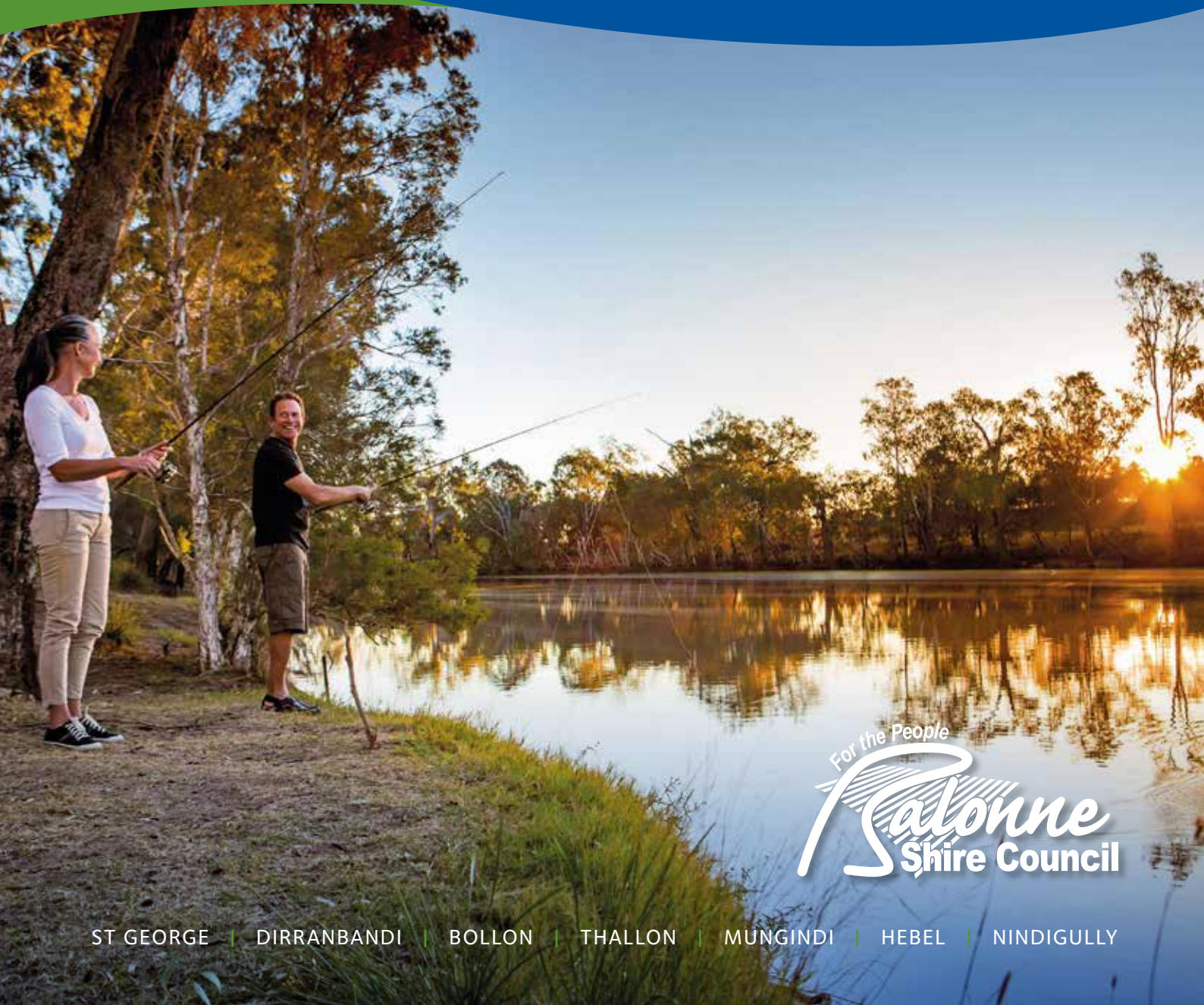


# OUR PLAN, OUR FUTURE

Balonne Shire Council  
Corporate Plan 2018 - 2023



For the People  
**Balonne**  
Shire Council

# FAST FACTS

**Population**

**4480**  
RESIDENTS



**Total Shire Output**

**\$672m<sup>^</sup>**



**Unemployment**

**5.2%**

**Food & Fibre Leaders**

AGRICULTURE, FISHING AND FORESTRY

**51%** SHIRE  
OUTPUT



**Service Hub**

TOURISM,  
AGRICULTURE &  
KEY SERVICES

**Growing our**

**People** for a  
Better Balonne



**Business Count**

**852**  
BUSINESSES



**Committed to**

SKILLS,  
INNOVATION  
AND IGNITING  
IDEAS



**Servicing**

**31,152km<sup>2</sup>**

Statistics Source: 2016 Census and Queensland Government Statisticians Office. <sup>^</sup>Drought Year

## Acknowledgement

We acknowledge the traditional custodians of this land that we work, live and play on, and pay our respects to their cultures, their ancestors and to the elders, past, present and future



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# TOWARDS 2023

As Balonne Shire Council looks towards 2023 we acknowledge that the greatest asset in our communities is the people. We live here because we love the Balonne way of life; sharing a sense of connectedness to country, community and the raw beauty of our river lands and the outback.

Council is proud to acknowledge the rich history of the Aboriginal and Torres Strait Islander peoples. The very fabric of what makes our communities great is the combined efforts of everyone who chooses to live and work in Balonne – families and individuals, volunteers and community leaders, business owners and agricultural producers.

To enhance our sense of community we will deliver inclusive community programs that promote healthy lifestyles, safe communities and a celebration of our arts and culture. We will advocate and support access to all forms of learning and knowledge enrichment.

Council will be strategic in its investment in infrastructure to drive growth in business and

industry. As a Shire we will embrace emerging technologies to bring new opportunities to business, agriculture and communities. Long-term sustainability will be achieved through investment attraction and diversification and collaboration with stakeholders.

We recognise that our agricultural producers adopt world-best practices in both productivity and environmental stewardship. We will advocate and support our communities in balancing social and economic outcomes with environmental goals.

To deliver this plan we will make fair and transparent decisions that deliver financially sustainable outcomes.

## Our Vision

Connected, innovative communities, where economies are strong and opportunities are abundant.

## Our Mission

To invest in people, ignite ideas, meet our challenges and grow prosperity.

## Our Values

Our Customers	Our customers are the centre of everything we do; we get things done with speed, conviction and agility.
Our People	We value teamwork and interdependence; we value each other and seek benefit from diverse people and perspectives.
Our Reputation	Our reputation is our most valuable asset; we act honestly and consistently in our behaviours, actions and decisions.



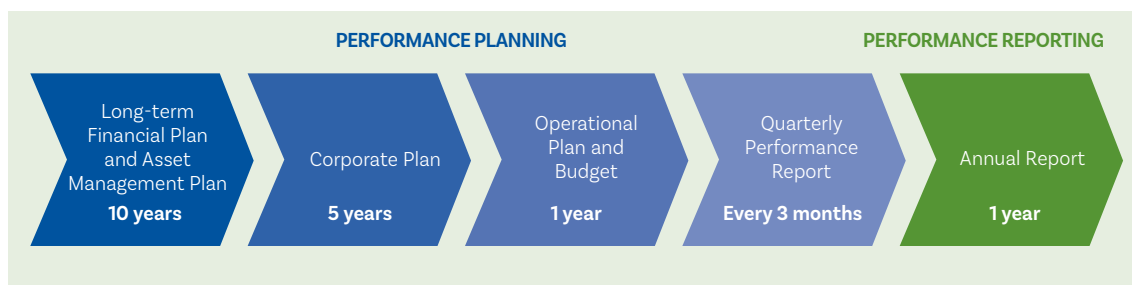
# ABOUT THE CORPORATE PLAN

The Balonne Shire Council 2018–2023 Corporate Plan is a strategic document that guides Council in planning and decision making for the next five (5) year period. Community consultation was undertaken through the administration of a survey questionnaire and a series of workshops.

Analysis of the survey responses formed an integral part of the planning process, including the identification of community priorities (as outlined on page 4). The Corporate Plan consists of five (5) key foundations (previously known as themes) of Community, Economy, Environment, Infrastructure and Planning, and Governance which align with the Queensland Plan.<sup>1</sup>

Council will use a range of strategic plans and partnerships with key stakeholders to deliver the key program areas.

The annual Operational Plan, created together with the Annual Budget, outlines the specific actions that Council will undertake to achieve the Corporate Plan goals.



# KEY FOUNDATION AREAS

The 2018 - 2023 Corporate Plan is based on five (5) Foundations.

- 

1. Community
- 

4. Infrastructure & Planning
- 

2. Economy
- 

5. Governance
- 

3. Environment

<sup>1</sup> Queensland Plan – [www.queenslandplan.qld.gov.au](http://www.queenslandplan.qld.gov.au)



# YOUR SAY - COMMUNITY PRIORITIES

Based on the community consultation process, the following key community priority areas were identified:

- 1 Youth Retention** - Partnerships and programs to develop and promote employment and skills to retain young people.
- 2 Small Town Sustainability** - Support for the sustainability of the smaller communities in our region.
- 3 Skilling and Training** – Development of learning and skilling programs to create employment opportunities and strengthen business and industry.
- 4 Value-Add and Diversification** – Opportunities to value-add and diversify businesses within existing industries.
- 5 Shared Vision** – Match local planning and service delivery with community needs and wishes; ensure adequate community input for a shared vision.

*Source: Balfour Consulting, 2017, Community Plan – Have Your Say Survey*

## USING THE CORPORATE PLAN

Time Frame	The Corporate Plan sets the strategic direction for 2018 to 2023.
Foundation	There are five (5) foundations that form the basis of the Corporate Plan including Community, Economy, Environment, Governance and Infrastructure and Planning.
Goals	Each foundation has a goal statement; setting goals helps us to succeed.
Program Areas	Each foundation is broken down into relevant program areas. Each program area will have associated actions and key performance measures in the Annual Operational Plan.
Performance Measures	The ways in which Council will measure its performance on an annual basis. Council’s role can vary to include either delivering or monitoring depending on the nature of the program area.
Related Strategies and Plans	A list of the various strategies and plans that relate to the Corporate Plan – also available for download at <a href="http://www.balonne.qld.gov.au">www.balonne.qld.gov.au</a>



# 1. COMMUNITY

## Community Goal

Pursuit of active and healthy lifestyles where cultures, traditions and the arts are celebrated, including the provision of safe and welcoming spaces to connect, engage and learn.

### Program Areas

- 1.1 Community spaces to connect, engage and learn
- 1.2 Healthy and active lifestyles
- 1.3 Strong community organisations
- 1.4 Vibrant creative arts, music, local history and culture
- 1.5 Community well-being
- 1.6 Disaster management

### Performance Measures

- Upgrades to community spaces and facilities
- Number of grants awarded to community and sporting groups
- Support for arts, music and cultural programs and events
- Number of learning and engagement programs and attendance rates
- Percentage of people satisfied with community programs in a Shire survey
- Disaster response rate

### Related Strategies & Plans

- Economic Development Plan
- Community Plan
- Tourism Policy and Strategy
- Library Services Strategic Plan
- Local Disaster Management Plan
- ICT Strategic Plan
- CCTV Strategy
- Community Safety Strategy



## 2. ECONOMY

### Economy Goal

Strong economic growth where SMEs (Small to Medium Enterprises) and agriculture-related businesses thrive, with a focus on improved connectivity, skilling, diversification and innovation.

#### Program Areas

- 2.1 Initiatives to build the Food and Fibre Leaders profile
- 2.2 Investment attraction and partnerships
- 2.3 Value-add and diversification strategies
- 2.4 Skilling, training and innovation
- 2.5 Business incubation and support
- 2.6 Tourism growth and development
- 2.7 Cross-regional partnerships

#### Performance Measures

- Increased access to TAFE, tertiary and other professional development programs
- Number of new businesses established
- Number of businesses value-adding and diversifying
- Increased visitor numbers
- Advocacy efforts and investment attraction to improve transportation infrastructure and services
- Investment attraction and new industry growth
- Number of cross-regional economic growth initiatives

#### Related Strategies & Plans

- Economic Development Plan
- Tourism Policy and Strategy
- Library Services Strategic Plan
- Community Plan
- ICT Strategic Plan
- Tourism Marketing Strategy
- Recreational Vehicle Strategy





## 3. ENVIRONMENT

### Environment Goal

To enhance, protect and sustain the environment, ensuring a triple bottom line approach of balancing social and economic needs with environmental goals.

#### Program Areas

- 3.1 Best practice waste management and recycling
- 3.2 Effective water planning
- 3.3 Biosecurity, pest management and stock route planning
- 3.4 Investment and adoption of sustainable and renewable solutions
- 3.5 Strong partnerships with stakeholder groups and government
- 3.6 Advocacy for a triple bottom line approach
- 3.7 Community education programs
- 3.8 Waste water and sewerage services that protect public health and the environment

#### Performance Measures

- Evidence of collaborative approaches including partnerships and engagement
- Number of strategic communication responses to advocate for balanced environmental management laws and reform
- Reduction in wild dog numbers
- Percentage of cluster fencing erected in the Shire
- Water consumption targets for households and industry
- Waste management consumption targets for households and industry
- Forums, attendance at meetings and other community engagement programs
- Implementation of the Stock Route Management and Biosecurity Plans

#### Related Strategies & Plans

- Local Disaster Management Plan
- Drinking Water Quality Management Plan
- Biosecurity Plan
- Stock Route Management Plan
- Waste Reduction and Recycling Plan



## 4. INFRASTRUCTURE AND PLANNING

### Infrastructure and Planning Goal

Effective town planning and infrastructure design to support the Shire's needs with a focus on visionary planning to suit changing needs into the future<sup>1</sup>.

#### Program Areas

- 4.1 Digital connectivity for business and industry growth and social connectedness
- 4.2 Safe, efficient and connected transport networks
- 4.3 Community infrastructure for existing and future needs
- 4.4 Protection and enhancement of water supply
- 4.5 Sustainable planning and development
- 4.6 Technology investment for data-led change (to achieve cost savings and efficiency)

#### Performance Measures

- Percentage area of improved digital connectivity
- Communication and engagement with Telcos and other providers
- Planning and co-investment of digital connectivity infrastructure
- Percentage of infrastructure projects completed within budget and on time
- Application of Smart Regions principles in new builds and infrastructure planning decisions
- Adoption of consistent infrastructure planning principles for all projects
- Percentage of people satisfied with infrastructure in a Shire survey
- Percentage of business and community members accessing adequate communications

#### Related Strategies & Plans

- ICT Strategic Plan
- Economic Development Plan
- Community Plan
- Tourism Policy and Strategy
- Library Services Strategic Plan
- Long-term Financial Plan
- Asset Management Plan
- River Foreshore Master Plan
- St George CBD Master Plan
- 10 Year Plant Renewal Program
- 10 Year Capital Works Program

<sup>1</sup> Including alignment to the Federal Government Smart Cities Plan read more at <https://cities.infrastructure.gov.au/>



## 5. GOVERNANCE

### Governance Goal

To develop an effective governance framework that drives enhanced organisational performance through project management, financial sustainability, performance management and community engagement.

#### Program Areas

- 5.1 Active community and stakeholder engagement
- 5.2 Effective strategic planning and partnerships
- 5.3 Excellence in service delivery and project management
- 5.4 High levels of accountability and compliance
- 5.5 Financial management for long-term sustainability
- 5.6 Safe and healthy workplace environment
- 5.7 Engaged employees in meaningful, productive work
- 5.8 Effective investment programs and innovative finance approaches

#### Performance Measures

- Percentage of people satisfied with Council service delivery
- Percentage of people who feel they have a say on important community issues in a Shire survey
- Evidence of reduced duplication of services
- Number of government/industry joint initiatives
- Compliance with statutory and corporate requirements
- Improved financial sustainability ratios
- Employee satisfaction

#### Related Strategies & Plans

- Community Plan
- Operational Plan
- ICT Strategy
- Long-term Financial Plan
- Asset Management Plan


Office hours


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