

19<sup>th</sup> March 2013

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Dear Sir,

**Re: Draft Corporate Plan**

Keep The Scenic Rim Scenic (KTSRS) is a non-political community volunteer organisation established in February 2011 in response to community concern about the active exploration of coal and coal seam gas within The Scenic Rim.

KTSS communicates with a growing membership base of approximately 2000 community members and concerned citizens who are “actionists” in protecting the Scenic Rim from coal seam gas, mining, and other inappropriate developments.

KTSRS is compelled to respond to the Scenic Rim Regional Council (SRRC) Draft Corporate Plan to ensure that the stated community wishes (in the Community Plan and on-ground actions by the community since 2011) are accurately represented and planned for in this over-arching document.

The Community Plan is clear in reflecting what the residents of the Scenic Rim wanted when they were consulted extensively for the Community Plan. The **community indicated the natural environment was their top priority**, followed closely by rural lifestyle.

While the SRRC is to be congratulated for adopting the broad priorities outlined in the community plan, **KTSRS believes the Draft Corporate Plan falls well short when it comes to holding the council to account regarding their strategies.**

The released corporate plan draft document is **the sort of plan you produce when you want no accountability attached to your declared direction.** Under the draft plan, the proposed strategies and measures are so wishy washy that there is a clear danger they can be hijacked with no recourse to the communities stated desires for the region.

In just a five minute google search KTSRS found the Sunshine Coast Regional Council Corporate Plan

[www.sunshinecoast.qld.gov.au/addfiles/documents/council/scrc\\_corporate\\_plan.pdf](http://www.sunshinecoast.qld.gov.au/addfiles/documents/council/scrc_corporate_plan.pdf)

which offers clear direction, strong vision and builds on the same community aspirations as the Scenic Rim region. What is inspiring about the Sunshine Coast Regional Council corporate plan is they have followed through with strategies and articulated how they are going to achieve this. Within the plan there are 8 themes, with sub themes and then clear action items under that.

KTSRS recommends that the Draft Corporate Plan **must be reviewed, and it must include strategies which take the region in the direction that the residents have been consulted on already. As SRRC has access to many resources, and has the potential ability to produce a document which charts a very positive future for the Scenic Rim, KTSRS requests that they apply further resources to this project and produce a better document that more clearly reflects the community's wishes.**

The KTSRS submission – Alternative Draft Corporate Plan Proposal (see below) has been based on the Sunshine Coast Regional Council, the SRRC Community Plan, and the current SRRC Draft Corporate Plan.

**If...** the purpose of the Corporate Plan as stated in councils own Draft Corporate Plan document is for “ values and strategies to deliver the community’s vision” and the Scenic Rim Community Plan 2011-2026 “is a statutory plan under the *Local Government Act 2009* and guides Council’s strategic, operational and financial decisions. Importantly, it sets direction for Council land use planning, infrastructure provision and service delivery”, **then.... the Draft Corporate Plan must be revised to strongly plan for the protection of the natural environment and rural lifestyle as communities top stated and acted upon priorities.** The community must be able to hold the council to account on these stated wishes and the final document must be simple, straightforward and measurable.

KTSRS recommends to council to incorporate the KTSRS Alternative Draft Corporate Plan Proposal into the final Corporate Plan.

Kind regards

A handwritten signature in black ink, appearing to read 'Innes Larkin', written in a cursive style.

Innes Larkin  
Spokesperson  
Keep The Scenic Rim Scenic

# Keep the Scenic Rim Scenic Alternative Corporate Plan proposal

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## **Regional Vision**

By 2026, Scenic Rim will be a network of unique rural communities embedded in a productive and sustainable landscape.

We will enjoy a high quality rural lifestyle in self-reliant communities that provide a choice of quality local food, products, services and recreation opportunities.

Our residents will have affordable transport options and ready access to the broader South East Queensland region.

Our community will support sustainable farms, businesses and industries that are compatible with our environment and lifestyle and provide rewarding employment and prosperity for residents.

Residents will benefit from the region's productive farmland, stunning natural environment and character filled towns and villages which attract tourists and visitors and provide ecosystem services for the broader South East Queensland community.

Scenic Rim will be an inclusive, caring and creative environment with healthy and active residents.

The region will provide a happy, safe and nurturing environment for children and families. We will participate in planning and managing our communities and act to ensure the Scenic Rim is enhanced for future generations.

## Spectacular Scenery and Healthy Environment

### Statement of Intent

Council recognises the region's unique natural environment and will proactively and as a highest priority work to preserve and enhance it in partnership with our community

### Strategies

1. Take a proactive approach to the protection of our natural environment by conducting an independent audit of council planning, decision making and policy documents with the explicit goal of aligning overwhelming community value on the unique natural environment with council documents and procedures
2. Research and prepare a Regional Biodiversity Strategy
3. Audit the size quality and values within ecological conservation areas with the aim of protecting and expanding the conservation areas
4. Define, maintain and, where possible, create wildlife corridors
5. Maintain and improve the quality of waterways, lakes and dams, rivers, and wetlands
6. Develop and implement partnership programs to preserve and rehabilitate natural ecosystems
7. Provide strong advocacy to ensure our region is protected from damaging industries such as coal and, conventional and unconventional gas mining.
8. Recognise and support the right to farm by our rural landowners and provide appropriate tools, opportunities, incentives and support to strengthen environmental management practices
9. Ensure new developments meet high standards of ecological sustainability and urban design
10. Develop a waste management and recycling strategy targeted to the goal of zero waste

### Measures

1. Rewording/rewriting of council planning, decision making and policy documents to align with community expectations and values
2. Implement the Regional Biodiversity Strategy
3. Develop register of conservation areas and log conservation and expansion efforts.
4. A map of present and future wildlife corridors
5. An increase in the grading of Scenic Rim's waterways within the Healthy Waterways Report Card
6. Council to launch partnership program designed to engage community in rehabilitation and preservation of natural ecosystems
7. No coal or gas, gas pipelines or inappropriate developments are proposed or implemented within the Scenic Rim Region
8. Develop and implement a Regional Rural Futures Strategy
9. Rewriting of the Planning Scheme to ensure new developments meet highest standards of ecological sustainability and urban design
10. Audit of waste management shows a reduction in waste and a clear plan how to get to the goal of zero waste.

## Sustainable and Prosperous Economy

### Statement of Intent

Council will enhance the regional identity, support and foster sustainable economic growth for existing and new business to create local employment opportunities within our region while protecting and enhancing the values and wellbeing of our community.

### Strategies

1. Develop a Regional Economic Development Strategy in consultation with the business community that focuses on both the current economic drivers of the region and opportunities for the future
2. Encourage and help to establish sustainable business clusters
3. Work with partners to develop initiatives that attract investment, business, careers and jobs to the region as well enhancing the values and wellbeing of our community
4. Ensure a council regulatory environment which is business friendly and considerate of business needs
5. Ensure council's procurement policies support local businesses to help generate local employment and support the local economy
6. In consultation with the community identify what the key infrastructure projects for the shared vision of preferred economic growth are
7. Sustainably develop land for industry development that enhances and protects the values and wellbeing of the community
8. In partnership with industry, review the nature, purpose and governance of Scenic Rim's peak tourism entities to better market the region and its destinations
9. Implement the Scenic Rim Regional Council Tourism Events Strategy
10. Develop and implement a Regional Rural Futures Strategy
11. Strengthen rural industry by mapping productive agricultural land and advocating for protection of this high value land
12. Assist with the establishment of local rural-based fresh food business clusters

### Measures

To measure our success we will:

1. Implement the recommendations of the Regional Economic Development Strategy the support of the business community
2. Measure the number of sustainable business clusters and report annually on them in an end of year report
3. Report annually on the partnerships that have occurred and the resultant outcomes of those partnerships with regard to investment, business start-ups, jobs and careers.
4. Survey annually the licenced businesses within the Council boundaries with specific emphasis on the council regulatory environment and its impact on businesses
5. Report annually on the level of procurement that is from local businesses, intrastate and international businesses.
6. Develop a plan to deliver on the key infrastructure to facilitate our preferred economic growth
7. Report on the growth of industrial development as well as the nature of the development and how that fits in with the communities shared vision

8. Implement the recommendations of the Tourism Review
9. Report on the results of implementation of the Tourism Events Strategy
10. Report annually on the progress of the Regional Rural Futures Strategy
11. Produce a map of highly productive land and report on the changes in use of that land annually
12. Report annually on the number and growth of local rural-based fresh food clusters and councils involvement in this growth

## **Open and Responsive Government**

### **Statement of Intent**

Council will provide leadership that supports the diverse needs of our community. We value this diversity and will actively engage to deliver a range of affordable services in an efficient and fair manner. We will acknowledge and act on the aspirations of our community when making decisions in an ethical and transparent way.

### **Strategies**

1. Develop and implement a governance framework that provides transparent and accountable processes and enhances council's reputation
2. Ensure legislative compliance and awareness
3. Councillors and employees are aware of the importance of ethical behaviour, compliance with codes of conduct and providing complete information and advice
4. Provide streamlined and practical regulatory services that deliver on the shared vision with the community
5. Develop indicators and measure the performance of council and the success in achieving its shared vision with the community
6. Use the community plan as it is intended, to guide all decision making within the management of Scenic Rim Regional Council.
7. Establish a community engagement framework to gather community feedback, build relationships and allow input into council decision making
8. Keep the community informed about council's activities through a wide range of communication tools
9. Establish a customer service charter and drive a proactive customer service culture and explore improved methods of service delivery

### **Measures**

1. Publish the governance framework in paper and website copies
2. Report annually on legislative compliance issues and build strategies to avoid them in the future
3. Councillors and Employees sign a code of conduct developed in consultation with them.
4. Publish the regulatory services in paper and website copies
5. Publish a report on the performance of council
6. Each decision of council must refer to how this decision is supporting the vision of the community and be published on the council website.

7. Implementation of community engagement framework.
8. Measure and report on councils communication efforts with a breakdown of each communication channel
9. Publish customer service charter and report annually on improvements of service delivery

## **Relaxed Living and Rural Lifestyle**

### **Statement of Intent**

Council will manage future growth opportunities and development to preserve our natural assets and to enhance our rural lifestyle.

### **Strategies**

1. Prepare in consultation with the community a single planning scheme for the region which protects our unique natural assets, promotes rural enterprises, preserves the character of our towns, villages, and communities and ensures that any new planning decisions are delivered with reference to the community plan and its shared vision.
2. Advocate and respond to regional planning initiatives of government and develop regional relationships
3. Make decisions on development applications in accordance with the new single planning scheme and defend those decisions as they represent the true community aspirations
4. Develop in consultation with the community a Heritage Strategy which protects heritage places, values, and significant regional landscapes in the planning scheme
5. Better understand and fulfil council's obligations to protect indigenous cultural heritage
6. Ensure the provision of parks, open space and community infrastructure consistent with identified local and regional needs

### **Measures**

1. Effective community consultation results in a single planning scheme which reflects the intent of the community plan.
2. Effective advocacy results in all level of government accepting the new single planning scheme as a positive outcome for the community, the region and the state
3. All development proposals include a new section on how the proposal aligns with the community plan and develop a report annually to show how these proposals are being managed
4. Implement recommendations from the Heritage Strategy and report on progress annually
5. Prepare and present a document outlining councils obligations to cultural heritage
6. Provide a map of parks, open spaces and community infrastructure and report on how the council is working with the community to improve or enhance these services.



## Vibrant Towns and Villages

### Statement of Intent

Council will to improve the vibrancy of our towns and villages whilst protecting their cultural, heritage and social values

### Strategies

1. Develop in consultation with the community, master plans for town and village centres to preserve and enhance their character
2. Ensure councils own developments and projects are well designed, landscaped and have aesthetic appeal in line with master plans
3. Develop an Affordable Living Strategy
4. Value and support community organisations and volunteers across the region
5. Support community initiatives through appropriate provision of information, expertise and resources
6. Support community programs and infrastructure that encourage interaction, contribute to place making and a sense of community
7. Support community and neighbourhood celebrations, events and local festivals
8. Promote libraries as community hubs and centres of information and learning
9. Facilitate social history programs to increase awareness of our local heritage

### Measures

1. Implement master plans for towns and village centres within budgetary requirements.
2. Document community feedback to council projects and developments and report annually on the level of community satisfaction
3. Implement the Affordable Living Strategy
4. Provide opportunities for volunteers and community organisations to be recognised publically
- 5, 6,7 Compile an annual report which details which community initiatives were supported, how they were supported and how the event contributed to the sense of community
- 8 Measure and report on library usage with a breakdown of each access channel
- 9 Measure uptake of resources by schools, community groups, general community

## Accessible and Serviced Regions

### Statement of Intent

Council will provide and advocate for infrastructure and services in accordance with the needs of our growing community. Providing excellent public transport and reducing people's dependence on the motor vehicle will be a significant challenge in our large and dispersed region, and council will focus on opportunities to contribute to and champion this outcome. By enhancing accessibility and communication networks, council will help to better share information, reduce our environmental footprint, create wealth and become more involved in community life.

### Strategies

1. Develop long term asset management plans which are linked to financial management plans that satisfy triple bottom line principles
2. In partnership with all levels of government, build and maintain a high quality transport network
3. In consultation with the community, agree on and prioritise the principal public transport needs for the region
4. Continue to work with all stakeholders to secure and progress key public transport corridors
5. In partnership with state government, deliver a responsive and affordable public transport system, that considers arterial bus and light rail, that links the major activity centres of the region
6. Facilitate access to affordable, high speed communication networks for all residents and businesses
7. Advocate for better telecommunications in rural areas

### Measures

1. Review asset management plans and financial management plans annually with regard to triple bottom line principles as well as progress
2. Report annually on progress on building and maintaining a high quality transport network
3. Present a progress report on the high quality transport network
4. Present a progress report on the high quality transport network
5. Present a progress report on the public transport network
6. Document how council has progressed access to high speed communication networks for all residents and businesses
7. Report annually on advocacy efforts for better telecommunications in rural areas

# Healthy, Engaged and Resourceful Communities

## Statement of Intent

Strong communities provide lifestyle choices, share ideas, provide mutual support, and celebrate their local identity and culture. Relationships between governments, community and business sectors build trust and encourage sharing of ideas and resources. Through its social planning strategies and programs, council will help develop a sense of identity and belonging, promote and encourage interactions, ensure equal opportunities and provide information to help strengthen community groups and networks.

## Strategies

1. Research community profiles, to develop a Social Planning Framework and Community Development Strategies
2. Develop an Affordable Living Strategy
3. Provide targeted support and assistance to disadvantaged groups
4. Develop action plans to focus on the needs of seniors, young people and families
5. Provide equitable access to council's facilities, services and access ways
6. Provide and support a variety of events of a local, regional and national significance that contribute to the social, cultural and economic prosperity of the region.
7. Provide strong advocacy for quality health, social services education and training services that focus on the needs of the community

## Measures

1. Implement Social Planning Framework and Community Development Strategies and report annually on progress
2. Implement the Affordable Living Strategy and report annually on progress
3. Report on assistance provided and how council facilitated this assistance
4. Report on assistance provided and how council facilitated this assistance
5. Report on assistance provided and how council facilitated this assistance
6. Compile an annual report which details which community initiatives were supported, how they were supported and how the event contributed to the sense of community
7. Detail level of advocacy council engaged in, in an annual report

# Organisational Sustainability

## Statement of Intent

Council strives to be a high performing and triple bottom line organisation with robust governance structures based on the principles of risk management and continuous improvement. We offer a safe, positive work environment, value and reward our staff and are committed to providing ongoing development and training.

## Strategies

1. Implement and maintain an integrated strategic planning framework across Council, which embeds performance, financial and asset management principles.
2. Deliver quality customer-focused services whilst recognising the impact on the capacity of ratepayers to pay, and contain rate increases as much as practicable.
3. Provide corporate business systems to drive effective and efficient delivery of services and infrastructure.
4. Implement effective risk management and maintain contemporary business processes.
5. Build effective leadership and management capabilities across the organisation, encourage and reward outstanding employee performance, entrepreneurship and innovation
6. Provide a systematic approach to staff performance management and development to create a high performance culture that delivers Council's goals and objectives.

## Measures

1. Report annually on how the integrated strategic planning framework is progressing
2. Report annually on customer complaint/feedback responses and actions
3. Report on the improvements in systems and the recorded improvement in service
4. Provide a detailed risk management profile for business decisions and processes
5. Detail annual professional development register showcasing growth in leadership and management capabilities
6. Document staff performance management procedures and report on trends and benchmarks with like councils.