

BUNDABERG REGIONAL COUNCIL  
CORPORATE PLAN  
2009 - 2014



**BUNDABERG**  
REGIONAL COUNCIL



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# 1. Introduction

## 1.1 Bundaberg Regional Profile

The Bundaberg Region, strategically situated at the southern end of the Great Barrier Reef and stretching from the Burrum River to Baffle Creek, is comprised of 6,451 sq km and is home to more than 90,000 people, with our population expected to grow to over 141,000 people within twenty-five years. Collectively, we are renowned for the friendliness of our residents, superb climate, affordable cost of living, first-class facilities, and relaxed lifestyle.

Bundaberg's coastal region provides unsurpassed fishing, diving, beach and boating activities – these taking place against the backdrop of a rich sugar and horticultural belt. We enjoy close access to a number of seaside villages, stretching from Buxton and Woodgate Beach in the south, through to Coonarr, Elliott Heads, Coral Cove, Innes Park, Bargara, Burnett Heads and Moore Park Beach. Stroll along sandy stretches of beach, enjoy safe swimming year round, or discover the peace and tranquility of our beautiful seaside destinations.

While Bundaberg is the commercial enterprise capital of the region, there are a vast range of visitor experiences and opportunities for new and current residents, within a short distance. At the region's southern gateway is the town of Childers, featuring the peaceful vibrancy of a provincial centre overlooking rolling hills of sugar, small crops and small industry. Similarly, the northern highway town of Gin Gin tells a fascinating historic tale with a genuine bush spirit, including the chance for freshwater fishing and weekend country escapes. Residents and visitors enjoy the spectacular natural landscape that forms the Bundaberg region.

The Bundaberg region is home to a number of successful enterprises, including the manufacture of aircraft and components, boats, bricks and timber, and of course, is the home of Bundaberg Rum and Bundaberg Brewed Drinks. These two companies have developed exciting visitor centres to share their success story with our residents and visitors. Similarly, the new \$7.5 million Hinkler Hall of Aviation, in our magnificent Botanic Gardens on the city's north side, celebrates local pioneer solo aviator Bert Hinkler.

Abundant potential exists for a new wave of investment opportunities, given our close proximity to South East Queensland, and the excellent water, transport and other infrastructure, including a progressive sea port and regional airport and aerospace precinct, to facilitate the attraction of jet services to link the Bundaberg region direct to southern capitals.

The Bundaberg region is rapidly progressing to be a destination of choice – for residents, visitors and investors.



## 1.2 Message from the Mayor

The creation of the new Bundaberg Regional Council has heralded a new and exciting era for local government in our region. The merger of the former Bundaberg City and the shires of Isis, Kolan and Burnett has provided an unprecedented opportunity to establish a holistic and clear vision for the future for the region - in both the short and longer term. This vision, for our region “to be vibrant, progressive, connected and sustainable”, is central to the new Corporate Plan, which details a number of long-term outcomes and strategies which Council will strive to achieve over the next five years.

The plan builds on the sound platform established by the former Councils and seeks to address a range of strategic issues including strong population growth, sustainable development and a strong and diverse economy. Other priorities identified in the plan include the natural and built environment and the cultural, social and recreational elements which are critical to the liveability and lifestyle for our communities across the region.

Council looks forward to working cooperatively with all stakeholders to implement the inaugural Corporate Plan which will focus on the sustainable development of our vibrant and diverse communities.



Lorraine Pyefinch

## 1.3 Message from the Chief Executive Officer

One of the greatest challenges for Bundaberg Regional Council since its inception has been the development of its first Corporate Plan. The plan provides strategic direction for the organisation for the period 2009-2014 and reflects the views of residents and the wide range of business, industry and community stakeholders who provided valuable input during the consultation process.

An Operational Plan will be prepared annually which will detail the identified strategies to be implemented that year as part of the achievement of the Corporate Plan's Key Outcomes.

Underpinning the successful implementation of this Plan will be the development of new infrastructure, management of Council's extensive asset portfolio and the enhancement of services. The Plan will also be supported at an organisational level by detailed long-term financial and infrastructure plans and the further development and alignment of Council's business systems with the directions outlined in this Corporate Plan.

Another important factor in the delivery of this plan will be the fostering of partnerships with both the State and Federal Governments with regard to their assistance with the funding of major community infrastructure projects.

I look forward to working closely with the Council, community and staff in implementing the Corporate Plan and reporting annually on the organisation's achievement of the Key Outcomes for the Bundaberg Region.



Peter Byrne



## 1.4 Our Vision

A vision is in essence a picture of how our region might desirably look in the future. It helps our people unite in a common cause.

“Bundaberg Region – Vibrant, Progressive, Connected and Sustainable.”



## 1.5 Our Mission

Our Mission, or main task, is to achieve our Vision. Our Mission statement sets out the purpose for the organisation and demonstrates how we will achieve our Vision.

“To connect, unite and inspire our communities, through open transparent effective leadership and efficient management practices.”

## 1.6 Our Values

These are shared beliefs about things that are desirable and worthy in life – fundamentals that drive our thoughts, feelings and behaviours.

The following values, derived from our consultations, will guide our behaviours:

Honesty and Integrity

Respect and Tolerance

Open Communication

Accountability and Transparency

Trust

Empathy

Common Sense

## 2. About the Corporate Plan

### 2.1 What is a Corporate Plan?

The Corporate Plan is Council's principle guiding strategic document that provides a framework for Council to plan and undertake its business and service delivery over the next five years. Not only is Council required by state legislation to prepare a Corporate Plan, but it makes great business sense to do so as well.

Our Corporate Plan is a high-level strategic document and, in line with contemporary best practice, it contains key outcomes and strategies. It is the job of the Annual Operational Plan and Budget to provide the details of what will be done each year towards the achievement of these outcomes and strategies and to show how they will be resourced.

As the basis of our vision is regional sustainability, this Corporate Plan and the issues covered below, are based on the four key sustainability principles known as the quadruple bottom line. Our vision will be achieved based on a sustainable community, economy and environment and the application of prudent governance practices.

### 2.2 Our Issues

**Community:** Our issues include our regional identity, social equity, community connectedness, cultural and heritage preservation, empowerment, health and safety, and affordability.

**Environment:** Our issues include balancing regional economic growth with the preservation and enhancement of our natural and built environment.

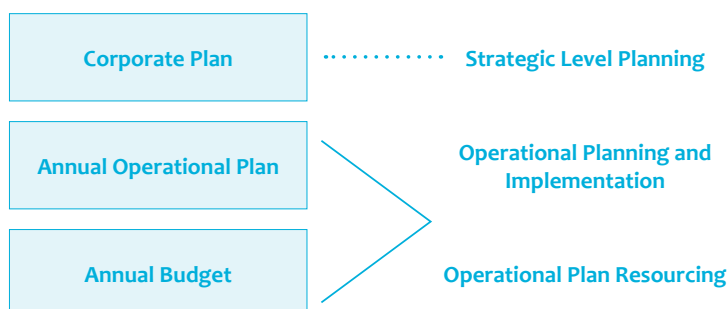
**Economy:** Our issues include diversification, innovation, flexibility, investment, education and local employment.

**Governance:** Our issues include ethical, transparent and open decision making and the management of efficient and effective service delivery to the community.

The outcomes and strategies contained in the corporate plan to achieve our vision for the next five years consider the sustainability issues mentioned earlier and are also based on the legislative requirements outlined in the *Local Government Act 1993* and the *Local Government Finance Standard 2005*.

### 2.3 Planning Framework

Each financial year, Council is required to prepare an annual Budget and Operational Plan. In accordance with the quadruple bottom line reporting philosophy, the Operational Plan includes all of the services and projects Council intends to provide for the community to contribute to achieving the Corporate Plan Outcomes that align with the Vision. The annual Budget provides the resources to achieve the Operational Plan objectives.



## 2.4 Corporate Plan Statutory Requirements

The *Local Government Act 1993* requires a Corporate Plan to be prepared and adopted to allow the preparation and adoption of a Budget consistent with the plan. The Corporate Plan continues in force for at least four years, or until the earlier adoption of a new Corporate Plan.

Council can resolve at any time, to amend the Corporate Plan provided it complies with the *Local Government Finance Standard 2005* and is made open to public inspection for at least 30 days prior to the adoption of the amendments.

The *Local Government Finance Standard 2005* requires that the Corporate Plan states the identified local and regional issues, proposed outcomes to address the identified issues, and proposed strategies to implement the desired outcomes.

The development of the 2009-2014 Corporate Plan has been guided by the issues and outcomes to address the issues identified during the consultation process, with input by community groups, business, the general community and also Council's elected members and staff.



## 3. Corporate Plan Consultation

### 3.1 Public Consultation

In developing the 2009-2014 Corporate Plan, Council initially held public workshops to ensure Community suggestions and comments were considered, particularly regarding the determination and alignment of Community and Council values, local and regional issues and desired outcomes and related strategies.

15 September 2008	Chamber of Commerce Representatives
16 September 2008	Bundaberg and Coastal Community Groups and Businesses
17 September 2008	Gin Gin, Childers and Hinterland Community Groups and Businesses
18 September 2008	Open Community

Suggestions and comments were also sought on the Draft Corporate Plan that was held open for a 30 day public inspection period, with the Draft Corporate Plan outcomes presented to public meeting at Childers, Gin Gin Bargara and Bundaberg between 10 November and 13 November 2008.

Community and business representatives were given the opportunity to contribute and participate in the workshops and meetings towards the development of the Corporate Plan that establishes the overall framework for all activities undertaken by Council.

### 3.2 Councillor and Staff Consultation

Workshops with Council's elected members and senior staff were undertaken to ensure direct input into the Corporate Plan development.

15 September 2008	Council Managers
18 September 2008	Elected Members and Council Senior Executives
17 October 2008	Elected Members and Council Senior Executives

Council's Elected Members and Senior Executives contributed to the development of Council's values, issues, outcomes and strategies taking into consideration the outcomes from previous workshops undertaken with community groups, business representatives, the general community and Council staff.

### 3.3 Preparing a Draft Corporate Plan

The Draft Corporate Plan was formulated taking into consideration the input provided during the Public and Council workshops. The approach taken in formulating the plan included:

- Assessing the individual values, outcomes and strategies identified in each workshop;
- Determining common values, outcomes and strategies appropriate for inclusion in the Corporate Plan;
- Acknowledging Council's approach that the Corporate Plan is strategic in nature, with the plan content structured accordingly; and
- Presenting key draft elements of the Corporate Plan to Council's executive and elected members for further discussion and refinement.

### 3.4 Corporate Plan Adoption

The final Corporate plan was adopted by Council on 16 December 2008



## 4. Key Outcomes and Strategies

Outcomes are the goals Council plans to achieve in moving towards our Vision. They can also be called results.

Strategies are the tactics we intend to use to help us achieve our Outcomes. These strategies are supported within the Annual Operational Plan and Budget, through programs, projects and services.

### 4.1 Community

**A vibrant, inclusive and caring community.**

#### 4.1.1 Outcome: A safe, active and healthy community

**Strategies:**

- Provide a range of leisure, physical activity and recreation programs to help meet basic community needs
- Support preventative public health programs to minimise the exposure of the community to health risks
- Support a safe living environment for the community through public safety initiatives and measures
- Build resilience and capacity in our communities to manage natural or man-made adversity
- Engage the Community and develop key partnerships that support social planning, community programs and information to enable active participation in all aspects of community life and activity



#### **4.1.2 Outcome: Equitable access to adequate services and well maintained facilities**

##### **Strategies:**

- Plan, provide and maintain or facilitate a range of leisure, physical activity and recreation services and facilities to help meet basic community needs
- Advocate for such services and facilities with other government and private sector stakeholders

#### **4.1.3 Outcome: A culture of learning**

##### **Strategies:**

- Plan and advocate for a better quality of life for the community through facilitating learning opportunities for the community
- Facilitate innovative support structures and programs for learning providers to help develop our region as a learning community
- Use our libraries as key resource centres and agents for promoting the value of life-long learning for our community

#### **4.1.4 Outcome: A community that values the arts and culture**

##### **Strategies:**

- Support and facilitate opportunities for community engagement and connectedness through partnerships and networking
- Work with key stakeholders towards improving knowledge and understanding of the arts and culture and create opportunities for greater involvement with and exposure to them
- Support arts and cultural agencies and festival organisers in developing and improving arts and cultural events that have the capacity to enrich lives

#### **4.1.5 Outcome: An affordable, quality lifestyle**

##### **Strategies:**

- Plan, provide and advocate for a better quality of life for the community through relevant, affordable services, programs and facilities
- Maintain our focus on the quadruple bottom line issues of Community, Environment, Economy and Governance

#### **4.1.6 Outcome: Our culture, identity and heritage being valued, documented and preserved**

##### **Strategies:**

- Promote cultural development through understanding, recognising, recording and preserving the region's heritage, diversity, arts and culture
- Advocate for and support activities, programs, services and projects that demonstrate our heritage and culture and which help create a positive identity for our region

## 4.2 Environment

### A sustainable, managed and healthy environment.

#### 4.2.1 Outcome: A natural environment that is valued and sustainable.

##### Strategies:

- Provide a range of community awareness and education activities and programs that support the preservation of the region's natural environment
- Encourage community involvement in such activities and programs
- Within resources and in partnerships with key stakeholders, effectively and efficiently manage, rehabilitate and preserve the environmental amenity of the region
- Develop and implement a regional land use plan underpinned by the principles of sustainable development

#### 4.2.2 Outcome: A quality, aesthetically pleasing built environment that meets basic community needs.

##### Strategies:

- Develop principles and guidelines within the regional land use plan and building and development guidelines that support built environments that our community members feel proud to live in
- To enable, support and manage our built environment so that it enhances the identity and liveability of individual communities and reflects the special character of our coastal and hinterland areas

#### 4.2.3 Outcome: The provision of quality infrastructure that meets the region's current and future needs.

##### Strategies:

- Ensure a coordinated and integrated approach to regional infrastructure planning, implementation and maintenance
- Support the rehabilitation and/or the preservation of the environmental amenity of the region
- Establish and maintain integrated asset management systems that enable adequate recording, maintenance and replacement of community assets
- Use financial sustainability principles in planning, funding, creating and maintaining infrastructure

#### 4.2.4 Outcome: An environmentally educated and empowered community.

##### Strategies:

- Involve the community in developing and implementing the regional land use plan
- Provide a range of community awareness activities and programs that enable the community to support the preservation of the region's natural environment
- Create partnerships to assist in minimising the impact of climate change, reduce pollution and encourage the sustainable use of natural resources





## 4.3 Economy

### A strong and sustainable regional economy.

#### **4.3.1 Outcome: Diversified, prosperous and innovative industry sectors.**

##### **Strategies:**

- Develop and implement a regional economic development strategy
- Support, market and promote the region

#### **4.3.2 Outcome: Support and facilitate employment opportunities for the community.**

##### **Strategies:**

- Promote and support initiatives designed to enhance increased local employment and training opportunities
- Support business enterprises relocating to, expanding within, or establishing in the region

#### **4.3.3 Outcome: Foster a flexible, supportive and inclusive business environment.**

##### **Strategies:**

- Create and promote a vision that encourages business enterprises relocating to, expanding within or establishing in the region
- Support and encourage appropriate levels of regional economic investment with the capacity to diversify and expand the economic base and secure sustainable new business investment
- Advocate for and support the creation and enhancement of key regional infrastructure that will enable business to establish, grow and thrive

#### **4.3.4 Outcome: Attract and support the enhancement, retention, education and employment opportunities for key demographic groups.**

##### **Strategies:**

- Encourage, promote and support innovation and learning within the community
- Encourage environmentally sustainable development opportunities
- Support and advocate for opportunities for education and training providers and businesses within the region

## 4.4 Governance

### A responsive, cohesive, sustainable, ethical and accountable Council.

#### 4.4.1 Outcome: Listening and communicating effectively.

##### Strategies:

- Establish and implement an effective communication strategy
- Proactively seek community engagement

#### 4.4.2 Outcome: Open and transparent leadership.

##### Strategies:

- Foster community access to council meetings, decisions, activities and outcomes
- Establish a Governance Framework which supports open and accountable governance

#### 4.4.3 Outcome: Strong regional advocacy.

##### Strategies:

- Facilitate the active participation and input by the community into significant issues impacting on them
- Represent and promote the interests of the community through key regional stakeholders

#### 4.4.4 Outcome: A committed and responsive customer service focus.

##### Strategies:

- Provide friendly, respectful and proactive customer service delivery, consistent with our values
- Collaborate, consult and share information with others
- Improve the workplace culture to build a more cohesive, customer focussed organisation



#### **4.4.5 Outcome: Responsible financial management and efficient operations.**

##### **Strategies:**

- Create a long-term financial sustainability strategy
- Drive the region's strategic direction on behalf of the community through effective and responsible policy, planning and decision making
- Use effective knowledge management practices in our service delivery to our community

#### **4.4.6 Outcome: A commonsense approach to planning, coordination and consultation.**

##### **Strategies:**

- Ensure the community has active participation and involvement in significant issues impacting on them
- Provide strong governance and leadership that includes open, timely and transparent communication and responsible decision making

#### **4.4.7 Outcome: A valued work force committed to the region delivering quality services.**

##### **Strategies:**

- Promote the organisation as an employer of choice
- Facilitate the development and maintenance of a workforce that embraces innovation and improved service delivery
- Ensure our workforce is adequately trained, developed and supported to competently manage themselves and their work





## 5. How will we know whether our Corporate Plan Outcomes are being achieved?

- Our Vision, Mission and Values will be widely publicised within our staff
- We will regularly measure and publicly report on our progress each year in our Annual Report to ensure we are accountable to our community
- We will link our Annual Operational Plan and Budget to Corporate Plan Outcomes and Strategies to ensure they become a continuous focus of attention
- Financial Management and Compliance Systems will provide systematic reporting, analysis and review of performance against our Annual Budget.



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