



Burnett Shire Council

***Draft
Corporate Plan***

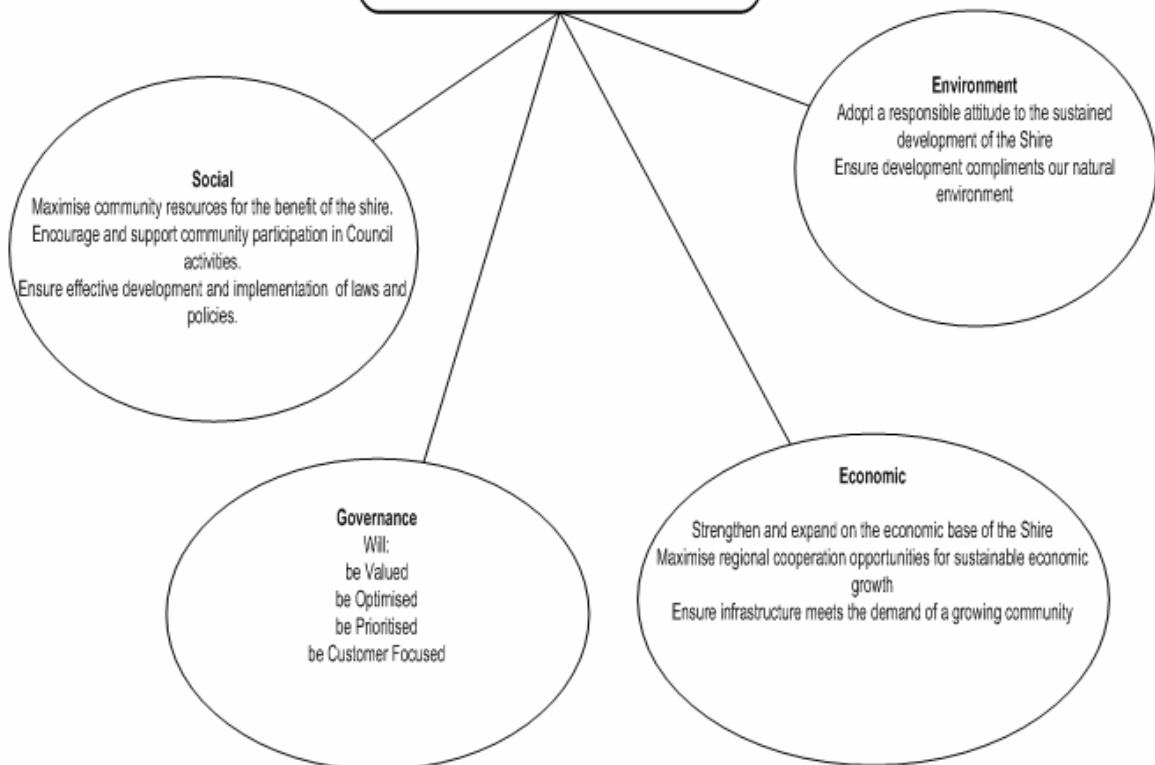
2005 – 2010

Best Location in Australia

Our Strategic direction

- Understand and respond to the needs of the community
 - Plan for the Growth and Development of the Shire
- Provide sound management of community assets and resources
 - Deliver essential services
- Regulate for the well being of the community and environment
- To practice continuous improvement processes in a safe manner

Our key issues are:



About the Burnett Shire

Burnett Shire is currently home to around 27,000 people. This figure is expected to grow to more than 32,000 over the next five years. Burnett Shire is truly unique, as it is made up of many small communities, each having its own special local identity. Although the population is spread throughout the Shire, the towns of Bargara, Innes Park, Coral Cove, Elliott Heads, Burnett Heads, and Moore Park Beach are the main coastal residential areas. A number of villages provide the focus for the rural community, the largest of which include Sharon, South Kolan, Avondale and Yandaran.

Burnett Shire surrounds the City of Bundaberg and extends from Baffle Creek in the north to Theodolite Creek in the south. The Shire has 92 kilometres of Pacific Ocean coastline. It extends within 10 kilometres of Gin Gin in the West and 20 kilometres from Childers to the South. The total area of the Shire is 2,000 square kilometres with 1,200 kilometres of road network. The geography of the Shire presents Council with a unique set of challenges in establishing a sense of community, individuality and demonstrable equity.

The Shire's economy is based on the rural industry. Sugar cane, small crops, grazing land and state forests are predominant. The emerging tourism industry will compliment the rural industry by contributing to the economy that supports businesses, employment and educational facilities. The Port of Bundaberg which is administrated by the Bundaberg Port Authority resides geographically within the shire at the mouth of the Burnett River.

Burnett Shire is blessed with an ideal sub tropical climate which, combined with its coastal environment, continues to attract new residents and increasing numbers of visitors.

About the Corporate Plan

Burnett Shire has a vital role to play in ensuring the Wide Bay/Burnett region achieves its economic potential. We will continue this region's role in the agricultural and value adding sector with the continued growth of the tourist destination and associated attractions playing a more important role within the Shire. We will continue to safeguard the quality of lifestyle that makes the Burnett Shire so precious to all those who choose to call it home.

During the development of this plan we have focused on a series of important local and regional issues. These issues and our responses to them form the basis of this plan. The issues were assessed during a series of workshops with Councillors and staff conducted over the last twelve months. The process also involved reviewing key Council documents such as the Total Management Plan (2000), Community Plan (1995), the Community Health Plan (1997) the proposed Intergrated Planning Act Planning Scheme (2005) and the Wide Bay Growth Management Framework (1997).

Through this Corporate Plan Burnett Shire Council will provide efficient, cost-effective service while guiding and encouraging investment and growth in the best interests of residents and business. The Corporate Plan is a living document and will ensure that the vision of "The best location in Australia" is achieved. Or in the words of the Mayor "The Greatest Shire in the Greatest State in the Greatest Country in the World".

*Raymond E Duffy (Mayor),
Councillors and Staff,
Burnett Shire Council.*

*Tim Rose
Chief Executive Officer
Burnett Shire Council*

Vision for the Community



"The best location in Australia"

In 2010, Burnett Shire will continue to be the best location in Australia for visitors, businesses and permanent residents and will be characterised by:

- ☞ Decisions affecting the community being based on the well being of the community as a whole;*
- ☞ Quality infrastructure servicing permanent residents and visitors;*
- ☞ Enhanced opportunities for people in the community to be involved in decisions that affect them;*
- ☞ A balance of urban and rural facilities with a focus on strong community values and environmental awareness.*

Declaration

At Burnett Shire we are committed to:

- ∞ Fairness & Respect*
- ∞ Customer Focused Attitude*
- ∞ Responsibility & Accountability*
- ∞ Learning & Personal Growth*
- ∞ Loyalty, Trust and Honesty*
- ∞ Initiative and Innovation*
- ∞ Delivering outcomes*

Delivering today – Ensuring tomorrow

Delivering Today

- Roads & Drainage
- Parks and Public Open Space
- Water & Sewerage
- Waste Services
- Emergency Services
- Community Services
- Health Services
- Corporate Services

Ensuring Tomorrow

- Prudent Financial Management
- Balanced Environmental Management
- Robust Development Management
- Sound Asset Management
- Consultative Community Development
- Responsive People Development
- Sound Infrastructure Planning

Economic

Burnett Shire Council recognises and supports the role economics play in the development of our Shire. Whilst it is recognised our current lifestyle is idyllic, economic development will be an integral part of maintaining that lifestyle and providing infrastructure for residents. With controlled growth, our Shire will provide residents with quality infrastructure, sound road network, parks, public open space, reserves and beaches. It is imperative that we act to ensure our future viability within the Wide Bay/Burnett Region and Australia as a whole.

As such,

OUR ECONOMIC DEVELOPMENT WILL:

- *Strengthen and expand on the economic base of the Shire*
- *Maximise regional opportunities for sustainable economic growth*
- *Ensure infrastructure meets the demand of a growing community*

To achieve these goals we will:

- Identify and support growth activities
- Encourage and investigate investment initiatives
- Foster effective partnerships
- Explore opportunities for Regional co-operation
- Actively pursue additional water
- Actively pursue all funding sources
- Maintain and manage assets to meet current and future need
- Identify, plan and develop infrastructure to meet community and economic need
- Be an effective advocate of State, Federal and Private infrastructure to benefit the Shire

We will measure our success by:

- Shire population growth
- Job creation
- Economic growth within the Region
- Tourism development
- Community satisfaction
- Level of depreciation funded
- Quality standards complied with

ECONOMIC GOALS AND STRATEGIES

Long Term Goal

GROWING AND DIVERSIFIED BUSINESSES AND INDUSTRIES WHICH COMPLEMENT THE QUALITIES OF THE SHIRE AND PROVIDE EMPLOYMENT OPPORTUNITIES TO SHIRE RESIDENTS.

Outcome

■ **Council is developing and encouraging business and industry growth.**

Strategies

- Develop and adopt an economic development plan.
- Implement economic development plan strategies.

Long Term Goal

A QUALITY WELL MAINTAINED SHIRE ROAD NETWORK WHICH MEETS THE NEEDS OF THE COMMUNITY

Outcome

■ **Road construction and maintenance is being carried out in accordance with the approved program.**

Strategies

- Continue to fund and implement strategic construction and maintenance programs.
- Maintain a quality roadworks operation.
- Monitor and respond to development and land use changes which may impact on road usage or maintenance.
- Investigate and where appropriate introduce new external and internal revenue options to fund roadworks programs.

Long Term Goal

THE SHIRE HAS A STRONG AND SUSTAINABLE AGRICULTURAL SECTOR

Outcome

- **The agricultural sector remains a major contributor to the Shire economy.**

Strategies

- Engage with various sectors of the agricultural industry to ensure that Council understands their needs and issues.
- Lobby the State and Federal Government in conjunction with industry groups to ensure that funding is available for continued sustainability.
- Ensure that Council policies consider the needs of the agricultural sector.

Long Term Goal

THE SHIRE HAS A SUSTAINABLE TOURISM INDUSTRY.

Outcome

- **Number of tourist nights in the Shire.**

Strategies

- Continue to participate in Bundaberg Limited.
- Continue to implement Council's "Tourism 2010" program.
- Maintain beach and foreshore development and maintenance programs.
- Continue to promote the effective operation of Council caravan parks.
- Ensure that Council policies consider the needs of the tourism sector.

Long Term Goal

THE COUNCIL HAS QUALITY AND WELL MAINTAINED INFRASTRUCTURE AND OTHER ASSETS WHICH MEET COMMUNITY NEEDS.

Outcome

- **Council's asset management programs are being funded and implemented.**

Strategies

- Develop and implement asset management plans for all Council assets.
- Include asset construction, replacement and maintenance in the Operational Plan.

Long Term Goal

THE COUNCIL HAS QUALITY AND WELL MAINTAINED INFRASTRUCTURE AND OTHER ASSETS WHICH MEET COMMUNITY NEEDS.

Outcome

- **Programs are in place which will address the requirement for infrastructure and service provision in existing residential areas.**

Strategies

- Establish the extent of the need in infrastructure and service delivery in existing residential areas.
- Identify and prioritise the infrastructure elements and localities that require servicing.
- Fund and implement a program which will address infrastructure requirements in existing residential areas.

Long Term Goal

COUNCIL INFRASTRUCTURE AND UTILITIES FACILITATE AND ENHANCE SUSTAINABLE GROWTH

Outcome

- **Future development areas are adequately serviced with appropriate infrastructure.**

Strategies

- Develop and implement a priority infrastructure plan as part of the planning process.
- Develop and implement an infrastructure charges schedule.
- Source internal and external revenue streams to fund infrastructure requirements.
- Explore funding opportunities, including PPP's (private/public partnerships) in regard to such infrastructure.

Environment

Burnett Shire Council is committed to enhancing and conserving our unique environment. This requires community commitment to be environmentally responsible. Our continued growth depends on detailed planning, astute management decisions and continued community awareness. We commit ourselves to providing environmentally sound policies and practices that affect our environment and planning to ensure our future sustainability.

As Such,

ENVIRONMENTALLY, WE WILL:

- Adopt a responsible attitude to the sustained development of our Shire*
- Effectively plan to ensure development compliments our natural environment*

To achieve these goals, we will:

- Integrate environmental policies throughout work practices
- Maximise involvement of the community in environmental management issues
- Develop and implement ‘state of the environment’ scorecard systems

We will measure our success by:

- Community satisfaction
- Environmental scorecard performance
- Community involvement

ENVIRONMENT GOALS AND STRATEGIES

Long Term Goal

ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT.

Outcome

- **A planning scheme is in place which ensures that growth is managed, sustainable and delivers outcomes which meet community needs.**

Strategies

- Complete and commence operation of the Shire Intergrated Planning Act compliant planning scheme.

Long Term Goal

A COMMUNITY WITH HIGH ENVIRONMENTAL HEALTH STANDARDS.

Outcome

- **Acceptable community health standards are being maintained.**

Strategies

- Maintain programs which deliver positive outcomes across the spectrum of environmental health activities.
- Develop and implement programs for natural resource management.
- Develop and implement programs for pest management.

Long Term Goal

HIGH QUALITY WATER SUPPLY AND SEWERAGE SERVICE THAT MEET THE DEMANDS OF THE GROWING COMMUNITY.

Outcome

- **All urban areas adequately provided with high quality water and sewerage services that meet required standards of services.**

Strategies

- Develop and implement programs of infrastructure renewals and improvements.
- Provide water supply infrastructure that satisfies Department of Natural Resources Planning Guidelines for Water Supply and Sewerage.
- Develop and maintain Total Management Plans and Strategic Asset Management Plans for Water Supply and Sewerage.
- Develop strategies for the provision of water and sewerage infrastructure for a minimum design horizon of 20 years.
- Supply high quality water that meets National Health and Medical Research Centre Guidelines.
- Provide wastewater treatment services that satisfy environmental conditions set by Environmental Protection Act.

Long Term Goal

EFFICIENT USE OF WATER RESOURCES.

Outcome

- **Community needs for water met with minimum impact on the water resource.**

Strategies

- Implement appropriate demand management programs.
- Minimise unaccounted water loss.
- Implement appropriate water pricing structures to encourage more efficient use of treated water.
- Develop water reuse strategies to reduce the demand on clean water resources.
- Develop and promote Integrated Water Management in urban design.
- Promote water efficient devices and energy saving devices in new housing developments.
- Encourage innovation in the water industry.

Long Term Goal
APPROPRIATE WASTE MANAGEMENT PRACTICE.

Outcome

- **Effective waste management.**

Strategies

- Implement and monitor land fill remediation programs.
- Continue waste minimisation strategies.
- Continue to implement the Shire waste management strategy.
- Examine funding options for waste management.

Long Term Goal
QUALITY, WELL MAINTAINED AND LOCALLY APPROPRIATE STREET SCAPES AND OPEN SPACE.

Outcome

- **Parks and open space have been developed in accordance with the parks and open space strategy.**

Strategies

- Ensure that adequate resources are provided for the maintenance of Council streetscapes and developed open space.
- Develop a streetscape plan for identified Shire townships.
- Source internal and external funding for park and open space development.
- Continue to implement the parks and open space strategy.

Long Term Goal
BEST PRACTICE CATCHMENT MANAGEMENT FOR SHIRE WATER WAYS

Outcome

- **Effective catchment management practices in place.**

Strategies

- Participate in regional catchment management groups.
- Monitor water quality.
- Develop and implement an urban storm water management plan.

Long Term Goal

PROTECTION OF THE SHIRE'S COASTAL VALUES

Outcome

- **Effective coastal management strategies are in place.**

Strategies

- Implement relevant planning and environmental strategies.
- Continue assistance to the Woongarra Marine Park group.
- Maintain relationships with local foreshore advisory committees.
- Develop preservation strategies for high conservation value coastal areas.
- Consult and liaise with the Local Marine Advisory Committee (LMAC), a Sub-Committee of the Great Barrier Reef Marine Park Authority (GBRMPA).

Social

Burnett Shire Council exists solely for the community. In such a diverse community, we must work together to achieve goals that maximise our potential. Burnett Shire Council is here to ensure equitable and fair practices throughout the Shire as a whole, recognising needs and prioritising funds to ensure sustainability. Our Council is here for all citizens, providing essential services, supporting community innovation and planning for our future.

As such,

OUR SOCIAL RESPONSIBILITY WILL:

- *Maximise community resources for the benefit of the Shire*
- *Encourage and support community participation in Council activities*
- *Ensure effective development and implementation of State, Federal and Local Laws and policies*

To achieve these Goals we will:

- Promote community interaction
- Continue to improve communication with the community
- Support expansion of community services
- Maximise opportunities for Community groups
- Encourage and support social, cultural and sporting activities
- Actively pursue all funding sources.

We will measure our success by:

- Community Satisfaction
- Level of depreciation funded
- Quality standards complied with

SOCIAL GOALS AND STRATEGIES

Long Term Goal

QUALITY AGED SERVICES AND FACILITIES WHICH MEET COMMUNITY NEEDS.

Outcome

- **Aged Shire residents have access to a range of affordable accommodation options.**

Strategies

- Facilitate affordable aged accommodation development through the Shire planning scheme and Shire economic development plan.

Long Term Goal

QUALITY AGED SERVICES AND FACILITIES WHICH MEET COMMUNITY NEEDS.

Outcome

- **The social and health care needs of the Shires aged residents are being adequately met.**

Strategies

- Support community groups which provide services to the aged through the community program.
- Assist and promote sports facilities and activities for the aged in accordance with the Shire sport and recreation plan.
- Support industry providers and private enterprise to provide quality social and health care facilities.

Long Term Goal

THE YOUTH OF THE SHIRE VALUED, INCLUDED IN COMMUNITY DECISION MAKING AND HAVE ACCESS TO SOCIAL SERVICES AND ACTIVITIES THAT MEET THEIR NEEDS.

Outcome

- **The Shire youth are engaged by Council and have input into issues which affect today's youth.**

Strategies

- Continue to support the Shire Youth Council.
- Continue to support the provision of youth development services.

Long Term Goal

QUALITY SPORT AND RECREATION FACILITIES.

Outcome

- **The community has access to well maintained sport and recreation facilities which meet their needs.**

Strategies

- Review and maintain Council's sport and recreation plan.
- Develop facilities in line with the sport and recreation plan and the walk and cycle plan.
- Ensure that maintenance costs and depreciation are funded for existing facilities that are identified as requiring replacement.
- Encourage cooperation and utilisation of sport and recreation facilities within the region.

Long Term Goal

A COMMUNITY WITH AFFORDABLE ACCESS TO THE FULL RANGE OF TRANSPORT SERVICES AND FACILITIES.

Outcome

- **Public transport services and road infrastructure are meeting community and visitor needs.**

Strategies

- Continue to support the efforts to upgrade the Bundaberg airport.
- Promote and lobby for the enhancement of public transport service provision.
- Continue to lobby and liaise with the State and Federal government for increased road maintenance and construction funds.
- Monitor public transport infrastructure needs for bus stops, shelters etc.

Long Term Goal

A COMMUNITY WHICH IS MOTIVATED AND INVOLVED IN A RANGE OF SOCIAL, CULTURAL AND RECREATION ACTIVITIES.

Outcome

■ **Active and well resourced community groups.**

Strategy

- Continue to assist community groups and events through the community program.
- Continue to support the provision of community services.

Long Term Goal

A COMMUNITY WHICH IS MOTIVATED AND INVOLVED IN A RANGE OF SOCIAL, CULTURAL AND RECREATION ACTIVITIES.

Outcome

■ **The community has high participation rates in sport, recreation and cultural activities.**

Strategy

- Encourage activities in line with the sport and recreation plan.
- Encourage sporting, arts and cultural events and activities through the community program.

Long Term Goal

A COMMUNITY THAT RECOGNISES THE VALUE OF PRESERVING THE CULTURAL HERITAGE OF THE AREA.

Outcome

■ **Cultural heritage sites and values within the Shire are being preserved and maintained in accordance with a cultural heritage management plan.**

Strategy

- Develop and commence implementation of a cultural heritage management plan.
- Identify, document and publicise cultural heritage sites within the Shire.
- Support the preservation of Shire history and cultural heritage values where appropriate.

Long Term Goal

A safe and crime free community.

Outcome

- **Shire crime levels continue to be reduced.**

Strategies

- Continue to liaise with the Queensland Police Service regarding resource provision, planning and crime prevention.
- Continue to assist neighbourhood watch groups and programs.
- Where appropriate comply with “Crime Prevention through Environmental Design” principles.

Long Term Goal

A safe and crime free community.

Outcome

- **Community safety and emergency service levels are maintained consistent with population growth.**

Strategies

- Continue disaster management planning at a local and district level.
- Continue to fund and support the various State Emergency Service groups that service the shire.
- Continue to fund and support the Shire Surf Lifesaving groups and the provision of life guard services.
- Continue to support emergency rescue services.
- Continue to support and collect levies on behalf of Shire rural fire brigades.
- Continue to liaise with emergency service providers regarding resource planning and provision.

Long Term Goal

A COMMUNITY WITH THE CAPACITY TO CONTINUE TO MANAGE THE CURRENT AND FUTURE DIRECTION OF THE AREA AND ITS COMMUNITY OF INTEREST.

Outcome

- **Burnett Shire maintains its independence and positive image in line with community expectations.**

Strategies

- Continue to promote the Shire's own identity while working co-operatively with other Local Government Councils.
- Implement strategies that maximise resource sharing and co-operation opportunities.

Governance

Burnett Shire Council is committed to optimising resources for the benefit of the community. It is imperative that our Resources - Human, Physical and Financial, provide maximum return on investment. At the same time, we firmly believe that our staff are our greatest asset. We actively support our staff to be professional, capable and achieve goals identified for the betterment of our Shire.

As such,

OUR GOVERNANCE RESOURCES WILL:

- *Be Valued*
- *Be Optimised*
- *Be Prioritised*
- *Be Customer Focused*

To achieve these goals we will:

- Monitor and prioritise expenditure
- Maximise funding opportunities
- Encourage and support a skilled and motivated workforce
- Maintain and manage assets effectively and responsibly
- Explore and develop resource sharing opportunities
- Enhance Customer Service

We will measure our success by:

- Community satisfaction
- Staff satisfaction
- Financial performance
- Return on assets
- Level of external funds received

GOVERNANCE GOALS AND STRATEGIES

Long Term Goal

BEST PRACTICE CORPORATE GOVERNANCE

Outcome

■ Improved Corporate Governance

Strategies

- Maintain a corporate structure that reflects and meets the needs of the Corporate Plan.
- Maintain a comprehensive and effective planning and reporting process.
- Maintain high standard of ethical conduct.
- Provide sufficient resources to facilitate effective governance.
- Support the separation of roles between Council and Management.
- Provide adequate support and development opportunities to ensure that corporate skills and knowledge are current and leading edge.
- Maintain Shire growth management plans.

Long Term Goal

BEST PRACTICE CORPORATE GOVERNANCE

Outcome

■ Effective Community Engagement

Strategies

- Implement Council's communication policy.
- Continue to engage the community through community forums as appropriate.
- Maintain liaison with advisory groups within the community.
- Utilise the media to communicate Council information as necessary.
- Respond to correspondence in a timely manner.

Long Term Goal
BEST PRACTICE CORPORATE GOVERNANCE

Outcome

- **Effective Engagement with external stakeholders**

Strategies

- Participation in regional local government groups and attend forums.
- Maintain good working relationships with Local, State and Federal government agencies.
- Maintain relationships with significant industry groups.
- Maintain relationships with the Bundaberg Port Authority.

Long Term Goal
BEST PRACTICE CORPORATE GOVERNANCE

Outcome

- **Quality administration and service which meets customer needs.**

Strategies

- Provide adequate resources to ensure that administration and customer service functions are carried out effectively.
- Ensure effective and sustainable administrative systems are in place to meet operational and legislative requirements.

Long Term Goal
BEST PRACTICE CORPORATE GOVERNANCE

Outcome

- **Effective knowledge management systems and policies in place.**

Strategies

- Maintain an effective records management policy and procedure.
- Maintain an effective information management system.

Long Term Goal
BEST PRACTICE CORPORATE GOVERNANCE

Outcome

- **Long term financial sustainability**

Strategies

- Maintain up to date and compliant financial management and reporting systems.
- Implement best practice purchasing policies and procedures.
- Maintain and implement asset management systems.
- Fund depreciation in accordance with revenue policy, and provide for asset replacement in line with asset management plans.
- Ensure that grant and subsidy income is maximised.
- Maximise internal revenue sources.
- Continue to apply the Code of Competitive Conduct to nominated Council business activities.

Long Term Goal
BEST PRACTICE CORPORATE GOVERNANCE

Outcome

- **A quality, effective and motivated workforce.**

Strategies

- Maintain and fund an effective training and development programme.
- Conduct regular performance appraisals for all staff.
- Promote a merit based recruitment and selection process for the employment and promotion of staff.
- Optimise the benefits from the Enterprise Bargaining Agreements.
- Maintain practices in line with Quality procedures and the Workplace Health & Safety Legislation.