



Winton Shire Council
CORPORATE PLAN

2022-2027

Creative commons release

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Statement Of Acknowledgement Of The Aboriginal Nations

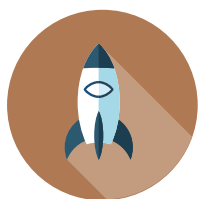
We are a Shire of Seven Nations. Council recognises the Koa, Maiwali, Karuwali, Yirendali, Wanamara, Pita Pita, and Iningai Peoples that are encompassed in the Shire boundary. We wish to recognise the generations of the local Aboriginal people who have lived in and derived their physical and spiritual needs from the rugged hills and sweeping plains of the region over many thousands of years as the traditional owners and custodians of these lands.

Council's Mission Statement & Vision Statement



Our Mission (Our next 5 years)

Through meaningful engagement, implement a range of strategies that cater to people from all walks of life, our community needs and aim to enrich our lifestyle and preserve our heritage.



Our Vision (For the future)

To grow our community and explore exciting, new and innovative opportunities which will retain existing and attract new people with whom we can share our unique lifestyle and rich heritage.



Our Values

Accountability

The ethical concept associated with responsibility, enforcement, blameworthiness, transparent process, liability and other terms associated with being answerable for the trust that is bestowed by those whom we serve.

Effectiveness

The idea of carrying out a program or process that is entirely adequate to accomplish the purpose that has been identified as a goal or aspiration.

Efficiency

The concept that in the process of pursuing or effecting any program, procedure or task where all wastage is minimised.

Sustainability

Is the capacity to maintain a certain process or state indefinitely. When applied in an economic context, a business is sustainable if it has adapted its practices for the use of renewable resources and is accountable for the environmental impacts of its activities.

Meaningful Community Engagement

Encompasses the principle of seeking the views and opinions of the Community. This is to be through an effective committee system and public consultation process as part of Council's decision-making methodology.

Good Governance

This describes the process of decision-making and the process by which decisions are implemented (or not implemented). Hereby, public institutions conduct public affairs, manage public resources, and guarantee the realisation of human rights. Good governance accomplishes this in a manner essentially free of abuse and corruption, and with due regard for the rule of law.

Ethical & Legal Behaviour

Ethical behaviour is characterized by honesty, fairness and equity in all interpersonal relationships. Ethical behaviour respects the dignity, diversity and rights of individuals and groups of people. When coupled with legal behaviour there is an expectation that there will be a penalty for conduct that breaches any law, statute or regulation.



Winton – Way Out West, A Message From The Mayor



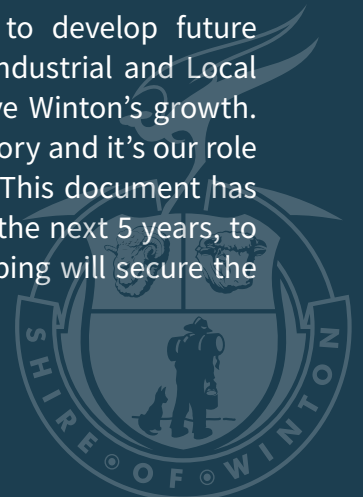
Cr Gavin Baskett - Mayor

The 2022/27 Corporate Plan will help guide council decisions over the next 5 years. We have just come out of one of the most volatile periods in Local Government history and look forward to securing our future by making Winton a place where locals want to live, prospective residents would like to make their home and businesses grow.

We have a fantastic opportunity during the next 5 years to establish Winton as a prosperous community with the sealing of the Outback Way and the proposed expansions at Australian Age of Dinosaurs, just to mention a couple, being critical economic drivers. With the development of land for residential living and industrial expansion we'll be able to cater for the expected growth. Council will be targeting a population increase of 5% over the coming 10 years which will be the catalyst for our small businesses to prosper. These may seem unachievable to some, but we need to think positively about our future and the 22/27 Corporate Plan will set the direction for council to target with budget's that are aligned to this strategy.

While planning to grow our community, we must also retain our current services at a level that our residents expect, and this will be a key strategy of this plan. Along with growth we need an Asset Management Plan to strategically maintain our infrastructure to help prevent unexpected failures and expenses. The Corporate Plan will feed into the Yearly Operational Plan that we use to implement the budget on an annual basis.

We will endeavour to work with industry to develop future opportunities for our Ag Industry, Tourism, Industrial and Local Business for they are the future that will drive Winton's growth. Winton is a unique community steeped in history and it's our role to promote and support ongoing prosperity. This document has built the path for whoever is in Council, over the next 5 years, to follow and achieve goals that everyone is hoping will secure the future of our great community.



Council's Commitment To The Community, A Message from the CEO

It is a pleasure to present the Winton Shire Council Corporate Plan for 2022-2027. Our previous Corporate Plan for 2016-2021 has served the community well with significant improvements being made to infrastructure and services throughout the Shire. Despite the significant impact of drought, floods and COVID-19 over the last 5 years, considerable progress has been made on the strategies and goals developed back in 2016.

Like many remote local government areas, we face considerable challenges in financial sustainability, maintaining a workforce, providing housing and legislative compliance. Over many years, Winton has developed a great reputation for being a friendly, proactive and welcoming community. Based on feedback received from the Community Survey undertaken earlier in the year, 90% of residents rated their quality of life as good to excellent.

Whilst this is encouraging, the community feedback also highlighted several areas of Council's operations where improvement is needed – this is our challenge for the next 5 years. Our five 'Core Service Streams' established in the Corporate Plan include: -

- Natural and Resource Management;
- The Built Environment;
- Securing Our Future;
- Thriving Together; and
- Making it Happen.

These are quite broad; however they are all-encompassing across the organization. The key strategies in the Corporate Plan will provide guidance on the delivery of our vision: -

- To grow our community and explore exciting, new and innovative opportunities which will retain existing and attract new people with whom we can share our unique lifestyle and rich heritage.

The strategies will inform Council's Annual Operational Plan each year, which will then filter down into our day to day operations.

With the likely completion of key road sealing projects over the next five years including the Outback Way, Winton / Richmond Road and the Winton / Lark Quarry Road, this will create tourism growth, freight links and economic development opportunities. The Winton Shire Council is well positioned to take advantage of these opportunities and we have the 2022-2027 Corporate Plan to guide us.



Mr Ricki Bruhn - CEO



Our Councillors



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Our Community



What is a community?
It's more than you think!

Residents, Visitors,
Community Groups,
Business Groups,
Sporting Associations,
Indigenous Community,
Peak Organisations
& Industries.

In the 2021
Census Winton Shire had a
population of

1,129

Of these 875 are concentrated
in the township of Winton.



We have a relatively
young population with

34%

under the age of 35.



Our aged population
over the age of 65

24%

is significantly higher than
the state average (15%).



In order to develop Council's Corporate Plan 2022-27,
a community wide survey was conducted. Our own
survey showed 32% of people have been here less than
5 years while at the other end of the spectrum almost

40% have been residents for more than 20 years.

Residents valued the sense of community, the small
town feel and the open space and country atmosphere.*

* Data available as at May 2022

Our Economy

Winton is an industrious shire with 96% of
the population working. While agriculture
is the backbone of the region, tourism was
identified over 50 years ago by the Winton
Tourism Association as an emerging and
essential industrial sector, recognising the
regions potential.

Opal is going through a significant revival
with links to television and tourism and an
upcoming Opal Centre at Opalton.

More recently we have been digging up
dinosaur fossils which has led to the Australian
Age of Dinosaurs with plans for a natural
history museum with a breadth of scope that
is truly world class.

The Waltzing Matilda Centre remains the

centre of our tourism experience – the first
museum dedicated to a song.

The history of the region provides significant
opportunity for educational tourism, from
school aged children through to tertiary
students. Winton is developing strong
relationships to pioneer research and
investment in the region with the tertiary
education sector through Griffith University.

Winton Shire Council see huge economic
potential in clean energy and the digital
economy. Currently, 1 MW of energy is
produced through the township's rooftop
solar. Winton has fibre to the premise
throughout most of town offering speeds of
1Gb/s up to 10Gb/s in the near future.

Festival time!
Winton hosts a plethora of
diverse and interesting
festivals!

- Writers Festival
- Vision Splendid
Film Festival
- Opal Festival
- Way Out West Festival
- Outback Festival

Attract 1000, to 3000
people from a few days
up to a week. It seems
there is always something
happening in Winton.

Our Challenge

We have a declining population (which has almost halved in 20 years). We don't want to just stop the decline – we want to reverse it. Our research shows that a lot of people come to Winton don't necessarily stay. Of 280 families, half of them are couples without children.

Tourist season is, by definition, seasonal and brings tourists and workers that temporarily swell the population and strain Council resources and infrastructure. At present Winton is struggling to house new community members and this is increasing the pressure on industry and community, as we are unable to suitably accommodate staff and new community members.

Community Partnerships & Collaborations

Community Engagement

Through a range of community events such as morning tea with the Mayor or direct input from community via Councillors (Advisory Committees & annual community meetings at Middleton, Opalton & Corfield) we feel we have the start of good community engagement. Several Council Officers work directly with the community – particularly those in the Community Welfare and Community Care Services Team with the Director of Community and Economic Development and influence

strategic outcomes and services in a very real and tangible way.

Ensuring effective community engagement is not a simple task. People have very different ways of receiving information and providing feedback. However, it is essential that local governments understand the needs and wants of their communities in order to champion the direction of investment and development for the community it serves.

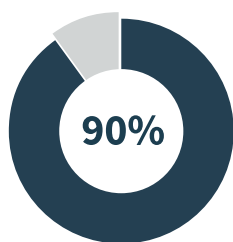
Corporate Plan 2022-2027 Community Surveys

Council released a survey in December 2021 which closed at the end of February 2022. A total of 139 responses were received. This has shown what our community value and what are their priority issues. We love our sense of community, the country living, natural environment and the events and tourism. We want more focus on growth and economic development, more housing and more recreational opportunities.



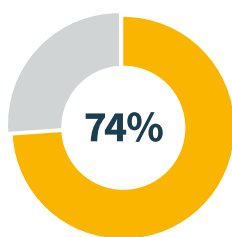
Quality of Life

90% of residents rated their quality of life as good to excellent



Mental Health

74% of residents rated their mental health as good to excellent



What do residents love about Winton Shire?

- Sense of community
- Country living
- Natural Environment
- Events/tourism e.g. Dinosaur attraction



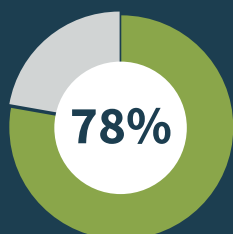
Priority issues:

- Growth/economic development i.e. attracting business, residents, tourism
- Housing availability/affordability
- Accommodation for tourists and workers
- More recreational opportunities



Satisfaction with Overall Performance:

78% stated they are at least somewhat satisfied with the performance of Council over the last 12 months



Key drivers of satisfaction:

- Community input to Council decision making
- Environmental and sustainability initiatives
- Water Supply
- Appearance of local area/town centre



Highest rated in satisfaction:

- Domestic garbage collection
- Events and festivals
- Libraries
- Appearance of local area/town centre
- Swimming pools/Aquatic centres



Highest rated in importance:

- Local roads
- Community input to Council decision making
- Appearance of local area/town centre
- Water supply
- Economic Development

Council Service Streams

Stream 1 – Natural & Resource Management



More Town Beautification Projects

A focus on tree planting, better species selection to encourage native birds and bees. More liveable spaces and improved accessibility. Continual improvement of parks and playgrounds.



Waste Reduction & Recycling

Strategies to minimise waste and promote recycling. Engage with the community to make more sustainable and ethical choices.



Water Quality, Security & Efficiency

Projects that focus on water quality and delivery. Planning for future requirements and security. Efficiency measures and new technology. Continue improvements in sewerage and treatment.



Better Biosecurity & Environmental Compliance & Regeneration

Facilitate government, industry, natural resources management groups and community collaboration on invasive plant and animal control. Improved environmental compliance and regeneration.

Measures of Success

- Increase the number of trees planted over the 2021 baseline
- Reduction in the volume of landfill by increasing and promoting recycling and reuse
- Increased water efficiency
- Increase public engagement for beautification, water and waste
- Reduce populations and impacts of invasive biosecurity matter

Stream 2 – The Built Environment



Transport Roads & Mobility

Maintain roads at an appropriate standard, increased services for pedestrians. Training and upskilling of existing and future staff.



Building Services

Upgrade Councils portfolio of housing. Improved facility management and maintenance. Strive for Solar power on all Council buildings.



Airport

Incremental improvements to the airport in alignment with CASA guidelines. Plan for major renewal of terminal building and surrounding landscaping.



Pool

Maintain existing amenity and aim to satisfy community service expectations.

Measures of Success

- Increase the number of staff with multi-skills and job adaptability
- Increase the number and condition of houses over the 2021 baseline
- Continual airport upgrades
- Increase the number of pool patrons over the 2021 baseline

Stream 3 – Securing Our Future



Engineering Services

Consider master planning for public spaces and a continued focus on quality technical advice.



Business & Tourism

Support and promotion for current and future local businesses. Tourism industry support and investment attraction.



Liveability

Identify opportunities to increase the liveability of current and future residents. Promote Winton as an ideal outback destination for young families. Consider Shire preparedness for disaster events, climate change economic transition and adaptation.



Marketing & Promotion

Explore opportunities to attract new investment and complete business case studies on a range of potential new industries.

Measures of Success

- Increased number of small businesses in Winton from 2021
- Increase the proportion of public spaces covered by a masterplan from 2021
- Increase the amount of digital engagement with Council content from 2021 levels
- Successful implementation of destination marketing brand
- Complete a review of Disaster Management arrangements by 2027

Stream 4 – Thriving Together



Historical Sites

Identification and preservation of sites of cultural and historical significance. Building presence for First Nations culture in the Shire.



Arts & Culture

Developing a business plan for the Waltzing Matilda Centre and work on an art and culture identity for Winton. Acknowledge our community's diversity and broad range of art, music, sculpture and writing.



Community Services

Making the community more aware of the range of valuable services provided – particularly programs aimed at youth, the elderly and families – and ensure their engagement with and input towards Council decision-making.



Health Care

Letting people stay in their own homes longer as well as a range of preventative health strategies.

Measures of Success

- Increase the proportion of the community using welfare services (baseline to be established in 2022-23)
- Increase the number of First Nations historical and cultural experiences available in the Shire from 2021 baseline
- Increased number of visitors to the Waltzing Matilda Centre from 2021 baseline
- Improvement on satisfaction with community involvement in decision making by 2027

Stream 5 – Making It Happen



Governance

Lay a solid foundation for management and oversight of Council assets and resources which ensures their resilience, adequacy and efficiency. Promote employee wellbeing and instil a positive culture of acting transparently, ethically and responsibly in accordance with the local government principles. Utilise risk management to inform decision-making, strategic planning and drive continuous improvement.



Finance

Meet legislative and Queensland Audit Office requirements while seeking opportunities for business improvements and increased efficiency. Digitise several paper based or paper heavy processes.



Safety

Council are committed to continual improvement and raising the profile of safety within the organisation and, by extension, the community as a whole.



IT & Technology

Continue to invest in IT infrastructure to allow Council to own and operate local servers and associated equipment. Continually assess cyber security threats and implement appropriate defences. Extend WIFI to more public spaces.

Measures of Success

- Council achieves 'green traffic lights' for all internal controls, financial sustainability and operating surplus as reported in the Queensland Audit Office 'Financial Audit Report'
- Implementation of a new financial accounting system (software)
- Increase staff retention % on 2021 baseline
- Reduction in the number of workers compensation claims received (decrease on 2021 reporting)
- Development and implementation of a functional Internal Audit Plan
- Review and enhance Council's Business Continuity Planning



Councillor Priority Areas For Consideration

- Responsible decisions to ensure the continued strength of our finances
- Secure land for future development
- Plan for Workforce training, succession planning and job security
- Continue to support development of Jessamine Place
- Development of recreation lake and hot water baths
- Continue to upgrade and renew recreation and sporting facilities
- Continued beautification programs
- Maintain water supply - securing water for the future
- Community engagement and continued transparency

Economic Development

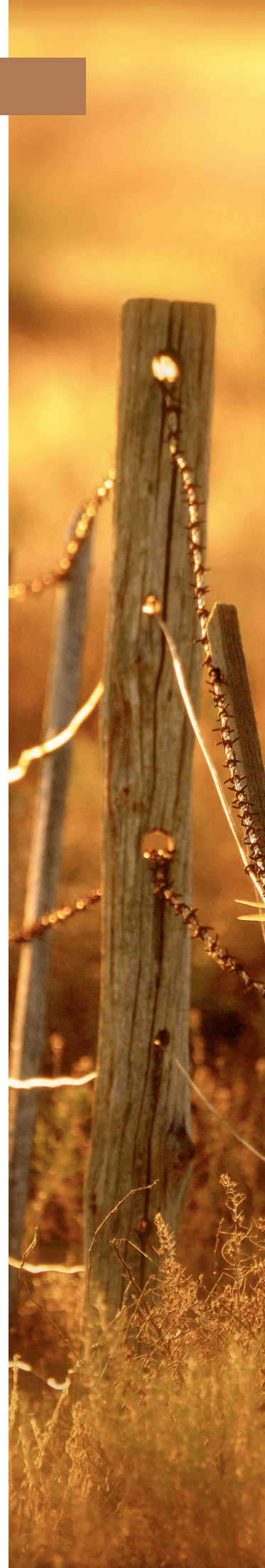
- Attract and support business
- Retaining our youth
- Tourism growth through continued marketing
- Support tourism industry
- Commercial and residential land development
- Support festivals and community events
- Grow housing (council and private)
- Encourage accommodation (workers, students and travellers)
- Encourage indigenous tourism (private and Waltzing Matilda Centre)

Community

- Looking after our elderly residents
- Develop and implement aged precinct masterplan
- Extend air services
- Maintain health and medical services/ lobby to increase.
- Lobby to upgrade medical practice
- Continued upgrade to runway and tarmac
- Develop and implement the Winton Shire Council Closing the Gap Strategy
- Continued implementation of masterplans
- Promote as friendly and safe town
- Attract and retain families
- Target Population increased by 5%
- More bike and elderly scooter pathways
- Youth Centre
- Continue to lobby for Rail Passenger Services
- Connectivity in the Rural sector for safety, wellbeing & Social aspects
- Support growth opportunities for our smaller communities Opalton, Corfield & Middleton

Infrastructure

- Unsealed road network maintained to acceptable standard
- Upgrade of the Richmond, Hughenden and Boulia Roads
- More floodways
- Safer thoroughfares for kids
- Growing footpath network
- Plan for stage 2 Elderslie Street
- Implement saleyard strategic business operating plan
- Redevelop rubbish tip
- Continue to pursue outcome for geothermal plant
- Solar on Council infrastructure





Winton Shire Council
CORPORATE PLAN
2022-2027

