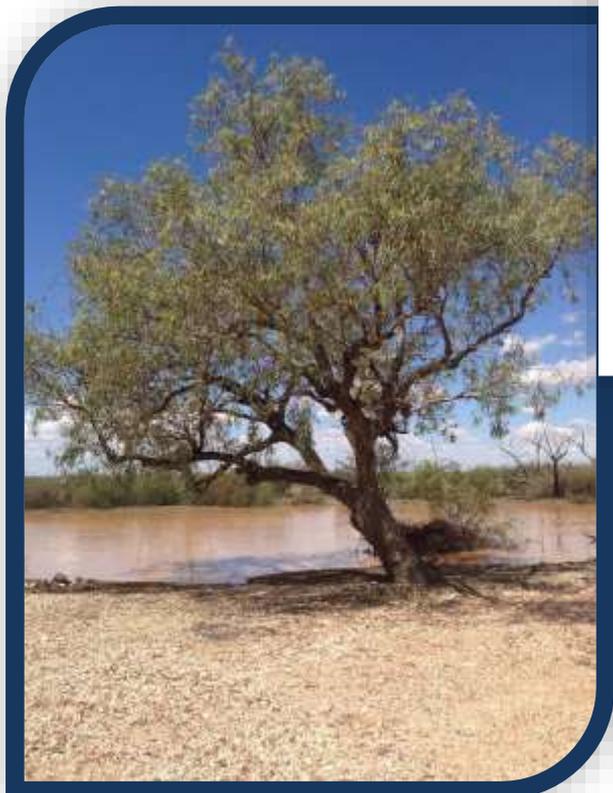




OUTRACK

Diamantina Shire Council Corporate Plan 2014 to 2019



Foreword

This plan has been developed by Council in consultation with the Community as a corporate response to meeting the long and medium term needs of the Diamantina Shire Community. Diamantina Shire Council undertakes a wide range of roles which are not traditionally carried by Local Government in Queensland and therefore its corporate response to the Community Vision is broad, addresses a wide range of issues and it is based on the delivery of outcomes which will move the community closer to its long term goals and vision.

These outcomes and the strategies to achieve them have been developed in line with quadruple bottom line principles which take into account social, environmental, economic and governance aspects in order to deliver a balanced and sustainable outcome.

This plan provides Management with clear strategic direction and is the basis for the corporate structure of the Council which must be set up and resourced so that the identified outcomes of this plan are achieved. The identified strategies will be addressed on a yearly basis through the Council Operational Plan.

Council is committed to meaningful communication and accountability to the Community and therefore, the progress made in working towards the identified outcomes will be reported to the Community each year in the Council Annual Report.

This is a living document which will be reviewed regularly to ensure that it remains current, relevant and responsive to the views and needs of the Community and will deliver continued improvements to the quality of life for residents.



Cr Geoff Morton
Mayor



Mr Leon Love
Chief Executive Officer

Mission

Diamantina Shire Council's mission is to serve and advocate on behalf of the Shire community and to provide residents and visitors with continually improving services and infrastructure, which are socially, economically and environmentally sustainable, in order to further enhance the quality of life.

Core Values

Innovation and continuous improvement

Council and staff seek to overcome challenges and take advantage of opportunities through a commitment to innovation. Through innovative thinking and constant review of our practices and approach we are continually improving our performance and service delivery.

Quality

Council is committed to ensuring quality output by providing the organisation with resources which facilitate excellence in performance, commitment and service delivery.

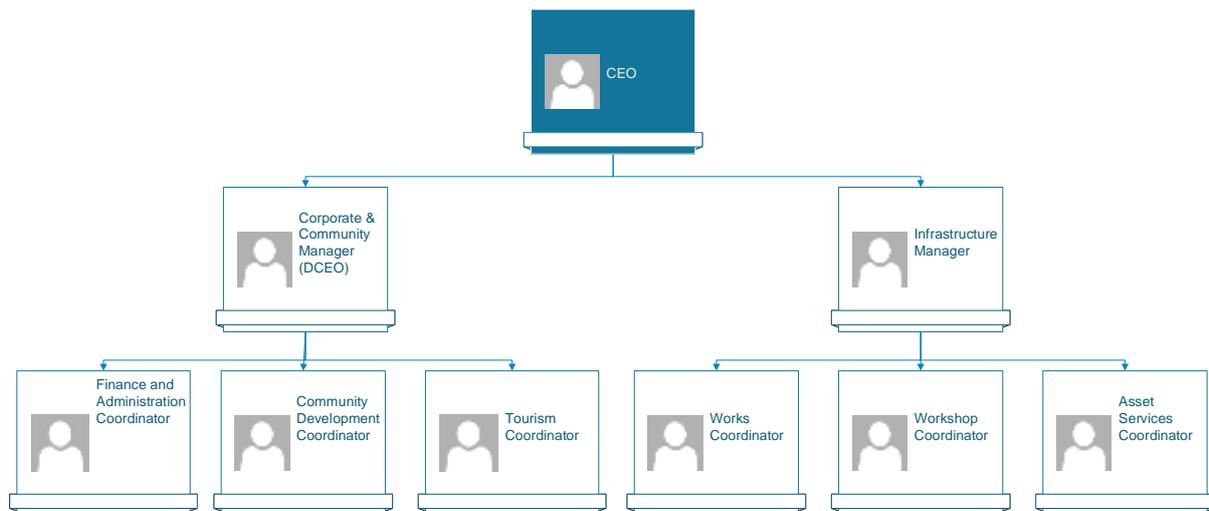
Accountability

Council has a responsibility to the residents and ratepayers of the Shire to be inclusive and responsive to their views and needs and to communicate effectively.

Teamwork

We recognise the importance of maintaining a creative and responsive work environment in which the Community, Councillors, Management and Staff, work constructively together in a spirit of teamwork, trust and loyalty.

Corporate Structure



Council Members

Cr G Morton – Mayor
Cr G Tully – Deputy Mayor
Cr S Cramer
Cr D Rayment
Cr J Barr

Senior Staff

Chief Executive Officer – Mr Leon Love
Corporate and Community Manager (Deputy CEO)– Vacant
Infrastructure Manager – Mr Trevor Stewart
Tourism and Community Services Manager – Mr Steven Baldwin (temporary)

Profile of Shire

Diamantina Shire is 95,000 square kilometres in area, the second largest Shire in Queensland, with a population of 283 people. There are three towns - Birdsville, Bedourie and Betoota. The Shire is predominantly a beef producing area containing some of the best contaminant free natural fattening country in Australia.

Diamantina shares borders with the Northern Territory and South Australia and lies within the region known as the channel country. In this area of Western Queensland, rivers vary greatly in dry seasons. Hundreds of square kilometres can be flooded after rain.

There are 1,545 kilometres of roads in the Shire, 1269km of these are unsealed and 276km sealed. There are fourteen properties within the Shire, the average being 6,857 square kilometres.

Diamantina boasts many beautiful tourist attractions. There are massive natural sand hills, historical buildings and cattle station, rare species of flora and fauna, two great inland river systems, historic stock routes, ancient and rare Waddi Trees, the amazing channel country and spectacular sunsets and starry night skies. Items of heritage include the course that explorers Burke & Wills discovered and the famous Kidman cattle stations.

Bedourie, the Shire's administration centre, boasts many amenities including a hotel, motel, roadhouse, caravan park, a desert golf course and a new Community Centre which features an indoor tennis court and an Aquatic Centre with Artesian Spa.

Bedourie meaning dust storm, was first established as a Cobb and Co. coach stop and watering point for drovers on the north south stock route. The town water supply is reticulated from what is believed to be Australia's best artesian bore.

Birdsville, lying about 12 kilometres inside the Queensland Border, was established as a customs collection point for the stock routes and as a centre for the rich cattle country in the surrounding district. In its early years, before Federation, a toll was payable on stock and supplies entering South Australia. At this time Birdsville was a thriving community with three excise officers posted in the town.

The first week in September is reserved for the celebrated Birdsville Races which attracts visitors from all over Australia. Birdsville, which was founded in 1873, is situated between the sands on the Simpson Desert and the gibbers of Sturt's Stony Desert and is the starting point of the famous Birdsville Track. A billabong just out of town is of interest to naturalists. In a branch of the Diamantina River, it is a haven for many species of birds and wildlife against the arid backdrop of near desert. About 15 kilometres north of Birdsville there is a patch of extremely rare Waddi Trees; there are only a few specimens of these trees throughout the world.

The Uniting Church National Mission was founded in 1912 by "Flynn of the Inland", the very Rev John Flynn OBE, to grapple with problems of isolation in the outback. Since 1923 the Mission has maintained a well-equipped medical outpost in Birdsville.

Diamantina Shire Community Plan

Vision 2034

Diamantina, a friendly, growing and safe Shire of community minded residents, provides our outback community with all-weather access by bitumen road, state of the art health, education, communication and transport services with the necessary infrastructure to promote sustainable private commercial enterprise and significant levels private housing ownership while preserving our unique culture.

Long term goals

Environment

A community which is actively maintaining practices which ensures environmental sustainability.

Guaranteed quality water supply and waste water treatment.

Social

A community that recognises the value of preserving the unique culture of the area.

A community where the cost of living is comparable to the south east of the state.

Towns which are attractive, green and clean with a community that takes pride in their homes and towns.

A community with affordable access to the full range of transport services and facilities.

A community with high private home ownership in which all residents are appropriately housed.

A motivated and involved community.

A safe and crime free community.

A well-coordinated and cooperative group of businesses and individuals that deal with the public which successfully promotes the community.

Full employment.

Fully operational medical and pharmacy facilities run by quality service providers that provide appropriate and affordable access to on site general practitioners and other specialist medical care.

All Shire residents have access to an equitable electricity supply.

Quality sporting facilities.

Communication access comparable with South East Queensland.

Economic

A major and sustainable tourism & events industry

A growing population.

A transport network maintained in line with the rest of the state.

Land and infrastructure development that facilitates and meets the needs of the growing communities.

Council is a leader in the region which supports regional co-operation, resource sharing and partnerships.

Council leadership delivers growing and diversified industries which provide ample employment opportunities to shire residents.

Council is recognised as the sole road construction provider in the Shire.

Sustainable quality council assets which meet community needs.

Regional government offices operating in the community.

Governance

A sustainable and effective organisation

Consultation Process

Council commenced the Community Consultation component of its Corporate Plan review in February 2014 by conducting a community views survey. This survey sought to determine the issues of importance to the Community as well as the areas which were considered to be in need of improvement. It also gathered the views of the Community on Council's performance across a range of issues.

Of the survey forms distributed, 29 were returned. 10 from Birdsville, 12 from Bedourie, 4 from stations, and 3 from external contractors. This represents approximately 20% of the electors in the Shire. The survey results were analysed and considered at a Council workshop on the 4th of March 2014 in which Council developed its proposal for a draft Corporate Plan to take to the public in its Community consultation meetings.

Community consultation meetings were conducted in Birdsville on the 5th of March 2014 and Bedourie on the 6th of March 2014. The attendance at these meetings represented approximately 10% of the population of the Shire and approximately 20% of the electors in the community.

The feedback from these meetings and other submissions were presented to Council and the Corporate Plan 2014 - 2019 was adopted on the 17th March 2014.

Diamantina Shire Council
Corporate Plan
2014 to 2019

Outcome

Environment

A Community Which Is Actively Maintaining Practices Which Ensures Environmental Sustainability.

	Strategies	Measure	Target
Further development of green energy opportunities	Lobby relevant agencies to take advantage of the natural resources for the production of energy in the Shire.	Number of lobbying activities	1 per year
	Actively encourage and promote renewable energy.	Production Capacity of Green Energy Operations	100 kW Electricity Output
The pest animals/plant status of the Shire is improved	Maintain currency of relevant pests and plants management plans.	Percentage of statutory plans that are up to date	100%
	Management plans are developed and implemented to protect the environment.	Percentage of Management plans targets that are met	100%
	Engage with regional bodies and participate in the development of regional environmental management plans.	Number of regional environmental activities that Council is engaged in	1 per year
	Ensure where possible that Council decisions are in keeping with existing plans.	Number decisions that are inconsistent with adopted plans	nil
	Continue to support Shire catchment management and Landcare groups.	Level of support to groups. Cash or in kind	\$5,000 per year
Effective animal control within communities	Ensure that local laws and other legislation are applied as required to ensure that effective animal control is maintained.	Number of animal control complaints.	< 10 per year

Protection of the great artesian basin	Maintain up to date information on scientific developments with respect to the Great Artesian Basin.	Number of scientific developments that are not reported to Council	Nil
	Maintain membership of the Great Artesian Basin Committee.	GABC membership status	Current
	Lobby the Federal Government to re-establish the bore capping scheme.	Number of lobbying activities	1 per year

Guaranteed Quality Water Supply and Waste Water Treatment

Water supply and sewerage Sustainability	Maintain water infrastructure in accordance with relevant asset management practices.	Percentage of improvement actions in the Drinking Water Quality Management Plan (DWQM) carried out	100%
	Maintain waste water infrastructure in accordance with relevant asset management practices.	Number of breaches of the Environmentally Relevant Activity permit (ERA)	Nil
	Investigate Waste Water reuse strategies.	Progress with investigation report	Complete

Outcome	Strategies	Measure	Target
Social			
A Community That Recognises The Value Of Preserving The Unique Culture Of The Area			
Effective management of cultural heritage and native title.	Investigate the establishment of a cultural heritage management plan.	Progress with the development of a cultural heritage management plan	Complete
	Progress the finalisation of Indigenous Land Use Agreements (ILUAs) as appropriate.	Number of ILUAs not completed within two years of commencement	Nil
Financially viable and strongly supported traditional social events.	Maintain support in accordance with Council's grants to community organisations policy.	Percentage of grants made in line with Council policy	100%
Identification of aboriginal sites of significance.	Liaise with aboriginal groups to identify sites of significance.	Instances of damage by Council works to unidentified aboriginal sites of significance	Nil
Preservation of historical sites and artefacts.	Establish and fund a plan for the preservation and display of historical sites and artefacts.	Progress with the development of plan for the preservation of historical sites and artefacts	Complete
A Community Where The Cost Of Living Is Comparable To The South East Of The State.			
The cost of living in the Shire is reduced	Identify ways to reduce the cost of living.	Number of cost of living improvement opportunities identified	5

Towns Which Are Attractive, Green And Clean With A Community That Takes Pride In Their Homes And Towns.			
Recognition through the tidy town's awards.	Maintain membership of Keep Australia Beautiful Council (KABC) and nominate annually.	Number of awards.	1 every second year
Viable community Fruit and Vegetable gardens are operating in Birdsville and Bedourie	Encourage the voluntary operation of community gardens.	Number of participants in a community garden program.	10
Planned streetscape development	Review and implement town streetscape plans.	Progress with streetscape plan review	Complete
Effective waste management	Implement the Shire waste management strategy.	Percentage of waste management strategy actions completed within agreed time frames	100%

A Community With Affordable Access To The Full Range Of Transport Services And Facilities.			
A reliable, regular air service at prices comparable to Brisbane to Mt Isa costs.	Encourage use of the air services.	Number of air travel passengers movements in Shire	500 per year
	Lobby the State government to maintain present subsidised air services throughout the Shire.	Number of lobbying activities	1 per year
	Maintain a high standard of airport facilities in both towns.	Percentage of asset management plan actions carried out	100%
A weekly freight service at prices comparable to Brisbane to Mt Isa freight costs.	Maintain biannual preferred freight supplier arrangements for Council and community freight.	Cost of freight services	Remain comparable to Mt Isa

A Community With High Private Home Ownership In Which All Residents Are Appropriately Housed.

Private home ownership continues to increase	Continue to make suitable housing stock available for private purchase.	Percentage of dwelling units is private ownership	Bedourie 30% Birdsville 60%
	Investigate options for rent to buy incentives or the disposal of housing with a long term lease back option. Similar model to Defence Housing Australia (DHA)	Progress with investigation report	Complete by July 2015

A Motivated and Involved Community

Active and well-resourced community groups.	Maintain support in accordance with Council's grants to community organisations policy.	Number of community events	10 per year
	Continue to assist community groups to access grant funding.	Number of successful grant applications	5 per year
The Shire's youth are actively involved in the community.	Continue to support the Youth Council.	Number of youth involved in the youth council and its activities	Greater than 20
	Continue to facilitate skills development activities for youth	Number of targeted youth development activities	2 per year

A Safe and Crime Free Community

The Community remains safe and crime free.	Continue to support police and emergency services in the Shire	Active SES members in each town	15
	Maintain engagement with regional police services to ensure that police stations are staffed at all times, community needs are understood and policing is effective	Number of engagement / lobbying activities	2 per year
	Maintain disaster management plans.	Disaster management plan status	Current

A Well-Coordinated and Cooperative Group Of Businesses and Individuals That Deal With The Public Which Successfully Promotes The Community.

Economic development plan goals have been achieved	Implement the Economic Development Plan actions.	Percentage of EDP actions implemented within agreed timelines	100%
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Full Employment

The employment rate maintained at more than 95%	Make Council training activities available to community members if appropriate.	Employment rate	> 95%
	Facilitate the establishment of family day care opportunities.	Number of family day care providers	2

Fully Operational Medical And Pharmacy Facilities Run By Quality Service Providers That Provide Appropriate And Affordable Access To On Site GPs And Other Specialist Medical Care

A community that is fully aware of and responsive to primary health care needs.	Implement health issues awareness activities in the workforce	Community Satisfaction with Health Service (Community Survey)	>7 out of 10
	Subsidise the cost of Council's bus for groups wishing to access specialist medical services	Status of bus subsidy policy	Included in current policy
	Lobby State health to provide half yearly dental visits	Number of lobbying activities	2 per year
	Encourage Council's health provider to coordinate visits by specialist health services. (cardio, ENT etc.)	Number of instances of health professionals visits to the shire	20
Establish a partnership with Central West Hospital and Health Board to provide a quality health service.	Enter into a partnership and ensure facilities are maintained.	Progress with establishment of CWHH board as service provider	Complete
	Ensure service levels are maintained.	Frequency of service level review	Annual

Services are provided for our Aged, Youth and Children as appropriate	Facilitate the provision of in home aged care services.	Status of aged care services facilitation	Maintained
	Facilitate the provision of play group services.	Status of play group services	Maintained
	Facilitate opportunities for youth.	Status of Youth Council and initiatives	Active
Quality health infrastructure that meets community needs	Construct mortuary and storage facilities at the Birdsville health clinic.	Progress with additions to the Birdsville clinic	Complete
	Source funding for the expansion of the Bedourie clinic as per plans.	Progress with the planned upgrade of the Bedourie Clinic	Complete
Ambulance Services throughout the Shire and at Community Events are retained	Continue to ensure that the Queensland Ambulance Service (QAS) provide ambulance services to community events.	Number of Lobbying activities	1 per year

All Shire Residents Have Access to an Equitable Electricity Supply

Affordable power supplies are available	Engage with Government and relevant bodies to promote provision of equitable power supplies to stand alone power sources.	Number of Lobbying/engagement activities	2 per year
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Quality Sporting Facilities

Well maintained, quality sporting facilities which meet community needs with additional facilities as appropriate for the communities	Develop a sport and recreation plan which addresses community needs.	Progress with sport and recreation plan development	Complete
	Investigate the options for establishment of a swimming pool and spa facility in Birdsville.	Progress with the options investigation	Report by July 2015
	Council require all clubs to submit their club development plans.	Percentage of clubs that have submitted their club development plans	100%

Communication Access Comparable with South East Queensland			
Fibre Optic cable (including mobile phone towers) is connected from Boulia to Birdsville	In conjunction with Barcoo Shire continue to Lobby Federal Government to fund 50% of the cost of the Barcoo Diamantina Telecommunication Project with the balance funded from State Government and Council.	Number of lobbying activities	5 per year
	Council borrows funds for its share of the Barcoo Diamantina Telecommunication project costs.	Barcoo Diamantina Telecommunication project borrowings requirements included in Council borrowing policy	Complete

Outcome	Strategies	Measure	Target
Economic			

A Major And Sustainable Tourism and Events Industry

Well Planned Tourism Initiatives	Implement the tourism development plan (including events).	Percentage of the tourism development plan actions implemented	100%
	Carry out a review of level of Council support for tourism and events.	Progress with review of Council support for tourism and events	Complete July 2015

A Growing Population

The Population Of The Shire Continues To Increase	Implement Corporate Plan Strategies.	Number of corporate plan targets that are met	80%
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A Transport Network Maintained In Line With The Rest Of The State

A well maintained Shire road network which meets the needs of the road users.	Carry out works in line with works program.	Percentage of planned works that are completed each year.	90%
Airports and Services that meet community requirements	Implement the development plans for Bedourie and Birdsville airports as funds allow.	Percentage of funded airport development works completed.	100%
	Lobby State and Federal Government for road network improvement in line with Councils 20 year main roads improvement strategy.	Percentage of Main roads in the Shire that are sealed	100%

All Main Roads in Shire are Bitumen sealed	Contribute up to 50% of the cost to seal main roads in line with budget constraints.	Availability of funds for contribution to Main roads sealing	Budgeted each year
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Land And Infrastructure Development That Facilitates and Meets The Needs Of The Growing Communities.

Town Planning scheme which will meet community needs and growth into the future.	Regularly review the town planning scheme and ensure development applications are assessed in accordance with the scheme and develop land as required to meet existing and anticipated demand.	Number of Vacant Blocks available in each town	10 residential 5 industrial
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Council Is A Leader In The Region Which Supports Regional Co-Operation, Resource Sharing and Partnerships.

Council continue to lead the region in co-operation and resource sharing	Cooperate with neighbouring Shires in resource sharing activities where mutually beneficial.	Number of resource sharing activities with neighbouring Shires	1 per year
	Participate in regional purchasing arrangements where appropriate.	Number of regional purchasing initiatives Council has participated in.	3
	Participate in regional resource sharing and cooperation initiatives.	Number of resource sharing activities on a regional basis	

Council leadership delivers Growing And Diversified Industries Which Provide Ample Employment Opportunities To Shire Residents.

An economic development plan in place which enables new	Implement the economic development plan.	Percentage of the economic development plan actions implemented	100%
	Identify and actively market available land stocks.	Council land sales	3 per year

businesses to be developed			
Support sustainability of the cattle industry	Maintain pest free status of river systems in the Shire.	Level of sustained funding for river system pest control	Current spending indexed by CPI
	Lobby to extend sealed road network to improve animal welfare.	Number of lobbying activities undertaken	2 per year

Council is recognised as the sole road construction provider in the shire

Maintain a profitable plant operation	Review plant hire rates and performance periodically.	Status of annual plant review	Current
Council owns and operates a quality plant fleet	Carryout plant changeover in accordance with plant replacement program.	Percentage compliance with plant replacement program	100%
Council maintains its sole invitee status for all Department of Main Roads (DMR) and Natural Disaster Relief & Recovery Arrangements (NDRRA) works	Lobby Federal and State Governments to ensure NDRRA works are offered to Council on priority.	Number of lobbying activities undertaken	2 per year

Sustainable Quality Council Assets Which Meet Community Needs.

Well maintained Council and Community assets with additional facilities as appropriate for the communities	Implement assets management plan.	Percentage of asset management plan actions implemented within agreed time frames	100%
	Cost and prioritise the development and operations factoring in depreciation of community facilities and/or services.	Percentage of capital works projects that estimated full life costs.	100%
	Review Council service levels and benchmark against industry standards.	Progress staged service level reviews	10 services reviewed annually
	Seek funding assistance for and undertake the development of new facilities in line with the prioritised program as finance allows.	Percentage of grants that are aligned with Council strategy	100%

Regional Government Offices Operating In The Community

One Government related office is established in the Shire.	Investigate and report to Council on options for the establishment of Government agencies in the Wirrari centre facilities and the Bedourie administration centre.	Number of offices or Utilisation / Payment to use Council Facilities	1
	Investigate options for establishment of QGAP Offices in Council facilities.	Progress with options review	Complete

Outcome	Strategies	Measure	Target
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Governance

A sustainable and effective organisation

A quality, effective and motivated workforce.	That Council develop and implement a comprehensive training and development plan for Councillors and staff which is aimed at delivering Council's strategic outcomes.	Progress with needs analysis review	Complete
	Conduct regular performance appraisals for all staff.	Percentage of staff with up to date performance review	100%
	Promote the employment and development of local residents.	Percentage of staff that are local residents	30%
	Maintain practices in line with the Work Health & Safety Legislation.	Number of WHS incidents	<5 per year
	Implement practices across the organisation, which are in line with Council quality assurance system.	Ongoing compliance with QA system	100%
	Review Councils attraction and retention strategy for Staff.	Progress with attraction and retention review	Complete
Best practice Corporate Governance	Maintain a corporate structure that reflects and meets the needs of the Corporate Plan.	Progress with post corporate plan organisational review	Complete
	Maintain a comprehensive and effective planning and reporting process.	Progress with the development of an integrated planning and reporting process	Complete
	Maintain high standards of ethical conduct.	Frequency of ethical conduct and policy training	Annual
	Provide sufficient resources to facilitate effective governance.	Percentage of identified corporate governance strategies that are funded	100%
	Support the separation of roles between Council and Management.	Number of Councillor development opportunities	3 per year

	Provide adequate support and development opportunities to ensure that corporate skills and knowledge are current and leading edge.	Percentage of skills development program activities that are funded	100%
	Develop and maintain a Risk Management Plan.	Progress with risk management program development and implementation	Complete
Effective knowledge management systems and policies in place.	Maintain an effective records management policy and procedure.	Frequency of review of records management system and policy	Annual
	Maintain an effective information management system.	Percentage of IT plan actions that are implemented	100%
	Develop, implement and maintain strategic IT plan.	Progress with IT plan development	Complete
Long term financial sustainability	Maintain up to date and compliant financial management and reporting systems.	Number of matters raised in external audit	<5
	Fund depreciation in line with Council's revenue policy and provide for asset replacement in line with asset management plans.	Compliance with asset management plan actions	100%
	Ensure that grant and subsidy income is maximised.	Percentage of grant applications that are successful	70%
	Maximise internal/external revenue sources.	Annual revenue growth	7%
	Continue to apply the Code of Competitive Conduct to nominated Council business activities.	Number of nominated business activities that do not have CCC applied	Nil
Quality administration and service which meets customer needs.	That an external customer service operating framework be developed which ensures that customers receive a quality and positive experience when dealing with Council.	Progress with customer service charter development	Complete
	Provide adequate resources to ensure that administration and customer service functions are carried out effectively.	Level of resources applied to administration	Maintained in line with CPI
	Ensure effective and sustainable administrative systems are in place to meet operational and legislative requirements.	Progress with operations review and annual internal audit	Complete
	Ensure enquiries and customer requests are satisfactorily dealt with in a timely, appropriate manner.	Percentage of customer requests dealt with outside of targets	Nil

Effective community engagement	Develop and implement a community engagement framework.	Progress with community engagement strategy development	Complete
	Develop and improve communications tools including website, community noticeboard, rates newsletter, annual report etc.	Progress with annual review and update of communication tools effectiveness	Complete