

Our Plan, Our Future

Balonne Shire Council
Corporate Plan 2022-2027





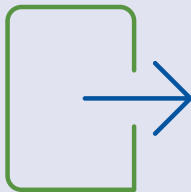
POPULATION

4,321
residents

OUTPUT

\$577.8¹

¹drought declared production conditions



UNEMPLOYMENT²

3.3%²



FOOD AND FIBRE LEADERS

Agriculture
51% GRP



EMERGING INDUSTRY

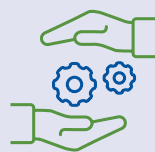
Tourism \$10.5m
value added



COMMITTED TO
Skilling, Innovation
and Igniting Ideas



GROWING
OUR PEOPLE
For a Better
Balonne



BUSINESS COUNT
853 businesses



SERVICING

31,152 km²

INDIGENOUS POPULATION

15.9%

Notes

¹ Drought declared production period

² Average unemployment in 2020 (using the Economy Id quarterly unemployment figures)

Statistics Source: 2019-20 data prepared by the National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions). Data are based on a 2018-19 price base for all years. NIEIR-ID data are inflation adjusted each year to allow direct comparison, and annual data releases adjust previous years' figures to a new base 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.



Contents

Towards 2027	2
About the Corporate Plan	4
Key Foundation Areas	4
Strategic Overview	5
Using the Corporate Plan	6
Community Priorities	7
Enterprise Risk Management Framework	8
1. Community	9
2. Economy	10
3. Environment	11
4. Infrastructure and Planning	12
5. Governance	13





Towards 2027

This Plan serves to guide Balonne towards a prosperous future. To deliver this plan we will make fair and transparent decisions that deliver financially sustainable outcomes. We will continue to put our people first and acknowledge that it is those living and working in our communities who are our greatest asset.

Our people share a sense of connectedness to country, community and the raw beauty of our river lands and the outback. As a Shire we have a proud history of resilience, working together, determination and resourcefulness and it's these qualities that we will draw upon to develop strategies for the future.

Building sustainable agricultural enterprises and fostering strong economic growth through investment and reinvestment (including support for all businesses to thrive) is a key economic focus area in this Plan. Education, lifelong learning and skilling continue to serve as important strategic pillars.

This Plan involves implementation of an Enterprise Risk Management Framework to minimise risks and to establish a balance of risk management with Council's desired operational growth. Agility and responsiveness to our customers is a strategic focus area over the next 5 years, with the goal of creating digitally enabled and data-driven processes to serve our customers in new ways.

It is our vision that our communities are safe, welcoming, and thriving. We look forward to 2027 as we work towards delivering the vision of strong economies with abundant opportunities.





Vision

Welcoming, connected and innovative communities, where economies are strong and opportunities are abundant.

Mission

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

Our Values

Our Customers

Our customers are the centre of everything we do; we aim to 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 2022 – 2027 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 a number of focus group style consultations across the Shire.

The Corporate Plan consists of five (5) key foundations of Community, Economy, Environment, Infrastructure and Planning, and Governance which align with the Queensland Plan.¹

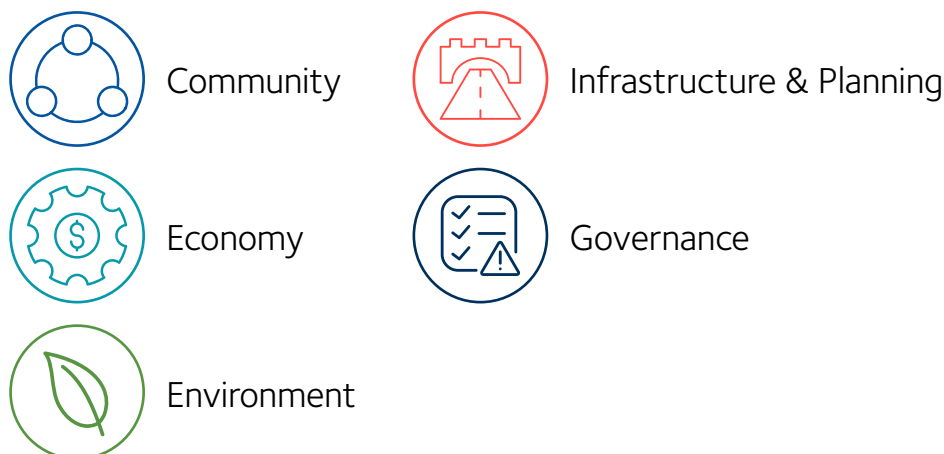
Council will use a range of strategic plans and partnerships with key stakeholders to deliver the key program areas. A significant focus area in all strategic planning is risk management and strong emphasis will be made on mitigating risk.

The annual Operational Plan, created together with the Annual Budget, outlines the specific actions that Council will undertake to achieve the Corporate Plan goals. Every year Council publishes an Annual Report outlining performance against the key foundation areas.



Key foundation areas

The 2022 – 2027 Corporate Plan is based on five (5) Foundations.



¹ Queensland Plan – www.queenslandplan.qld.gov.au

Strategic Overview

Council's key foundation areas are supported by its vision, mission and goals.

Community

Welcoming, safe and thriving communities where cultural diversity, traditions and the arts are celebrated and quality education is accessible.

Economy

Building sustainable enterprises and strong economic growth through investment, tourism and support for all businesses to thrive.

Governance

Deliver an effective corporate governance framework that drives enhanced organisational performance through best practice project management, financial management and risk mitigation.

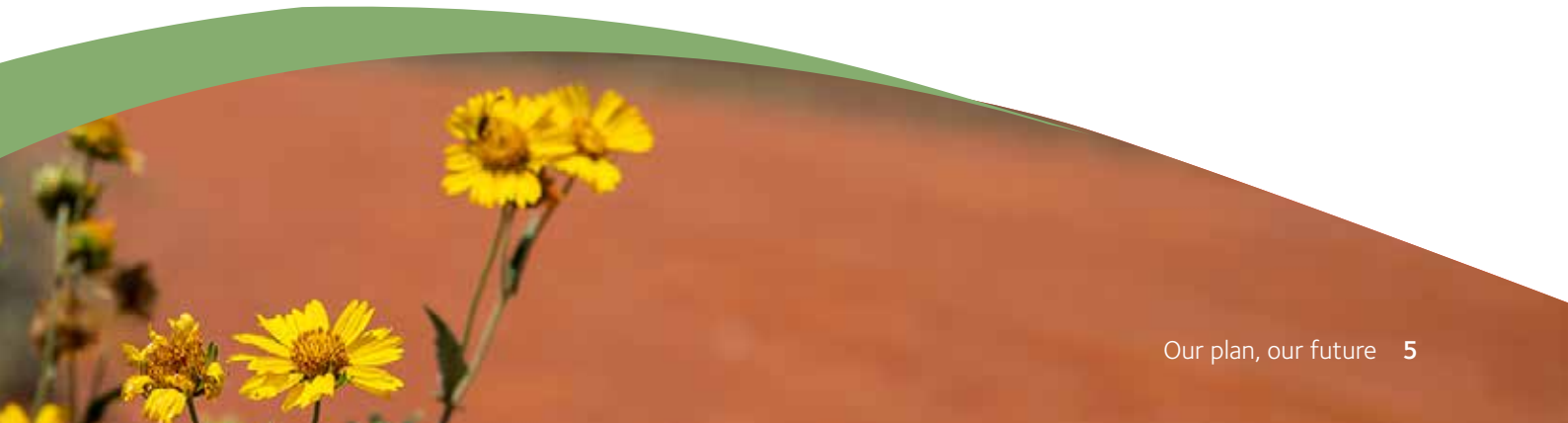


Infrastructure and Planning

Effective infrastructure planning and design, construction, and ongoing management to support the Shire's needs, with a focus on well-planned projects to suit changing needs into the future.

Environment

Enhance, protect and sustain the environment within a framework of balancing social, cultural, economic and environmental needs.



Using the Corporate Plan

Time Frame	The Corporate Plan sets the strategic direction for 2022 to 2027.
Foundation	There are five 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. The program areas have been identified as the necessary strategic focus areas to achieve the desired foundation goal. The Balonne Shire Council team review the program areas each year and develop a set of actions against each of the program areas. This is documented in the Annual Operational Plan, found online at www.balonne.qld.gov.au/council/publications/operational-plans
Measuring Performance	The ways in which Council will measure its performance on an annual basis, known as Key Performance Indicators (KPIs). Council's role can vary to include either delivery, monitor or advocate depending on the nature of the program area. Council's reports on annual performance every year in an Annual Report, found online at www.balonne.qld.gov.au/council/publications/annual-reports
Related Strategies and Plans	A list of the various strategies and plans that relate to the Corporate Plan – are available for download at www.balonne.qld.gov.au





Community Priorities

The following community priorities areas have been developed using focus group style consultations undertaken across the Shire in 2021.

Council's role may vary from advocating, monitoring, or playing a direct role in strategies for these community priority areas.

Retention and attraction of people and new businesses/industries

Addressing skills shortage, job creation through economic stimulation, tourism and attraction of new business and industry. Strategies (including advocacy and partnerships) to contribute to better retention of people in the Shire, especially in times of drought.

Increase base level services and needs

Continued focus on local road repairs and maintenance. Improvement of services and facilities including housing/accommodation and child-care and increase business/industry zones. Secure programs and initiatives to foster lifelong learning and education.

Community liveability and wellbeing

Aim to provide adequate infrastructure, programs and activities for social connectedness, active lifestyles and positive mental health and wellbeing. Advocate and support access to quality education and training opportunities in the Shire at all levels.

Indigenous engagement

Building relationships with our Indigenous peoples and recognising their connection to country.

Digital connectivity

Build upon the current Digital Connectivity project, including mobile connectivity. Growing the capacity of end users to use the technology within their businesses for innovation, cost-savings and increasing productivity.

Note: The priorities are listed in no particular order of priority.

Enterprise Risk Management Framework

Assurance

Internal and external audit and our Audit & Risk Committee.

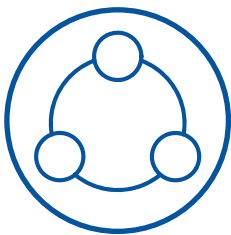
Controls

Policies, procedures, delegations, monthly and quarterly reporting, process/systems and risk culture.

Risk posture

Defined risk appetite and risk tolerance and key performance indicators.





1. Community

Community Goal

Welcoming, safe and thriving communities where cultural diversity, traditions and the arts are celebrated and quality education is accessible.

Program areas

- 1.1 Active and inclusive community engagement
- 1.2 Community programs and spaces to connect, engage and learn
- 1.3 Active and healthy lifestyles including positive mental health and well-being
- 1.4 Safe and welcoming communities
- 1.5 Vibrant creative arts, local history celebration
- 1.6 Cultural diversity
- 1.7 Disaster management, recovery and resilience

Related Strategies & Plans

- Library Services Strategic Plan
- Community Safety Strategy
- Arts and Culture Strategy
- Welcoming and Attraction Strategy
- Local Disaster Management Plan
- Biosecurity Plan
- CCTV Strategy



2. Economy

Economy Goal

Building sustainable enterprises and strong economic growth through investment and reinvestment and support for all businesses to thrive.

Program areas

- 2.1 Digital connectivity for business growth and connectedness
- 2.2 Support for the agricultural industry and agribusiness sectors
- 2.3 Attract and facilitate investment and local re-investment
- 2.4 Business support and workforce development
- 2.5 Grow Tourism
- 2.6 Strategic partnerships, planning and advocacy

Related Strategies & Plans

- Economic Development Plan
- Welcoming and Attraction Strategy
- Tourism and Events Strategy
- Recreational Vehicle Strategy
- Biosecurity Plan
- South West Queensland Resilience Strategy



3. Environment

Environment Goal

Enhance, protect and sustain the environment within a framework of balancing social, cultural, economic and environmental needs.

Program areas

- 3.1 Best practice waste management and recycling
- 3.2 Biosecurity, pest management and natural resource management
- 3.3 Stock route planning and management
- 3.4 Adoption of environmentally sustainable practices and renewal solutions to adapt and respond to climate change
- 3.5 Strong environmental partnerships and advocacy

Related Strategies & Plans

- Local Disaster Management Plan
- Drinking Water Quality Management Plan
- Biosecurity Plan
- Stock Route Management Plan
- Waste Reduction and Recycling Plan
- Solid Waste Plan
- Energy Strategy
- Climate Change Policy



4. Infrastructure and Planning

Infrastructure and Planning Goal

Effective infrastructure planning and design, construction, and ongoing management to support the Shire's needs with a focus on well-planned projects to suit changing needs into the future.

Program areas

- 4.1 Safe and connected transport networks
- 4.2 Robust asset management, infrastructure and facility maintenance
- 4.3 Effective waste-water management and sewerage services
- 4.4 Protection and enhancement of water supply
- 4.5 Sustainable planning and development

Related Strategies & Plans

- Asset Management Plan
- Town Master Plans
- Project Governance Framework
- Housing Management Plan



5. Governance

Governance Goal

Deliver an effective corporate governance framework that drives enhanced organisational performance through best practice project management, financial management and risk mitigation.

Program areas

- 5.1 Excellence in service delivery to customers and communities
- 5.2 Healthy, safe and supportive workplace culture
- 5.3 Leadership, professional development and training
- 5.4 Technology to support employees to achieve efficiency through connectivity and mobility.
- 5.5 High levels of transparency and compliance
- 5.6 Create and protect value through risk management
- 5.7 Financial management for long term sustainability

Related Strategies & Plans


- Operational Plan
- Long Term Financial Plan
- Asset Management Plan
- Rating Strategy
- Code of Conduct for Employees
- Code of Conduct for Councillors
- Enterprise Risk Management Framework
- Workforce Plan
- Mental Health Strategy


Office hours

8.45am to 5pm
Monday to Friday
(Excluding public holidays).

Balonne Shire Council
118 Victoria Street
St George QLD 4487


Postal Address:
PO Box 201
St George QLD 4487

 (07) 4620 8888

 council@balonne.qld.gov.au

   BalonneSC

 BalonneShireCouncil

 **Snap Send Solve**
Download the free app for
your iPhone or Android device
to report issues and provide
feedback to Council.

