



**SHIRE OF MURWEH**

MORVEN - CHARLEVILLE - AUGATHELLA

# **CORPORATE PLAN 2022-2027**



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*Murweh Shire Council acknowledges the Traditional Custodians of country and pay respect to Elders past, present and emerging.*

# VISION

Murweh Shire embodies community, diversity, growth, and endless opportunities.



# KEY PRIORITIES

1. Accountability to our ratepayers
2. Service delivery excellence
3. Care for our community
4. Visionary pursuit of opportunities

# 1. GOVERNANCE

Accountability to our ratepayers.

## ASPIRATIONAL GOALS

- ▶ Council confidently meets the operational needs of its organisation and the strategic needs of the community.

## 5 YEAR GOALS AND STRATEGIES

GOALS	STRATEGIES	COUNCIL INDICATORS
<p><b>1.1. STRATEGIC FRAMEWORKS</b></p> <p>1.1.1. Council has in place strategic decision-making frameworks to identify, prioritise, and meet current and future needs.</p>	<ul style="list-style-type: none"> <li>▶ Leadership and proactive community and stakeholder engagement to identify, monitor and address community needs, opportunities, and emerging trends.</li> <li>▶ Foster relationships within council and with the community to manage expectations that are appropriate, realistic, and achievable.</li> </ul>	<ul style="list-style-type: none"> <li>- Measured community engagement and representation</li> <li>- Community indicator trend monitoring</li> <li>- All planning and reporting linked to Corporate Plan</li> <li>- Annual progress reporting of Corporate Plan implementation</li> </ul>
<p><b>1.2. COMMUNICATION</b></p> <p>1.2.1. Council has in place effective whole of community communication and engagement strategies.</p>	<ul style="list-style-type: none"> <li>▶ Principles of equity, social justice, community benefit, and growth and sustainability underpin decisions, and executed with clear objectives.</li> <li>▶ Accountable and transparent planning, implementation, review, and reporting mechanisms at all levels.</li> </ul>	
<p><b>1.3. SYSTEMS AND CAPACITY</b></p> <p>1.3.1. Council has in place operational systems and capacity to deliver strategic priorities and core operations.</p>	<ul style="list-style-type: none"> <li>▶ Governance and corporate planning processes and management address responsibilities, risks, and security, and optimise opportunities.</li> <li>▶ Attract, retain, and empower a capable, skilled, and fully complemented workforce.</li> </ul>	<ul style="list-style-type: none"> <li>- Stronger financial position</li> <li>- Audit compliance</li> <li>- High rating on staff satisfaction survey</li> <li>- 100% occupancy of workforce positions and less than 10% turnover</li> </ul>

## 2. CORE OPERATIONS

Service delivery excellence.

### ASPIRATIONAL GOALS

- ▶ Increased resilience and adaptive capacity of the community, environment, and economy to the impacts of extreme events and natural disasters.
- ▶ Stock routes, town reserves and public lands are well maintained for community use and enhanced environmental benefit.
- ▶ Community working together to prevent and manage invasive plants and animals to reduce their economic, environmental, and social impact.
- ▶ Road network and infrastructure provides safety and accessibility that meets the needs of the community.
- ▶ All urban residents have access to waste management and resource recovery services.
- ▶ All urban communities have access to safe water and sanitation services.

### 5 YEAR GOALS AND STRATEGIES

GOALS	STRATEGIES	COUNCIL INDICATORS
<p><b>2.1. DISASTERS</b></p> <p>2.1.1. No loss of life or property, critical infrastructure is protected, and economic impacts are minimised from natural disasters.</p>	<ul style="list-style-type: none"> <li>▶ Disaster risk planning, reduction and preparedness with partner agencies and community.</li> <li>▶ Mitigation works, disaster response and recovery.</li> </ul>	<ul style="list-style-type: none"> <li>- No flood damage costs to council managed assets</li> </ul>
<p><b>2.2. PUBLIC LANDS</b></p> <p>2.2.1. Stock routes are well maintained for stock movement and regulated use.</p> <p>2.2.2. Town reserves and public lands are well maintained for community access and recreational use.</p> <p>2.2.3. All public lands are actively managed to support riverine and ecosystem health and landscape connectivity.</p>	<ul style="list-style-type: none"> <li>▶ Stock route planning, coordination, and implementation with stakeholders.</li> <li>▶ Improvement and maintenance activities.</li> <li>▶ Advocacy to resource increasing responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>- Access and use of public lands</li> <li>- No unresolved community complaints</li> </ul>

GOALS	STRATEGIES	COUNCIL INDICATORS
<p><b>2.3. BIOSECURITY</b></p> <p>2.3.1. Stakeholders are informed, knowledgeable and committed to implementing effective and strategic biosecurity management of existing infestations and prevent the introduction, establishment and spread of new weeds and pest animals.</p>	<ul style="list-style-type: none"> <li>▶ Biosecurity planning, coordination, and implementation with stakeholders.</li> <li>▶ Resource the implementation of priority actions and responsibilities in the Biosecurity Plan.</li> </ul>	<ul style="list-style-type: none"> <li>- No new infestations</li> <li>- No biosecurity orders issued</li> </ul>
<p><b>2.4. ROADS</b></p> <p>2.4.1. Road and street infrastructure investment is strategic and effective to accomplish maintenance priorities and development opportunities.</p>	<ul style="list-style-type: none"> <li>▶ Asset management plan for priority and strategic maintenance and developments.</li> <li>▶ Policy direction for resource cost share investment for private benefit infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliant roads</li> <li>- Private cost contribution</li> </ul>
<p><b>2.5. WASTE</b></p> <p>2.5.1. Refuse removal and disposal services provide the highest standard of quality and efficiency and for human and environmental health.</p> <p>2.5.2. All recoverable resources are diverted from landfill.</p> <p>2.5.3. Community is encouraged and supported to reduce waste, reuse, and recycle.</p>	<ul style="list-style-type: none"> <li>▶ Asset management and service delivery excellence.</li> <li>▶ Waste transfer centre.</li> <li>▶ Community recycling collection facilities.</li> <li>▶ Research, planning and partnerships for viable and sustainable resource recovery solutions.</li> <li>▶ Education and communication of waste reduction strategies and recycling services, and illegal dumping and compliance.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliant waste facilities</li> <li>- Resource recovery rates</li> <li>- No unresolved community complaints</li> </ul>
<p><b>2.6. WATER AND SANITATION</b></p> <p>2.6.1. Water supply and storages are managed to achieve the highest standard of quality, efficiency, delivery, and sustainability.</p> <p>2.6.2. Sewerage treatment and water re-use supply are managed to achieve the highest standard of quality, efficiency, and delivery for human and environmental health.</p> <p>2.6.3. Public access to potable water and sanitation.</p>	<ul style="list-style-type: none"> <li>▶ Leverage resources for the upgrade of Augathella and Charleville sewerage treatment facilities.</li> <li>▶ Asset management and service delivery excellence.</li> <li>▶ Communicate availability of water access points for travelers.</li> </ul>	<ul style="list-style-type: none"> <li>- Compliant water samples</li> <li>- Water consumption and supply rates</li> <li>- Access and use of services</li> <li>- No unresolved community complaints</li> </ul>

# 3. COMMUNITY WELLBEING

Care for our community.

## ASPIRATIONAL GOALS

- ▶ Communities enjoy access to facilities, services, and experiences that enhance health, wellbeing, connection, and lifestyle.
- ▶ Communities feels safe and protected.
- ▶ Education and training pathways and options are available and accessible locally.
- ▶ Preserve pride and connection to culture and country.

## 5 YEAR GOALS AND STRATEGIES

GOALS	STRATEGIES	COUNCIL INDICATORS
<b>3.1. HEALTH AND WELLBEING</b> 3.1.1. Health and wellbeing services meet community needs and expectations.	<ul style="list-style-type: none"> <li>▶ Continue support for critical health services and advocate to meet current gaps in our communities.</li> <li>▶ Well maintained facilities, and experiences offered, that enhance the sports, recreation, arts, and cultural profile.</li> </ul>	<ul style="list-style-type: none"> <li>- Increased use rates of services and facilities in line with population</li> <li>- Increased participation rates for events and initiatives</li> <li>- Compliant facilities</li> </ul>
<b>3.2. SOCIAL PROTECTION</b> 3.2.1. Safety and protection strategies meet community needs and expectations.	<ul style="list-style-type: none"> <li>▶ Collaborate with stakeholders to deliver community safety and protection strategies.</li> </ul>	<ul style="list-style-type: none"> <li>- No unresolved community complaints</li> </ul>
<b>3.3. EDUCATION</b> 3.3.1. The education needs of the community are represented and pursued.	<ul style="list-style-type: none"> <li>▶ Collaborate with education stakeholders to advocate for further education pathways and options locally.</li> <li>▶ Pursue representation and advocacy opportunities that support childcare, pre-school, school completion, training, apprenticeships, and vocational and higher education.</li> </ul>	<ul style="list-style-type: none"> <li>- Measured representation</li> </ul>
<b>3.4. CONNECTION TO COUNTRY</b> 3.4.1. Preservation and recognition of the traditions and cultures of Aboriginal people and their ongoing custodianship of country.	<ul style="list-style-type: none"> <li>▶ Connection to country, interests, and rights of traditional owners are recognised, and support Aboriginal people to benefit culturally, socially, and economically.</li> </ul>	<ul style="list-style-type: none"> <li>- Agreements in place</li> </ul>

# 4. EMPOWERED FUTURE

Visionary pursuit of opportunities.

## ASPIRATIONAL GOALS

- ▶ The economic profile represents endless opportunities for industry, business, and employment.
- ▶ Supply chains and services empower connectivity.
- ▶ Pro action towards circular economy, alternative energy, and climate change.
- ▶ Ecosystems and landscapes are protected and enhanced for enjoyment by all.

## 5 YEAR GOALS AND STRATEGIES

GOALS	STRATEGIES	COUNCIL INDICATORS
<p><b>4.1. INDUSTRY</b></p> <p>4.1.1. Facilitate certainty and security, underpinned by industry diversity, resilience, and capability.</p>	<ul style="list-style-type: none"> <li>▶ Proactively overcome identified barriers to encourage diversification, innovation, and investment.</li> <li>▶ Town planning is proactive and development friendly.</li> <li>▶ Empower local leadership of business development and growth.</li> <li>▶ Establish a value proposition that positions Murweh as a preferred place to do business.</li> </ul>	<ul style="list-style-type: none"> <li>- Development applications</li> <li>- Business value proposition distribution</li> <li>- Representation and engagement</li> <li>- Industry initiatives</li> </ul>
<p><b>4.2. SUPPLY CHAIN AND SERVICES</b></p> <p>4.2.1. Supply chain infrastructure and service meet current and future industry needs and community expectations.</p>	<ul style="list-style-type: none"> <li>▶ Continue to build and enhance air, rail, road capacity, connectivity, and utilisation.</li> <li>▶ Continue to build and enhance connectivity and communication networks.</li> </ul>	<ul style="list-style-type: none"> <li>- Extent and capacity of built networks</li> <li>- Access and use of built networks</li> <li>- Extent and capacity of communication networks</li> <li>- Access and use of communication networks</li> </ul>
<p><b>4.3. CIRCULAR ECONOMY</b></p> <p>4.3.1. Encourage adoption of circular economy principles and practices.</p>	<ul style="list-style-type: none"> <li>▶ Identify and communicate key opportunities to reduce waste and improve supply chain efficiencies within current industries and new developments.</li> </ul>	<ul style="list-style-type: none"> <li>- Measured communication and adoption of key opportunities</li> </ul>

GOALS	STRATEGIES	COUNCIL INDICATORS
<b>4.4. ALTERNATIVE ENERGY</b> 4.4.1. Visionary and encouraging approach to enhance alternative energy.	<ul style="list-style-type: none"> <li>▶ Encourage and attract opportunities for alternative energy generation and supply.</li> <li>▶ Encourage energy efficiency and self-sufficiency.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced energy costs</li> <li>- Representation and engagement</li> <li>- Development applications</li> </ul>
<b>4.5. CLIMATE CHANGE</b> 4.5.1. Encourage holistic and integrated approaches to climate change action and markets.	<ul style="list-style-type: none"> <li>▶ Seek to understand climate change actions, opportunities, risks, and benefits for the local community.</li> <li>▶ Exercise leadership and planning to influence appropriate adoption of initiatives locally.</li> </ul>	<ul style="list-style-type: none"> <li>- Measured adoption of initiatives</li> </ul>
<b>4.6. LANDSCAPES</b> 4.6.1. Embrace the unique landscape, and its ecosystems.	<ul style="list-style-type: none"> <li>▶ Continue to support species recovery and protection efforts.</li> <li>▶ Embrace community connection and promote environmental protection of the Shire's unique landscapes and ecosystems.</li> </ul>	<ul style="list-style-type: none"> <li>- Recovery and protection investment initiatives</li> <li>- Development applications</li> </ul>

# COMMUNITY INDICATORS

Community indicators are used to identify community needs and trends and inform decision making and investment priorities that have strategic community benefit. The implementation of the Corporate Plan intends to create short term impacts that influence the long term trends and outcomes in a positive way.

GOALS	Indicator and Benchmark	2027 Trend
<b>1. GOVERNANCE</b>		
Strategic Frameworks Systems and Capacity	- Murweh Shire Benchmark Assessment against Global Goals for sustainability with positive action on 58% of indicators	- Community indicator trend monitoring and analysis reference for decision making
<b>2. CORE OPERATIONS</b>		
Disasters	- No deaths from natural disasters in five years in 2021	- No deaths from natural disasters in five years in 2027
Public Lands	- Road toll X	- No deaths attributed to road conditions
Biosecurity	- No confirmed cases of illness arising from the water supply	- No water borne disease outbreaks
Roads, Waste, Water and Sanitation	- Gross Regional Product \$0.26 billion 2021, -6.5% 2020 - 100% urban residents have access to water, sewerage, waste services	- Increasing Gross Regional Product - Reducing risks to threatened species and ecosystems
<b>3. COMMUNITY WELLBEING</b>		
Health, Wellbeing, Lifestyle	- Population Murweh was 4,150 in 2021, -168 from 2018	- Increasing population
Social Protection	- SEIFA index score 943 in 2016, (Regional QLD 981)	- Decreasing offences
Education	- Offences	- Improving SEIFA index score (socio-economic indicator)
Connection to Country	- 17.77% of population attended education institution in 2016 - 14.3% of 15 to 24 year old disengaged education or employment 2016	- Increasing education attendance - Increasing employment pathways for school leavers
<b>4. EMPOWERED FUTURE</b>		
Industry	- Gross Regional Product \$0.26 billion 2021, -6.5% 2020	- Increasing Gross Regional Product and value added
Supply Chain and Services	- Total industry value added \$213.6 million 2019/20	- Increasing number of businesses and jobs
Circular Economy	- 653 businesses across 19 industry segments 2021, +39 from 2020,	- Increasing productivity per worker
Alternative Energy	Ag/Forestry/Fishing 49.8% of businesses and 32% of employment	- Increasing household income
Climate Change	- Unemployment rate 5% 2016, 68% in full time employment	- Increasing internet connection
Landscapes	- Total productivity per worker \$97,084 for 2020/2, +\$6,592 2019/20 - 23.7% low income household (less than \$650/week) 2016 - 23.7% no internet connection 2016 - Bilby breeding 50 bilby babies last few years	- Reducing risks to threatened species and ecosystems

Data Sourced from Australian Bureau of Statistics

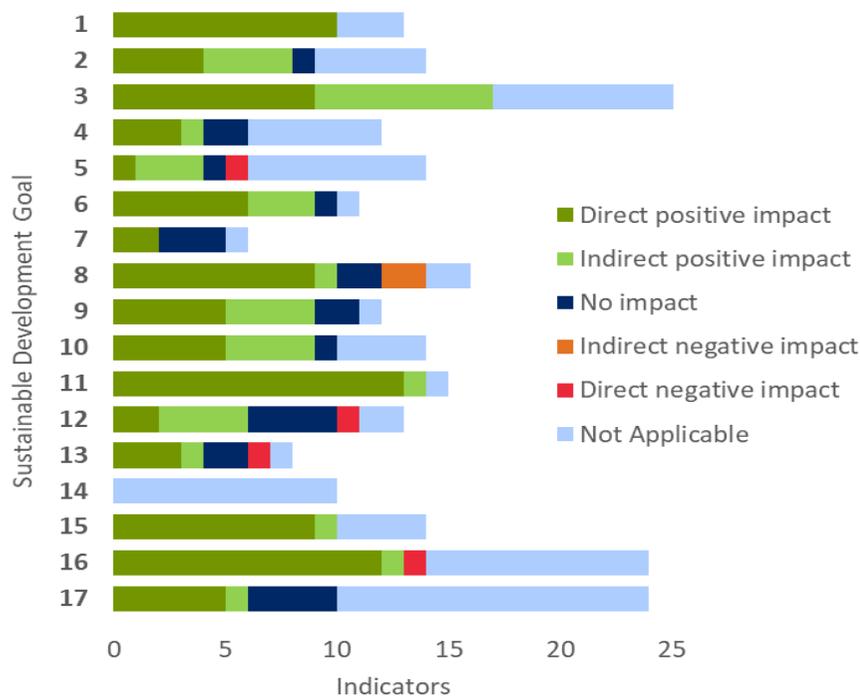
# SUSTAINABILITY

Murweh Shire Council is committed to making a positive and measured impact toward sustainability through local action in this plan.

The 17 Global Goals for Sustainability and 169 targets represent the critical drivers underpinning sustainability of our community and organisation. The 258 nationally reported indicators are a useful standardised tool to measure and report progress and guide future planning.

Murweh Shire Council is already taking positive action locally toward 58% of the 258 indicators for the Sustainable Development Goals (SDG).

## MURWHE SHIRE COUNCIL SDG BENCHMARK ASSESSMENT 2022



## THE GLOBAL GOALS For Sustainable Development



## PRIORITY LOCAL ACTION

- Goal 2** Resilient and productive agriculture
- Goal 3** Community health and disease prevention
- Goal 4** Education participation
- Goal 6** Water access, use and reuse
- Goal 7** Increase renewable energy
- Goal 8** Economic growth and employment
- Goal 8** Promote tourism and local culture
- Goal 9** Resilient infrastructure and industrialisation
- Goal 10** Equality and inclusion
- Goal 11** Safe and inclusive communities
- Goal 12** Consumption and resource recovery
- Goal 13** Disaster risk and climate change
- Goal 15** Ecosystem use and protection
- Goal 16** Peaceful and safe communities
- Goal 17** Governance and connectivity

DRAFT FOR CONSULTATION 4 May 2022

Murweh Shire Council  
95-101 Alfred Street, CHARLEVILLE QLD 4470  
[www.murweh.qld.gov.au](http://www.murweh.qld.gov.au)

Prepared by Cornerstone Sustainability Pty Ltd

