

Burdekin

Shire

Council

CORPORATE PLAN

2013 – 2018

Adopted by Council:

25/06/2013

FOREWORD

**Process Followed in Preparation and Adoption
of the 2013-2018 Corporate Plan**

The preparation, adoption and implementation of the Council's 2013-2018 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 Local Government Regulation 2012 provides that Council must:

1. prepare a 5 year corporate plan for each period of 5 financial years (Council adopted the 2012-17 Corporate Plan on 14 August 2012); and
2. adopt its 5 year corporate plan in sufficient time to allow a budget and annual operation plan, consistent with the corporate plan, to be adopted for the first financial year covered by the plan.

In addition, the Regulation provides that the Council may, by resolution, amend its 5 year corporate plan at any time.

Council has previously been in the practice of preparing and adopting a corporate plan each year, which is in excess of the requirements above.

Council has decided to amend last year's 5 year corporate plan by resolution. These amendments take into account Council's latest position and direction on capital and operational activities.

Cr. W. Lewis,
MAYOR

K. Holt,
CHIEF EXECUTIVE OFFICER

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

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

Openness, Honesty and Trust – our organisational culture encourages openness, honesty and trust and we apply these principles in our work.

Best Practice, Productivity, Innovation and Continual Learning– we are committed to the ongoing development of skills and knowledge of our councillors and employees to deliver outcomes underpinned by continuous improvement, best practice and innovation.

Teamwork – we 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 – we 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 – we 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

- Continuation of a multi-million dollar reconstruction and repair work program of road infrastructure damaged by flood events in 2011, 2012 and 2013. Capital works totalling approximately \$31.9M planned for 2013/14 and 2014/15.
- Urban Streets – continue the program in 2013/14 to provide kerbing and channelling and bitumen widening to urban streets that do not require major underground drainage.
- Drainage – continue program to provide improved drainage in both urban and rural areas within the Shire. Capital works totalling \$3.5M planned for 5 year period.
- Investigate, test and establish alternative water supply sites in the Rossiter's Hill/Mirrigan area in 2013/14 to assist in combating iron and manganese in the Ayr/Brandon Water Supply Scheme.
- Continuation of the sewer relining program for the rehabilitation of sewers within the Ayr, Brandon and Home Hill townships.
- Construction of another cell liner at the Kirknie Road Landfill in 2014-15.
- Construction of a bridge over Plantation Creek to improve access between Ayr and Home Hill during flood events.
- Construct a duplicate Ayr No 1 Rising Main in 2015/16 (\$2.5M) and a duplicate Home Hill No 1 SPS Rising Main in 2017/18 (\$450,000) as a risk mitigation measure.
- Refurbish Ayr Pool in 2014/15 (\$2M) and Home Hill Pool in 2017/18 (\$2M).
- Complete Home Hill Skate park development in Watson's Green in 2013/14.
- Commence Stage 2 of the All Abilities Playground in Anzac Park in 2014-15.
- Continue program of targeted improvement to playground equipment.

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 – 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 and aim to attract, recruit and retain workers based on their abilities, skills and knowledge in a consistently fair workplace which offers and promotes work opportunities for all.
- 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 – Provide, maintain and facilitate appropriate infrastructure to service the Shire’s existing and future service levels.

Strategies

- 2.1 Continuation of a multi-million dollar reconstruction and repair work program of road infrastructure damaged by flood events in 2011, 2012 and 2013. Capital works totalling approximately \$31.9M planned for 2013/14 and 2014/15.
- 2.2 To implement a robust Asset Management framework to ensure optimal decisions are made, regarding asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance, based on agreed service levels.
- 2.3 Ensure infrastructure charges are applied on development proposals in accordance with Council’s Priority Infrastructure Plan (PIP). The plan should identify areas for future urban growth in the planning scheme. This will facilitate Council’s ability to service that area with infrastructure and provides a clear, transparent and certain basis for the calculation of infrastructure charges.
- 2.4 Implement the recommendations of the Asset Rationalisation Plan for land assets.
- 2.5 Urban Streets – continue the program in 2013/14 to provide kerbing and channelling and bitumen widening to urban streets that do not require major underground drainage.
- 2.6 Rural Roads – continue program to reconstruct and widen the rural arterial roads to a 7.6 metre wide bitumen standard.
- 2.7 Rural Roads – for non-arterial roads, maintain an appropriate standard.
- 2.8 Rural Roads – develop standards based on traffic type and volume.
- 2.9 Drainage – continue program to provide improved drainage in both urban and rural areas within the Shire. Capital works totalling \$3.5M planned for 5 year period.
- 2.10 Continue the Ayr/Brandon, Horseshoe Lagoon and Home Hill drainage schemes in accordance with recommendations of the relevant flood study.
- 2.11 Construction of a bridge over Plantation Creek to improve access between Ayr and Home Hill during flood events.
- 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 Investigate, test and establish alternative water supply sites in the Rossiter’s Hill/Mirrigan area in 2013/14 to assist in combating iron and manganese in the Ayr/Brandon Water Supply Scheme.
- 2.15 Continuation of the sewer relining program for the rehabilitation of sewers within the Ayr, Brandon and Home Hill townships.
- 2.16 Construct a duplicate Ayr No 1 Rising Main in 2015/16 (\$2.5M) and a duplicate Home Hill No 1 SPS Rising Main in 2017/18 (\$450,000) as a risk mitigation measure.

- 2.17 Continue investigations to underground electricity supply in urban areas of Ayr, Brandon and Home Hill in conjunction with Ergon Energy (Community Care Program) including conditioning underground supply in development applications.
- 2.18 Maintain a modern, effective, flexible and efficient plant fleet that matches organisational needs.
- 2.19 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 Transport and Main Roads.

3. Land Use Planning

Objective – 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 new development in accordance with the Queensland Reconstruction Authorities recommendations and in particular implement strategies for stronger more resilient floodplains.
- 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 – 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 program.
- 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.

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- 4.3 Construction of an additional cell liner at the Kirknie Road Landfill in 2014-15.
 - 4.4 Promote the adoption of environmental best practice and behaviours by Council, residents and businesses throughout the Shire.
 - 4.5 Promote sustainable land and water management practices.
 - 4.6 Implement the Drought Management Plan and develop a System Loss Management Plan for water infrastructure.
 - 4.7 Continue to develop systems and support programs that improve Council's environmental performance and provide sustainable outcomes.
 - 4.8 Investigate the improvement of stormwater quality in major drainage paths, with Nelson's Lagoon as the pilot scheme.
 - 4.9 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.
 - 4.10 Develop a plan to manage wetlands, which includes public access that enhances environmental awareness while preserving the wetlands.
 - 4.11 Continue Council's use of environmentally friendly fuels including E10 for light vehicles and the use of more fuel efficient vehicles.
 - 4.12 Develop and implement programs to minimise the effects of climate change on our community and natural and built environment.
 - 4.13 Develop and implement programs to reduce the Council's energy usage.
 - 4.14 Continue to develop and implement annual action plans under the Reef Guardian Council program with particular focus on water quality, land management, community capacity and waste management.

5. Lifestyle

Objective – 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 recommendations of the Burdekin Sport and Recreation Plan, including master plan for the extension of Anzac Park.
- 5.2 Facilitate a range of partnerships to improve community health and safety and crime prevention.
- 5.3 Refurbish Ayr Pool in 2014/15 (\$2M) and Home Hill Pool in 2017/18 (\$2M).
- 5.4 Complete Home Hill Skate park development in Watson's Green in 2013/14.
- 5.5 Continue program of targeted improvement to playground equipment.
- 5.6 Commence Stage 2 of the All Abilities Playground in Anzac Park in 2014-15.
- 5.7 Encourage equitable access to facilities, services and opportunities for all members of the community.

- 5.8 Provide ongoing support for art, culture, youth, seniors, sport, recreation and welfare.
- 5.9 Provide library resources and facilities to support informational, recreational, educational and cultural needs of the community.
- 5.10 Undertake regulatory and advisory programs to maintain and improve health and environmental standards within the community such as animal control and vector control programs.
- 5.11 Continuation of an all access “Burdekin Be Active” walking/cycle trail in the Shire, subject to budgetary constraints and available government funding.
- 5.12 Provide sporting, recreational, parks, playgrounds and aquatic facilities and programs that promote regular physical activity as well as individual and community wellbeing.
- 5.13 Promote the importance of regular exercise and good nutrition, and the role this plays in the maintenance of good health and well being.
- 5.14 Provide support and maintenance to boat ramps and landings in the Shire as an important recreational asset with appropriate government funding.
- 5.15 Support the development of “Wongaloo”, which forms the core of the Cromarty-Cleveland wetlands, together with other wetlands in the Shire that form part of the North Queensland wetlands network.

6. Community Development

Objective – 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 community.
- 6.5 Facilitate and provide ongoing support for approved community groups.
- 6.6 Encourage and support community events, including seed funding for new events.
- 6.7 Provide ongoing support for community welfare organisations within the Shire including the Burdekin Community Association, Burdekin Neighbourhood Centre and the PCYC.

7. Community Prosperity

Objective – Maintain and create community prosperity by promoting diverse economic development and employment opportunities that 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 recommendations of the Burdekin Tourism Plan and Burdekin Sport and Recreation Plan when funds permit.
- 7.3 Implement the Burdekin Shire Economic Strategic Plan within budgetary constraints.
- 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 diversification and value adding of business and industry in the Shire.

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