



# Flinders Shire Council

# Community

# Plan

*‘Our Future’*

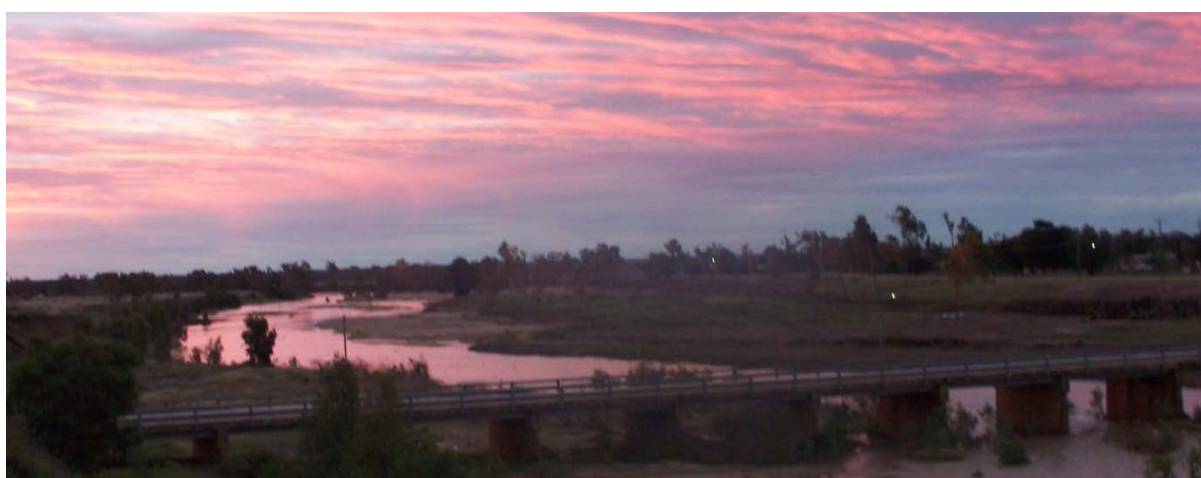
*2011 - 2021*

*Discovery • Opportunity • Lifestyle*

# Community Plan – ‘Our Future’

## Table of Contents

Message from the Mayor.....	3
Introduction and Overview of the Community Plan .....	4
Community Engagement Process .....	5
Community Plan Development .....	5
Intelligence Gathering.....	5
Community Input.....	5
Community Vision.....	6
Community Validation.....	6
Vision for the Flinders Shire .....	7
Planning linkages .....	7
ENVIRONMENT .....	10
RESOURCES .....	11
COMMUNITY .....	13
ECONOMY.....	17
INFRASTRUCTURE .....	18



*Flinders River Sunset*

## Message from the Mayor

Welcome to Flinders Shire Community Plan – ‘*Our Future*’, this plan has been developed through various forms of community consultation and therefore is a plan for the whole of community.

The Flinders Shire Community Plan – ‘*Our Future*’ provides direction for Council, the community, government, stakeholders, non-government organisations, business and industry to strategically plan for the future.

Through this planning process it will guide appropriate roles for Council, community groups and other agencies highlighting the responsibilities each have towards the sustainable future of the Flinders Shire region.

Development of the Community Plan is important as it sets the direction for the Shire and ensures that Council’s limited resources are allocated to meet legislated obligations and community expectations.

Our community has shown throughout the community consultation, a passion towards the ongoing development and improvement of our lifestyle, community heritage and natural environment. These have been highlighted in the themes of

environment, resources, community, economy and infrastructure, all of which are vital to a happy healthy community.

Council thanks the community for being involved in determining the future direction and priorities of Council. Together we shall forge partnerships and alliances to ensure the ongoing future of the Flinders Shire.

Cr Brendan McNamara  
Mayor Flinders Shire Council



# Introduction and Overview of the Community Plan

Flinders Shire Community Plan - 'Our Future' is a high level plan that identifies community needs and articulates the Council and community's long-term vision, aspirations and priorities. The Community Plan is for the whole community, not just for Local Government.

The Community Plan is intended to be long-term, providing a future focused planning and action framework to support Council in strengthening the assets of the community whilst identifying strategies and systems required to effectively manage growth and change.

## **The Purpose of the Community Plan is to:**

- Inform longer-term decisions to be made by Council in relation to policy, planning and resource allocation.
- Compliment, guide and inform Council's other strategic planning systems and decision-making.
- Capture the expertise, interests and views of stakeholders representing the whole of the community (Government, business, interest groups, individuals and community organisations) into a framework that describes how a community aspires to reach its full potential.
- Provide a basis for transparency and accountability for the development and implementation of other operational and action plans of Local Government.

***So in short a Community Plan is the communities vision which will guide Council within Councils limited resources to make our community what we, the residents want, or would like to see happen, in Flinders Shire to ensure our future.***

## **Why Develop a Community Plan?**

The Local Government Act 2009 has an increased emphasis on planning and accountability, requiring every Council to develop a long-term community plan. The Act also places an importance on community engagement. As a legislative principle, community engagement is required in all Council processes and across all Council business, including the development of the long term community plan.

The Principles of the Act state that Local Government must ensure *"transparent and effective processes and decision making in the public interest"* and *"democratic representation, social inclusion and meaningful community engagement."* The Local Government (Finance, Plans and Reporting) Regulation 2010 requires every Council to prepare and adopt a Community Engagement Policy.

The Community Plan, when supported by a reliable Long Term Financial Plan and Long Term Asset Management Plan will be the key driver for the Corporate Plan and will influence all other plans of Council, whether they are strategic, operational or action plans.

The Community Plan will also bring other benefits to Council.

Community planning:

- Is good business practice.
- Connects Council with the community.
- Allows community members to contribute to planning.
- Shares responsibility for a positive future.

# Community Engagement Process

## Community Plan Development

The community engagement element of the process consisted of a number of the elements in the Intelligence gathering, Community Input, Community Vision and Community Validation phases as detailed in the project plan.

Council utilised four elements of the IAP2 Public Participation Spectrum in its community engagement activities being inform, consult, involve and collaborate.

## Intelligence Gathering

Having recently completed a review of its Corporate Plan, Council had access to significant data on community views regarding medium term Council strategy. An engagement activity by the Department of Communities also provided quality insight into the needs and aspirations of the Flinders Shire indigenous community.

## Community Input

Council conducted two surveys of the community to gather data and collect input from as wide a range of demographics as possible.

The first survey involved seeking responses to questions across the range of themes to be included in the community plan. These surveys provided detailed response data and were very useful in the validation of the more general trend data collected in the second survey. 29 responses to this survey were recorded.

The second survey was made available in both hard copy and on line and sought to establish base line data on community issues and needs as well as recording detailed responses to 5, 10 and 20 year goals and aspirations.

The survey was promoted in the local media, through a stand at the local Show and was sent out to all households outside of the town of Hughenden. Local schools were encouraged to engage students in the process which ensured that all target groups were involved.

At the close of survey responses 99 respondents had completed the survey.

Both the residential location and age group spread of respondents is quite balanced and reasonably reflective of the community.

This response represents a good level of survey participation, (6% of residents and 9% of voters) from across the community.



## Community Vision

During the community input phase, survey respondents were invited to nominate to be involved in a community focus group workshop to review and provide feedback on the pre-draft plan. A number of other key community group representatives were also invited to participate.

The community focus group workshop was conducted on the 19<sup>th</sup> August 2011 and included the following representative groups within the Shire.

Youth, indigenous, grazing, education, business, small communities, aged, recreation, emergency services and general community.

The group reviewed the pre-draft plan and provided feedback and suggestions. The participants also workshopped ideas around the community vision statement for consideration by Council.

## Community Validation

Having considered all feedback and suggestions, then reviewing the work conducted to date, Council prepared and adopted a draft community plan on the 15<sup>th</sup> September 2011 for circulation for validation by the community.

At the close of the review period, Council considered further input received and finally adopted its Community Plan 2011-2021 at its meeting on the 17<sup>th</sup> November 2011.



## Vision for the Flinders Shire

*Our great lifestyle is enhanced by managed growth in diverse sustainable industries that deliver balanced social, economic and environmental benefits and opportunity to the Shire.*

*We are a proud, caring, involved, safe, secure and family friendly community with health, education and community services and infrastructure that meet our changing needs.*

## Planning linkages

The Flinders Shire Community Plan – ‘Our Future’ identifies and correlates with many other planning documents in the region and within the shire as outlined in the planning model diagram. Thus setting the foundations for strategic and integrated planning process guiding council in the goals of the community whilst allowing Council to make informed decisions to achieve these goals within their available resources.



Planning Model Diagram

## Theme

## Goal

### Environment

- Protection of the Great Artesian Basin
- Flinders Shire is recognised as a renewable energy hub
- Best practice waste management and recycling
- Ecological systems are protected
- Ongoing control of invasive pest animals and plants
- Sustainable development
- Flinders Shire is a community with strong environmental values

### Resources

- A sustainable mining resource industry has been developed
- A sustainable irrigation industry has been developed
- Local and regional water supplies are secure and are used for domestic, commercial, industrial and agricultural purposes
- A renewable energy industry has been developed
- Best practice land management

### Community

- Establishment of a Recreational Dam
- A health system that meets the needs of the community
- The accommodation needs of the community are adequately met
- An accessible community
- Aged facilities and services to meet the community needs
- Recreational services meet the needs of the community
- A vibrant active community
- Public Transport meets community needs
- Visually appealing and well presented towns
- Full range of Education opportunities to meet the needs of the community
- A safe and prepared community
- Community facilities that meet the needs of the community
- A community that values art, culture and history



## Theme

## Goal

### Economy

- Business growth and development
- Growth at a sustainable level has increased the Shire population to between 2500 - 5000
- Quality transport infrastructure facilitates economic development
- Increase tourism numbers by 100%

### Infrastructure

- Infrastructure development to facilitate the renewable energy sector
- Water and sewerage infrastructure meets compliance standards
- Reliable and affordable reticulated electricity network
- Road network meets community needs
- Planning for growth
- Reliable communications throughout the Shire
- Quality infrastructure supports an irrigation industry

## Key

Who	Council Role	When	Success Indicator
<p>Council – Flinders Shire Council</p> <p>Government Agencies – Relevant State or Federal Government Department or associated agency or representative body</p> <p>Community – appropriate, local community organisation, club, group and/or individual relevant to the activity or outcome to be achieved</p> <p>Private Enterprise – appropriate business and/or industry group relevant to the activity or outcome to be achieved</p>	<p>Lobby – provide support and/or appeal to government on behalf of the community</p> <p>Regulate – to keep within required guidelines</p> <p>Lead – direct responsibility for the delivery of the specific goal or activity</p> <p>Fund – provide financial support for goal or activity</p> <p>Support – help other groups achieve goals</p> <p>Facilitate – actively involved in the goals or activities</p> <p>Plan – ensure that appropriate planning is completed and followed</p>	<p>Time frame in which goal or activity is to be completed</p> <p>Ongoing – Activity will be undertaken or delivered throughout the life of the Flinders Shire Council Community Plan – ‘Our Future’</p>	<p>Measurement or indicator used to assess if the desired outcome, activity or performance has been achieved.</p>

# ENVIRONMENT

## Goal: Protection of the Great Artesian Basin

Outcomes	Who	Council role	When	Success Indicator
Implications of Coal Seam gas have been established	State Government	Lobby Support	2012	Report
Bore capping scheme is complete	State / Federal Government Landholders	Support	2021	Complete

## Goal: Flinders Shire is recognised as a renewable energy hub

Outcomes	Who	Council role	When	Success Indicator
Establishment of renewable energy – wind generation	Private Enterprise	Lobby Facilitate Regulate	2015	Project Complete
Establishment of renewable energy - Solar	Private Enterprise	Lobby	2016	Project complete
Establishment of renewable energy - Bio-mass	Private Enterprise	Lobby	2016	Project complete

## Goal: Best practice waste management and recycling

Outcomes	Who	Council role	When	Success Indicator
Financially viable waste recycling activities identified and or established	Council Recycle partner	Initiate Fund	2021	Number of waste streams that are being recycled
External funding secured to conduct waste recycling	Government Agencies	Application	2016	Funding secured

## Goal: Ecological systems are protected

Outcomes	Who	Council role	When	Success Indicator
Targeted preservation of identified eco systems	Government Agencies	Support	Ongoing	Identification complete
Establishment of effective education on identification and preservation of identified eco systems	Government Agencies	Support	Ongoing	Education initiatives implemented

## Environment Con't

### Goal: Ongoing control of invasive pest animals and plants

Outcomes	Who	Council role	When	Success Indicator
Review and implement the Flinders Shire Council Pest Management Plan	Council Community	Lead	2012	Plan implementation commenced

### Goal: Sustainable development

Outcomes	Who	Council role	When	Success Indicator
Planning decisions reflect triple bottom line – Economic, social, environmental impacts	Council	Lead	Ongoing	Council reports include recommendations for triple bottom line consideration

### Goal: Flinders Shire is a community with strong environmental values.

Outcomes	Who	Council role	When	Success Indicator
Environmental awareness and practices are adopted by the community	Council	Lead	Ongoing	Improved community environmental consciousness

# RESOURCES

### Goal: A sustainable mining resource industry has been developed

Outcomes	Who	Council role	When	Success Indicator
Council has established positive relations with developers	Council	Lead	As required	Quality of relationship with developers
Developments deliver community wide triple bottom line outcomes – economic, social, environmental	Developers Government Agencies	Lobby Support	As required	Positive outcomes to community from development

## Resources Con't

### Goal: A sustainable irrigation industry has been developed

Outcomes	Who	Council role	When	Success Indicator
Irrigation farms are established	Landholders Government Agencies	Lobby Support Facilitate	2013	Number of irrigators
Developments deliver community wide triple bottom line outcomes – economic, social, environmental	Landholders Government Agencies	Lobby Support Facilitate	As required	Positive outcomes to community from development

### Goal: Local and regional water supplies are secure and are used for domestic, commercial, industrial and agricultural purposes

Outcomes	Who	Council role	When	Success Indicator
Continued access to good quality artesian water	Government Agencies	Lobby Support	Ongoing	Access rights and water quality maintained
Off river water storage established	Government Agencies Council Developers	Lobby Support Facilitate Fund	2016	Capacity of storage in place
Effective demand management systems in place	Government Agencies Council	Lobby Regulate	As required	DMS achieve identified targets

### Goal: A renewable energy industry has been developed

Outcomes	Who	Council role	When	Success Indicator
Council has established positive relations with developers	Council	Lead	As required	Quality of relationship with development
Developments deliver community wide triple bottom line outcomes – economic, social, environmental	Developers Government Agencies	Lobby Support Facilitate	As required	Positive outcomes to community from development

### Goal: Best practice land management

Outcomes	Who	Council role	When	Success Indicator
Council, resource developers and land holders are practicing sustainable land management.	Landholders Developers Council Government Agencies	Lead Promote Facilitate	Ongoing	Quality of land management

# COMMUNITY

Goal: Establishment of a Recreational Dam				
Outcomes	Who	Council role	When	Success Indicator
Completion of favorable recreational dam feasibility study	Council	Lead	2012	Report complete
Appropriate approvals received	Council Government Agencies	Lead	2013	Project "shovel ready"
Funding secured and approved for project	Council Government Agencies	Lead Application Fund	2016	Project fully funded
Goal: A health system that meets the needs of the community				
Outcomes	Who	Council role	When	Success Indicator
Healthy Communities Community Consultation outcomes delivered	Government Agencies Council	Lobby Fund	Ongoing	Number of outcomes delivered
Existing health services are maintained or increased in line with growth and need	Government Agencies Council	Lobby Fund	Ongoing	Service levels
Multipurpose Health Service (MPHS) established	Government Agencies Council	Lobby Fund	2012	Service setup
Goal: The accommodation needs of the community are adequately met				
Outcomes	Who	Council role	When	Success Indicator
Development of short term accommodation/ motels /units that meets established demand	Developers Council Government Agencies	Planning Lobby Facilitate Regulate	Ongoing	Accommodation stocks delivered
Development of long term accommodation/housing that meets established demand	Developers Council Government Agencies	Planning Lobby Fund	Ongoing	Accommodation stocks delivered



## Community Con't

### Goal: An accessible community

Outcomes	Who	Council role	When	Success Indicator
An accessibility audit is completed	Council	Lead	2013	Audit complete
Prioritised accessibility issues addressed	Business Council Government Agencies	Facilitate Lobby Fund	Ongoing	Number of access issues resolved

### Goal: Aged facilities and services to meet the community needs

Outcomes	Who	Council role	When	Success Indicator
Existing community care services are maintained or improved	Council	Lead	Ongoing	Service levels
Hughenden aged persons accommodation is in operation	Council	Lead Fund	2013	Facility in operation
Aged related Healthy Communities Community consultation outcomes delivered	Government Agencies Council	Lobby Funding	Ongoing	Number of outcomes delivered

### Goal: Recreational services meet the needs of the community

Outcomes	Who	Council role	When	Success Indicator
FSC Sport and Recreation Plan reviewed and implemented	Council	Lead Fund	Review 2012	Number of outcomes delivered

### Goal: A vibrant active community

Outcomes	Who	Council role	When	Success Indicator
Well coordinated and successful community events	Community groups Council Government Agencies	Facilitate Support Fund	Ongoing	Number of events
Ongoing improvement to the quality of life of community residents	Council Government Agencies Community groups	Lead Deliver strategic goals	Ongoing	Number of community plan outcomes delivered
Well managed community organisations	Community groups Council Government Agencies	Lead Facilitate Fund Support	Ongoing	Quality of community organisation Governance

## Community Con't

### Goal: Public Transport meets community needs

Outcomes	Who	Council role	When	Success Indicator
Daily inter town bus service	Transport operators Government	Lobby Support	2015	Service commenced
Week day , daily air service to Hughenden	Transport operators Government	Lobby Support	2015	Service commenced
Local public transport service	Transport operators Government Agencies	Lobby Support	2015	Service commenced

### Goal: Visually appealing and well presented towns

Outcomes	Who	Council role	When	Success Indicator
Community streetscape plan is developed and implemented	Council Community	Lead Fund	2013	Implementation commenced
Encouragement strategy established for community to improve dwelling and business presentation and street appeal	Council	Lead Plan Fund	2013	Strategy implemented
FSC Five Parks Plan reviewed and implemented	Council Community	Lead Fund	2013 Ongoing	Revised plan implemented

### Goal: Full range of education opportunities to meet the needs of the community

Outcomes	Who	Council role	When	Success Indicator
Maintain existing educational opportunities for the whole of the Shire	Education Queensland Government Agencies	Lobby Support	Ongoing	Range of educational options
Access to further education	Government Agencies	Lobby Support	Ongoing	Range of educational options
Council provides scholarships, traineeships and apprenticeships	Council	Fund	Ongoing	Number of opportunities provided

## Community Con't

### Goal: A safe and prepared community

Outcomes	Who	Council role	When	Success Indicator
Level of police servicing is maintained	Queensland Police Service	Lobby Support	Ongoing	Police numbers
Disaster Management Plan is maintained and actioned as required	Council	Lead Fund	Ongoing	Reviewed in accordance with legislation
Emergency Services members increased and facilities are maintained	State Emergency Services Council	Support Fund	Ongoing	State Emergency Service volunteer numbers

### Goal: Community facilities that meets the needs of the community

Outcomes	Who	Council role	When	Success Indicator
Sport and Recreation Plan review and implementation	Council Community	Lead Fund	Review 2012 Implementation ongoing	Number of outcomes delivered
Flinders Shire Council Hughenden Showgrounds Master Plan review and implementation	Council Community	Lead Fund	Review 2012 Implementation ongoing	Number of outcomes delivered
Healthy Communities Community Consultation outcomes delivered	Government Agencies Council	Lobby Fund	Ongoing	Number of outcomes delivered
Flinders Shire Council facilities maintained in accordance with asset management plan	Council	Lead Fund	Ongoing	Compliance with AMP

### Goal: A community that values art, culture and history

Outcomes	Who	Council role	When	Success Indicator
Arts and Cultural Centre needs analysis outcomes implemented	Council	Lead Fund	2021	Outcomes delivered
Flinders Shire Council Arts, Cultural and History Policy outcomes implemented	Council	Lead Fund	2021 Ongoing	Outcomes delivered

# ECONOMY

## Goal: Business growth and development

Outcomes	Who	Council role	When	Success Indicator
Partnerships with large industry groups are developed and maintained	Council	Lead	As required	Quality of relationship with industry
Development and support of existing, new and alternative businesses and industries be they small or large	Business Government Agencies Council	Plan Support Facilitate Lobby Regulate	Ongoing	Outcomes delivered

## Goal: Growth at a sustainable level has increased the Shire population to between 2500 – 5000

Outcomes	Who	Council role	When	Success Indicator
Land available to meet a variety of needs	Council Government Agencies Landholders	Lead Plan Lobby Regulate	As required	Land availability
Accommodation and housing needs met as required	Business Government Agencies Council	Plan Support Lobby	Ongoing	Accommodation availability

## Goal: Quality transport infrastructure facilitates economic development

Outcomes	Who	Council role	When	Success Indicator
Complete sealing of the Kennedy Developmental Road (Hughenden – Lynd)	Government Agencies	Lobby	2018	Seal complete
Upgrade rail network	Queensland Rail	Lobby	Ongoing	Level of upgrade

## Goal: Increase tourism numbers by 100%

Outcomes	Who	Council role	When	Success Indicator
An extended tourism season	Business Government Agencies Tourism Groups	Lobby Support	2014	Visitor numbers
Tourism Development Plan reviewed and implemented	Council	Lead Fund Lobby	2013	Implementation commenced

# INFRASTRUCTURE

## Goal: Infrastructure development to facilitate the renewable energy sector

Outcomes	Who	Council role	When	Success Indicator
Construction of the high voltage transmission line (Woodstock – Cloncurry) and substation at Hughenden	Private Enterprise	Lobby Support Facilitate Regulate	2015	Project complete

## Goal: Water and sewerage infrastructure meets compliance standards

Outcomes	Who	Council role	When	Success Indicator
Develop and implement the Drinking Water Quality Management Plan	Council	Lead Fund	2013	Project complete
Strategic Asset Management Plan review and implementation	Council	Lead Fund	2012	Implementation Commenced
North Hughenden sewerage scheme completed and upgrade compliant treatment plant	Council	Lead Fund Lobby	2016	Project complete

## Goal: Reliable and affordable reticulated electricity network

Outcomes	Who	Council role	When	Success Indicator
Ergon Energy electricity network connected to high voltage transmission line.	Ergon Energy	Lobby	2016	Project complete

## Goal: Road network meets community needs

Outcomes	Who	Council role	When	Success Indicator
Develop and implement asset management plan for Shire roads	Council	Lead Fund	2013	Implementation commenced
Develop a roads capital works strategy	Council	Lead	2013	Strategy developed
Complete sealing of the Kennedy Developmental Road (Hughenden – Lynd) (Torrens Creek – Aramac)	Government Agencies	Lobby	2018 2013	Projects complete
Flinders Highway is maintained to a suitable standard as a main arterial highway	Government Agencies	Lobby	Ongoing	Highway condition
Widen the Flinders River bridge	Government Agencies	Lobby	2013	Project complete
Heavy vehicle transport is appropriately directed through and around Hughenden	Government Agencies Council	Lobby Plan Fund	2014	Project complete

## Goal: Planning for growth

Outcomes	Who	Council role	When	Success Indicator
A strategy for growth is in place that is informed by the revised planning scheme and infrastructure plans	Council	Lead Fund	2012	Strategy developed



## Goal: Reliable communications throughout the shire

Outcomes	Who	Council role	When	Success Indicator
Shire wide mobile phone coverage	Telcos	Lobby	2021	Increased Mobile coverage
Reliable landline services	Telstra	Lobby	2014	Fixed line telephone service reliability
Hughenden connected to the NBN optic fibre and improved internet access in rural areas	NBN Telcos	Lobby	2012	NBN connection

## Goal: Quality infrastructure supports an irrigation industry

Outcomes	Who	Council role	When	Success Indicator
Construction of irrigation dam	Government Agencies	Lobby	2016	Project complete
Upgraded road network servicing the irrigation industry	Government Agencies Developers Council	Plan Lobby Fund	2016	Road infrastructure capacity

***We love our far horizons***

***The Eromanga Sea***

***Australia's little grand canyon***

***A million years of history***

Submissions closed: 5:00pm 4th November 2011.

Address Submissions to:

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