

CORPORATE PLAN

2021-26

Committed to open and transparent decision making.



SOUTH BURNETT
REGIONAL COUNCIL

Adoption by Council

The South Burnett Regional Council 2021– 26 Corporate Plan was adopted by Council on 28 April 2021.

Copies of the Corporate Plan

Copies of both the Corporate Plan and the Annual Report are available free of charge electronically on Council's website at www.southburnett.qld.gov.au or can be viewed at any Council Library or Customer Service Centre.

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Acknowledgement

We acknowledge and respect the Wakka Wakka and Wulli Wulli people, the traditional owners of this land that we live, work and play and respect their cultures, their ancestors and their elders past, present and future generations.

Version

VERSION final (28-04-21)

COUNCIL'S COMMITMENT

Our commitment to our region and our communities.

The South Burnett Regional Council will work to the financial strength of our region and is committed to a Council presence in all of our communities.

This is transformation time for the region – with so many exciting opportunities.

Leadership, advocacy, culture, respect, collaboration and promotion are our key enablers.

The two key priorities of this term of Council will be to continue to give attention to ongoing financial sustainability and to continue to support and develop our towns and villages.

Recognising that a significant portion of Council's annual budget each year goes to the provision of ongoing services and facilities that are valued by our communities (estimated at in excess of 80% of the annual budget), Council commits in this plan to continuing to provide those recurrent services and facilities at or near existing service levels over the life of this plan, resources permitting.

Council is committed to open and transparent decision making.

OUR VISION:

"The South Burnett... unique communities working together in a strong and vibrant region."

OUR VALUES:

- Honesty
- Respect
- Accountability
- Integrity
- Unity



OUR PURPOSE:

“South Burnett Regional Council... making a positive difference in peoples lives through the quality of the work we do.”

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MAYOR'S MESSAGE

Working collaboratively with government is an important role for modern day regional Councils.

Council has finalised our region's five-year Corporate Plan. The strategic priorities outlined in the plan will govern Council's decisions over the period 2021 to 2026.

Delivering on these key outcomes for the community will require a close working relationship with both state and federal governments.

The five key pillars in the Corporate Plan are:

1. Enhancing liveability and lifestyle;
2. Providing key infrastructure for our towns and villages;
3. Growing our region's economy and prosperity;
4. Safeguarding our environment;
5. Organisational excellence.

Whether it be the development of our road network, park facilities, libraries, pools, waste facilities, water infrastructure, recycling options or community health and well-being, working with government is critical to achieving regional outcomes.

As the region's Mayor, one of my important roles is building strong connections to key government agencies. I will continue to meet with State and Federal Government ministers in Brisbane to advocate for the needs of our region across agriculture, reef regulations, tourism infrastructure and police and emergency services to ensure that our region's key priorities are constantly in the forefront of the minds of government ministers.

OUR REGION

Located on the edge of the Great Dividing Range and set against a backdrop of the Bunya Mountains, the South Burnett is a unique blend of vibrant country towns and laid-back living.

SITUATED inland from the Sunshine Coast and an easy two-hour drive from Brisbane, the South Burnett is a great place to make a home.

In the past our region was probably best known for peanuts. But beyond Kingaroy's famous moniker of the 'Peanut Capital of Australia', the South Burnett offers much more. Our residents enjoy a relaxed country lifestyle, contrasted with abundant opportunities and possibilities afforded by our innovative industries. From agriculture, manufacturing, mining and renewable energy, to art, culture, tourism, health and quality education, the South Burnett really does have it all.

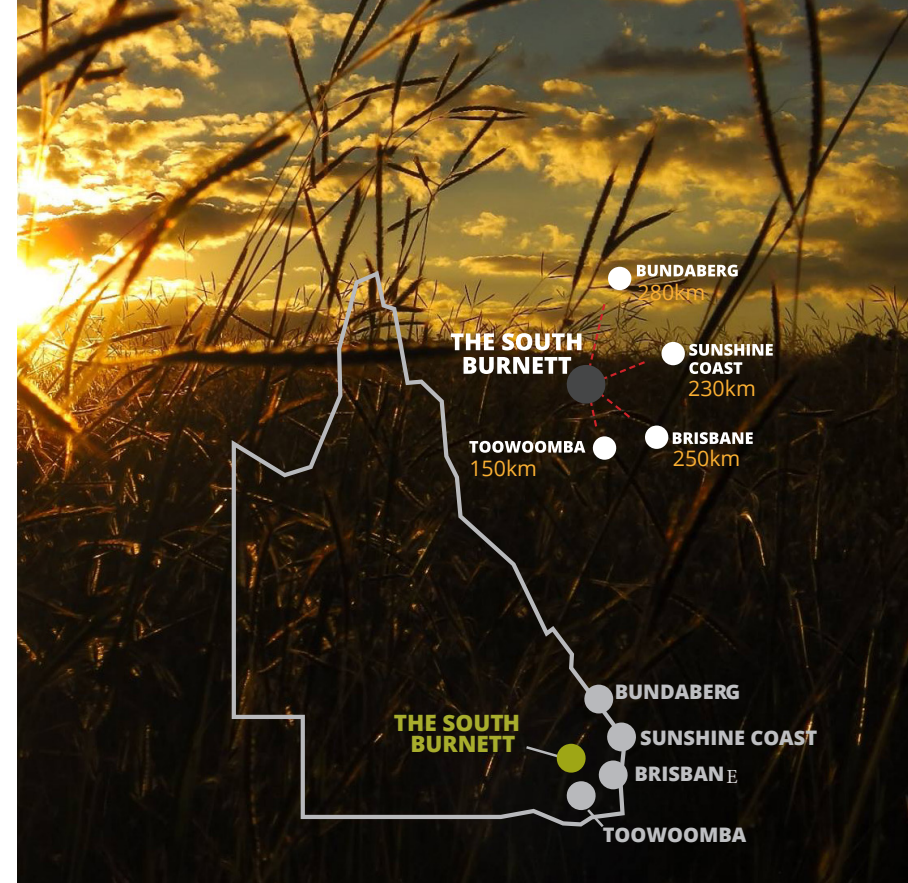
The region is blessed with rich agricultural land that produces high-quality agricultural products for both domestic and international markets including peanuts, navy beans, maize, wheat, grain, dubosia and sorghum. The region also boasts Swickers - Queensland's only export accredited pork abattoir. The local wine industry is gaining momentum, producing award-winning wines, that can be paired with produce direct from farm to plate.

Kingaroy is the hub of the South Burnett and has an airport, bus services to Brisbane, a shopping centre, Government agencies and many facilities generally expected in much larger centres. All townships within the region support a vigorous sporting and social lifestyle with facilities such as museums, art galleries,

shopping centres, indoor/outdoor sporting facilities, parks and green spaces, local theatre groups, annual festivals and music venues.

The timber-town of Blackbutt is home to Australia's only annual avocado festival. Historical Nanango is considered Queensland's fourth oldest town and has a number of heritage-listed sites including Ringsfield House, the Nanango Court House and the Butter Factory. Further to the north, 12km from Murgon, is the spectacular Bjelke-Petersen Dam. Another dam in the region popular for fishing is Boondooma Dam. Rock wallabies can be seen on local cliffs, particularly around twilight hours. The Garnet gem fields are located just west of Proston.

With our outstanding lifestyle opportunities, the South Burnett is a great place to be.



CORPORATE PLAN ENGAGEMENT

The purpose of this document is to outline the process for developing and facilitating community engagement activities required for the development of the South Burnett Regional Council 2021-26 Corporate Plan.

What are we doing?

South Burnett Regional Council has developed a new Corporate Plan. A legislative requirement, the new Corporate Plan will guide how Council prioritises and delivers services, programs and facilities to the community over the next five years. It is also the core strategic document that helps Council set its annual Budget and Operational Plan.

The Corporate Plan is a living document, where its success lies in having conversations with our communities to ensure that Council's goals align with the needs and priorities of our people.

What's changing?

In this plan, we've focused on the outcomes that will make the biggest transformation for the South Burnett in the medium term – from the environment through to the economy, our community and our organisation.

The new document will be Council's third five-year Corporate Plan since the original Corporate Plan for the South Burnett Regional Council which was adopted 17 June 2009. The five outcome areas and long-term goals identified in the Corporate Plan remain similar to previous themes, addressing:

- communities and lifestyle
- infrastructure, towns and villages
- growth
- environment
- organisational excellence

The South Burnett Regional Council acknowledges the traditional custodians of country in the South Burnett region - the Wakka Wakka and Wulli Wulli People. We also acknowledge the cultural diversity of all Aboriginal and Torres Strait Islander People, elders past and present and the significant contribution Aboriginal and Torres Strait Islander People have made and continue to make to shaping the identity of the South Burnett and Australia.

The Corporate Plan identifies key issues under each outcome area as priorities for the next five years. We have also reviewed and refreshed our corporate vision, purpose and strategic priorities, which articulate our long-term direction and define the culture of Council's organisation.

We asked the key questions

A number of key officers across Council have been involved in researching and developing the draft Corporate Plan. Workshops with Council officers and Councillors have been held to identify and prioritise the challenges and opportunities Council faces in the next five years, relating to each of the outcome areas of the South Burnett Regional Council Corporate Plan.

In discussions with our staff and our community about this Corporate Plan, we asked the key question:

'In the next five years, what can make the biggest difference and how can Council best serve the community?'

Developing the Corporate Plan

As part of this process, we asked for stakeholder and community feedback through a series of meetings and online surveys:

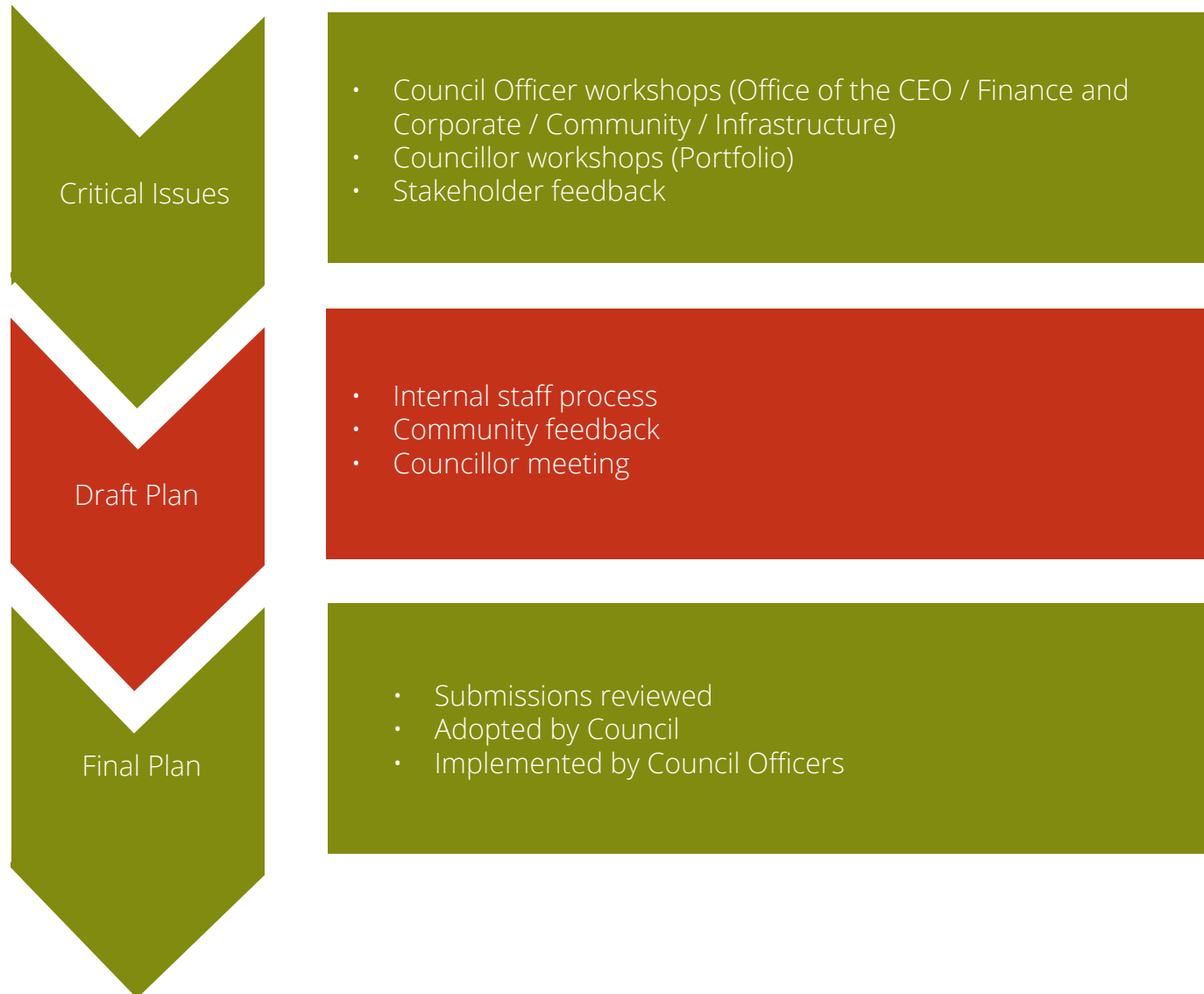
- **January to March 2021:** Councillors and Council officers met with community representatives.
- **February to March 2021:** An online survey was conducted.

We then reviewed the community feedback in detail, taking all points of view into consideration to develop the draft new Corporate Plan.

- **March/April 2021:** Council considered the final draft for adoption.
- **Wednesday 28 April 2021:** Corporate Plan adopted by Council.

On Wednesday 28 April 2021, Council adopted the 2021–26 Corporate Plan at the General Meeting.

STAGES OF ENGAGEMENT



COMMUNITY ENGAGEMENT

Council's community engagement is based on the International Association of Public Participation (IAP2) spectrum. IAP2 details seven core values which form the basis of Council's principles of community engagement as follows:

1. The public should have a say in decisions about actions that could affect their lives.
2. Public participation includes the promise that the public's contribution will influence the decision.
3. Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants, including decision makers.
4. Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
5. Public participation seeks input from participants in designing how they participate.
6. Public participation provides participants with the information they need to participate in a meaningful way.
7. Public participation communicates to participants how their input affected the decision.

South Burnett Regional Council doesn't just provide roads, rates and rubbish. We provide leadership, build communities and plan for a positive future."

MAYOR BRETT OTTO



The formation of the 2021-26 Corporate Plan Communication Strategy has been developed in conjunction with the following key corporate documents:

- Community Engagement Policy
- Community Engagement Procedure
- Media Relations Policy
- Social Media Procedure
- Employee Code of Conduct

ABOUT THE CORPORATE PLAN

Legislative Requirements

It is a mandatory requirement of section 104(5ai) of the *Local Government Act 2009* and section 165 of the *Local Government Regulation 2012* for a Council to prepare and adopt a Corporate Plan.

1. A local government must prepare a 5-year corporate plan for each period of 5 financial years.
2. A local government must adopt its 5-year corporate plan in sufficient time to allow a budget and annual operational plan, consistent with the corporate plan, to be adopted for the first financial year that is covered by the plan.
3. A local government may, by resolution, amend its 5-year corporate plan at any time.
4. A local government must discharge its responsibilities in a way that is consistent with its 5-year corporate plan.

Community Consultation

A draft Corporate Plan was prepared and open for public inspection from Monday 25 January 2021 to close of business Friday 5 March 2021. This gave the community an opportunity to review the draft plan and provide comments back to Council for their consideration.

At the conclusion of the consultation period the comments from the community feedback forms were collated and considered by Council.

The Corporate Plan was adopted at the General Meeting held on Wednesday 28 April 2021.

Planning Framework

The Plan sets the strategic direction of the local government and states the performance indicators for measuring the local government's progress in achieving its vision for the future of the local government area.

The Corporate Plan is supported by Council's annual Operational Plan which details the activities and projects planned to achieve our goals. The annual budget provides the funding and resources to meet the objectives of the operational plan.

An assessment of Council's performance in implementing its Corporate and Operational Plans will be monitored with quarterly Operational Plan reviews and reported in Council's Annual Report.

Both the Annual Report and quarterly reviews will be publicly accessible and available on Council's website at www.southburnett.qld.gov.au.

STRATEGIC PRIORITIES

1. ENHANCING LIVEABILITY AND LIFESTYLE

Elevate the South Burnett region to be recognised as a "Community of choice".

2. PROVIDING KEY INFRASTRUCTURE FOR OUR TOWNS AND VILLAGES

Develop, renew and maintain community infrastructure through sound asset management principles.

3. GROWING OUR REGION'S ECONOMY AND PROSPERITY

Boost our economy through investment and innovation that promotes population growth and community wellbeing.

4. SAFEGUARDING OUR ENVIRONMENT

A sustainable environment, proactively and responsibly managed in partnership with the community for future generations.

5. ORGANISATIONAL EXCELLENCE

An organisation that is characterised by effective leadership, responsible management, good governance and quality service delivery.

1

ENHANCING LIVEABILITY AND LIFESTYLE

Elevate the South Burnett region to be recognised as a “Community of choice”.



KEY PRIORITIES

EC1	Develop and implement initiatives to enhance community parks, gardens and recreational facilities , which may include: tree planting strategy, botanical gardens and perennial (drought tolerant) shrubs and flower planting programme.
EC2	Develop and implement CBD Renewal and Revitalisation Programmes for areas of our townships including service standards for maintenance and cleaning programmes.
EC3	Advocate to minimise the impact of heavy vehicle traffic in the CBD areas of major towns as appropriate.
EC4	Develop and implement a regionally themed Arts, Culture and Heritage Strategic Plan incorporating all of our communities.
EC5	Continue to support, renew and maintain pools, libraries, halls and Customer Service Centres across our region at agreed service levels.
EC6	Appropriately support and encourage volunteers, advisory groups and community organisations to value add to Council's services and infrastructure.
EC7	Development and implementation, in consultation with local communities, of realistically achievable rural resilience programmes .
EC8	Partner with our region's youth to develop and implement a Regional Youth Plan .
EC9	Develop, in consultation with communities, Community Plans that identify key priorities for each town and village to inform Council's prioritisation.
EC10	Support indigenous reconciliation and empowerment through the development and implementation of a Reconciliation Action Plan .
EC11	Support, advocate and facilitate real outcomes on mental health and suicide prevention , including advocating for a community well-being centre.
EC12	Develop and implement a plan that makes our region's towns 'Communities of choice' for people living with disability .
EC13	Work with our senior citizens to provide greater opportunities for them to play an active role in our communities and to age in place.
EC14	Develop and implement a systematic programme for non-compliant commercial properties and residential living arrangements that pose significant health and safety risks.
EC15	Continue to provide pro-active support to the Local Disaster Management Group .
EC16	Partner with community to develop and promote events .
EC17	Support for the implementation of the adopted Sport and Recreation Plan through prioritised annual action plans.

2

PROVIDING KEY INFRASTRUCTURE FOR OUR TOWNS AND VILLAGES

Develop, renew and maintain community infrastructure through sound asset management principles.



KEY PRIORITIES

IN1	Continue to provide sound asset management strategies to maintain and improve Council's road network, bridges, drainage and street lighting .
IN2	Continue to provide sound asset management strategies to maintain and improve Council's footpath infrastructure .
IN3	Continue to provide and investigate options to improve slashing and spraying programmes on state and local road networks.
IN4	Collaborate with the transport sector and industry to identify key freight and transport route state infrastructure and advocate to government on asset upgrades, renewals and maintenance.
IN5	Develop and implement a hierarchy and programme to refurbish median strips and roundabouts prioritising entry ways into our major towns.
IN6	Continue to provide and investigate options to improve rail trail infrastructure, residential footpaths and cycleways to promote connectivity.
IN7	Develop a secure and reliable urban and rural water supply system through increased allocations, upgraded and renewed infrastructure and pricing models.
IN8	Continue to focus on initiatives that position our region as a destination of choice for caravan and RV camping .
IN9	Undertake an audit to identify Council land that can be divested.
IN10	Investigate options for leasing opportunities to not-for-profit groups and organisations .
IN11	Continue to provide and investigate options to improve our saleyards as an important community asset.
IN12	Identify assets that may be suitable for commercialisation .
IN13	Advocate and support the specialist health services needs of our residents.
IN14	Continue to provide and investigate options to improve our cemetery infrastructure .
IN15	Continue to provide and investigate options to improve our aerodromes .

3

GROWING OUR REGION'S ECONOMY AND PROSPERITY

Boost our economy through investment and innovation that promotes population growth and community wellbeing.



KEY PRIORITIES

- | | |
|------|---|
| GR1 | Develop and implement a well-researched, action based ' Regional Development Strategy ' that supports business and employment growth. |
| GR2 | Continue to develop Council's investment readiness to identify a sequence of actions that can enhance council's capability in responding to investment related enquiries. |
| GR3 | Work with key stakeholders to create a pipeline of priority shovel ready projects that aim to improve the quality of life experienced by all residents, invest in strategic infrastructure and create a prosperous future for all. |
| GR4 | Support and advocate for the development of an expanded and diversified agricultural economy , which may include, for example regenerative agriculture and centre for rural excellence and innovation. |
| GR5 | Continue to provide and investigate options to improve our arts, heritage, museums, visitor information centres and tourism infrastructure . |
| GR6 | Advocate for and support of the region's tourism sector through an industry led development of a Tourism Strategy , with particular focus on indigenous tourism, adventure tourism, international tourism and high wealth tourism . |
| GR7 | Continue to provide and investigate options to improve our dams as tourist attractions as an important community asset. |
| GR8 | Support and advocate for appropriate growth and development with responsive planning schemes, processes, customer service and other initiatives. |
| GR9 | Explore, advocate and pursue opportunities for post-secondary education within the region. |
| GR10 | Advocate for enhanced regional digital connectivity and black spots . |
| GR11 | Support local businesses through the implementation of Council's Procurement Policy and encourage others to support and buy local . |
| GR12 | Progress the 25 year Economic Roadmap as a priority project further to the National Water Infrastructure Development Fund (NWIDF) Water Feasibility Study . |
| GR13 | Advocate for and support the options short list as identified in the National Water Infrastructure Development Fund (NWIDF) Water Feasibility Study - North and South Burnett Options Analysis . |
| GR14 | Support our community and key stakeholders to build a plan for our region's eventual coal transition . |
| GR15 | Work with key stakeholders to promote workforce attraction and retention in the South Burnett. |
| GR16 | Support the development of an agricultural land and product asset mapping programme . |

4

SAFEGUARDING OUR ENVIRONMENT

A sustainable environment, proactively and responsibly managed in partnership with the community for future generations.



KEY PRIORITIES

- | | |
|------|--|
| EN1 | Investigate, develop and implement an Environmental Sustainability Policy . |
| EN2 | Develop and implement energy efficient initiatives to reduce Council's energy / carbon footprint |
| EN3 | Continue to provide and investigate options to improve waste reduction, landfill management and recycling . |
| EN4 | Ongoing commitment to bio-security and pest management , including declared and non-declared species. |
| EN5 | Encourage responsible investment in renewable energy . |
| EN6 | Encourage investment in transport innovation , for example electric vehicles and charging stations. |
| EN7 | Support initiatives that promote and protects biodiversity, natural resource management and caring and retaining our unique landscapes. |
| EN8 | Develop and implement a systematic programme to identify and take action to address overgrown allotments across all regional residential areas. |
| EN9 | Develop and implement a systematic programme to identify and take action to address stray / feral / pests and wild animals . |
| EN10 | Community education and assistance to support food and other local businesses to meet relevant Local Laws compliance standards. |

5

ORGANISATIONAL EXCELLENCE

An organisation that is characterised by effective leadership, responsible management, good governance and quality service delivery.



KEY PRIORITIES

OR1	Deliver on our Corporate Plan through high level delivery of the annual operational plans .
OR2	Achieve community recognition as an ethical Council that values and practices community consultation, accountable governance and open and transparent decision-making.
OR3	Manage Council assets effectively through the development and implementation of Asset Management Plans .
OR4	Continue to monitor and align the organisational structure with Council's adopted strategies and priorities.
OR5	Continue to give priority to ongoing financial sustainability and prudent budget management.
OR6	Implement consultative, responsible and sound project management practices.
OR7	Continue implementation of zero-based budgeting to support responsible fiscal management in the preparation of Council's budget.
OR8	High level implementation of Council's Customer Service Charter .
OR9	Develop a continuous improvement, customer focused culture led by the senior management team and underpinned by an effective performance setting, monitoring and evaluation system.
OR10	Increased commitment to community engagement and to proactive strategic delivery of media and communications .
OR11	Develop for endorsement by Council a Workforce Plan that guides the engagement, development, management and performance of Council's human resources.
OR12	Advocate strongly to key stakeholders, including state and federal governments, on regional priorities, including funding opportunities.
OR13	Implement reliable, realistic and cost-effective business systems and practices .
OR14	Continue to implement regional equity / consistency in Council's rating system.
OR15	Continue to give priority to ongoing Audit and Risk and prudent management.
OR16	Continue to give priority to ongoing Work Health and Safety and prudent management.



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*(Image front and back cover:
Nancy Jayde Photography)*

