

Corporate Plan 2016 – 2020



Document Endorsement

Responsibility:	It is the responsibility of the Executive Manager Corporate Governance to maintain this document in the Corporate Document Framework.
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Context

of the Corporate Plan

Making Burnie 2030 (20 years)

- The Community Strategic Plan setting out six key Future Directions and each of their Objectives, with a 20 year view

Council's Corporate Plan (5 years)

- Council's five year plan outlining strategies within its roles toward the Making Burnie 2030 plan

Council's Annual Plan (1 year)

- Council's annual actions for the year toward achieving its strategies in the Corporate Plan

MAKING BURNIE 2030

Our vision is to be

A vibrant, thriving beautiful place

Burnie has a personality and an energy that is at once recognizable.

Our commerce and industry are diverse, innovative, bold and a source of pride.

The coastland and hinterland provide the natural beauty in which we live.

A caring community

We care about each other and warmly welcome those who visit Burnie.

An inclusive community that builds goodwill and wellbeing.

A regional leader engaged with the world

We are a regional leader in education, health, retail, services, arts and culture.

We are connected with the world through information, business, social and rich cultural connections.

A city that lives its dreams

We seize and make the most of our opportunities.

Those who live here know that you can make it in Burnie.

Future Direction 1

An attractive place to live, work and play

What Making Burnie 2030 said

Objectives

1.1 A range of vibrant, safe and attractive community spaces.

1.2 A community that celebrates and participates in its arts, culture and heritage.

1.3 A community that promotes and values its broad range of quality leisure, recreational and sporting opportunities.

1.4 An innovative range of accommodation and residential options addressing all the needs of the community.

1.5 A vibrant and progressive central business district.

Council's 5 year plan

Strategies

1.1.1 Create and maintain a range of welcoming and attractive spaces across the municipality that foster a sense of community, belonging and pride.

1.1.2 Enhance the use of community spaces through initiatives to improve the feeling of safety for all ages.

1.2.1 Promote the value of arts and culture in our community by supporting initiatives and opportunities that grow participation and appreciation of cultural diversity and the arts.

1.2.2 Facilitate and support open community events that embrace our values and celebrate our place.

1.2.3 Support projects and initiatives that promote our cultural heritage and history through a variety of formats.

1.2.4 Support civic events within the community.

1.3.1 Enhance and promote opportunities for recreation and leisure around our natural assets

1.3.2 Maintain and develop recreational and sporting facilities to encourage greater participation and sporting opportunities.

1.4.1 Assess long term accommodation needs within the community and advocate for investment in appropriate housing options.

1.4.2 Ensure policies programs and strategies support diversity and choice in the form and setting of housing.

1.5.1 Continue to invest in renewal of the CBD as a vibrant, attractive and cohesive retail and business hub.

1.5.2 Achieve a visitor-friendly CBD through improved connectivity, navigational aids and infrastructure supports.

1.6 A re-invigorated Paper Mill site that adds value to the regional economy.

1.6.1 Promote the strategic advantages of the paper mill site for manufacturing, processing, transport and storage.

1.7 A road transport system that meets the needs of the community and supports the wider region.

1.7.1 Maintain the efficiency and safety of the local road network.

1.7.2 Manage the creation and regulation of controlled parking spaces to provide convenience and accessibility.

1.7.3 Advocate for adequate public transport services to meet community needs within Burnie and improve efficiencies.

1.7.4 Enhance opportunities for active transport.

An inclusive and healthy community

What Making Burnie 2030 said

Council's 5 year plan

Objectives

2.1 Well-developed health infrastructure and programs respond to and meet regional needs.

2.2 The importance of physical and emotional wellbeing is valued and actively adopted by the community.

2.3 A place where everyone feels accepted and participates freely in community activities.

Strategies

2.1.1 Continue to advocate for Burnie to be the north west centre for health services.

2.1.2 Continue to advocate for strong health programs and services that meet the needs of the community.

2.1.3 Maintain effective and supportive relationships with non-governmental health agencies.

2.2.1 Facilitate a suite of family-focused activities that promote well-being and healthy lifestyles.

2.2.2 Encourage community-driven initiatives that focus on developing healthier lifestyles and improved emotional wellbeing.

2.3.1 Promote the improvement of equal access across various types of barriers that prevent participation.

2.3.2 Support initiatives aimed at improving social outcomes by removing barriers to participation in learning and employment opportunities.

2.3.3 Promote volunteerism as a lifestyle choice.

2.3.4 Promote inclusiveness and participation within identifiable groups.

2.3.5 Assist those who assist the community

Future Direction 3

A centre for information, knowledge and learning

What Making Burnie 2030 said

Objectives

3.1 UTAS is a strong leader in the provision of education and research in the Burnie region.

3.2 The education providers work together and are responsive in meeting the learning needs of the community.

3.3 The community is engaged in education and values learning from the early years and throughout life.

3.4 Our community is skilled and able to manage change and meet global, regional and local challenges.

3.5 Opportunities exist for people to achieve their dreams and potential.

Council's 5 year plan

Strategies

3.1.1 Partner with the University of Tasmania including the Rural Clinical School to maximise the growth of the UTAS Cradle Coast Campus.

3.2.1 Promote learning pathways.

3.2.2 Encourage opportunities that optimise the use of assets and resources for education.

3.2.3 Encourage partnerships between education providers and industry that ensures training is matched to the employment needs of the region.

3.3.1 Invest in programs that develop the potential of our children.

3.3.2 Develop child care centres as family service hubs.

3.3.3 Encourage initiatives to improve our education retention rates and promote the value of education.

3.3.4 Encourage initiatives that provide opportunities for lifelong learning.

3.4.1 Improve the resilience of the Burnie community.

3.4.2 Advocate for access to relevant professional development and up-skilling opportunities.

3.5.1 Celebrate the successes of people who have excelled in their field.

3.5.2 Contribute to an optimistic outlook by promoting the positive stories within our community.

Future Direction 4

A secure, innovative and diverse economy

What Making Burnie 2030 said

Objectives

4.1 A globally competitive business community, focused on the development of niche and premium products.

4.2 A highly skilled workforce with a focus on innovation and entrepreneurship.

4.3 A five-star visitor experience on the edge of adventure.

4.4 The City of Makers renowned for its niche industries, specialty manufacturing and artisanship.

4.5 The opportunities offered by contemporary communications technology are maximised.

Council's 5 year plan

Strategies

4.1.1 Support the growth of the Burnie economy through the principles of the Burnie Economic Development Strategy and the Settlement and Investment Strategy.

4.2.1 Build opportunities for innovation and entrepreneurship to flourish.

4.3.1 Promote Burnie as a hub for a diverse range of tourism experiences within the region.

4.4.1 Develop initiatives that strengthen the Makers of Burnie brand and align with the Tasmanian brand.

4.5.1 Advocate for regional access to current technology, communications services and infrastructure.

Future Direction 5

A natural and built environment that is respected and cared for

What Making Burnie 2030 said

Objectives

5.1 Our natural resources are protected and enhanced.

5.2 The region develops and uses renewable energy sources.

5.3 A strong level of participation and collaboration in community based environmental protection and conservation groups.

5.4 A region that is energy, water and waste efficient.

5.5 A built environment that is valued, reflects our past and embraces our future.

Council's 5 year plan

Strategies

5.1.1 Recognise and protect those areas that are formally protected.

5.1.2 Assist in the sustainable use of natural resources including agricultural land, forests, minerals, water, air and natural landscapes.

5.2.1 Support opportunities for both commercial and private generation of renewable energy.

5.3.1 Support communities that care for and protect our environment.

5.4.1 Support initiatives that promote energy efficiency.

5.4.2 Support the appropriate and efficient use of various water resources.

5.4.3 Support the State and regional strategies in waste reduction.

5.5.1 Ensure the use and development of land enables communities to provide for their social, economic and cultural well-being and for their health and safety, while maintaining the potential for land to meet reasonably foreseeable needs, without risk to the life supporting capacity of land, air and water.

5.5.2 Ensure the form and layout of settlement provides attractive, convenient, efficient, healthy, pleasant and safe urban and rural places in which people live, work or visit.



5.5.3 Plan for or make available adequate community and utility infrastructure assets to support economic prosperity and liveable settlements.

A regional hub

What Making Burnie 2030 said

Council's 5 year plan

Objectives

6.1 Burnie is the community and commercial services centre for the broader North-West region.

6.2 Effective, efficient and integrated transport linkages service and connect Burnie with the state, region and world.

6.3 The City provides leadership and works collaboratively on regional strategic issues.

Strategies

6.1.1 Promote Burnie as an attractive investment choice.

6.1.2 Maintain and enhance key community facilities that serve the broader region for cultural recreational and community purposes.

6.1.3 Advocate for the ongoing and expanded representation of government agencies and services in Burnie that address community needs and provide necessary infrastructure and support to the broader region.

6.2.1 Maintain an active focus on the critical importance of the port and rail operations to the broader region.

6.2.2 Advocate for retention of a regular air passenger and freight service from Burnie to the mainland and to King Island.

6.2.3 Advocate for the planning and development of strengthened strategic transport linkages to other major centres in the region.

6.3.1 Advocate for the community on issues of local and regional importance.

6.3.2 Encourage initiatives to promote regional cooperation for both regional benefits and maximising efficiencies.

An engaging and accountable leadership focused on a strong future

Council's 5 year plan

Objectives

7.1 A Council that provides engaging and effective leadership to Burnie.

7.2 Council and the community are informed and engaged on issues of local importance.

7.3 Council is compliant in all areas and carries out the role of regulatory enforcement in a fair and effective manner.

7.4 A sustainable, viable financial future is assured and accountability is demonstrated through open and transparent processes.

7.5 A sustainable long term future is planned through the management of Council's infrastructure and assets.

Strategies

7.1.1 Formulate policy that is equitable, inclusive and responsive to current needs, and ensure decision-making is informed and accountable.

7.1.2 Ensure effective operation and support for Council entities, authorities and special committees.

7.2.1 Enhance the level of community and organisational engagement across a range of Council operations.

7.2.2 Inform the community of key decisions and actions of Council.

7.3.1 Ensure Council remains compliant with all its statutory and regulatory obligations and contributes to the regulatory environment which affects our community.

7.3.2 Resource the reasonable enforcement of the legislative and regulatory provisions for which Council is responsible within its financial resources, and ensure the community is well informed of their obligations.

7.4.1 Ensure a long term strategic focus drives financial policy and decisions.

7.4.2 Demonstrate financial accountability and ensure strong internal controls underpin performance.

7.5.1 Strategies and plans are well-developed and guide the future allocation of resources.

7.5.2 Ensure assets are adequately developed, maintained and renewed.

7.6 A culture of continuous improvement that adapts well to change and promotes the value of customer service excellence.

7.6.1 Provide a high standard of service to all customers in terms of timeliness, consistency and quality.

7.6.3 Promote a culture of continuous improvement that encourages innovation and contemporary practice.

7.6.3 Maintain effective systems for internal data management and maximise their capabilities.

7.7 Council has a strong and positive work culture that embraces teamwork and shared values.

7.7.1 Attract and retain good staff by providing strong HR practices, learning opportunities and a positive work culture.

7.7.2 Continually explore opportunities and strategies that reinforce Council's status as an Employer of Choice.

7.7.3 Provide support to elected members to assist them to fulfil their roles effectively.

7.8 A best practice approach is taken to managing risk in the community and providing a safe work environment.

7.8.1 Develop an integrated approach to risk management from the strategic level through to activity level.

7.8.2 Provide a safe work environment for all employees.

7.8.3 Work with other agencies to ensure our community is well prepared and able to respond to disaster.