



Burdekin

Shire Council

CORPORATE PLAN 2017 - 2022



ALVA • AYR • BRANDON • CLARE • DALBEG • GIRU • GROPER CREEK • HOME HILL • JARVISFIELD • JERONA
MILLAROO • MOUNT KELLY • OSBOURNE • RITA ISLAND • WUNJUNGA

TABLE OF CONTENTS

<i>Our Vision</i>	1
<i>Our Mission</i>	
<i>Our Values</i>	
<i>Using the Corporate Plan</i>	
<i>Key Facts</i>	2
<i>Our Region</i>	3
<i>The Challenges</i>	
<i>The Opportunities</i>	
<i>Community Priorities</i>	4
<i>Key Strategic Areas</i>	
1. Infrastructure	5
2. Economic Development	6
3. Social Wellbeing	7
4. Environment	8
5. Organisational Sustainability	9

INTRODUCTION

The Burdekin Shire Council Corporate Plan 2017 - 2022 outlines the Council's five-year strategic direction based on community priorities.

The Corporate Plan guides the annual planning process to determine services, infrastructure provision and resource allocation.

This plan adheres to the requirements of the Local Government Act 2009. It also details strategic priorities and evaluation measures to assess Council's performance in delivering outcomes for the community.

The Corporate Plan is reviewed annually.



BURDEKIN SHIRE COUNCIL

CORPORATE PLAN 2017-2022

OUR Vision

Through committed leadership Burdekin Shire Council will work with the community to create an inclusive, welcoming and healthy environment that offers a high quality of liveability for residents that is underpinned by a productive and diverse economy.

OUR Mission

To achieve our vision through leadership, facilitation, innovation and outstanding service

OUR Values

To achieve our mission, Council has adopted the following values:

CUSTOMERS FIRST

We strive to deliver excellence in service to both external and internal customers.

LEAD AND INNOVATE

We provide honest and transparent leadership whilst embracing innovation and change.

VALUE PEOPLE

We believe in fairness and respect in our relationships with all members of our community, our key stakeholders and our employees.

CONTINUOUS IMPROVEMENT

We will challenge the norm in the pursuit of continuous improvement.

IDEAS INTO ACTION

We adopt a team approach focused on the efficient delivery of programs and services.

These values are demonstrated across the extensive range of services and projects undertaken by Burdekin Shire Council including the development and implementation of the Corporate Plan.

Corporate Plan

The five-year strategic direction, based on community priorities, that guides the annual planning process.

Annual Budget and Annual Operational Plan

Annual plans that outline Council services and initiatives to be delivered each year.

Annual Report

The evaluation of Council's performance and progress in delivering the Annual Operational Plan and Annual Budget.



Key FACTS

POPULATION

17,831
residents

AVERAGE DAILY TEMPERATURE

17.9°C - 29.1°C

LOCATION

19.577°S,
147.406°E²

ABOUT
80KM
south of
TOWNSVILLE

AVERAGE ANNUAL RAINFALL

918.9mm

AREA

5053km²

AVERAGE DAYS OF SUNSHINE

300

GROSS ANNUAL REVENUE

>\$2.5 billion

OUR *Region*

The Burdekin Shire is situated on the Pacific coastline, centred 80km south of Townsville, North Queensland. The Shire land area is in excess of 5000 square kilometres and is home to an estimated 17,831¹ residents. The gross revenue generated by businesses and organisations in the Burdekin Shire exceeds \$2.5 billion per annum.

The Burdekin is increasingly known as one of the most productive agricultural districts in Australia due to its abundant year-round supply of water. Combined with an average of 300 days of sunshine each year, the Burdekin is consistently the most productive sugar cane growing area in Australia. The Burdekin also produces fruit, vegetables, beef and seafood for domestic and international markets.

The Burdekin is home to a growing number of innovative industries such as solar farming and aquaculture. Additionally with top recreational fishing spots, active community and sporting organisations and an abundant supply of water, our Shire offers a very high level of liveability.

THE *Challenges*

- Ageing and static population
- Limited post-secondary education
- Local economy influenced by commodity prices
- Close proximity to a large regional centre
- Limited diversity in job opportunities
- Mono-agriculture dominance and mechanised industry
- Lack of economic diversity and value adding
- Changing Community Demographic

THE *Opportunities*

- Abundance of water
- Willingness to encourage diversification of the economy
- Proactive and financially sustainable local government
- Connected community with a strong sense of identity
- Close proximity to export facilities
- Leverage off community organisations and individuals with varied skills and abilities

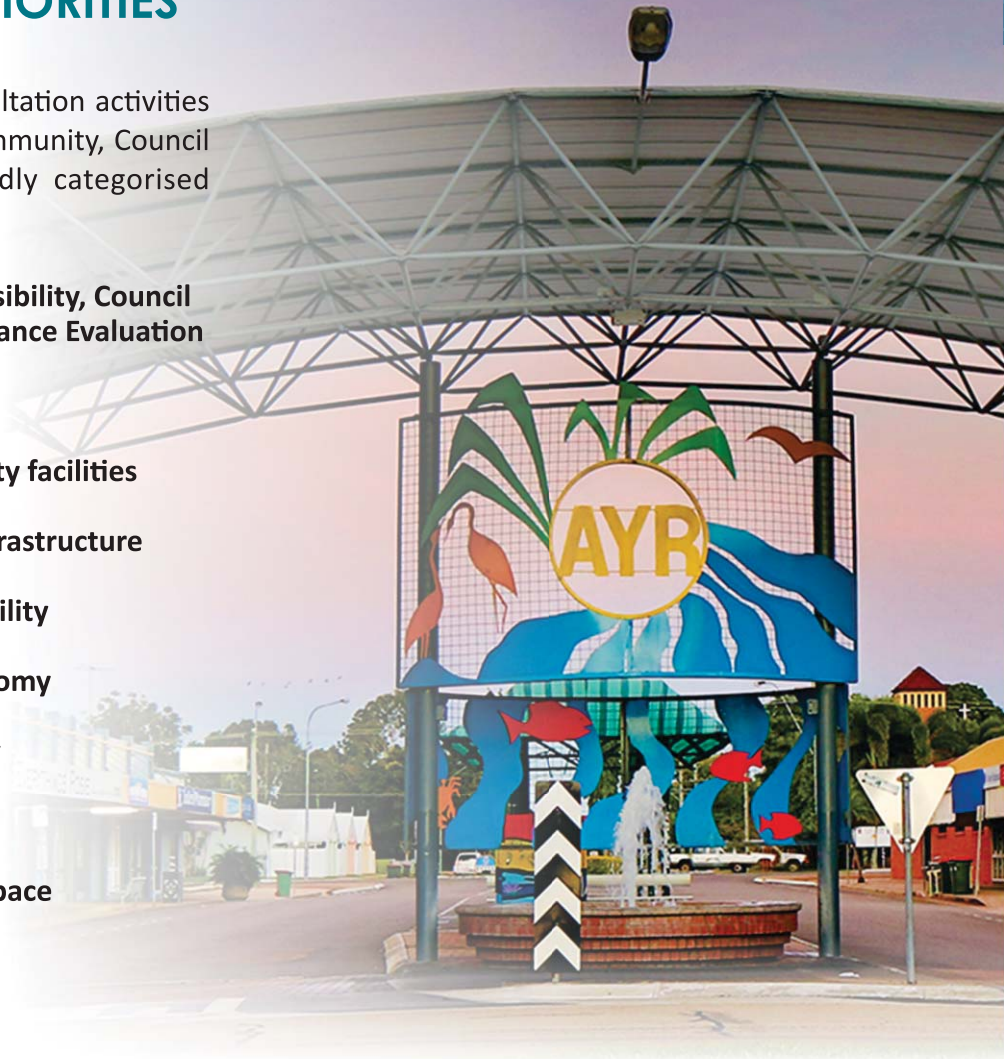
¹Census 2016 Quickstats

²GPS coordinates of Burdekin Shire Council Chambers 145 Young Street, Ayr



Community PRIORITIES

Through previous community consultation activities and ongoing feedback from the community, Council has identified the following broadly categorised community priorities:



KEY Strategic AREAS

The five Key Strategic Areas are based on the following identified community priorities:



Under each Key Strategic Area in the Corporate Plan are:

Intents that indicate the outcome for that Key Strategic Area

Strategies outline the process to achieve the intent and guide the planning process for specific actions to be identified for the annual operational plan

Evaluation Measures consist of processes to assess Council's performance in delivering intended outcomes for the Key Strategic Areas.

INFRASTRUCTURE

1

INTENT		STRATEGIES	
INFRASTRUCTURE	1.1 Infrastructure for future needs	1.1.1	Plan, build and maintain infrastructure that enhances community assets
		1.1.2	Prioritise infrastructure projects that will contribute to liveability and growth in the Burdekin
		1.1.3	Develop and implement strategic infrastructure plans to inform the decision making process when planning for future infrastructure
	1.2 Management and maintenance of community assets	1.2.1	Implement the Asset Management Strategy
		1.2.2	Apply a prioritised and planned system to upgrade and enhance existing facilities
	1.2.3	Plan to protect the integrity of key community assets and buildings	
	1.2.4	Protect the integrity of existing assets through flood and disaster mitigation programs	
	1.2.5	Provide sporting, recreational, parks, playgrounds and aquatic facilities that meet the needs of our community	
1.3 Safe and effective transport networks	1.3.1	Prioritise upgrades to the road network to improve safety and connectivity	
	1.3.2	Cooperate with state and federal government to enhance the transport network	
1.4 Securing and managing water resources	1.4.1	Enhance water security	
	1.4.2	Increase water supply network reliability	
	1.4.3	Improve water quality	
	1.4.4	Prioritise upgrades and improvement to the drainage systems	
	1.4.5	Improve water and sewerage network reliability through planned infrastructure upgrades	
1.5 Effectively employ technology	1.5.1	Support and improve Council's business performance through information and communication technologies	
	1.5.2	Deliver reliable, innovative and effective ICT solutions to enable Council's business transformation	

EVALUATION MEASURES

- Implementation of the Asset Management Strategy
- Compliance with Burdekin Shire Council Customer Service Standards for water and wastewater
- Achievement of Maintenance Service Level Standards in roads, drainage and parks
- Completion of projects within timeframes and allocated budget
- Compliment-to-complaint ratio
- Development and implementation of a five-year capital works program
- Application of the Infrastructure Plan



ECONOMIC DEVELOPMENT 2

ECONOMIC DEVELOPMENT

INTENT	STRATEGIES
2.1 Empower the community	2.1.1 Acknowledge the contribution of individuals and business to developing the Burdekin economy 2.1.2 Build relationships with educational institutions to address the skills and qualifications valued in the Burdekin 2.1.3 Promote employment and training opportunities to retain young people
2.2 Encourage innovation	2.2.1 Facilitate the provision of information to encourage a digitally connected business community to enable competitiveness 2.2.2 Encourage business to invest in research and development 2.2.3 Support the development and expansion of existing business 2.2.4 Support projects and initiatives that encourage start-up and small business 2.2.5 Encourage and support the development of tourism product
2.3 Strengthen networks	2.3.1 Support business and industry networks 2.3.2 Assist in building an entrepreneurial culture in the Burdekin 2.3.3 Promote the Burdekin as regional leaders in agriculture, aquaculture and agribusiness 2.3.4 Collaborate with and lobby regional, state and federal government forums, committees or representatives while advocating for local and regional needs
2.4 Encourage re-investment and attract new investment to the Burdekin	2.4.1 Review and implement an Economic Development Strategy 2.4.2 Promote pre-lodgement meetings with developers to facilitate industry investment in the Burdekin Shire 2.4.3 Investigate, support and facilitate the potential of bio-futures projects in the Burdekin 2.4.4 Support development, diversification, sustainability and expansion of the economic base
2.5 Plan and coordinate our communities	2.5.1 Review land supply and uses as required to meet community and business needs 2.5.2 Consider future facilities required for an ageing population

EVALUATION MEASURES

- Implementation of Economic Development Strategy
- Client satisfaction and feedback
- Application of the Planning Scheme



SOCIAL WELLBEING 3

SOCIAL WELLBEING

INTENT

STRATEGIES

<p>3.1 Safe, healthy, inclusive and socially engaged communities</p>	<p>3.1.1 Support projects and activities to improve public safety and health through strategic partnerships</p> <p>3.1.2 Provide information and referrals for community service enquiries from residents</p> <p>3.1.3 Encourage equitable access to facilities</p> <p>3.1.4 Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs</p> <p>3.1.5 Develop in partnership with the community, plans and processes to mitigate the impacts of a disaster</p> <p>3.1.6 Provide ongoing support for art, culture, youth, seniors and welfare</p> <p>3.1.7 Build active communities by delivering programs around sport, recreation, parks, playgrounds and aquatic activities that promote regular physical activity as well as individual and community wellbeing</p> <p>3.1.8 Facilitate partnerships to improve crime prevention</p>
<p>3.2 Strong community organisations</p>	<p>3.2.1 Promote and encourage community participation and volunteerism within community organisations</p> <p>3.2.2 Build capability of individuals working with community organisations</p> <p>3.2.3 Support key community events</p>
<p>3.3 Creating places of community identity</p>	<p>3.3.1 Encourage increased use of community spaces and facilities</p> <p>3.3.2 Highlight the benefits of living, working and playing in the Burdekin</p> <p>3.3.3 Encourage creative and cultural pursuits that enhance the community identity</p> <p>3.3.4 Welcome visitors to the Burdekin</p>
<p>3.4 Provision of public space</p>	<p>3.4.1 Encourage active communities through the provision and maintenance of recreational facilities</p> <p>3.4.2 Support sporting organisations in providing opportunities for physical activity</p>
<p>3.5 Build a robust and resilient community</p>	<p>3.5.1 Co-ordinate and facilitate disaster planning and preparedness to reduce the impact of disaster events</p> <p>3.5.2 Support the Burdekin Local Disaster Management Group to ensure effective decision making during disaster events</p> <p>3.5.3 Partner with the District Disaster Management Group and the State Disaster Management Group</p>

EVALUATION MEASURES

- Participant response to events
- Participant attendance at community events
- Training available to community members
- Compliance with statutory obligations
- Number of users of Council facilities
- Application of Customer Service Charter
- Compliment-to-complaint ratio
- Client satisfaction and feedback
- Upgrade of public facilities



ENVIRONMENT

4

ENVIRONMENT

INTENT

STRATEGIES

4.1 Balancing the needs of the community and the environment

- 4.1.1 Attain a sustainable economic balance between positive environmental outcomes and ongoing development
- 4.1.2 Support community education programs that contribute to improved environmental and community outcomes
- 4.1.3 Protect and enhance the natural environment
- 4.1.4 Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas
- 4.1.5 Continually improve waste management practices
- 4.1.6 Promote the adoption of environmental best practice by Council, residents and business

4.2 A sustainable environment

- 4.2.1 Develop and implement planning policy to adapt to the impacts of climate change on the community
- 4.2.2 Partner with and consult key stakeholder groups and government departments for a sustainable environment

EVALUATION MEASURES

- Application of Customer Service Charter
- Adoption and implementation of environmental best practice
- Community and business participation in waste minimisation and energy programs
- Resident feedback through community engagement processes
- Compliance with statutory obligations
- Delivery of community education programs



ORGANISATIONAL SUSTAINABILITY

5

ORGANISATIONAL SUSTAINABILITY		INTENT	STRATEGIES
ORGANISATIONAL SUSTAINABILITY	5.1	Strong engagement with the community	5.1.1 Continue and enhance community engagement processes that enable greater community participation and feedback 5.1.2 Be responsive and proactive in providing information in the public interest 5.1.3 Communicate Council intent and decisions to the community using effective messaging tools 5.1.4 Improve digital platforms to improve access to information 5.1.5 Deliver Council messages in accordance with Council's Style Guide in all Council communication
	5.2	An organisational culture that embraces our values	5.2.1 Demonstrate the Council's strategic direction to government, business and the community through strong leadership and advocacy 5.2.2 Develop co-operative and collaborative partnerships on matters of regional, state and national importance 5.2.3 Build effective leadership and management capability
	5.3	Commitment to continuous improvement, customer service and accountability	5.3.1 Demonstrate open and transparent leadership 5.3.2 Ensure Council's financial position is effectively managed 5.3.3 Adhere to the governance framework and public reporting systems 5.3.4 Undertake regulatory responsibilities in accordance with legislative regulations 5.3.5 Improve methods of service delivery to the community based on innovation, feedback and review processes
	5.4	Create a workplace that is regarded as an 'Employer of Choice'	5.4.1 Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council 5.4.2 Provide suitable training and development opportunities to meet organisational and service delivery needs 5.4.3 Maintain Council's commitment to ensure a safe and healthy work environment for all employees 5.4.4 Implement an effective health and safety management system 5.4.5 Attract, recruit and retain employees based on their abilities, skills and knowledge

EVALUATION MEASURES

- Compliance with statutory obligations
- Annual Auditor's report
- Working within Council's Investment Policy
- Occupational Health and Safety Record
- Records Management
- Staff Awards for milestones in service
- Application of Customer Service Charter
- Staff Retention and Succession Planning
- Successful completion of online training
- Effectiveness of ICT systems
- Public Relations Management





P (07) 4783 9800
F (07) 4783 9999
0437 886 008 (SMS)

145 Young Street Ayr Q 4807
PO Box 974 Ayr Q 4807

Operating Hours
8am-5pm Monday-Friday