Our Plan, Our Future

Balonne Shire Council

Corporate Plan 2025-2030

St George | Dirranbandi | Bollon | Thallon | Mungindi | Hebel | Nindigully

Contents

Towards 2030

To guide Balonne towards a prosperous future, this plan was drafted and reviewed in March 2025 to incorporate key performance measures that will be reported on annually in Council's Annual Report.

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) 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 2030 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.

POPULATION
4,345
residents

OUTPUT
$493m

UNEMPLOYMENT
2.4%

FOOD AND FIBRE LEADERS
Agriculture
43% GRP

EMERGING INDUSTRY
Tourism $8.8m
value added

COMMITTED TO
Skilling, Innovation
and Igniting Ideas

GROWING OUR PEOPLE
For a Better Balonne

SERVICING
31,152 km²

BUSINESS COUNT
943 businesses

INDIGENOUS POPULATION
20.5%

Statistics Source: 2021 Australian Bureau of Statistics. 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 and pay our respects to their cultures, their ancestors and to the elders, past, present and future.

Using the Corporate Plan

Time Frame	The Corporate Plan sets the strategic direction for 2025 to 2030.
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 **https://www.balonne.qld.gov.au/About-Council/Publications-Media**
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 **https://www.balonne.qld.gov.au/About-Council/Publications-Media**
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**

About the Corporate Plan

The Balonne Shire Council's Draft Corporate Plan 2025–2030 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.

Long-term Financial Plan and Asset Management Plan	Corporate Plan	Operational Plan and Budget	Quarterly Performance Report	Annual Report
10 years	**5 years**	**1 year**	**Every 3 months**	**1 year**

Key foundation areas

The 2025 – 2030 Corporate Plan is based on five (5) Foundations.

- Community
- Infrastructure & Planning
- Economy
- Governance
- Environment

[1] *Queensland Plan – www.queenslandplan.qld.gov.au*

Strategic Overview

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

Community

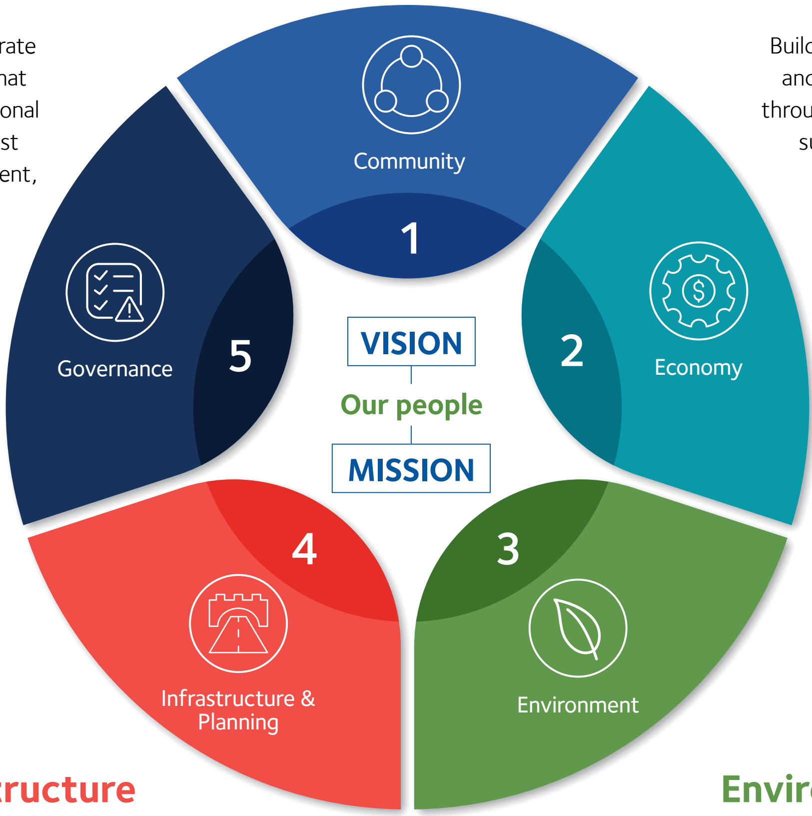
Welcoming, safe and thriving communities where cultural diversity, traditions and the arts are celebrated and quality education is accessible.

Governance

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

Economy

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



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.

Community Priorities

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

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.

1.1 Active and inclusive community engagement

Key Strategic Actions

Undertake active, inclusive and meaningful community engagement on key projects and initiatives in accordance with Council's Community Engagement Strategy.

How we will measure our performance

- Community Engagement Strategy reviewed by the end of 2026
- Annual Community catch up days maintained in each community
- Biannual participation in community groups/events are maintained
- Annual attendance at school events are maintained in each community
- Ten Balonne Bulletins published per annum
- 5% increase in website page views

1.2 Community programs and events that promote active and healthy lifestyles and spaces to connect, engage and learn

Key Strategic Actions

Provide of a range of community services, programs and events in accordance with strategic plans or as funded by Federal or State grants.

How we will measure our performance

- Strong participation in council led programs/events
- 5% increase in library utilisation
- 5% increase in facilities utilised
- Library Strategic Plan implemented by the end of 2029
- Youth Strategy developed in 2026 and implemented by the end of 2029
- Active participation in the Agriculture, Water and Environment, and Country University Centre is maintained
- Eight community initiatives supported by WORcamp per annum
- Two community mental health programs delivered per annum
- Four Community organisations supported through Council's Community & Events Grant program per annum

1.3 Vibrant creative arts, including cultural diversity

Key Strategic Actions

Undertake actions and recommendations in accordance with adopted Arts and Culture Strategy and deliver activities that celebrate cultural diversity.

How we will measure our performance

Arts & Culture Strategy implemented

Participate in annual NAIDOC week celebrations

Two Indigenous Advisory Committee meetings per annum

Welcoming Community Strategy reviewed by the end of 2027

Four community organisations supported by Regional Arts Development Funds per annum

One Welcoming event held in the Shire per annum

Arts skills audit completed across the Shire to engage local providers to share their creative skills by the end of 2026

1.4 Safe communities, disaster management, recovery and resilience

Key Strategic Actions

Deliver a range of programs, facilities and initiatives that promote safe communities. Manage disaster events from response through to recovery in accordance with adopted plans.

How we will measure our performance

5% increase in the 'opt in' subscription to emergency dashboard

Annual "Get Ready" day held for community prior to disaster season

100% of LDMG members up to date with disaster management training

Community Safety Strategy review by the end of 2026

CCTV-FWIN Strategy implemented in accordance with adopted budgets

2. Economy

Economy Goal

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

2.1 Digital connectivity for business growth and connectedness

Key Strategic Actions

Internally deliver technology that supports employees and promotes cyber security in accordance with adopted Information Technology Strategic Plan .

Externally support community and businesses through partnerships that continuously improve digital connectivity across the Shire.

How we will measure our performance

Develop IT Strategic Plan by the end of 2025 and implement in accordance with adopted budgets

90% of asset renewal is completed in accordance with adopted budget

Redundancy options achieved across council's network to build resilience

Zero cybersecurity incidents

Biennial review of Business Continuity Plan

Two partnerships/initiatives resulting in improved digital connectivity in the Shire

Community Communication Strategy is developed in partnership telecos by the end of 2026

2.2 Promote economic development to support business and industry across all sectors, promote workforce development and attract investment

Key Strategic Actions

Deliver a range of inititives to support all business sectors through partnerships, strategies and initiatives, as outlined in Council's Economic Development Strategy.

How we will measure our performance

Economic Development Strategy actions and recommendations delivered in accordance with adopted budget

Facilitate the Annual Careers Expo

2.3 Maximise economic benefits through tourism and events

Key Strategic Actions

Work in partnership with industry, local operators, regional stakeholders, and community to implement outcomes and actions identified in the Tourism and Events Strategy and Economic Development

How we will measure our performance

Implementation of tourism and event strategic actions and recommendations in accordance with adopted budget

Number of visitors increased

Two tourism advisory meetings per annum

Two tourism initiatives supported through the Tourism & Events Grants Program per annum

5% increase in social media

2.4 Strategic partnerships, planning and advocacy

Key Strategic Actions

Foster and initiate strategic partnerships that effectively represent and advocate in the best interests of council and the communities we serve.

How we will measure our performance

Two Government submissions per annum

Four regional stakeholder meetings per annum

One State Government deputation per annum

One Federal Government deputation per annum

One Local Government Association Queensland motion per annum

One Australian Local Government Association motion per annum

3. Environment

Environment Goal

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

3.1 Best practice waste management and recycling

Key Strategic Actions

Implement actions and deliver services to achieve the outcomes in adopted waste management strategies and master plans.

How we will measure our performance

Implement waste reduction and recycling plan in accordance with adopted budget

Implement SWQROC Regional Waste Strategy in accordance with adopted budget

Implement Recycling Behaviour Change Strategy by the end of 2027

Zero non compliance with Environmental licences for landfills

A decrease in the number of illegal dumping incidents

Master plans developed and implemented for all landfills in accordance with adopted budget by 2030

Solid Waste Plan implemented in accordance with adopted budget

3.2 Biosecurity, pest management and natural resource management

Key Strategic Actions

Deliver a range of services and programs in accordance with adopted Biosecurity Plan.

How we will measure our performance

Biosecurity Plan reviewed by the end of 2026 with actions and recommendations completed in accordance with adopted budget

Two Biosecurity Advisory Committees per annum

One Regional Biosecurity meetings attended per annum

Strategic fencing initiatives achieved

3.3 Rural land services and stock route planning and management

Key Strategic Actions

Deliver rural land services that help sustain the agricultural industry and economy through maintenance of town commons, agistment options and adopted Stock Route Management Plan.

How we will measure our performance

Stock Route Compliance Policy reviewed and implemented by the end of 2025

Annual fire prevention initiatives delivered in accordance with budget allocations

Stock Route Management Plan reviewed by the end of 2026 and implemented in accordance with adopted budget

Implement stock route asset management plan for State Government, as funded

3.4 Promote community resilience and initiate sustainable practices to adapt to changes in the environment

Key Strategic Actions

Seek opportunities to reduce climate induced natural hazards and build resilience that supports the local economy to adapt to climate variability and uncertainty.

How we will measure our performance

Work in partnership with the SWQROC to implement the South West Regional Resilience Strategy as funding permits

Flood mapping reviewed and submitted to National Insurance database by the end of 2025

Increase in energy efficiency savings

3.5 Promote environmental health and compliance

Key Strategic Actions

Deliver a range of programs, facilities and initiatives that promote public health and safety through education and enforcement of local laws, state and federal legislation and adopted strategies.

How we will measure our performance

100% annual regulated food premise inspections completed

100% of Annual Dog Inspection Program delivered

Animal Management Plan is delivered in accordance with adopted budget

100% of reported dog attacks are investigated

A decrease in number of dog complaints

90% of service requests responded within ten days

90% of complaints responded within ten days

A decrease in number of overgrown allotments complaints

Annual overgrown allotment program implemented in accordance with adopted budget

4. Infrastructure & 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.

4.1 Safe and connected transport networks

Key Strategic Actions

10 year capital work programs will be developed and implemented to provide safe and connected transport networks and aerodrome services within approved budgets and legislative requirements.

How we will measure our performance

100% Roads to recovery expenditure is completed annually

100% of Transport Infrastructure Development fund is completed annually

5% reduction in service requests for road networks

A State Road Advocacy Plan is developed to continuously improve State controlled road network in the Shire

100% of Aerodromes meet CASA requirements

Advocate for increase in regulated air services

Elected member bi-annual road inspection program is completed

4.2 Robust asset management for all asset classes

Key Strategic Actions

Robust asset management plans are developed and implemented and service levels are determined for all asset classes

How we will measure our performance

Asset condition assessments are completed at least once every three years

Asset revaluations are completed at least once every three years

Annual review of Asset Management plans will be completed

90% of facilities capital works program is delivered

90% of operational budget is delivered

Service levels for all asset classes by the end of 2027

Increase in the number of trees planted per annum

100% of Annual playground inspections are completed

Housing Strategy is implemented in accordance with adopted budget

Electrical safety audit is completed by the end of 2025 and continuous improvement achieved in accordance with adopted budget

4.3 Effective management of waste-water management and sewerage services

Key Strategic Actions

10 year capital work programs developed and implemented to provide effective and compliant waste-water and sewerage infrastructure within approved budgets.

How we will measure our performance

Zero non-compliance with environmental licensing

Reduce waste-water asset breakages/disruption to service

Implement the South West Queensland Regional Water & sewerage infrastructure strategy in accordance with adopted budget

4.4 Protection and enhancement of water supply

Key Strategic Actions

10 year capital work programs will be delivered and implemented to deliver water services across Shire communities in accordance with approved plans, legislative requirements and adopted budgets. Council will continue to advocate for water security, allocations and initiatives for water cooling across the Shire.

How we will measure our performance

Zero non compliance with Drinking Water Quality Management Plan

Reduce water asset breakages/disruption to service

4.5 Sustainable planning and development

Key Strategic Actions

Council will support developers, builders, community and investors with information and helpful resources that promote sustainable planning and development across the Shire.
Council will develop plans to identify the foundation infrastructure required to support future growth and development in the Shire.

How we will measure our performance

Strategic Infrastructure Plan developed and implemented as funding permits

Strategic Land Management Plan developed and implemented as funding permits

Local Area Housing Plan implemented as funding permits

Increase of development approvals

Increase of building approvals

Increase of plumbing certificates issues

Decrease of compliance notices issued

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.

5.1 Excellence in service delivery to customers and communities

Key Strategic Actions

Council is committed to continuous improvement of service delivery to our customers in accordance with its Customer Service Charter and adopted service levels.

How we will measure our performance

Reduce administrative action complaints

90% of service requests resolved within 10 days

90% of incoming correspondence responded within 10 days

Increase the number of service improvements identified and implemented

Remote service centres within libraries are established within adopted budget

Online payment options implemented for council services

5.2 Healthy, safe and supportive workplace cultures

Key Strategic Actions

Promote a culture of safety first for the physical and mental health of all and continously improve integrated management systems to maintain accreditation.

How we will measure our performance

Transport & Main Roads Integrated Management Systems accreditation maintained

Workplace Health & Safety System - Skytrust implemented by the end of 2026

Reduce lost time workplace injuries

Mental Health Strategy reviewed and implemented within budget by the end of 2025

Psychosocial risks reviewed annually

Four WHS Committee meetings per annum

Annual Workplace Health & Safety Plan implemented within budget

70%+ score achieved for National Audit Tool (NAT) self-insurer safety audit

5.3 Leadership, professional development and training

Key Strategic Actions

Employees are supported to grow and develop in accordance with approved training and professional development plans and budgets.

How we will measure our performance

Workforce Plan is reviewed and implemented within budget by the end of 2025

Grow our Own Strategy is developed and implemented within budget by the end of 2025

Increase in employee satisfaction

Three trainees employed by Council per annum

Increase number of employees supported by Country University Centre

5.4 High levels of transparency and compliance

Key Strategic Actions

Council programs, services and initiatives are delivered with a high level of integrity, accountability, transparency and compliance.

How we will measure our performance

Fraud awareness training is completed annually

100% legislative and statutory compliance

Decrease Right to Information applications

Zero Corrupt Conduct complaints

Zero Office of Independent Assessor Councillor complaints

100% of council minutes published within 10 days

Annual report is published within 30 days of financial statements signed off

Internal audit annual plan is implemented

5.5 Create and protect value through risk management and project management

Key Strategic Actions

Robust project plans and services will be delivered across the organisation where risk is constantly assessed and reviewed consistent with the Project Governance Framework and Enterprise Risk Management Framework.

How we will measure our performance

Quarterly risk reporting is provided to the Audit & Risk Committee

Bi-annual review of Enterprise Risk Management Framework is completed

80% of risk actions completed

Project Governance Framework is reviewed by the end of 2026 to incorporate risk management

5. Governance Cont.

5.6 Financial management for long term sustainability

Key Strategic Actions

Financial Management is continuously improved and undertaken in accordance with legislative and accounting standard requirements.

How we will measure our performance

Budgets are informed by robust asset management plans and 10 year capital work programs

Long term financial plan is reviewed annually

Depreciation review is undertaken annually

No significant deficiencies detected at external audit

Unqualified financial statements are certified by Queensland Audit Office within statutory timeframes

Three year budgeting is implemented in 2026

Rating Strategy is reviewed annually

Service Delivery Reviews and Service Planning is introduced by the end of 2026


Our Plan,
Our Future...

For the People
Balonne Shire Council

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.