



BURDEKIN SHIRE COUNCIL CORPORATE PLAN 2016 - 2021



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BURDEKIN SHIRE COUNCIL CORPORATE PLAN 2016 - 2021

INTRODUCTION

The Burdekin Shire Council Corporate Plan 2016 - 2021 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 VALUES

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

CUSTOMERS FIRST

UNLEASH POTENTIAL

IDEAS INTO ACTION

BE COURAGEOUS

EMPOWER PEOPLE

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.



OUR MISSION

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



USING THE CORPORATE PLAN

The Burdekin Shire Council Corporate Plan 2016-2021 outlines Council's five-year strategic direction based on community priorities.

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 and adopted by Council every year prior to the preparation of the annual Budget and Operational Plan.

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

Burdekin Shire Council

Corporate Plan

The five-year strategic direction 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.

OUR REGION

The Burdekin Shire is situated on the Pacific coastline, centred 70km south of Townsville, North Queensland. The Shire land area is in excess of 5000km² and is home to an estimated 17,364¹ 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.

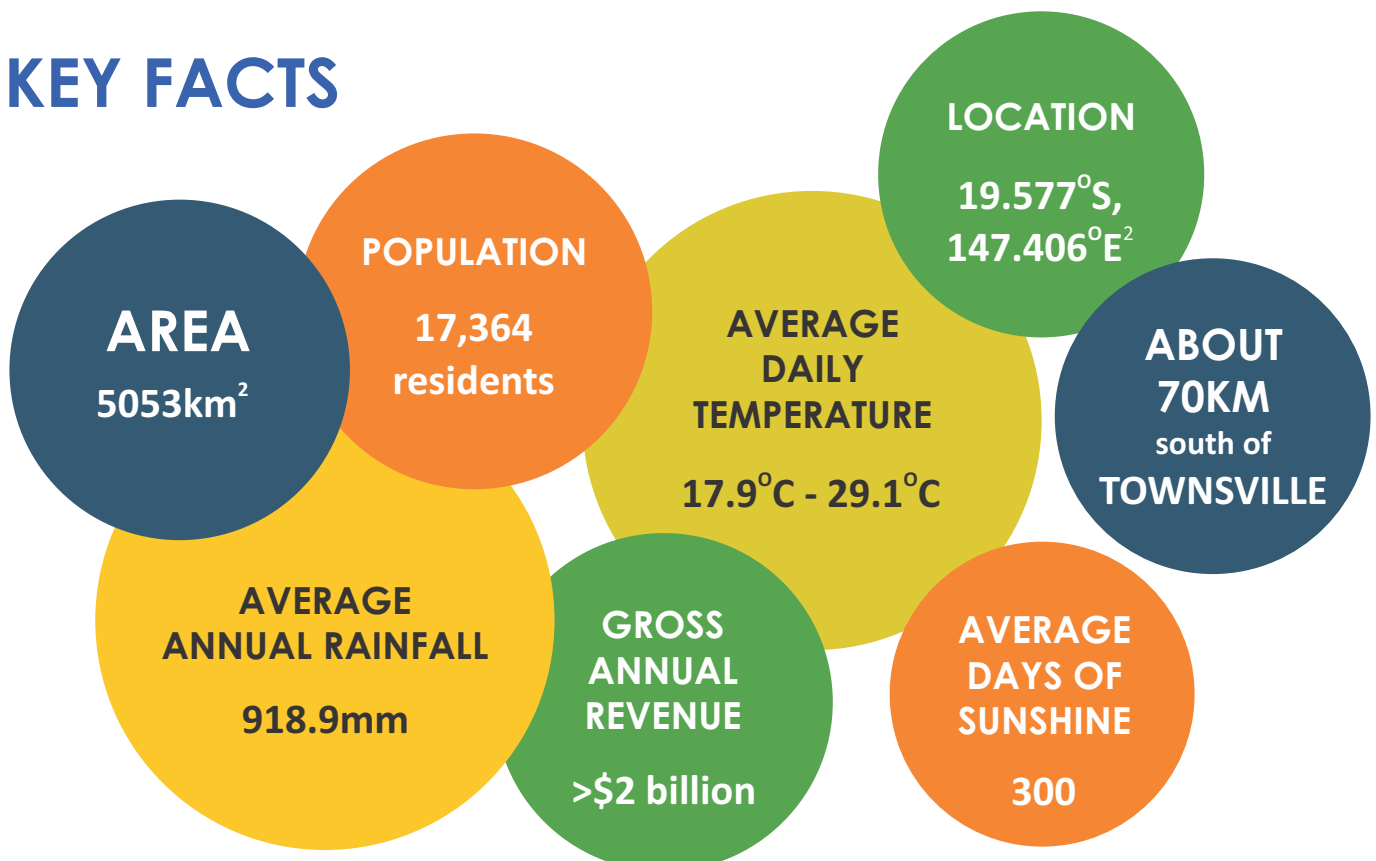
THE CHALLENGES

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

KEY FACTS



¹Census 2011 Quickstats

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

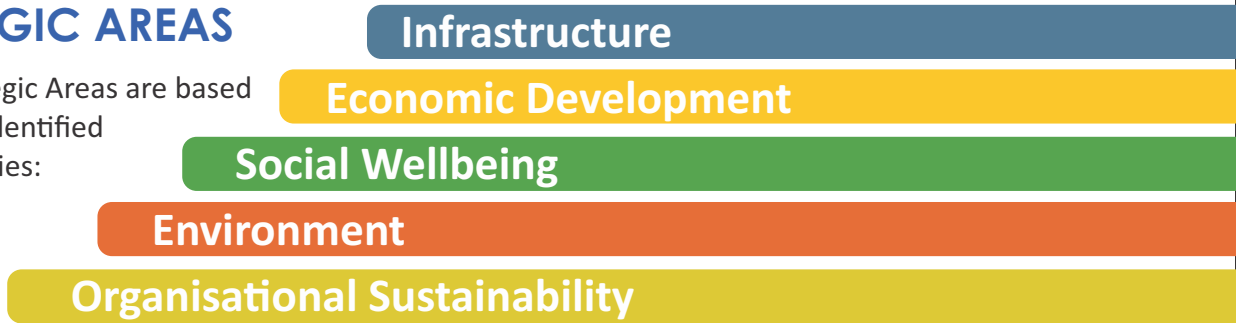
COMMUNITY PRIORITIES

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:

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 strategic 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.

INFRASTRUCTURE

1

INTENT		STRATEGIES	
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	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	Plan to protect the integrity of key community assets and buildings
		1.2.3	Apply a prioritised and planned system to upgrade and enhance existing facilities
		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	Co-operate with state and federal governments 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 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

COUNCIL'S ROLE

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

ECONOMIC DEVELOPMENT

2

INTENT

STRATEGIES

2.1	Empower the community	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 2.3.4 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 Develop and implement an Economic Development Strategy 2.4.2 Encourage diversification of the local economy 2.4.3 Promote pre-lodgement meetings with developers to facilitate industry investment in the Burdekin Shire 2.4.4 Investigate, support and facilitate the potential of bio-futures projects in the Burdekin 2.4.5 Support development, diversification, sustainability and expansion of aquaculture and agriculture industries
2.5	Plan and co-ordinate 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

COUNCIL'S ROLE

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

Deliver
 Monitor
 Deliver



SOCIAL WELLBEING

3

INTENT		STRATEGIES	
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	Raise public awareness and improve health and safety through the delivery of regulatory and advisory programs
		3.1.5	Develop in partnership with the community plans and processes to mitigate the impacts of a disaster
		3.1.6	Provide ongoing support for art, culture, youth, seniors and welfare.
		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
		3.1.8	Facilitate partnerships to improve crime prevention
3.2	Strong community organisations	3.2.1	Promote and encourage community participation and volunteerism within community organisations
		3.2.2	Build capability of individuals working with community organisations
		3.2.3	Provide support for key community events and 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 playing in the Burdekin
		3.3.3	Encourage creative and cultural pursuits that enhance the community identity
		3.3.4	Welcome visitors to the Burdekin
3.4	Provision of public space	3.4.1	Encourage active communities through the provision and maintenance of recreational facilities
		3.4.2	Support sporting organisations in providing opportunities for physical activity
3.5	Build a robust and resilient community	3.5.1	Co-ordinate and facilitate disaster planning and preparedness to reduce the impact of disaster events
		3.5.2	Support the Burdekin Local Disaster Management Group to ensure effective decision making during disaster events
		3.5.3	Partner with the District Disaster Management Group and the State Disaster Management Group

EVALUATION MEASURES

COUNCIL'S ROLE

Participant response to events

Monitor

Number of users of Council facilities

Monitor

Participant attendance at community events

Influence

Application of Customer Service Charter

Deliver

Compliment-to-complaint ratio

Monitor

Training available to community members

Deliver

Client satisfaction and feedback

Monitor

Compliance with statutory obligations

Deliver

Upgrade of public facilities

Deliver

ENVIRONMENT

4

INTENT

STRATEGIES

<p>4.1</p>	<p>Balancing the needs of the community and the environment</p>	<p>4.1.1 Attain a sustainable economic balance between positive environmental outcomes and ongoing development</p> <p>4.1.2 Support community education programs that contribute to improved environmental and community outcomes</p> <p>4.1.3 Protect and enhance the natural environment</p> <p>4.1.4 Work in partnership with organisations and the community to support projects to protect and enhance environmentally sensitive areas</p> <p>4.1.5 Continually improve waste management practices</p> <p>4.1.6 Promote the adoption of environmental best practice by Council, residents and business</p>
<p>4.2</p>	<p>A sustainable environment</p>	<p>4.2.1 Develop and implement planning policy to adapt to the impacts of climate change on the community</p> <p>4.2.2 Partner with and consult key stakeholder groups and government departments for a sustainable environment</p>

EVALUATION MEASURES

COUNCIL'S ROLE

<p>Application of Customer Service Charter</p>	<p>Deliver</p>
<p>Adoption and implementation of environmental best practice</p>	<p>Deliver</p>
<p>Community and business participation in waste minimisation and energy programs</p>	<p>Influence</p>
<p>Resident feedback through community engagement processes</p>	<p>Monitor</p>
<p>Compliance with statutory obligations</p>	<p>Deliver</p>
<p>Undertake community education programs</p>	<p>Deliver</p>



INTENT	STRATEGIES
<p>5.1</p> <p>Strong engagement with the community</p>	<p>5.1.1 Continue and enhance community engagement processes that enable greater community participation and feedback</p> <p>5.1.2 Be responsive and proactive in providing information in the public interest</p> <p>5.1.3 Communicate Council intent and decisions to the community using effective messaging tools</p> <p>5.1.4 Improve digital platforms to improve access to information</p> <p>5.1.5 Deliver Council messages in accordance with Council's Style Guide in all Council communication</p>
<p>5.2</p> <p>An organisational culture that embraces our values</p>	<p>5.2.1 Demonstrate the Council's strategic direction to government, business and the community through strong leadership and advocacy</p> <p>5.2.2 Develop co-operative and collaborative partnerships on matters of regional, state and national importance</p> <p>5.2.3 Build effective leadership and management capability</p> <p>5.2.4 Develop a cost-effective, adaptable and capable workforce to implement the vision for Burdekin Shire Council</p>
<p>5.3</p> <p>Commitment to continuous improvement, customer service and accountability</p>	<p>5.3.1 Demonstrate open and transparent leadership</p> <p>5.3.2 Ensure Council's financial position is effectively managed</p> <p>5.3.3 Adhere to the governance framework and public reporting systems</p> <p>5.3.4 Undertake regulatory responsibilities in accordance with state regulations</p> <p>5.3.5 Improve methods of service delivery to the community based on innovation, feedback and review processes</p>
<p>5.4</p> <p>Create a workplace that is regarded as an 'Employer of Choice'</p>	<p>5.4.1 Maintain Council's commitment to ensure a safe and healthy work environment for all employees</p> <p>5.4.2 Implement a work, health and safety management system</p>

EVALUATION MEASURES COUNCIL'S ROLE

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





Burdekin

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