



Burke Shire Council

Corporate Plan 2019-24



Image: construction of the Burketown Wharf Boat Ramp and Car Park.

ADOPTION BY COUNCIL

Council adopted the 2019-24 Corporate Plan on [insert date]

REVISION SCHEDULE

Date	Details	Decision Number
16 May 2019	Draft structure, goals, strategies, performance indicators, Vision and Mission presented and endorsed by Council for release.	190516.07
18 July 2019	Post-consultation version presented to Council for endorsement.	190718.17

COPIES OF THE CORPORATE PLAN

Copies of the Corporate Plan, along with other corporate documents, are available on Council's website. Please visit www.burke.qld.gov.au to view/download a copy.

FEEDBACK ON THE CORPORATE PLAN

Council welcomes queries and feedback on the Corporate Plan at any time. Please direct enquiries and comments on the Corporate Plan 2019-24 to:

Chief Executive Officer
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Burketown QLD 4830

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MESSAGE FROM THE MAYOR AND CEO

It is our pleasure to present the Corporate Plan for 2019-24. The plan defines Council's strategic vision for the next five years and identifies the ways in which Council will measure its performance in delivering on this vision. The plan has been put together with input from the community, our funding agencies and other key stakeholders.

The Corporate Plan commits Council to a Vision of inclusivity, innovation and integrity. It commits Council to a suite of Priority Projects and Initiatives (p. 9) and it commits Council to deliver on the following goals:

- **Community:** Council acts, directly or through facilitation or advocacy, to promote healthy, inclusive and sustainable communities in the Burke Shire.
- **Governance:** Council is committed to financial, asset, environmental and community sustainability and secures these ends through efficient and effective decision-making processes. This, in turn, promotes community confidence, employee pride and stakeholder satisfaction with the organisation.
- **Assets:** Council makes appropriate infrastructure investments (operations, maintenance, renewals, upgrades, acquisitions, disposals) to ensure the delivery of appropriate levels of service to the community. These decisions are made with reference to financial, asset and community sustainability.
- **Environment:** Council acts, directly or through facilitation or advocacy, to promote positive environmental outcomes for the benefit of current and future generations.
- **Economy:** a diverse, strong and sustainable economy that provides employment and business opportunities for current and future generations.

These goals are supported by a range of strategies, projects and initiatives that have been developed with reference to community input, common sense, compliance requirements and emerging trends and technologies. Through blending these insights, Council is confident that it can seek out and deliver project and service-delivery solutions that are efficient (represent value for money), effective (solve the problem or address the need) and sustainable (economically, socially and environmentally).

We note that the balance of this Plan will be delivered by the elected members and administration of the 2020-24 Council. Accordingly, it is important to recognise that Corporate Plans are strategic and aspirational and that they are not set in stone; they can be changed to reflect the changing circumstances of the organisation and the community. One thing that will not change, however, is the need for this and future administrations to secure outcomes that effectively balance financial, asset and community sustainability.

To ensure we stay on track, Council will review and publish its progress against the outcomes in this Plan. This will be done through quarterly Operational Reports, in the Annual Report and through the release of a biennial Community Satisfaction Survey. We will continue to consult with stakeholders throughout the life of the Plan and encourage feedback on the Plan at any stage so that we can ensure the Plan best reflects the needs and aspirations of the Community.



Cr Ernie Camp, Mayor



Ms Clare Keenan, Chief Executive Officer

ELECTED REPRESENTATIVES

Burke Shire Council has an elected body of five Councillors, with specific powers, responsibilities, and duties set out in the Local Government Act 2009 (the Act). Under the Act elections for the Mayor and Councillors are undertaken every four years, with the last election held on Saturday 19 March 2016.



From left to right: Cr Paul Poole (Deputy Mayor), Cr Ernie Camp (Mayor), Cr Tonya Murray, Cr John Yanner, Cr John Clarke.

MAYOR

Cr Ernie Camp was re-elected Mayor at the 2016 elections having served as Mayor for the previous term, Deputy Mayor for the two terms before 2012 and before that as a Councillor. In all, Cr Camp has been involved in Local Government for almost 20 years. He is Chair of the Australian Beef Association, a member of Agforce, the Gulf Cattleman's Association and a director of Cattle Producers Australia. He is a member of a committee looking to develop a new cattle board following on from recommendations by a senate committee into compulsory levies paid by the grassfed beef industry.

Cr Camp is a member of the Gregory Downs Jockey Club and has been race starter for many years. He is also a member of the Isolated Children's Parents Association (ICPA), Gregory Downs Sporting Association and Southern Gulf NRM.

Cr Camp represents Council as a board member on the Riversleigh Community Scientific Advisory Committee (RCSAC). As the chair of Gulf Savannah Development, he also is a member of the Qld Government's North West Mineral Province (NWMP) and the Federal Government's Isa Superbasin User's Panel.



DEPUTY MAYOR

COUNCILLOR PAUL POOLE



Cr Paul Poole was re-elected as a Councillor at the 2016 elections and elected as Deputy Mayor at the Statutory Meeting of Council, having also served the past term as Deputy Mayor. He has been a resident of Burke Shire for almost 30 years. Cr Poole's interest is to maintain a financially viable shire with economic growth and infrastructure expansion along with providing services to residents and employees. He has a great interest in marine safety.

COUNCILLORS

COUNCILLOR TONYA MURRAY

Cr Tonya Murray is a descendant of the Gangalidda people, one of the Traditional Owner groups in the Burke Shire. She has a keen interest in providing opportunities for young people, ensuring we minimise environmental impacts in our area and providing services & opportunities for locals. Cr Murray is also involved in various community organisations including the Burketown Rodeo & Sporting Association, Volunteer Marine Rescue, Burketown Fishing Club, Burketown Kindergarten Association and the Burketown State School P & C.



COUNCILLOR JOHN CLARKE



Cr Clarke was elected in the March 2016 elections. His interest in being a councillor was driven through his belief in the importance of contributing to community. Cr Clarke wants to keep council and governments connected to volunteers, the backbone of our communities. He has an interest in land management, as pest and weeds are becoming an increasingly big problem. Cr Clarke is President of the Gregory Downs Jockey Club, and member of the Gregory District Sporting Association and Planet Downs Fire Brigade.

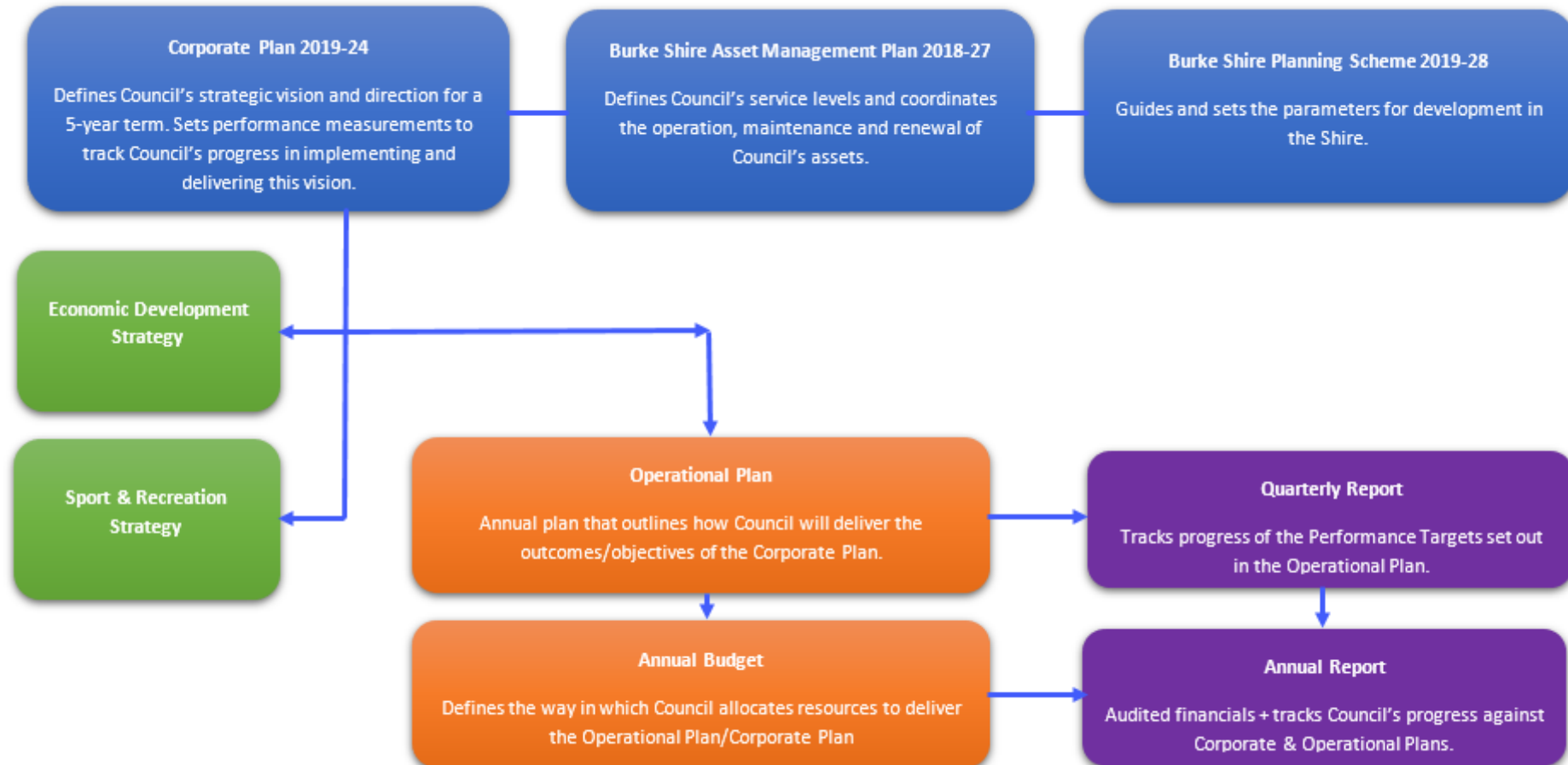
COUNCILLOR JOHN YANNER

After spending 20 years employed by Burke Shire Council as rural foreman, Cr Yanner put his hat in the ring and was elected as councillor in the 2016 election. Along with his extensive knowledge and interest in the road network, Cr Yanner's interest in becoming a councillor was driven by his desire to improve relationships between council and community.



CORPORATE PLANNING FRAMEWORK

The Corporate Plan 2019-24 is one part of a broader governance framework that drives Council's long-, medium- and short-term planning and operations.



VISION, MISSION, VALUES

Local Governments, as with other organisations, adopt Vision and Mission Statements to ensure Council continually focuses on the future it is trying to create and the path to be followed in achieving this future. The Vision Statement describes in words what our Shire will be known for if we pursue the outcomes identified in this plan. The Mission Statement describes the actions required to secure this future.

VISION

To be the model remote Australian community for inclusiveness, integrity, innovation and infrastructure.

MISSION

To make evidence-based decisions to progress community outcomes in line with our vision.

PRINCIPLES

Council operates under principles-based legislation. This requires that Council adheres to the following:

LOCAL GOVERNMENT PRINCIPLES

1. Transparent and effective processes, and decision-making in the public interest;
2. Sustainable development and management of assets and infrastructure, and delivery of effective services;
3. Democratic representation, social inclusion and meaningful community engagement;
4. Good governance of, and by, local government;
5. Ethical and legal behaviour of councillors and local government employees

SOUND CONTRACTING PRINCIPLES

The [Sound Contracting Principles](#) are:

1. Value for money; and
2. Open and effective competition; and
3. The development of competitive local business and industry; and
4. Environmental protection; and
5. Ethical behaviour and fair dealing.

PRIORITY PROJECTS & INITIATIVES

The following projects and initiatives are those that Council is focused on delivering over the next five years. Given Council is largely dependent on external funding to deliver Priority Projects, it is difficult to indicate with absolute certainty which projects will be completed in which year of the Corporate Plan 2019-24.



Image: construction of the Gregory Water Treatment Plant Solar Array. Delivering ~\$80,000 in energy savings per annum.

PRIORITY PROJECTS

UTILITIES

- STP Redesign Project
- Burke Shire Water Wise Projects
- SCADA for Utilities (water & wastewater)
- Burke Shire Renewable Energy Projects

TRANSPORT

- Transport betterment projects: Archie/Dinner Creek, Airport Road, Leichhardt River Crossing, Gregory River Crossing, Lawn Hill National Park Road (between Adels & Boodjamulla NP); Burketown Airport Road Erosion Control Project

SPORT & RECREATION

- Upgrades/infrastructure replacements at the Gregory Showgrounds
- Upgrade to the Burketown Showgrounds & Phillip Yanner Memorial Oval
- Burketown Swimming Pool Upgrade

TOURISM & ECONOMIC DEVELOPMENT

- Burketown Mineral Baths
- Local food production

WASTE MANAGEMENT

- Rehabilitation of Burketown and Gregory Landfill Sites
- Establish waste transfer stations in Burketown and Gregory

PRIORITY INITIATIVES

- Organisational Culture Initiative
- Business / ICT systems upgrade
- Sport and Recreation Strategy: implementation
- Economic Development Strategy: implementation
- Adoption of new Planning Scheme
- Burke Shire Accommodation Strategy
- Gregory Economic Development ILUA
- Waste Action Plan: implementation
- Release of residential, rural residential, commercial and light industrial land



Image: construction of the Burketown Wharf Boat Ramp. The development is designed to improve liveability, promote economic development and improve river access for Emergency Services.

GOALS, STRATEGIES AND PERFORMANCE INDICATORS: GOVERNANCE

GOAL – GOOD GOVERNANCE

Council is committed to financial, asset, environmental and community sustainability and secures these ends through efficient and effective decision-making processes. This, in turn, promotes community confidence, employee pride and stakeholder satisfaction with the organisation.

STRATEGIES & KPIS

1. Council develops, implements and maintains an effective and compliant governance framework (governance, finance, risk)
 - a. KPI: local laws, strategies, policies, plans, systems, committees, procedures, registers and reports are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.
 - b. KPI: external, internal audit and Audit Committee requirements are satisfied.
2. Council decision-making processes are efficient, effective, transparent and informed by key stakeholders.
 - a. KPI: Council's budget process
 - b. KPI: Council adopts and implements Balanced Scorecard decision-making;
 - c. KPI: Council adopts and implements a project decision-making framework for Priority Projects and initiatives;
 - d. KPI: Community Engagement Strategy/Plan developed, adopted, implemented and reviewed.



Image: community consultation on the Sport & Recreation Strategy 2019-24. This Strategy will be delivered pursuant to the Corporate Plan 2019-24.

3. Council decision-making promotes financial and asset sustainability
 - a. KPI: Sustainability Ratios

- b. KPI: Sustainability Initiatives
- 4. Conduct of Councillors and Council staff is ethical and lawful
 - a. KPI: Complaints Management System
- 5. Promote an organisational culture that values and empowers its workforce:
 - a. KPI: develop, adopt, implement and review Organisational Culture program
 - b. KPI: develop, adopt, implement and review Learning & Development program
- 6. Council has the systems in place to drive operational efficiencies and deliver quality customer service.
 - a. KPI: Business/ICT systems upgrade project completed
 - b. KPI: Business systems & processes
 - c. KPI: Biennial Community Satisfaction Survey.
- 7. Council is a strong advocate for the Shire and the region:
 - a. KPI: organisational memberships and advocacy



Image: preparation for the 2018 Order of the Outback Ball, hosted in the Burke Shire Nijinda Durlga.

GOALS, STRATEGIES AND PERFORMANCE INDICATORS: COMMUNITY

GOAL – HEALTHY, INCLUSIVE, SUSTAINABLE COMMUNITIES

Council acts, directly or through facilitation or advocacy, to promote healthy, inclusive and sustainable communities in the Burke Shire.

STRATEGIES AND KPIS

1. Council provides facilities, spaces, services, events and activities that promote and support community engagement, health, well-being and sustainability
 - a. KPI: implementation of Sport & Recreation Strategy
 - b. KPI: delivery of Priority Projects and Initiatives
 - c. KPI: Community Satisfaction Survey
 - d. KPI: Council events program
2. Council supports and/or partners with organisations, services, events and activities that promote and support community engagement, health, well-being and sustainability.
 - a. KPI: management of Grants & Sponsorships
 - b. KPI: Community Satisfaction Survey
 - c. KPI: support for Emergency Services groups
3. Council acts (directly or through facilitation, advocacy or partnerships) to address accommodation issues that impact on community well-being and sustainability.
 - a. KPI: development, implementation and review of the Burke Shire Accommodation Strategy
 - b. KPI: 5-Year Asset Management Plan
4. Council is an equal opportunity employer and provides a safe working environment for all employees.
 - a. KPI: Policy compliance
 - b. KPI: Implementation and review of SafePlan 2
5. Council is committed to providing meaningful training, employment and career pathways for Burke Shire residents.
 - a. KPI: Learning & Development Program.



Image: Burketown Sprint Races.

GOALS, STRATEGIES AND PERFORMANCE INDICATORS: ASSETS

GOAL – ASSET SUSTAINABILITY

Council makes appropriate infrastructure investments (operations, maintenance, renewals, upgrades, acquisitions, disposals) to ensure the delivery of appropriate levels of service. These decisions are made with reference to financial, asset and community sustainability.

STRATEGIES & KPIS

1. Council develops, implements and maintains an effective and compliant asset management framework.
 - a. KPI: strategies, policies, plans, systems, procedures and training programs are developed, implemented and reviewed in a manner that satisfies regulatory and organisational requirements.
 - b. KPI: 5-year infrastructure and capital works plans are in place for all classes of assets.
2. Council manages, maintains, renews and upgrades assets in line with relevant plans, policies, strategies, budgets and in line with relevant program requirements (including maintenance of appropriate accreditations):
 - a. KPI: delivery of externally funded transport and infrastructure programs/projects meets all eligibility, cost, time, quality requirements
3. Council operates, maintains and utilises Council assets to deliver efficient and cost-effective services to the community.
 - a. KPI: Operational and maintenance costs are measured, monitored, benchmarked and reported on to demonstrate efficient and cost-effective outcomes.
 - b. KPI: implementation of cost saving measures / delivery of cost saving initiatives
4. Council's asset decision-making promotes financial and asset sustainability.
 - a. KPI: Sustainability Ratios
 - b. KPI: Whole-of-Life costing informs all renewal, upgrade, acquisition decisions.
5. Council explores and delivers on opportunities to build more resilient infrastructure;
 - a. KPI: delivery of infrastructure betterment projects (where funding is available)



Image: Burketown Wharf Boat Ramp and Car Park Construction. This project was completed in July 2018.

GOALS, STRATEGIES AND PERFORMANCE INDICATORS: ENVIRONMENT

GOAL – SUSTAINABLE ENVIRONMENT

Council acts, directly or through facilitation or advocacy, to promote positive environmental outcomes that strike a balance between built and natural forms for the benefit of current and future generations.

STRATEGIES AND KPIS

1. Council adopts a risk-based approach to planning and development that accounts for environmental considerations (eco-system, aesthetics, erosion, flood etc.):
 - a. KPI: Burke Shire Planning Scheme: adoption and implementation
 - b. KPI: Burketown Flood Risk Management Study
 - c. KPI: QCoast 2100 (Coastal Hazard Adaptation Strategy)
2. Council progressively minimises its impact on the natural environment through effective waste management and recycling practices:
 - a. KPI: full compliance with relevant Environmental Authorities
 - b. KPI: implementation of Waste Action Plan
 - c. KPI: implementation of Waste Reduction & Recycling Plan
3. Council provides fully compliant water & wastewater treatment services
 - a. KPI: Environmental Authority compliance
 - b. KPI: Drinking Water Quality Management Plan compliance
4. Council allocates resources to pest management practices (plant and animal) in the Burke Shire Local Government Area
 - a. KPI: development, review and implementation of Burke's Biosecurity Plan.
5. Council increases use of renewable energy over time
 - a. KPI: net usage of renewable energy year on year
6. Council manages quarry and water resources in a compliant and responsible fashion
 - a. KPI: compliance with Environmental Authority, Sales Permit, Quarry Management Plan, Water Act 2000
 - b. KPI: Community Engagement Strategy



Image: aerial image of the Albert River, near Burketown.

GOALS, STRATEGIES AND PERFORMANCE INDICATORS: ECONOMY

GOAL

A diverse, strong and sustainable economy that provides employment and business opportunities for current and future generations.

STRATEGIES AND KPIS

1. Support the sustainability and growth of local businesses and industry
 - a. KPI: establish and maintain Registers of Prequalified Suppliers (Plant Hire, Trades and Professional Services)
 - b. KPI: delivery of Priority Projects and Initiatives
 - c. KPI: implementation of Economic Development Strategy
 - d. KPI: Community Satisfaction Survey
2. Support regional economic development projects and initiatives.
 - a. KPI: membership/support of Gulf Savannah Development and other groups as appropriate.
3. Support growth of tourism economy in the Burke Shire and recognise its value to the region:
 - a. KPI: support for Visitor Information Centre operations
 - b. KPI: delivery of Priority Projects and Initiatives
 - c. KPI: Data collation initiatives
4. Deliver and maintain infrastructure and services conducive to economic sustainability, development and growth.
 - a. KPI: delivery of Priority Projects and Initiatives
 - b. KPI: population, employment levels, tourism numbers
 - c. KPI: release of land (no. of lots sold)



Image: the recently completed restoration of the Burketown Visitor Information Centre (VIC). Tourism is a key regional economic driver in the Gulf.

COMMENTS / FEEDBACK

Council encourages queries and feedback on the Corporate Plan at any time.

Comments will be reviewed by Council’s Executive Management Team and presented to Councillors for consideration an [Ordinary Meeting of Council](#) (third Thursday of the Month).

The below template for feedback is provided as a guide for your convenience. Please address queries, feedback, comments etc. to the Chief Executive Officer by email (office@burke.qld.gov.au) or via post/hand delivery to:

Chief Executive Officer
PO Box 90
Burketown QLD 4830

Your comments:

ON THE VISION & MISSION

ON PRIORITY PROJECTS & INITIATIVES

ON GOVERNANCE

ON ASSETS

ON ENVIRONMENT

ON COMMUNITY

ON ECONOMY
