



Corporate Plan 2019-2024

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 out by Local Government in Queensland and therefore its corporate response to the Community Vision is broad, addresses a wide range of issues and 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

Consultation Process

Council commenced the Community Consultation component of its Corporate Plan review in March 2019 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, 39 were returned. 15 from Birdsville, 20 from Bedourie, 4 from rural and other areas. This represents 13% of residents in the Shire. The survey results were analysed and considered by Council on the 16th of April 2019 in which Council developed its proposal for a draft Corporate Plan to take to the public at its Community consultation meetings.

Focus areas identified by the community included:

- Cost of Living
- Council Communication with Community
- Community Spirit
- Education
- Law & Order
- Housing
- Public Transport
- Health



- Improved Roads
- Sporting Facilities
- Child Care
- Telephone / Internet
- Environment
- Community Events
- Tourism
- Major Events

Community consultation meetings were conducted in Birdsville on the 8th June 2019 (14 attending) and Bedourie on the 9th of June 2019 (8 attending). The attendance at these meetings represented approximately 8% of the population of the Shire.

The feedback from these meetings and other submissions were presented to Council and the Corporate Plan 2019 – 2024 was adopted on the 24th June 2019.

Profile of Shire

Diamantina Shire is 95,000 square kilometres in area, the second largest shire by area in Queensland, but yet has the smallest population of approximately 292 people (Australian Bureau of Statistics 2018). Located in the far central west corner of Queensland, the shire borders with the Northern Territory and South Australia. It is part of the channel country, where during floods the Diamantina River and Eyre Creek stretch across the county like fingers and eventually flow into Lake Eyre in South Australia. It includes the towns of Birdsville, Bedourie and Betoota linked by 1,545 kilometres of roads.

The shire is home to 12 beef-producing pastoral properties, many of which are certified to produce organic beef that is exported throughout the world. Along with beef production, tourism is the life blood of the shire. Attractions like massive natural sand hills, historical buildings, rare species of flora and fauna, two great inland river systems, historic stock routes, ancient and rare waddi trees, spectacular sunsets and starry night skies, make the shire a memorable destination.

Our unique environment is untainted with our landscapes conserved within the Munga-Thirri, Diamantina and Astrebla Downs National Parks, Ethabuka Nature Reserve and Elizabeth Springs Regional Park.

Our businesses continue to meet the challenges of providing services in remote and isolated towns not only to our residents but to the huge numbers of visitors to our shire. The Big Red Bash attracts 9000 visitors alone, descending on Birdsville each July.

Community is important for our residents and is no better demonstrated than by the dedicated volunteer community groups that organise and ensure events such as the Betoota Races, Birdsville Races and the Bedourie Camel Races continue to attract visitors and keep our community spirit thriving.

Bedourie, the shire's administration centre, boasts many modern amenities including a hotel, motel, roadhouse, caravan park, a desert golf course and heated Aquatic Centre with Artesian Spa. It is a green oasis surrounded by flood plain.

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. It is now an iconic destination for resilient travellers heading across the Simpson Desert or otherwise traversing the outback. It is home to the famous Birdsville Hotel and the base from which to explore Big Red sandhill.

Betoota has a rich heritage and its spirit lives on through the historic Betoota Hotel which is being given a new lease on life and the nearby Betoota Race Course.

Innovation & 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

Team work

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.

Mission

The Diamantina Shire Council’s mission is to serve and advocate on behalf of the Shire community and 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.

Important Aspects



Next 10 Years



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

Quality

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

Vision 2039

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 of private housing ownership while preserving our unique environment.

Strategic Themes



Long term goals

Our Environment -

- *Benefits from the utilisation of renewable energy sources.*
 - *Is protected from degradation by practices which ensure environmental sustainability.*
 - *Is recognised as contaminate free.*
 - *Is relatively free from pest weeds and animals.*
 - *Includes a healthy Great Artesian Basin.*
-

Our Community -

- *Recognises the value of preserving the unique culture of the area.*
 - *Has a cost of living comparable to South East Queensland.*
 - *Has attractive, green and clean towns of which residents are proud.*
 - *Has access to the full range of affordable transport services.*
 - *Has significant private home ownership with all residents appropriately housed.*
 - *Where volunteering in the community is a given and community spirit is visible.*
 - *Is safe and crime-free.*
 - *Cares for its residents of all ages.*
 - *Has access to fully operational medical and pharmacy facilities run by a quality service provider offering affordable access to onsite general practitioners and other health professionals.*
 - *Has access to a reliable and affordable renewable electricity supply.*
 - *Has quality sporting facilities with high participation rates.*
 - *Has better telecommunication and internet access than South East Queensland.*
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Our Economy -

- *Is underpinned by the beef cattle industry and the expanding organic markets.*
 - *Flourishes from a growing tourism industry and continuation of major events.*
 - *Benefits from a growing population with full employment.*
 - *Is led by Council and the business community, together growing and diversifying business and industry opportunities.*
 - *Will be much stronger when there is sealed road access to Birdsville.*
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Our Organisation -

- *Is a sustainable and effective organisation.*
 - *Is engaged with its residents.*
 - *Is a leader in the region which supports regional co-operation, resource sharing and partnerships.*
 - *Is recognised as the sole road construction provider in the Shire.*
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Our Infrastructure -

- *Is constructed and maintained in a sustainable manner which meets community needs.*
 - *Guarantees quality potable urban water supply and waste water treatment.*
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Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Environment...	Benefits from the utilisation of renewable energy sources.	Energy producers partner with Council and/or community to maximise the use of renewable energy production.	Lobby relevant agencies to take advantage of renewable energy opportunities in the Shire.	Number of lobbying activities.	1 per year
		Greater uptake of renewable energy and energy efficient products.	Actively encourage and promote renewable energy.	Production capacity of green energy operations.	Extra 100 kW of electricity output each year
	Is protected from degradation by practices which ensure environmental sustainability.	Harm to the environment is kept to a minimum where possible, given Council's available resources.	Council meets its environmental obligations under the Environmental Protection Act (EPA).	Number of issues raised following EPA inspections.	Nil
		Effective waste management practices meeting EPA conditions.	Review Council waste management practices and consider recycling options.	Review completed.	100%
	Is recognised as contaminate free.	The Shire's image as being clean and green is enhanced.	Encourage practices which lead towards the Shire being recognised as having an 'Organic' status.	'Organic' practices introduced into Council's operations where feasible.	3 practices or processes recognised as meeting the organic standard
	Is relatively free from pest weeds and animals.	Pest weed and animal numbers are reduced.	Maintain currency of pest management plans and implement as required.	Percentage of statutory plans that are up to date.	100%
		Council cooperates at a regional level to prevent pest weed and animal spread into the shire.	Engage with regional bodies and participate in the development of regional environmental management plans.	Number of regional meetings attended.	4 per year
			Consider options to improve washdown facilities in the shire.	Plans adopted and funding applications submitted.	1 new washdown facility constructed
	Includes a healthy Great Artesian Basin.	Membership of relevant lobby groups is maintained.	Maintain membership of the Great Artesian Basin Committee.	GABC membership status.	Current
		Australian and Queensland Governments continue to fund the GABSI bore capping program.	Lobby the Australian Government to re-establish the bore capping scheme.	Number of lobbying activities.	1 per year

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Community...	Recognises the value of preserving the unique culture of the area.	Effective management of cultural heritage and native title.	Meet obligations under Indigenous Land Use Agreements (ILUA's) and Cultural Heritage Act and Heritage Act.	Obligations met.	100%
			Progress the finalisation of ILUA's as appropriate.	Number of ILUA's 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%
		Preservation of historical sites and artefacts.	Establish and fund a plan for the future identification and preservation of aboriginal and European historical sites and artefacts.	Progress with the development of plans for the preservation of historical sites and artefacts in consultation with relevant parties.	Complete
	Has a cost of living comparable to South East Queensland.	The cost of living in the Shire is reduced	In consultation with businesses, identify ways to reduce the cost of living for residents.	Number of cost of living improvement opportunities identified and implemented.	4 per year
	Has attractive, green and clean towns of which residents are proud.	Recognition through the tidy town's awards.	Maintain membership of Keep Australia Beautiful Council (KABC) and nominate annually.	Number of awards.	1 category win
			Maintain town streetscapes.	Town streetscapes maintained.	Complete
		Streetscapes maintained and parks developed as funds allow.	Parks maintained and developed as funds allow.	Parks maintained.	Complete
	Has access to the full range of affordable transport Services.	A reliable, regular air service at prices comparable to Brisbane to Mt Isa costs.	Lobby REX to provide 'Resident fares' for shire residents.	Resident fares' available.	Complete
			Lobby the Queensland government to maintain subsidised air services to Bedourie and Birdsville.	Number of lobbying activities.	1 per year
			Maintain a high standard of airport facilities in Bedourie and Birdsville.	Airstrips are compliant with Regulated Passenger Transport (RPT) standards.	100%

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Community...		A reliable weekly freight service at prices comparable to Brisbane to Mt Isa freight costs.	Utilise freight suppliers which provide good value for Council and community freight.	Cost and reliability of freight services.	Reliable >90%
	Has significant private home ownership with all residents appropriately housed.	Private home ownership continues to increase.	Offer suitable housing stock for sale.	Percentage of dwelling units in private ownership.	Bedourie 30% Birdsville 60%
			Offer residential land for sale.	Land sales.	4 per year
	Where volunteering in the community is a given and community spirit is visible.	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
			Council supports SES and Rural Fire Brigade units in both towns.	Groups supported.	Ongoing
		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
			Engage a Community Development Officer	Community Programs coordinated in both towns.	Role developed.
	Is safe and crime-free.	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.	1 per year
			Maintain disaster management plans.	Disaster management plan status.	Current
	Cares for its residents of all ages.	Services are provided for our aged, youth and children as appropriate	Determine the needs for older residents to remain within their town.	Needs determined and relevant actions taken.	Needs determined and relevant actions taken
			Facilitate the provision of play group services.	Status of play group services.	Maintained

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Community...	Has access to fully operational medical and pharmacy facilities run by a quality service provider offering affordable access to onsite general practitioners and other health professionals.	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
			Lobby Queensland 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 e.g. cardio, ENT etc.	Number of instances of health professionals visits to the shire.	20
		Maintain a partnership with Central West Hospital and Health Board to provide a quality health service.	Maintain the partnership and ensure facilities are maintained.	Agreements maintained.	Complete
			Ensure service levels are maintained.	Frequency of service level review.	Annual
		Quality health infrastructure that meets community needs.	Support the construction of appropriate mortuary and storage facilities at the Birdsville and Bedourie health clinics.	Facilities constructed.	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
	Has access to a reliable and affordable renewable electricity supply.	Affordable power supplies are available.	Engage with Government and relevant bodies to promote provision of renewable power supplies.	Number of lobbying/engagement activities.	2 per year
		Renewable energy production is increased.	Council install solar power systems on community buildings and council housing in addition to insulation.	Solar systems and insulation installed.	100%
	Has quality sporting facilities with high participation rates.	Well maintained sporting facilities which meet community needs with additional facilities as appropriate for the communities.	Investigate the options to provide improved access and heating to the school swimming pool in Birdsville.	Progress with the options investigation and action report.	Complete
			Sporting clubs develop plans for the development of their sites.	Percentage of clubs that have submitted their club development plans.	100%
	Has better telecommunication and internet access than South East Queensland.	Phone and internet services are reliable and effective.	Ensure mobile phone coverage is maximised.	Telstra engaged to maximise coverage.	Completed

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Economy...	Is underpinned by the beef cattle industry and the expanding organic market.	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 through Desert Channels.	Current spending indexed by CPI
		Improve animal welfare outcomes.	Lobby to extend sealed road network to improve animal welfare.	Number of lobbying activities undertaken.	2 per year
	Flourishes from a growing tourism industry and continuation of major events.	More tourists visit year on year.	A range of strategies are developed to extend the tourist season and fill in the peaks within the season in consultation with the community.	Visitor numbers increase outside of peak event periods.	5% each year
		The Birdsville Tourist Park and Birdsville Lodge contribute significantly to the Birdsville economy.	Consider and implement priorities in the Birdsville Tourist Park & Birdsville Lodge Business Plan 2019-23	Percentage of Business Plan priorities implemented, reviewed or discontinued.	100%
		A cooperative group of businesses and individuals are united in promoting the Shire as a destination.	Implement the relevant recommendations in the Economic Development Strategy	Group formed and effective in its role.	100%
		Birdsville Courthouse and Bedourie Pise' House established as must see tourist attractions	Complete restoration works and open to the public, following consultation with community.	Facility is open and keeping tourist in town another day.	100%
		The population of the shire continues to increase.	Implement Corporate Plan strategies.	Number of corporate plan targets that are met.	80%
	Benefits from a growing population with 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 in Bedourie and Birdsville.	Number of family day care providers.	2
	Is led by Council and the business community, together growing and diversifying business and industry opportunities.	The Economic Development Strategy priorities are progressed.	Prioritise and progress the Economic Development Strategy priorities.	Percentage of the economic development plan actions implemented, reviewed or discontinued.	100%
		Additional utilisation of vacant land in Bedourie and Birdsville	Identify and actively market available industrial and residential land stocks.	Council land sales.	Annual Auction
			Review the Shire planning scheme in cooperation with the Department.	Scheme is reviewed.	Completed

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
		Town Planning scheme which will meet community needs and growth into the future.	Applications are assessed in accordance with the scheme and legislation.	Applications assessed.	Ongoing
	Will be much stronger when there is sealed road access to Birdsville.	All Main Roads in Shire are bitumen sealed.	Lobby the Queensland and Australian Governments for funds to bitumen seal the Eyre Developmental Road by 2026 and other priority sections of the Birdsville Developmental Road and Diamantina Developmental Road.	Funds committed.	100%

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Organisation...	Is a sustainable and effective organisation.	A quality, effective and motivated workforce.	Ensuring staff receive adequate training to enable them to do their job and advance their career.	Training Programs delivered.	Complete
			Conduct regular performance appraisals for all staff.	Percentage of staff with up to date performance review.	100%
		Best practice Corporate Governance	Maintain practices in line with the Work Health & Safety Legislation.	Number of WHS incidents.	<50 per year
			Maintain Council Quality Assurance System.	Ongoing compliance with QA system.	100%
			Maintain a corporate structure that reflects and meets the needs of the Corporate Plan.	Progress with post corporate plan organisational review.	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.	4 per year
			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
		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%

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Organisation...		Quality administration and service which meets customer needs.	Maximise internal/external revenue sources.	Annual revenue growth.	3%
			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
	Is engaged with its residents.	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
	Is a leader in the region which supports regional co-operation, resource sharing and partnerships.	Council participates in projects which advance regional co-operation and resource sharing	Cooperate with neighbouring Shires in resource sharing activities where mutually beneficial.	Number of resource sharing activities with neighbouring Shires.	5 per year
			Participate in regional purchasing arrangements where appropriate.	Number of regional purchasing initiatives Council has participated in.	3
			Participate in regional bodies such as RAPAD, OQTA, ORRG, CWRPMG.	Number of resource sharing activities on a regional basis.	6
	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)	Lobby Queensland Government to ensure main roads works are offered to Council in priority.	Number of lobbying activities undertaken.	2 per year

Strategic Theme	Long Term Goal	Outcome	Strategies	Measure	Target
Our Infrastructure...	Is constructed and maintained in a sustainable manner which meets community needs.	A well maintained Shire road network which meets the needs of the road users.	Carry out works in line with works program and Local Rural Road Policy.	Percentage of planned works that are completed each year.	90%
			Develop and implement a Road Asset Management Plan.	Asset Management Plan completed.	Completed
		Airports and services that meet community and CASA requirements.	Maintain Bedourie and Birdsville airports to the required standard to allow RPT services to continue.	CASA standards met.	100%
			Implement assets management plans for buildings and other assets.	Percentage of asset management plan actions implemented within agreed time frames.	100%
		Well maintained community assets with additional facilities as appropriate for the communities.	Review Council service levels and benchmark against industry standards.	Progress staged service level reviews.	3 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%
	Guarantees quality potable urban water supply and waste water treatment.	Secure potable water sources are maintained for Bedourie and Birdsville.	Maintain water infrastructure in accordance with asset management plans.	Percentage of improvement actions in the Drinking Water Quality Management Plan (DWQM) carried out.	100%
		A secure and effective waste water treatment system is maintained in each town.	Maintain waste water infrastructure in accordance with asset management plans.	Number of breaches of the Environmentally Relevant Activity permit (ERA).	Nil