



Inglewood Shire Council

Corporate Plan 2006 - 2009

Forward

This Corporate Plan is the strategic framework that has been developed to facilitate the long term planning of services and expenditure at both a corporate and departmental level.

The Council's Vision statement "*A naturally resourceful and prosperous community within an innovative shire*", is the primary motivation behind the service objectives which are set out within this document.

The Corporate Plan seeks to ensure that: -

- ❑ The aims and priorities of the Council are made clear to the community.
- ❑ The Council demonstrates how it determines service standards, even if it does not provide the service directly.
- ❑ The Council provides a framework, which enables the community and other bodies to assess the performance of the Council in relation to its strategic plan.
- ❑ The Council obtains feedback from the community as it seeks to change and re-emphasise its aims and objectives.

This Corporate Plan draws together the individual service plans that have been prepared by the Council.

Members, Officers and the public will gain a clearer picture and a better understanding of the priorities and objectives enabling both the Members and Staff to deliver a more precise service and the community to respond to the Council in identifying service improvements.

Community members are encouraged to give particular attention to those areas of the Corporate Plan, which particularly affect the service they provide or receive, and to come forward with comments so that these can be considered in the annual review of the Corporate Plan.

purpose of the Corporate and Operational Plans and stating Councils Corporate objectives for the next 5 years and inviting inspection of the plan and comment from the public by way of written submissions.

Only one (1) written submission was received at the end of the inspection period.

Consultation

In preparing this Corporate Plan, Councillors and Staff participated in a workshop, evaluated the 1999-2003 Corporate Plan and held meeting with officers from various Government Departments in relation to emerging issues of significance.

The Draft Corporate Plan was advertised in the MacIntyre Gazette and a flyer was sent to every householder in the shire as well as specific community interest groups and organisations outlining the

Vision STATEMENT

The Vision Statement outlines the direction for the future of Inglewood Shire and has a time horizon beyond the current term of Council.

“A NATURALLY RESOURCEFUL AND PROSPEROUS COMMUNITY WITHIN AN INNOVATIVE SHIRE.”

Guiding PRINCIPLES

The Guiding Principles are the “core values” upon which Council decisions will be made and action taken.

These values, which are held by both elected members and employees, will guide our strategic decisions and daily activities and are fundamental to our success in accomplishing our strategic goals.

Consultation	Actively seek the views and assistance of the community in a co-operative manner to ensure that Council is responsive to community wishes and makes best use of the community’s resources.
Communication	We are committed to effective communication to foster the exchange of information.
Teamwork	Council recognizes the importance of a workplace in which Councillors and employees work constructively together in an environment of trust to achieve our corporate goals.
Integrity	To base our relationships with others on honesty, openness and accountability in all decision-making processes.
Customer Satisfaction	Council will strive to provide prompt, courteous, efficient and equitable service in meeting our customer’s expectations.
Leadership	To provide stable leadership for the Inglewood Shire community.
Innovation	We will value our customers and employee’s initiative and will encourage their contributions.
Flexibility	Council will be consistent in all matters but will have a consultative approach to the decision-making processes.
Accountability	Provide the community with honest and accountable government.

Arts and cultural development

Council is proud of its culture and heritage and committed to the enhancement of quality of life through the development of cultural activities and promoting community participation. Council also encourages individuals and groups to identify and preserve the history and heritage of the Shire.

Our Role

To provide opportunities to develop and enhance arts and cultural programs and opportunities for all sections of the community.

Identified Issues

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- ❑ Limited facilities
 - ❑ Limited accommodation
 - ❑ Natural diversity and historical sites

Community development and human services

Council recognises that the Shire community consists of individuals with collective desires for improved quality of life. Council takes an active role in the community and recognises the importance of our residents and organisations within the Shire.

Our Role

Council has a role to facilitate the improvement of community life by promoting community development opportunities and where appropriate, resource improvements to our community facilities and services.

Identified Issues

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- ❑ Limited job opportunities
 - ❑ Limited retail and service industries
 - ❑ Limited community venues
 - ❑ Availability of professionals
 - ❑ Access to higher education
 - ❑ Devolution of State and Federal powers to Local Government without appropriate financial support

Economic development

The opportunity to enhance, grow and ensure the viability of its industries and community is one of Council's main strategic priorities. Promotion of the area, together with other strategies is required in order to gain diversification and consolidation from current industries and developments.

Our Role

Although there are many external factors that can affect economic growth and development, Council has a role in identifying viable and diverse economic opportunities. Council will encourage the growth of those opportunities through appropriate infrastructure development.

Identified Issues

- State Government water policy
- Extensive land stocks locked up by State Forests/National Parks
- Proximity to major centres
- Location in relation to major rail and transport corridors
- Vegetation management legislation
- Inconsistent electricity supply
- Quality of Telecommunication

Environmental management

Council has a responsibility to ensure that the environment as a whole, is preserved, managed, monitored and sustained. Some of the issues associated with this area include waste management, land protection, sewage treatment and disposal, water conservation and pest management.

Our Role

To conserve Inglewood Shire's natural and built environments by protecting and managing these assets for current and future generations.

Identified Issues

- Protection and management of water resources
- Vegetation management and controls
- Noxious weed control
- Review of waste and refuse disposal processes
- Pest and feral animal control
- Domestic animal controls
- Intensive farming practices
- Limited recycling opportunities

Housing policy

Council will continue to monitor and regulate the development of housing. In the areas of disadvantaged housing needs, Council will monitor and communicate with state authorities in relation to current needs. Council will continue to provide housing for senior staff, where appropriate and support the needs of the aged where necessary.

Our Role

To encourage the provision of affordable housing choice, in accordance with community needs and expectations.

Identified Issues

- ❑ Shortage of available housing stocks
- ❑ Changes to State Government legislation

Infrastructure development, maintenance and replacement

Aside from Federal and State responsibilities (such as main roads, telecommunications, etc), Council is the principal provider of infrastructure, facilities and services that contribute to the wellbeing of the community. These can include roads, parks and gardens, recreation facilities, water supply and effluent disposal. It is also Council's role to ensure that this infrastructure is well maintained within the economic capacity of the Shire.

Our Role

This area, being Council's core activity, is committed to maintaining the current assets and providing replacements where necessary. The development of new infrastructure will be carried out only where a genuine need is identified and where sufficient funds are available. Council's first priority is to ensure that all existing infrastructure is preserved and maintained to the level that ensures maximum life and utilisation.

Identified Issues

- ❑ Uncertainty of long term funding commitments from State and Federal Governments
- ❑ Increased load limits on local road infrastructure
- ❑ Water supply (both quality and quantity)
- ❑ Strategic planning for future water supplies
- ❑ Development of footpath and bicycle extension program
- ❑ Disposal of grey water
- ❑ Age of water and sewage infrastructure

Population change and development

Population drift has a considerable effect on a rural community. Council will investigate and encourage projects directed towards creating employment and halting population decline.

Our Role

To actively encourage employment opportunities and promote the shire has a desirable location to mitigate population decline.

Identified Issues

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- ❑ Dependency on limited employer base
 - ❑ Declining population due to lack of employment opportunities
 - ❑ Youth employment opportunities and services
 - ❑ Promotion of lifestyle and location
 - ❑ Limited higher education opportunities

Disaster mitigation

A disaster mitigation strategy is vital to effective development and implementation of Council's long-term goals. To achieve the successful implementation of its goals, Council will develop a mitigation strategy that allows for a safer community, the strategic development of new infrastructure and which promotes a sustainable relationship between the natural and man-made environments.

Our Role

To implement disaster mitigation strategies that allows for the sustainable growth within the community whilst protecting our natural environment and resources.

Identified Issues

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- ❑ Railway crossings
 - ❑ Cross border issues arising from varying State Government legislation
 - ❑ Removal of infrastructure decreasing possibility of containing exotic disease outbreak

Corporate & Operational Objectives

Figure One:

SUMMARY OF OBJECTIVES

COMMUNITY OBJECTIVES	COUNCIL OBJECTIVES	OPERATIONAL OBJECTIVES
Quality Lifestyle	1. Individual wellbeing	1. Human and environmental health 2. Safety and security 3. Access to services and information 4. Housing choice
	2. Customer and community focus	1. Customer service 2. Communication and consultation
Community Development	3. Community development	1. Community planning 2. Sport and recreation 3. Art and culture
	4. Social development	1. Aged care 2. Education 3. Youth
Healthy Economy	5. Well-managed shire	1. Quality management 2. Human resources 3. Information technology 4. Services 5. Infrastructure management
	6. Economic development	1. Tourism and events 2. Business development
Environmental Management	7. Quality natural environment	1. Pest management 2. Environmental protection 3. Natural resource management
	8. Quality built environment	1. Land use management 2. Development control

Corporate & Operational Objectives

Community Objective:	<p>Quality Lifestyle</p> <p><i>“Pursue services and facilities for the community which promote a safe and healthy environment and enhance the quality of life”</i></p>
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Corporate objectives	Operational objectives
<p>1. Individual wellbeing:</p> <p>Promote and improve health, hygiene and safety and support equitable access to services and accommodation.</p>	<p>1. Human and environmental health</p> <p>Promote the environmental health and wellbeing of residents and visitors</p> <p>2. Safety and security</p> <p>Plan for safe and supportive environments for residents and enhance personal safety.</p> <p>3. Access to services and information</p> <p>Provide equitable access for the community to Council facilities and services.</p> <p>4. Housing choice</p> <p>Encourage the development of housing options in the community.</p>
<p>2. Customer and community focus:</p> <p>Obtain and respect the views of our customers and community and maintain open lines of communication.</p>	<p>1. Customer service</p> <p>Improve customer service culture throughout the Council.</p> <p>2. Communication and consultation</p> <p>Improve communication and consultation between the Council and the community.</p>

Corporate & Operational Objectives

Community Objective:	<p>Community Development</p> <p><i>“Promote and encourage the development of welfare, recreation, sporting, cultural and community services together with appropriate infrastructure within the Shire ”</i></p>
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Corporate objectives	Operational objectives
<p>3. Community development:</p> <p>Provide and support services to the community that will maintain and improve the quality of life.</p>	<p>1. Community planning</p> <p>Improve community facilities and services.</p> <p>2. Sport and recreation</p> <p>Improve sporting and recreational facilities in partnership with community groups.</p> <p>3. Art and culture</p> <p>Support and promote art and cultural activities and opportunities within the community.</p>
<p>4. Social development:</p> <p>Identify, support and promote development of social activities that enhance quality of life of the community.</p>	<p>1. Aged Care</p> <p>Ensure continued provision of quality aged care facilities.</p> <p>2. Education</p> <p>Support educational and training opportunities and programs.</p> <p>3. Youth</p> <p>Develop and support opportunities for the youth.</p>

Corporate & Operational Objectives

Community Objective:	<h2>Healthy Economy</h2> <p><i>“Manage, broaden and strengthen the economic and employment base of the Shire by encouraging enterprise that is sustainable and appropriate to our economic future”</i></p>
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Corporate objectives	Operational objectives
<p>5. Well-managed shire: Effectively represent the community and provide effective management of services and infrastructure.</p>	<p>1. Quality management Deliver services and infrastructure within the community's ability to pay.</p> <p>2. Human resources Encourage the development of a safe work environment and improve staff moral-</p> <p>3. Information Technology Provide information technology solutions to assist Council in achieving its corporate objectives.</p> <p>4. Services Manage and deliver high quality services.</p> <p>5. Infrastructure management Improve infrastructure network to service the needs of the community..</p>
<p>6. Economic development: Broaden the economic and employment base of the Shire and support enterprise.</p>	<p>4. Tourism and events Support and promote viable tourism ventures and events in the region.</p> <p>5. Business development Support and encourage business enterprises.</p>

Corporate & Operational Objectives

Community Objective:	<h2 style="margin: 0;">Environmental Management</h2> <p style="margin: 0;"><i>“Effectively manage and enhance the Shires natural and built environments to ensure that its protection, conservation, sustainability and enhancement is a contributing factor to a quality lifestyle ”</i></p>
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Corporate objectives	Operational objectives
<p>7. Quality natural environment:</p> <p>Manage our natural environment to encourage a sustainable relationship between the natural and man-made environments.</p>	<p>1. Pest management</p> <p>Encourage a regional approach to the effective control of declared pests.</p> <p>2. Environmental protection</p> <p>Implement long-term strategies to protect the environment.</p> <p>3. Natural resource management</p> <p>Encourage the development of policies and practices to minimise impacts on the natural environment.</p>
<p>8. Quality built environment:</p> <p>Effectively manage and enhance built environments in accordance with sustainable principles.</p>	<p>1. Land use management</p> <p>Guide development and land use in the Shire in accordance with the Planning Scheme.</p>