



Burdekin
Shire Council



Corporate Plan
2015-2020

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Introduction

The Burdekin Shire Council Corporate Plan 2015-2020 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.





Our Vision

The Burdekin Shire Council is committed to working 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.

To achieve our vision, Burdekin Shire Council will implement Council's mission and values.

Our Mission

To create a better and exciting Burdekin through innovative leadership, partnerships and outstanding service.

Our Values

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

- Customers First
- Be Courageous
- Empower People
- Unleash Potential
- Ideas into Action

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.

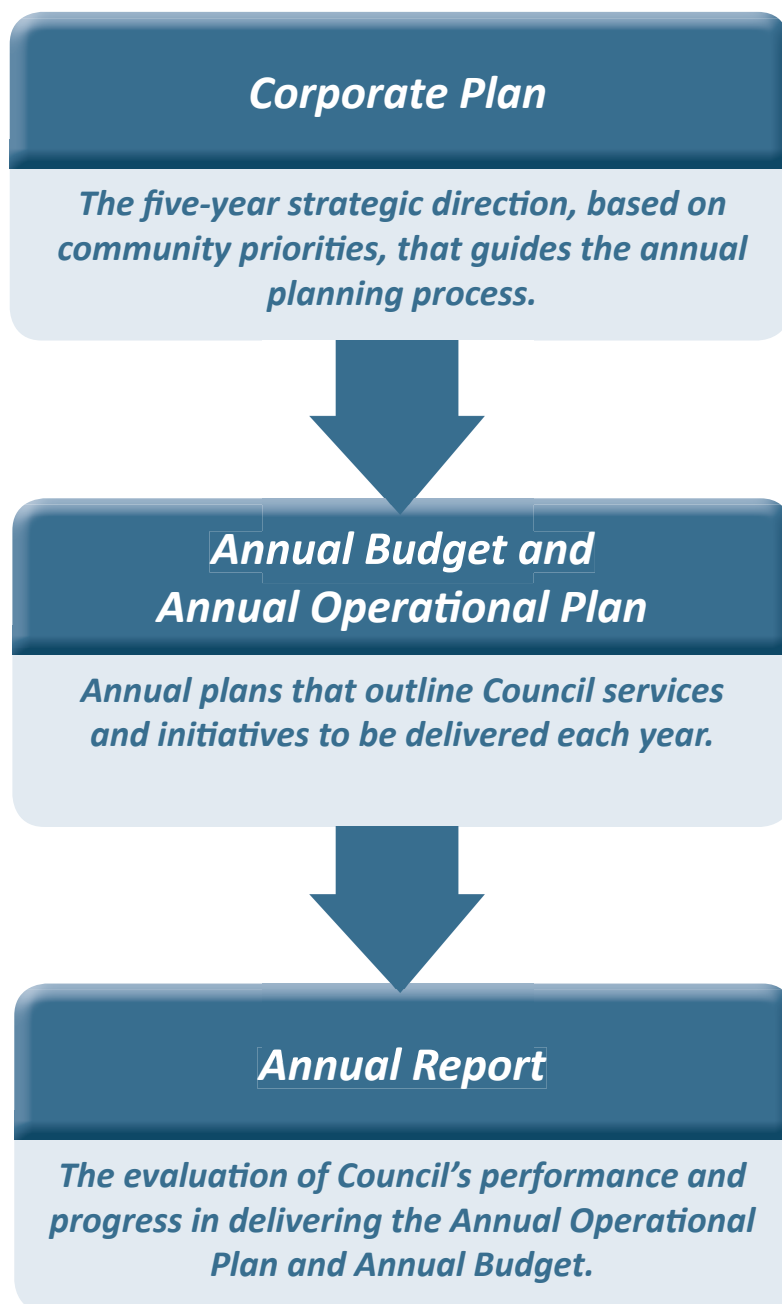
Using the Corporate Plan

The Burdekin Shire Council Corporate Plan 2015-2020 outlines 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.

Strategies are concise to permit the extensive range of services and projects conducted by Burdekin Shire Council to align with at least one strategy that contributes to a community outcome.

The Corporate Plan is reviewed every year prior to the commencement of the annual Budget and annual Operational Plans.

The strategic direction of the Corporate Plan is determined through an extensive consultative process that engages employees, residents and ratepayers.





Your Feedback

The community engagement process for the Burdekin Shire Council Corporate Plan included a comprehensive survey undertaken by some residents at street stalls and was available in hard copy and online. A brochure also was sent to all households seeking feedback and comments on a number of draft strategies and examples.

Responses received from the community were varied which reflects the diversity of residents' interests and the Burdekin's unique character. Some comments related to areas out of the jurisdiction of Burdekin Shire Council such as policing and hospital services. Many other comments provided specific project examples or suggestions for future projects.

Whilst comments and suggestions were sometimes conflicting in regard to a preferred outcome, the feedback clearly indicated residents' community priorities. These priorities are reflected within the strategies of the Corporate Plan.

The community priorities can be broadly categorised as:

- Building and improving infrastructure
- Transparency, accountability and evaluation of Council performance
- Economic restraint
- Diversification of the economy
- Improved community engagement
- Better utilisation of community facilities
- Safe and inclusive public space
- Building community capability
- Water management
- Animal control
- Environment

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 17,784 residents. The gross revenue generated by businesses and organisations in the Burdekin Shire exceeds \$2 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.

Burdekin Shire like many other rural communities is facing challenges, but also has many opportunities to achieve a high quality of liveability for residents that is underpinned by a productive and diverse economy.

The Challenges

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

The Opportunities

- Availability of water
- Identified skills and educational needs valued in the Burdekin
- Willingness to encourage diversification of the economy
- Proactive and financially sustainable local government
- Connected community with a strong sense of identity

Fast Facts

Area: 5053km²

Population: 17,784 residents

Gross annual revenue: >\$2 billion

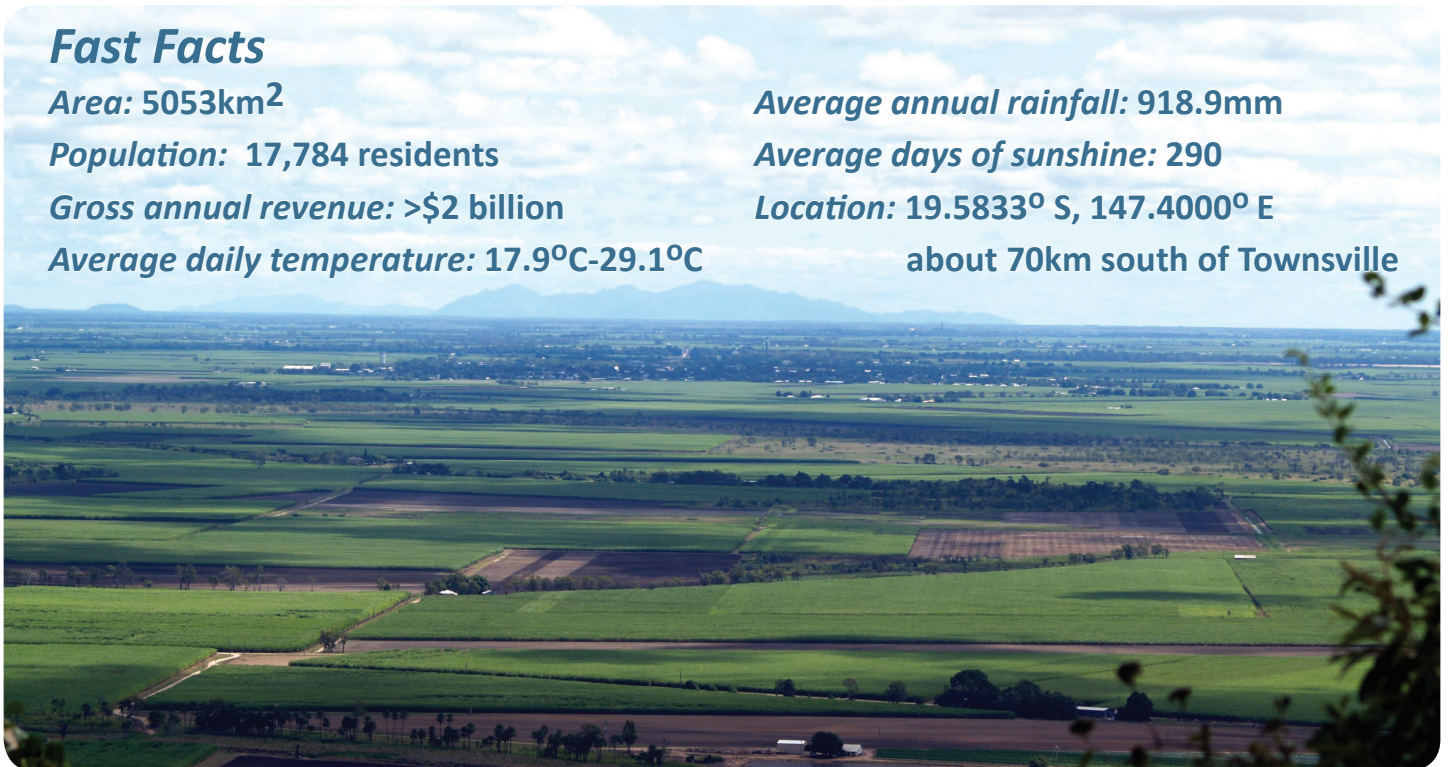
Average daily temperature: 17.9°C-29.1°C

Average annual rainfall: 918.9mm

Average days of sunshine: 290

Location: 19.5833° S, 147.4000° E

about 70km south of Townsville



Key Strategic Areas

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

- Infrastructure
- Economic Development
- Social Wellbeing
- Environment
- Organisational Sustainability

Under each Key Strategic Area in the Corporate Plan are:

Strategic Intents that indicate the outcome for that Key Strategic Area

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

Evaluation Measures that consist of processes to assess Council's performance in delivering intended outcomes for the Key Strategic Areas. Some measures apply to all staff and staff-and-service areas, whilst others may be strategy and project specific. The evaluation measures also apply to the annual Operational Plan and Council's performance is assessed and publicly detailed in the Annual Report. The annual Operational Plan and Annual Report are available on Council's website.



1. Infrastructure

1.1 Infrastructure for future needs

1.1.1 Plan and build infrastructure that adds value to Council and community assets

1.1.2 Prioritise infrastructure projects that will contribute to growth in the Burdekin

1.1.3 Implement infrastructure plans and service standards that will detail charges applicable to development proposals

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 Protect the integrity of existing assets through flood and disaster mitigation programs

1.3 Safe and effective transport networks

1.3.1 Prioritise upgrades to the road network to improve safety

1.3.2 Cooperate with state and federal government to enhance the transportation network

1.4 Securing and managing water resources

1.4.1 Increase water supply network reliability and improve water quality

1.4.2 Enhance water security

1.4.3 Prioritise upgrades and improvement to the drainage systems

1.4.4 Review capacity of wastewater treatment facilities

Evaluation Measure:

- Implementation of the Asset Management Strategy
- Compliance with Customer Service Standard for water and wastewater
- Completion of projects within timeframes and allocated budget
- Achievement of Service Maintenance Standards
- Compliment-to-complaint ratio
- Application of the five-year works program
- Application of the Infrastructure Plan

2. Economic Development

2.1 Empower future generations

2.1.1 Recognise 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 Build 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

2.3 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 Position the Burdekin as regional leaders in agribusiness

2.4 Attract Investment to the Burdekin

2.4.1 Develop and implement an Economic Development Strategy

2.4.2 Encourage diversification of the local economy

2.4.3 Prepare specific advice to enable industry investment in the Burdekin Shire

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

2.5.3 Investigate the potential of renewable energy projects in the Burdekin

Evaluation Measure:

- Implementation of Economic Development Strategy
- Client satisfaction and feedback
- Application of the Planning Scheme
- Number of Planning Applications
- Number of Compliance Inspections

3. Social Wellbeing

3.1 Safe, healthy, inclusive and socially engaged communities

- 3.1.1 Support projects and activities to improve public safety and health through strategic partnerships
- 3.1.2 Provide information and referrals for community service enquiries from residents
- 3.1.3 Encourage equitable access to facilities
- 3.1.4 Undertake regulatory and advisory programs to maintain and improve public health and safety
- 3.1.5 Develop in partnership with the community plans and processes to mitigate the impacts of a disaster

3.2 Strong community organisations

- 3.2.1 Promote and encourage community participation and volunteerism
- 3.2.2 Build capability of individuals working with community organisations
- 3.2.3 Support key community events and community focused committees

3.3 Creating places of community identity

- 3.3.1 Encourage increased use of community spaces and facilities
- 3.3.2 Highlight the benefits of living, working and visiting the Burdekin
- 3.3.3 Encourage creative and cultural pursuits that enhance the community identity

3.4 Provision of public space

- 3.4.1 Provide, maintain and upgrade of sporting and recreational facilities to encourage physical activity

Evaluation Measure:

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

4. Environment

4.1 Balancing the needs of the community and the environment

4.1.1 Attain a sustainable balance between achieving positive environmental outcomes and managing ongoing development

4.1.2 Support community education programs that contribute to improved environmental and community outcomes

4.2 Protect and enhance the natural environment

4.2.1 Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas

4.2.2 Continually improve waste management practices

4.2.3 Promote the adoption of environmental best practice by Council, residents and business

4.3 A sustainable environment

4.3.1 Develop and implement planning policy to adapt to the impacts of climate change on the community

Evaluation Measure:

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



5. Organisational Sustainability

5.1 Strong engagement with the community

5.1.1 Improve community consultation processes that enable community contribution 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 Present a consistent image when communicating Council messages

5.2 An organisational culture that embraces our values

5.2.1 Demonstrate leadership by advocating the Council's intent to government, business and the community

5.2.2 Develop co-operative and collaborative partnerships to achieve strategic intent, especially on matters of state and national importance

5.2.3 Build effective leadership and management capability

5.3 Accountable service delivery

5.3.1 Apply an open and transparent leadership model

5.3.2 Adhere to the governance framework and public reporting systems

5.3.3 Ensure Council's financial position is effectively managed

5.3.4 Undertake regulatory responsibilities in accordance with state regulations

5.4 Commitment to continuous improvement and customer service

5.4.1 Develop a professional, capable and responsive workforce

5.4.2 Improve methods of service delivery to the community based on feedback, review processes and innovation

5.4.3 Apply best practice occupational health and safety processes to ensure a safe place of work

5.4.4 Create a workplace that is regarded as an 'Employer of choice'

Evaluation Measure:

- Application of Customer Service Charter
- Staff Retention and Succession Planning
- Number of users of Council facilities
- Successful completion of online training
- Effectiveness of data systems
- Implementation of Communication Strategy
- Compliance with statutory obligations
- Annual Auditor's Report
- Occupational Health and Safety Record
- Working within Council's investment policy
- Records management
- Public relations management
- Staff Awards for outstanding service

Council's Priority Projects 2015/2016

- Roadworks Program - \$8.5m for the maintenance and improvement of the road network
- Improved utilisation the Ayr Aerodrome - development of a Master Plan
- Creation of the new Burdekin Shire Planning Scheme (Sustainable Planning Act 2009) - provides an orderly approach to land use, development and infrastructure needs
- Creation of a Local Government Infrastructure Plan - replaces the Priority Infrastructure Plan (PIP) and forms part of the new Planning Scheme
- Review of Water Network Pressures and Reliability - implementation of a new customer service standard
- Review of works program - update software program that identifies scheduled asset management priorities
- Capital Budget and Projects System - introduction of a new internal process to align projects with available budget
- Support for expansion of irrigation areas - work with government to increase productive agricultural land within the Burdekin
- Increase use of community spaces - encourage community groups and residents to use the Council facilities

Regional Priority Projects

All projects listed below require significant funding from state or federal government. The Burdekin Shire Council proactively seeks funding opportunities and communicates with governments, the social, environmental and economic importance of completing these projects.

- Replacement of Olympic swimming pool in Ayr
- Replacement of Olympic swimming pool in Home Hill
- Provision of reticulated sewer system to Alva
- Provision of reticulated sewer system to Sutcliffe Estate, Ayr
- Provision of reticulated sewer system to Groper Creek
- Above-ground burial crypts at the Ayr Cemetery
- Expansion of Ayr Industrial Estate
- Inkerman Hill road upgrade
- Burdekin River – 2nd Crossing
- Replacement of Haughton River Bridge
- Expansion of Northern Irrigation Area – Majors Creek
- Minor raising of Burdekin Falls Dam including hydroelectricity (inclusive of Water for Bowen)
- Expansion of Southern Irrigation Area
- Bruce Highway - Queen Street to Rossiters Hill - Flood Mitigation
- Flood Mitigation projects - regional road network
- Urannah Dam
- Multi-Purpose Hall (Cyclone Shelter) - Home Hill State High School



PO Box 974
Ayr Q 4807

P: (07) 4783 9800

F: (07) 4783 9999

145 Young Street
Ayr Q 4807

0437 886 008 (SMS)

Operating hours
8am-5pm
Monday-Friday

W: www.burdekin.qld.gov.au

E: burdekinsc@burdekin.qld.gov.au

