



Woorabinda Long Term Community Plan 2011-2021 & Beyond



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An introduction from the Mayor and CEO

It is my pleasure to provide an introduction to council's Community Plan.

The plan was prepared in conjunction with the residents of Woorabinda following an extensive community engagement strategy involving surveys, flyers, workshops and information booths.

The community plan is more than attending to a statutory requirement; it is a living document that represents the community's aspirations for Woorabinda in the long term.

The plan will be reviewed every four years during the term of the current Council to keep abreast of legislative changes and to changing expectations of the community.

This will be done by the community engagement process followed in the lead up to the current plan's preparation and also through consultation with Council's staff and outside government departments who are tasked with meeting the changes to the Local Government environment.

Monitoring of the plan will be done through formal assessments by Council and the CEO of the progress made on the objectives through the Corporate and operational plans every year.

Council and myself would encourage as many residents as well as the government and other external service providers who service Woorabinda to read the plan. In this way we can all work together to achieve the outcomes laid out by our community.

Ron Fenner
Chief Executive Officer

The Woorabinda Long Term Community Plan has allowed the community to set its own vision for the future, and identifies ways to achieve this vision.

I would like to take this opportunity to thank the community for its support and input into developing the Long Term Community Plan. I look forward to working with the community to implement the recommendations within this plan.

Further more I encourage community members, Council staff, community organisations and State and Federal Government agencies to work together to mould Woorabinda into the community that we all want it to be.

Councillor Paul Adams
Mayor

Acknowledgements

The Woorabinda Aboriginal Shire Council would like to thank the Woorabinda community members and all other stakeholders for their contribution to this plan. Your input was highly valued in the development of the Woorabinda Long Term Community Plan. Thanks also to the Department of Local Government and Planning for its assistance in drafting this plan.

Purpose of this plan

This plan has been developed, incorporating the views and opinions of the people of Woorabinda, to set a vision for the future of Woorabinda as a whole.

The plan sets out how Council, community organisations and community members, along with state and federal government departments, can work together to achieve outcomes identified by the community.

How this plan was prepared

From October 2010 through to July 2011, Council, community organisations and community members participated in an education phase around 'what is a long term community plan?' This included:

- an inception meeting with Council and the Department of Local Government and Planning
- development of the Community Plan Engagement Working Group
- preparation of a Council Community Engagement Policy
- information sessions for Councillors, Council staff and key community members and organisations.

An intelligence gathering phase also took place along side the education phase to identify existing community planning documents, such as the Woorabinda Aboriginal Shire Council Corporate Plan 2008-2012.

Throughout July and August 2011 a consultation and visioning phase took place. This phase was promoted with flyers throughout Woorabinda and advertisements on the local radio station. The Community Engagement activities included:

- a shop front stall to conduct paper surveys
- placement of surveys and survey box at Council's reception area
- a world café style consultation at Kangaroo Stadium
- meetings with Council's managers.

A draft plan was then prepared, meeting the requirements of the *Local Government Act 2009*. Council approved the draft plan for public comment on 19 October 2011.

The draft plan was then made available for public discussion and comment from 24 October 2011 to 14 November 2011.

The final copy of the Woorabinda Long Term Community Plan 2011-2021 and Beyond was prepared and adopted by Woorabinda Aboriginal Shire Council on 16 November 2011.

The Vision

By 2021 Woorabinda will be a community:

- with a high level of long term employment
- that has quality education and training options for children and adults of all ages
- that is caring, helpful, respectful and supportive of one another
- with quality and appropriate housing
- with open communication between traditional owner groups, elders, residents, Council and community organisations
- with members that provide input and support to shape the future of Woorabinda
- with businesses run and owned by local residents (for example: butcher, bakery, green grocer, furniture maker, arts and crafts)
- with strong traditional culture, passed on from generation to generation
- with well maintained infrastructure
- free from litter or rubbish
- with various recreational activities for people of all ages and interests to participate in
- with quality health services
- with a strong community minded Council.

A Snap Shot of Woorabinda

The Queensland Regional Profile for the Woorabinda Shire, developed by the Office of Economic and Statistical Research, identifies a population of 1,001 people in Woorabinda as at 30 June 2010. The local government area has a total area of 391.2km².

The Australian Bureau of Statistics 2006 census data identifies that 94.6% of the Woorabinda population are indigenous people.

Table 1: Data from the Office of Economic and Statistical Research, Queensland Regional Profile for Woorabinda, generated 1 September 2011.

Description	Woorabinda	Queensland
Total Persons (2010)	1,001	4,513,850
Population by age (2010)		
0-14	350	901,542
15-24	202	644,985
25-44	244	1,278,876
45-64	149	1,121,066
65+	56	567,381
Indigenous population (2006)		
Aboriginal	747	98,716
Torres Strait Islander	3	18,374
Both	55	10,488
Family Composition (2006)		
Couple family with no children	21	403,854
Couple family with children	61	446,740
One-parent family	80	164,219
Level of Education (2006)		
Did not go to school, or Year 8 or below	56	244,131
Year 9 or 10 or equivalent	252	1,014,594
Year 11 or 12 or equivalent	136	1,534,024
Certificate	35	554,243
Advanced diploma or diploma	4	204,039
Bachelor degree or higher	21	405,904
Employment by occupation (2006)		
Managers and Professionals	40	538,558
Technicians and Trades	13	280,342
Community and Personal Services	48	166,400
Clerical and Administration	8	269,198
Sales	6	189,038
Machinery operators and drivers	4	132,114
Labourers	88	217,251
Dwellings total (2006)	191	1,391,632

Business by Employment Size (2008-09)		
Small	9	399,479
Medium	3	17,025
Large	0	2,906
Businesses by Industry (2008-09)		
Agriculture, Forestry and Fishing	3	46,624
Construction	3	78,768
Accommodation and Food Services	3	14,950
Administrative and Support Services	3	15,724
Internet Connection (2006)		
No internet connection	152	475,307
Broadband	12	557,972
Dial-up	11	307,723

Table 2: Population projections for Woorabinda. Data from the Office of Economic and Statistical Research, Queensland Regional Profile for Woorabinda, generated 1 September 2011.

Year	2011	2016	2021	2026	2031
Population	976	1,065	1,152	1,246	1,357

Average annual growth is predicted at 1.7%.

Woorabinda Long Term Community Plan 2011-2021 & Beyond RECOMMENDATIONS & ACTION PLAN



ECONOMIC DEVELOPMENT

The economic development theme focuses on the development of the economy's capacity to generate employment and wealth for social and personal well-being. The Woorabinda community identified the need for improved education at all levels, development of local businesses and an increased number of long term employment opportunities.

	Recommendations	Measurement	Potential Partners
Economic	Council to employ an Economic Development Officer who will then drive the actions within the Economic Development theme of the Long Term Community Plan and Council Corporate Plan (current and future)	<ul style="list-style-type: none"> Funding for position Employment of suitably qualified person 	<ul style="list-style-type: none"> Council Department of Employment, Economic Development and Innovation (DEEDI) Funding Officer
	Development of an information package for residents interested in starting a business (eg tax info, licensing, registration etc.) and access to on-line training tools	Development of package	<ul style="list-style-type: none"> Economic Development Officer DEEDI AusIndustry
	Establishment of locally owned and run businesses such as a butcher, bakery, fruit and vegetable, and arts and crafts store. For example: <u>Interim</u> – commencement of a community market with fruit and vegetables, home made furniture and arts and crafts to support home based businesses. Development of a Woorabinda market place website/EBay based online business to support markets. <u>Medium Term</u> – Land available for fruit and vegetable farm. <u>Long Term</u> – Establish businesses within the hub of town	<ul style="list-style-type: none"> Community markets Web based business Fruit and vegetable farm Viable long term businesses 	<ul style="list-style-type: none"> Economic Development Officer Councillor DEEDI AusIndustry Pastoral Company Community members
	Develop tourism opportunities for Woorabinda (eg day stop for people passing by with arts and crafts, café/coffee shop and cultural education). In the longer term accommodation options should be investigated	Development of a tourism sector within Woorabinda	<ul style="list-style-type: none"> Economic Development Officer Councillor Tourism Queensland Capricorn Coast Tourism Local businesses Community members
Education	Increase the number of places available for early childhood education, including additional support and training for existing staff	100% of children have the opportunity to attend early childhood education and/or childcare	<ul style="list-style-type: none"> Schools Councillor Parents Department of Education and Training (DETA)
	Increased attendance of primary and high school students. Education of parents regarding the importance of schooling. Community support (police, residents, council staff and parents) to encourage students who leave school during the day to return to school	Increase percentage of students who complete year 11 or 12 or equivalent from 26% in 2006 to 65% in 2017 (using ABS Census data as a measure)	<ul style="list-style-type: none"> DETA Schools Police Community members Parents Students
	Implementation of school based apprenticeships with links to ongoing employment at the completion of school	School based apprenticeships	<ul style="list-style-type: none"> Schools DETA Registered Training

			<ul style="list-style-type: none"> Companies Students
	Council to facilitate discussions between elders and schools to encourage culturally appropriate content included in school curriculum and teaching styles to encourage students to attend school	Increase percentage of students who complete year 11 or 12 or equivalent from 26% in 2006 to 65% in 2017 (using ABS Census data as a measure)	<ul style="list-style-type: none"> Council Councillor School Elders
	Increase the percentage of residents with post-school qualifications (eg degree, diploma, certificate). Ensure a supportive transition from high school to post-school education. Increased flexible learning opportunities/support for young mothers	<ul style="list-style-type: none"> Increased use of the skills centre Increase in the number of residents with post-school qualifications from 30.3% in 2006 to 45% in 2019 (using ABS Census data as a measure) 	<ul style="list-style-type: none"> Schools Parents DETA CQ TAFE Central Queensland University Students
Employment	Development of long term employment opportunities beyond traineeships and apprenticeships. This links with the development of local businesses	Increased number of long term permanent jobs for Woorabinda residents	<ul style="list-style-type: none"> Economic Development Officer Business owners Contractors Council Mining Companies Pastoral Company
	Implement recommendations from the Woorabinda 2009 Skills Audit	<ul style="list-style-type: none"> Recommendations from Woorabinda 2009 Skills Audit being achieved Review and update Skills Audit regularly 	Economic Development Officer
	Council to engage contractors to teach skills to community members who can then undertake work within the community either for contractors, Council or themselves	Increased number of Woorabinda residents employed to undertake work within the community	<ul style="list-style-type: none"> Council Contractors
	Create linkages between the community and Project 2800	Increased placement of indigenous residents within the public sector in Woorabinda	<ul style="list-style-type: none"> Council Councillor DEEDI
	Appoint a Councillor to lead the implementation of the Economic Development theme of this plan	Councillor working with external stakeholders to help implement the recommendations of this plan	<ul style="list-style-type: none"> Councillor Council

**“Woorabinda
needs to advertise
itself positively.”**

ENVIRONMENT

The environmental management theme aims to maintain or improve the sustainability of the natural environment (in relation to activities that constitute community life within changing settlement patterns, natural resources and the landscape, infrastructure and services). Consultation identified that the key issues in the Environment theme are around animal management and general tidiness of the town. Water and sewerage was rated highly with new systems in place to meet current and future needs.

Recommendations	Measurement	Potential Partners
Improve the health of local waterways through effective management of town water and waste water	<ul style="list-style-type: none"> Improved health of local waterways Effective maintenance of the town water and sewerage systems 	<ul style="list-style-type: none"> Council Department of Environment and Resource Management
Increased registration of animals and implementation of a Council Animal Management Policy	<ul style="list-style-type: none"> A reduced number of dogs and horses wandering in town Development and implementation of a Council Animal Management Policy 	<ul style="list-style-type: none"> Council Animal owners
Improve the general tidiness of the whole town, through education of residents regarding the health risks associated with rubbish and Council initiated community clean up days. Council to enter the Tidy Towns competition	<ul style="list-style-type: none"> Reduced rubbish in streets, yards, parks and the hub Entry in the Tidy Towns competition Increased education of residents regarding the health implications of waste Council to employ waste management staff 	<ul style="list-style-type: none"> Council Residents Queensland Health
Improved maintenance of the town waste management facilities	<ul style="list-style-type: none"> Council to employ waste management staff Council implementation of waste management procedures 	<ul style="list-style-type: none"> Council Department of Environment and Resource Management
Increased maintenance of the cemetery by Council and residents	<ul style="list-style-type: none"> Increased respect for cemetery by community members Community working bees to maintain cemetery Regular routine maintenance of grounds by Council 	<ul style="list-style-type: none"> Council Residents
Improve the visual appeal of Woorabinda with trees, green grass and town art	A greener town with art and sculptures throughout	<ul style="list-style-type: none"> Council Community
Appoint a Councillor to lead the implementation of the Environment theme of this plan	Councillor working with external stakeholders to help implement the recommendations of this plan	<ul style="list-style-type: none"> Councillor Council

“We need to look after our animals.”

SOCIAL AND CULTURE

Social wellbeing looks at the development of the community's shared beliefs, values, customs, behaviours, diversity and social infrastructure. There is a strong desire within the community to turn Woorabinda into a thriving town with cultural, sporting and art and craft activities for all to participate in regularly. Consultation identified that the community as a whole should work together to develop and maintain a strong community spirit.

Recommendations	Measurement	Potential Partners
Council to employ a Community Development Officer who will then drive the actions within the Social and Culture theme of this plan	<ul style="list-style-type: none"> Funding for position Employ a suitably qualified person 	<ul style="list-style-type: none"> Council Funding Officer
Promote a positive community spirit through open communication and community events and initiatives	<ul style="list-style-type: none"> Increased level of community pride Community input and assistance in achieving recommendations in this plan 	<ul style="list-style-type: none"> Council Councillor All residents Community Development Officer
Promote and undertake cultural activities and education to increase cultural awareness and community spirit through monthly activities (singing, dancing, story telling and camps for children) run by community groups	Create linkages between schools and community groups and Elders	<ul style="list-style-type: none"> Councillor Church Elders All residents Community Development Officer
Council to employ a permanent Sport and Recreation Officer to organise sporting events within the community and implement the recommendations of the Woorabinda Sport and Recreation Plan 2009	<ul style="list-style-type: none"> Funding for position Employ a suitably qualified person 	<ul style="list-style-type: none"> Council Funding Officer
Implementation of the Woorabinda Sport and Recreation Plan 2009 to ensure adequate space for, and quality of, sport and recreation infrastructure	<ul style="list-style-type: none"> Achieve recommendations from the Sport and Recreation Plan 2009 Review and update the Sport and Recreation Plan regularly 	<ul style="list-style-type: none"> Sport and Recreation Officer Council Councillor Department of Communities, Sport and Recreation Services
Provide arts and craft space, activities and resources. Example project - Arts and craft materials may be supplied initially with a vision to sell pieces at community markets and use profits to fund the purchase of additional tools and supplies	<ul style="list-style-type: none"> Allocated space and resources for regular arts and crafts Investigate funding opportunities 	<ul style="list-style-type: none"> Councillor Residents Funding Officer Community Development Officer Council
Increased number of after school and school holiday activities to entertain youth and allow parents to work in full time positions	<ul style="list-style-type: none"> A variety of after school activities to suit different ages and interests A variety of school holiday activities to suit different ages and interests 	<ul style="list-style-type: none"> PCYC Sport and Recreation Officer Community Development Officer Students Parents
Improved health education across all areas of health (eg pregnancy, drugs, hygiene, alcohol)	Implementation of community based programs across a broad range of health issues	<ul style="list-style-type: none"> Council Councillor Queensland Health Schools
Re-activate "Ground Force" with community members to volunteer and look after different aspects of the community (eg cemetery,	<ul style="list-style-type: none"> Re-activation of "Ground Force" Participation by 	<ul style="list-style-type: none"> Councillor Community Members Church

elderly care, child care, town tidiness, arts and crafts, community markets)	community members	
Social Club or meeting place for adults in place of the pub	Allocated space for social gatherings	<ul style="list-style-type: none"> • Council • Councillor • Community members
Appoint a Councillor to lead the implementation of the Social and Culture theme of this plan	Councillor working with external stakeholders to help implement the recommendations of this plan	<ul style="list-style-type: none"> • Councillor • Council

“All community members should play a role.”

ASSETS AND INFRASTRUCTURE

The Assets and Infrastructure theme looks at built infrastructure in Woorabinda, for example roads, housing, footpaths and playgrounds. Consultation identified that the priority areas are around housing, roads, security, pedestrian facilities and sport and recreation facilities (from playgrounds to organised sport facilities).

Recommendations	Measurement	Potential Partners
Build housing that accommodates a variety of living situations (eg for singles, couples, small or large families with children). Investigate units as a housing option	Housing that meets the needs of the community and prevents over crowding	<ul style="list-style-type: none"> • Council • Department of Communities, Housing Services
Maintenance and construction of sport and recreation facilities to meet current and future needs of the community. Continue the implementation of the Woorabinda Sport and Recreation Plan 2009	Implementation, monitoring and updating of the Woorabinda Sport and Recreation Plan 2009	<ul style="list-style-type: none"> • Sport and Recreation Officer • Council • Funding Officer
Improve and maintain parks with activities for all aged children and covered seats for parents. Continue the implementation of the Woorabinda Sport and Recreation Plan 2009	Implementation, monitoring and updating of the Woorabinda Sport and Recreation Plan 2009	<ul style="list-style-type: none"> • Sport and Recreation Officer • Council • Funding Officer
Improve pedestrian facilities, with pathways (disabled and pram friendly), zebra crossings and lighting at night	Development and implementation of a concise pathway plan for Woorabinda	<ul style="list-style-type: none"> • Council • Sport and Recreation Officer
Improved security throughout town with street lighting at night time and increased police patrols at night time	<ul style="list-style-type: none"> • Future projects and upgrades to incorporate crime prevention through environmental design techniques • Reduced crime rates 	<ul style="list-style-type: none"> • Council • Police • Residents
Improve road safety with signage (speed, stop, give-way signs) and speed bumps to slow cars	All road works to adhere to Main Roads design standards and technical specifications	<ul style="list-style-type: none"> • Council • Department of Transport and Main Roads
Improve power supply to ensure a constant supply to the residents and businesses of Woorabinda	Reliable power supply	<ul style="list-style-type: none"> • Energy suppliers
Ensure ongoing maintenance and supply of water and waste water	Development of water and waste water alliance with surrounding local governments	<ul style="list-style-type: none"> • Council • Surrounding Councils
Appoint a Councillor to lead the implementation of the Assets and Infrastructure theme of this plan	Councillor working with external stakeholders to help implement the recommendations of this plan	<ul style="list-style-type: none"> • Councillor • Council

“Pedestrian safety is very important in a small community with people of all ages walking to where they need to go.”

GOVERNANCE

The Governance theme looks at ways to improve the capacity of Council to deliver accountable, effective, efficient and sustainable services to the community. Consultation identified that the key issues in the Governance theme are around development and implementation of local laws, communication between Council and the community and vice versa, and a lack of funding and qualified staff to adequately resource the Council.

Recommendations	Measurement	Potential Partners
Continue implementation, review and updating Council's Corporate Plan	Ongoing implementation and revision of the Corporate Plan	Council
All future development is to be in accordance with the vision set out in Council's Town Planning Scheme	<ul style="list-style-type: none"> Development of a Town Planning Scheme Implementation of the Town Planning Scheme to guide future development 	<ul style="list-style-type: none"> Council Department of Local Government and Planning
Improve communication between Council and the community (newsletter, community forums, Council web site, suggestion box, announcements on local radio station). As previously recommended reactivation of "Ground Force" may give residents more purpose to communicate with Council on issues affecting the town	<ul style="list-style-type: none"> Implementation of initiatives to promote open communication such as newsletters, community forums and a suggestion box at Council Implementation of Council's Community Engagement Policy 	<ul style="list-style-type: none"> Council Councillors Community Members Community Organisations
Employ a Funding Officer to look at all funding opportunities (including funding for additional positions at Council)	<ul style="list-style-type: none"> Funding for position Employ a suitably qualified person 	<ul style="list-style-type: none"> Council Funding Agencies
Development and Implementation of Council Local Laws and employment of a Local Laws Officer	<ul style="list-style-type: none"> Development of Local Laws Funding for position Employ a suitably qualified person Ongoing review of Local Laws 	<ul style="list-style-type: none"> Council Department of Local Government and Planning
Investigate and implement partnerships with Central Highlands Regional Council and other surrounding local governments	<ul style="list-style-type: none"> Discussions with surrounding local governments to develop appropriate initiatives Implementation of initiatives 	<ul style="list-style-type: none"> Council Surrounding Councils Department of Local Government and Planning

"Let's walk together side by side to achieve what is best for our community."