

Burdekin

Shire

Council

CORPORATE PLAN
2011 – 2016

Adopted by Council:

14/06/2011

FOREWORD

Consultation Process Followed in Preparation and Adoption of the 2011-2016 Corporate Plan

The preparation, adoption and implementation of the Council's 2011-2016 Corporate Plan provides the groundwork for development of medium and long term plans towards meeting the Council's Mission Statement being to improve the quality of life for our residents and to protect and enhance the natural and built environment.

The procedures followed in preparing and adopting the Corporate Plan are summarised hereunder -

- ❖ Council at its meeting held on 19th April 2011 resolved to adopt the Draft 2011-2016 Corporate Plan for public consultation purposes.
- ❖ A public advertisement was placed in the Ayr Advocate on 4th May 2011 inviting submissions to the Draft Corporate Plan by 2nd June 2011. The Draft Corporate Plan was available for inspection at the Council Chambers, Young Street, Ayr; the Burdekin Library, Graham Street, Ayr; and the Home Hill Library, Ninth Avenue, Home Hill.
- ❖ A copy of the advertisement and the Draft Corporate Plan was also displayed on the Council's website to 2nd June 2011.
- ❖ No submissions were received in respect of the Draft Corporate Plan.
- ❖ Council at its meeting held on 14th June 2011 considered and adopted the 2011-16 Corporate Plan.

MISSION STATEMENT and VALUES

Mission Statement

To improve the quality of life for our residents and to protect and enhance the natural and built environment

Values

In achieving our mission we will adhere to the following values.

Commitment to the Organisation – councillors and employees are committed to achieving the objectives of the Council.

Leadership - to provide effective community and organisational leadership through sustainable strategic planning and accountable and ethical standards of practice.

Openness, Honesty and Trust – to provide an organisational culture that expects openness, honesty and trust and engenders these principles in its work.

Best Practice, Productivity, Innovation and Continual Learning– a commitment to ongoing development of skills and knowledge of councillors and employees to deliver outcomes underpinned by continuous improvement, best practice and innovation.

Teamwork – to recognise the importance of maintaining a stable work environment in which councillors and employees work constructively together in a spirit of teamwork, trust and loyalty.

Customer Focus – to recognise and value the importance of our customers and to deliver excellence in services provided to both our external and internal customers.

Respect, Fairness and Ethical Behaviour – to recognise that respect, fairness and ethical behaviour should underpin all decisions made by Council and employees in dealings with internal and external customers.

Valuing People – we recognise all members of our community and visitors as our greatest asset and value their contribution and commitment to the Burdekin Shire.

ACHIEVING THE MISSION

We have identified seven (7) Key Strategic Elements as contributing to the achievement of the Mission. For each Key Strategic Element, Strategies have been identified which tell you what we want to achieve for and with the community. The seven Key Strategic Elements are as follows:

1. Organisational Management and Corporate Governance
 2. Infrastructure
 3. Land Use Planning
 4. Environment
 5. Lifestyle
 6. Community Development
 7. Community Prosperity
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SOME EXPECTED OUTCOMES OF THIS PLAN

- Urban Streets – continue the programme in 2011/12 to provide kerbing and channelling and bitumen widening to urban streets that do not require major underground drainage.
- Continue the Ayr/Brandon, Horseshoe Lagoon and Home Hill drainage schemes in accordance with recommendations of the relevant flood study.
- Investigate provision of sewerage treatments to communities at Sutcliffe Estate by 2012-13 and Alva by 2015-16.
- Investigate possible treatments to eliminate dirty water issues in the Ayr/Brandon water supply scheme 2013-14.
- Fluoridation of the Ayr/Brandon and Home Hill water supply schemes in 2012.
- Continuation of the sewer relining program for the rehabilitation of sewers within the Ayr, Brandon and Home Hill townships.
- Consider and implement recommendations of the Burdekin Sport and Recreation Plan, including master plans for the extension of Anzac Park and revitalisation of Plantation Park.
- Continue programme of upgrading and installing playground equipment incorporating shade and fencing of playground areas within Shire Parks.

KEY STRATEGIC ELEMENTS AND STRATEGIES

The Key Strategic Elements and Strategies of the Five Year Plan are intended to be achieved within the economically sustainable constraints of the community

1. Organisational Management and Corporate Governance

Objective – To deliver responsible governance, efficient service and administrative support for Council’s operations and strategic initiatives.

Strategies

- 1.1 Ensure honest, open and accountable local government by facilitating open exchange of concerns and ideas between the community and the Council and ensuring that all decision making is open, transparent and communicated clearly.
- 1.2 Advancing the interests of the Shire through representation and effective working relationships with federal, state and local governments and other regional bodies.
- 1.3 Review and refine short and long term planning throughout Council including focus on a ten (10) year financial forecasting model.
- 1.4 Progress towards achieving “Employer of Choice” status.
- 1.5 Foster an organisational culture that is challenging, rewarding and values employees committed to innovative, quality outcomes, teamwork, customer service and continuous improvement.
- 1.6 Strive to achieve effective and efficient use of technology, to enable delivery of timely service and information, including upgrading of infrastructure to improve service provision.
- 1.7 Ensure effective corporate governance through compliance with legislation and adoption of risk management strategies.
- 1.8 Provide a safe and healthy workplace by continually improving workplace health and safety practices.

2. Infrastructure

Objective – To provide, maintain and facilitate appropriate infrastructure to service the Shire's existing and future service levels.

Strategies

- 2.1 To implement a robust Asset Management framework and policy to ensure optimal decisions on asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance based on agreed service levels.
- 2.2 Implement the Priority Infrastructure Plan (PIP) which identifies areas for future urban growth in the planning scheme and the Council's ability to service that area with infrastructure and provides a clear, transparent and certain basis for the calculation of infrastructure charges.
- 2.3 Develop an Asset Rationalisation Plan for building and land assets to determine strategic need.
- 2.4 Urban Streets – continue the programme in 2011/12 to provide kerbing and channelling and bitumen widening to urban streets that do not require major underground drainage.
- 2.5 Rural Roads – continue programme to reconstruct and widen the rural arterial roads to a 7.6 metre width bitumen standard.
- 2.6 Rural Roads – for non-arterial roads, maintain an appropriate standard.
- 2.7 Rural Roads – develop standards based on traffic type and volume.
- 2.8 Rural Roads - address the sealing of rural roads with missing links of bitumen.
- 2.9 Rural Roads – continue placement of a minimum of 100m of bitumen in front of houses on a needs basis.
- 2.10 Drainage – continue programme to provide improved drainage in both urban and rural areas within the Shire.
- 2.11 Continue the Ayr/Brandon, Horseshoe Lagoon and Home Hill drainage schemes in accordance with recommendations of the relevant flood study.
- 2.12 Continue to pursue the acquisition of easements over drainage paths to preserve and improve the integrity of drainage within the Shire.
- 2.13 Continue augmenting existing Water and Waste Water Schemes to maintain existing standards and cater for future growth.
- 2.14 Flouridation of the Ayr/Brandon and Home Hill water supply schemes in 2012 with capital funding from the State Government.
- 2.15 Investigate possible treatments to eliminate dirty water issues (iron and manganese) in the Ayr/Brandon water supply scheme in 2013-14.
- 2.16 Investigate provision of a non-potable rural water supply to the Mt Kelly rural/residential area in 2014-15.

- 2.17 Investigate provision of sewerage to Sutcliffe Estate by 2012-13 and to Alva by 2015-16.
- 2.18 Continuation of the sewer relining programme for the rehabilitation of sewers within the Ayr, Brandon and Home Hill townships.
- 2.19 Continue investigations to underground electricity supply in urban areas of Ayr, Brandon and Home Hill in conjunction with Ergon Energy (Community Care Programme) including conditioning underground supply in development applications.
- 2.20 Maintain a modern, effective, flexible and efficient plant fleet that matches organisational needs.
- 2.21 Maintain Certificate of Registration as a Quality Assured Supplier and R2 prequalification status under the Major Works Prequalification System in respect of road works for the Department of Main Roads.

3. Land Use Planning

Objective – To promote a dynamic approach to integrated planning and management of development and growth that reflects community aspirations and enhances our lifestyle, diverse heritage and environment.

Strategies

- 3.1 Plan for infrastructure for future development.
- 3.2 Plan and facilitate land availability for future housing and industrial land development.
- 3.3 Identify strategic land and easement acquisitions for future service provision in areas of industrial, commercial and residential growth corridors.
- 3.4 Recognise and preserve, where possible, the special characteristics of the Shire's diverse environment.
- 3.5 Monitor and regulate Council's planning strategies, development approvals and building approvals to ensure development and building activities deliver acceptable outcomes.
- 3.6 Develop minimum flood immunity standards for developments in urban areas.
- 3.7 Provide public open space that meets user requirements for recreational and social activities, amenity and a landscape that contributes to the identity of Burdekin Shire and the environmental health of the community.

4. **Environment**

Objective – To preserve, protect and restore the natural environment for current and future generations and encourage environmental responsibility throughout the community.

Strategies

- 4.1 Develop, implement and promote innovative waste minimisation and recycling programmes.
- 4.2 Operate and maintain Council's waste management facilities to comply with statutory environmental standards including usage of cell liners at the Kirknie Road Landfill.
- 4.3 Promote the adoption of environmental best practices and behaviours by Council, residents and businesses throughout the Shire.
- 4.4 Promote sustainable land and water management practices.
- 4.5 Implement the Drought Management Plan and develop a System Loss Management Plan for water infrastructure.
- 4.6 Continue to develop systems and support programs that improve Council's environmental performance and provide sustainable outcomes.
- 4.7 Investigate the improvement of stormwater quality in major drainage paths, with Nelson's Lagoon as the pilot scheme.
- 4.8 Develop and implement natural resource management projects in conjunction with the community and other partners to improve the natural environment in the Shire, particularly aquatic weed control, beach protection and land protection.
- 4.9 Develop a plan to manage wetlands, which includes public access that enhances environmental awareness while preserving the wetlands.
- 4.10 Continue Council's use of environmental friendly fuels including E10 for light vehicles.
- 4.11 Develop and implement programmes to reduce the community's impact on climate change and minimise the effects of climate change on our community and natural and built environment.
- 4.12 Continue to develop and implement annual action plans under the Reef Guardian Council programme with particular focus on water quality, land management, community capacity and waste management.

5. Lifestyle

Objective – To promote, support and facilitate services to the community to enhance community pride, wellbeing and the quality of life enjoyed by residents.

Strategies

- 5.1 Consider and implement recommendations of the Burdekin Sport and Recreation Plan, including master plans for the extension of Anzac Park and revitalisation of Plantation Park.
- 5.2 Facilitate a range of partnerships to improve community health and safety.
- 5.3 Continue programme of upgrading and installing playground equipment incorporating shade and fencing of playground areas within Shire Parks.
- 5.4 Plan and encourage equitable access to facilities, services and opportunities for all members of the community.
- 5.5 Provide ongoing support for art, culture, youth, sport, recreation and welfare.
- 5.6 Provide library resources and facilities to support informational, recreational, educational and cultural needs of the community.
- 5.7 Undertake regulatory and advisory programmes to maintain and improve health and environmental standards within the community such as animal control and vector control programmes.
- 5.8 Continuation of an all access 8.5 km “Burdekin Be Active” walking/cycle trail through the town of Ayr, including associated government funding.
- 5.9 Provide sporting, recreational, parks, playgrounds and aquatic facilities and programmes that promote regular physical activity as well as individual and community wellbeing.
- 5.10 Provide support and maintenance to boat ramps and landings in the Shire as an important recreational asset with appropriate government funding.
- 5.11 Support the development of “Wongaloo”, which forms the core of the Cromarty-Cleveland wetlands, together with other wetlands in the Shire which forms part of a North Queensland wetlands network.

6. Community Development

Objective – To promote, support and facilitate development of the identity and capacity of the community

Strategies

- 6.1 Promote community participation, support community groups, and maintain and grow social capital.
- 6.2 Improve our community’s resistance to disaster impacts by undertaking a disaster risk management process including developing a strategic policy framework for disaster management incorporating disaster mitigation, prevention, preparation, response and recovery arrangements in partnership with the Burdekin Local Disaster Management Group.

- 6.3 Provide ongoing support to the Burdekin State Emergency Service and Volunteer Marine Rescue Burdekin Inc.
- 6.4 Build and strengthen our community identity and acknowledge the diversity in our communities.
- 6.5 Facilitate and provide ongoing support for approved community groups.
- 6.6 Encourage and support community events.
- 6.7 Provide ongoing support for community welfare organisations within the Shire including the Burdekin Community Association and Burdekin Neighbourhood Centre.

7. Community Prosperity

Objective – To maintain and create community prosperity by promoting diverse economic development and employment opportunities which are compatible with our environmental values.

Strategies

- 7.1 Encourage existing business and attract new business investment by maintaining and upgrading local infrastructure and services and applying appropriate land use planning.
- 7.2 Consider and implement the Burdekin Tourism Plan and Burdekin Sport and Recreation Plan.
- 7.3 Implement the Burdekin Shire Economic Strategic Plan.
- 7.4 Facilitate initiatives to support employment opportunities in the Shire.
- 7.5 Lobby and advocate on behalf of the local/regional area through membership of tourism and other economic development forums at local and regional levels.
- 7.6 Foster and develop effective partnerships and networks which will enhance tourism and economic development.
- 7.7 Promote and encourage rural industries in the Shire including diversification and value adding.

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