



Lockyer Valley Regional Council

Corporate Plan 2022 - 2027



REGIONAL COUNCIL

ACKNOWLEDGEMENT OF COUNTRY

Lockyer Valley Regional Council respectfully acknowledges the Traditional Owners, the Yuggera-Ugarapul people as custodians of the region we share. We pay our respects to their elders past, present and emerging and the Aboriginal and Torres Strait Islander Elders of other communities who may live here as the keepers of the traditions, customs, cultures and stories of proud peoples. Lockyer Valley Regional Council is committed to cultivating inclusive environments for all staff, customers, residents and visitors.

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MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE OFFICER

It is with great pleasure that we present Lockyer Valley Regional Council's Corporate Plan, 2022 to 2027.

The Corporate Plan sets out Council's vision for our region and organisation for the next five years and ensures each year's Operational Plan is following a consistent strategy. Council's vision is to deliver services that will enhance the liveability of our community in a way that is sustainable in the long term, and to embrace and celebrate the benefits of our economic, cultural and natural diversity.

To achieve the vision and respond to our community's aspirations as articulated in Council's *Community Plan, "Lockyer – Our Valley, Our Vision"*, Council will develop and implement strategies, programs and projects that will engage the community as a whole.

Council understands the need for a range of appropriate and accessible services and facilities that provide for the needs of individuals, groups and the community as a whole and will continue to advocate to other levels of government and other sectors for the support that is required. We will develop strategies that promote economic development and tourism while protecting and supporting our farming sector. Our residents already know the Lockyer Valley is a great place to live, work and visit and we'll continue to promote the wonderful benefits we enjoy to potential residents, businesses and tourists.

Council has streamlined our processes for businesses to engage with us ensuring we are flexible, supportive, inclusive and solution oriented. We want appropriate development and industry that fits with the values and aspirations of the community and encourage open and honest discussion to ensure stakeholders have a shared understanding. Similarly, Council is committed to high quality customer service across all facets of our organisation which is underpinned by honest, meaningful and respectful communication.

We are proud of our natural assets which includes some of the world's most productive agricultural land and we will respect and protect those assets. We understand the threat of climate change and the need to maintain our well-deserved reputation of being clean and green, for

our current and future farmers, wildlife and families. Our constantly evolving environmental and pest management approach is underpinned by both innovation and science and is an example of Council's commitment to these values.

Our region is a sought-after place to live and as such requires growth and development to be prioritised and managed responsibly. Whether it's roads, drainage, pedestrian and cycleways, community facilities or other essential infrastructure, Council will plan and design with the community in mind and by collaborating regionally on growth management, including land use, transport and infrastructure planning, financing and delivery.

Our enviable lifestyle is supported and enhanced with quality educational facilities, value for money housing, great location, easy connectivity to nearby cities, and beautiful natural surroundings. We will promote our region as a great destination for young families.

Underpinning everything that we do to deliver Council's vision for our community are our Corporate Values. Our values promote shared understanding and provide guidance and consistency in our decision making. Council is committed to:

- Leadership through excellence and partnering with our community
- Accountability by taking responsibility for our actions and being results focused
- Integrity by being respectful, open, transparent and honest in our dealings with the community
- Communicating openly and honestly
- Focusing on our customers by identifying and meeting their needs
- Teamwork and collaboration by working together and looking for ways to collaborate and connect

We commend this Corporate Plan to the community and Council as our guide for the next five years, and look forward to working in partnership with the community to deliver the vision.



Tanya Milligan
Mayor
Lockyer Valley Regional Council



Ian Church
Chief Executive Officer
Lockyer Valley Regional Council

VISION, MISSION AND VALUES

VISION

We will deliver sustainable services to enhance the liveability of our community while embracing our economic, cultural and natural diversity.

MISSION

Lead, engage and empower.

OUR VALUES

Values form the basis of our culture. They add meaning to work and they provide a basis for consistent planning and decision making across the organisation. The desired values and behaviours that every employee of Lockyer Valley Regional Council is expected to demonstrate in their daily activities, in the way they behave and in the way they make decisions are:



Leadership

We lead through excellence and partner with the community to achieve Council's vision and mission.



Accountability

We accept ownership of our role and take responsibility for our actions. We are results focused, take pride in our successes and efforts and learn from our mistakes.



Integrity

We strive to be valued and trusted by the Lockyer Valley community. We are respectful, open, transparent and honest in our dealings with the community. At all times we act in the best interests of the community.



Communication

We embrace diversity and communicate openly and honestly. We listen actively, consider and value the views of others. Our communication is clear, concise and consistent.



Customer Focus

We strive to engage and communicate with our internal and external customers to meet agreed outcomes. We identify and aim to meet the needs of all customers in a responsive and equitable manner.



Teamwork & Collaboration

We value creative thinking and look for opportunities to collaborate and connect to deliver a better Lockyer Valley. We work together by recognising and sharing our talents, skills, experience and knowledge.



ABOUT THE CORPORATE PLAN

The Corporate Plan (the Plan) is Council's key strategic plan providing direction for Council in delivering a sustainable future for the region from 2022 to 2027. The corporate outcomes contained in this Plan serve to inform and guide Council's decision-making process when delivering its diverse range of services to the community. The Plan helps us to monitor performance and stay on track and meet the legislative requirements of the *Local Government Act 2009* and *Queensland Plan Act 2014*. The Plan outcomes will be delivered through our annual operational plan, services and programs resourced by capital and operational budgets.

The Corporate Plan aims to achieve the vision and outcomes for the region and is informed by the Community Plan, Long Term Financial Plan, Long Term Asset Management Plan, and a range of key strategic plans both internal and external to Council.

MONITORING OUR PROGRESS

ANNUAL OPERATIONAL PLAN AND BUDGET

Each financial year Council adopts an Operational Plan with its Budget which captures key projects and priorities to be actioned that year based on the Corporate Plan. The annual Operational Plan for Council must be consistent with its annual Budget, however Council at any time before the end of the financial year may amend its Operational Plan and/or Budget.

QUARTERLY PERFORMANCE REPORT

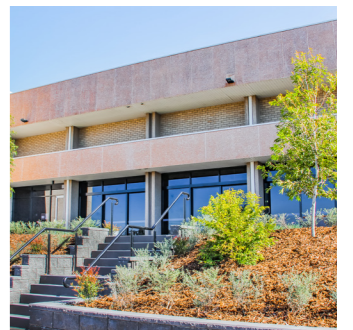
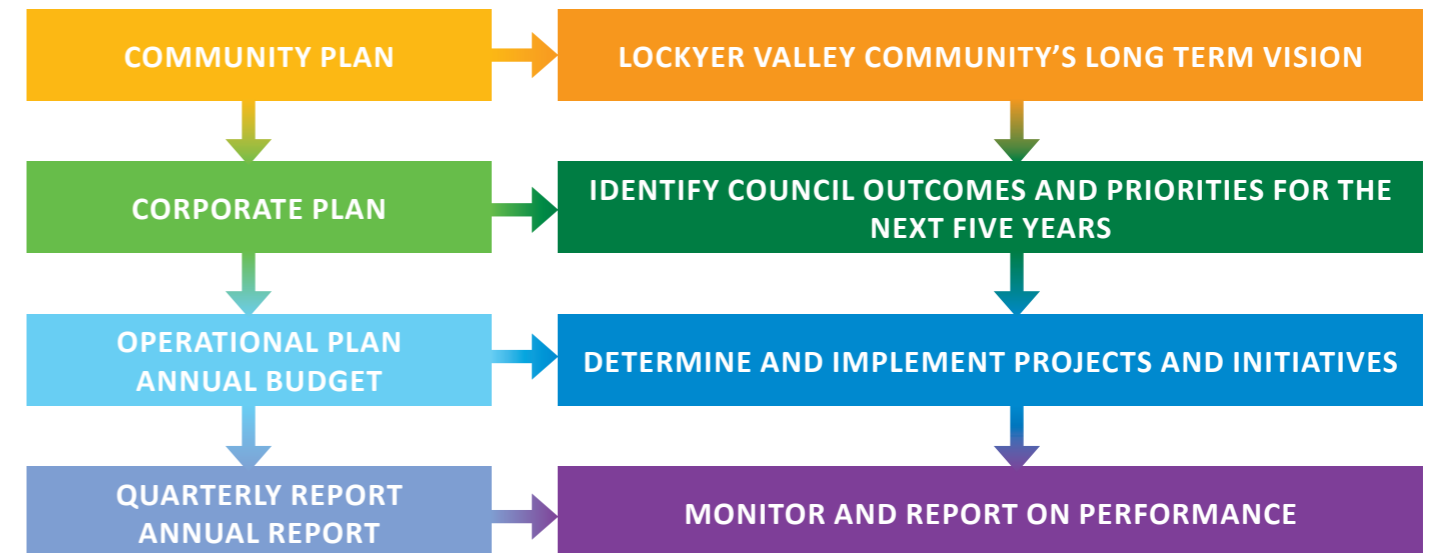
Every quarter, a performance report is prepared and presented to Council by the Chief Executive Officer. This report outlines performance against the outcomes of the Corporate Plan and activities of the Annual Operational Plan.

ANNUAL REPORT

At the end of the financial year, Council produces an Annual Report that reviews the performance achieved. The Annual Report provides the community with operational and financial information about Council's performance against the outcomes and service delivery commitments set out in the Corporate and Operational Plans.

The diagram below represents the strategic planning framework used by Council:

COUNCIL'S STRATEGIC PLANNING FRAMEWORK





FEDERAL, STATE AND LOCAL GOVERNMENT RESPONSIBILITIES

The priorities raised by the community present challenges which cannot be addressed by Council alone. Many of these priorities are the responsibility of other organisations such as Federal Government, State Government, and community organisations. In “Lockyer: Our Valley, Our Vision Community Plan 2017-2027” these organisations are identified for the Lockyer Valley region.

Where Council is not responsible for the provision of a particular service, we can advocate to the relevant agency to secure support, funding, and agreements for the benefit of the Lockyer Valley community.

OUR ROLE

As we work towards our outcomes, we recognise that not all of them can be achieved by Council alone. Council will fulfil a range of roles in working to achieve the outcomes outlined in this plan.

These roles include:

THESE ROLES INCLUDE:

COUNCIL ROLE	DESCRIPTION
Provider	Delivering services
Funder	Finding other parties to deliver services
Regulator	Regulating activities through legislation, local laws or policies
Partner	Forming partnerships and strategic alliances with other parties in the interest of the community
Facilitator	Assisting others to be involved in activities by bringing groups and interested parties together
Advocate	Promoting the interest of the community to other decision makers and influencers

COMMITMENT TO HUMAN RIGHTS

Council is committed to protecting and promoting human rights by ensuring that human rights are considered in all the work we do – from the decisions we make to the services we provide. This commitment is in accordance with Council’s obligations under the *Human Rights Act 2019*.



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LOCKYER COMMUNITY

Our healthy community welcomes the spirited diversity found within our region. Times of hardship highlight our resilience. Our high standards support our quality of life and vibrancy while providing a dynamic and safe place full of opportunity. We strive to build on who we are and all that our region has to offer by connecting business, the community and government.

OUR COMMITMENT

- Deliver the priorities of the Community Development and Engagement Strategy.
- Develop a range of activities, events and programs that engage the community as a whole.
- Advocate on behalf of the community for access to services and facilities.
- Support community groups by helping them develop skills including networking, governance, grant writing, engaging volunteers and business management.
- Advocate on behalf of and support community groups to access funding streams.
- Foster community resilience and coordinate the community's response to disaster events.
- Provide and maintain spaces and facilities that are appropriate for the needs of individuals, groups and the community as a whole.
- Provide regulatory services for the safety of the community.



OUTCOMES

- A community with fair and reasonable access to services.
- Council optimises the use of its open spaces and facilities by improving access to and the quality of the facilities for individuals and groups for cultural, recreational and community activities.
- Enhanced wellbeing and safety of the community.
- Council seeks to understand community needs, resulting in partnerships that realise long-term benefits for the community in a timely manner.
- Events and activities that bring together and support greater connectivity in the community.
- The community's preparedness for disasters is improved through community education, training and strong partnerships between Council and other agencies.

PERFORMANCE MEASURES

- Community satisfaction with activities and services delivered.
- Use of Council facilities.
- Effectiveness of the Disaster Management Plan.
- Community Development and Engagement Strategy implemented.
- Permits and Licensing programs delivered.

COUNCIL SERVICE AREAS

- Commercial Enterprises
- Community Development
- Library and Cultural Services
- Facilities Management
- Parks and Open Spaces
- Local Laws Enforcement / Regulatory Services
- Plumbing and Building Services
- Sport and Recreational Services
- Tourism and Events
- Waste and transfer stations

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LOCKYER BUSINESS, FARMING AND LIVELIHOOD

Lockyer Business

Our business community is a thriving and inclusive network where it is easy to do business. We create opportunities and encourage innovation that inspires business confidence and collaborative partnerships.

Lockyer Farming

As custodians we manage our water and land assets to ensure our farming future. We pride ourselves on our innovation and clean, green reputation. We work together to support our farmers of current and future generations

Lockyer Livelihood

We are a community where lifelong learning opportunities exist. Our quality education facilities are highly regarded and provide diverse career pathways. We look to develop skills and generate job opportunities for all.

OUR COMMITMENT

- Deliver the strategic priorities of the Economic Development Strategy.
- Deliver the strategic priorities of the Tourism Strategy.
- Identify opportunities to facilitate private sector investment in the region.
- Support and advocate for opportunities in education and training providers and businesses within the region.
- Advocate for a secure and sustainable water supply for the region.
- Advocate for business opportunities and economic enablers for the region from the Inland Rail Project.
- Advocate for investment in an equine precinct and equine related activities for the region.



OUTCOMES

- Encourage opportunities for the Lockyer Valley to drive economic and community outcomes.
- Maximise opportunities through engagement and partnership with stakeholders to achieve a strong resilient economy.
- Promote and market the Lockyer Valley as a destination for commerce, tourism and lifestyle.
- Attract and support education and employment opportunities for the community.
- Foster a flexible, supportive and inclusive business environment.

PERFORMANCE MEASURES

- Employment growth.
- Number of new businesses.
- Visitor numbers
- Gross Regional Product (GRP).
- Business growth across the region.
- Economic Development and Tourism strategies implemented.

COUNCIL SERVICE AREAS

- Regional and Economic Development
- Advocacy and Special Projects
- Tourism and Events

3 LOCKYER NATURE

Our natural assets are valued and protected to sustain our unique rural lifestyle.

OUR COMMITMENT

- Deliver the strategic priorities of the Environment Strategy.
- Advocate and deliver funding to support environmental projects.
- Undertake integrated land management activities on Council-owned and managed land in collaboration with the community.
- Advocate for the delivery of education programs in land conservation and waterways management.
- Coordinate community responses to ecosystem management issues.
- Encourage the community's sustainable use of the region's conservation areas.
- Reduction in waste and increase in recycle and reuse.



OUTCOMES

- Lockyer Valley's natural assets are managed, maintained and protected.
- Council's policies and plans support environmentally sustainable development.
- Community and private landholders' stewardship of natural assets increases.
- Council and the community actively reduce waste, recycle and reuse more.
- Council and the community actively reduce consumption of non-renewable resources.

PERFORMANCE MEASURES

- Annual corporate resource efficiency measurement.
- Council waste resource recovery rate (percentage recycled) compared to like Councils.
- Community satisfaction with environmental activities facilitated by Council.
- Environmental Strategy priorities delivered.

COUNCIL SERVICE AREAS

- Environmental Planning
- Environment and Pest Management
- Waste Services

4 LOCKYER PLANNED

We have unique, well connected communities. We have places and spaces that bring together people. Local services match the needs of the community. Our built infrastructure is designed and constructed to enable access for all.

OUR COMMITMENT

- Finalise and adopt the Lockyer Valley Planning Scheme.
- Prepare and adopt a revised Local Government Infrastructure Plan for the Lockyer Valley.
- Prepare and finalise a Growth Management Strategy to guide the orderly and sequential growth of the region.
- A development assessment process that facilitates sustainable outcomes for the community.
- Undertake strategic infrastructure planning to guide the provision of infrastructure across the region.
- Plan, design and deliver essential infrastructure for roads, drainage, walkways and cycle paths for connectivity across the region.
- Provide access to up-to-date flood data and information.
- Deliver the 5 year program of works based on asset management refining and delivery.



OUTCOMES

- Growth and development in the region is sustainably managed through the adoption and implementation of the Lockyer Valley Planning Scheme.
- Provision of fit-for-purpose infrastructure which meets the current and future needs of the region.
- A development assessment process that delivers quality development that is consistent with legislation, best practice and community expectations.
- Regional collaboration and targeted advocacy that drives external funding, for timely delivery of key infrastructure and enhanced community outcomes.
- An integrated approach to the planning of all communities that strengthens local identity and lifestyle.

PERFORMANCE MEASURES

- Development and implementation of a planning scheme for the Lockyer Valley.
- Development is consistent with legislation, best practice and community expectations and is guided by relevant plans and strategies.
- Council meets or improves on assessment timeframes.
- Council's participation in regional collaboration and advisory groups.
- Sustainable and safe infrastructure networks.

COUNCIL SERVICE AREAS

- Infrastructure Services and Delivery
- Development Assessment
- Strategic Planning
- Plumbing and Building Services
- Transport and Traffic Operations

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LOCKYER LEADERSHIP AND COUNCIL

Lockyer Leadership

Our leaders are visionary and seek coordinated outcomes for the benefit of the whole community.

Lockyer Council

A well-managed, transparent and accountable organisation that gives the community confidence, demonstrates financial sustainability, where customers are satisfied with our services and our employees are proud to work.

OUR COMMITMENT

- Deliver meaningful community engagement.
- Development of policies that provide clear direction based on the mission and outcomes articulated in the Corporate Plan.
- Compliance with governance obligations.
- To be financially sustainable.
- Commitment to the values of the organisation.
- Commitment to excellence in customer service.
- Commitment to the health and safety of our employees.
- Commitment to a one team, one Council organisational culture.



OUTCOMES

- Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.
- Excellence in customer service.
- Actively engage with the community to inform council decision making processes and communicate on decisions made.
- Commit to open and accountable governance to ensure community confidence and trust in council and our democratic values.
- Promote a values based culture that appreciates and empowers its workforce.
- Provide leadership and contemporary management systems that drive a coordinated and connected organisation.
- Compliant with relevant legislation.
- Deliver reliable internal support services.

PERFORMANCE MEASURES

- Sustainability ratios within State Government guidelines.
- Favourable Queensland Treasury Corporation credit rating.
- Employee opinion survey results.
- Staff satisfaction with organisational programs implemented.
- Customer satisfaction survey results.
- Corporate Plan implementation is tracked, and performance reported.
- Safety audits.

COUNCIL SERVICE AREAS

- Corporate Services
- Executive Operations



**For more information phone 1300 005 872,
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