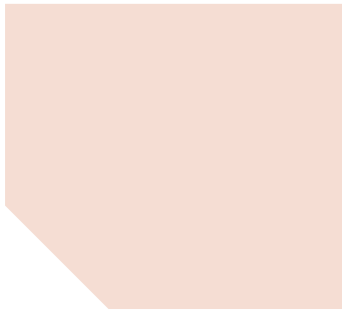
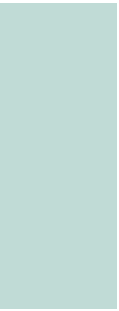


Connecting Council and Community



Longreach Regional Council **CORPORATE PLAN** 2024 - 2028



Delivering
excellent service

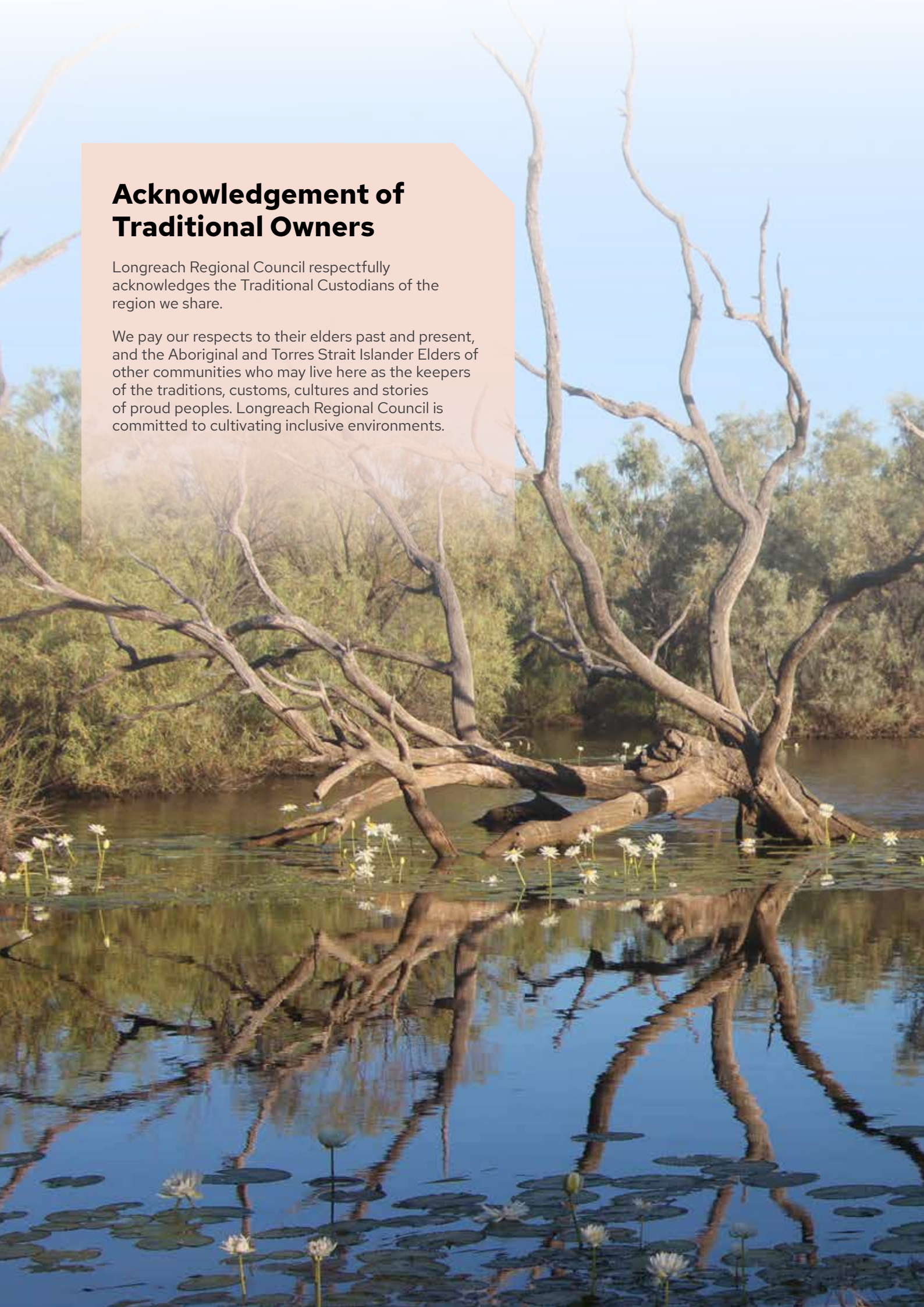


**Longreach
Regional Council**
Ilfracombe Isisford Longreach Yaraka

Acknowledgement of Traditional Owners

Longreach Regional Council respectfully acknowledges the Traditional Custodians of the region we share.

We pay our respects to their elders past and present, 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. Longreach Regional Council is committed to cultivating inclusive environments.





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Executive Summary



It is with great pleasure that we present to you the Longreach Regional Council Corporate Plan for the years 2024-2028. This plan sets out our strategic priorities for the next five years and reflects our commitment to driving positive change to the organisation and our community.

As we begin this new chapter, we are excited by the opportunities that lie ahead. We are living in a rapidly changing world, with economic, social, and environmental challenges and new technological advancements. But we are also fortunate to live in a region that is rich in history, resources, opportunities and community spirit. Together, we can harness these strengths to build a resilient and prosperous future for our region.

While our Corporate Plan seeks to address the needs and aspirations of our community, it is also very much a plan for our organisation. This plan reflects our commitment to driving positive change and growth in our region and to ensuring that Council is well-equipped to meet the evolving needs of our community.

The Plan has been developed through extensive consultation and engagement with Councillors and the executive leadership team during a number of planning workshops. We have worked together to shape our vision, mission, strategic priorities and desired outcomes to be achieved over the next five years.

The plan also includes specific strategies and targets for each of our strategic priorities, which will be a roadmap for our organisation over the next five years. These priorities have been developed with a clear understanding of the challenges and opportunities facing our region, and they reflect our commitment to delivering outcomes that will benefit residents and businesses in our region.

By setting clear priorities and goals, we are better equipped to make strategic decisions and allocate resources in a way that supports our vision and objectives. We will use this Plan to guide our annual budget, annual operational plan and decision-making to ensure that we are delivering the best possible outcomes for our organisation and the community.

Our vision is to create a Council that is connected to our community. Council is here to serve the interests of our residents and make our communities great places to live.

To achieve this vision, we have identified five strategic priorities that will guide our work over the life of this Plan:

COMMUNITY – We focus on making our region a great place to live.

ECONOMY – We make it easy for people to invest and do business in the region.

SERVICES – We strive to deliver our core services to a consistently high standard.

FINANCES – We will strategically manage our finances to improve our resilience, to overcome adversity and realise opportunities.

LEADERSHIP – We will work together as a team to make decisions for the benefit of our Council and our community.

These priorities are interdependent and reinforce each other, and we are committed to delivering on them through collaboration, flexibility and a focus on outcomes.

Our Plan includes specific actions and targets for each priority area, which we will report on annually to ensure we are on track to achieving our goals. We will continue to engage with the community throughout the implementation of the plan, seeking feedback and making adjustments as necessary to ensure we are meeting the needs and aspirations of our community.

We are proud of the progress we have made as a Council, but we also recognise that there is always more work to be done. By working together, we can build a stronger, more connected, and more resilient organisation that is well-prepared to face whatever challenges and opportunities come our way.

We believe that by Council and Community working together, we can achieve great things for our region.

Cr Tony Rayner,
Mayor,
Longreach Regional Council

Brett Walsh,
Chief Executive Officer,
Longreach Regional Council

Our Vision

Connecting Council and Community

Our Mission

Delivering excellent service

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 Longreach Regional Council is expected to demonstrate in their daily activities, in the way they behave and in the way they make decisions are:



1. A Safe and Healthy Work Environment

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



2. Inclusiveness and Respect

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



3. Consistency and Fairness

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



4. Teamwork and Staff Development

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



5. Performance and Value for Money

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



6. Leadership and Collaboration

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



7. Sustainability

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



8. Forward-looking

We are aspirational with a clear vision for future prosperity while meeting community needs and respecting and building on our outback heritage.

About Our Region

The iconic Longreach region in Central Western Queensland is situated 700 kilometres from the coast, west of Rockhampton, and covers an area of 40,638 square kilometres. The region encompasses the townships of Ilfracombe, Isisford, Longreach, and Yaraka. The region is home to approximately 3,726 people and boasts Outback Queensland's most progressive and dynamic visitor and service economy, coupled with a high performing ag-sector delivering consistent productivity gains.

The Longreach, Ilfracombe, Isisford, and Yaraka communities are at the heart and soul of this region. Although uniquely different, each town shares a common bond. They provide genuine opportunities for people from all walks of life to find their future – from farmers to financiers, mechanics to musicians.

For centuries, the region has stood the test of time and grown in the hearts of many. From a place steeped in Aboriginal history and Australian folklore, to the industrial and agricultural booms of last century, the region continues to evolve. The Longreach region is the economic and social hub of Western Queensland, globally connected, but locally inspired.



About the Corporate Plan

The Corporate Plan (the Plan) is our key strategic plan providing direction for us in delivering a sustainable future for the region from 2024 to 2028.

The corporate outcomes contained in this Plan serve to inform and guide our decision-making in delivering our diverse range of services to the community. The Plan helps us to monitor performance 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.

Regional Profile

MAJOR INDUSTRIES

CULTURAL AND HERITAGE TOURISM

The Longreach region is iconic in Australia's history and culture. Tourism thrives on the back of our region's cultural contribution to the very character of Australia. Some of Australia's most iconic legend and folklore has stemmed from our region, making us a destination of major cultural significance.

The region has attracted over \$50m of government investment in new tourism product in recent years.

AGRICULTURE

The Longreach region is famous worldwide for excellence in merino wool production. Sheep are experiencing a resurgence in recent times thanks to a \$17m investment in Wild Dog Exclusion Fencing. This has seen lambing rates increase by up to 70 percent, and increased pasture recovery rates throughout the region.

Most agricultural holdings are diversified between sheep, goats, and cattle, and the combined value of regional livestock exports is over \$60m annually.

SERVICES

The Longreach region is an important regional hub for government administration and the professional services industry. Education, health, financial and professional services are all supported. The trade area serviced from Longreach extends to communities as far as 600km away.

GROWTH INDUSTRIES

AG-TECH/MANUFACTURING

The adoption of Ag-tech solutions such as the remote monitoring of stock, water, gates and grids is growing quickly in our region. A surge of development in manufacturing and engineering indicates growth in the sector, taking advantage of our strategic location, superior freight & logistics, and access to key markets.

TOURISM/HOSPITALITY

With the most mature and commissionable product offering in the outback, our visitor economy is experiencing rapid growth, with demand outstripping capacity. The need for additional room nights and associated experiences presents a prime opportunity for savvy investors.

TRADE

TOP EXPORTS BY INDUSTRY

Visitor Services	\$124.5m*
Agriculture	\$94.8m
Manufacturing	\$25.1m

*Source: (Stafford, 2019)

Gross Regional Product (\$M):	\$329
Per Hectare Gross Regional Product (\$):	\$81
Per Capita Gross Regional Product (\$K):	\$90.461
Per Worker Gross Regional Product (\$K):	\$167,533

EMPLOYMENT

Total employment in the area is estimated at 1,969 jobs.

The major contributors to employment are:

Industry Sector	Jobs	%
Health Care & Social Assistance	323	16.4%
Agriculture, Forestry & Fishing	304	15.4%
Public Administration & Safety	223	11.3%
Other	1,119	56.8%

DEMOGRAPHIC OVERVIEW

ABS 2021 Census Place of Usual Residence Population:	3,726
Median Age:	40 years
Median Weekly Income:	\$942 (\$49,042 pa)
Labour Force Participation Rate:	65.79%

Estimated Residential Population – 2022

The estimated resident population of The Longreach region is 3,726 people.

POPULATION BY AGE AND GENDER - 2021 CENSUS

The single largest age cohort in the region is **55-59 years** with 280 people representing 7.68 percent of the population.

The **median age is 40 years** and the overall ratio of males to females is 1 to 1.023.

Monitoring Our Progress

Annual Operational Plan and Budget

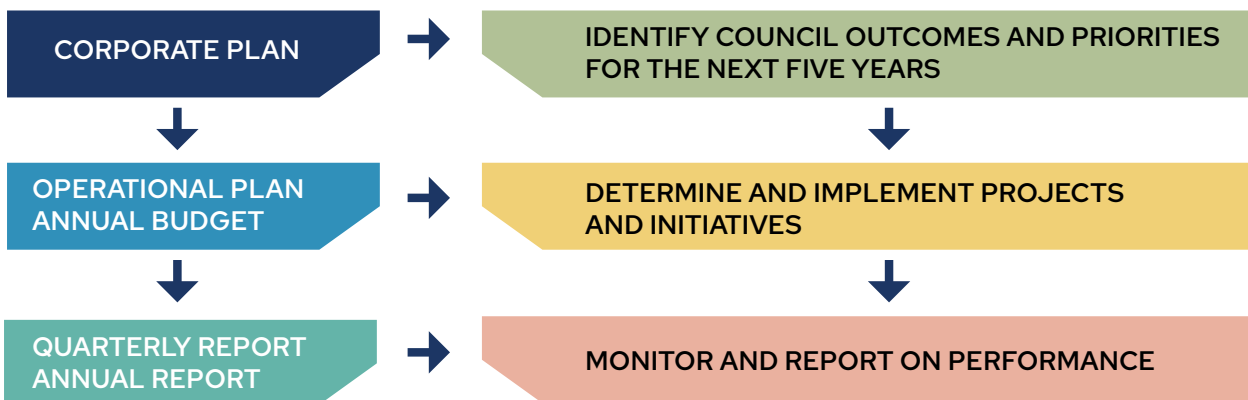
Each financial year, Council adopts an Operational Plan with its Budget which captures key projects and priorities to be actioned that year based on the Corporate Plan. The Annual Operational Plan for Council must be consistent with its annual Budget, however Council at any time before the end of the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

Council's Strategic Planning Framework

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



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.



Responsibilities

Commonwealth, State and Local Government

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 Commonwealth Government, State Government, and community organisations.

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 The Longreach region community.

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*.

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
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



1. Our COMMUNITY

We focus on making our region a great place to live.

Corporate Plan Outcome

- 1.1 Council infrastructure and services support liveability and community amenity.
- 1.2 Council recognises cultural heritage and supports inclusion of all peoples.
- 1.3 The region's natural environment is managed, maintained and protected.

KPI's

- Community satisfaction.
- Number of initiatives and successful advocacy outcomes.
- Environmental targets are achieved.
- Adoption of Reconciliation Action Plan.

Our Commitment - Strategies

- Development, adoption and implementation of a Housing strategy.
- Development, adoption and implementation of a Facilities master plan.
- Development, adoption and implementation of a Streetscapes master plan.
- Recognise all cultures and heritages through a range of initiatives and advocacy.
- Provide opportunities for all peoples to contribute to the community.
- Review and improvement of draft Reconciliation Action Plan.
- Development and adoption of a Biosecurity Plan.

Council Service Areas

- Community Development
- Library Services
- Facilities Management
- Parks and Open Spaces
- Sports and Recreational Services
- Local Laws Enforcement and Regulatory Services
- Environment and Pest Management
- Planning and Building Services
- Economic Development

Council is responsible for management, repairs and maintenance activities for 37 public facilities.

Examples include our regional showgrounds and sporting facilities, swimming pools, public conveniences, civic buildings, and halls.

2. Our ECONOMY

We make it easy for people to invest and do business in the region.

Corporate Plan Outcome

- 2.1 Collaborative engagement with stakeholders to maximise economic opportunities.
- 2.2 Council infrastructure and services support local industries and growth opportunities.

KPI's

- Achieve the outcomes from the advocacy strategy.
- GDP statistical outcomes and/or new industry.
- Adoption of Economic Development strategy.
- Adoption of Destination strategy.
- Visitor Numbers.

Our Commitment - Strategies

- Development, adoption of, and implementation of an Advocacy strategy.
- The Planning scheme reflects Councils strategic goals and support local industry.
- Development, adoption, and implementation of an Economic Development strategy.
- Development, adoption of, and implementation of a Destination strategy.

Council Service Areas

- Economic Development
- Tourism and Events
- Grants and Project Management
- Advocacy and Representation (Elected Members)

Gross Regional Product \$329M.

3. Our SERVICES

We strive to deliver our core services to a consistently high standard.

Corporate Plan Outcome

- 3.1 A secure water supply that is resilient against climate factors.
- 3.2 Sustainable infrastructure and services that represent value for money, are environmentally responsible, and are responsive to community needs.
- 3.3 Construct high-quality transport infrastructure in partnership with external agencies.

KPI's

- Water restrictions imposed.
- Compliance with asset service level plans.
- Adoption of active transport network strategy (footpaths and bikeways).
- Adoption of landfill rehabilitation strategy.
- Committed funding for road projects.

Our Commitment - Strategies

- Develop initiatives to increase the water access and storage capacity for the region.
- Develop, adopt and implement a Strategic Asset Management Plan.
- Develop, adopt and implement an active transport network strategy.
- Develop a Landfill Rehabilitation strategy.
- Advocate for road funding to upgrade state owned roads.

Council Service Areas

- Community Development and Customer Service
- Planning and Building Services
- Funeral and Cemetery Management
- Waste and Landfill Management
- Water and Sewerage Management
- Roads, Footpaths and Drainage Management
- Airstrip Management
- Public Facility Management

**Council is responsible for
86 kilometres of urban roads,
2,662 kilometres of rural roads,
106 kilometres of water mains,
35 kilometres of drainage,
67 kilometres of sewer mains,
3 airports, and
4 landfill sites.**

4. Our FINANCES

We will strategically manage our finances to improve our resilience, to overcome adversity and realise opportunities.

Corporate Plan Outcome

- 4.1 Improved financial performance and strategic financial management.

KPI's

- Achievement of Local Government sustainability framework measures.

Our commitment - Strategies

- Achieve efficiency through technology and smarter work processes.
- Agreed asset and service levels are used to achieve sustainable outcomes.
- Integrated planning across functions with a future focus.
- External funding opportunities are maximised.

Council Service Areas

- Information Technology
- Asset and Fleet Management
- Grants and Project Management
- Finance Management
- Rates and Revenue
- Risk Management
- Procurement and Stores Management

**Council manages
over \$320M in
community assets
and equity.**

5. Our LEADERSHIP

We will work together as a team to make decisions for the benefit of our Council and our community.

Corporate Plan Outcome

- 5.1 Council will have a values driven culture.
- 5.2 Informed and considered decision making based on effective governance practices .
- 5.3 Council delivers a positive customer experience in all service areas.
- 5.4 Council is resilient to climatic risk factors.

KPI's

- Annual workforce survey outcomes are positive.
- Overall improvement in safety performance.
- Council meets the criteria of the legislative compliance tool.
- Number of complaints and compliments.
- Climate risks are captured in strategic and operational risk registers, relevant policies and plans.

Our commitment - Strategies

- Development, adoption and implementation of Safety and Wellbeing strategy.
- Investment in employee training and development.
- Risk management framework is integrated into all council decisions and activities.
- Implement a community engagement strategy.
- Development, adoption and implementation of a Customer Experience strategy.
- Explore opportunities to partner with other entities to respond to climate risks.
- Community awareness and preparedness for disasters.

Council Service Areas

- Advocacy and Representation (Elected Members)
- Executive Operations
- Governance Management
- Disaster Management
- Human Resources and Workplace Health Safety

**Council employees
a team of over 180
full time
employees.**

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Connecting Council and Community

Delivering excellent service

Contacts

Council Website	www.longreach.qld.gov.au
Telephone	(07) 4658 4111
Email	assist@longreach.qld.gov.au
Postal Address	PO Box 144, Ilfracombe, QLD 4727

CUSTOMER SERVICE CENTRES

Ilfracombe - 1 Devon Street, Ilfracombe QLD 4727

Isisford - 20 St Mary Street, Isisford QLD 4731

Longreach - 96 Eagle Street, Longreach QLD 4730



**Longreach
Regional Council**
Ilfracombe Isisford Longreach Yaraka