

Blackall-Tambo Regional Council **CORPORATE PLAN** 2014-2019



EXPLORING THE PAST. INNOVATING THE FUTURE



Blackall-Tambo
Regional Council

Exploring the past. Innovating the future.



OUR REGION



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ABOUT THE CORPORATE PLAN

The purpose of the 2014-2019 Blackall-Tambo Regional Council corporate plan is to clearly state the approach Council will use over the next five years to achieve the vision for the region. This plan has also been developed to meet the requirements of the Local Government Act 2009.

Blackall-Tambo Regional 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 improvement to the quality of life for residents.





VISION STATEMENT

Blackall-Tambo Regional Council promoting progressive, liveable and sustainable communities.

MISSION

The Blackall-Tambo Regional Council supports practical innovation and a harmonious, active, healthy and sustainable community which is enriched by arts, culture and heritage.

CORE VALUES

The manner in which we accomplish our mission is as important as the mission itself. A united team approach by our elected representatives and our staff is required to achieve the best quality in services and facilities. These core values are fundamental to how Council carries out its activities and to the ultimate achievement of its long term goals.

QUALITY SERVICE

Council is committed to delivering quality service to its customers through:

- Staff and councillors carrying out their responsibilities with honesty, integrity, impartiality and openness.
- A commitment to continual improvement through the encouragement of new ideas, the development of new skills and effective training and development.

COMMUNITY ENGAGEMENT

Council is committed to effective community engagement and leadership through:

- The provision of dynamic leadership that is positively engaged and committed to addressing the challenge of change in a responsible manner;
- The initiation and maintenance of open lines of communication with all stakeholders and through encouraging a partnership that truly values and recognises teamwork.

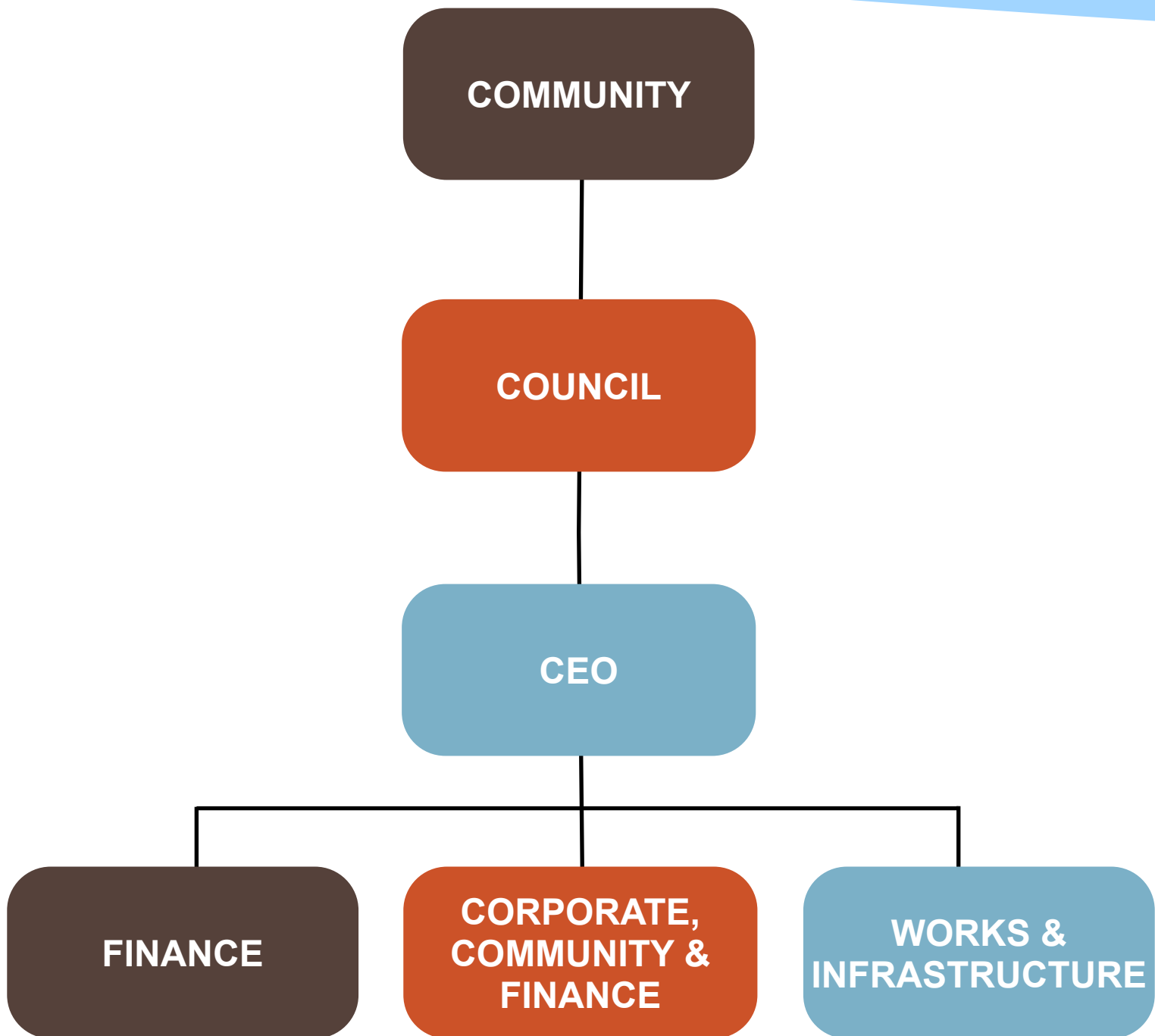
EQUITY

Council is committed to delivering equity to its staff and the community through:

- The provision of equal opportunities, fairness in decision making and the equitable distribution of resources.

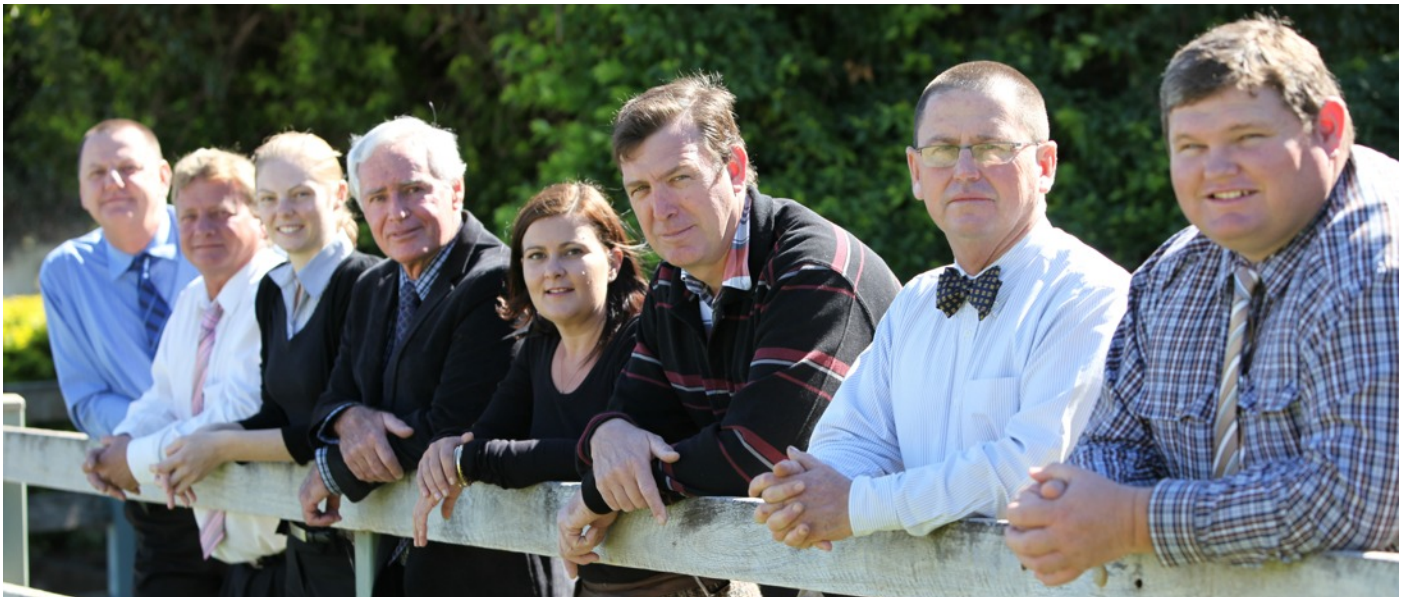


CORPORATE STRUCTURE



THE COUNCIL

The region's governing body is an elected Council comprising a directly elected mayor and six councillors. This Council was elected on 9 May 2012. The Council is:



Councillors



Cr Barry Muir - Mayor
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PROFILE OF THE SHIRE

The Blackall-Tambo region is placed in the heart of Queensland's Outback approximately 900 kilometres north west of Brisbane. The region is comprised of two towns, Blackall and Tambo, both of which lie along the historic Barcoo River and are positioned on the Landsborough Highway (Matilda Highway). Blackall is an attractive town and is classed as a remote community with a population of approximately 1560 people. Tambo is a rural community with a population of around 620 people.

The Blackall-Tambo Regional Council has an extensive history of cattle, sheep and wool production, with the well-known Jackie Howe having lived and worked in the area. Today cattle production has overhauled sheep as the major industry. The region's economy has also diversified into other industries including cypress pine sawmilling and tourism, and has a solid base of retail and general services.

The Blackall-Tambo Regional Council was formally created in March 2008 as part of the State Government's reform of all councils. The new Council is comprised of the former Blackall and Tambo Shire Councils, with the main office located in Blackall. The Council is dedicated to sustaining and enhancing the appealing rural lifestyle within the region through the provision of high quality services and facilities, and through a collaborative and supportive community environment.

The region provides a range of services and programs for the youth, aged, families, sport and recreation, and education up to year 12. High quality facilities are available to support the many community organisations to provide a wide range of sport and recreation activities including horse racing, bowls, tennis, swimming and horse sports. The region's strong volunteer base has been and continues to play an important part in the life of both communities and reflects the high level of community spirit that exists within the region.

Visiting the region offers the opportunity to learn about the history of the outback through the Blackall Woolscour, Tambo's Heritage precinct and other historical sites. The Blackall Artesian Pool and Spa allows visitors to experience the therapeutic benefits of the artesian water and is a great place to rest and relax.

The region is also well known for the famous Tambo Teddies, where you can visit the Teddies workshop and see these creatures come alive. With the region's vast contrast in landform from flat open plains to the vast cliff lines and dry gorges of the Great Dividing Range, this backdrop offers the opportunity to visit the many surrounding wonderful and scenic places of interest including Salvator Rosa and Idalia National Parks.



ASSESSMENT OF LOCAL AND REGIONAL ISSUES

Arts and Cultural Development

The Blackall-Tambo Region has a rich and unique culture which has developed over the years with influences from both its Aboriginal and European residents. The recognition, identification and preservation of this culture are at the forefront of the Council's actions and planning. This is supported by the outcomes and strategies of this corporate plan.

These outcomes include the identification and preservation of both Aboriginal and European sites of significance and the maintenance of culturally significant practices including the goal of being the arts capital of the west. The strategies which have been identified to deliver these outcomes include the development of plans for public art, tourism and events, streetscapes and parklands.

Disaster Mitigation and Management

As the only government body with significant staff and equipment resources in the area, the Council has always had a major involvement in the area of counter disaster and managing the risks involved in and responding to accidents, fires, flooding events and asset restoration.

It is vital that Council is proactive in its mitigation and management planning to ensure that assets are protected and, more importantly, that restoration funding continues to be made available. To this end Council has included a strategy in this corporate plan to ensure that disaster management plans are maintained and are up to date.

Economic Development

Employment is a significant issue for the Blackall-Tambo Region hence growing a sustainable economy is reliant on a number interrelated outcomes and strategies. Council's plan is to encourage the establishment of new industries to provide economic growth for the region. Mining development, small cropping and secondary industries are all potential opportunities in the Blackall-Tambo Region. These opportunities are in addition to the further development of the tourism industry, while ensuring the sustainability of the existing businesses. The business opportunities will be identified through the production of an economic development plan and the review and update of a tourism plan. Other issues such as further sealing of the state road network and the planning for growth need to be addressed in order that as opportunities present themselves they can be taken advantage of effectively.



Environmental Management

Council and the community recognise the important role they have in relation to the environment. The corporate plan includes a number of goals and strategies to deliver a strong and sustainable community. These include an ambitious plan to become a plastic bag free region, a renewed effort on waste management, recycling and incorporating the environment in Council's decision making processes. Weeds and pests remain a high priority and additional strategies have been identified to further enhance Council's performance, ensuring the protection and sustainability of rural industry.

Infrastructure

Roads were identified as the foremost issue in the community survey and with almost 40 percent of expenditure committed to roads, Council is striving to address this community concern. The required road infrastructure needs will be included in a number of infrastructure development plans which will ensure that infrastructure is well planned, managed and funded. Other infrastructure such as water, sewerage, garbage, sport and recreation will all have their own individual plans completed to ensure that this infrastructure continues to meet the community needs.

Public Health Management

Council has been proactive in ensuring that the health of the community is protected and enhanced not only through its standard environmental health activities but also through its involvement in a variety of health care programs, including aged care. The absence of health professionals was regularly identified on the community survey and Council has identified and addressed failure by other levels of government to deliver adequate health services by working to deliver unique partnership arrangements. The continued enhancement of services, infrastructure and community health education has been addressed by Council in this corporate plan and strategies identified to ensure that the desired outcomes are delivered.



Community Development and Human Services

This corporate plan signals an increased focus on community development and human services. Initiatives such as maintaining involvement in health services, youth development, family friendly environment, regional events, etc. will ensure that the community continues to develop and services are provided which build social capital and improve the quality of life of residents. Other plans such as sport and recreation plan, streetscape plan, town streets infrastructure plan and the parklands development plan will also ensure that quality of life and social capital continue to be enhanced.

Housing

For towns to grow there must be land available for development across the variety of planning zones.

The community survey identified availability of housing and land as a current issue in Tambo and potential future issue for both towns. Council has identified land that could be made available for development, but has also initiated other strategies to encourage land development, including reviewing rating options of land, Council constructed housing and increasing the real estate market, through the proposed sale of existing Council housing. Other strategies include promoting the local benefits of the Government funding options for first home buyers.

Population

Council and the community have committed to growth through the community plan, which is aiming to have 5000 residents in the shire by 2029. By this corporate plan strategies have been identified to develop industry, hence employment and population growth.

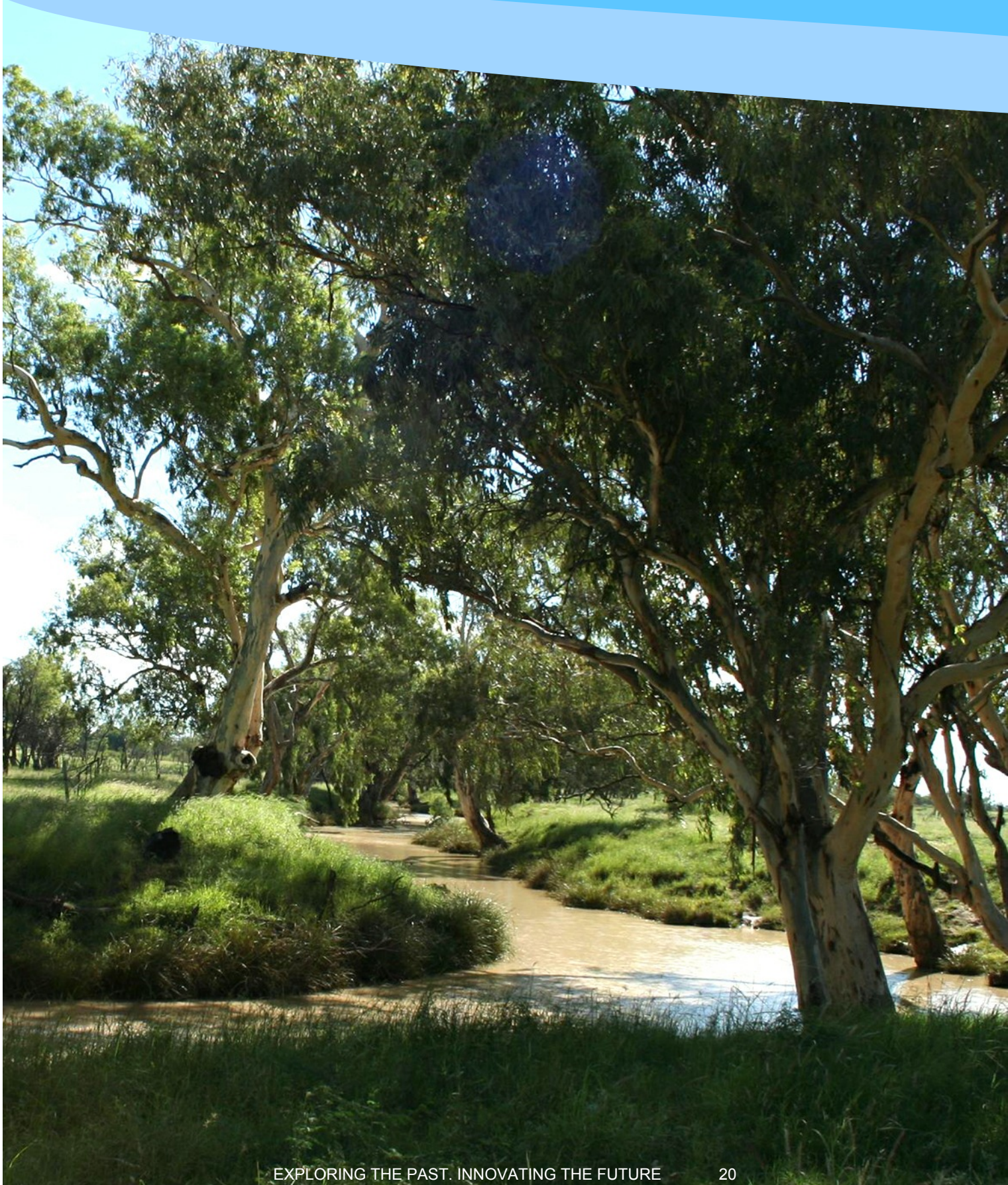
Council also is continuing to develop social capital in its community through strategies which strengthen community groups, empower and involve youth and build a community spirit. The road infrastructure, cultural, housing and economic growth plans will work to support this population growth, which will begin to deliver economies of scale for the delivery of services and viability of a range of businesses which will in turn improve the quality of life of residents.

VISION

Blackall-Tambo Regional Council
and sustainable communities.



promoting progressive, liveable



ENVIRONMENTAL MANAGEMENT

STATEMENT OF INTENT

Council recognised the region's unique natural environment and will proactively and sustainably work to preserve and enhance it in partnership with our community.

COUNCIL PARKS AND GARDENS

AESTHETICALLY PLEASING LANDSCAPED PARKS AND GARDENS

- **Cemeteries are a respectful environment to commemorate those who have passed away**
Upgrade and maintain Council cemeteries in accordance with Council policy
- **Streetscape plans for both towns are being implemented**
Develop and implement streetscape plans for both towns
Develop and implement town parks and gardens maintenance plans

FLOOD MITIGATION

REDUCE FLOODING IMPACT ON TOWNSHIPS OF BLACKALL AND TAMBO

- **Flood warning equipment is in place**
Procure and install rain and river height gauge equipment
- **Options for temporary and permanent flood barriers have been established**
Investigate and report on options for temporary and permanent flood barriers in Blackall

HISTORICAL HERITAGE

PERSEVERATION OF OUR PAST

- **Historical sites and townships are preserved and developed**
Investigate and report on options for the reestablishment of the township of Yalleroi
- **Preservation and promotion of historical collections and venues**
Identify and record historical and heritage sites
Support community historical organisations and initiatives
Support the development of the historical precincts



NATIONAL PARKS ENVIRONMENTAL PRESERVATION AND PROMOTION FOR VISITORS

- **National Parks in the region meet the communities' expectations**
Lobby and work with National Parks management in the development of their management plans

PEST MANAGEMENT WEEDS, SEEDS AND PESTS INCLUDING WILD DOGS ARE EFFECTIVELY CONTROLLED

- **Council is assisting landholders to control wild dogs**
Implement wild dog initiatives
- **Funding for wild dog control has been obtained**
Develop wild dog interpretive information
Lobby for additional funding for wild dog control
- **Pest Management Plan is being implemented**
Review and implement Council's Pest Management Plan

RURAL LANDS COUNCIL CONTROLLED LANDS ARE WELL MANAGED

- **Management Plan (Controlled Land) is current**
Review and implement Stock Routes Management Plan
Review and implement Town Common Management Plan

WASTE MANAGEMENT BEST PRACTICE WASTE MANAGEMENT

- **Best practice waste management in place**
Council develop and implement a staged comprehensive Waste Management and Recycling Plan





SUSTAINABLE AND PROSPEROUS ECONOMY

STATEMENT OF INTENT

Council will enhance the regional identity, and support and foster economic growth for existing and new business to create local employment opportunities within our region while recognising the values and wellbeing of our community.

ECONOMIC DEVELOPMENT

ENCOURAGE ECONOMIC DEVELOPMENT WITHIN THE REGION

Business activity in our region is encouraged

- A strong and resilient agricultural sector
- Council establish and lease out industrial/commercial buildings in our communities
- Encourage companies to create new and emerging business activity
- Tambo weighbridge is open to the public

Council's Economic Development Strategy is being implemented

- Encourage employment growth through the implementation of the Economic Development Strategy

Housing stocks support economic growth

- Monitor and respond to housing needs to meet community needs

Investigate need for a crematorium in the region

- Investigate opportunities for the establishment of a crematorium within the region

Reinvigorated main streets

- Investigate and report on options for Council to assist business development in town main streets

INFRASTRUCTURE

QUALITY INFRASTRUCTURE THAT MEETS THE NEEDS OF THE COMMUNITY

Functional aquatic centres in both communities

- Investigate and report on options, including funding, to repair/replace/upgrade aquatic centres to improve viability by enhancing the features that they offer to patrons

Review and implement the Airport Facility Management Plan

- Facilitate the provision of aircraft refuelling facilities in Blackall
- Investigate options for the upgrade and funding of the Blackall airport terminal to meet expected demand
- Maintain and operate Council owned airports



The Asset Management Strategy and associated plans are being implemented

- Develop and implement the Council Infrastructure and Buildings Asset Management Plans

Third party public infrastructure meets community expectations

- Work with providers of electricity, communications and television to enhance services

LAND DEVELOPMENT

LAND AVAILABLE TO MEET THE NEEDS OF THE COMMUNITY

Appropriate residential, commercial and industrial land is available to meet community needs

- Finalise the review and adoption of a Town Planning Scheme for the Council area
- Investigate and report on options for additional recreation areas
- Make land available for sale as required
- Promote strategies for the infilling of vacant urban land

RESOURCE DEVELOPMENT

INSTIGATE AND MAINTAIN ENGAGEMENT WITH RESOURCE DEVELOPMENT COMPANIES

Council is engaged with potential resource developers

- Actively engage with resource (mineral, timber) developers to negotiate positive outcomes for the region

ROADS

COUNCIL RURAL ROADS ARE ALL WEATHER

The Rural Roads Asset Management Plan is being implemented

- Develop and implement the Council Rural Roads Asset Management Plan

ROADS

COUNCIL'S TOWN STREETS ARE SEALED WITH KERB, CHANNELING AND DRAINAGE

The Town Street Asset Management Plan is being implemented

- Develop and implement the Council Town Street Asset Management Plan



ROADS

THE MAIN ROADS NETWORK IS ACCESSIBLE, SAFE AND FULLY SEALED

Fatigue management areas are in place on the national highway

- Construct fatigue management facilities in Blackall and Tambo

National Highway road standards meet community expectations

- Lobby to gain improvements to the safety of the national highway

No timber or single lane bridges on State controlled roads

- Lobby the state government to fund the replacement of the Barcoo River bridge at Tambo and the Windeyer bridge

Planning for a heavy vehicle bypass around the township of Blackall is complete

- Investigate, consult with the community and report on heavy vehicle bypass options for Blackall

The Tambo-Alpha Road and Yaraka-Jericho Road (in lieu of rail line) are fully sealed

- Lobby the state government to fund the completion of seal on the Tambo-Alpha and Yaraka-Jericho Roads

TOURISM

TO FOSTER A SUSTAINABLE TOURISM INDUSTRY THAT DELIVERS ECONOMIC OUTCOMES TO THE COMMUNITY

Cooperative approach by local groups and businesses to tourism initiatives

- Facilitate the coordination of key events to maximise visitation
- Work cooperatively with regional tourism groups and government agencies

Increased tourism visitation and duration of stay in the Council area

- Implement Council's tourism strategies from the Economic Development Plan
- Implement processes to enhance the tourism experiences of our region
- Investigate and report on future tourism opportunities, including indigenous culture and eco-tourism



SOCIAL

STATEMENT OF INTENT

Council will manage future growth opportunities and development to preserve our natural assets and to enhance our rural lifestyle. Council will work to improve the vibrancy of our towns whilst recognising their heritage values.

ARTS AND CULTURE

CONTINUE TO GROW OUR REGION AS THE PREMIER ARTS AND CULTURAL HUB OF WESTERN QUEENSLAND

Cultural Centres in both communities are well used and facilitate a range of performers and artists

- Encourage "high profile" performers/artists to hold events, e.g. concerts, plays.
- Promote and support the use of facilities for public and private events

The Cultural Plan meets the needs of the community

- Continue support for all community arts groups and programs, including the RADF Program
- Continue to support the Grasslands Gallery and Living Arts Centre to provide outlets for artists
- Develop and implement a cultural plan
- Manage and expand the outdoor sculpture collection

CHILDCARE

COMMUNITY HAS ACCESS TO COMPREHENSIVE DAY CARE

Community funding programs are continued and expanded

- Maintain relationships with relevant funding authorities

Long hour day care is available to the community

- Consult with potential service providers to establish long hour day care services in Blackall
- Continue to facilitate the Tambo Child Care Centre

COMMUNITY SERVICES

SERVICES AND FACILITIES THAT MEET THE NEEDS OF THE COMMUNITY

Aged accommodation opportunities in Tambo

- Investigate funding opportunities for independent living accommodation for aged persons in Tambo

Community housing meets the needs of both towns

- Investigate and report on options with community housing



Programs for the aged that encourage connection to the community

- Support aged program initiatives

Quality service delivery for the disabled

- Implement recommendations of the disabled facilities audit
- Maintain contact and positive relationship with relevant funding bodies

Support community assistance programs

- Maintain relationships with relevant funding authorities

COMMUNITY SPIRIT

ENGAGED AND VIBRANT COMMUNITIES

Community events deliver positive outcomes to the region

- Council to support key strategic community events and functions

Well managed community groups

- Facilitate and support community groups

COST OF LIVING

EXTERNAL FUNDING OPPORTUNITIES ARE MAXIMISED

An equitable rating structure is in place

- Undertake a review of Council rating systems

Increased Financial Assistance Grants

- Lobby relevant agencies to enhance Financial Assistance Grants and other external funding sources

EDUCATION

EDUCATION OPPORTUNITIES THAT MEET THE NEEDS OF THE COMMUNITY

Adult education opportunities exist

- Council investigate and support opportunities for adult education in the community

Appropriate education facilities and services are in place in each town

- Monitor and engage with education providers to ensure current standards are maintained and/or improved



HEALTH

THE COMMUNITY HAS ACCESS TO HEALTH SERVICES THAT MEET THEIR NEEDS

A resident GP and appropriate dental services are retained to service Blackall and Tambo

- Lobby the Central West Hospital Board and relevant government agencies for the enhancement of general practitioner (GP) and dental services

Blackall Hospital (acute inpatient facility) is upgraded

- Lobby the Central West Hospital Board, relevant state and federal government agencies and politicians for service enhancements

Support the delivery of health services to the two communities

- Lobby relevant federal agencies to improve current community health programs
- Meet the needs of the community with regards to preventative health programs
- Monitor service provision and lobby state agencies

LAW AND ORDER

A SAFE COMMUNITY

Crime is maintained at low levels

- Maintain and enhance Council's relationship with the police service
- Support and implement programs to minimise inappropriate behaviour

PUBLIC TRANSPORT

PUBLIC TRANSPORT SERVICES THAT MEET COMMUNITY NEEDS

Public transport services are retained

- Lobby operators and relevant government agencies to retain and enhance public transport services

SPORT AND RECREATION

COUNCIL PROMOTES A HEALTHY LIFESTYLE AND PROVIDES QUALITY SPORT AND RECREATION FACILITIES

Sport and Recreation Plan is being implemented

- Continue to revise and implement the Sport and Recreation Plan



YOUTH

ENGAGE, SUPPORT AND ENCOURAGE YOUTH TO REMAIN IN AND RETURN TO THE COMMUNITY

Annual youth festival

- Work with youth organisations to ensure that the annual youth festival is enhanced

Council is supporting youth development programs

- Develop and implement a Youth Plan

Employment opportunities for youth

- Council foster and support traineeships and apprenticeships





GOVERNANCE

ASSET AND FINANCIAL MANAGEMENT EFFECTIVE LONG-TERM FINANCIAL MANAGEMENT

Council remains financially sustainable

- Base decisions on full life cost analysis
- Lobby relevant government agencies to ensure the growth of financial assistance grants
- Maintain and base decisions around a 10 year financial forecast

COMMUNITY AN APPROACHABLE COUNCIL WITH A WELL-INFORMED COMMUNITY

Council facilitated community engagement ensuring a well-informed community

- Ensure our workforce is trained, developed and supported to competently respond to community needs

DISASTER MANAGEMENT DISASTER MANAGEMENT PLAN IS RELEVANT AND ACTIONED

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 up to date Disaster Management Plan is ready for such events

FINANCIAL MANAGEMENT THE COMMUNITY IS CONFIDENT WITH COUNCIL'S FINANCIAL MANAGEMENT

The community is well-informed of Council finances

- Fully disclose where project funds are being sourced from prior to project commencement
- Provide a Community Financial Statement to the community on a regular basis
- Raise the awareness of Council financial practices in the community

GOVERNANCE BEST PRACTICE GOVERNANCE

A competent, efficient, productive and contributing workforce

- Ensure our workforce is trained, developed and supported to competently manage themselves and their work
- Foster a culture of employee health, safety and wellbeing
- Implement human resource strategies to become an employer of choice.

Accountable, responsible and transparent governance

- Actively engage with the community



- Develop and implement Council's corporate governance framework to ensure strategic planning, compliance with all legislation, standards and policies
- Implement best practice enterprise risk management and internal audit strategies

Councillors deliver responsible leadership with informed and transparent decision making

- Continue Council briefing sessions
- Implement a Councillor portfolio system
- Investigate and implement opportunities for Councillor engagement activities
- Provide Councillors with access to quality training, development and networking opportunities
- Provide Councillors with quality decision support
- Support the activities of Council advisory committees

Excellence in organisational leadership

- Ensure sustainable financial management
- Implement leadership strategies utilising contemporary practices
- Maintain and resource quality administrative practices and operations
- Provide cooperative, respectful, responsive and timely customer service, consistent with our guiding principles

Quality information communication technology (ICT) systems support Council administration

- Maintain appropriate ICT systems to meet changing organisational needs

Strong federal, state and regional advocacy

- Participate in the region's strategic direction on behalf of our community through effective and responsible policy development, planning and decision making
- Represent and promote the interests of our community through key stakeholders

CONSULTATION PROCESS

In line with its Community Engagement Policy, prior to undertaking the corporate plan review, Council developed a comprehensive community engagement plan to ensure that consultation was effective, inclusive and timely.

The first element of the plan was to undertake an extensive survey of community views. 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 during the past 12 months across a range of issues.

Of the survey forms distributed, over 300 were returned. This represents approximately 20 percent of the electors in the Council area.

During the period that the survey was open, Council undertook a number of engagement activities to encourage survey participation and explore the detail of community issues and aspirations.

These activities included "street stalls" in each town which were run by Councillors and provided opportunity for community members to discuss issues with Councillors in a non-threatening environment. Council considers that these engagement activities were instrumental in generating double the participation to that of four years earlier and also provided valuable direct input from the public.

In addition to the "street stalls" Council invited any interested community members to participate in focus group workshops. Workshops were held in both towns and gave participants the opportunity to review survey data to date and to provide insight into the issues being raised and how they may be addressed. The information received was used by Council in its continuing deliberation.

The survey results, comments and direct input were all collated and analysed and provided to Councillors for consideration at a workshop on the 11th of March 2013. This workshop achieved its aim of developing a preliminary or draft Corporate Plan to take to the public in the next phase of community consultation.

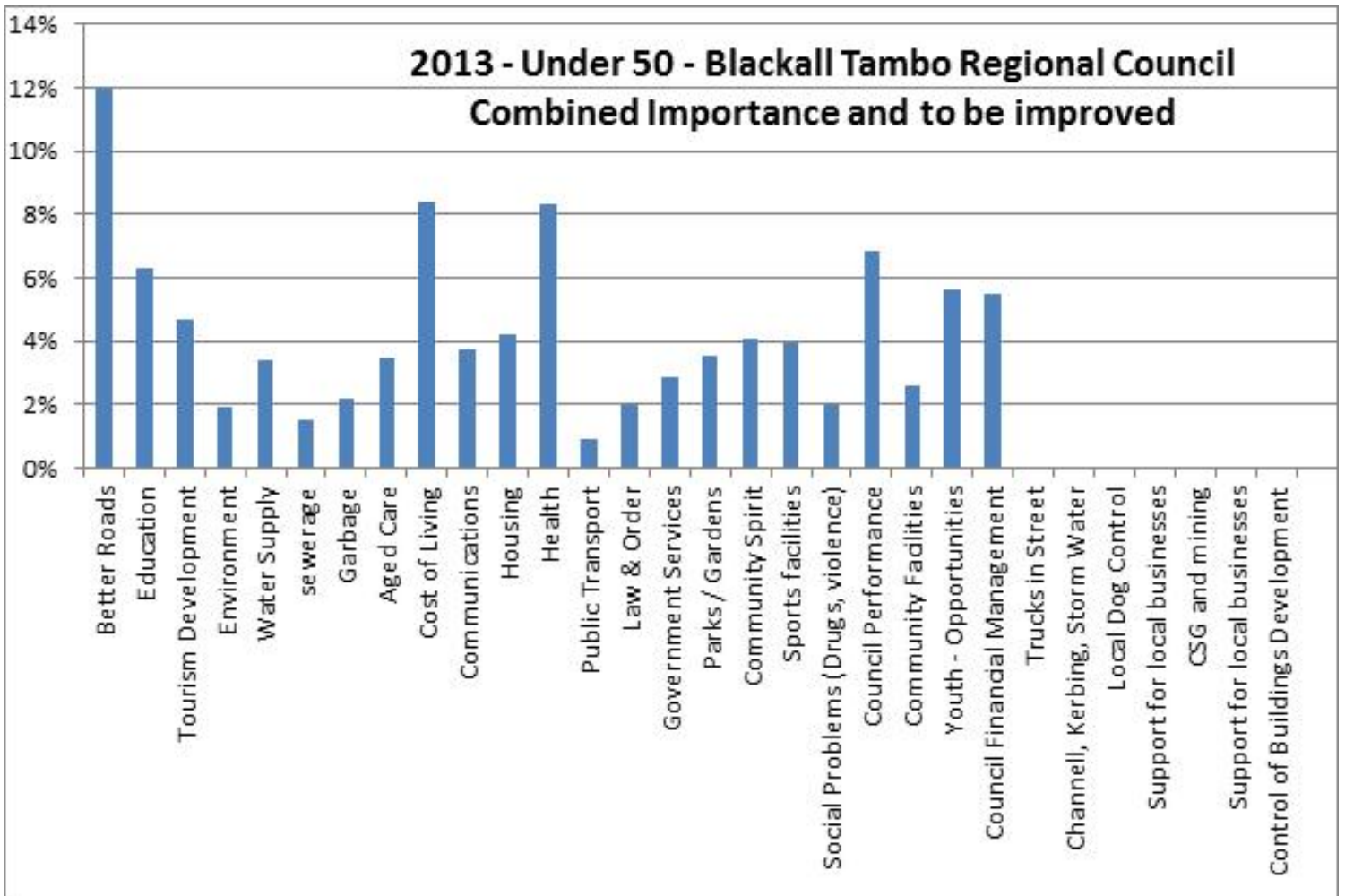
Community consultation meetings were conducted in Blackall and Tambo on the 12th and 13th of March 2013 respectively. These workshops provided attendees with information about Council's strategic planning framework and survey results. The bulk of the time was used to go through the draft plan in detail and allow participants to give feedback and make comment. The insight provided by the community at these meetings proved very useful to Council.

The feedback from the community meetings was presented to Council on the 16th of April 2013. After consideration of the feedback received, Council adopted the draft Corporate Plan and made the plan available for inspection and comment. All members of the public who attended the community consultation and focus group meetings were sent a copy of the draft plan.

Submissions from the public were considered by Council and the Corporate Plan 2013 – 2018 was adopted on the 11th of June 2013.

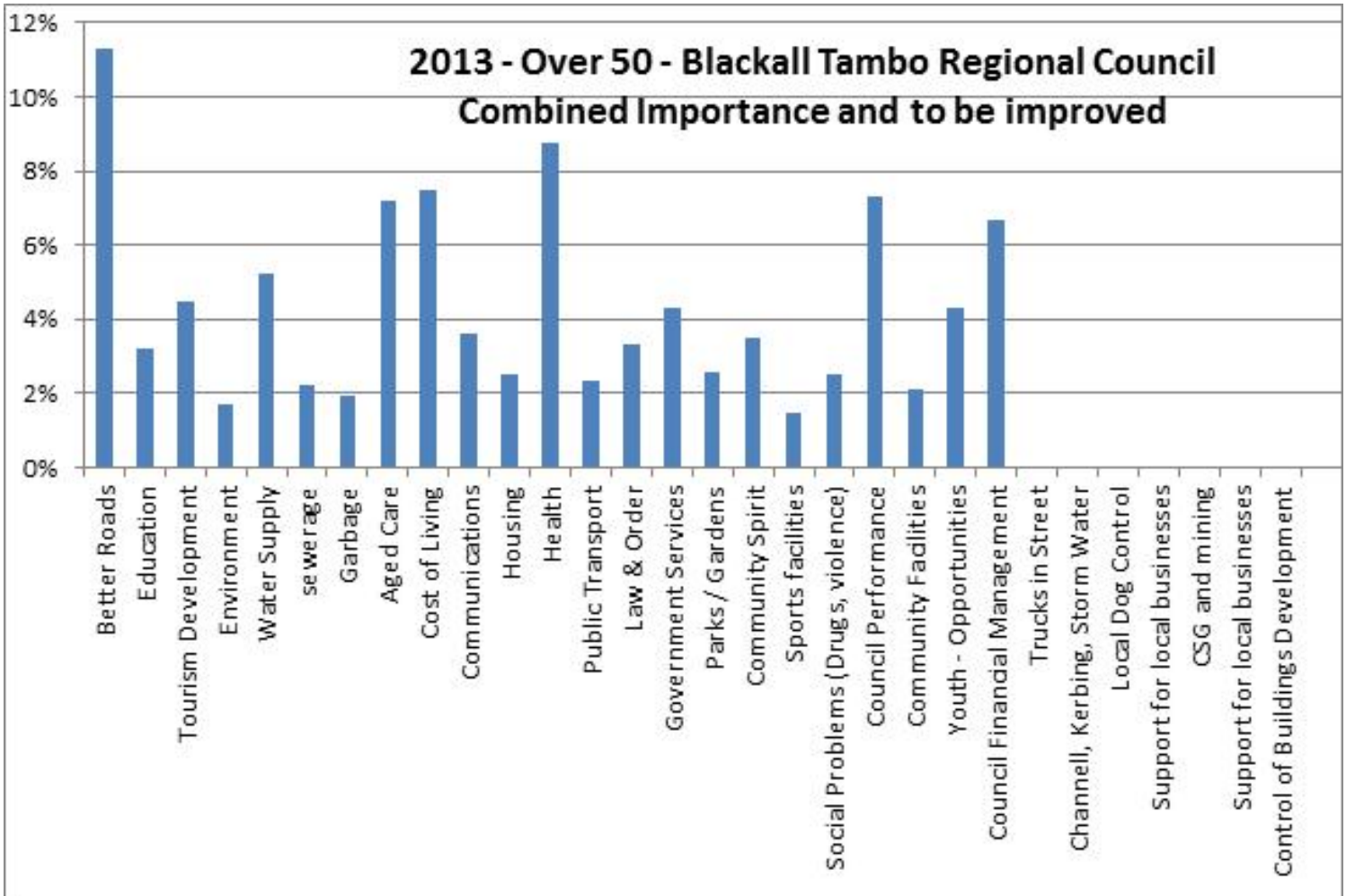


**2013 - Under 50 - Blackall Tambo Regional Council
Combined Importance and to be improved**





**2013 - Over 50 - Blackall Tambo Regional Council
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