



Lockyer Valley Regional Council

Corporate Plan 2017–2022

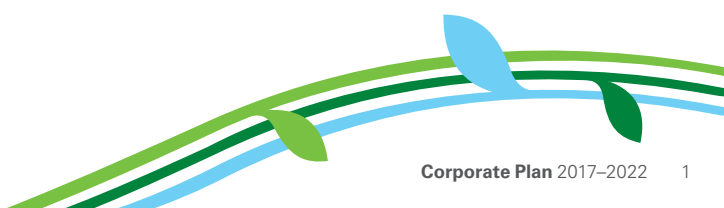


REGIONAL COUNCIL



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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, 2017 to 2022.

The Corporate Plan sets out Council's vision for our region and organisation for the next five years. 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 a range of activities, projects and tasks that will engage the community as a whole.

Council will advocate on behalf of the community for access to services and facilities and will provide and maintain spaces that are appropriate for the needs of individuals, groups and the community as a whole. We will develop strategies that will promote economic development and tourism and protect our farming future. The Lockyer Valley is a destination for commerce, tourism and lifestyle, and we will promote it as just that.

Council will also foster a flexible, supportive and inclusive business environment; where doing business is easy; where opportunities are created and encouraged and where business confidence is high. Council will lead the way in focusing on our customers and putting them first.

We will manage our natural assets with the respect they deserve to cement our farming future. The Lockyer Valley's reputation of being clean and green is of the utmost importance, not only for our current farmers, but future generations

too. The development of environmental and pest management plans and policies is an example of a commitment Council will make to ensure this occurs.

Growth and development within the region will continue to be a priority. We will plan, design and deliver essential infrastructure for roads, drainage, walkways and cycle paths for connectivity across the Lockyer Valley. Council will responsibly manage growth by collaborating regionally on growth management, including land use, transport and infrastructure planning, financing and delivery.

The Lockyer Valley provides an enviable lifestyle for families with quality educational facilities, value for money housing, great location 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

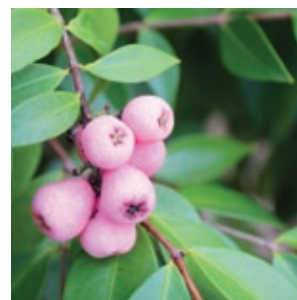
We embrace diversity and communicate openly and honestly. We listen actively, consider and value the views of others. Our communication is clear, concise and consistent.

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 AND 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 2017 to 2022. 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*. 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.

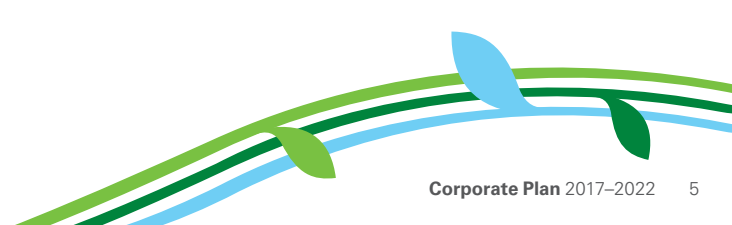
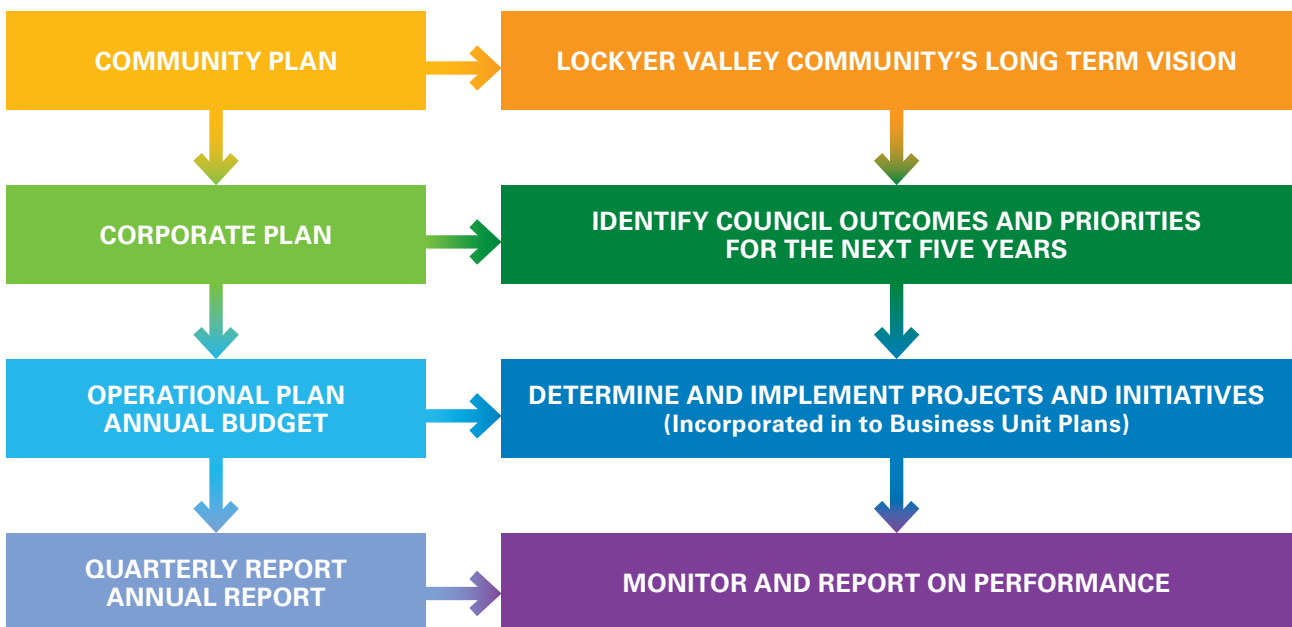


ANNUAL REPORT

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:





BUILDING OUR CORPORATE PLAN

In determining the outcomes Council will seek to achieve over the next five years, the organisation considered the following questions:

- What initiatives, activities and services can we build on?
- What are our stakeholders asking for?
- What do we care about?
- How do we know we are succeeding?

The Corporate Plan was prepared through a series of workshops with Councillors and staff utilising the seven (7) themes of the Community Plan as the Corporate Plan framework with the inclusion of an eighth theme, Lockyer Council. The Community Plan, “Lockyer – Our Valley, Our Vision” details the community’s vision for the region until 2027.

Below are the eight themes, some of which have been combined in the Corporate Plan where similar outcomes exist:

- Lockyer Community
- Lockyer Business, Farming and Livelihood
- Lockyer Nature
- Lockyer Planned
- Lockyer Leadership and Council

The Draft Corporate Plan was open for public inspection from 15 March 2017 to 05 April 2017. This gave the community an opportunity to review the Draft Plan and provide comments to Council for consideration. A review of the responses received from the community was undertaken and changes were made to the plan where appropriate.

The Plan was adopted at the Ordinary Meeting of Council on 24 May 2017.

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:

COUNCIL ROLE	DESCRIPTION
Provider	Delivering services
Funder	Funding 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 interests 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

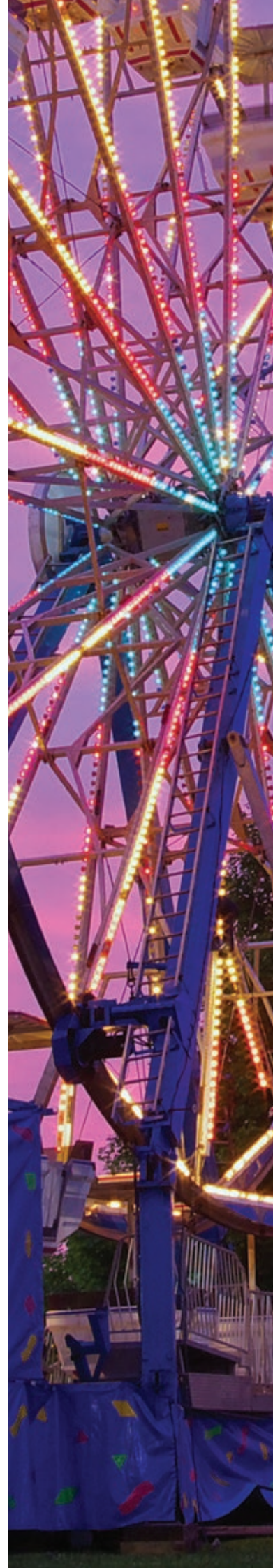
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LOCKYER COMMUNITY

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

- 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

- 1.1 A community with fair and reasonable access to services.
- 1.2 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.
- 1.3 Enhanced wellbeing and safety of the community.
- 1.4 Council seek to understand community needs, resulting in partnerships that realise long-term benefits for the community in a timely manner.
- 1.5 Events and activities that bring together and support greater connectivity in the community.
- 1.6 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 strategies and plans implemented.

KEY COUNCIL SERVICE AREAS

- Commercial Enterprises
- Community Assistance
- Cultural Services
- Facilities Management
- Local Laws Enforcement / Regulatory Services
- Plumbing and Building Services
- Public Safety
- Recreational Services.

26

EVENTS ARE CONDUCTED BY COUNCIL EACH YEAR WITH ASSISTANCE PROVIDED TO A FURTHER 26 COMMUNITY RUN EVENTS ANNUALLY

\$586,137

COUNCIL GRANTS AND DONATIONS PROVIDED TO THE COMMUNITY IN 2015/16

6,080

DOGS REGISTERED IN THE LOCKYER VALLEY AS AT 01 MARCH 2017

2

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.

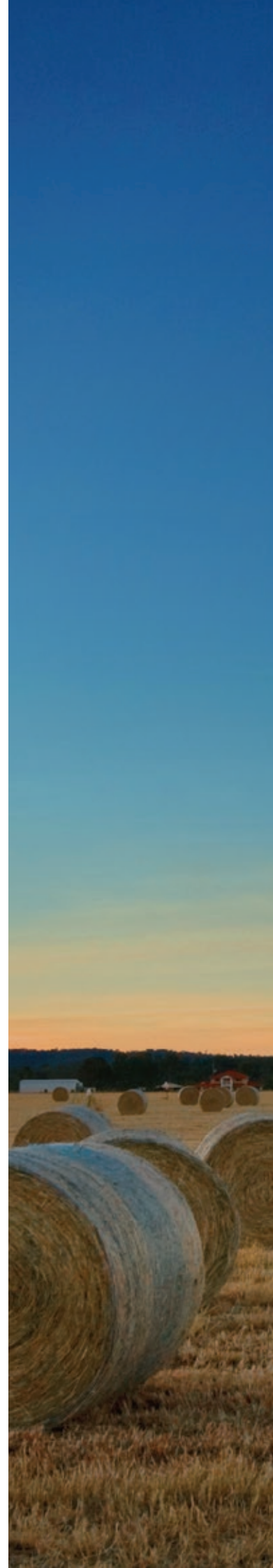
We work together to support our farmers of current and future generations.

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

- Develop strategies for economic development and tourism for the region.
- Identify opportunities to facilitate private sector development of commercial sites and provide community services.
- 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.



OUTCOMES

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

PERFORMANCE MEASURES

- Employment growth.
- Number of new businesses.
- Visitor numbers
- Business satisfaction of events facilitated.
- Gross Regional Product (GRP).
- Growth in the number of different types of businesses or categories of businesses.
- Economic strategies and plans implemented.

KEY COUNCIL SERVICE AREAS

- Regional and Economic Development
- Commercial Enterprises.

484

LOCAL BUSINESSES
ADVERTISED ON COUNCIL'S
FREE BUSINESS DIRECTORY

52

LOCAL BUSINESSES PARTICIPATED
IN THE QUEENSLAND WEEK
SHOP LOCAL PROMOTION
RUN BY COUNCIL IN 2016

354

BUSINESSES SUBSCRIBE
TO COUNCIL'S EBULLETIN

3

LOCKYER NATURE

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

OUR COMMITMENT

- Development of a planning scheme with policy and regulatory components that reflect responsible environmental management.
- Development of environmental and pest management plans and policies.
- Advocate for funding to support environmental projects.
- Undertake integrated land management activities on Council-owned and managed land in collaboration with landholders and 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

- 3.1 Lockyer Valley's natural assets are managed, maintained and protected.
- 3.2 Council's policies and plans support environmentally sustainable development.
- 3.3 Community and private landholders' stewardship of natural assets increases.
- 3.4 Locals and visitors experience our natural assets.
- 3.5 Council and the community actively reduce waste, recycle and reuse more.
- 3.6 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 plans and initiatives implemented.

KEY COUNCIL SERVICE AREAS

- Environmental Management
- Local Laws Enforcement / Regulatory Services
- Waste Services.

146

LAND FOR WILDLIFE PROPERTIES
COVERING 10,585 HECTARES
IN THE REGION

2,316.27

TONNES OF SCRAP METAL WAS
RECYCLED BY COUNCIL IN 2015/16

17.44kg

OF MOBILE PHONES, THEIR
BATTERIES AND ACCESSORIES
LOCKYER VALLEY REGIONAL
COUNCIL RETURNED, BETWEEN JULY
2015 AND JUNE 2016, FOR RECYCLING

2601.5kg

OF BAIT IN OUR WILD DOG,
FOX AND PIG BAITING PROGRAM,
COUNCIL USED, FOR THE PERIOD
JULY 2015 TO JUNE 2016

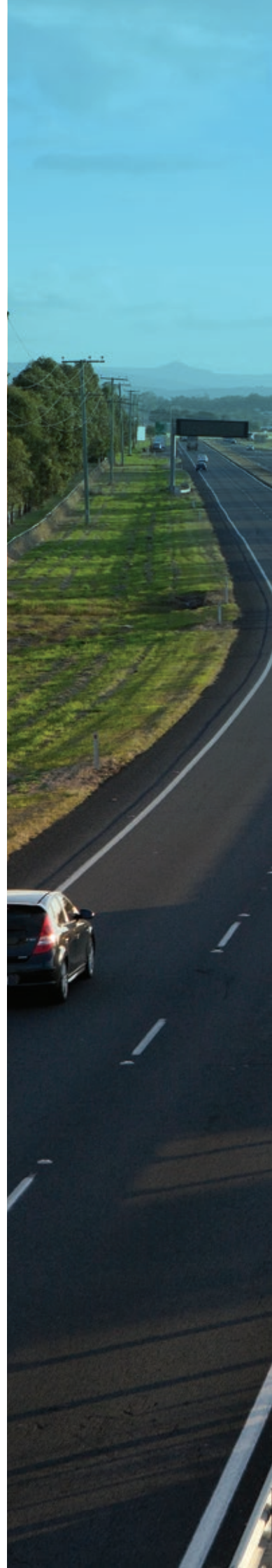
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LOCKYER PLANNED

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 new Lockyer Valley Planning Scheme.
- Prepare and adopt a Local Government Infrastructure Plan for the Lockyer Valley.
- Undertake centre activity planning, place-making and undertake integrated master planning of key town centres.
- Review and streamline assessment processes to reduce assessment times and costs.
- Collaborate regionally on growth management, including land use, transport and infrastructure planning, financing and delivery.
- Deliver an asset management improvement plan that establishes a minimum core level of asset maturity and competence.
- Plan, design and deliver essential infrastructure for roads, drainage, walkways and cycle paths for connectivity across the region.



OUTCOMES

- 4.1 Growth and development in the region is sustainably managed through the adoption and implementation of the Lockyer Valley Planning Scheme.
- 4.2 Provision of fit-for-purpose infrastructure which meets the current and future needs of the region.
- 4.3 A development assessment process that delivers quality development that is consistent with legislation, best practice and community expectations.
- 4.4 Regional collaboration and targeted advocacy that drives external funding, for timely delivery of key infrastructure and enhanced community outcomes.
- 4.5 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.

KEY COUNCIL SERVICE AREAS

- Asset Management and Service Programming
- Planning Services
- Transport and Traffic Operations.

133ha

OF PARKS, GARDENS, RESERVES
AND PROPERTIES ARE MOWED
AND MAINTAINED BY COUNCIL

1,500km

OF ROADS (SEALED AND
UNSEALED), 30 ROAD BRIDGES
AND 60KM OF FOOTPATHS ARE
MAINTAINED BY COUNCIL

\$624.7m

REPLACEMENT VALUE OF COUNCIL'S
ASSETS AS AT 30 JUNE 2016

210

DEVELOPMENT APPLICATIONS
AND 44 PLAN SEALING APPLICATION
CREATING 246 NEW LOTS RECEIVED
BY COUNCIL IN 2016

1,365

BUILDING APPROVAL APPLICATIONS
RECEIVED BY COUNCIL IN 2016

5

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

- Implementation of a workforce plan.
- Development of policies that provide clear direction based on the mission and outcomes articulated in the Corporate Plan.
- Compliance with governance obligations.
- Compliance with the Community Engagement Policy and Plan.
- To be financially sustainable
- Commitment to the values of the organisation.



OUTCOMES

- 5.1 Undertake robust and accountable financial, resource and infrastructure planning and management to ensure affordable and sustainable outcomes for our community.
- 5.2 Excellence in customer service to our community.
- 5.3 Actively engage with the community to inform council decision making processes.
- 5.4 Commit to open and accountable governance to ensure community confidence and trust in council and our democratic values.
- 5.5 Promote a values based culture that appreciates and empowers its workforce.
- 5.6 Provide leadership and contemporary management systems that drive a coordinated and connected organisation.
- 5.7 Compliant with relevant legislation.
- 5.8 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.

KEY COUNCIL SERVICE AREAS

- Administrative Services
- Executive Operations
- Facilities Management
- Financial Services
- Governance.

32,365

CUSTOMER CALLS RESPONDED TO BY COUNCIL IN 2015/16

2130

RESOLUTIONS MADE BY COUNCIL IN THE 2012-2016 TERM

16,471

RATEABLE PROPERTIES IN THE REGION DURING FEBRUARY 2017



For more information phone **1300 005 872**,
email mailbox@lvrc.qld.gov.au or visit www.lockyervalley.qld.gov.au