveability of our Shire
5. Council's role in creating and supporting the economic prosperity of our Shire

With a genuine desire to deliver on these strategic directions, to essentially turn words into actions, Council has determined an appropriate level of involvement for Council, how Council will be involved and what will be seen as the measure of success.

Involvement

In a broad way, Council involvement in delivery of actions will take the form of direct involvement, shared involvement and/or advocacy and influencing. Levels of involvement are characterised by the following traits, which then determine Council's degree of responsibility.

- a) Direct Involvement is characterised by:
 - Council takes direct control of actions and activities.
 - Council decides to fund, build, maintain, manage, or any combination of such, regarding an action or activity.
 - Council accepts full accountability for the outcomes delivered.
- b) Shared Involvement is characterised by:
 - Council shares control of actions and activities with an external entity.
 - Results are influenced by external factors beyond the direct control of Council.
 - Council shares decision making and works in partnership to deliver actions or activities.
 - Council has documented the degree of their responsibility and therefore determined their ability to influence the outcomes delivered.
- c) Advocacy and Influencing is characterised by:
 - Through lobbying, advocacy and agitation Council influences other entities with regards to the delivery of actions, activities and outcomes that benefit our community.
 - Council has an influencing role but no direct responsibility nor control over the outcome.





Prioritisation

Each strategic direction has documented actions. These actions are prioritised using the following characteristics:

- a) Essential actions are characterised by:
 - What Council must do as directed by State or Federal legislation, or
 - What Council must do because no one else will, and
 - What Council needs to do because it is necessary and essential to the future sustainability of our community.
- b) Desirable actions are characterised by:
 - What Council may do, and
 - What Council wants to do, and
 - What Council sees as contributing to liveability, lifestyle and the future wellbeing of our community.
- c) Influencing actions are characterised by:
 - What Council may do to influence outcomes that are beyond their direct control
 - What Council wants to do to add value to the activities of other entities
 - Discretionary activities and actions that Council determines have merit to our community.

Proposed Actions

Each strategic direction has listed proposed actions for the period 2014-2019. The proposed actions are not an exhaustive list, but those actions that are proposed at the time of this plan going to print.

Measurement of Success

This Corporate Plan is then reflected in actions and activities detailed in the 12 month Operational Plan and associated Budget. Reporting on the Corporate Plan and Operational Plan is done via quarterly reports to Council's Ordinary Meeting and via the Annual Report. Measurements of success are included each year in the Annual Report.

Strategic Direction One

Fiscally Responsive and Responsible Management of Public Infrastructure and Assets

Roundtable Series

Roundtable One, Refresh – the Big Capture

Participants said... “create a competitive, logistical hub, river-way cleaning and sand mining, clean up the CBD footpaths, parks and gardens, de-main Lannercost Street, protect boat ramps.”

Roundtable Two, Refocus – Prioritise Now

Most Supported Ideas = Reinvigorate CBD, parks, gardens and toilets.

Roundtable Three, Reinvigorate – the Way Forward

Key Points: Infrastructure – links, mobility, healthy living, flood mitigation.



Fiscally Responsive and Responsible Management of Public Infrastructure and Assets

Hinchinbrook Shire Council builds, owns and funds the maintenance of infrastructure that it sees as a benefit to the community. In some areas Council is the only entity that will perform the function of providing public infrastructure. Council provides public infrastructure on the basis that it is an asset to the community, that the community values the provision of this infrastructure and that the infrastructure provides a contribution to the community that is tangible, vital and essential.

Council is committed to supplying infrastructure in an efficient and coordinated manner that provides consistent delivery of services and is seen as value for money by the users of such infrastructure. Further, Council considers infrastructure provision with regard to the impacts on the natural environment, the value add of the amenity to existing infrastructure, and health and safety of the community.

Council will ensure a coordinated and integrated approach to infrastructure planning, implementation, maintenance and renewal. Public infrastructure and assets provided by Council can include:

- Road and drainage network
- Water and sewerage network
- Waste management and transfer station facilities
- Hinchinbrook Aquatic Centre
- TYTO Precinct



- Parks, gardens and reserves with pathways, structures, playgrounds, fitness equipment and picnic facilities
- Marine recreational infrastructure - boat ramps, jetties and fishing platforms
- Buildings, like the Shire Hall, smaller community halls and the Kelly Theatre

"A vibrant and economically viable community, with strong infrastructure and services, diverse economy and attributes of our safe, supportive lifestyle retained."

Mary Brown, Speaker - Business, Roundtable One, Refresh - the Big Capture, 2013.

Strategies	Involvement	Priority	Proposed Actions
1.1 Plan and execute timely preventative maintenance regimes that extend the useful life of roads, water and sewerage network infrastructure in a cost effective manner.	Direct	Essential	<ul style="list-style-type: none"> • Continued refinement of long term asset management plans • Development of a roads hierarchy and associated service levels • Planned preventative maintenance regimes are comprehensive in nature and costed for inclusion in ten year forward budgets
1.2 Plan and execute timely preventative maintenance regimes for building assets that extend the useful life in a cost effective manner.	Direct	Essential	<ul style="list-style-type: none"> • Development of preventive maintenance plans for all building assets, including exit strategies for assets deemed surplus to needs
1.3 Ensure that proposed extensions to road, water or sewerage networks have a demonstrated social and economic imperative.	Direct	Essential	<ul style="list-style-type: none"> • Extension of the reticulated water supply to Forrest Beach • Investigation of access to identified cane expansion areas in collaboration with industry stakeholders
1.4 Be open to innovative and alternate solutions for the provision of ongoing public infrastructure needs.	Direct	Desirable	<ul style="list-style-type: none"> • Prior to the end of useful life of current assets review innovative and alternate solutions
1.5 Ensure that public infrastructure contributes to lifestyle aspirations of current residents, underpins population attraction and acts as an enabler for economic growth in tourism in particular.	Direct	Essential	<ul style="list-style-type: none"> • Maintain access to and improve recreational boating and fishing facilities • Development of a parks and reserves hierarchy and associated service levels • Refurbishment of CBD public toilets

Strategic Direction Two

Responsive and Responsible Management of Land

Roundtable Series

Roundtable One, Refresh – the Big Capture

Participants said... “better utilise our best assets beaches, island and reef, protect boat ramps, family friendly town.

Roundtable Two, Refocus – Prioritise Now

Most Supported Ideas = Develop existing environmental assets + Reinvigorate the CBD appearance.

Roundtable Three, Reinvigorate – the Way Forward

Key Points: Vibrant open spaces.





Responsive and Responsible Management of Land

Hinchinbrook Shire Council seeks to achieve a sustainable, well managed and enviable natural and built environment. That is a Shire that provides a balance between the development of built infrastructure, demonstrating sound land use principles, while valuing the conservation of our diverse natural resources for the enjoyment of all. This will be achieved by delivering an enabling Town Planning Scheme, by the development of natural resource management plans, and increasing community awareness of associated issues.

"Great lifestyle close to nature and rural environs, safe community, good schools, good place to raise kids. . ."

Key point Primary Producers table – Rountable One, Refresh – the Big Capture, 2013.

Strategies	Involvement	Priority	Proposed Actions
2.1 Delivery of a robust and meaningful Town Planning Scheme	Direct	Essential	• Consultation for and development of a new Town Planning Scheme that acts as an enabler for lifestyle aspirations, supports population growth and the realisation of opportunities
	Direct	Essential	• Regularisation of levies
2.2 Provision of reliable flood data and intelligence	Shared	Essential	• Revision of the existing flood study
2.3 Riverine and riparian environment management	Advocacy	Essential	• Funding of the Herbert River Improvement Trust
2.4 Natural resource management	Shared	Essential	• Pest and weed management activities
	Shared	Desirable	• Involvement in catchment management activities
	Advocacy	Influencing	• Stewardship of the Great Barrier Reef



Roundtable Series

Roundtable One, Refresh – the Big Capture

Participants said... “continue community consultation, buy local.”

Roundtable Two, Refocus – Prioritise Now

Most Supported Ideas = First preference to local contractors for Council work.

Roundtable Three, Reinvigorate – the Way Forward

Key Points: Engaging with community, seek government grants aimed at supporting economic diversity, Council to keep the money local, Council to include local content in tender submission and define ‘local’.

Strategic Direction Three

Responsive and Responsible Local Representation



Community



Regions



People



Governance

Responsive and Responsible Local Representation

Councillors will provide strong local leadership, underpinned by responsible governance processes, demonstrating respect for the democratic process. Councillors will communicate openly, be accountable for decisions made and be willing to engage with the community.

Council will advocate to State and Federal Governments and agencies to deliver outcomes that address the needs of our community.

Council will create an organisation that is empowered to act and develops an internal capacity to respond and to change. Council will seek to be aware of external factors that impact on Local Government as a whole and on Hinchinbrook specifically.

"We all must play a part and get involved - not expect that it is someone else's responsibility. All members of community must make their own contribution..."

Mary Brown, Speaker - Business, Roundtable One, Refresh - the Big Capture, 2013.

Strategies	Involvement	Priority	Proposed Actions
3.1 Councillor two way engagement with our community	Direct	Essential	<ul style="list-style-type: none"> Community Shed Meetings Provide Councillor representation at recognised community group meetings
3.2 Communication with the community	Direct	Essential	<ul style="list-style-type: none"> Communications Plan developed and executed Further development of online content Continued publication of a ratepayers newsletter
3.3 Influencing other levels of Government	Advocacy	Influence	<ul style="list-style-type: none"> Advocate for the provision of youth social services delivered locally
	Shared	Desirable	<ul style="list-style-type: none"> Support for community health service providers to address the needs of at risk community members
	Advocacy	Influence	<ul style="list-style-type: none"> Advocate for the delivery of the State's regionalisation agenda specifically as it relates to population growth and regional investment
	Advocacy	Influence	<ul style="list-style-type: none"> Membership of LGAQ and participation in relevant discussions and agendas
3.4 Policy and Procedure	Direct	Desirable	<ul style="list-style-type: none"> Local buy first preference policy development
3.5 Organisational Capacity	Direct	Essential	<ul style="list-style-type: none"> Review of the organisational structure and resourcing in response to meeting our strategic direction Development of our human resources

Strategic Direction Four

Council's Role in Creating an Envable Lifestyle and Contribution to the Whole of Life Liveability of our Shire

Roundtable Series

Roundtable One, Refresh – the Big Capture

Participants said... “Create connections with a regional university, give us local industry specific training, more recreational facilities for youth, look after what we have, ageing people are not a burden to the community, establish arts, music café culture.

Roundtable Two, Refocus – Prioritise Now

Most Supported Ideas = Tertiary Life Long Education + Establish a tertiary satellite campus + Stronger connection with James Cook University + Outdoor recreation + Develop a recreational freshwater dam + Youth and social issues + Services and facilities for older people.

Roundtable Three, Reinvigorate – the Way Forward

Key Points: Embody community spirit, Local educational facilities including TAFE and James Cook University connections, Tropical Studies, Pathways to life long learning, Fresh water dam/lake, outdoor recreation and the links to healthy lifestyles, invisible social issues, lack of youth support professionals, accessibility issues for older people.





Council's Role in Creating an Envable Lifestyle and Contribution to the Whole of Life Liveability of our Shire

Notwithstanding the delivery of roads, water and sewerage networks, Council makes many other contributions to our community to endeavor to create a highly desirable environment, where lifestyle, liveability and prosperity are key outcomes. Our community values our relaxed lifestyle and seeks to preserve this in tandem with creating a healthy, vibrant and inclusive place to live.

Arts and culture are an integral part of life for our communities. Council recognises the importance arts and culture plays in our region and is committed to developing and expanding arts and cultural activities that have the capacity to enrich the lives of our residents. Council actively supports arts and cultural groups through its ongoing support for the Regional Arts Development Fund, together with its community donations program.

"The lifestyle is the main attraction to live in Ingham and I love the natural beauty of the area."

Sara Barbagallo, Teacher, online submission, Roundtable One, Refresh - the Big Capture, 2013.

Queensland Plan Foundation Connections



Community partnerships are about Council working with residents, community groups and other government agencies to improve the social well-being of the community, making our community a more desirable place to live. It is about partnerships, building capacity, listening to and learning from the community and building the future together.

Council acknowledges the issues of our ageing population and will work to identify strategies to support the needs of older people. We want to recognise the skills and experience of older people to ensure they feel valued and supported in our community. Council sees direct employment opportunities and support service provision for older people as a way to diversify our employment base and assist in the attraction of new residents to Hinchinbrook.

Strategies	Involvement	Priority	Proposed Actions
4.1 Arts and Cultural Investment	Shared	Desirable	<ul style="list-style-type: none"> Maximise the use of the TYTO Precinct for the delivery of arts and cultural programs Continued funding of the Regional Arts Development Fund program
4.2 Provision of Recreation Opportunities	Shared	Desirable	<ul style="list-style-type: none"> Exploration of a fresh water recreational facility Continued community partnerships for the delivery of services at the Kelly Theatre and Hinchinbrook Aquatic Centre School holidays program featuring children/youth activities Continued support for Hinchinbrook based events that provide both economic returns by way of visitation and opportunities for participation by the community
4.3 Community Partnership Support	Shared	Desirable	<ul style="list-style-type: none"> Continue to provide funding for community groups to deliver on the wider social welfare agenda
4.4 Living well over 60 with a highly desirable lifestyle	Advocacy	Desirable	<ul style="list-style-type: none"> Advocate for adequate local facilities and services to support older residents, particularly those that allow them to live longer in their own homes
	Shared	Desirable	<ul style="list-style-type: none"> Self assess Hinchinbrook against the World Health Organisation Checklist of Essential Features of Age Friendly Cities Plan to address shortcomings
4.5 Regulatory Functions that underpin liveability	Direct	Essential	<ul style="list-style-type: none"> Provide meaningful Animal Control Services Provide meaningful business licensing activities Provide timely building regulatory functions and enforcement action as necessary
4.6 Educational Opportunities that support population attraction	Advocacy	Desirable	<ul style="list-style-type: none"> Foster partnership opportunities with vocational and tertiary educational service providers

Strategic Direction Five

Council's Role in Creating and Supporting the Economic Prosperity of our Shire

Roundtable Series

Roundtable One, Refresh – the Big Capture

Participants said... “Reinvigorate the CBD, diversify business, untapped tourism potential, increase the population, put Ingham on the map, encourage other industries to invest here, improved use of the TYTO Precinct...”

Roundtable Two, Refocus – Prioritise Now

Most Supported Ideas = Create business diversity + Develop existing environmental assets + Provide professional business development + Reinvigorate the CBD appearance + First preference to local contractors for Council contracts + Christmas decorations in the main street + Tidy CBD parks, gardens and toilets + Tourism product development + Targeted population growth + Employment opportunities.

Roundtable Three, Reinvigorate – the Way Forward

Key Points: Economic Development – online marketing, business training, more opportunities for local businesses, understanding NDRRA, develop Brand Hinchinbrook, be an RV Friendly community, development of tourism and events, business diversity, empower existing business, create employment opportunities.





Community



Regions



Economy



Environment



People

Council's Role in Creating and Supporting the Economic Prosperity of our Shire

The identification of opportunities to enhance the economic viability of our community is a key priority for Council. To this end we will implement strategies to achieve a strong and sustainable local economy that supports the growth of new and existing industry and business activities and provide long term employment opportunities for all age groups.

The focus of Council's Disaster Management Program is on minimising the affects of natural disasters on our community, both from an individual harm prevention minimisation perspective and more widely from an economic loss perspective. Council will continue to liaise with emergency service providers and will strive to build resilience and capacity in our communities to survive natural disaster events, to manage the immediate outcomes of such events and to thrive afterwards.

"I feel that businesses and organisations should try to support or network together more; for the outcomes of promoting each other."

Nadia Milanovic, Family Day Care Education, online submission, Roundtable One, Refresh - the Big Capture, 2013.

Strategies	Involvement	Priority	Proposed Actions - 2014-2019
5.1 Our Ingham CBD is attractive, alive and diverse	Shared	Essential	<ul style="list-style-type: none"> CBD refresh and associated actions Refurbishment of CBD public toilets
5.2 Support for business diversity and employment growth	Shared	Essential	<ul style="list-style-type: none"> Local buy first preference policy development Employment of a dedicated Economic Development and Tourism Officer Funding of the Herbert Resource Information Centre Funding of the Hinchinbrook Chamber of Commerce, Industry and Tourism
5.3 Tourism development	Shared	Desirable	<ul style="list-style-type: none"> Employment of a Conference and Events Officer Event activity at the TYTO Precinct Event funding support program Ongoing membership of Townsville Enterprise Limited
5.4 Natural Disaster Management	Shared	Essential	<ul style="list-style-type: none"> Local Disaster Management coordination, awareness raising, planning, service provision and recovery activities
5.5 Shire wide branding	Shared	Essential	<ul style="list-style-type: none"> Develop and finalise shire wide branding project Development of the new shire flag based on the shire wide branding project

Our Partners

As a Council our reach and influence is substantial in some areas, less so in other areas. As such we want to acknowledge the many partnering organisations that we collaborate with on an almost daily basis. We know, that without goodwill, common agendas and an ability to co-operate our collective efforts would suffer. In no particular order some of our partners include:

<ul style="list-style-type: none"> • The State Government and its departments and agencies • The Federal Government and its departments and agencies • Angel Paws • Barrier Reef Institute of TAFE • Blue Nursing Service • Canegrowers Herbert River • Catholic Education • Coastcare • Coast Guard • Country Womens Associations • Endeavour Foundation • Ethnic Community Care Links • Events and Festivals • Forrest Beach Progress Association • Halifax Progress Association • Herbert Resource Information Centre • Herbert River Catchment Group • Herbert River Express 	<ul style="list-style-type: none"> • Herbert River Improvement Trust • Herbert River Mens Shed • Herbert River Museum • Herbert River Pastoral and Agricultural Show Association • Herbert River RSL • Hinchinbrook Chamber of Commerce, Industry and Tourism • Hinchinbrook Community Support Centre • Hinchinbrook Landcare • Ingham Arts Festival • Ingham Arts Society • Ingham Disability Support Services • James Cook University • Local Government Association of Queensland • Lower Herbert Water Management Authority • Lucinda Progress Association • Meals on Wheels • Mount Fox Community Group • NQ Employment 	<ul style="list-style-type: none"> • Our churches and religious organisations • Our local schools, kindergartens and child care centres • Private sector entities • Queensland Blue Light Association • Recreation Associations and Clubs • Regional Development Australia • RSPCA • Senior Citizen Groups • Service Clubs – Apex, Lions, Rotary • Sporting and recreational clubs • Surf Lifesaving Queensland • TAFE • Taylors Beach Progress Association • Terrain Natural Resource Management • Tourism and Events Queensland • Townsville Enterprise Limited • Townsville - Mackay Medicare Local • Trebonne Action Group including Upper Stone
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A Word to Our Volunteers

A special thanks to the volunteers who work tirelessly throughout our organisation, in partnership with Council to deliver services to our community and visitors.



Having read the Hinchinbrook Shire Council Corporate Plan I would like to submit the following comments for your consideration:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Postal Address/Email

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Participants at the Hinchinbrook Community Roundtable Series

Thank you to those community members who participated in the Roundtable Series. Your ideas and thoughts for Hinchinbrook have helped to guide this Corporate Plan. Members of the community have been quoted throughout this document and we would like to thank them for their contributions.



Refresh! Refocus!! Reinvigorate!!!
the big capture prioritise now the way forward



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