

# CORPORATE PLAN 2021-2026



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## MESSAGE FROM THE MAYOR

I am pleased to present Barcaldine Regional Council's Corporate Plan for 2021 to 2026. The plan outlines our roadmap for delivering a positive, sustainable and stable region for our current and future communities to enjoy.

I have ensured that we have sought and considered input and feedback from Councillors, officers and most importantly the community in the development of this plan. Maintaining access to an acceptable level of services across our region with the funding level expected to be available will be both a challenge and considered focus for this period. We are a large and diverse local government area and I have been mindful of this in finalising the plan.

The plan looks to:

- Recognise and consolidate on prior year gains
- Foster a continuous improvement culture
- Support and facilitate economic and community development
- Support local residents and community organisations
- Deliver a sustainable future

Fostering the vitality of the region is something that the Council can't do alone. We rely on partnerships with businesses, community organisations, state and federal government and community members themselves. Barcaldine Regional Council will continue to build partnerships and deliver on the goals and strategies in this plan.



A handwritten signature in purple ink, which appears to read 'Sean Dillon'. The signature is written in a cursive style.

Cr Sean Dillon



## OUR COUNCIL

Our council is made up of a Mayor and six Councillors. Councillors are elected to serve a four-year term and their role is to make decisions and to provide democratic leadership on the services and facilities needed for the region. The region is not divided into electoral divisions, rather our Council operates together to represent the needs and priorities of all residents.



**Cr Sean Dillon**  
**Mayor**

Born and raised in the Alpha district I attended schooling via correspondence from the Longreach School of Distance Education before attending boarding school in Charters Towers until Year 12. After leaving school I commenced working on several different properties around Queensland until taking over management of the family property in 2008. I have been a member of several community groups as well as serving on national boards for major sporting groups. I was elected to council in 2016 and again when elected as Mayor in 2020.



**Cr Milynda Rogers**  
**Deputy Mayor**

After moving to the Alpha Jericho Shire 25 years ago, I have called the region home ever since.

Initially elected to Council in 2016, I was re-elected in 2020 and subsequently elected as Deputy Mayor. My goal is to maintain a financially viable Council that provides a secure work environment and delivers good quality services to residents. I am interested in economic growth, liveability of our communities, innovation that helps our region to prosper and developing our youth.



**Cr Dan Arthur**  
**Councillor**

After growing up in Barcaldine, I have spent most of my life living and working around the Region. I have also been lucky enough to spend time travelling, living and working overseas; the United Kingdom, Europe, South Sudan and Sierra Leone. I have over 20 years in the road construction and maintenance industry and also have a good understanding of general building and construction. Outside of work I am heavily involved in local sport including rugby league, union and the fitness centre.

Elected to Council in 2020, I understand the importance of strong and reliable transportation networks in economic development as well as the general wellbeing and prosperity of communities.



**Cr Tom Gleeson  
Councillor**

I grew up on the family property at Alpha and did my schooling via correspondence and the local state school. I have worked and managed cattle properties through out NT and WA. I have been involved with trucks, earth moving machinery and road construction also been employed by the Emerald, Jericho and Barcaldine Shires. My family and I moved back to Ascot Downs in 2002. Our Region is a very diverse area with great potential to grow and I am proud to be part of it.

I will not make promises that I can't keep but have an open mind, be honest and fair to everyone.



**Cr Col Hansen  
Councillor**

I have lived and worked in Barcaldine Region all my life. I have been married to my wife Jo for 42 years , four children and ten grand children who also live and work in the region. I have received a Paul Harris Fellow for community service and I am still involved with community in lots of ways.

My interests are gardening, most sports , travel and family. While I am a Councillor I will make decisions to achieve the best outcome for the Region.



**Cr Gary Peoples  
Councillor**

I was born and raised around Thargomindah and attended school in Toowoomba. I spent the first 20 years after leaving school in the grazing industry and now with my wife, Mandy, have a business in Aramac.

I will have served 26 years on Council at the end of this term including 14 years on Aramac Shire Council. I also served as Mayor of the Aramac Shire from 2000 – 2008.

I have served on several organisations including the President of Central West Racing Association for the past 20 years, the Queensland Country Racing Board, the Chair of the RAPAD Board and sat on the LGAQ Executive. I am on numerous local organisations including the Local Health Committee, Ambulance Committee, Community Development Association and have been President of the Harry Redford Cattle Drive since its inception.

I am passionate about the outback and the local area and I am honoured to represent the people of the region in my role as a councillor of the Barcaldine Regional Council.



**Cr Beccy Plumb  
Councillor**

I have lived and worked in Barcaldine throughout my life. In addition to working in the rural services sector and raising a family, I have positively contributed to a number of community groups including Queensland Ambulance, Barcaldine Show Society, Rifle Club, Campdraft, Westech Field Days and Men's Shed. I understand the requirements for a good family lifestyle and managing local businesses in the region.

First elected to Council in 2016, I was re-elected in 2020 and appointed Chair of Council's Audit Committee. I am committed to engaging with our communities and ensuring our infrastructure and facilities support the needs of our communities and allow for future growth.

## OUR VISION

A positive, sustainable and innovative regional council.

## OUR MISSION

To provide excellence for the community.

## OUR VALUES

**Honesty** We will always tell the truth

**Empathy** We will seek to listen and understand the perspectives of others, we will treat all with kindness

**Accountability** We will take responsibility for our choices, actions, behaviours, performance and decisions

**Respect** We will be present, value others and welcome diversity

**Trust** We will gain the trust of others by living our values

Barcaldine Regional Council's number one priority is the safety and wellbeing of its staff and the community it serves and therefore:

**Safety is foremost in everything we do**



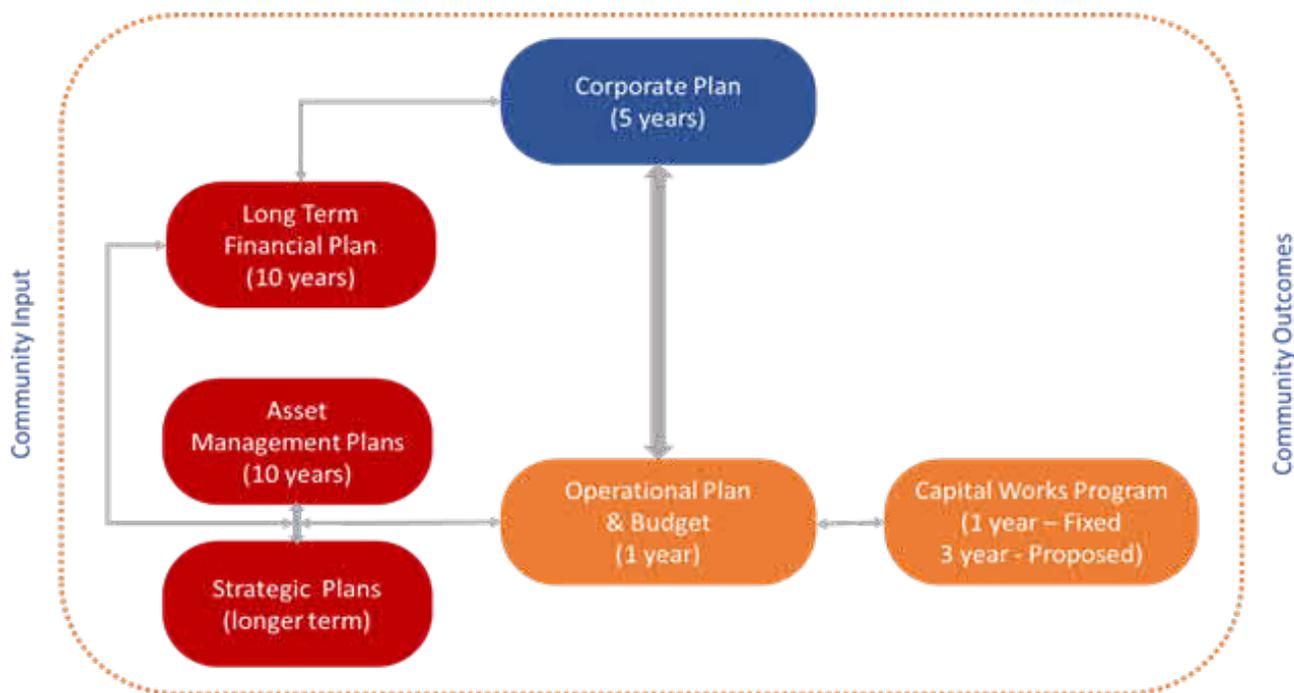
# ABOUT THE CORPORATE PLAN<sup>1</sup>

This plan presents Council’s vision for the Region and outlines its priorities over the next five years. This vision and these priorities will guide Council in developing strategies, policies, programs and services and allow Council to set annual operational plans and budgets.

To achieve a positive and sustainable region, Council is committed to delivering a plan that addresses the four principles of sustainability – social, economic, environment and good governance in a local government environment. Council recognises that innovation will be fundamental to the region’s sustainability. Our key themes for the next five years will be:

1. Community
2. Services
3. Transport
4. Economy
5. Governance

The Corporate Plan provides Council with a high level road map to deliver its regional vision. The plan has been developed after listening to our communities and evaluating current and future trends. Our annual Operational Plans and Budgets provide the detail of what work will be completed each year to achieve the Corporate Plan objectives and how activities will be resourced and funded. Progress against the actions and plans will be evaluated and reported within the Council’s annual report.



<sup>1</sup> It is a statutory requirement that every local government develops a corporate plan under the Local Government Act 2009 and the Local Government Regulation 2012.



# BARCALDINE REGION AT A GLANCE

**Median age**  
42



**Population**  
2,865



**Families**  
731



**Average household**  
2.3 persons



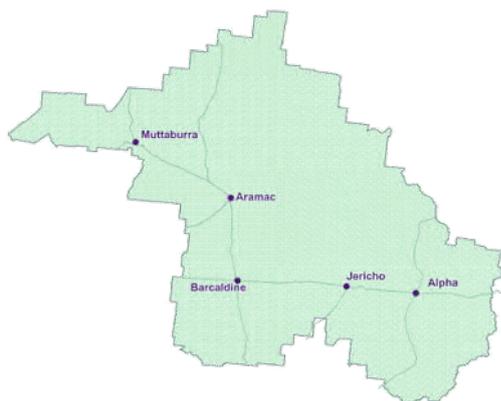
**Median weekly household income**  
\$1,149



**Rateable properties**  
2411



**Local Government area**  
53,382.7 km<sup>2</sup>



**Rates, levies and charges**  
\$7M



# COMMUNITY PRIORITIES

Community forums held across the region in late 2020 allowed our residents to provide their perspectives on challenges and opportunities for the region and assist Council in identifying priorities for the coming years. Priorities identified by the community are summarised below:



Support the availability of modern, affordable properties to attract people to the region.

Ability to respond quickly to increased demand generated by large scale projects in the mining and energy sectors.



Continued access to water to sustain lifestyle choices and support economic expansion.



Prudent decision making when managing Council resources.

Utilise grant funding to improve regional infrastructure.



Continue to engage and communicate with the community



Strong project management skills to deliver projects on time, within budget and to expectations.

Implement a structure that supports efficient and effective delivery.

Seek community return on RAPAD membership.



Support the community to attract new events to the region and maintain existing programs.



Continued advocacy and support for existing industry and future economic diversification.

Continued advocacy for the attraction and retention of essential services to the region including road funding, health and aged care support.

# OUR STRATEGIC THEMES

Council's strategic direction will be centred on the following five strategic themes:

- Community** Our communities have the infrastructure and programs to support safe, healthy living, welcome and retain new people to the region, provide affordable access to technology and culture and build resilience.
- Services** Our townships continue to be provided with compliant and sustainable water, sewerage and waste services. In the absence of other alternative providers we continue to provide quality community support services on a cost neutral basis.
- Transport** Our communities will have safe, affordable and reliable infrastructure to travel within, between and beyond our towns. We will continue to be a contractor of choice for Transport and Main Roads.
- Economy** Our partnerships, policies and processes will encourage new and support existing economic opportunities across the region. Our agricultural, tourism, renewable energy and closed loop sectors continue to be supported through relevant programs and targeted infrastructure.
- Governance** We will have a safe, engaged, proud and performing council and workforce that is inclusive, innovative, ethical and trusted by all levels of government.





## COMMUNITY

**Our communities have the infrastructure and programs to support safe, healthy living, welcome and retain new people to the region, provide affordable access to technology and culture and build resilience.**

### What our region will look like in 2026

- We have inviting green spaces in built up areas for rest, recreation and wellbeing.
- Health, emergency services, housing and education supports our communities to grow.
- Our community members are comfortable using technology to enhance their lives.
- We have access to events, shows and exhibitions.
- We have a safe sense of place.
- We are a region that welcomes diversity.
- Our youth are engaged, contributing with employment and living opportunities.
- Our community supports each other.

### Measures of success

- Community are satisfied with availability of housing, health, emergency services and education within the region.
- Our region has access to three travelling exhibitions and shows each year
- Community is satisfied with availability of mental health services within the region.
- Community grants policy drives more self-sufficient community groups.
- Fibre NBN is available to Aramac and Alpha residents and all communities have access to secure and reliable digital services.

### Key strategies to enable our vision

- Develop and implement an advocacy strategy to attract private and government investment in health, emergency services, housing and education in the region.
- Finalise a regional approach to planning schemes and develop a fee schedule that balances costs with attracting investment to the region.
- Continue with the Head Yakka program whilst working with others to identify and advocate for appropriate mental health services.
- Investigate alternate ways to access contemporary television and radio services.
- Support provision of NBN to Aramac and Alpha.
- Maintain RADF program for the delivery of art and culture opportunities.
- Provide facilities and support for travelling shows, exhibitions, sports and recreation.
- Promote support mechanisms for not-for-profit organisations to reduce reliance on Council funding.
- We recognise the importance of council staff to the local communities.





## SERVICES

**Our townships continue to be provided with compliant and sustainable water, sewerage and waste services. In the absence of other alternative providers we continue to provide quality community support services on a cost neutral basis.**

### What our region will look like in 2026

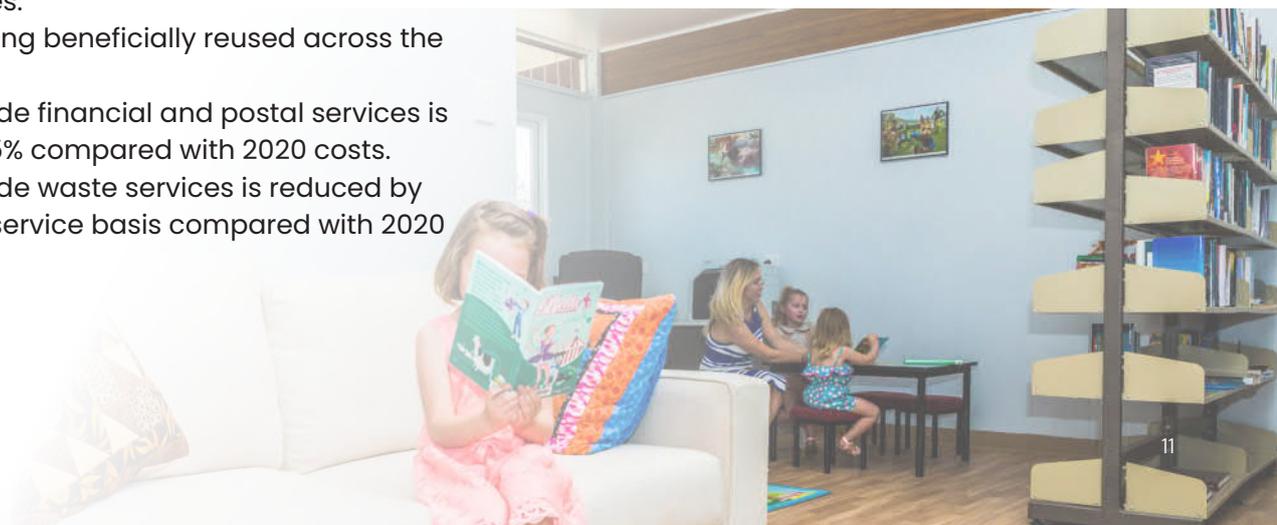
- Our vulnerable residents are valuable community members with equal access to services.
- Our communities have access to good quality drinking water and choose to use water in a sustainable manner.
- We are recycling our effluent to minimise impacts on receiving environments.
- We are reducing the amount of waste we are landfilling through resource recovery and recycling.
- Our communities have access to financial and postal services.

### Measures of success

- We are the provider of choice with government funded programs.
- Trending towards lower per connection water demand rates.
- Effluent is being beneficially reused across the region.
- Cost to provide financial and postal services is reduced by 5% compared with 2020 costs.
- Cost to provide waste services is reduced by 5% on a per service basis compared with 2020 costs.

### Key strategies to enable our vision

- Continue providing support programs to our vulnerable residents and advocate for improved ageing/living in place opportunities.
- Introduce fixed network and variable water usage charges to equitably recover water supply costs.
- Continue implementing strategies to manage our wastewater networks in a sustainable manner.
- Work with other local governments to identify strategies to meet waste targets.
- Regionalise our approach to landfill management to minimise whole of life costs.
- Identify opportunities to achieve a positive return on financial and postal services.





## TRANSPORT

**Our communities will have safe, affordable and reliable infrastructure to travel within, between and beyond our towns. We will continue to be a contractor of choice for the Department of Transport and Main Roads.**

### What our region will look like in 2026

- Our communities are readily accessible by multiple transport modes.
- We can travel safely between our towns on sealed two laned roads.
- We can travel safely on our roads and footpaths.
- Roads within the wider network are being identified for upgrades to facilitate improved road transport.

### Measures of success

- We remain provider of choice for TMR maintenance and construction activities on applicable projects.
- Regulated route status is maintained for air services.
- Bus and rail passenger services are maintained.
- Airstrips are available 99% of the year.

### Key strategies to enable our vision

- Implement sound project management practices.
- Advocate to maintain affordable public transport by rail, bus and air and continued upgrade of the state road network.
- Maintain airstrips for evacuation purposes.
- Develop road and footpath design standards for townships to reduce whole of life costs.
- Transport infrastructure will be maintained and upgraded in accordance with adopted asset management plans.





## ECONOMY

**Our partnerships, policies and processes will encourage new and support existing economic opportunities across the region. Our agricultural, tourism, renewable energy and closed loop sectors continue to be supported through relevant programs and targeted infrastructure.**

### What our region will look like in 2026

- Energy and closed loop industries are providing employment diversity.
- Safe and reliable road network that supports the local and broader transportation of goods and services.
- Increased production rates through management of weeds and pests.
- Tourists of all ages are visiting our region over extended periods, drawn by a diverse range of experiences and supported by quality offerings.
- Our town centres are bustling with activity.

### Measures of success

- Clermont-Alpha, Torrens Creek-Aramac and Jericho-Blackall Roads are sealed.
- Barcaldine-Aramac Road is widened.
- Additional 10 kms of Alpha-Tambo is sealed.
- Aramac-Ilfracombe Road upgrade.
- National highway maintained to a high standard.
- Stock routes are no longer managed by Council or costs are fully recovered from third parties.
- Tourism numbers increased compared with 2019 numbers by 15%.
- Visitor numbers between October and March grow by 25% compared with 2018-19.
- Funding available for renewable energy or closed loop hub.
- Development approvals increased from 2019 numbers.

### Key strategies to enable our vision

- Implement planning frameworks and land releases to enable development.
- Advocate for appropriate levels of road funding to maintain and improve road infrastructure.
- Continue to actively promote tourism and maintain quality camping areas.
- Continue to advocate for funding to support weed and pest eradication programs.
- Identify and sell surplus parcels of land; both urban and rural.
- Plan for additional parking locations for Oak Street in Barcaldine.





## GOVERNANCE

**We will have a safe, engaged, proud and performing council and workforce that is inclusive, innovative, ethical and trusted by all levels of government.**

### What our region will look like in 2026

- Our elected members and organisational executives display quality leadership and transparent and prudent decision making.
- Employees are safe and engaged with supportive structures, development opportunities and succession plans in place.
- Council risks, resources, assets and finances are well managed.
- Our community feels valued and trusts Council.
- Council is delivering cost effective services that meet community expectations.

### Measures of success

- Employee engagement scores within the top 25%ile for local government.
- Acceptable audit results for safety and financial performance.
- 95% of audit and corrective action items closed out within timeframes.
- Statutory financial performance indicators achieved.
- Strategic plans and policies are up to date.
- Improve financial sustainability outlook compared with 2020.

### Key strategies to enable our vision

- Competency frameworks developed and implemented for our leaders and employees.
- Incorporation of risk management and project management principles into our workplace cultures.
- Contemporary asset management plans developed for each asset class.
- Develop systems to better inform investment decisions (including return and whole of life costs).
- Review of systems and process to identify and implement enabling software.
- Continue safety improvement journey.
- Continue listening to our communities to identify opportunities for improvement.
- Continue reviewing policies and strategic plans for relevancy and currency.
- Improved project management and budget compliance.



# IMPLEMENTING OUR CORPORATE PLAN

To ensure our corporate plan contributes to the ongoing enhancement of the region's quality of life the following initiatives will be undertaken:

- Our Vision, Mission and Goals will be widely publicised within our organisation and the community.
- We will regularly measure and publicly report on our progress against the Corporate Plan each year in our Annual Report.
- We will link our Annual Operational Plan and budget to the Corporate Plan Outcomes and Strategic actions to ensure they become a continuous focus of attention.
- We will report our performance against our annual operating plans each quarter.
- We will systematically report, analyse and review our performance against the annual budget each month.





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