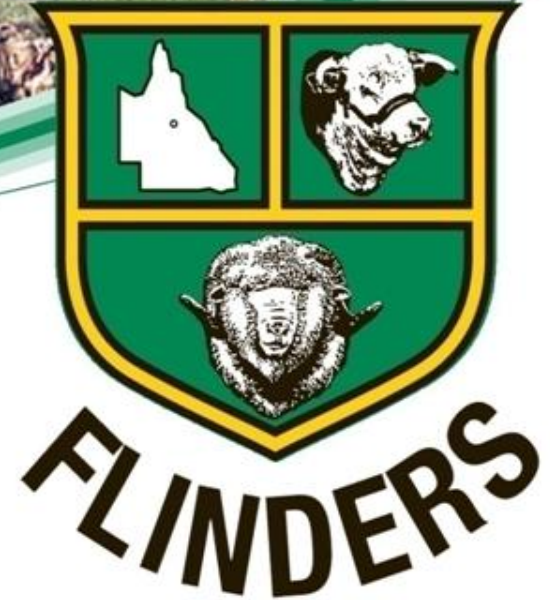




SHIRE OF



**Submission 12:
Attachment A**

SHIRE OF FLINDERS

Corporate Plan 2013 –2018

Discovery, Opportunity, Lifestyle

Flinders Shire Profile

Introduction

**Message from our Mayor – Greg Jones
and Chief Executive Officer – Stephen McCartney**

We are proud to present the Flinders Shire Council's Corporate Plan 2013–2018.

This planning is vital to the social, environmental and family values we seek to promote in our community.

To achieve our goals we need to work together within our organisation. Council also works with our residents, businesses, visitors, the State and Federal Governments, its agencies, our suppliers and contractors who contribute to our diverse region. Working together for our Shire is more complex than it sounds due to the diverse nature of our organisation and the challenges we face. We therefore ensure that we undertake planning to ensure that we achieve the best results. To ensure we are working effectively to achieve our objectives, we will measure our progress against strategic measures.

Development of the Corporate Plan is an important function of Council as it sets the direction for the Shire and ensures that Council's limited resources are allocated to meet legislated obligations and community expectations. Council thanks the staff and community for being involved in determining the future direction and priorities of Council.

Greg Jones
Mayor of Flinders Shire Council

Stephen McCartney
Chief Executive Officer of Flinders Shire Council





Flinders Shire is situated approximately half way between the cities of Townsville and Mount Isa and is named after Queensland's longest river – the Flinders River.

The Flinders Shire is divided by the Flinders Highway – now known as the popular tourist drive 'Overlander's Way'. The Flinders Highway runs east and west through the Kennedy Developmental Road – which runs north and south through the Flinders Shire. Encompassing the townships of Hughenden, Prairie, Torrens Creek and Stamford, the Flinders Shire has become a major hub for transport and travellers alike.

Lt. Stokes of the "Beagle" discovered the Flinders River on 30 July, 1841. In 1863 Ernest Henry was the first person in this area to select a pastoral holding which he named "Hughenden Station" after his Grandfather's Tudor Manor in Buckinghamshire, England. It was from this station the township of Hughenden took its name, however it was not officially surveyed until 1867.

The Shire has three prominent geological features. Porcupine Gorge in the north, the Flinders River, which winds from the White Mountains in the north-east through to the west of the Shire. The region is made up of a mix of the vast treeless plains known as Mitchell Grass Downs, the more thickly vegetated and Spinifex inhabited Desert Uplands, areas known as tropical savannah within the Einasleigh Uplands and the basalt covered Northern Gulf bioregion.

The Flinders Shire has a population of 1,792 residents. Its main industries are cattle and sheep grazing and tourism.

General Statistics

Population	1792	Total Council Expenditure	\$28 million approx
Area	41,422 sq km	Council Employees	111
Towns	Hughenden, Prairie, Torrens Creek, Stamford	Length of Shire Roads	1,992 km
Industries	Grazing and Tourism	Length of Main Roads	761.50 km
Transport	Rail, Road, Air	Height above sea level	324 m



Our key projects

Our Priority Infrastructure Projects

Underway

Cairns-Melbourne Inland Highway
Tourism Development
North Hughenden Sewerage
Hughenden Sewerage Treatment Plant Upgrade
Hughenden Industrial Estate Development
Torrens Creek and Stamford Water Upgrade
150 years Settlement Celebrations
Caravan Park Development
Facilitate Commercial Land Development
Water Fluoridation

Future

Develop Art/Cultural/Historical Centre
Recreational Lake
Upgrade the Hughenden Airport Runway
Development of Flinders River Ag Precinct
Swimming Pool Upgrade/Replacement
Showgrounds Kitchen/Bar Upgrade
Refurbishment Works Depot

Strategic Approach to Roads: The Shire's Strategic Road Priorities are in the following order:

- 1) Flinders Highway
- 2) Kennedy Developmental Road (Hann Highway)
- 3) Kennedy Developmental Road (Hughenden to Winton)
- 4) Hughenden to Muttaborra
- 5) Prairie Road (Prairie to Muttaborra)
- 6) Torrens Creek to Aramac
- 7) Council's current development priority is to lobby Government for funding for the Kennedy Developmental Road, north of Hughenden to The Lynd Junction as part of the *Reef to Rock* concept (Cairns to Uluru) and Inland Highway (Cairns to Melbourne).





Our Vision

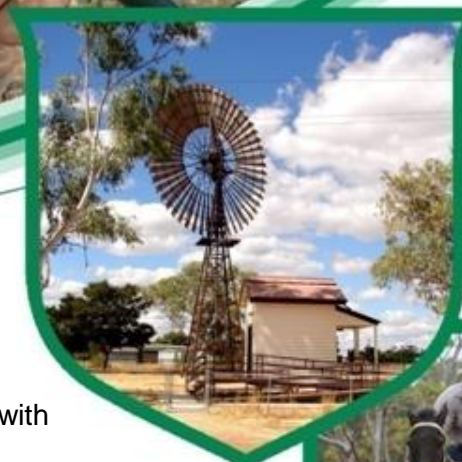
Flinders Shire – a place of discovery, opportunity and lifestyle.

Our Mission

To promote quality of life through leadership, attitude and respect.

Our Values

- A Caring Philosophy
- Pursuit of Excellence
- Teamwork
- Local Ownership
- Communication
- Leadership



Our Guiding Principles

At Flinders Shire we are committed to making decisions responsibly and sustainably acting with integrity, honesty and respect.

- **Our Governance** – We will work as a team and act with pride, accountability, transparency and integrity to deliver services to our residents.
- **Our Economy** – We will approach all business aspects of the Shire in a manner that promotes growth and sustainability to achieve the best possible outcome.
- **Our Environment** – We will provide stewardship to maintain, protect and enhance our natural environment whilst supporting new and existing industries.
- **Our Infrastructure** – We will aim to continuously improve products, services and processes through sustainable management of Council's core assets.
- **Our Resources** – We will encourage sustainable resource utilisation by providing support to businesses and their associated industries.
- **Our Community** – We will work with our community to provide an appealing lifestyle with the available resources to build a healthy, happy and caring community.

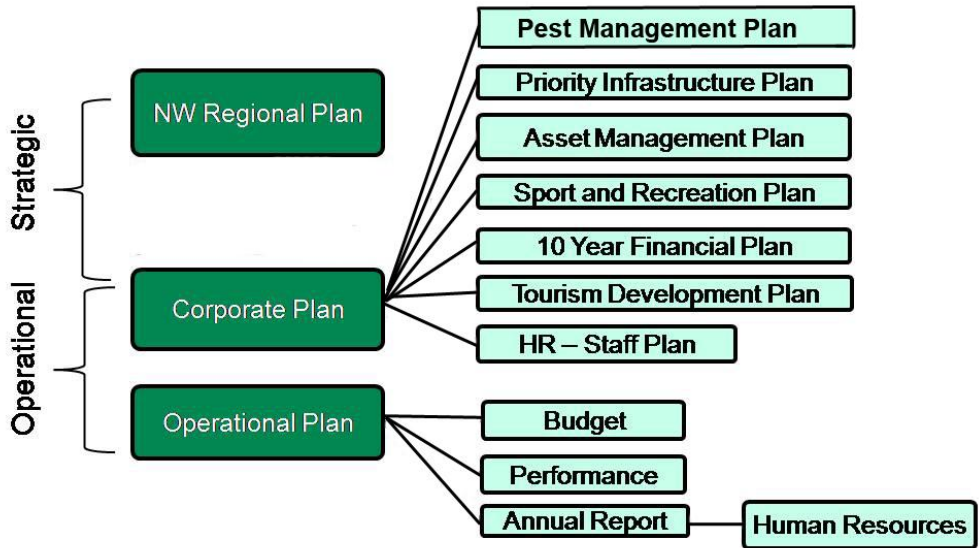


About the Corporate Plan

What is a Corporate Plan?

A Corporate Plan is Council's primary strategic business and organisational planning document and forms the basis for the development of Council's Operational Plan and Annual Budget.

Planning Framework





Council's Planning Processes

Each financial year, Council prepares an Annual Budget and Operational Plan and revises its 'Five Year Corporate Plan' and 'Ten Year Financial Forecast'.

The Operational Plan includes all of the services and projects that Council is undertaking to provide the community with services to achieve the Corporate Plan outcomes and align with the Vision. The Annual Budget provides the resources to achieve the Operational Plan objectives.

The Council has a Community Engagement Policy and has followed these principles when developing the Corporate Plan.

Corporate Plan Statutory Requirements

The Local Government Regulation 2012 Section 165 requires that a Corporate Plan be prepared and adopted. It must outline the strategic direction of the Local Government.





Corporate Plan Consultation

Public Consultation

This Corporate Plan is based on the community consultation as part of the community planning process which was used to develop the Community Plan 2011-2021. Information collated has been used in the development of this plan.

Councillor and Staff Consultation

Council's elected members and senior staff were consulted to ensure direct input into the Corporate Plan development and the community consultation information was also considered.

Council's elected members, senior executives, staff and community were given opportunities to contribute to the development of the Corporate Plan as members of the community.

Corporate Plan Adoption

The final Corporate Plan was adopted by Council on 18 April, 2013.

Key Outcomes and Strategies

Outcomes are the goals Council plans to achieve in moving towards its Vision.

Strategies are the tactics we intend to use to help us achieve its Outcomes. These strategies are supported by the Operational Plan and Budget.



How will we know whether our Corporate Plan Outcomes are being achieved?

- Our Vision, Mission and Values will be widely publicised by our staff.
- We will regularly measure and publicly report on our progress each year in our Annual Report to ensure we are accountable to our community.
- We will link our annual Operational Plan and Budget to Corporate Plan outcomes and strategies to ensure they become a continuous focus of attention.
- Financial Management will provide reporting, analysis and review of performance against our Annual Budget.

Contact Us

Please contact us if you would like more information regarding Flinders Shire Council's Strategic Planning Framework or access to other documents referred to.

Phone: 07 4741 2900

Fax: 07 4741 1741

Write to:
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Flinders Shire Council
PO Box 274
Hughenden Q 4821

Visit your Council Office at:
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Hughenden QLD 4821

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Corporate Plan

Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
ENVIRONMENT				
Protection of the Great Artesian Basin				
Council and community is up to date with latest information on Coal Seam Gas	Monitor and inform the community of developments in the Coal Seam Gas industry and any new research findings	Non-compliance issues with GAB	Number of non-compliance	0
Bore Capping Scheme maintained	Lobby relevant agencies to ensure the Bore Capping Scheme continues until capping is complete	Bores capped across the GAB	Number of bore capped	90%
Flinders Shire is recognised as a renewable energy hub				
Renewable power generation opportunities are facilitated	Engage with and advocate on behalf of industry proponents	Kilowatts renewable energy installed	Number of kilowatts	200 kW
Best practice waste management and recycling				
Funding is sourced to establish identified waste recycling activities	Investigate and access funding sources for identified recycling activities	Hours operation of wood chipper	Hours	100 hours pa
Ecological systems are protected				
Council strategic and operational plans facilitate the preservation of identified ecosystems	Plan, develop and promote appropriate nature-based tourism	Information Centre Traffic movements	Number of people	>20,000
Council staff are trained to employ appropriate preservation practices in their day to day activities	Staff are trained to effectively manage, protect and conserve our natural environment	Cultural heritage training	Staff trained	100%
Ongoing control of invasive pest animals and plants				
Flinders Shire Council Pest Management Plan reviewed and implemented	Effective management of pests in line with budgetary constraints	Plan outcomes delivered	% of plan targets achieved	90%
	Lobby Governments and relevant agencies for support of Council pest management aims			
	Complete the review of the pest management plan and commence implementation as required			
Sustainable development				
Planning decisions reflect triple bottom line – Economic, social, environmental impacts	Have an up to date Planning Scheme	Adopted Planning Scheme	Commenced process	Progressing through process
Flinders Shire is a community with strong environmental values.				
Improved community environmental consciousness	Improve knowledge of public health standards within the community	Notifiable diseases and public information newsletters	Number	<10
	Improve knowledge of sustainable practices such as mitigating impacts of industry, waste management, recycling and climate change	Traffic flow through refuse tip	Traffic numbers	1,200 vehicles pa

Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
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RESOURCE

Support the development of mining industries

Council has established positive relations with developers	Engage with resource development proponents and communicate Council and community expectations of sustainable development	Number of companies with exploration and mining leases	Contact with each company with a lease	100%
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A sustainable irrigation industry has been developed

Opportunities for irrigation developments exist	Engage with Government and irrigation industry proponents to identify current and future irrigation opportunities	Quantity of surface water allocated	ML	30,000
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Local and regional water supplies are secure for domestic, commercial, industrial and agricultural purposes

Artesian water access rights and water quality maintained	Engage with Government and advocate on behalf of bore users to ensure that access rights are maintained, water quality and pressure is protected from Coal Seam Gas impacts etc.	Town water supplies allocations	ML	2.5ML
Opportunities for off river water storages have been investigated	Engage with Government and irrigation industry proponents to identify off river water storages opportunities	Number of off-river storages	Numbers	>1
Town water supply demand management systems are in place	Develop and implement an effective town water demand management strategy	Town water supplies allocations	ML	<80% allocation utilised

Best practice land management

Council strategic and operational plans ensure sustainable land management	Sustainable management of the stock route network	Permit with number of cattle	Number of cattle	Compliance with Permit
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Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
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COMMUNITY

Establishment of a Recreational Lake

Recreational Lake Project is progressing towards commencement	Establish possible funding sources for the Recreational Lake project and make any necessary applications and engage in lobbying as required	Application preparedness	Progress with application preparation	Complete
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A health system that meets the needs of the community

Council has been effective in engaging with health service providers	Engage with health service providers to ensure services are maintained and or increased to meet community demand	Qualified Health Professionals	FTE's	>10 FTE
Funding for a multi purpose health centre has been secured	Advocate on behalf of the community to establish a Multi Purpose Health Service (MPHS)	Centre approval	Centre is approved as a MPHS	Approved

The accommodation needs of the community are adequately met

Short term accommodation (motel/units) needs are identified	Facilitate development of short term accommodation needs	Number of units/ rooms	Number	>102
Long term accommodation/housing needs are identified	Ensure that planning schemes facilitate appropriate accommodation development	Number of vacant lots in Hughenden		>100 lots
	Actively monitor long term accommodation needs and trends	Number of units/ rooms	Number of dwellings	>520

An accessible community

All community facilities have disabled access	Prioritise and improve access within budgetary constraints	Number of non-compliant facilities	Number	0
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Aged facilities and services to meet the community needs

Community care services continue to meet needs	Deliver Community Care Services that meet community needs within funding constraints	Accreditation compliance	Level of compliance	Maintain accreditation
Aged care facilities continue to provide quality accommodation	Council continues to fund the aged persons accommodation operations	Budget Performance	Budget	Within 10% of Budget

Recreational services meet the needs of the community

Flinders Shire Council Sport and Recreation Plan has been reviewed and implementation of priorities is proceeding	Complete revision, adoption and implementation of a Shire Sport and Recreation Plan	Plan Recommendations	Percentage of recommendation completed	100%
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A vibrant active community

Council continues to successfully facilitate the operation of effective and well run community events	Facilitate and support community groups in running community events	Sponsorship, donations and grants for community events	Dollar amount	\$65,000 direct, \$100,000 in kind, rates concession (\$25,000)
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Public Transport meets community needs

A suitable public transport service is in operation	Council facilitates and supports the continued service of various public transport options of planes, buses, trains and taxi services.	Number of services	Number of services	Townsville - 3 flights, 3 bus pw
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Visually appealing and well presented towns

Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
Implementation of planned community streetscape improvements is in progress	Complete and implement the development of a Shire Streetscape Plan	Implementation of plan recommendations	% implementation of Streetscape Plan	100%
Dwelling and Business Presentation and Street Appeal Strategy is delivering positive results	Develop and implement a Dwelling and Business Presentation and Street Appeal Strategy	Strategy development and implementation	Progress with implementation of street appeal strategy	Adopted and implementation commenced
Updated Five Parks Plan is being implemented in line with priorities	Complete the review and implementation of the Shire Parks Plan	Implementation of plan recommendations	% implementation of plan	100%

Full range of education opportunities to meet the needs of the community

Council has successfully lobbied to maintain existing educational opportunities in the Shire	Monitor the level of educational opportunities in the Shire and engage with service providers to ensure services are maintained and meet community needs	Non-school qualification of Education	Number of people	[565, 24%-2001], [603, 30%-2006], [733, 36%-2011]
Council continues to provide scholarships, traineeships and apprenticeships to the community	Maintain funding of Council's commitment to the provision of scholarships, traineeships and apprenticeships to the community			

A safe and prepared community

Council has been successful in lobbying to maintain police numbers in the Shire	Engage with Queensland Police Service to ensure police numbers are maintained	Number of personnel	Numbers	5
Council has a coordinated response to and builds the community's resilience to natural or man-made disasters to minimise adverse effects on the community	Ensure that a quality and current Disaster Management Plan is in place	Plan currency	Compliance with review requirements	100%
Council supports a safe living environment for the community through public safety initiatives and measures	Implement strategies to ensure that emergency services are well resourced and have strong volunteer support	Strategy development and implementation	Progress with implementation of volunteer support strategy	Adopted and implementation commenced

Community facilities that meets the needs of the community

Hughenden Swimming Pool Master Plan has been reviewed and implementation of priorities is proceeding	Complete the review and adoption of the Hughenden Swimming Pool Master Plan	Implementation of plan recommendations	% of plan implemented	100%
Hughenden Showgrounds Master Plan has been reviewed and implementation of priorities is proceeding	Complete the review and adoption of the Hughenden Showgrounds Master Plan			
Council Asset Management Plans are being effectively implemented	Fund the operation of community facilities and ensure that Asset Management Plans are funded and carried out			

A community that values art, culture and history

Arts and Cultural Centre needs analysis outcomes have been implemented	Provide or source funding to carry out Arts and Cultural Centre works and activities as per prioritised plan	Implementation of plan recommendations	% of plan implemented	100%
Flinders Shire Council Arts, Cultural and History Policy outcomes have been implemented	Provide or source funding to carry out Arts, Cultural and History Policy outcomes as per prioritised plan	Quality of outcomes	% of Arts, Cultural and History Policy outcomes delivered	

Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
ECONOMY				
Business growth and development				
Partnerships with large industry groups have been developed and maintained as required	Engage with and advocate on behalf of large industry proponents as required	Number people to be employed	Numbers	1076 (49%) (2001), 997 (50%)(2006), 967(47%) (2011)
Council has been active in the development and support of local business and industry	Develop and adopt a Business Investment Prospectus			
Council conducts a range of business activities that deliver benefits or financial return to the community	Manage business activities to maintain the delivery of benefits or financial return to the community	Budget performance	% budget variation	< 10%
Growth at a sustainable level has increased the Shire population				
Longer term town expansion is adequately addressed in planning scheme	Be pro-active in recognising significant population growth in the longer term	Population	Population	1791
Quality transport infrastructure facilitates economic development				
Council has been actively lobbying for the upgrade of the rail network	Lobby Government for funding to upgrade the rail network	Number of de-railments on the Mount Isa - Townsville Line	Numbers	0
Airport facility meet community needs	Lobby for funding to upgrade facility	Number of RPT Flights	Number of RPT Flights	6 movements per week
Increase tourism numbers by 100%				
The updated Tourism Development Plan is being implemented in line with planned priorities	Develop, adopt and implement the Tourism Development Plan	Visitor Information Centre numbers	Numbers	>20,000

Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
INFRASTRUCTURE				
Infrastructure development to facilitate the renewable energy sector				
Council support and lobbying has assisted in facilitating the construction of a high voltage transmission line	Engage with and advocate on behalf of the high voltage transmission developers and renewable energy industry proponents	Completion of Project	Completion of Project	Completed
Water and sewerage infrastructure meets compliance standards				
Drinking Water Quality Management Plan is being effectively implemented	Develop, adopt and implement a Drinking Water Quality and Leakage Management Plan	Strategy development and implementation	Progress with adoption and implementation of plan	Implemented
The Strategic Asset Management Plan is being effectively implemented	Ensure that Asset Management Plans are funded and carried out in line with strategic maintenance and replacement programs	Quality of assets	Asset Management Plan works carried out	100%
The North Hughenden Sewerage Scheme is complete	Provide or source funding to carry out the construction of the North Hughenden Sewerage Scheme within identified timeframes	Project progress	Progress with construction	Complete
Reliable and affordable reticulated electricity network				
Council has successfully lobbied to have the Ergon Energy network connected to a high voltage transmission line	Engage with Ergon Energy and advocate on behalf of the high voltage transmission, renewable energy industry proponents and the community to have the local electricity network connected to high voltage transmission line	Project completed	Project completed	Complete
Road network meets community needs				
The Shire Roads Asset Management Plan is being effectively implemented	Ensure that Asset Management Plans are funded and carried out in line with strategic maintenance and replacement programs	Quality of assets	% of Asset Management Plan works carried out	100%
Sealing of the Kennedy Developmental Road (Hughenden – Lynd) and the Torrens Creek Aramac Road is complete	Lobby Government for funding to complete the sealing of the Kennedy Developmental Road (Hughenden - Lynd) and Torrens Creek - Aramac Roads within identified time frames	Road bitument	Percentage of road bitumen	
Council has been effectively lobbying for appropriate maintenance and upgrade funding for the Flinders Highway	Lobby Government for funding for appropriate maintenance and the upgrading of the Flinders Highway	Non-compliance road on Mount Isa - Townsville Road	Estimate of km	<10-20km road and 30 culverts
Council has been effectively lobbying for funding to upgrade the Flinders River Bridge, in conjunction with the new town by-pass	Lobby Government for funding for the widening and upgrading of the Flinders River Bridge	Project completed	Project completed	Completed
Effective Hughenden heavy vehicle traffic management strategies are in place	Develop, adopt and implement a Heavy Vehicle Traffic Management Plan for Hughenden	Strategy development	Progress with adoption of Heavy Vehicle Traffic Management Plan	Adopted by Council
Reliable communications throughout the shire				
Council has been effective in lobbying for improved mobile telephone coverage, reliable land line and connection to the NBN optic fibre network	Engage with government and telcos and avocate on behalf of the community for improvide telecommunication services	Number of mobile towers in Shire, Number of Internet Broadband connections	Number	4 towers, 401 Broadband connections (2011)

Corporate Outcome	Corporate Strategy	Indicator	Measure	Target
GOVERNANCE				
Best Practice Governance				
Transparent, Accountable and Responsible Governance	Develop and implement Council's corporate Governance Framework to ensure strategic planning, compliance with all legislation, standards and policies	Audit Report and Internal Audit Report	Number of non-conformances	0
	Implement best practice enterprise risk management strategies	Strategy development and implementation	Progress with risk strategy development and implementation	Complete
A Competent, Productive and Contributing Workforce	Ensure our workforce is trained, developed and supported to competently manage themselves and their work	% of training costs versus employee costs	% of training costs versus employee costs	4%
	Implement human resource strategies to become an employer of choice	Average term of service for staff	Average term of service for staff	State Average
	Foster a culture of employee health, safety and well being.	Workplace safety	Lost time frequency rate and average lost time	<25.5 and <13.22
Best practice administration and operations	Maintain and resource quality administrative practices and operations	Operational plan activities	Targets met	>80%
Councillors deliver responsible leadership with informed and transparent decision making	Provide Councillors with access to quality training, development and networking opportunities	Training and conferences attended	Number of training and conferences	5
	Provide Councillors with quality decision support	Guidelines for Council request information	Guidelines complete	complete
	Involve Councillors in appropriate community engagement activities	Meetings attended	Number of meeting attended by councilors	10 per month
Excellence in Organisational Leadership	Provide respectful, responsive and timely customer service, consistent with our guiding principles	Complaints Register	Number of administrative complaints	0
	Ensure sustainable financial management	Financial Audit risk rating	All risks are resolved	100%
	Implement leadership strategies utilising contemporary practices	Currency of professional and leadership skills	Number of professional development activities per year	10
Strong Regional Advocacy	Represent and promote the interests of the community through key regional stakeholders	Regional representation	Council representative involvement in nominated regional groups	100%
	Participate in the review of the region's strategic direction on behalf of the community through effective and responsible policy, planning and decision making	Number of regional groups council involved with	Number of groups	10