



2020 STRATEGIC PLAN

VISION

Regional prosperity through interactive and collaborative planning and advocacy.

MISSION STATEMENT

Our Mission is to foster cooperation and resource sharing between member councils and effectively advocate on agreed regional positions and priorities.

Purpose of this plan

This Strategic Plan is intended to provide a clear direction for TCICA throughout 2020. It outlines the activities that TCICA will carry out in order to achieve each of the 13 Objectives set out in the TCICA Charter:

1. *Provide a forum for Member Councils to meet regularly in an atmosphere of goodwill and trust.*
2. *Support and advance the local interests of its Members and their constituencies in a regional context.*
3. *Formulate policies and strategies from which all Member Councils may act collaboratively in determining complementary plans for the co-ordination and regional growth and management of change.*
4. *Foster cooperation amongst Members on issues of mutual concern or to further joint interests.*
5. *Work together to proactively promote sustainable growth so as to retain the region's natural assets and the cultural diversity of the people.*
6. *Act as an advocate to State and Commonwealth Governments or public bodies on issues of concern to Members.*
7. *Address cross boundary issues and develop strong partnerships.*

8. *Take forward the collective interests of councils in the region and influence senior decision-makers within government and agencies.*
9. *Facilitate the sharing of resources and information between councils to achieve economies of scale and to improve the region.*
10. *Facilitate regional economic development and co-operation of mutual benefit to Member councils, communities and businesses.*
11. *Develop strategies for doing more with less.*
12. *Build effective partnerships with State and Federal agencies which make decisions that affect our region.*
13. *Facilitate cooperation with community, business and academic organisations for the benefit of the region.*

Each of the Objectives is aligned to one of four overarching themes in this Strategic Plan:

- Collaboration and Cooperation
- Advocacy and Engagement
- Regional Growth and Economic Development
- A Strong and Sustainable TCICA

The operationalisation of this plan will directly observe the Principles outlined in the TCICA Charter:

Liaison and collaboration

- *Maintain close liaison with the Local Government Association of Queensland Inc., other local government networks and peak regional organisations to ensure as far as possible the pursuit of common objectives and strengthening Local Government representation.*
- *Work in close collaboration with all departments serving the TCICA region to support implementation of regional priorities.*

Engagement and Advocacy

- *Build effective apolitical working relationships with key State and Federal Government Ministers, Shadow Ministers and cross-bench members based on identified regional priorities.*
- *Participate in coordinated advocacy visits to Brisbane and Canberra to represent the common interests and priorities of TCICA members.*
- *Collectively build the profile of the TCICA and reinforce at every opportunity the strength of the TCICA as a regional leader.*

Decisions

- *Positions adopted and decisions taken shall acknowledge minority or dissenting viewpoints at a member's request.*
- *Resolution of regional matters shall promote the collective interest of the members in association without adversely affecting the interest of any member Council.*

Confidentiality

- *Members' representatives are free to discuss items or issues in a frank and honest manner without fear or favour, and as such shall maintain the confidentiality of such discussions.*

Communications

- *The Chairperson is the official spokesperson for the TCICA on matters of public interest and will represent the TCICA in the media in the first instance.*
- *No communication on behalf of the TCICA, including media releases and communiques, will be issued to the public without the authorisation of the Chairperson.*

Operations

- *Identifying, planning, prioritising and lobbying for regionally significant assets.*
- *Seeking to secure, through forward commitments, State and Commonwealth investment in major regional assets.*
- *Thoroughly examining State and Commonwealth legislation and policy to ensure that the region will not be disadvantaged, and that maximum benefit is obtained.*
- *Developing effective networks and alliances with the key stakeholders.*
- *Dealing with other issues of significance as determined from time to time by the participating Councils.*
- *Ensuring that the Executive Officer effectively and efficiently manages the secretariat of TCICA within the budget parameters and delegations agreed to.*

Regional Coordination and Co-operation in relation to but not limited to:

- *Statutory Planning*
- *Roads*
- *Development*
- *Transport and Communications*
- *Water Supply*
- *Waste Water Treatment*
- *Solid and Liquid Waste Management and Disposal*
- *Environmental Issues and Management*
- *Economic Development*
- *Social Justice and Equity*
- *Non-Urban Lands*
- *Management of Data*
- *Electricity Supply and Distribution*

And any other issue of a regional nature that an absolute majority of members may wish to include.

Key Theme 1: Collaboration and Cooperation

Objectives	Action(s)	Timeframe	Measures of success
Provide a forum for Member Councils to meet regularly in an atmosphere of goodwill and trust.	EO: Schedule at least 4 TCICA meetings. EO: Schedule TCICA Annual General Meeting in September.	As agreed. September	TCICA Meetings are held at least four (4) times each year. AMG is held
Support and advance the local interests of TCICA Members and their constituencies in a regional context.	Members: raise issues and opportunities for collaborative action for discussion during TCICA meetings.	Ongoing	Local matters of regional importance are addressed and advanced.
Formulate policies and strategies from which all Member Councils may act collaboratively in determining complementary plans for the co-ordination and regional growth and management of change.	Members: identify and agree key issues impacting the Cape, Torres and Gulf that TCICA can and should influence. EO: Develop regional policy positions. EO: Develop strategic priorities plan.	At each meeting.	The development of regional policy positions to benefit Members and the TCICA region. The development of an annual strategic priorities plan.
Foster cooperation amongst Members on issues of mutual concern or to further joint interests. Address cross boundary issues and develop strong partnerships.	EO/ Members: explore opportunities with DTMR and LGAQ to establish TCICA Regional Roads and Transport Group. EO/Members: explore opportunities to establish TCICA Regional Waste Management Group to support the implementation of the Indigenous Waste Management Strategy.	First Quarter 2020. By July 2020.	A position reached on establishing at RRTG. A position reached on establishing at Waste Management Group.

	<p>EO/Members: explore opportunities to establish Natural Asset Management Group.</p> <p>Members: Continue to progress the Cape York Regional Package community access roads component.</p>	<p>By July 2020.</p> <p>Ongoing</p>	<p>A position reached on establishing a Natural Asset Management Group.</p> <p>Community access roads and progressively sealed.</p>
<p>Facilitate the sharing of resources and information between councils to achieve economies of scale and to improve the Cape, Torres and Gulf region.</p>	<p>EO: work with Members and key stakeholders to identify regional procurement opportunities and other resource sharing arrangements to benefit Members.</p>	<p>Ongoing</p>	<p>All Members aware of regional procurement and resource sharing opportunities and participating when appropriate.</p>
<p>Facilitate cooperation with community, business, industry and academic organisations for the benefit of the Cape, Torres and Gulf region.</p>	<p>EO: with the approval of the Chair, invite guests to participate in discussions with TCICA.</p> <p>EO: Establish partnerships with key stakeholders to support delivery of TCICA priorities.</p> <p>EO: Identify key partners in delivery of the Cape, Torres and Gulf Opportunities Plan and development stakeholder engagement plan.</p> <p>EO: Ensure regular communication on TCICA activities to stakeholders through distribution of communiques and media releases.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Guests invited to participate in relevant discussion during each TCICA meeting.</p> <p>Number of key partners engaged in delivery of TCICA priorities.</p> <p>Number of key partners engaged in delivery of relevant actions in the plan.</p> <p>Greater public awareness of TCICA throughout Cape York, the Torres Strait and Gulf region.</p>

	EO: Develop and implement proactive media management and community engagement strategy to promote TCICA's work throughout the region.	First quarter 2020	
	EO: Develop social media resources to support community engagement.	First quarter 2020	

Key Theme 2: Advocacy and Engagement

Objectives	Action(s)	Timeframe	Measures of success
Act as an advocate to State and Commonwealth Governments or public bodies on issues of concern to Members.	EO: Work with Members to develop State Priorities document to support advocacy efforts in the lead up to the October 2020 State Election.	First half 2020.	Election commitments made or issues addressed by Government and/or candidates.
Build effective partnerships with State and Federal agencies which make decisions that affect our region.	EO/Members: use Federal Priorities documents to support ongoing advocacy efforts.	Ongoing.	Commitments made.
	EO/Members: continue to build relationships with Ministers, Shadow Ministers, cross-bench members and senior government officials through regular communications.	Ongoing	Strong awareness of TCICA issues within all levels of Government.
Take forward the collective interests of councils in the Cape, Torres and Gulf region and influence senior decision-makers within government and agencies.	EO/Members: plan and undertake advocacy visit to Brisbane	Propose June or July 2020.	At least one advocacy visit to Brisbane during 2020.
	EO/Members: plan and undertake advocacy visit to Canberra	Propose November 2020	At least one advocacy visit to Canberra during 2020.

	<p>EO: Involve Ministerial and Government Champions in TCICA meetings to keep Champions informed of TCICA business, issues and concerns.</p> <p>EO/Members: Identify and participate in all relevant Government inquiries, committees, legislative reviews, discussion papers and public hearings to ensure TCICA has a strong voice.</p>	<p>Ongoing</p> <p>As required.</p>	<p>Invitations issued to Ministerial and Government Champions prior to each meeting.</p> <p>Number of submissions made and Public Hearings attended.</p>
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Key Theme 3: Regional Growth and Economic Development

Objectives	Action(s)	Timeframe	Measures of success
Facilitate regional economic development and co-operation of mutual benefit to Member councils, communities and businesses.	EO/Members: explore opportunities to establish TCICA Economic Development Group to help deliver and monitor actions identified in the Cape, Torres and Gulf Opportunities Plan	First half 2020.	A position reached on establishing an Economic Development Group.
Work together to proactively promote sustainable growth so as to retain the Cape, Torres and Gulf region's natural assets and the cultural diversity of the people.	EO/Members: prioritise and implement the recommendations, strategies and actions identified in the Cape, Torres and Gulf Opportunities Plan.	First quarter 2020.	Implementation Plan developed and on track.

Key Theme 4: A Strong and Sustainable TCICA

Objectives	Action(s)	Timeframe	Measures of success
<p>Develop strategies for doing more with less.</p>	<p>EO: Seek ongoing operational support from the State and Commonwealth Governments for TCICA to help build its presence and to develop well-researched policy positions.</p>	<p>During February 2020.</p>	<p>Additional resourcing in place to support policy development.</p>
	<p>EO/Members: continue to participate in the Remote Area Board program and use the Cape, Torres and Gulf Opportunities Plan to inform future RAB projects.</p>	<p>New project concepts submitted by February 2020.</p>	<p>Additional resourcing in place to support implementation of Cape, Torres and Gulf Opportunities Plan.</p>
	<p>EO: Submit grant applications to relevant programs and use the Strategic Operational Plan and Cape, Torres and Gulf Opportunities Plan to make a case for funding.</p>	<p>As required.</p>	<p>Number of grant applications submitted during the course of the year.</p>
	<p>EO: Develop policies for the effective operation of TCICA.</p> <ul style="list-style-type: none"> • Communications policy. • Operations policy. • Financial delegations policy. • Grant funding and project governance arrangements policy. • Procurement policy. 	<p>First quarter 2020.</p>	<p>Operational policies in place.</p>

