

FLINDERS SHIRE COUNCIL
Corporate Plan



2023 - 2028





Acknowledgement of Country

Flinders Shire Council acknowledges the Traditional Owners of the Flinders Shire – the Yirendali Aboriginal people. We pay our respects to their elders past, present and emerging.

Contents

› Acknowledgement of Country	2
› Message from the Mayor & CEO	4
› Our Vision for the Future	5
› About the Flinders Shire	6
› Our Challenges	8
› Our Opportunities	9
› About the Flinders Shire Council	10
› The role of Local Government	11
› About the Corporate Plan	12
› Measuring Success	18

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From the Mayor



The next five years will present new opportunities for our region to grow. Investments in new water storage, completion of the Kennedy Development Road upgrade, the Torrens Creek Aramac Road upgrade and increasing demand for renewable energy will see us positioned for new opportunities to grow and diversify our region's economy.

Combined with our now growing population, the Flinders Shire is set to become a major economic driver in the North West.

To ensure we capture the opportunities and overcome our challenges, we need to appropriately plan and prioritise where to invest our energy and resources.

This Corporate Plan outlines our Council's direction over the next five years, setting ambitious goals for our community and clearly outlining the role of the council to realise our combined vision for our economy, community and environment.

We live in a time of opportunity for the Flinders Shire, and with a renewed focus on economic and community development we have a clear set of priorities to grow our region. On behalf of my fellow Councillors, it is my pleasure to present the Corporate Plan for 2023-28.

Jane McNamara

From the CEO



Our Corporate Plan identifies the approach the Flinders Shire Council will take over the next five years.

For me, it is more than a legislative requirement for local government, it is an opportunity to confirm the community's vision and understand their expectations on Council in realising this vision.

This Corporate Plan translates the community's vision for the Flinders Shire and sets out clear objectives and outcomes, providing clear guidance of what needs to be done by the Flinders Shire Council in order to realise the opportunity that lays ahead of the community.

Thank you to all who participated in the formation of this new Corporate Plan. Your input has been essential in establishing our priorities, our future action areas and outcomes we need to achieve.

I'm looking forward to working with our elected councillors, council staff and the general community over the coming years as we deliver on this Corporate Plan.

Hari Boppudi

Our Vision for the Future

The Flinders Shire aims to be a thriving community in outback North Queensland.

We want to leverage our strengths to support a diversified and growing economy – proving opportunities for our residents for generations to come.

Implementing the Corporate Plan

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This Corporate Plan will guide the action of the Council over the next five years. To ensure accountability and success of the Corporate Plan, Operational Plans will be developed. The progress will be measured and monitored through quarterly and annual reports.

CORPORATE PLAN

Council's five year vision, goals and expected outcomes.

OPERATIONAL PLAN

Annual plan to achieve actions and outcomes of the Corporate Plan.

QUARTERLY REPORT

Quarterly report to assess the progress and success of the Operational Plan.

ANNUAL REPORT

Provides an overview of Council's achievements.



About the Flinders Shire



Our Natural Resources

The Flinders Shire has several natural resources which provide a point of difference to surrounding regions.

We are the headwaters of the Flinders River, one of Australia's largest river systems and our town is located above the Great Artesian Basin.

We are home to 4 National Parks, which can be leveraged to support new tourism opportunities.

We are home to nationally significant renewable energy resources (particularly wind).

We have a rich prehistoric past with the Mattaburrasaurus, the Hughenden Sauropod and the Queensland Pterosaur.

Home to the Porcupine Gorge



The start of the Flinders River



High quality renewable Energy Resources



A key part of the Dinosaur Trail

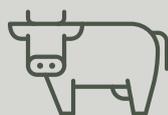




Our Economy

The economy in the Flinders Shire is primarily driven by agriculture, representing 56.1% of total GRP and 46.6% of total employment in 2020-21.

We are a key hub on the shortest travel route from the Far North (i.e., Cairns) to the South (i.e., Melbourne), enabling freight and leisure tourism opportunities.



Major beef breeding region



Growing drive and adventure tourism markets



High value irrigation opportunities



Renewable energy powerhouse

Our Community

We are a growing shire, with our population increasing through positive regional migration, showing our communities are places people are choosing to live in and establish businesses and grow their families.



1,521 residents



Average age 40.8



Experiencing net migration growth



11.3% Aboriginal and Torres Strait Islander

Our Challenges

1 Economic Concentration

The Flinders Shire is largely driven by one industry: cattle grazing. This heavy reliance on the success of one industry means fluctuations in the market conditions for beef, and seasonal climatic fluctuations, both positive or negative, have significant implications for the economy in Flinders.



2 Ageing Population

Like most regional communities, our population is aging. With 21% of the population over the age of 65, there are increasing need for health and community services that have been traditionally difficult to provide. An ageing population also means a decline in the working-age population, another challenge for the local economy.



3 Long-term Financial Sustainability

The Flinders Shire Council is highly reliant on State and Federal Government support to deliver essential services. To secure the long-term financial sustainability of our community, Council needs to identify new revenue opportunities to ensure it can continue to pay for essential infrastructure and services into the future.



Our Opportunities

1 Developing new industries

The Flinders Shire has a number of natural resources that can support economic diversification. From irrigated agriculture to high-value tourism, road freight, health services and large-scale renewable energy generation, the region has considerable potential to develop and sustain new industries.



2 Population Growth

Supporting population growth within Flinders is key to realising growth opportunities in our Shire. An increase in population will not just provide workers to existing industry, but will also support an overall increase in business activity and job growth.



3 Delivering catalytic infrastructure

Delivering catalytic infrastructure will support the diversification of the local economy and increase job opportunities. If done on commercial terms, Council can generate new revenue that can be used to fund new community services while enabling new economic activity in the Flinders Shire.





About the Flinders Shire Council

Guided by the strategic direction set by the community's elected representatives (Flinders Shire Councillors) the CEO and three directors (the executive management team) oversee and manage the operations of the organisation.

Under the Local Government Act, Council has a duty to ensure the system of local government is accountable, effective and efficient.



1,972 km
road assets



Net operating
surplus



Only 8.5% revenue
from rates



Approximately
130 employees

Enabling Infrastructure

- › Water network
- › Sewer network
- › Hughenden Aerodrome
- › Regional waste recovery centre

Commercial Business Units

- › Hughenden Saleyards
- › Worker accommodation
- › Hughenden Allen Terry Caravan Park
- › Community Care Service
- › Flinders Discovery Centre
- › Hughenden Offstream Water Storage project (Waterbank) – to be established

Community Facilities

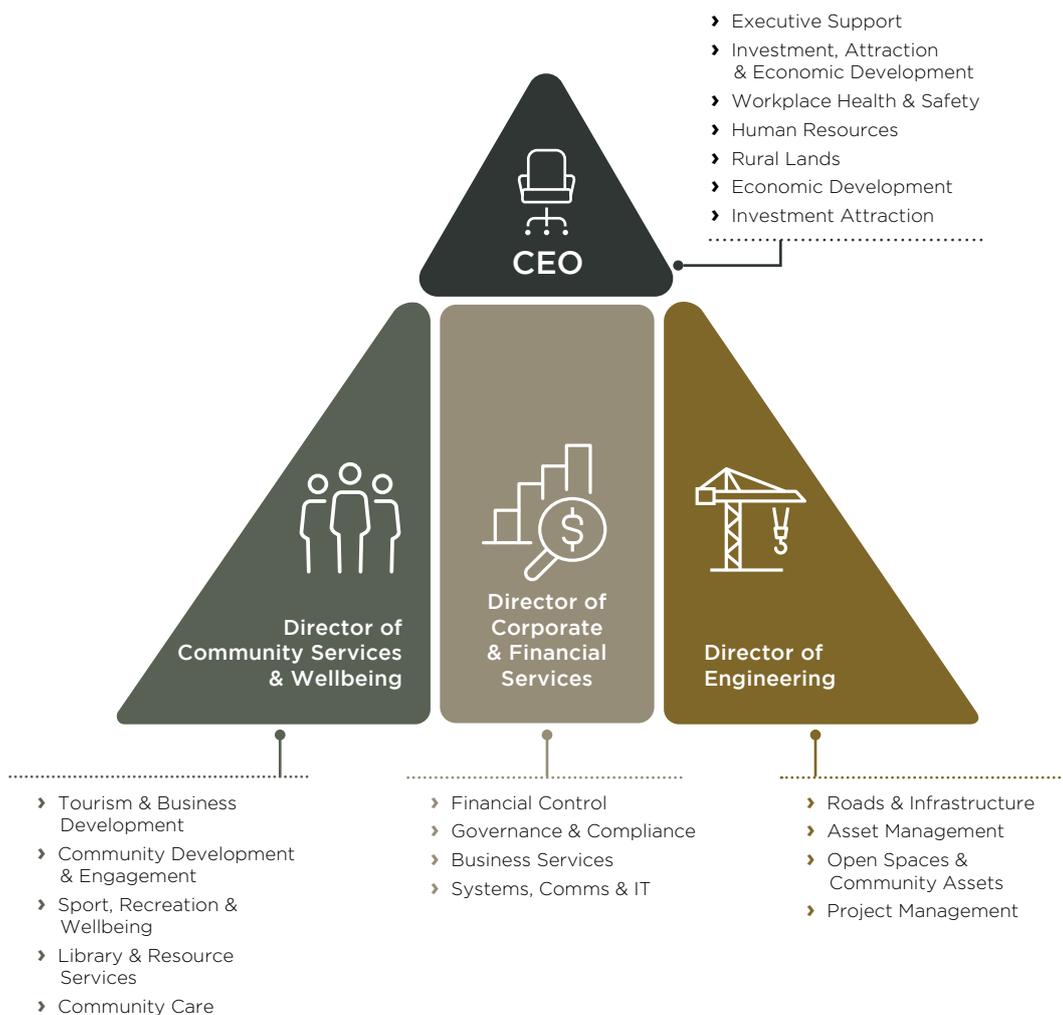
- › Flinders Discovery Centre
- › Hughenden Memorial Swimming Pool
- › Hughenden Recreational Lake
- › Diggers Entertainment Centre
- › Flinders Shire Public Library
- › Hughenden Centre for the Aged
- › Hughenden Community Gym
- › Various parks, playgrounds and recreational areas (i.e. Brodie Street Playground, Skate Park)



The role of Local Government

The roles and responsibilities of Local Government include:

- › Providing and managing public recreational facilities
- › Provision of local roads and infrastructure
- › Water, sewerage, waste collection and animal management
- › Town planning and development approvals
- › Enforce local laws and manage services and activities





About the Corporate Plan

Flinders Shire Council will work with the community to realise their vision for the Flinders Shire.

Our Corporate Plan sets a fresh direction for the Flinders Shire Council for the next five years and outlines how the Flinders Shire Council will work towards realising our community's vision for the region.

A Corporate Plan in context

The Corporate Plan sets the future direction for Council over the next five years. The plan outlines how Council intends to achieve the outcomes and commitments highlighted in this document to deliver a vision for the Shire.

The Local Government Regulation 2012 (S165-166) requires that a Corporate Plan must outline the strategic direction of the Local Government, provide an overview of the performance indicators for success, outline the objectives of the commercial business unit and identify the nature of significant business activity conducted by the business unit.

Corporate Plans must be updated every five years. This Plan provides a forward plan for our Shire and our Council.

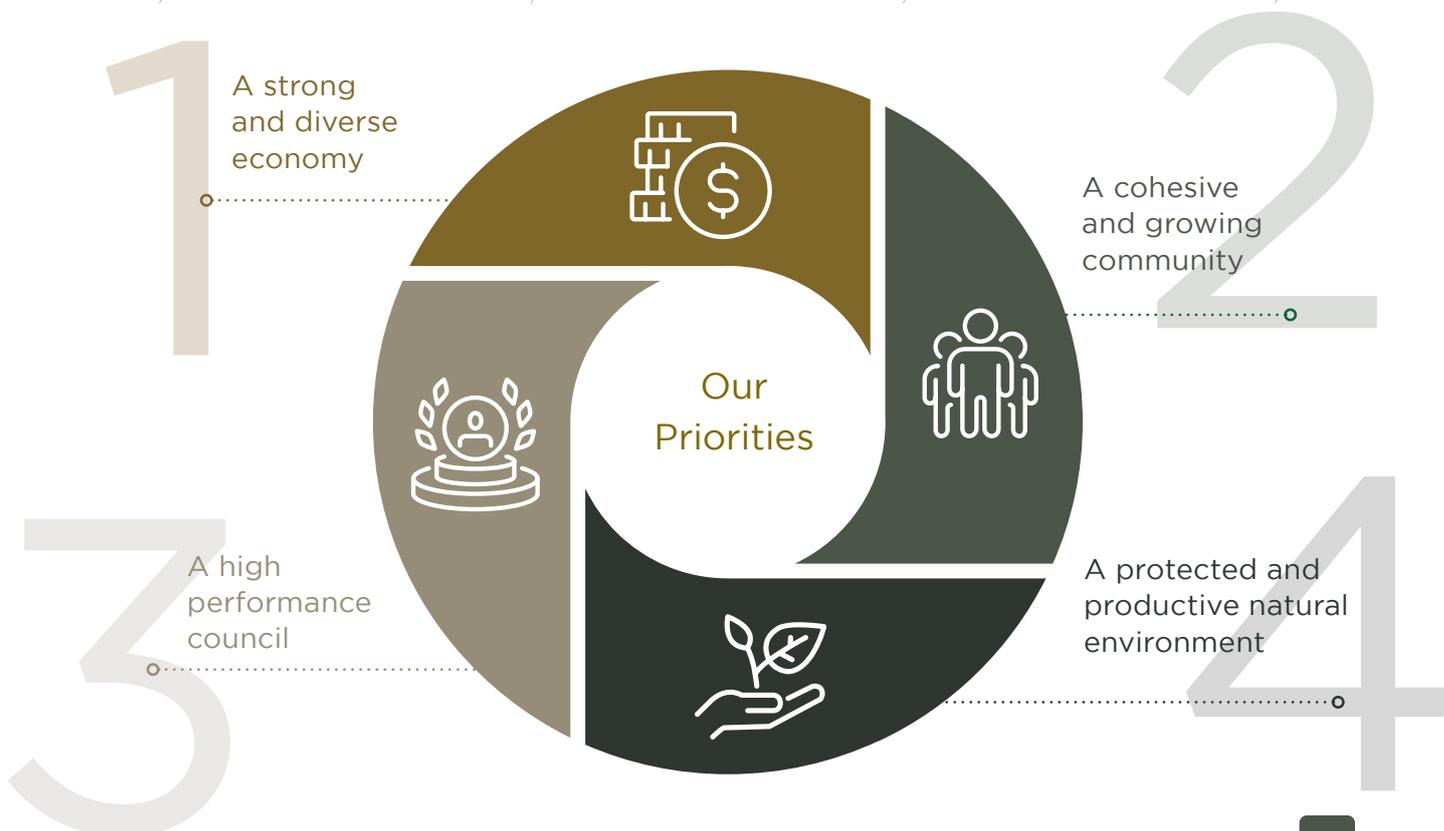
Realising the Flinders Shire Vision

Council can achieve the vision through:

- ▶ Delivering and operating enabling infrastructure to industry to support private investment
- ▶ Delivering services to improve quality of life and facilities for community use
- ▶ Advocating for state and federal investment in infrastructure and services
- ▶ Identifying and promoting regional development opportunities
- ▶ Plan for growth and unlock development opportunities



Developing the Corporate Plan



1

A strong and diverse economy



Supporting a diversified and resilient economy that drives growth and creates job opportunities.



1.1

SUPPORTING EXISTING INDUSTRIES

Grow and sustain existing industries within the Shire to foster a resilient economy.

What we will do

- Explore opportunities to diversify the region's agricultural sector and support value adding of farm product
- Continue to promote the region's tourism opportunities to increase visitor spend in local businesses

Outcomes we want

- Higher value agricultural production
- Value adding of farm products
- Improved economic resilience to drought
- Increased number of visitors and value of visitor spend in local businesses

1.2

ATTRACTING NEW INDUSTRIES

Attract investment, create opportunities and develop relationships to create a diversified economy focused on population and job growth.

What we will do

- Promote business and investment opportunities in our Shire
- Advocate to State and Federal Government for infrastructure needed to unlock growth
- Support local and external investors to invest in new growth opportunities
- Deliver land use planning that supports growth in industrial developments

Outcomes we want

- Diversification of the economy
- New business investment in non-traditional areas of the economy
- More and diverse job opportunities
- Establishment of Country University Centres

1.3

SUPPORTING HOUSING SUPPLY

Support an increase in the supply of housing in the Flinders Shire, including the diversity of housing options to improve workforce retention and attraction.

What we will do

- Deliver land use planning that supports growth in residential developments
- Deliver trunk infrastructure to support a larger urban footprint (e.g. water, sewer network)
- Work with private industry to understand the development opportunity in the Flinders Shire

Outcomes we want

- Increase in residential housing construction
- Increase in supply of diverse housing (e.g. town houses, smaller homes, residential care homes) in the Flinders Shire



2

A cohesive and growing community

Foster a connected community that is happy and healthy, with strong community spirit and belonging.

2.1

SUPPORTING OUR UNIQUE LIFESTYLE

Improve the visual amenity of the communities within the Flinders Shire, improving liveability and capacity to attract new residents.

What we will do

- › Beautification of the town centres
- › Maintaining and expanding open areas, family friendly parks and community facilities
- › Hosting town-shaping community events and promoting these with neighbouring communities and visitors

Outcomes we want

- › Retention of existing population and attraction of new residents
- › Residents to be proud of their town and community
- › Attract new businesses to support a growing community

2.2

DELIVERING INFRASTRUCTURE AND SERVICES IN NEED

Ensure the range of services the community need are provided in a quality manner.

What we will do

- › Deliver core community services, including community facilities (such as the pool and library) and services (such as community care and centrelink)
- › Ensure reliable infrastructure including roads, water supply and sewerage
- › Advocate for continuous improvement in state and private health facilities and services

Outcomes we want

- › Local investment service provision meets current and future community needs
- › Resident satisfaction with council delivered community services
- › Continuous improvement in state and private health services
- › Establishment of a waste recycling facility in Hughenden

2.3

BRINGING THE COMMUNITY TOGETHER

Create a connected community that supports a safe, healthy and quality lifestyle.

What we will do

- › Provide opportunities for our community to celebrate our unique culture, heritage and identity
- › Maintain our public places and spaces
- › Support volunteers who deliver community activities and events
- › Involve the community in key decisions about the future of our region

Outcomes we want

- › Community-led events and activities
- › Improved sustainability of community groups
- › Increase in community cohesion and traditional community engagement

A protected and productive natural environment

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- **Promoting and enhancing our unique natural environment for opportunities now and into the future.**



3.1

SUSTAINABLY DEVELOPING WATER RESOURCES

Support and progress water infrastructure initiatives to support irrigated agricultural development and water management.

What we will do

- › Investing in municipal infrastructure to improve water quality
- › Secure water rights to support irrigated agricultural production and industry in the region
- › Advocate to State and Federal Governments for water infrastructure projects including HIPC0

Outcomes we want

- › Quality drinking water
- › Increase in water for irrigated agricultural production and industry in the region

3.2

BIOSECURITY (MANAGING PESTS AND WEEDS)

Keep our environment as healthy as possible with a focus on pests and weed management.

What we will do

- › Monitor the level of pests and weeds throughout the Shire
- › Contribute to prevention management and eradication invasive pest plants and animals
- › Support for the Good Neighbour Program
- › Continue community awareness of key pests and weeds

Outcomes we want

- › Prevention and early detection of key pests and weeds
- › An educated community that is aware of key pest and weed risks
- › Partnership with local landholders and other stakeholders in the containment and eradication of problematic pests and weeds

3.3

PROMOTING REGION'S UNIQUE ENVIRONMENT

Embrace and promote our unique natural assets to support opportunities for job creation and tourism growth that can financially support improved ecosystem services.

What we will do

- › Promote the Shire's unique natural assets and prehistoric past to key visitor markets
- › Work with local property owners and traditional owner groups to establish new eco-tourism business ventures that lead to improved environmental outcomes

Outcomes we want

- › Encourage additional visitation and visitor spending in the region
- › Greater awareness of the region's unique environmental
- › Private-sector led environmental services

4

A high performance Council

- Being a key supporter of economic and social growth as a community-focused and values-led Council.



4.1

EFFICIENT RESOURCE MANAGEMENT

Focus on efficient and accountable use of community resources.

What we will do

- › Ensure efficient planning, organising and allocating of resources
- › Support digital transformation and innovation across all council activity
- › Creating meaningful performance data
- › Invest in organisational improvement, training and leadership

Outcomes we want

- › Continuous improvement of Council performance through constructive community feedback
- › Innovation in service delivery to meet community needs
- › Community sees value for money in council delivery of infrastructure and services

4.2

CUSTOMER SERVICE

Focus on providing the best possible experience for those who access Council services.

What we will do

- › Deliver a positive customer experience to the community
- › Be responsive to the needs of customers accessing Council services
- › Take on board opportunities to improve our interaction with our community and our customers

Outcomes we want

- › Community satisfaction with council services and service delivery
- › Feedback on ways we can continue to improve our services

4.3

FINANCIAL SUSTAINABILITY

Council strives to be a financially sustainable organisation.

What we will do

- › Ensure rates continue to remain at affordable levels for residents, business and industry
- › Invest in alternative revenue streams that enable additional activity in the region
- › Ensure community infrastructure and services are provided on a financially sustainable basis
- › Advocate for appropriate funding support from the Queensland and Australian Governments

Outcomes we want

- › Long-term financial sustainability of Council infrastructure and service delivery
- › Adequate, secure funding from the Queensland and Australian Governments to deliver needed community services
- › A commercial and ongoing economic return on investments

Measuring success

We are passionate about creating meaningful change in our Shire, generating opportunities to enable a strong and diverse economy, a cohesive and growing community, a protected and productive natural environment and a high performance council.



Performance

Council remain accountable and transparent on delivering on our focus priorities- doing what we said we will do in our Corporate Plan.



Effectiveness

Setting out to achieve the outcomes identified in the Corporate Plan and grow our community for future generations to come.



Impact

Identifying step-change in our Shire, measured by growth in:

- › Gross Regional Product
- › Economic diversity
- › Employment
- › Population
- › Council financial sustainability





SHIRE OF



FLINDERS

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