

**B**urdekin  
**S**hire  
**C**ouncil

**CORPORATE PLAN**  
**2008 – 2013**

Adopted by Council:  
10 June 2008

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## **FOREWORD**

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### **Consultation Process Followed in Preparation and Adoption of the 2008-2013 Corporate Plan**

The preparation, adoption and implementation of the Council's 2008-2013 Corporate Plan provides the groundwork for development of medium and long term plans towards meeting the Council's Mission Statement being to foster community identity and wellbeing through social, environmental and economic balance.

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

- ❖ Council at its meeting held on 22 April 2008 resolved to adopt the Draft Corporate Plan 2008-2013 for public consultation purposes.
- ❖ A public advertisement was placed in the Ayr Advocate on 25 April 2008 inviting submissions to the Draft Corporate Plan by 26 May 2008.
- ❖ A copy of the advertisement and the Draft Corporate Plan was also displayed on the Council's website to 26 May 2008.
- ❖ No public submissions were received.
- ❖ Council at its meeting held on 10 June 2008 considered and adopted the 2008-13 Corporate Plan.

Cr. L. A. McLaughlin,  
MAYOR

K. Holt,  
CHIEF EXECUTIVE OFFICER

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## **MISSION STATEMENT and VALUES**

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### **Mission Statement**

“To foster community identity and wellbeing through social, environmental and economic balance.”

### **Values**

How we achieve our mission is as important as the mission itself. Fundamental to success for the Council are these basic values.

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

**Leadership** - to provide effective and decisive community and organisational leadership through 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 with the community.

**Best Practice, Productivity, Innovation and Continual Learning**– a commitment to ongoing development of skills and knowledge of councillors, management 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, management 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.

**Fairness, Equity, Respect and Ethical Behaviour** – to recognise that fairness, equity and ethical behaviour should underpin all decisions made by Council, management and employees in dealings with internal and external customers and is based on respect for others.

**Valuing People** – we recognise our ratepayers, citizens and employees as our greatest asset and value their contribution and commitment to the Burdekin Shire.

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## **ACHIEVING THE MISSION**

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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**

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- Continuation of the programme in urban streets of bitumen widening from existing kerbing and channelling to the existing bitumen carriageway, thereby eliminating gravel shoulders. Programme forecast to complete in 2009/10.
- Commence a programme in 2010/11 to provide improved drainage in urban areas of the Shire.
- Investigate the provision of sewerage treatment for isolated communities, with the town of Alva as the pilot scheme.
- Implementation of an Asset Management framework and policy to ensure optimal decisions on asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance based on agreed service levels.
- Development of a 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.
- Continuation of Council's use of environmental friendly fuels including E10 for light vehicles and bio-diesel for construction plant.
- Consideration and implementation of recommendations of the Burdekin Sport and Recreation Plan, as funds permit, including Alva Foreshore development, master plans for Anzac Park and proposed PCYC/multi tenancy building and assistance for Senior and Junior Soccer amalgamated facilities.
- Continuation of the programme of upgrading and installing playground equipment incorporating shade within Shire Parks.

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## **KEY STRATEGIC ELEMENTS AND STRATEGIES**

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

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### **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) 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 implementing the Workplace Health and Safety Plan.

## **2. Infrastructure**

**Objective** – To provide and maintain appropriate infrastructure to service the Shire’s existing and future service levels.

### **Strategies**

- 2.1 Urban Streets - continue the programme of bitumen widening from existing kerbing and channelling to the existing bitumen carriageway, thereby eliminating gravel shoulders. Programme forecast to complete in 2009/10.
- 2.2 Urban Streets - commence programme in 2010/11 of kerbing and channelling and bitumen widening to eliminate gravel shoulders.
- 2.3 Urban drainage – commence a programme in 2009-10 to provide improved drainage in urban areas of the Shire.
- 2.4 Rural Roads – continue programme to reconstruct and widen the rural arterial roads to a 7.6 metre width bitumen standard.
- 2.5 Rural Roads – for non-arterial roads, maintain existing standard and commence planning to address the sealing of rural roads with missing links of bitumen.
- 2.6 Rural Roads – continue placement of a minimum of 100m of bitumen in front of houses on a needs basis.
- 2.7 Continue the Ayr/Brandon and Horseshoe Lagoon drainage schemes.
- 2.8 Continue augmenting existing Water and Waste Water Schemes to maintain existing standards and cater for future growth.
- 2.9 Investigate the provision of sewerage treatment for isolated communities, with the town of Alva as the pilot scheme.
- 2.10 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.
- 2.11 Development of a 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.
- 2.12 Implement an Asset Rationalisation Plan for building and land assets to determine strategic need.
- 2.13 Continue investigations and develop a programme to underground overhead electricity supply in urban areas of Ayr, Brandon and Home Hill.
- 2.14 Maintain a modern, effective, flexible and efficient plant fleet that matches organisational needs.

- 2.15 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 Determine the need for forward planning in infrastructure related assets to assist in catering for and considering future development options.
- 3.2 Determine the need and facilitate land availability for future housing and industrial land development.
- 3.3 Recognise strategic land acquisition for future service provision in areas of industrial estate and parking.
- 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 equitable outcomes.
- 3.6 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 Promote waste and recycling services which encourage waste minimisation.
- 4.2 Operate and maintain Council's waste management facilities to comply with environmental standards.
- 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 Continue to develop systems and support programs that improve Council's environmental performance and provide sustainable outcomes.

- 4.6 Investigate the improvement of stormwater quality in major drainage paths, with Nelson's Lagoon as the pilot scheme.
- 4.7 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.
- 4.8 Continue Council's use of environmental friendly fuels including E10 for light vehicles and bio-diesel for construction plant.
- 4.9 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.
- 4.10 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, as funds permit, including Alva Foreshore development, master plans for Anzac Park and proposed PCYC/multi tenancy building and assistance for Senior and Junior Soccer amalgamated facilities.
- 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 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 inspection programmes to maintain and improve health and environmental standards within the community such as animal control and vector control programmes.



## **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 communities' 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 Government Counter Disaster Committee.
- 6.3 Build and strengthen our community identity and acknowledge the diversity in our communities.
- 6.4 Facilitate and provide ongoing support for the Burdekin Shire Council Youth Council.
- 6.5 Encourage and support community events.
- 6.6 Provide ongoing support for particular 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 development and maintenance of local infrastructure and services and appropriate land use planning to encourage existing business and attract new business investment.
- 7.2 Consider and implement the Burdekin Tourism Plan, as funds permit.
- 7.3 Facilitate opportunities to develop skills which support employment opportunities in the Shire.
- 7.4 Lobby and advocate on behalf of the local/regional area through membership of tourism and other economic development forums at local and regional levels.
- 7.5 Foster and develop effective partnerships and networks which will enhance tourism and economic development.
- 7.6 Promote and encourage rural industries in the Shire including diversification and value adding as appropriate.

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