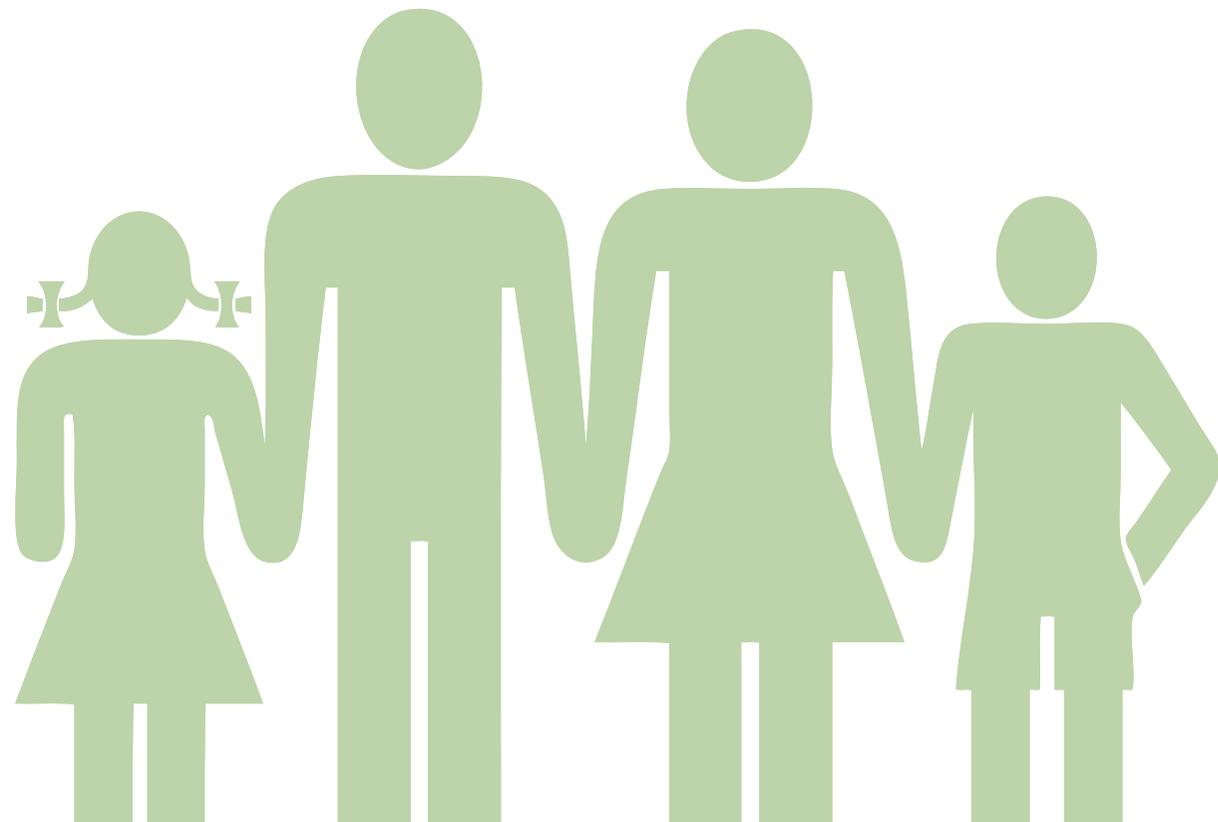


A photograph of a cowboy in a blue shirt and a light-colored hat riding a brown horse. He is swinging a lasso, which is looping through the air. In the foreground, the heads and backs of several brown cattle are visible. The background is a clear, bright blue sky. The image is framed by white, wavy, abstract shapes.

# Community Plan

2012 - 2022



**Council's role is to  
support the community  
to achieve its vision.**

## Overview

The Barcoo Shire Community Plan 2012-2022 is a reference point for residents, organisations, businesses, industry and all levels of government. Achieving the vision, regional outcomes and local priorities requires everyone's involvement.

Council's role is to support the community to achieve its vision and oversee delivery of the regional goals and local priorities. This plan will be at the forefront of Council's planning, informing the corporate plan, long-term financial plan, asset management plans and operational plans. It should also be used to link into, or in conjunction with, other broader strategic documents at all levels of government, community and business sectors.

Every four years Council will review this plan with the community and key partners. Council is committed to reporting annually on progress, which it will do as part of its annual reporting process.

Lead agencies or key partners involved in supporting implementation

- Other shires in Central Western Queensland
- The Remote Area Planning and Development Board (RAPAD)
- Desert Channels Queensland (DCQ)
- Private enterprise, e.g. Ergon Energy,
- State Government agencies, especially:
  - Department of Environment and Resource Management
  - Department of Primary Industry
  - Department of Education, Training and Employment
  - Queensland Health
  - Education Queensland
  - Queensland Police
  - Department of Transport and Main Roads
  - Tourism Queensland
- Local action groups, e.g. Stonehenge Action Group
- Sporting and community groups
- Mining companies
- AgForce
- Federal and State Members of Parliament
- Outback Queensland Tourism Authority (OQTA)
- Rural Fire Service (RFS)
- Australian Local Government Association (ALGA)
- Local Government Association of Queensland (LGAQ)
- Central and North West Queensland Medicare Local
- Royal Flying Doctor Service (RFDS)
- Primary Health Care Centres (Jundah and Windorah)

## Barcoo Shire - a quick snapshot

The picturesque Barcoo Shire is classified as a very remote shire (ABS, 2006 Census data see [www.abs.gov.au](http://www.abs.gov.au)) and located in the iconic Channel Country of Central West Queensland.

Barcoo Shire covers 61,952 square kilometres and is one of the largest shires in Queensland. With a total population of 344 (Office of Economic and Statistical Research updated April 2012), it incorporates the townships Jundah, Windorah and Stonehenge. Its main industry is agriculture (beef cattle). Other industries include opal mining, earth moving, sheep and wool production, tourism and hospitality, and government services (local and state). Recently, the discovery of oil and gas reserves has led to the development of mining and extractive industries (Australian Bureau of Statistics (ABS), 2006 Census data).

### Population (based on 2010 ABS information)

	2006	2007	2008	2009	2010
Male	214	206	208	199	201
Female	169	168	162	154	145
Total	383	374	370	353	346

### Workforce (ABS Census 2006)

Occupation	% of total employed people
Managers	32%
Professionals	7.4%
Technicians and trades workers	10.8%
Community and personal service workers	5.2%
Clerical and administrative workers	6.1%
Machinery operators and drivers	9.5%
Labourers	29%



## Why a community plan?

Central West Regional Plan



Barcoo Shire Community Plan



Other Barcoo Shire Council plans eg., Corporate Plan, Asset Management Plans, Operational Financial plans etc.

The Local Government Act 2009 has an increased emphasis on planning and accountability and requires every council to develop a long-term community plan. The Act also places increased importance on community engagement, and this process is now integral to council processes, including developing a community plan. (Local Government Association of Queensland March 2010).

The Barcoo Shire Community Plan sits under the 'Central West Regional Plan: planning for a stronger, more liveable and sustainable community' (Queensland Government 2009) and above all other Council plans, including the corporate plan, operational plan, etc.

## How the Community Plan was developed

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An independent consultant was appointed to develop the draft community plan.

The consultant has been responsible for:

- designing the engagement process
- managing community consultation
- collaborating with Council
- writing draft reports.

Councillors and staff participated actively in all steps, creating an inclusive community consultation process.

This included:

- 19 telephone interviews with key stakeholders in and beyond the shire (November, December 2011)
- an art competition for primary school children on their vision for Barcoo Shire in 2022 (February 2012)
- an online and hard copy survey (March - May 2012)
- community consultation meetings held in Windorah, Jundah and Stonehenge (April/May 2012)
- checking against collected demographics for any missing sectors in the community – one further interview was done to fill a missing sector demographic (young people aged 15-25)
- regular consultation and planning meetings with Council; all Councillors attended at least one community consultation meeting each (some all three) to listen and participate.

The community helped shape the plan's vision statement. Words for three draft statements were collected from the survey, meetings and interviews. The three statements were put to the vote by residents in an online (and hard copy) survey. From this data emerged a logo tag line which will be used in conjunction with the Shire's tree logo graphic (see here) and a vision statement.



Logo tagline

**“Building strong communities”**

**Barcoo Shire residents’  
vision statement**

**Barcoo Shire – where people,  
lifestyle, businesses and  
resources matter**

# What our people said...



The community commented positively about the performance of their Council and see Council (elected representatives and staff) as one of the greatest strengths of the shire.

Council is regarded as:

- well-led
- proactive
- supportive of the community
- forming positive relationships with key stakeholders
- responsible
- providing important employment in the shire.

The community itself was also listed as strength. Friendliness, the high level of volunteerism, strong community spirit and pride were some of the positives mentioned.

Other strengths noted by the community included:

- The environment – the beauty and pristine nature of the land, diversity of landscape (including the channel country), good grazing land and great fauna and flora.
- Education – three primary schools and the Schools of Distance Education.
- Infrastructure – the shire has some exceptionally good buildings and good roads, and has shown innovation with its solar powering of the town of Windorah.

## OUR CHALLENGES

Despite the many positives of life in the Barcoo Shire, some major challenges were identified during the consultation processes.

These included:

- Telecommunications – the need for vastly improved internet speeds and access, mobile phone coverage and digital TV access.
- Population – declining and aging population is linked to concerns about declining services.
- Attraction and retention of workers – including young people, professional and all other staff.
- Water – maintaining water supply and quality.
- Infrastructure – maintaining all-weather roads and other infrastructure throughout the shire.
- Leadership – supporting and maintaining proactive leadership of previous councils and also a need for strong leaderships in community organisations.
- Environment – pest and weed management, managing variable seasonal conditions, maintaining national parks.
- Good and services – maintaining critical and other services in the shire.
- Politics and government – resisting amalgamation, working with State and Federal Government.
- Housing – the need for housing for workers and accommodation for tourists.
- Employment/workforce issues – lack of employment opportunities and lack of labour; the need to attract skilled labour and manage pressure from mining on labour supply.
- Business and financial – rising costs, absentee land owners, sourcing funding, lack of reliable and equitable electricity supply

## OUR OPPORTUNITIES

Opportunities for the shire included:

- Tourism – develop eco and other tourism options.
- Business – support and expand the local economy.
- Telecommunications – improved services will bring economic, educational, service provision and social benefits.
- Education/training – explore ways to extend and provide new training for the community.
- Relationships/influence – consolidate and build key partnerships.
- Energy – explore further options for renewable energy.
- Lifestyle – promote advantages of lifestyle including clean green, low crime, high community participation.
- Infrastructure – opportunities for improved housing, roads, transport and sporting facilities.

## Economic

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Maintain and attract staff	Enhance methods to attract and retain employees (including State Government employees) and market the positives/benefits of living and working in this community.	Council	Remote Area Planning and Development Board (RAPAD) State and Federal Government e.g. Police, Education Queensland businesses	Ongoing	H
Maintain and boost the local economy	Enhance methods to attract, promote and support small business.	Council Business owners	RAPAD Department of Education Training and Employment Community support Regional Development Australia	Ongoing	H
Boost the shire's economy through tourism	Subject to State Government policy – make greater use of national parks to benefit the shire's economy.	Council, in consultation with State Government	Outback Queensland Tourism Authority State Government	2016	M
Maintain or boost the shire's economy	Council to support clean green/organic competitive advantage of the agribusiness sector.	Council	Agribusinesses	Ongoing	M
Increase economic diversity in the shire	Facilitate increased tourism in the shire – identify opportunities including accommodation and facilities.	Council Private operators	Outback Queensland Tourism Authority Tourism Queensland Community groups	Ongoing	H

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Boost/maintain the shire's economy and maintain/support service provision	Increase availability of housing and land for long term residential growth in Barcoo shire including: aged care and disability housing options extra tourism and workforce accommodation motels and housing for visiting professionals.	Council Department of Housing and Public Works Queensland Health, aged care, Disability Queensland, Federal Government, Local business		Ongoing	High
Improve health of citizens and provide business opportunities	Undertake a feasibility study for a multipurpose sport/civic centre emphasising health and business benefits.	Council	Queensland Health Local businesses Citizens Local groups	Depending on needs	L
Improve health and business outcomes	Examine options to provide essential services for communities where viability is an issue.	Council	Community groups	By 2014	H
Capture a portion of the wealth generated in the shire for the benefit of the people in the shire	Scoping study on the importance of agriculture, mining and tourism sectors to Council, including inequities leading to an action plan – future directions for each area.	State and Federal Government	Council *Subject to funding	2015	M
Have adequate business capacity to service industry	Undertake a stocktake of small business structures in shire to identify: gaps in services to support businesses mechanisms to make services available training and skill needs. Funding to be sought.	Council  State Government	Businesses and industry – agriculture, mining and tourism	2020	L

## Economic

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Provide adequate goods and services for the shire	Assist State and Federal Government to examine external servicing options where locally based staff/services are not an option.	State and Federal Government Council Services providers, e.g. health	Council Industry	Ongoing	H
Boost the shire's economy	Establish an adequate land bank to facilitate industrial and residential and commercial development.	Council	State Government	2014	H
Boost the shire's economy	Reinvigorate macropod industry to promote local business opportunities and reduce population to sustainable level	RAPAD Agforce  Federal Government	Kangaroo industry Queensland National Parks Macropod harvesters Property owners Desert Channels Queensland State Government Council	Ongoing	H
Boost the shire's economy and support service provision	Affordable and equitable telecommunications access to all shire residents. Fibre optic connected to a national network.	Council Diamantina Shire	Federal and State Government	2015	H
Support the shire's economy	Lobby Federal Government to review taxation regimes that impact on rural and remote councils, communities and residents.	Council  RAPAD	Federal and State MPs	Initial submission by 2014 then ongoing	H then M

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Increase diversity and boost the shire's economy	To capitalise on opportunities around sustainable mining industries.	Council	Property owners Mining companies RAPAD State and Federal Government	Ongoing	H
Increase diversity and boost the shire's economy	Explore small scale irrigation opportunities.	Land owners AgForce State and Federal Government	Council	2016	M
Support existing and enhance new business	Equitable, affordable and reliable power supply to all shire residents.	Council Landholders RAPAD	Ergon Energy Alternative power suppliers State and Federal Government	2014	H
Encourage and support longer stay tourists	Provide adequate caravan park facilities in each town	Council		2014	H

## Environmental

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Maintain, near as possible, a pest and weed-free shire through a regional approach	Enhance local pest management to fit regional priorities.	Council Rural Lands Officer Landholders	Surrounding local governments RAPAD Regional Pest Management Group Desert Channels Queensland Agforce State and Federal Government Absentee landholders National parks Landcare Land Protection Officer Rural Fire Service CSIRO	Ongoing	H
Protect the environment	Protect and promote the naturalness of the shire environment.	Council Desert Channels Queensland Tourism Outback Queensland Tourism Authority State Government		Ongoing	M
To build 80% reliant community power generation from renewable energy	To develop a full strategy to move towards 80% renewable energy reliance.	Council	State and Federal Government Energy distributors and retailer Ergon Energy Universities RAPAD	2022	M
Managing the environment for health	Improve water supply to all towns – overcome problems with stagnant drinking water.	Council		Ongoing	M

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Protect the environment	Have adequate facilities for weed management throughout the shire.	Council Mining and development companies	Desert Channels Queensland	2015	H
Landscape maintenance and beautification	Beautify and maintain tidiness of each town	Council, Department of Transport and Main Roads	Community groups State Government Desert Channels Queensland	2015	M
Protect the environment	Promote wild fire control measures.	Council  Rural Fire Service  Land owners		Ongoing/ seasonal	H
Protect the environment	Encourage sustainable development of mining and resources	Council  Mining companies	Desert Channels Queensland	Ongoing	M
Manage rubbish to protect the environment	Maintain refuse tips to a standard that reduces Council's carbon footprint to an achievable minimum.	Council		2014	M
Protect the environment	Collaborate to maintain our way of life by working with government agencies and AgForce.	Council	AgForce State Government	Ongoing	L
Protect the environment	Protect our waterways within the shire.	Council Rural Lands Protection Officer Land holders	Desert Channels Queensland State Government Central West Regional Pest Management Group	Ongoing	M

## Social

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Improve social opportunities/quality of life for residents and visitors	Improve and enhance sport and recreation, arts and cultural opportunities in Barcoo Shire.	Council Community sporting groups Progress association	State and Federal Government	Ongoing	H
Enhance social infrastructure and quality of life	Seek funding for a swimming pool for Windorah and Stonehenge.	Council Community Development Board	State and Federal Government Schools Trainers Swim Australia P&C Bluelight Disco Corporate partners Education Queensland Queensland Health	2015	H
Enhance social infrastructure and quality of life	Develop a motor bike track and/or annual motor cross event and other annual events.	Community groups	Council	Ongoing	M
Improve quality of life for the shire's youth	Seek funding for youth facilities in each community in order to enhance active outdoor activities.	Council Community groups	State Government	Ongoing	M
To maintain an inclusive/participatory community environment	Continue to foster/facilitate strong community inclusiveness. Continue to include the marginalised.	Council	Traditional Owners Socially disadvantaged people	Ongoing	H
Improve the health of the shire's residents	Look at options to improve community transport – for health, aged care.	Service providers Queensland Health	Council	Ongoing	M

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
<p>To create quality social events for Barcoo citizens to enhance quality of life and work/life balance.</p> <p>Retain staff</p>	<p>Improve and extend local events.</p>	<p>Community groups Citizens Local community organisations Training providers, State Government</p>	<p>Outback Queensland Tourism authority</p>	<p>Ongoing</p>	<p>Medium</p>
<p>For the aged to stay in their homes</p>	<p>Consultation/planning with older residents and others on aged care needs for the shire (i.e. housing, care and home services). Feasibility study for the provision of retirement / disability unit keeping those people in town.</p>	<p>Queensland Health Aged care service providers e.g. HACC, Spiritus</p>	<p>Council</p>	<p>Ongoing</p>	<p>High</p>
<p>Social sustainability – retain character of the place while building tourism</p>	<p>Promote tourism.</p>	<p>Tourism bodies Council</p>	<p>Outback Queensland Tourism Authority Tourism Queensland</p>	<p>Ongoing</p>	<p>H</p>
<p>Improve educational opportunities for adults</p>	<p>Retain and improve educational opportunities, making sure the community has access to those opportunities (e.g. by Videolink).</p>	<p>Council Education Queensland</p>	<p>State and Federal Government Telecommunication companies</p>	<p>2015</p>	<p>H</p>

## Social

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Getting communities digital ready	Train communities and raise awareness of new communications technologies when high speed broadband and mobile access becomes a reality.	Council Training providers RAPAD	State and Federal Government	2022	M
Enhance social and health opportunities Attract and retain young people	Create community partnerships with sport and recreation Groups in nearby towns	School Principals Information centre P&C	Parents	Ongoing	L
Provide a safe environment for residents and visitors	Provide a coordinator at each town to coordinate emergency services: fire, SES and ambulance.	Council	Emergency Management Queensland	2012	H
Enhance social facilities in Barcoo Shire to improve the social lives of residents and visitors	To continue community, sport and recreation infrastructure improvements.	Community groups Council	State and Federal Government Other funding bodies e.g. Jupiter's	Ongoing	H
Enhance/support educational activities for children	Continue to provide activities for school kids e.g. Windorah sports camp	Schools P&Cs	Council Corporate partners State sporting bodies	Ongoing	H

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Enhance social activities for residents and visitors	Continue to provide opportunities to better utilise existing facilities for social and sporting interaction without alcohol	Younger community members	Police	Ongoing	M
Enhance social life of residents and visitors	Continue Council support of community events through the community grants program and other in-kind support	Council	Community groups State and Federal Government	Yearly	H
Attract and retain young people	Encourage greater use of social media to promote Barcoo Shire – e.g. Council Facebook	Council Community	RAPAD	Ongoing	L working to M
Enhance community life	Continue progress associations	Community		Ongoing	M
Enhance community life	Ensure that State and Federal Governments fully understand what it is like to live in a remote location.	Council		Ongoing	M

## Governance

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Influence stakeholders for better outcomes for the shire	Shire to maintain and participate in good regional/State/national dialogue/relationships (government and private enterprise) including lobbying/advocacy.	Council	RAPAD Local Government Association of Queensland State and Federal Government Australian Local Government Association	Ongoing	H
Metropolitan- comparable telecommunications in the Barcoo Shire to enhance all aspects of life	Council to be a facilitating agent for improved telecommunications (mobile phone and internet) through infrastructure planning, lobbying, awareness (business and community) and training.	Council	RAPAD State and Federal Government Telecommunications wholesalers and retailers	Ongoing	H
Encourage resource developments that fit with clean green/ natural values of the shire	Foster and facilitate a cooperative relationship with resource companies in relation to shire development.	Council	Resource companies State Government RAPAD Surrounding shires	Ongoing	H
Improve health outcomes in the shire	Council to apply for capital works funding for health infrastructure – rural and remote infrastructure program.	Council RAPAD Queensland Health	Federal Government	2014	H

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Enhance skills of local leadership	Local leadership training – invest in people who are going to be leaders in next 10 - 20 years. Provide training, mentoring, support. (Council and community leaders including youth), e.g Australian Institute of Company Directors training, governance.	Council Training providers	RAPAD	Ongoing	H
All families to have high speed internet access	Advocacy/lobbying/engaging key stakeholders for high speed internet access for the shire Invite Assistant Director General of Education Queensland to visit, to increase understanding of the need and demand for high speed and reliable internet service for students (primary students and distant education).	Council Education Queensland	Link with Education Queensland in terms of advocacy due to demands of online learning.	Ongoing  As soon as Education Queensland moves to blended model of delivery	H  H
Create and strengthen useful partnerships	Strengthen or enhance regional collaboration with shires and at regional level (RAPAD region) for sourcing funding and joint tendering.	Council	Neighbouring shires RAPAD State and Federal Government Corporate partners	Ongoing	H
Equitable power supplies for all residents	Lobby: for affordable and equitable electricity supplies to subsidise the cost of power for those not on the national grid.	Action group of relevant landholders, Council	Ergon Energy Mining companies Geothermal companies Local MP Cattle properties	Ongoing	H

## Governance

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Up-skill residents	Train people to write grants and funding submissions.	Council RAPAD	Community groups Regional Arts Development Fund Experienced people in other shires	Ongoing	M
Improving conditions for workers in Barcoo Shire	Support other stakeholders to lobby for better conditions for all State Government workers	State Government Industry unions	Council	Ongoing	M
Retain high school students	Lobby for a high school distance education teacher to be based in Windorah, Stonehenge and Jundah.	P&Cs Isolated Children's Parent's Association	Council	Ongoing	L
Improve community opportunities	Seek funding for a trained community development officer to work with community groups to source funding for community.	Council	Community groups Neighbouring shires RAPAD	Ongoing	L

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Improve health outcomes for the shire	Shire to liaise with Local Health and Hospital Network & Medicare local committees so that health service availability is improved when the new structure starts on July 1.	Council	Community	2012 and ongoing	H
Improve infrastructure	Lobby government for ongoing funding for roads.	Council	Department of Transport and Main Roads Outback Regional Roads Group RAPAD	Ongoing	H
Improve democratic processes and community engagement	Local development boards/ committees and Council to attain a broad cross-section of opinions and abilities to represent all residents.	Council	Community groups	Ongoing	M
Improve health outcomes for the shire	Facilitate community access to visiting health professionals.	Central and North West Queensland Medicare Local Barcoo Shire Primary Health Care Centres Royal Flying Doctor Service	Council (newsletter)	Ongoing	H

## Council functions

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
The road network is maintained so the region is accessible most of the time	Maintain and upgrade roads aiming for all weather access on major arterial roads.	Council	Neighbouring shires Department of Transport and Main Roads Outback Regional Roads Group Federal Government	Ongoing	H
Improved safety for residents including children	Tighten procedures for domestic animal control, e.g pet dogs and horses in towns. Ads in paper to tell people checks are being done.	Council		2012 and ongoing	L
Support local industry	Continue to provide sponsorships for training in trades to encourage/entice people to get a trade and come back to the shire.	Council	Corporate	Ongoing	H
Maintain sound financial management	Continue joint tendering, staffing and road works partnerships, e.g. for roads, health with neighbouring shires. Continue to partner with Diamantina Shire to extend the sealed road between Windorah and Bedourie.	Council	Neighbouring shires RAPAD Local Government Association of Queensland Diamantina Shire	Ongoing	H

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Provision and support of air services	Maintain the air strips and airports.	Council	Department of Transport and Main Roads	Ongoing (?)	Windorah Regular Public Transport Compliance Stonehenge and Jundah Rural Flying Doctor Service Standard
Ongoing maintenance of current facilities	Maintain (and upgrade where needed) the services the shire already provides, e.g. pool, library, halls.	Council	Community groups Funding sources: Gaming fund	Ongoing	M
Heat/sun protection – healthy community	Provide shade structures and umbrellas at cemeteries for funerals in the shire.	Council		2012	H
Promote Barcoo Shire tourism	Identify a champion to promote tourism across the State, nationally and internationally.	Council and community groups.	Tourism Queensland Tourism bodies, small and large businesses	Ongoing	L
Increase efficiency of financial operations in the shire	Examine options for common banking facilities in the shire.	Council		2014	M
Provide adequate services to the shire	Source and maintain funding avenues.	Council	Private enterprise Corporate sponsorship	Ongoing	H

## Council functions

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Maintain sound financial management of Council	Deliver responsible fiscal management in order to maintain a financially healthy council.	Council	State and Federal Government funding bodies  RAPAD	Ongoing	H
Improve facilities in shire	Increase water capacity and storage in all towns where possible.	Council	State and Federal Government funding bodies	Ongoing	H
Improve facilities in shire	Improve all river crossing in times of flooding, e.g Thomson and Barcoo Rivers and Cooper Creek.	Council Department of Transport and Main Roads	State and Federal Gov	2020	H
Improve facilities in shire	Upgrade depth measures on floodways and creek crossings ensuring accuracy.	Council Department of Transport and Main Roads	Bureau of Meteorology	2013	H
Maintain services and population, boosting the local economy	Continue to employ a workforce in the three towns so benefits flow onto local businesses, schools, etc.	Council		Ongoing	H
Provide adequate services frugally	Provide a rates scheme that reflects the services provided.	Council		Ongoing	H
Provide adequate services to workers	Encourage childcare facilities in Barcoo Shire. Look at a facility which a parent could rent/lease.	Council	Longreach Regional Council  State and Federal Government	2013	H

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Provide good working conditions	Encourage awareness in staff of their contribution to the way Council does business and the results it achieves.	Council	Newsletter and specific acknowledgements	Ongoing	H
Providing a safe environment	Council support of all emergency services to continue and facilitate training of all personnel in Council hours.	Council	State Emergency Service Rural Fire Service Emergency Management Queensland	Ongoing	H
Responsible management of Council	Keep policies current and up to date. Have a strong: financial focus/ strong assets management focus works and services unit Have building business units that enhance the shire and support its residents.	Council		Ongoing	H
Managing costs more efficiently	Manage Council operational costs more efficiently, e.g. use of Council vehicles. Run Council as a business.	Council		Ongoing	H
Maintain sound financial management of Council	start planning for diminished income from road works in the future.	Council		2015	H

## Council functions

GOAL	ACTION	LED BY	PARTNERS	WHEN	PRIORITY High (H) Medium (M) Low (L)
Maintain sound financial management of Council	Ensure Council continues with its asset management program, maintains existing infrastructure and carefully considers new infrastructure before committing funds.	Council	State and Federal Government	Ongoing	H
Enhance local services Provide business opportunities and labour	Continue with preferred supplier arrangements for the intermittent hire of machinery.	Council	Local machinery owners	Reviewed every two years	M
Using the natural environment sustainably	Provide access to road-making materials for Council use, within the statutory guidelines	Council Outback Regional Roads Group	Department of Environment and Resource Management	Ongoing	M



### What our people said

**In developing this draft Barcoo Shire Community Plan, input was sought from residents and the wider community.**

**As much as possible, the wording used by participants has been kept to ensure accuracy and authenticity.**

### OUR STRENGTHS



#### Barcoo Shire Council

- Responsible, progressive, resourceful, effective, innovative, strong, well led Council.
- 'Good' Councillors/Mayor – Councillors and staff get involved/are well connected to the community and have a high rate of participation in the community. A 'can do' Council.
- Positive relationships with surrounding councils, State Government agencies (including local schools), elected representatives and other stakeholders.
- Has the capacity to look at the bigger picture.
- The employment provided by the Council.
- Alliances with other shires, e.g. working with Diamantina Shire and other partnerships.
- Council leadership - have a vision for the future and are prepared to talk to departments/organisations about what is achievable rather than what they want.
- Council is collaborative – without domination. Has shown real leadership. Open to hearing what the shire wants.
- Services and support from the Council are fairly good for where we are located.
- Council pride in their area.
- Has a regional focus.
- Council looks for solutions rather than focusing on problems.
- Council support to local community groups.
- Has maintained a financially stable situation for the last two mayoral terms.



## Community

- 'Bloody good' community – empowered community.
- Strong community involvement/spirit.
- Low crime/safe environment.
- Community resilience during disasters, e.g. fires floods.
- Creative community – e.g. new shire building. 'Fantastic building'.
- Friendly and cooperative people.
- Pride in presentation of the communities.
- Tourists are made welcome.
- Good communication skills of the community.
- Willingness to volunteer. Small population but high level of volunteering, e.g. with bushfires, sports camp.
- Children have self confidence allowing them to mix with others.

## Environment

- Unique natural resource – edges and heart of the channel country.
- Untouched naturalness/pristine.
- Good grazing country – channel country has relatively consistent capacity for production.
- Beauty of environment.
- Diversity of land types.
- Attractive to tourists.
- Great fauna and flora.
- Attracts tourism.
- National Parks.
- River systems.
- Tidy towns.

## Education

- Three schools plus Longreach School of Distance Education operating in Barcoo Shire.
- Windorah sports camp. Benefits kids in Central Western Queensland.

## Infrastructure

- Good roads.
- Has good facilities/infrastructure – swimming pool, town hall, information centres.
- Solar power.
- Plenty of bins.

## Other

- There is a mystique about the Barcoo Shire
- How it fits within western Queensland – located on the way to Birdsville.
- The shire has not been amalgamated.
- Remoteness.



## OUR CHALLENGES



### Telecommunications

- Need for mobile phone access, improved internet and TV access. Huge impact on health and other sectors, e.g. business, education – for provision of services and for staff support, training, information. Lack of connectivity impacts on retention of staff. Can't connect to professional bodies. Become professionally isolated on top of social isolation.
- Preparing communities for digital evolution – if fibre optic cable installed tomorrow it would revolutionise the way we do business. Being ready for that challenge requires training.
- Population
- Declining population – impacts on services.
- Decrease in population has led to decrease in volunteers who are aging.
- Demographic change – aging population.
- Need for infrastructure to support population increase.
- Caring for an aging community.
- From a school perspective – what can be offered is based on student numbers.

### Attraction and retention

- Attract and retain younger generation and people.
- Attract and retain knowledge of health professionals visiting the shire.
- Retention and attraction of (skilled and accountable) employees/labour and people into town – e.g. for Council and State Government staff.
- Attracting Councillors.
- Attracting families.

### Water

- Reliability/availability of water due to droughts and floods.
- Water quality in Windorah.
- Infrastructure
- Challenge to maintain all-weather roads – to continue upgrade of roads to allow freer flow and get tourists in. Some tourists go right out via Bedourie and bypass because of dirt roads.
- Maintaining infrastructure in towns.
- More bitumen in outer parts of the shire

## Leadership

- To maintain strong leadership at local government level.
- If leadership is a determinant in how well your community survives – mentoring, training and support is vitally important. Needs to be a strategy of the community.
- Stronger regional planning.

## Environment

- Changing seasonal conditions – climate change including floods and droughts.
- Maintaining national parks.
- Pest and weed management.
- Local knowledge of the local environment.
- Understanding the pros and cons of living in this geographical location.

## Goods and services

- Trying to get medical services – e.g. allied health services, including recruitment and retention of health staff and dental service.
- Declining services (general) – e.g. problems during rat plague – ages to get washing machine serviced. Months of washing clothes in the shower.
- Attracting businesses and services – need to provide subsidised accommodation and housing dedicated to those services providers.
- Getting good quality healthy food – fresh vegetables.
- Struggling to maintain level of service with ever-decreasing government budgets.
- If mining comes, will struggle to provide services to them. Capitalising on the resources boom for the benefit of the community.
- Keeping government services and agencies in the bush.
- Maintaining social support – education, health and recreation.
- Maintaining freight services.
- Viability of small and rural businesses.
- Need for an industrial centre – for e.g. roo boxes.
- Need more sport and recreation facilities.
- Lack of child minding opportunities.
- Catering for tourism needs.
- Retaining our schools.

## Politics and government

- Being absorbed into a larger conglomerate – resisting amalgamation.
- Must ensure that when Council does get a deal from central governments that it is seen to have worked. Must have rigour in the project plans we are doing now but also focus on how we can get that next grant. Things taken on must succeed.
- State and Federal Government requirements of local government – increased rules and regulations. Federal, State Government and Local Government Association of Queensland attitudes are a challenge.
- Natural Resource Management rules and regulations have to be managed, e.g. if green lobbyists have greater influence, we could see our best cattle country tied up with restricted access for cattle graziers.
- Government – unseen, uncaring. They don't acknowledge that we're necessary unless there is political gain.
- Increasing taxes.

## Housing

- Housing/accommodation needs – being able to provide sufficient housing in the communities including for workers, tourists, aged.

## Employment/Workforce issues

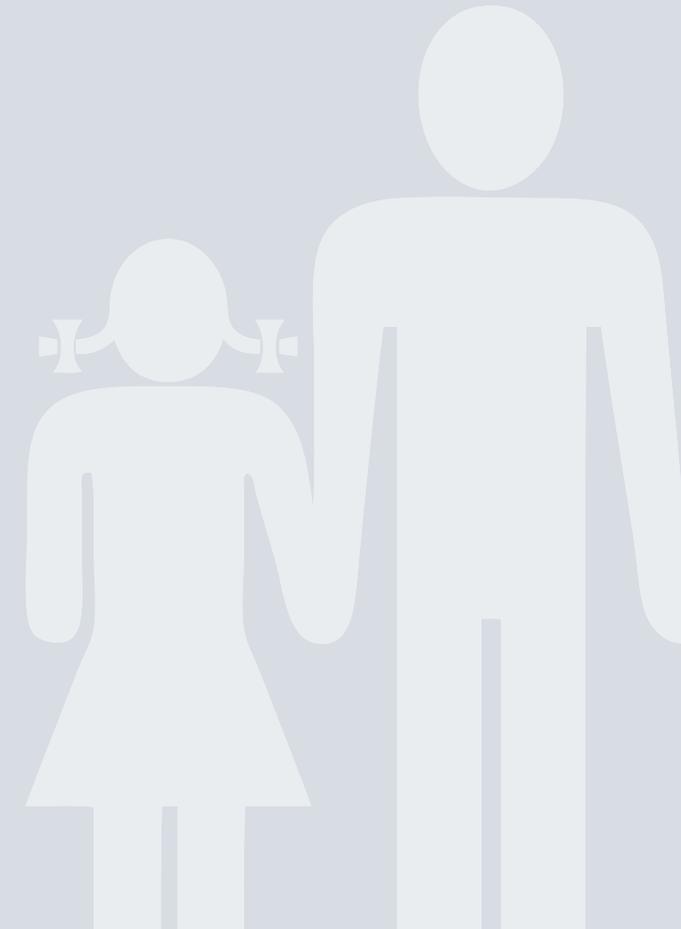
- Lack of employment opportunities.
- Attracting skilled people who are going to be an asset to the community.
- Workforce retention with pressure from mining sector.
- Enhance/increase employment/business opportunities to make people want to live here.
- Labour shortage supporting business and grazing.
- Need confident, skilled staff – training and support

## Business and financial

- Rising costs associated with mining.
- Cost of living and other financial challenges.
- Absentee owners on properties – means people not living here. No children feeding into the small schools. No contribution to social events. Issue also for pest management, managing fires etc.
- Grazing industry pressures.
- Sourcing funding, e.g. to keep recreational and essential facilities of high standard.
- Lack of reliable and equitable electricity supply.

## Other

- Rural nature of shire.
- Keeping the crime free/safe community. Keeping the bush ethic.
- How to increase participation in the community.
- Survival.
- Putting all the plans into action and achieving goals within respectable time frames.



## OUR OPPORTUNITIES

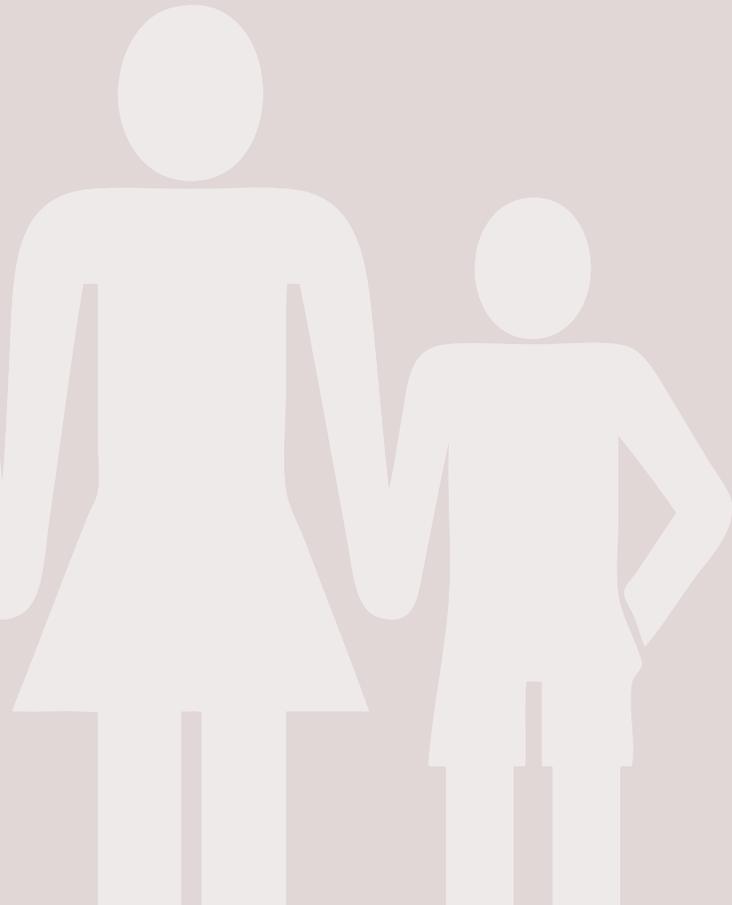


### Tourism

- Tourism (including eco tourism) – Keep driving tourism, including from a natural environment perspective.
- Cultural heritage tours – tapping into local Aboriginal culture.
- Have helicopter working out of Windorah to take people over the Barcoo when in flood to see the enormity of it. Spectacular.
- Tourism – BUT must regulate tourists or they destroy what they look at.
- Tourism potential has to be solidified – find and promote a local event or location.
- Tourism promotion of our natural beef from this area, e.g. carcass works for processing channel country beef.
- One-day trips to national parks. Take tour groups.
- Could make model of Stonehenge (out of old cars or other?) as a tourist attraction.
- Work with local businesses on the subject of tourism and get this place on the map for reasons other than rivers and roads.
- Increased interest in the outback and tourist dollars

### Business

- Build more/establish new small enterprise/in-home type businesses
- Increase clean green/organic approach for commodities.
- Business plan for a gymnasium for sport.
- Increase funding for road infrastructure. Can't get people out there unless safe road network. More bitumen.
- Agriculture – protect that industry. Not much future for towns out there without agriculture. Address risks and threats.
- Intensification in minerals and oil exploration/extraction, with mining increasing the expansion of current businesses.
- Stabilising/enhancing considerably the general stores in the two towns.
- For shire to expand to provide more business, shire put more services in place and run as business, e.g. Post Office, shop, airport. Council could increase employment out here.
- Creating jobs.
- Market gardens to supply fresh food to local communities.
- A roadhouse and motel are about it; the roadhouse would have to have a section for local crafts etc.
- Employ more ratepayers and families, offer them the world to come, might cost to start but save in the end.
- Funding for regional/remote areas.
- Trained Community Development Officer to access funding with input from the community.
- Food and fibre production.



## Telecommunications

- Increasingly pursue modern telecommunications. Improved connectivity would lead to all sorts of benefits. Integration with national optic fibre grid an option.
- Out of hours internet access at internet cafe.
- Education/training
- Increase access to adult learning – e.g. computer training.
- Extend current primary school educational services/programs to include younger aged students – i.e. Pre prep and below e.g. using school library to read with parents.
- Assist people to write for tenders for grants for services in the shire.
- Relationships/influence
- Appear to have good connections to external influential people.
- Consolidating partnerships.
- Sustainable relationship with Department of Transport and Main Roads. Need to keep this going and enhance.
- The people are a great opportunity for the community.
- Further strengthen collaboration with neighbours – including Boullia, so even more savings being made, more strategic thinking as a region not just shire, e.g. in tourism, other new areas, employment of staff.
- Energy
- Renewable energy – e.g. geothermal.

## Lifestyle

- Promotion of lifestyle – quality of lifestyle, quality of location where community takes pride. Clean green environment, low crime
- What we've got to attract people but don't give it away. Market it well without destroying.
- Work/lifestyle advantages – to promote things like: where else can you walk to work in one minute?
- Good for attracting families (child friendly, safe).
- Town beautification.
- Increasing population but maintaining the integrity we have.
- Our smallness allows closer interaction with the majority of the community.

## Infrastructure

- More housing at affordable rates for the general public including the aged.
- Building roads so that the damage caused by floods is minimal to improve access.
- Transport.
- Sporting infrastructure that encourages a healthy lifestyle/exercise.
- Got a track record for innovation – solar power, community centre out there. Build on that.

## Other

- Ability to grow.
- Continue doing what they do.



"The people are a great opportunity for the community."



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