

CORPORATE PLAN

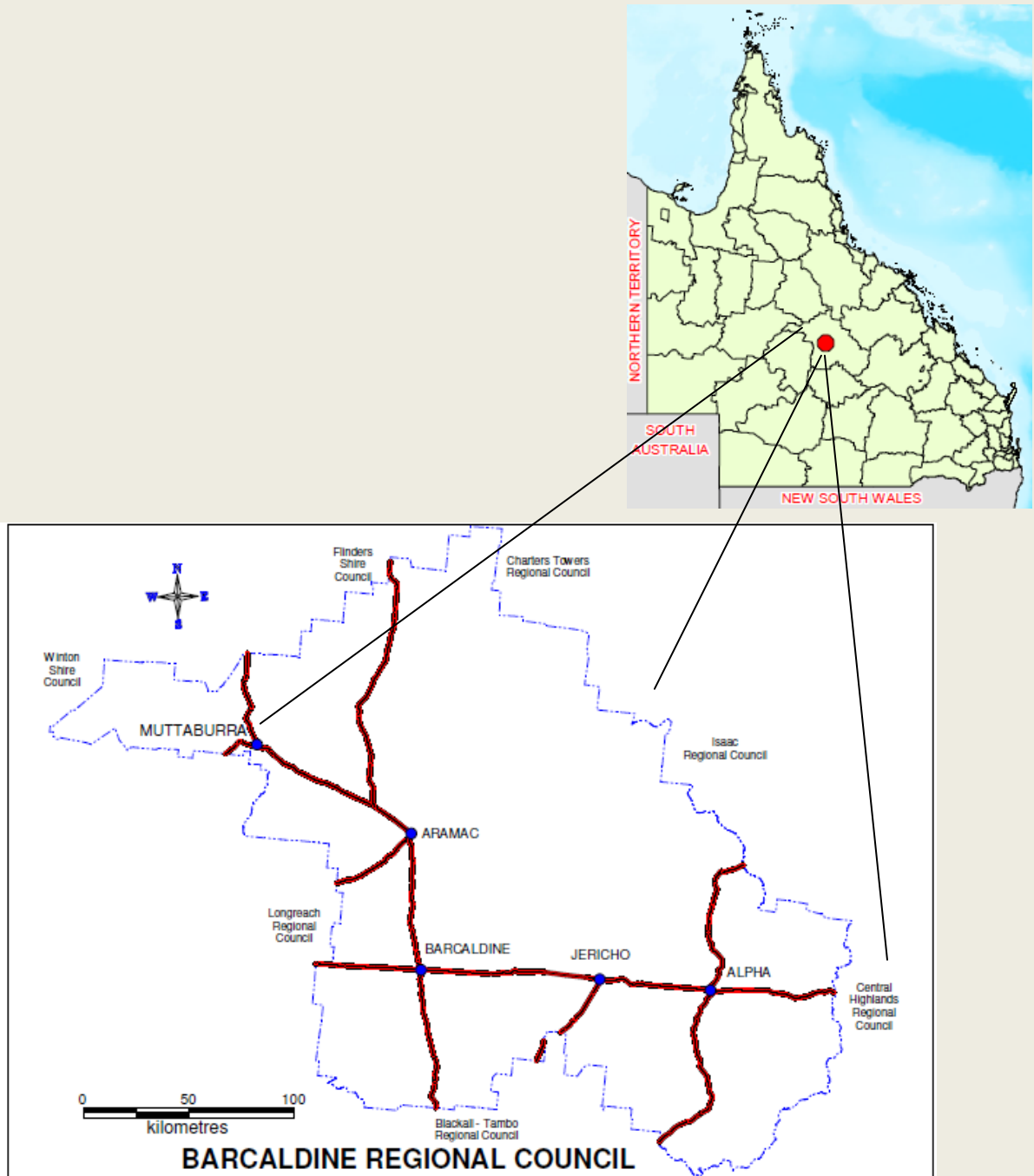
2015-2019

Contents

Barcaldine Region	2
Message from Mayor and Chief Executive Officer	3
Organisational Governance.....	4
<i>Elected representatives</i>	4
About Barcaldine Regional Council.....	6
<i>Local and Natural Environment</i>	6
<i>Demographic Snapshot (Local Government Area)</i>	6
Our Corporate Plan	8
<i>Vision, Mission, Values</i>	12
Outcomes and Strategies.....	14
<i>1 Professional Governance</i>	14
<i>2 Our Local Economy</i>	16
<i>3 Quality Infrastructure</i>	17
<i>4 Environment and Heritage Protection</i>	18
<i>5 Vibrant Communities</i>	19

Barcaldine Region

The Barcaldine Region is part of Central Western Queensland, covering 53,520.7 sq km. The Barcaldine Regional Council area includes the towns of Barcaldine, Alpha, Aramac, Jericho and Muttaborra and an extensive rural area. The population of the area is 3,215 people. Residents in the region enjoy a relaxed rural lifestyle, friendly people and a strong sense of community.



The Barcaldine Regional Council Area (53,520.7 sq km)

Message from Mayor and Chief Executive Officer



The Corporate Plan of the Barcaldine Regional Council sets out Council's key directions for the next five years in:

- providing services for residents
- strengthening communities
- fostering the already high quality lifestyle that residents enjoy in the region.

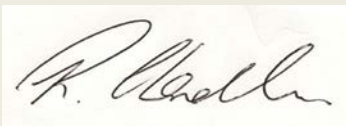
The plan reflects the priorities and the responsibilities that the Council has in providing local leadership and in serving the community. It builds on the following outcomes identified by and for the Council:

- Professional Governance
- Our Local Economy
- Quality Infrastructure
- Environment and Heritage Protection
- Vibrant Communities.

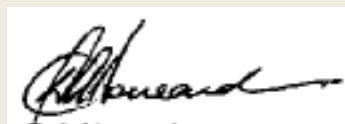
The Corporate Plan outlines how Council will pursue strategies to achieve these outcomes over the next five years.

The plan addresses the demands and pressures of the Region by ensuring robust, inclusive planning to meet current and future community needs through fit-for-purpose infrastructure and equitable service delivery.

Fostering the unique strengths of the Region is something that the Council can not do alone. It relies on partnerships with businesses, community organisations, state and federal government and community members themselves. Barcaldine Regional Council will work hard to build partnerships and deliver on the goals and strategies in this plan.

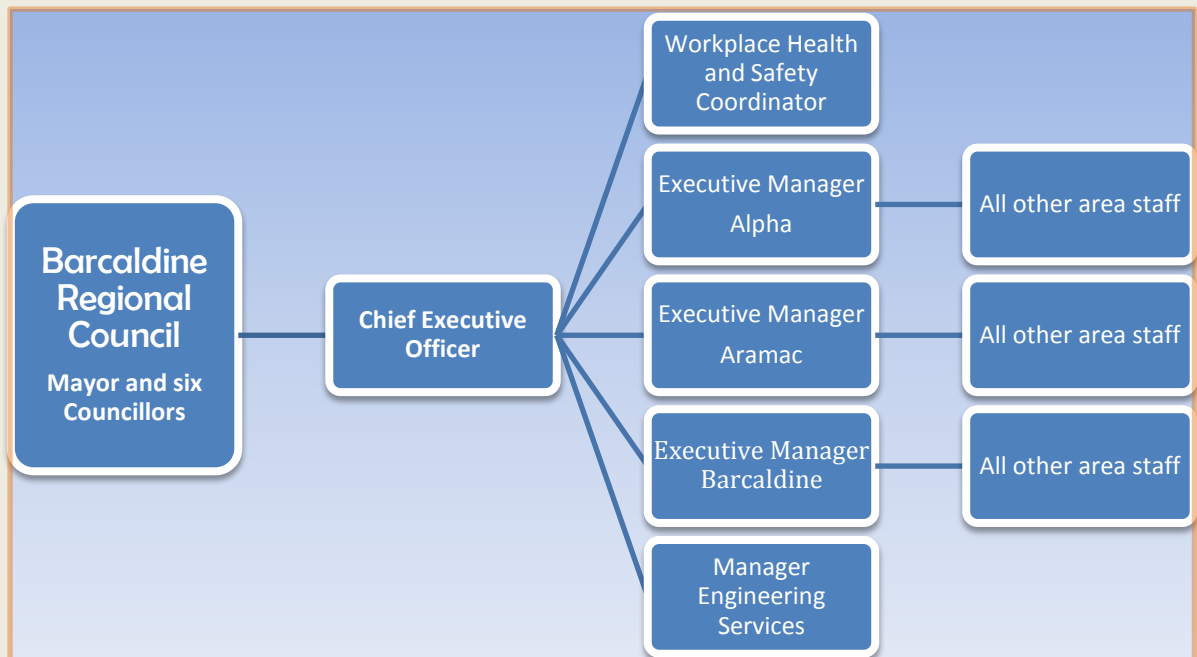


Cr Rob Chandler
Mayor



Mr Des Howard
Chief Executive Officer

Organisational Governance



Elected representatives



Our councillors represent the level of government most closely linked to the community. Barcaldine Regional Council comprises a Mayor and 6 councillors. Councillors are elected to serve a four-year term and their role is to make decisions and provide democratic leadership on the facilities, services and works programs that are needed for the region. The Mayor and each Councillor represent all citizens across the whole council area.



Cr Rob Chandler
Mayor



Cr Jenni Gray
Deputy Mayor



Cr Garry Bettiens



Cr Andrew Cowper



Cr Russ Glindemann



Cr Phil Mitchell



Cr Gary Peoples

About Barcaldine Regional Council

Barcaldine Regional Council has been operating since 2008 when the former Shires of Jericho, Aramac and Barcaldine were amalgamated. This is the second Corporate Plan under the current Local Government Area.

Local and Natural Environment

The 53,520 sq km region is an historically significant rural area, where five small townships – Alpha, Aramac, Barcaldine, Jericho and Muttaborra – support the major industry of sheep and cattle grazing. The economy has traditionally been based on the pastoral industry with a resilient and robust extensive grazing industry producing high quality wool and beef since 1886. Macropod and feral animal harvesting is now also an important employment industry in the Region.

Residents co-exist with a unique and significant natural environment including diverse land-based ecosystems and habitats. A thriving and expanding tourism industry features the heritage, Indigenous culture, natural landscapes and characters of the region. The Region has come to rely on the winter passage of Grey Nomads as they travel through the area.

The five towns in the region are the base for a range of small businesses and public services including key state government agencies. Increasingly, opportunities are developing in coal and coal seam gas production and these are likely to increasingly impact the Region over the next 10 years.

The Region also has a wide range of education, sporting and cultural activities and facilities. These support a healthy, active, community-centered lifestyle for all residents but particularly for families and children.

Council is a major employer for road building and community services.

Demographic Snapshot (Local Government Area)

Over the past decade (2001-2011), **population growth has remained small** at 0.2%, with an increase in Aboriginal and Torres Islander residents (4.9 to 6.3%).

Across the Region, **residency has become more stable** with more residents living at the same address for the past 5 years.

The **median age has increased from 36 to 40** (Queensland's median age is 36) indicating a trend to an ageing population in the Region.

The number of the Region's **residents born in Australia has decreased slightly** from 94.5% to 93%.

The **unemployment rate in 2011 was 2.4%** compared to Queensland at 6.1%.

The median **monthly mortgage repayments (\$867) and weekly rent payments (\$78)** are less than half of those for Queensland (\$1,850 and \$300 respectively). Low cost housing is likely to be a significant factor in the attractiveness of living in the Region.

Barcaldine Regional Council Corporate Plan 2015-2019



Our Corporate Plan

The Corporate Plan is Council's key strategic business plan. It provides a focused framework for Council to plan and undertake its business and service delivery over the period 2015-2019.

The Corporate Plan sets out **what** outcomes Council would like to achieve and **how** it intends going about achieving those outcomes through identified strategies.

The Corporate Plan is one of the most important planning tools available to Council as all other plans, strategies, policies and processes are created and considered from the Corporate Plan.

The Annual Operational Plan and Budget provide the detail of what will be done each year towards achieving the outcomes and strategies identified in the Corporate Plan, and how they will be resourced.

Progress with actions and the achievement of outcomes are evaluated and communicated in Council's Annual Report.



Key Challenges and Issues Facing the Region

Balancing Growth and Environment	Access to Services
Improve Community Facilities and Services	Health and Aged Care
Maximising Economic and Tourism Opportunities	Attracting and Retaining Professionals
Active Engagement, Collaboration and Development of Partnerships	Roads and Infrastructure
Recognising Cultural Diversity	Council Sustainability
Maintaining Positive Relationships with Traditional Owners	Flood and Drought
Disability Access	Resource Industries
Community Input into the Decision-making Processes of Government	Tourism
	Opportunities for Young People
	Aged Housing
	Workforce Sustainability
	Land Management

Council acknowledges external influences, such as the global economy and decisions taken at the national and state level, will impact on its ability to deliver the vision identified in this Corporate Plan.

Issues over which Council has a direct influence and which are addressed in the plan

- Planning and funding for key infrastructure provision in response to growth particularly roads, water, sewerage and social infrastructure.
- Maintaining balance between development and lifestyle.

Issues over which Council has limited influence

- The global economic outlook
- Climate change
- Cost shifting from State and Federal Governments
- Ensuring that major industrial development occurs in an environmentally sustainable manner
- Ensuring an adequate water supply for the Region to sustain growth
- Housing availability and affordability during peak construction periods
- Reliance on the resource industry for our economic base.

Council will always work to find the right balance between delivering the reasonable expectations of our community and the ratepayers' capacity to fund the vision.



**Corporate Plan
Development**

As a local government authority, Council recognises that it operates in a diverse, evolving environment.

Its Corporate Plan has been developed to allow for the flexibility required to keep up with the demands of change, while centering its organisational efforts on doing what it says it will do, within the bounds of its available resources.

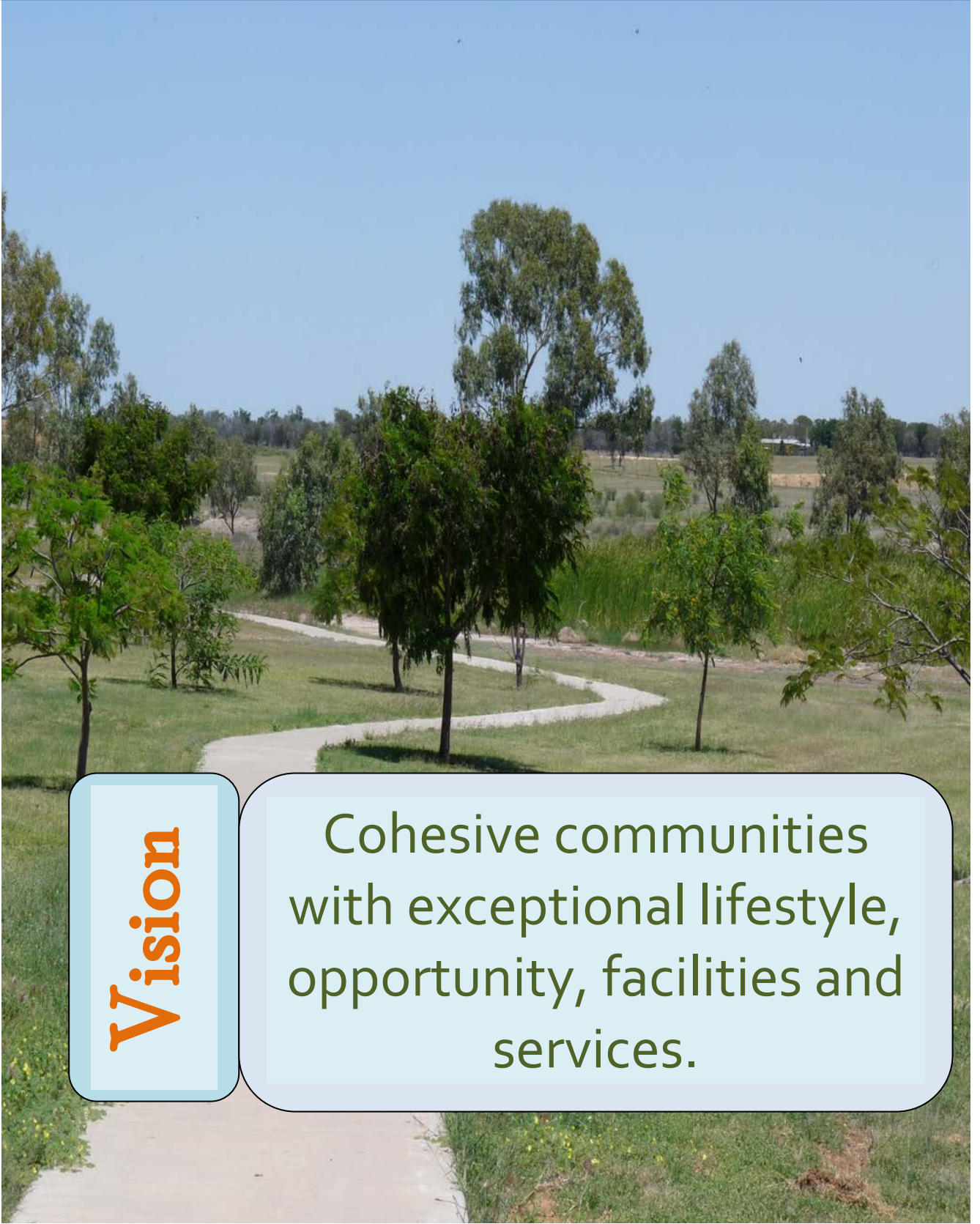
Barcaldine Regional Council based the development of this plan on the premise that stakeholder input is essential to successful short and long-term corporate planning and success in reaching its goals.



**Methods used to prepare
the Corporate Plan**

1. Research and review existing literature including:
 - other Regional corporate plans
 - previous corporate plan and strategic planning documents (Barcaldine Regional Council)
 - assisting regional leaders to gain a richer understanding of the community's needs and priorities.
2. Validation of Council's financial capacity.
3. Production of a draft plan.
4. Consultation on the draft plan through:
 - notification in newsletters
 - advertisements
 - email feedback
 - Councillors' ongoing community feedback.

Our Vision, Mission and Values



Vision

Cohesive communities with exceptional lifestyle, opportunity, facilities and services.

Mission

To provide excellence in local government through extraordinary service to our citizens.

Values

We show we value our community, the environment and each other through:

Integrity

Behaving in an honest, consistent and transparent manner when conducting Council's business.

Leadership

Using collaboration, coordination and corporate knowledge to support evidence-based decision making.

Fairness

Considering social, economic and environmental factors to achieve fairer, more equitable results for everyone.

Commitment

Dedication to our community, and to professional development and continuous organisational improvement.

Respect

Showing mutual respect for employees and the community in all undertakings.

Responsiveness

Providing timely responses in addressing community needs and in responding to issues where Council has influence.



Outcomes and Strategies

1 Professional Governance

Financial Responsibility and Sustainability

- Embrace professional business practices and responsible use of Council resources
- Manage assets responsibly through appropriate maintenance and replacement strategies
- Implement long term financial planning to reduce financial risks and ensure financial sustainability
- Distribute Council resources fairly across the Region.

Confident and Stable Leadership

- Promote a high standard of corporate responsibility, transparency and accountability in decision making
- Encourage a high standard of leadership and management at all levels of Council
- Create a positive future- focused culture that demonstrates and supports Council's values.

A Valued Workforce

- Recognise the knowledge, expertise and experience of our employees
- Provide a safe and healthy workplace for all employees
- Promote a culture of pride and satisfaction amongst the workforce
- Provide employee housing where there is no suitable private housing.

Community Representation

- Identify and advocate for key issues in each community
- Develop relationships for the benefit of the community with key government sector and private sector organisations
- Continue to develop effective mechanisms for timely communications between Council and its communities and for residents to communicate effectively with Council
- Advocate to maintain and enhance health facilities and services in each community
- Actively contribute to wider regional organisations to provide a united voice for western Queensland.

Planning

- Make planning decisions that allow for appropriate economic development
- Prepare and renew Council's planning documents to reflect Council's and the community's needs.

Exceptional Service Delivery

- Provide courteous, timely and informed responses to customers
- Promote a culture of continuous improvement and problem solving throughout Council
- Implement and enforce Council's Local Laws.

2 Our Local Economy

Agriculture

- Assist the agriculture sector to grow sustainably
- Continue weed and pest eradication programs
- Provide stockroute oversight and maintenance
- Provide necessary and affordable infrastructure to support the agricultural industry.

Tourism

- Engage with stakeholders to encourage the development of new, sustainable tourism opportunities that are 'genuine' experiences and connect to place and people.
- Provide necessary, affordable and appropriate tourism infrastructure
- Provide tourist information centres in each community
- Maintain and promote iconic tourism assets in each community
- Support signature events and promote the identity of the Region.

Mining

- Manage mining development whilst balancing the social needs of the local community
- Ensure that the mining industry leaves legacy infrastructure for the community.

Employment

- Continuously seek sources of funding to sustain growth, retain resources and provide Council employment in the Region.

Business Investment

- Actively seek new business, investment, population and employment opportunities for our Region
- Continue to 'fill the gap' between local businesses and necessary service industries
- Maintain and expand awareness of all relevant funding opportunities.

3 Quality Infrastructure

Roads and Streets

- Construct and maintain Council owned roads and streets in accordance with Council's road categories
- Construct and maintain Queensland Government roads on a contract basis
- Ensure asset sustainability through proactive management of long term road planning and prioritisation.

Airports

- Provide and maintain an appropriate sized airport in each community
- Provide airport services for regulated passenger transport.

Water Supply

- Provide safe, reliable and high quality water services
- Maintain and upgrade water infrastructure to a high standard
- Encourage water-wise practices to manage water responsibly
- Protect natural water sources.

Sewerage

- Maintain and upgrade existing sewerage schemes in Barcaldine, Aramac and Muttaborra to an appropriate standard
- Plan for future sewerage services in Alpha and Jericho
- Treat sewerage waste in accordance with environmental standards

Plant and Equipment

- Replace plant and equipment in a manner that provides optimal efficiency
- Maintain all plant and equipment to a high standard to support Council's functions in a cost efficient manner

4 Environment and Heritage Protection

Environmental Protection

- Minimise the impact of pests and weeds on the local landscape
- Monitor new developments for environmentally sustainable practices
- Promote environmentally sensitive design, development and operations for tourism in the Region's natural environment.

Disaster Management

- Develop and deliver initiatives to mitigate, prevent, prepare for, respond to and recover from natural disasters.
- Provide emergency services support appropriate for each community.

Heritage Protection

- Preserve and promote the heritage of our people, structures and communities
- Sensitively develop historical buildings
- Respect and acknowledge the Indigenous heritage of our region
- Form a positive sustainable partnership with the Region's Aboriginal community and maintain inclusive cultural protocols with future tourism ventures.

Waste Management

- Provide the best possible waste management practices and waste disposal facilities within resource constraints
- Encourage and support recycling strategies.

Animal Management

- Utilise timely and appropriate animal management practices to minimise nuisance issues.

5 Vibrant Communities

Enhancing Streetscapes

- Encourage private landholders to adequately maintain the appearance of their properties
- Maintain and enhance the beauty of town entrances and the streetscapes of each community.

Arts and Culture

- Encourage creativity by supporting arts and cultural activity
- Embrace libraries as a multifunctional community resource
- Maintain and enhance cultural infrastructure.

Health and Wellbeing

- Provide community services through government funded programs for the benefit of disadvantaged members of the community
- Improve disability access to facilities in each community
- Provide housing for those in the community less able to provide for themselves.

Community Spaces

- Maintain and enhance parks and gardens to a high standard to ensure the attractiveness of our communities
- Provide 'leisure spaces' for the use and enjoyment of visitors and residents.

Sport and Recreation

- Maintain and enhance sport and recreation infrastructure to meet the needs of each community
- Support organisations providing sport and recreational activities.

Community Support

- Encourage and support not-for-profit and charitable organisations working in the Region
- Recognise and support the work of volunteers in the community
- Support and promote 'in place' events.

Funeral Services

- Provide high quality and caring funeral and burial services
- Maintain cemeteries and memorial monuments in each community.

Young people

- Provide kindergarten and child care services as appropriate for each community
- Support organisations providing activities for young people in the Region.