2023-28
CORPORATE PLAN

maranoa
REGIONAL COUNCIL

CORPORATE PLAN 2023-2028

OUR VISION
We are an inclusive, proud and connected community, attracting and embracing opportunity to forge a strong future for generations to come.

OUR PURPOSE
We support our individual communities to grow while building one strong connected region that partners with people, business and industry to thrive.

OUR VALUES
Striving for excellence

Being respectful

Showing empathy

Ensuring honesty

Providing transparency

Encouraging innovation and efficiency

Demonstrating accountability

Ensuring the safety of our teams and community

Thinking about today and tomorrow

GOALS

1 — **To lead as a prosperous, innovative economy in regional Queensland**

2 — **Preserve our natural assets whilst enabling a growing and sustainable built environment for our community**

3 — **Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services**

4 — **To enhance transparency around the decision making and conduct of Council through effective leadership and good governance**

5 — **Our community is liveable, progressive, safe, connected and resilient**

KEY RESPONSIBILITIES TO OUR REGION

What we plan for
- A sustainable future
- Communities
- Development
- Land use
- Urban design
- Capital works
- Maintenance
- Advocacy
- Disasters
- Regional growth management
- Connectivity
- Infrastructure

Internal support
- Finance, governance, and risk
- Regulatory compliance
- Public relations
- People and culture
- Workplace health and safety
- Information and communications technology
- Plant and fleet maintenance
- Property services
- Customer service

What we deliver
- Water, sewerage and gas
- Roads, pathways and drainage
- Parks and open spaces
- Resource recovery (waste)
- Cemeteries
- Animal control and community safety
- Building control and pool safety
- Environmental and public health
- Emergency management and flood mitigation
- Street lighting and public space lighting
- Economic development and local business
- Tourism
- Airport and aerodromes
- Saleyards
- Town planning and rural lands
- Arts and culture
- Local development and events
- Sport, recreation and community development
- Libraries
- Quarry and quarry pits
- Disaster management

KEY CHALLENGES AND OPPORTUNITIES

CHALLENGES

Location and accessibility
- Future-proofing airport to ensure profitability
- Decreased economic competitiveness due to inland freight corridor delays
- State road quality & length of our road network
- Availability and cost of building materials for construction & road maintenance
- Natural disasters eg flooding
- Access to health services
- Limited passenger service options

Natural and built environment
- Biosecurity hazards threaten traditional farming methods
- Water security and climate — raining less often, hotter and more extreme events occurring
- No decision on use of former gas infrastructure and land
- Carbon farming locks up land

Dynamic commercial landscape
- Increased global demand for plant-based protein at expense of meat challenges traditional practices and viability of saleyards
- Cost of energy transition and pressure to achieve net zero will impact business practice
- Changing revenue profile
- Reduction in services eg banking, Centrelink, rail, Australia Post
- Access to workers to meet employer requirements
- Continuing post-COVID impacts
- Short-term political cycles/decisions impact strained businesses and industries
- Regional areas considered risky financial investments
- Limited exploitation of tourism opportunities, combined with virtual global anonymity

Prosperous and liveable community
- Access to quality, affordable housing and healthcare, a secure power supply, and fast data
- No control over electrical distribution network connections
- Ageing population with younger people moving away impacts services and funding
- Population increase/decline
- Employment attraction and retention
- Community safety

OPPORTUNITIES

Location and accessibility
- Capitalise on transport access opportunities, government subsidised airline and improved aviation precinct to create opportunities for tourism, a National Supply Chain Connectivity Hub, Inland Freight Corridor, Logistics Hub and Roma ring road
- Community Medical hub

Natural and built environment
- Leverage land mass for farming carbon offsets, defence testing capability, alternative energy sources, waste reuse
- Dry climate appeal for research and innovation
- Reduce/reuse remaining gas infrastructure and rehabilitate
- Achieve net zero through carbon farming, improving catchments and repairing degraded land
- Make land available for housing

Dynamic commercial landscape
- Grow agriculture and other industries, and facilitate informed decision-making through engagement and education
- Agricultural pursuits (ie greenhouse operations)
- Expand housing and ensure reliable, fast data to attract and enable businesses
- Enhance regional profile through advocacy at state and national level

Committed community
- Housing provision
- Capitalise on our community spirit, and become famous for the prosperity and vibrancy of our community where everybody matters
- Embrace diversity and focus on inclusivity
- Remain committed to regional self-sustainability
- Ensure infrastructure is resilient & meets community needs
- Empower and enable the community for energy transition
- Create meaningful activities for young people

Maximise revenue
- Industry and fast data: advocate and position as an Inland hub solution
- Education and industry: expand position as a regional centre (following closure of Ag Colleges)
- Agriculture: expand and diversify e.g. sustainable, organic agriculture, greenhouse horticulture, medicinal crops and market internationally
- Energy: explore geothermal, renewables and micro grids
- Waste: explore speciality processing e.g. solar panels, EV batteries, regional processing
- Tourism: position as the gateway to the outback, expand infrastructure and offerings e.g. host major events, nature and industry based

STRATEGY PILLARS AND GOALS
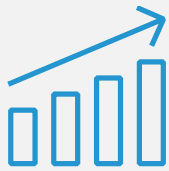
Connectivity
Accountability
Environment
Inclusivity
Prosperity

1. PROSPERITY

SUSTAINABLE, GROWING & PROSPEROUS ECONOMY

2. ENVIRONMENT

ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT

3. CONNECTIVITY

QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE

i.e. roads, footpaths, airport, waste, water, wastewater, digital, communication, land management facilities and services

4. ACCOUNTABILITY

TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE

5. INCLUSIVITY

CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES

Our goal:

To lead as a prosperous, innovative economy in regional Queensland

Our goal:

Preserve our natural assets whilst enabling a growing and sustainable built environment for our community

Our goal:

Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

Our goal:

To enhance transparency around the decision making and conduct of Council through effective leadership and good governance
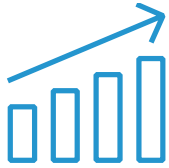
Our goal:

Our community is liveable, progressive, safe, connected and resilient
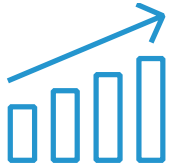
1. Prosperity

SUSTAINABLE, GROWING & PROSPEROUS ECONOMY
Our Goal: To lead as a prosperous, innovative economy in regional Queensland

KEY PROJECTS	KPIS	TIME HORIZON
1.1 Environmental, social, and corporate governance (ESG) goals are embedded in our actions We embrace the circular economy as part of our business model and decision making.	– Our decision-making frameworks are reviewed to include circular economy and ESG goals – Investigate circular economy projects e.g. sand from Mitchell Weir	Short (0-1 year)
1.2 Advocate for diversification of sustainable agriculture Work with agencies to support and educate land holders on alternative farming methodologies, and promote local and sustainable food production.	– Delivery of 2-4 diversified agricultural forums per annum and bring new industry to the table – Have a new agriculture project underway within the lifetime of this plan	Short (0-1 year)
1.3 Tourism destination development We are a destination with a diverse suite of packages.	– Tourism numbers – Number of events – Number of expos/shows attended – Marketing expenditure	Short (0-1 year)
1.4 Connectivity and digital infrastructure Improve digital infrastructure by expanding reliable internet & mobile access across the region. Establish community technology or hubs for digital literacy progress and access to online services. Establish smart region initiatives.	– 20% increase in existing high-speed broadband connectivity across the region – Number of programs delivered – Number of new smart initiatives commenced – Advocate to reduce blackspots and increase 4G/5G coverage across our region (noting 3G coverage/landlines will be turned off) – Survey for increased community satisfaction regarding 4G coverage – Gain funding for micro and macro solutions	Medium (0-5 years)
1.5 Sustainable urban and industrial development Facilitate the provision of land for new industry, complementary industrial and residential developments to sustainable levels.	– Employment Lands audit completed – Number of feasibilities completed for new industry – Infrastructure plan is updated every five years – 1, 2 & 3 subdivisions are approved and available for development With one development available per year. This must also be strategic in approach for the location, e.g. a business park or precinct development – Review Planning Scheme to reflect strategic approach to development	Medium (0-5 years)

1. Prosperity

SUSTAINABLE, GROWING & PROSPEROUS ECONOMY
Our Goal: To lead as a prosperous, innovative economy in regional Queensland

KEY PROJECTS	KPIS	TIME HORIZON
1.6 Industry collaboration Foster collaborations between industry and educational institutions and local businesses to bring awareness, investment and development opportunities, with innovative outcomes for our region.	– One symposium per annum on industry diversification, collaborating with industry advocates such as Toowoomba and Surat Basin Enterprise (TSBE), and Outback Tourism – Number of TSBE initiatives undertaken – Number of new businesses established – Best program delivered – Country Universities Centre (CUC) Memorandum of Understanding annual contribution 100%	Medium (0-5 years)
1.7 Reduce the effects of poverty Reduce poverty, increase security and improve quality of life. Everybody is able to build a life unencumbered from poverty, and can take care of their physical and mental health.	– Reduction of poverty by 10% over the life of this plan (as measured under the IDEconomy index) – Advocate to government for measures to reduce poverty e.g fully staffed Centrelink hub, public and community housing – Reduced number of people on housing waiting list	Medium (0-5 years)
1.8 Build local business capability **(micro & macro opportunities)** Build capability for prosperity through business incubator programs, entrepreneurship and skills development. Support local and micro startups.	– Support existing businesses to grow their capability and sustainability (conduct annual survey to determine success, track the number of events/programs/initiatives) – Number of new businesses – Number of new micro businesses – Number of new local business initiatives – Number of existing/new partnerships	Medium (0-5 years)
1.9 Sustainable and renewable energy transition Embracing micro and macro opportunities for energy innovation. Business leader in net zero and carbon emission management Leverage new micro and macro revenue opportunities as part of our overall revenue strategy by 2032.	– Net zero strategy developed – Number of renewable developments approved – Enterprise evening held annually	Long (0-10 years)

2. Environment

ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT
OUR GOAL: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community

KEY PROJECTS	KPIS	TIME HORIZON
2.1 Sustainable rural land management Management practices that protect our natural assets, enhance opportunities for agricultural land uses and eradicate pests.	− Implement Biosecurity Management Plan − Twice yearly wild dog baiting program − Implement Queensland Feral Pest Initiative (QFPI) program annually − Develop a Maranoa Regional Council Stock Management Route Plan by June 2024	Short (0-1 year)
2.2 Sustainable urban & regional planning Facilitate sustainable growth and enhance the liveability of our region.	− Commence statutory review of the Maranoa Planning Scheme by 2025 − Complete Planning Scheme amendments, as required	Medium (0-5 years)
2.3 Renewable energy transition Facilitate investment in renewable energies and incorporate renewable energy technologies in new developments undertaken by Council.	− Develop investment prospectus for renewable energy projects − Complete emissions assessment to work towards net-zero target for Council operations − Number of new developments or initiatives approved − Advocate and collaborate with government departments regarding improved services e.g. Powerlink/Ergon Energy for improved energy transmission lines	Medium (0-5 years)
2.4 Waste management strategy and infrastructure Facilitate sustainable waste management practices, reduce waste generation, and promote reuse, recycling & repurposing.	− Regional Waste Management Strategy adopted − Waste Recycling and Recovery Plan adopted − Undertake a feasibility for a Materials Recovery Facility for recycling and solar − Number of recycling programs in place	Medium (0-5 years)
2.5 Environmental protection and conservation Use world's best practice to: enhance key public greenspace and establish protected areas, conduct sustainable land management practices and preserve biodiversity through habitat restoration and conservation programs to conserve environmental assets.	− Develop plans of management for key Council-managed parks and recreational spaces − Establish service levels for key parks across the regions − Campbell Park upgrade completed − Lake Neverfill masterplan implemented − Number of sustainability initiatives − Develop and implement the Aboriginal Watering holes project − Conduct bottle tree audit − Finalise significant flora and fauna Geographic Information System layer	Medium (0-5 years)

2. Environment

ATTRACTIVE, HEALTHY, BALANCED NATURAL & BUILT ENVIRONMENT
OUR GOAL: Preserve our natural assets whilst enabling a growing and sustainable built environment for our community

KEY PROJECTS	KPIS	TIME HORIZON
2.6 Water Management and Conservation Implement effective water management strategies to ensure the availability of clean water while minimising waste. Invest in water infrastructure such as rainwater harvesting systems and water recycling facilities. Protect underground water supplies.	– Implement the water rebate amenity program – Australian Drinking Water Quality plans updated annually – Expenditure on water and water recycling infrastructure per annum – Promote the protection of underground water supplies – Promote water conservation practices through public awareness campaigns and incentives for water efficient technologies and practices – Delivery of Roma pool upgrade with water conservation practices – Advocate to regulators and other levels of government to minimise the impacts of oil and gas industry	TBC

3. Connectivity

QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE
i.e. roads, footpaths, airport, waste, water, wastewater, digital, communication, land management facilities and services
OUR GOAL: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

KEY PROJECTS	KPIS	TIME HORIZON
3.1 Quality, fit-for-purpose strategic facilities Our facilities meet the need of our communities and are fit-for-purpose.	– Facilities Strategic Asset Management plan in place – Facilities Management plan in place – Number of user agreements completed	Short (0-1 year)
3.2 Predictive agile Council Deliver data and targeted Artificial Intelligence (AI) to create a predictive, agile Council. Implement Inter-Regional Digital Connectivity Blueprint.	– Investment in AI systems – Cost savings: authority upgrade completed – Reduction in costs due to the use of AI (e.g. labour, waste and process efficiencies) – Data-driven decisions: percentage of Council decisions that are made based on data analysis and AI predictions – Community satisfaction: annual community survey incorporates system improvements as part of overall satisfaction	Medium (0-5 years)
3.3 Safe and reliable transport network Essential infrastructure meets the needs of the community.	– Roads Asset Management Plan (AMP) is reviewed by June 2024 – Road Quality Index: number published annually – Annual expenditure on maintenance and renewal allocated – Public satisfaction: surveys to measure public perception of road safety, road conditions – Number of projects undertaken under the Road Safety program and Mobile Blackspot Program – Educate visitors regarding driving conditions – Advocate for increased use of heavy/slow freight on rail to address road safety and reduce cost of road maintenance	Medium (0-5 years)
3.4 Safe and reliable Water Sewerage Gas (WSG) networks Essential infrastructure meets the needs of the community.	– AMP reviewed annually – Expenditure per annum on WSG or number of projects – Staff training on scoping, contracts and accurate costings and competitive estimates	Medium (0-5 years)
3.5 Fit-for-purpose, agile and secure systems Be at the industry forefront with secure, agile, reliable, accessible and fit-for-purpose Information Communications & Technology (ICT) infrastructure and services.	– System availability/uptime: 99% availability – Scalability: the ability of your ICT infrastructure to handle increased workloads (i.e. whether the infrastructure can grow in response to increased demand) – Investment in ICT and training – Quarterly cyber posture reports – Quarterly notifications to staff on cyber security risks	Medium (0-5 years)

3. Connectivity

QUALITY, ACCESSIBLE SERVICES & INFRASTRUCTURE
i.e. roads, footpaths, airport, waste, water, wastewater, digital, communication, land management facilities and services
OUR GOAL: Strategic, sustainable and connected communities through reliable, quality infrastructure, assets and services

KEY PROJECTS	KPIS	TIME HORIZON
3.6 Digital connectivity and infrastructure Advocate for all members of the community to have access to affordable, reliable digital connectivity. Provide digital literacy education programs for the community	– Broadband access: percentage of households that have access to broadband internet (goal is to approach 100% coverage) – Digital literacy rates: 50% of individuals in the community who have basic digital skills (e.g. being able to use a computer or navigate the internet) – Public Wi-Fi availability: number of public Wi-Fi spots per capita or per area – Community engagement: number of residents participating in digital literacy programs or using online Council services – Customer satisfaction: incorporate as part of annual community liveability survey	Long (0-10 years)

4. Accountability

TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE
OUR GOAL: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

KEY PROJECTS	KPIS	TIME HORIZON
4.1 Customer-centric business model Deliver a region-wide program of customer-focused and responsive services.	– Community survey conducted every two years – Number of Customer Requests (CRs)/complaints resolved within reasonable timeframe – Number of Director Customer Requests (CRs) resolved within reasonable timeframe – Number of complaints referred to Ombudsman	Short (0-1 year)
4.2 Effective communication strategy Improve transparency and confidence in Council's ability to deliver on corporate and community strategies.	– Corporate Communication Strategy developed – Operational Plan reported quarterly – Annual report delivered and communicated	Short (0-1 year)
4.3 Leadership development program Our leaders participate in development programs to build capability and skills.	– Councillor Professional Development Calendar in place annually – 100% of Councillors have access to voluntary participation in contemporary leadership development programs – 100% of staff have access to a career development framework that includes training – Number of initiatives completed – 100% of Councillors participating in mandatory training	Medium (0-5 years)
4.4 Collaborative governance Collaborative governance models encourage the formation of partnerships and networks among stakeholders. Stakeholders work together to leverage their respective strengths, expertise and resources to overcome challenges and achieve common goals.	– Number of collaborative projects completed – Maintain active membership in South-West Queensland Regional Organisation of Councils (SWQROC), South-West Queensland Council of Mayors (SWQ COM), Darling Downs South-West Queensland (DDSWQ) Waste Group, Outback Queensland Tourism Association (OQTA), Local Government Association of Queensland (LGAQ), and other regional working groups – Advocacy to all other levels of government on a regular and consistent basis	Medium (0-5 years)
4.5 Good governance framework Develop and implement an effective governance framework as per relevant standard.	– Governance framework implemented by June 2024 – Strategic Risk reporting completed six monthly – Effective Internal Audit function – Compliance Checklist completed annually – Annual Integrated Maranoa Management System (IMMS) accreditation maintained	Medium (0-5 years)

4. Accountability

TRANSPARENT & ACCOUNTABLE LEADERSHIP & GOVERNANCE
OUR GOAL: To enhance transparency around the decision making and conduct of Council through effective leadership and good governance

KEY PROJECTS	KPIS	TIME HORIZON
4.6 Local Government Sustainability Program Establish financial sustainability through efficient and effective use of Council's resources and assets. Establish and maintain a strong financial position.	− Local Government (LG) Sustainability reporting indicators are met − Budget, 10-year Long-Term Financial Plan and Ratings Strategy adopted annually − Asset Management plans are in place for key assets, roads, facilities, Water Sewerage Gas, and commercial entities − LG Advancing Asset Management Program pilot completed − Unqualified annual financial audits obtained	Medium (0-5 years)
4.7 Transparent government Provide transparent and accountable planning, decision making, performance monitoring and reporting to the community.	− 100% of Council meetings and minutes published − 100% of meetings streamed − Provide detail at all meetings of how Councillors are attending meetings i.e. in-person or online − Number of strategies developed or reviewed − Number of policies developed or reviewed − Operational Plan and budget reported minimum quarterly	Medium (0-5 years)
4.8 Public engagement and participation The community is involved in decisions that affect them. Communication to community is effective and relevant.	− Community Engagement Strategy is reviewed to include the International Association of Public Participation (IAP2) spectrum of engagement − Maintain a range of accessible consultation channels e.g. online Have Your Say platform and paper-based options − Major projects and issues consultation delivered annually − Number of consultations completed	Medium (0-5 years)

5. Inclusivity

CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES
OUR GOAL: Our community is liveable, progressive, safe, connected and resilient

KEY PROJECTS	KPIS	TIME HORIZON
5.1 Health and Community Services Continue to foster relationships with service providers and strengthen community networks.	– Interagency meetings attended – Number of preventative health programs underway – Partnering with external community organisations and stakeholders to deliver relevant services e.g. Tackling Regional Adversity through Connected Communities (TRACC)	Short (0-1 year)
5.2 Cultural diversity and social inclusion Celebrate and embrace the cultural diversity of the Maranoa, promoting inclusivity, understanding and respect among all residents. Support multicultural events, initiatives and programs that promote cross-cultural interactions, integration and harmony. Provide opportunities for cultural expression, language services and access to resources that cater to the needs of diverse communities.	– Host three culturally diverse events per annum, including Harmony Week – Community grants expended 100% – Investigate joining the local government program, "Welcoming Cities"	Short (0-1 year)
5.3 Wellbeing Community Program Promote community wellbeing.	– Investigate joining Queensland Government program "Being a Wellbeing Community"	Short (0-1 year)
5.4 Community pride Promote community pride and attractive towns, and encourage local clubs, groups and organisations to lead initiatives to participate.	– Investigate a Tidy Community Rebate Program (e.g. nature strips, urban areas) – Investigate campaigns such as "Keep Maranoa Beautiful" for implementation (based on "Keep Australia Beautiful" guidelines)	Short (0-1 year)

5. Inclusivity

CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES
OUR GOAL: Our community is liveable, progressive, safe, connected and resilient

KEY PROJECTS	KPIS	TIME HORIZON
5.5 Cultural heritage and arts promotion Support local artists and cultural organisations through funding exhibitions and events that celebrate community heritage and diversity. Support/Develop festivals and events that promote the arts, community engagement and pride. Provide accessible and inclusive spaces for arts and cultural activities.	– Encourage Regional Arts Development Funds grants to be 100% expended – Maintain calendar of events – Minimum of four annual experience surveys across the calendar of events – Support a diverse range of cultural events and encourage participation through access to community grants	Short (0-1 year)
5.6 Youth development and engagement Continue to create an environment where our children and young people are cared for, safe, actively engaged, and have access to support networks and developmental pathways which will encourage and stimulate them to reach their full potential. Foster relationships with service providers and strengthen community networks to engage youth.	– Deliver two school holiday programs per annum in each local area – Deliver appropriate youth-related events and programs – Support events such as You Only Live Once (YOLO) conference, Police Citizens Youth Clubs (PCYCs)	Short (0-1 year)
5.7 First Nations Heritage Reconciliation Action Plan (RAP) Reconciliation Action Plan is developed to promote our First Nations Heritage.	– RAP is developed and adopted by Council	Medium (0-5 years)
5.8 Ageing in place Continue to create an environment where our older residents are safe, secure, valued, included and continue to actively participate in community life.	– Seniors Month delivered annually – Support for groups such as University of the Third Age, Men's Shed – Adopt a Pedestrian Access Mobility Plan (PAMP) for the region – 25% of PAMP initiatives completed annually – Develop and implement a PAMP (Pedestrian Access Mobility Plan) for strategic recreational facilities	Medium (0-5 years)
5.9 Community safety enhancements Improve/increase community safety in our homes and broader community.	– Investigate opportunities to partner/support appropriate agencies to deliver initiatives and projects e.g. Neighbourhood Watch, Safe House plaque, domestic & family violence-related – Continue to support Roma Neighbourhood Centre Program – Annual community safety forum held – Continue to deliver safety programs that maximise the safety of our community e.g. pool safety	Medium (0-5 years)

5. Inclusivity

CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES
OUR GOAL: Our community is liveable, progressive, safe, connected and resilient

KEY PROJECTS	KPIS	TIME HORIZON
5.10 Integrated recreation plan Develop a strategy to attract and host significant events for different age cohorts.	– Adopt integrated regional recreation plan – Implement regional events strategy including advocacy for major events e.g. Junior and Masters (senior) sporting events – Advocate, attract & retain state/regional junior sporting competitions – Introduce a variety of recreational and sports activities that promote physical health, mental well-being, and social connectivity. – Design events and activities that are accessible to individuals of all abilities, ensuring inclusivity and participation across diverse demographics. – Establish partnerships with local organisations and external stakeholders specialising in sporting events.	Medium (0-5 years)
5.11 Maranoa Local Housing Action Plan Council, in conjunction with government agencies and business, will continue to seek to provide a diverse and balanced supply of accommodation options.	– Implement the Maranoa Local Housing Action Plan – Number of initiatives supported – Number of residential dwellings approved – Number of subdivisions released – Development incentives are provided for a range of housing choices to meet the lifecycle needs of existing and potential residents	Medium (0-5 year)
5.12 Crime Prevention Through Environmental Design (CPTED) Improve/increase community safety through better design including CCTV, street lighting in public places etc.	– Reduction in crime statistics using the Queensland Police Service crime statistics portal – Public perception/satisfaction: measure how safe residents feel in their community following the implementation of these safety measures – Implement projects incorporating CPTED principles e.g. street lighting	Medium (0-5 years)
5.13 Infrastructure accessibility Upgrade accessible recreation facilities including paths, playgrounds and sensory gardens.	– Implement the projects within the Regional Recreation Plan – Consider accessibility needs in every project	Long (0-10 years)
5.14 Disaster resilience and preparedness Improve/increase community resilience. Community-wide disaster preparedness programs are in place. Enhance infrastructure resilience.	– Coordinate Local Disaster Management Group (minimum three meetings per annum) – Coordinate Local Emergency Committee meetings in local area – Review Disaster Management Plan annually – Conduct exercises/testing for all critical infrastructure and equipment to ensure it meets requirements – Finalise the design for the Eastern Diversion Channel	Long (0-10 years)

5. Inclusivity

CONNECTED, RESILIENT, SAFE & DIVERSE COMMUNITIES
OUR GOAL: Our community is liveable, progressive, safe, connected and resilient

KEY PROJECTS	KPIS	TIME HORIZON
	– Explore projects to support community in natural disasters e.g. drought	
	– Get Ready campaigns held annually	
	– Volunteer programs in place	