

Council of the Shire of Esk



Corporate Plan 2007 - 2011

Esk Shire

Esk Shire is located in South-East Queensland and encompasses the water catchment area of the upper Brisbane River. The Shire has an area of 3,937 square kilometres and extends from the headwaters of the Brisbane River north of Linville and Mt. Stanley in a southeasterly direction for approximately 125 kilometres to the township of Minden and its district.

Main features of the Shire are Lake Wivenhoe, Lake Somerset and Lake Atkinson, which provide recreation opportunities for local residents as well as those from neighbouring cities and Shires.

The main industry in the Shire is primary production with the production of beef cattle prevalent in the northern areas and agriculture more prevalent in the southern areas.

Because of the proximity to the major cities of Brisbane and Ipswich, Esk Shire is seen as a popular and desirable place to live and it is experiencing increased development.

Jurisdiction and Strategic Direction

The Council of the Shire of Esk recognises that it has a key role to play in fostering civic pride and creating and maintaining a pleasant lifestyle for the residents of our Shire.

Corporate planning provides the means for Council to strategically structure its decision making to achieve its goals and objectives over a five-year period 2007-2011 and accordingly, the operational plans will provide the framework for Council in preparation of its annual budgets.

To implement the Corporate Plan, the Council will exercise its jurisdiction to make local laws and policies and to provide infrastructure and services for the benefit of the residents of Esk Shire. In developing this Corporate Plan, the Council aims to achieve the 14 outcomes for the community that express the strategic direction for the Council for the next five years.

Regional Co-operation

The Council of the Shire of Esk believes there is considerable scope for continued regional co-operation to respond to local and regional issues. This has been demonstrated by Council participation with other Local Governments in the Council of Mayors South East Queensland and Western Regional Organisation of Councils.

Another example of co-operation with neighbouring Shires is the successful operation of the Esk Gatton Laidley Water Board which is responsible for the supply of treated bulk water to the Shires of Esk, Gatton and Laidley for distribution to consumers.

Council will continue to take opportunities for regional co-operation with adjoining local governments and businesses in dealing with particular issues.

Consultation Process

A draft corporate plan was prepared following input by Council members, management and staff. A notice was advertised throughout the Shire advising that the draft plan was available for inspection and inviting submissions regarding the plan. The plan also was posted on the Council's website for viewing.

A report on the results of the consultation process was considered by the Council and the final corporate plan for 2007 to 2011 was adopted on 12 April 2006.

Assessment of Issues

Following assessment of local and regional issues affecting the Shire, Council concluded that it had an active role to play in:

- arts and cultural development
- community development and human services
- economic development
- environmental management
- infrastructure development, maintenance and replacement
- disaster management
- public health management

Although Council has no direct involvement in the provision of housing, the planning scheme facilitates the orderly development of suitable land for residential purposes.

Within this document, Council has had regard to foreseeable future issues that may affect Esk Shire.

Population Change and Development

The estimated population of Esk Shire in 2006 is 15,500. The composition of the population is –

Persons aged 0 -19 years	30%
Persons aged 20 - 59 years	52%
Persons aged 60 years and over	18%

The projected population growth between 2001 and 2026 is 0.9%

Strategies in the corporate plan have been developed to achieve sustained development and to cater for the expected change in the population.

Council desires an expansion in owner occupied housing development in Esk Shire as a key part of this population growth.

Water Storage

Council recognises the Shire's role as the major water storage in South East Queensland and the many current and potential impacts this has including those relating to:

- Earning capacity of the Shire and its residents
- Visitor numbers and the consumption of Council services
- Water quality issues and the limits on suitable industries for the Shire
- Recreational opportunities for Shire residents
- Branding and outside perceptions of the Shire
- Infrastructure design and planning

The dominant water storage lakes are those owned and controlled by the South East Queensland Water Corporation (SEQWater). Council believes that there has been a deficit in the economic contribution by visitors to the Shire who go to the lakes relative to the Council services consumed by those visitors. Council wishes to increase the economic contribution made to the Shire from the lakes.

Council believes that the future success of the Shire will in large part be determined by the development of the land adjacent to the lakes.

Tourism

Council recognises the potential for developing the Shire as not only a major tourist destination but for maximising the economic contribution to the Shire by existing and potential visitors. There are already approximately one million visitors a year to the two major lakes alone. Development of accommodation facilities to cater for these visitors is encouraged.

Importantly the Shire hosts a number of not only its own attractions but also it is strategically placed in South East Queensland to provide transport links through the Shire to many attractions outside of the Shire.

Extractive Industries

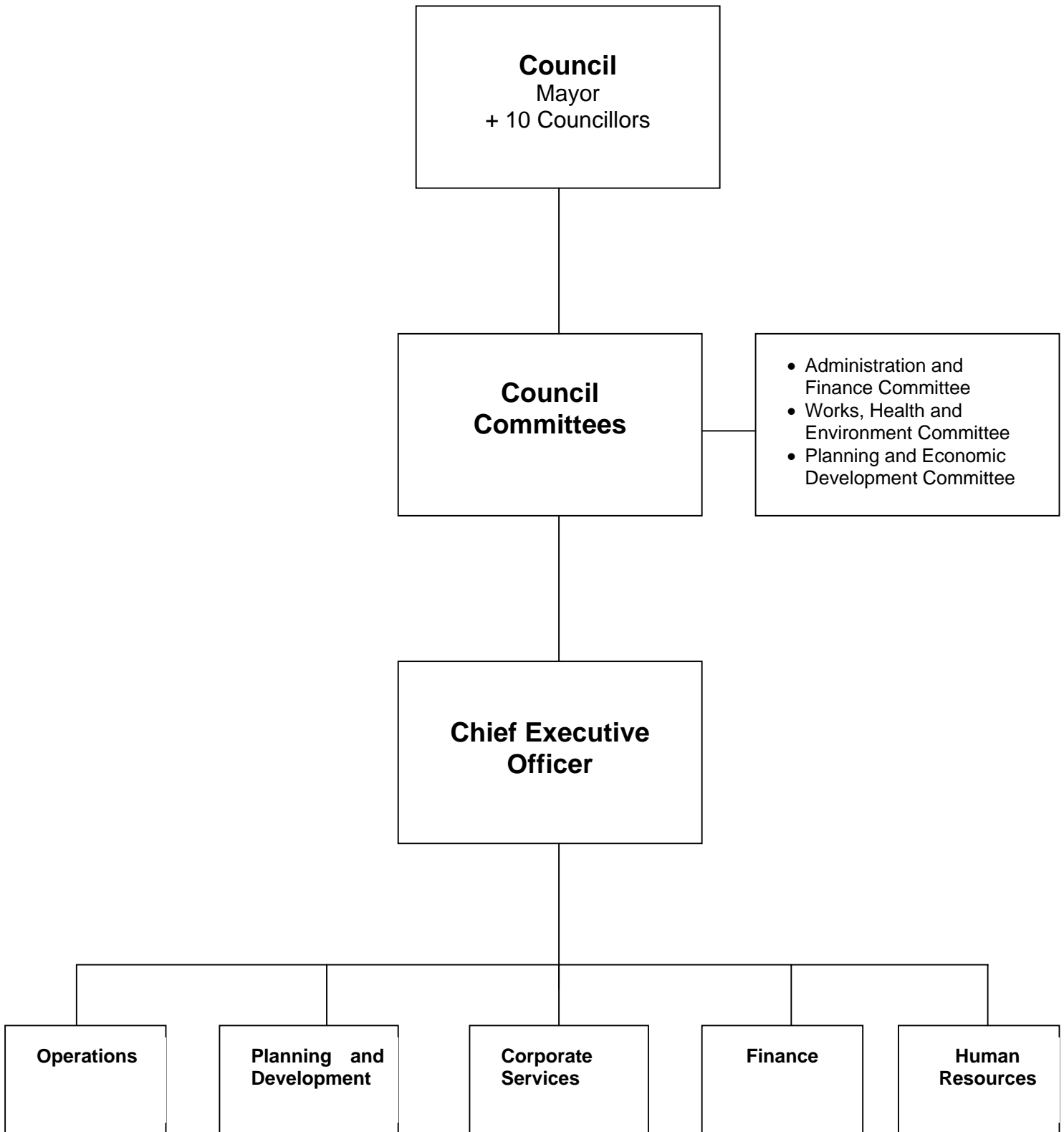
Council recognises the Shire's role as a major source of raw construction materials in South East Queensland and the many current and potential impacts this has on:

- Earning capacity of the Shire and its residents
- The consumption of Council services and resources
- Water quality issues

- Lifestyle issues
- The environment
- Material costs for maintaining and constructing infrastructure in the Shire
- Preservation of prime agricultural land
- The process of public consultation

Council encourages the development of the industry as a self-regulatory body.

Council of the Shire of Esk Organisation Structure



Vision

“Creating a better lifestyle - together.”

Mission

We, with the community, will realise our vision by:

- Focusing on our customers' needs
- Thorough planning
- The efficient and effective utilisation of resources
- The use of sound business practices
- The practice of continuous improvement

Values

The following values form the foundation on which our service to our community is based:

Continuous and Sustainable Improvement

We encourage our elected representatives, employees, community members and customers to be actively involved in our quest for excellence - meeting or exceeding our community's needs and expectations at the lowest cost possible.

Human Resources

Our people are our most valuable resource and as such, their welfare is of great importance. We encourage them to further develop their productive capacity through the acquisition of skills, teamwork, empowerment and participation in the decision-making process.

Communication

We recognise that to function efficiently and effectively, the quality of our communication with our people and our community must be of the highest standard.

Planning

We plan so as to provide a foundation for long-term growth and prosperity while providing flexibility to respond to the changing needs of our community.

Integrity

Our relationships with others are based on honesty, openness, accountability and equity.

1. Roads

Outcome

To maintain a safe pedestrian and road transportation network within the Shire in an efficient and effective manner.

Strategies

- 1.1 Apply a planned approach to roadworks and drainage to ensure all roads receive appropriate maintenance in a structured, timely and efficient way.
- 1.2 Identify options for raising additional funding to meet increasing demands for roadworks.
- 1.3 Inform the community about Council road activities and the costs involved in constructing and maintaining roads and pathways.
- 1.4 Liaise with the Department of Main Roads to secure funding for the implementation of forward plans.
- 1.5 Create a balance between funding for the capital works program and the maintenance program.
- 1.6 Match more closely the pricing and provisions of Council services to the costs of providing those services, including the costs of maintaining and constructing roads leading from extractive sites to state controlled roads.

2. Water and Sewerage

Outcome

To serve the population of Esk Shire with water and sewerage services where economically possible in accordance with health and environmental standards.

Strategies

- 2.1 Manage the water and sewerage resources of the Shire to achieve the highest utilisation of these assets and in compliance with environment protection legislation.
- 2.2 In consultation with the community, investigate the feasibility of providing water and sewerage services in townships not currently supplied.
- 2.3 Continue to develop water and sewerage infrastructure plans taking potential residential growth and economic development into consideration.
- 2.4 Make better use of existing infrastructure by encouraging connections to services with ample capacity.
- 2.5 Highlight to land developers and purchasers their responsibilities for water management and sewage disposal.
- 2.6 Encourage community awareness and implementation of water conservation measures.
- 2.7 Review water charges with the objective to manage demand and defer unnecessary capital expenditure.
- 2.8 Carry out such works as are necessary to provide the required services to the community.
- 2.9 Recover net costs of water and sewerage operations and new infrastructure from all beneficiaries including environmental beneficiaries and apply full cost pricing where appropriate, but return profits from Council businesses to local users through general rating.

3. Waste Management

Outcome

Adopt a responsible, pro-active and cost-effective approach to all waste management issues and take options which are user friendly and environmentally sound.

Strategies

- 3.1 Participate in the development of regional waste management initiatives.
- 3.2 Identify actions to reduce Council's liability for waste management issues in accordance with legislative requirements.
- 3.3 Take a long-term view of waste management issues to ensure the best outcomes for the Shire.
- 3.4 Access available funding to assist in the long-term management of waste disposal.
- 3.5 Reduce waste volumes by promoting waste minimisation methods to the community.
- 3.6 Continue to investigate further recycling opportunities.
- 3.7 Review waste disposal charges.
- 3.8 Plan for the future use of refuse disposal areas following closure.
- 3.9 Provide for the collection of agricultural chemicals at waste disposal facilities.
- 3.10 Strive to achieve continuous improvement in the standard of waste management activities in a cost efficient manner.
- 3.11 Recover net costs of waste operations and new waste infrastructure from all beneficiaries including environmental beneficiaries.
- 3.12 Investigate the viability of a waste transfer station in the southern part of Esk Shire.

4. Health and Environment

Outcome

To maintain a clean, healthy environment for the residents of Esk Shire.

Strategies

- 4.1 Protect the community from disease by encouraging community awareness of immunisation benefits and conducting immunisation clinics at schools.
- 4.2 Control the incidence of mosquitoes and vermin by conducting a public awareness and education program on the abatement of mosquitoes and vermin and treat known breeding sites.
- 4.3 Maintain a high standard of public health in the community by regular monitoring of food handling premises licensed with the Council to ensure compliance with health and safety regulations.
- 4.4 Control the keeping of animals by conducting routine and random patrols of the Shire and enforce compliance with Council's local laws.
- 4.5 Eradicate declared pests in accordance with the approved Pest Management Plan.
- 4.6 Liaise with Queensland Department of Health for the provision of expanded and improved health services in the Shire, with special emphasis on the needs of senior citizens.
- 4.7 Encourage the State and Federal Governments to support a range of environmental activities including reforestation, landcare and riverbank restoration.
- 4.8 Apply the most efficient means for licensing relevant activities or raising funds for compliance regimes where appropriate.
- 4.9 Apply for grants to improve medical services in the Shire.

5. Parks and Reserves

Outcomes

- To enhance the lifestyle of the Shire residents and visitors by preservation, maintenance and development of Shire open spaces under Council's control.
- To influence other organizations in the preservation and maintenance of land under their control.

Strategies

- 5.1 Continue support for community groups in tree planting and streetscaping projects.
- 5.2 Make parks and gardens an integral part of any growth management plans that are developed.
- 5.3 Work to improve access to open spaces to facilitate use of picnic grounds, camping areas, cycle ways, boating facilities and hiking trails by Shire residents and visitors.
- 5.4 Continue support for town beautification projects to enhance the visual appeal of the area and attract visitors.
- 5.5 Preserve, maintain and develop land under Council's control.
- 5.6 Continue to provide well presented cemeteries within the Shire.

6. Economic Development

Outcome

To promote the Shire as an ideal location for ecologically sustainable development so that we can attract new businesses, residents and visitors, whilst ensuring that the diverse lifestyle choices of our Shire are maintained.

Strategies

- 6.1 Promote the lakes, valleys, mountains, rivers and heritage in the Shire's branding, marketing and development.
- 6.2 Expand and facilitate major events within the Shire to enhance economic growth for our local communities, associations and businesses.
- 6.3 Provide cost-effective and relevant services and infrastructure that attract existing and potential retired residents.
- 6.4 Recognise the lower consumption of Council services by farmers generally.
- 6.5 Use Council's purchasing power to grow local businesses for the mutual benefit of the Council's own operations and those of the business operators.
- 6.6 Protect and utilise our economic assets such as agricultural land, forests, extractive resources, heritage, rural landscapes, rural townships, water storages, natural environment, existing businesses and local people.
- 6.7 Develop the right environment to draw people and business to the Esk Shire by providing responsive and facilitative planning and development management services combined with development opportunities and infrastructure, attractive towns, landscapes, rating differentiation and lifestyle choices.
- 6.8 Market the Shire and communicate opportunities to encourage new industries, residents and visitors to the Shire by using information technology, establishing networks, working with regional groups and the media, tapping into databases, joining regional and state promotion campaigns, producing targeted information kits and capitalising on what already exists in the Shire.
- 6.9 Facilitate and co-ordinate Council activities in conjunction with local business, industry groups, community groups and other spheres of government to assist existing and new businesses to be successful.

- 6.10 Maximise the employment potential of the Regional Enterprise Centre at Lowood by disposing of the centre to a suitable private operator.
- 6.11 Encourage the establishment of a historic museum and an amphitheatre on former Railway land at Esk.

7. Organisational Management

Outcome

To professionally manage the Council's operations so that they are cost-effective and efficient and provide quality service to Council's customers.

Strategies

- 7.1 Implement processes to create a cohesive organisation which is focused on customer service.
- 7.2 Manage the financial resources of Council to ensure effective and efficient use is made of available funds.
- 7.3 Commit to education, continuous learning and skills development for Councillors and staff to keep pace with changes and current issues.
- 7.4 Maximise workplace productivity and efficiency through sound human resource management practices.
- 7.5 Continue to foster positive and co-operative Councillor/staff/community relationships.
- 7.6 Demonstrate sound leadership for staff and the community.
- 7.7 Provide opportunities for community involvement, participation and input.
- 7.8 Promote the role and responsibilities of the Council to the community.
- 7.9 Provide adequate resources to maintain assets and achieve Council's objectives including using differential, special and separate rating strategies and user pays charges where appropriate.
- 7.10 Develop a rolling ten year financial plan incorporating forecast rate and charges requirements, debt levels, grants and subsidies, and current and proposed capital and operating costs.
- 7.11 Develop and maintain cost-effective systems that provide quality information.
- 7.12 Aim to maximise grants and subsidies.
- 7.13 Borrow only for strategic long-term assets or to maximise grant opportunities.
- 7.14 Investigate an upgrade of the Esk Administration Building.

7.15 Review the suitability of Council's land assets for current and future planning purposes.

8. Planning and Development Management

Outcome

To achieve ecologically sustainable development which balances economic development, local employment, service delivery, infrastructure efficiency, lifestyle choices and environmental quality.

Strategies

- 8.1 Maintain a regional approach to planning through active participation and liaison with state agencies and neighbouring local governments.
- 8.2 Extract and communicate those elements of regional, state and national plans and strategies which are relevant to Esk Shire.
- 8.3 Continuously review and regularly amend Council's town planning scheme to ensure that the town planning scheme is consistent with relevant legislation and remains contemporary and relevant to the Esk community.
- 8.4 Provide responsive and facilitative planning and development management services.

9. Sport and Recreation

Outcome

To provide local residents with a wide choice of recreation and sporting opportunities and encourage local participation while developing the potential of Esk Shire as a regional recreation resource.

Strategies

- 9.1 Provide all towns with open space areas and access to recreational facilities that are safe and meet the needs of residents.
- 9.2 Increase the local range of recreational opportunities by encouraging the construction and operation of regional facilities for regional visitors.
- 9.3 Provide better quality recreational facilities for the Shire by avoiding duplication of services in each town.
- 9.4 Inform the community about the range of sporting and recreational facilities and activities available and how to access them.
- 9.5 Provide support to sports and recreation committees to help them manage their activities effectively.
- 9.6 Implement the Recreation Framework.
- 9.7 Support the establishment of an international motor sports complex within Esk Shire.
- 9.8 Facilitate greater participation in physical activity through a variety of community sport and recreational events and the implementation of a sports equipment library.
- 9.9 Investigate the construction of an Olympic sized swimming pool at Fernvale.

10. Libraries

Outcome

Provide a facility and service that offers a wide range of information for access by members of our community that will cater for new and different demands.

Strategies

- 10.1 Provide suitable premises in Esk for a library service and consider the better long-term option between leasing premises or using Council-owned facilities.
- 10.2 Encourage greater use of existing library facilities.
- 10.3 Provide access to library services which assist in meeting the recreational, information and cultural needs of residents of Esk Shire.

11. Cultural Services

Outcome

Encourage and support local arts and crafts activities and the preservation of the cultural heritage of the Shire.

Strategies

- 11.1 Create an attractive environment for artists and crafts people to work and display their products to visitors and Shire residents.
- 11.2 Continue contributions to the Regional Arts Development Fund Programme.
- 11.3 Encourage community efforts to preserve the cultural heritage of the Shire.
- 11.4 Support and encourage cultural events.
- 11.5 Investigate the installation of air conditioning at Lyceum Hall.

12. Community Development Services

Outcome

To promote, support, encourage and help with Council, community, school and government initiatives to assist members of our community in their daily lives.

Strategies

- 12.1 Raise awareness within the community of the range of services available and establish Council as a point of contact for members of the community to allow them to access the different government services.
- 12.2 Assist community groups to achieve their potential and become more self-reliant.
- 12.3 Encourage the establishment of joint government agencies in our towns.
- 12.4 Provide avenues for youths to communicate their needs to Council.
- 12.5 Provide financial assistance grants to community organizations to support them in undertaking community service activities.

13. Safety and Disaster Management

Outcome

To work with the community and assist in the provision of a safe environment.

Strategies

- 13.1 Encourage community groups to participate in safety initiatives.
- 13.2 Identify and include safety considerations in all Council planning and design work.
- 13.3 Liaise with inter-governmental agencies to provide support and resources to Council and the community.
- 13.4 Minimise the effects of disasters or major emergencies in the Shire.
- 13.5 Provide an efficient and effective response to emergencies.
- 13.6 Develop flood mitigation plans to enable improved forecasting, immunity and development control.
- 13.7 Provide appropriate funding for emergency groups including the State Emergency Service and Rural Fire Brigades.