



BURKE SHIRE *Council*

2023-24 Operational Plan





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Acknowledgement of Country

Council acknowledges the Traditional Owners and Custodians of the land whom include the Gangalidda, Garawa and Waanyi people.

Council pays its respect to their Elders past, present and emerging.

Adopted 22 June 2023

ABOUT THE OPERATIONAL PLAN

Purpose

The annual operational plan sets out the activities that Council will undertake during the year to deliver the outcomes of the Corporate Plan. The deliverables in the Operational Plan inform the budget for the relevant financial year.

Together the following integrated documents form the local government's system of financial management:

- Corporate Plan 2019-24 incorporating community engagement
- Long-term asset management plan and long-term financial forecast
- 2023-24 annual budget

The Chief Executive Officer must present a written quarterly progress report to Council outlining progress towards implementing the annual operational plan. Council may amend the operational plan during the year by resolution.

How we manage risk

The annual operational plan must state how operational risks are managed. Council manages risk through various instruments and frameworks, each of which has a governance regime to implement, monitor, review, report and improve. Each instrument is allocated a lead accountable officer from the executive management team.

Council continues to review its approach to enterprise risk management each year with a view to improving integration and effectiveness.

Framework	Purpose
Register of governance instruments	Tracks the various plans, policies, strategies, frameworks, documents and legislative requirements that guide the operations of Council business.
Fraud risk framework	Comprises a fraud and corruption control plan and associated supporting documents including fraud risk register to mitigate the risk of fraud and corruption within and against the Council.
Business Continuity Plan	Address the risks associated with continuation of the business of council in the case of a business disruption event.
Asset Management Plans	Council's asset management plans ensure Council plans for the future maintenance, renewal and replacement of assets, as well as the implications of upgrades and new asset acquisitions.
Safety in the workforce	Practice a "safety first" attitude "to ensure the safety and wellbeing of staff, contractors, volunteers and visitors.
Corporate Risk Register	Lists the various risks to Council's business, with mitigating strategies

Framework	Purpose
Local Disaster Management Plan	Addresses risks associated with natural disaster.
Council Policies	Council manages a wide range of Corporate Risks (strategic and operational) through the development and implementation of policy (e.g. Procurement Policy, Investment Policy etc.).
Project Management Framework	Council has adopted the QTC Project Management Framework to drive consistency and best practice in project management. Council has commenced implementing risk management software (SurePact) to better manage risks associated with delivery of projects.
Flood Risk Management Plan	Council completed a Flood Risk Management Study in April 2020 which will help guide a plan for future planning and development in and around Burketown.
Coastal Hazard Adaptation Strategy (CHAS)	Council is in the process of completing a Coastal Hazard Adaptation Strategy which will assist in long-term planning around climate change impacts on tangible and intangible assets in the Burke Shire for current and future assets.
Drinking Water Quality Management Plan (DWQMP)	Council's DWQMP details the means by which it manages the risks associated with providing drinking water to the community. This document is required by the Department of Natural Resources, Mines and Energy and includes improvement opportunities for risk management.
Registers of Prequalified Suppliers (ROPS)	Council operates two Registers of Prequalified Suppliers in Plant Hire and for Trades & Services. These registers allow Council to prequalify suppliers and contractors according to Council's required contracting arrangements, off-setting a range of procurement related risks, particularly those applicable in remote communities.
Audit committee	Internal Audit reports to be considered by Audit Committee to mitigate financial risks.
Internal audit	Internal Audit assessments of higher-level financial risks.
Waste Management Strategy	Council is planning to complete a Waste Management Strategy which will align with Waste Reduction and Recycling Plan.

Strategic Direction

Council's vision and mission statement are set out in its Corporate Plan, to describe what the Shire wishes to be known for, and the actions that it will take to secure its preferred future.

VISION (what we will be known for):

To be the model remote Australian community for inclusiveness, integrity, innovation and infrastructure.

MISSION (what actions we need to take):

To make evidence-based decisions to progress community outcomes in line with our vision.

VALUES:



LOYAL

We ride for the brand as dedicated team players

PROUD

We take pride in ourselves, our work and our community

CARING

We look out for each other and go home safe to our families.

SMART

We find solutions and take opportunities to improve ourselves.

DEPENDABLE

We are honest, ethical and do what we say we will do.

Council will work to deliver this vision according to the following principles:

Principles

Council operates under principles-based legislation. This requires that Council adheres to the following:

Local Government Principles

1. Transparent and effective processes, and decision-making in the public interest;
2. Sustainable development and management of assets and infrastructure, and delivery of effective services;
3. Democratic representation, social inclusion and meaningful community engagement;
4. Good governance of, and by, local government;
5. Ethical and legal behaviour of councillors and local government employees

Sound Contracting Principles

The [Sound Contracting Principles](#) are:

1. Value for money; and
2. Open and effective competition; and
3. The development of competitive local business and industry; and
4. Environmental protection; and
5. Ethical behaviour and fair dealing.

Priority projects and initiatives

Council's Corporate Plan 2019-24 sets out the priority projects and initiatives that Council plans to invest in over the five-year term of the plan. These are:

Priority Projects

UTILITIES

- Water Security Strategy (joint strategy with Doomadgee)
- Burke Shire Demand Management Projects. (, Smart Water Metering, Intelligent Water Network)
- SCADA upgrade for water & wastewater – Stage 1 and Stage 2
- Burke Shire Renewable Energy Projects
- Gregory Water Treatment Plant upgrade
- Reticulation and Trunk Network Isolation valve upgrade

TRANSPORT

- Archie Dinner Creek crossing upgrade
- Trugannini Rd culvert replacement
- Doomadgee East Rd relocation feasibility study/business case
- Beames St upgrade and Cycleway (design)
- Burketown Airport erosion control

SPORT & RECREATION

- Burketown Health and Wellbeing Precinct (master planning and design)
- Philip Yanner Memorial Oval lighting

TOURISM & ECONOMIC DEVELOPMENT

- Burketown Mineral Baths (in conjunction with Health and Wellbeing Precinct)
- Burketown Wharf Recreation Facilities
- Local food production

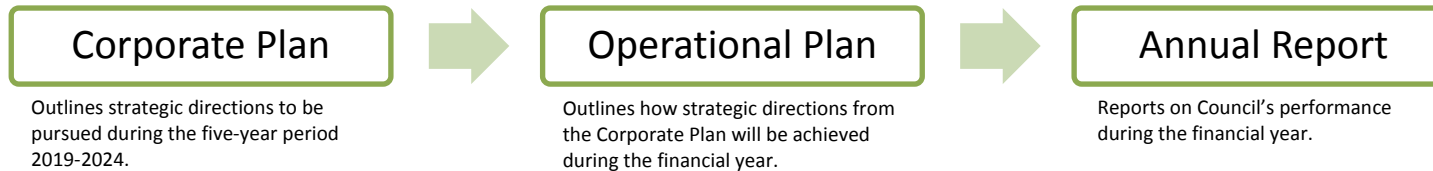
WASTE MANAGEMENT

- Organic waste management initiatives
- Burketown and Gregory site signage and waste separation
- Burketown Waste Landfill relocation (planning and design)
- Burke Shire Transfer Stations – planning and design

Priority Initiatives

- Organisational Culture Initiative
- Business / ICT systems upgrade
- Sport and Recreation Strategy: implementation
- Economic Development Strategy: implementation
- Adoption of new Planning Scheme (completed Feb 2020)
- Housing/accommodation rationalisation strategy.
- Gregory Economic Development ILUA
- Waste Action Plan: implementation
- Release of residential, rural residential, commercial and light industrial land
- Utilities Fees and charges review and implementation – including raw water and trade waste

UNDERSTANDING THE OPERATIONAL PLAN



How to read the Operational Plan

Council's Operational Plan outlines the actions and activities that will be undertaken during the fiscal year in order to achieve Council's strategic goals and objectives as outlined in the Corporate Plan. Below is a guide to reading the tables which are found within the Operational Plan.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.1	Council develops, implements and maintains an effective and compliant governance framework (governance, finance, risk);	1.1.1	Policies are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	Council meets all regulatory requirements related to review/adoption of statutory policies. Council reviews appropriate non-statutory policies.	CEO	x	x	x	x
		1.1.2	Plans (statutory) are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	Council reviews all statutory plans in line with regulatory requirements: <ul style="list-style-type: none"> Operational Plan Disaster Management Plan Business Continuity Plan 	CEO	x	x	x	x

Responsible Officer Abbreviations:

CCM Community and Communications Manager
DOE Director of Engineering
FTM Finance and Technology Manager

CEO Chief Executive Officer
EDM Economic Development Manager
PPCM People, Performance and Cultural Manager

1 GOVERNANCE

Council is committed to financial, asset, environmental and community sustainability and secures these ends through efficient and effective decision-making processes. This, in turn, promotes community confidence, employee pride and stakeholder satisfaction with the organisation.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
1.1	Council develops, implements and maintains an effective and compliant governance framework (governance, finance, risk);	1.1.1	Policies are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	Council meets all regulatory requirements related to review/adoption of statutory policies. Council reviews appropriate non-statutory policies.	CEO	x	x	x	x
		1.1.2	Plans (statutory) are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	Council reviews all statutory plans in line with regulatory requirements: <ul style="list-style-type: none"> Operational Plan Local Disaster Management Plan Business Continuity Plan 	CEO	x	x	x	x x x
		1.1.3	Local laws are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	Identified Local Laws reviewed during the period.	CEO CCM				x
		1.1.4	Risk management systems are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements	Annual review of Councils Corporate and Operational Risk Register during period.	CEO FTM				x

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
		1.1.5	Registers (statutory) are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	All statutory registers meet relevant compliance requirements: <ul style="list-style-type: none"> Local Law Register Road Register; Register of cost-recovery fees; Register of Delegations; 	CEO				x
1.2	Council decision-making processes are efficient, effective, transparent and informed by key stakeholders;	1.2.1	External Audit requirements are met	Financial Statements and monthly reporting completed in timely fashion	FTM	x	x	x	x
		1.2.2	External Audit requirements are met	The following items are satisfied: <ul style="list-style-type: none"> Unqualified Audit (with no significant deficiencies); Audit submitted on time (green light); 	FTM		x x		
		1.2.3	External Audit requirements are met	Items completed in line with Internal Audit Charter	FTM	x	x	x	x
		1.2.4	Budget processes	Budget adopted in line with LGA 2009 and LGR 2012 requirements (including Revenue Statement).	CEO FTM	x			
		1.2.5	Adoption and implementation of the Long-Term Financial Sustainability Plan in accordance with the assumptions that make up the plan.	Plan updated following the completion of the detailed Asset Management Plans for the individual asset classes.	CEO FTM	x			

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
		1.2.6	Aboriginal Cultural Heritage Protection Agreement	Development of a Cultural Heritage Policy which has been signed off with stakeholders' agreement.	CEO		x		
		1.2.7	Stakeholder Engagement Plan	Stakeholder Engagement Plan developed, adopted and implemented by Council. Key stakeholders include clubs and communities, graziers, residents, mining etc.	CEO		x		
		1.2.8	Financial Management Practises Manual	Establishment of Financial Management Practises Manual (FMPM)	FTM				x
1.3	Council decision-making promotes financial and asset sustainability	1.3.1	Project Management Framework (PMF)	This will be evidenced through delivery of Council projects within the adopted governance gated framework	DOE			x	
1.4	Conduct of Councillors and Council staff is ethical and lawful;	1.4.1	Registers (statutory) are developed, implemented and assessed in a manner that satisfies regulatory and organisational requirements.	All statutory registers meet relevant compliance requirements: <ul style="list-style-type: none"> • Councillor conduct register; • Asset register; • Register of Interests & Related Party Disclosures; 	CEO	x	x	x	x
1.5	Promote an organisational culture that	1.5.1	Develop, adopt, implement and review Training & Education program	% Learning & Development Plan delivered (including inductions, annual review of policies, training and education, leadership etc.)	PPCM	x	x	x	x

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
	values and empowers its workforce	1.5.2	Implementation of compliant WHS Management system	% Implementation of Monthly Action Plans (MAPS)	CEO	x	x	x	x
		1.5.3	Development of a Strategic workplan	Adoption of the Plan by Management Group.	PPCM	x			
		1.5.4	Biannual Performance Appraisals	Performance Appraisals are completed in a timely manner, biannually.	PPCM	x		x	
1.6	Council has the systems in place to drive operational efficiencies and deliver quality customer service	1.6.1	Development of organisation efficiency targets	Adoption of organisation efficiency targets.	CEO	x			
		1.6.2	Council website	Council maintains a website compliant with requirements of LGA 2009 and LGR 2012; Compliance checklist reviewed monthly after Council meetings.	FTM	x	x	x	x
		1.6.3	Develop a Customer Service Charter	Adopted by Council	CEO	x			
		1.6.4	Community Health	The following items are completed: <ul style="list-style-type: none"> EHO inspection of all food businesses; Licenses issued to eligible food businesses or other action as appropriate 	CCM	x x			

2 COMMUNITY

Council acts, directly or through facilitation or advocacy, to promote healthy, inclusive and sustainable communities in the Burke Shire.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
2.1	Council provides facilities, spaces, services, events and activities that promote and support community engagement, health, well-being and sustainability.	2.1.1	Implementation of Sport & Recreation Strategy	<ul style="list-style-type: none"> % Implementation of Sport and Recreation Strategy Masterplan and design for new Health and Wellbeing Precinct finalised Funding for water park sourced 	CEO DOE DOE	x	x	X x	x x
		2.1.2	Management of Events, Grants & Sponsorships Program	Order of the Outback Ball Events Plan and Budget endorsed by Council	CCM	x			
		2.1.3	Finalisation of standard leases/MOUs for community groups who utilise council facilities	Leases/MOU's adopted by Council	CCM				x
		2.1.4	<ul style="list-style-type: none"> House numbering Postcode review 	Council reviews both house numbering and postcode 4830, this includes rural properties with appropriate signage.	CEO				x
2.2	Council supports and/or partners with organisations, services, events and activities that promote and support	2.2.1	Management of Events, Grants & Sponsorships Program	The following have been completed: <ul style="list-style-type: none"> Management of Council's events portfolio; Support of community events; Event key performance indicators are met. 	CCM	x	x	x	x

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
	community engagement, health, well-being and sustainability.	2.2.2	Support for Emergency Services organisations	Council supports Emergency Service organisations: <ul style="list-style-type: none"> Provision and maintenance of facilities; Facilitation of training for those with a role in disaster management and emergency services organisations 	CEO	x	x	x	x
2.3	Council acts (directly or through facilitation, advocacy or partnerships) to address accommodation issues that impact on community well-being and sustainability.	2.3.1	Implementation and review of the Burke Shire Housing Strategy	Divestment of staff housing to staff to continue	CEO	x	x	x	x
		2.3.2	Implementation of Community Housing	<ul style="list-style-type: none"> Implement plan as funds become available 	CEO				x x

3 ASSETS

Council makes appropriate infrastructure investments (operations, maintenance, renewals, upgrades, acquisitions, disposals) to ensure the delivery of appropriate levels of service to the community. These decisions are made with reference to financial, asset and community sustainability.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
3.1	Council develops, implements and maintains an effective and compliant asset management framework.	3.1.1	Asset Management Strategy & Asset Management Plans	Asset Management Plan review and development. 5-Year Asset Management Plan: <ul style="list-style-type: none"> Review of Asset Management Strategy and associated Management Plans to integrate into business practices Development of maintenance planning to align with Levels of Service Development of Whole Life of Asset planning to inform Long Term Financial Plans 	DOE	x	x	x	X
		3.1.2	Strategies, policies, plans, systems, procedures and training programs are developed, implemented and reviewed in a manner that satisfies regulatory and organisational requirements	Council's Geographic Information System (GIS) is up to date, containing: all relevant asset layers, gravel pit information, CH clearance information, rateable property information, leases and licences, as-constructed drawings etc.	DOE FTM			x	
3.2	Council manages, maintains, renews and upgrades assets in line with relevant plans,	3.2.1	Strategies, policies, plans, systems, procedures and training programs are developed, implemented and reviewed in a manner that satisfies regulatory and organisational requirements	Council maintains a compliant Aerodrome Operations Manual and discharges all reporting/disaster exercise requirements	DOE				x

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
	policies, strategies, budgets and in line with relevant program requirements (including maintenance of appropriate accreditations);	3.2.2	Council manages externally funded transport/road construction programs to deliver efficient, effective and compliant outcomes	Bi-Annual review of RMPC (Road Maintenance Performance Contract) rates completed and endorsed	DOE				x
		3.2.3	Council manages externally funded transport/road construction programs to deliver efficient, effective and compliant outcomes	RMPC delivered in accordance with contract. Submission of monthly progress updates.	DOE	x	x	x	x
		3.2.4	Council manages externally funded transport/road construction programs to deliver efficient, effective and compliant outcomes	DRFA (Disaster Recovery Funding Arrangements) project management contract developed, executed and reviewed to ensure appropriate service levels are met for each DRFA event/projects. Council receives monthly progress updates	DOE	x	x	x	x
		3.2.5	Council manages externally funded transport/road construction programs to deliver efficient, effective and compliant outcomes	All TIDS (Transport Infrastructure Development Scheme) projects are compliant with regard to eligibility, time, cost, quality and reporting requirements. Submission of quarterly progress updates to DTMR	DOE	x	x	x	x
		3.2.6	Council manages externally funded transport/road construction programs to deliver efficient, effective and compliant outcomes	All Roads 2 Recovery (R2R) are compliant with regard to eligibility, time, costs, quality and reporting requirements. Submission of progress updates.	DOE	x	x	x	x

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
		3.2.7	Council ensures due protection to its transport network against heavy vehicle haulage	<ul style="list-style-type: none"> Road Use Agreement (RUA) signed where >10,000t of relevant material carted on Shire-controlled roads. NHVR permits/licences reviewed as and when required; Road openings/closures have regard to GVM. 	DOE	x	x	x	x
		3.2.8	Burke Shire Council – Northern & Central QLD Monsoon & Flooding Recovery Plan	Actions – as set out in Action Plan for 2023-2024 be met.	DOE	x	x	x	x
3.3	Council operates, maintains and utilises Council assets to deliver efficient and cost-effective services to the community.	3.3.1	Delivery of infrastructure betterment projects where appropriate levels of external funding can be secured to do so.	Funding secured for the following: <ul style="list-style-type: none"> Doomadgee East Rd re-routing feasibility study and business case. Major culvert replacement on Floraville and Trugannini Roads Burketown Revitalisation Project 	DOE		x	x	x
		3.3.2	Delivery of capital works program	Completion of 75% of projects	DOE				x

4 ENVIRONMENT

Council acts, directly or through facilitation or advocacy, to promote positive environmental outcomes that strike a balance between built and natural forms for the benefit of current and future generations.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
4.1	Council adopts a risk-based approach to planning and development that accounts for environmental considerations (eco-system, aesthetics, erosion, flood etc.).	4.1.1	Develop and implement governance framework for planning & development function of council	Framework developed and implemented	CEO			x	
		4.1.2	Implementation of the recommendations within the Biosecurity Plan	Works undertaken to address the recommendations.	CEO				x
4.2	Council provides fully compliant water & wastewater treatment and waste management services.	4.2.1	Implementation of Waste Reduction & Recycling Strategy	<ul style="list-style-type: none"> Implement organic waste management program Strategic planning for new transfer stations 	DOE			x	x
		4.2.2	Promote improvement to sustainable and efficient waste management and resource recovery practices by council and the community.	Provide a report to council defining the outcomes	DOE				x

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
		4.2.3	Full compliance with Health Authority (water treatment)	Completion of the following: <ul style="list-style-type: none"> monthly samples; quarterly sampling of disinfection by-products and metals 	DOE	x	x	x	x
		4.2.4	Fully compliant with Drinking Water Quality Management Plan	Submission of SWIM Data / KPIs Review and amend DWQMP and submission to DNRME.	DOE	x	x	x	x
		4.2.5	Full compliance with Environmental Authority (wastewater management)	Completion of the following: <ul style="list-style-type: none"> monthly testing of samples; environment management plan; 	DOE	x	x	x	x

5 ECONOMIC DEVELOPMENT

A diverse, strong and sustainable economy that provides employment and business opportunities for current and future generations.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
5.1	Support the sustainability and growth of local businesses and industry	5.1.1	Establish and maintain Registers of Prequalified suppliers	Register is updated and maintained	DOE	x			
		5.1.2	Delivery of project plans for economic based growth projects	<ul style="list-style-type: none"> Project plans developed and prioritised for small business in Burke Shire Investment Prospectus completed 	CEO EDM			x	x
		5.1.3	Economic Development strategy	Economic Development Strategy adopted by Council	EDM		x		
5.2	Support regional economic development projects and initiatives;	5.2.1	Gregory Economic Development ILUA	Registration of ILUA	CEO				x
		5.2.2	A review of the Burketown ILUA regarding waste and Wharf Precinct.	Burketown ILUA review.	CEO			x	
		5.2.3	Continue to support Gulf Savannah Development and other regional economic development groups	Continue to be active members of Gulf Savannah Development and support projects accordingly Investigate new regional collaboration opportunities	EDM	x	x	x	x

5.3	Support growth of tourism economy in the Burke Shire and recognise its value to the region	5.3.1	Promote & encourage support from interested parties to peruse initiatives in the Tourism strategy.	Projects listed in the Tourism Strategy are completed	EDM	x	x	x	X
		5.3.2	Support the Visitor Information Centre operations	Support tourism centre related activities and work closely with the tourism information centre of promotion and marketing related activities	EDM	X	X	X	X
		5.3.3	Data collection initiatives	<ul style="list-style-type: none"> Monthly statistics are gathered from the Visitor Information Centre Further data sources such as Localis are used to support data collection 	EDM	X	X	X	X
5.4	Deliver and maintain infrastructure and services conducive to economic sustainability, development and growth	5.4.1	Delivery of priority projects and initiatives	<ul style="list-style-type: none"> Develop a pipeline of priority projects Source funding for priority projects 	EDM, DOE	X	X	X	X
		5.4.2	Population, employment levels and tourism numbers	<ul style="list-style-type: none"> Maintain statistics register with key data Set targets for various statistics i.e. tourist numbers 	EDM	X	X	X	x
		5.4.3	Release of land	<p>The following have been completed:</p> <ul style="list-style-type: none"> Chrisom Edge development serviced and tendered. Burketown South Development serviced and tendered. Industrial Land Burketown serviced and tendered. 	CEO CCM				x

6 CYBER RISK AND ICT GOVERNANCE

A diverse, strong and sustainable economy that provides employment and business opportunities for current and future generations.

Strategy		Key Activity		Success Measure	Responsible Officer	Q1	Q2	Q3	Q4
6.1	Council has the systems in place to drive operational efficiencies and deliver quality customer service across ICT Systems	6.1.1	ICT Strategy	ICT Strategy quarterly reporting on progress. <ul style="list-style-type: none"> ICT Change Management Plan Cyber Risk Incident Response Policy ICT Strategic Management Framework ICT Backup and Restoration Policy 	FTM	x	x	x	x
		6.1.2	Bi-annual Review of ICT Fleet Management Plans	Bi-annual ICT Fleet Management Plan reviews are carried out to ensure future solutions are fit for purpose and meeting the overall strategic direction of council ICT systems and solutions.	FTM		x		x
		6.1.3	Bi-annual Review of 3 Year Strategic ICT Plan	Bi-annual 3 Year Strategic ICT Plan reviews are carried out to ensure future solutions are fit for purpose and meeting the overall strategic direction of council ICT systems and solutions.	FTM		x		x
6.2	Council has the systems in place to ensure effective Cyber-Risk Management and associated reviews are being pursued and monitored	6.2.1	Establishment of monthly essential 8 System Security Reporting System	Establish a monthly reporting system to allow for cyber security reports to be generated to report to council over organisational cyber security.	FTM			x	
		6.2.2	Establish a monthly training program for cyber risk awareness	Staff are issued cyber risk training questionnaires and training emails on a monthly basis to increase their awareness of cyber threats.	FTM			x	



BURKE SHIRE *Council*

Inclusion | Integrity | Innovation | Infrastructure

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