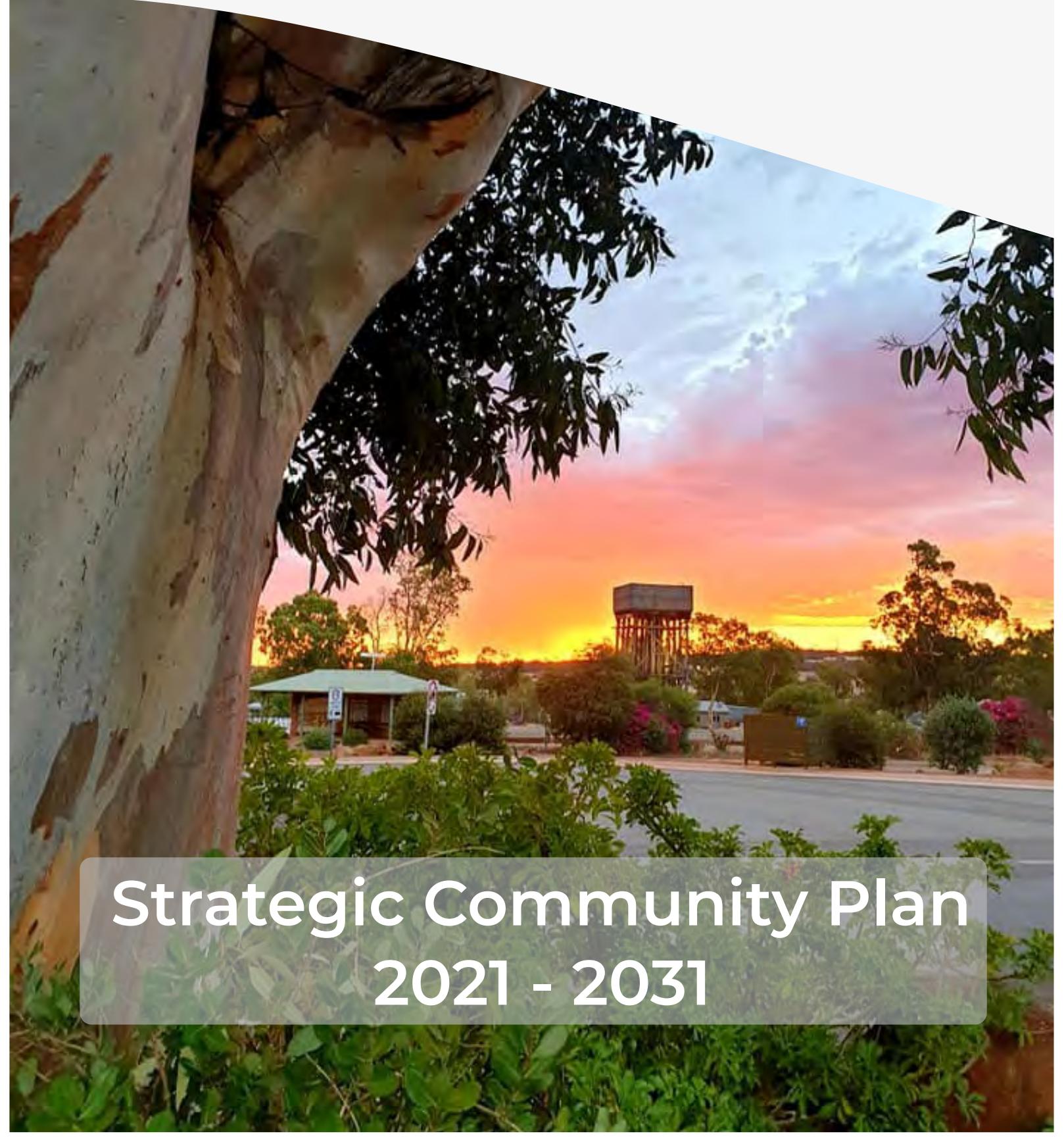




Shire of
Wongan-Ballidu

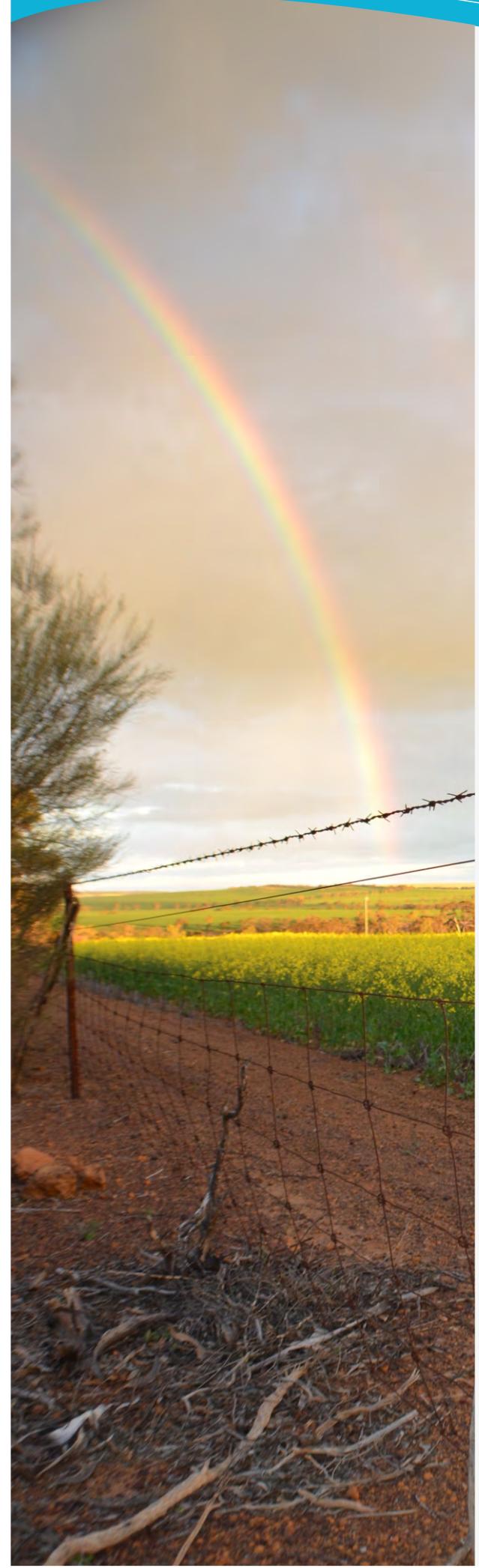
Pathways to 2031



**Strategic Community Plan
2021 - 2031**



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Engagement and drafting assisted by:

Aha! Consulting
ahaconsulting.net.au

Introduction



I am pleased to present our Strategic Community Plan 2021-2031 on behalf of the Shire of Wongan-Ballidu Council and community

This plan reflects the biggest community engagement process the Shire has embarked on in its history – Wongan-Ballidu Pathways to 2031. The consultations with our community enabled us to identify what is important to all residents and stakeholders, now and into the future.

The landscape is changing and the struggle for remote towns is a widespread concern across Australia. The Shire acknowledges the crucial need to act now, and we are proud to have developed this plan together with our community for our future.

From surveys and community workshops, to a sundowner; we have made meaningful connections with everyone who participated and heard your thoughts and ideas for the future.

This plan is Council's highest level strategic document and guides our priorities for the next ten years. Periodic review of this plan by Council will ensure we are making amendments to meet the challenges of a rapidly changing environment. We are looking forward to paving a new path to the future of Wongan-Ballidu together. We hope this Strategic Community Plan reflects your aspirations, hopes and your love for our communities and home.

Acknowledgement of Country

The Shire of Wongan-Ballidu acknowledges the Ballardong and Yued Noongar people as the traditional custodians of the lands and waters where the Shire is situated and pay our respects to elders past and present.

**Cr Mandy Stephenson
Shire President**



Introduction

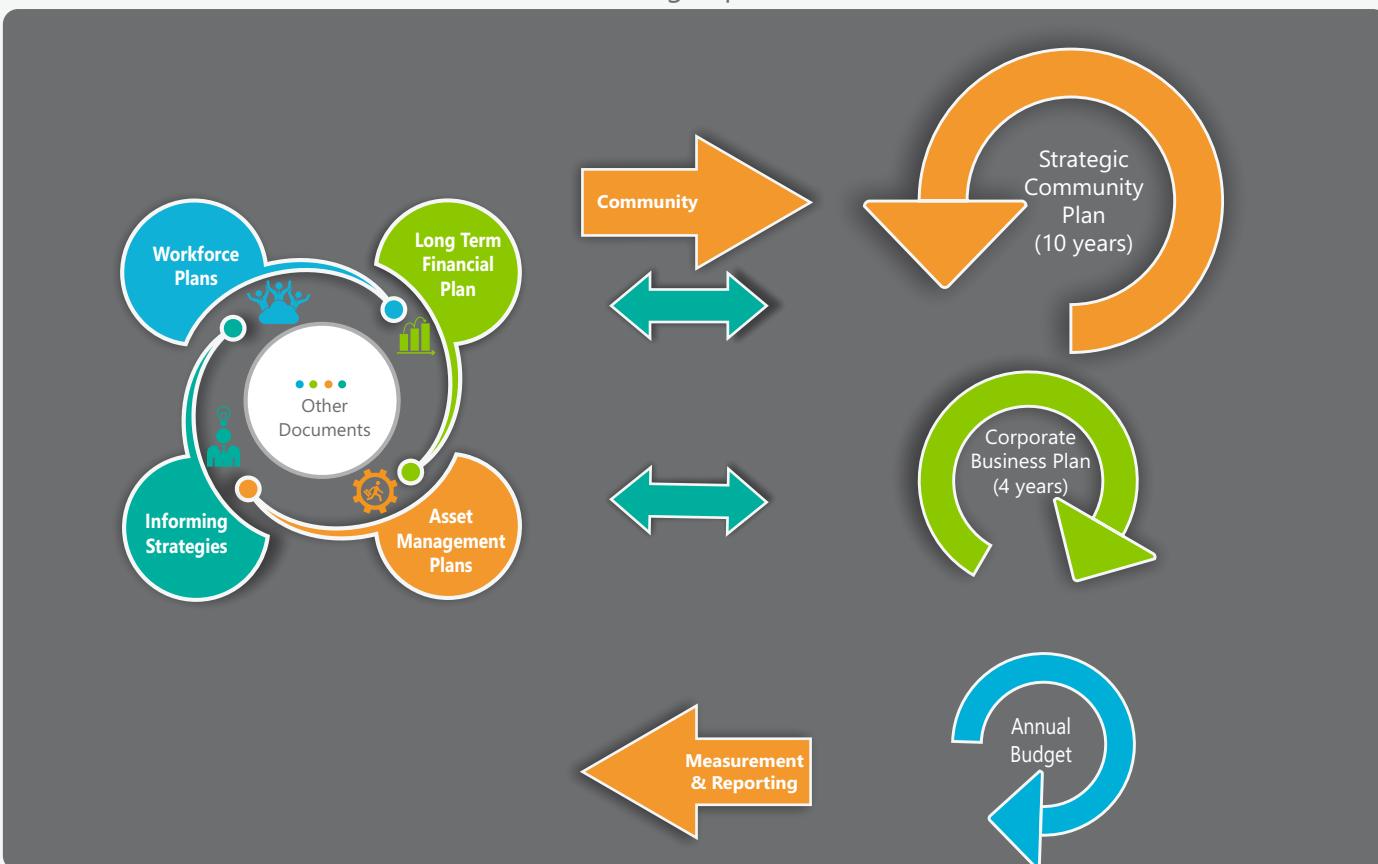
What is a Strategic Community Plan

A Strategic Community Plan (SCP) is a legislative requirement for all local governments in Western Australia and outlines a community's values and ideas for their future.

This plan is a key tool in helping to prioritise the next ten years and forms a key part of the Integrated Planning and Reporting Framework for all local governments. This is our Shire's vision for the future: '**Inclusive communities and thriving places, offering a vibrant future for all.**'

Specific details on how the plan will be achieved is found in a range of other plans, budgets and strategies which together connects the Strategic Community Plan with the resources to implement:

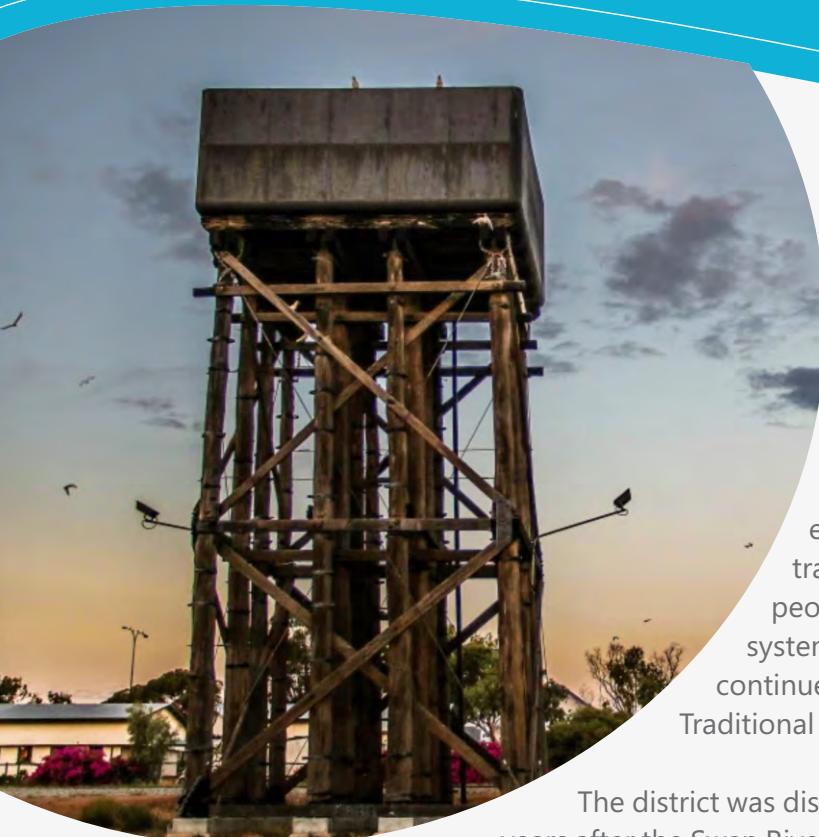
- The Corporate Business Plan which details the specific strategies and actions related to the objectives.
- The long-term Financial Plan which will ensure the Shire has sufficient resources.
- The Asset Management Plan which ensures the Shire's assets align to sustainable delivery.
- The Workforce Plan sets out internal staffing requirements.



Detailed planning throughout this process is necessary to ensure that each year the Shire can deliver a budget that balances the needs and aspirations of the community.

A major review of the Strategic Community Plan is undertaken every four years (with a minor review every two years) to ensure the aspirations are still relevant in a world that is unpredictable and constantly evolving.

About the Shire of Wongan-Ballidu



Located 180km north-east of Perth, the Shire consists of the towns and locales of Ballidu, Burakin, Cadoux, Kondut, Lake Hinds, Lake Ninan, Mocardy and Wongan Hills and is bordered by the Shires of Dalwallinu to the north, Moora to the north-west, Victoria Plains to the south-west, Goomalling to the south, Dowerin to the south-east and Koorda to the east. The Shire of Wongan-Ballidu falls within the traditional lands of the Ballardong and Yued Noongar people. The area's granite outcrops, fauna, flora and water systems are deeply woven within indigenous culture and continue to be a source of deep spiritual connection for the Traditional Custodians.

The district was discovered by Surveyor General John Septimus Roe seven years after the Swan River colony was founded. Wongan Hills, the most densely populated town within the Shire serves as a social and commercial hub. According to historical records, the first Wongan Hills settlers arrived in 1905 and the first commercial wheat crop was grown the following year. The first store was opened in the town in 1909 and the railway arrived in 1911, the same year the town site was officially proclaimed. The Wongan Hills name originates from the Aboriginal name 'Wongan Katta' which translates to 'Talking Hills'.

Ballidu, directly North of Wongan Hills and 219km north-east of Perth is the second largest town within the Shire. Ballidu's name is derived from the Indigenous name given to a nearby spring. Local residents preferred the Indigenous name 'Balli' however the Lands Department wanted to call the town 'Duli.' A compromise was reached and Ballidu was named in 1914.

The third town site of Cadoux is located 200 kilometers north-east of Perth (via Dowerin). It was suggested by the local Road Board Secretary to name the locale 'Cado' after a local farmer. The correct spelling of Cadoux was later confirmed and honours Donald Cadoux, a French-Canadian settler who arrived in WA in 1909 and later died in Gallipoli during WW1. Cadoux was founded in 1929 and is the site of the second most damaging earthquake in the history of Western Australia. The damage was estimated at \$3.8 million at the time of the 1979 disaster.

Covering 3,368m², the Shire is one of the most liveable communities in regional Western Australia. The area is renowned for its grain, legume and livestock production and local industries include sheet metal works, a stock feed mill and agricultural equipment manufacturing. Wongan Hills is home to three large machinery dealerships. The landscape is undulating with various soil types and granite outcrops and its main industry is based around agriculture. With clean air, minimal traffic, low crime and a caring and resilient community, the Shire offers a great country lifestyle with a good range of services and facilities.

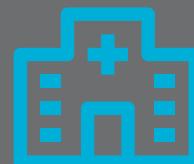
The region is home to over 1400 species of flowering plants, 24 of which are unique to Wongan Hills. The area abounds with scenic walk trails, nature reserves and breathtaking outlooks. Tourist attractions include Christmas Rock Walk Trail, Mt Matilda walk trail, Dingo Rock, Mt O'Brien Lookout, Gathercole Nature Reserve, Reynoldson Nature Reserve, Lake Hinds Nature Reserve and Lake Ninan.

About the Shire of Wongan-Ballidu

Our Community



**Population 1,288 (2019)
of which 7.5% are
Aboriginal People**



**1 Hospital
1 Medical Facility**

184km to Perth



1 Airfield

**1 Primary School
(Cadoux)**



**1 Community
Garden**

**1 District High School
(Wongan Hills)**



5 Churches



6 Playgrounds



3 Parks



3 Golf Courses



74 Community Groups



7 Community Facilities

Community participation in the development of this plan



In February 2021, we launched 'Pathways to 2031' an engagement initiative to hear from our community what they saw as important for the future of the Shire.

- 61 individual online survey responses
- 38 attended a community workshop in Wongan Hills on 10 February 2021
- 9 attended a community workshop in Ballidu on 11 February 2021
- 6 attended an elected members workshop on 7th February 2021
- 24 attended a staff workshop on 27 February 2021
- 31 attended a Community Summit and Sundowner on 27 February 2021
- 2 café conversation kits
- 850 newsletters printed
- 56 community groups were contacted
- Approximately 400 engagements from 8 Facebook posts

Where we are

The community feedback helped us shine a light on what makes the Shire such a special place to live and work with people describing the Shire as safe, friendly and quiet.

clean
peaceful
living
working
good
safe
lifestyle
boring
community
friendly
quiet home

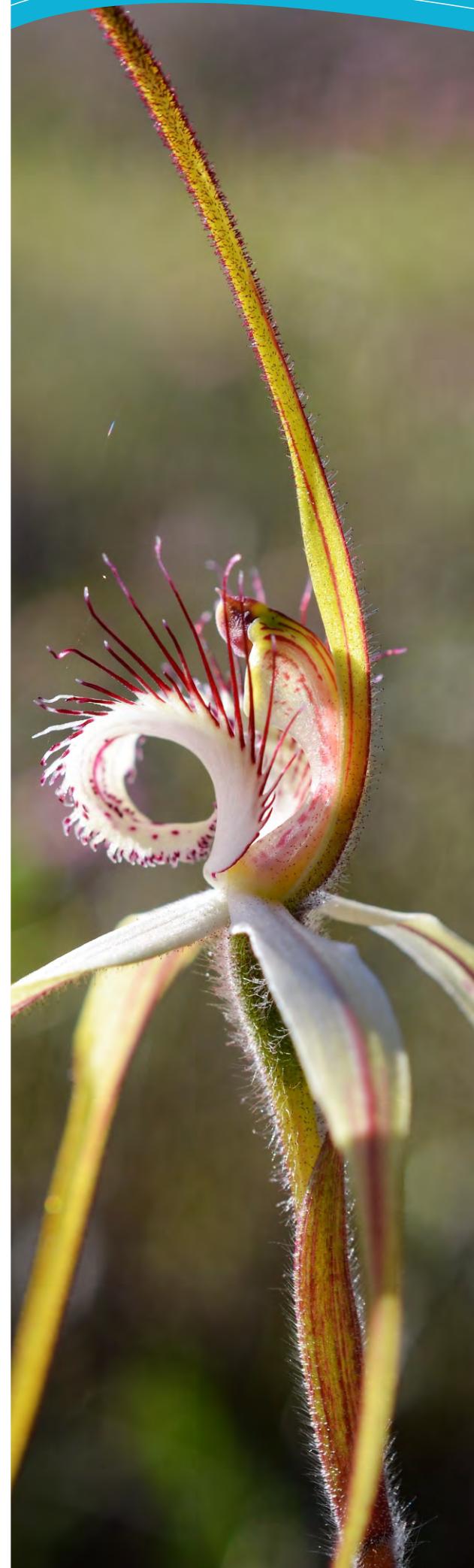
Where we are heading

The community feedback also signalled a desire to shift to being a more vibrant and thriving place, with hope for an exciting and welcoming future.

welcoming
friendly
living
busy
community
vibrant
working
thriving fun
peaceful
safe good
progressive exciting

"The warmth and sense of community here is extremely special."
- Resident

Community participation in the development of this plan



Challenges are inevitable but as a forward-thinking Shire, we are facing these head-on

By taking our challenges into consideration in the planning of this document, we have heard what people want the plan to focus on:

- Bringing more focus to generate a sense of community and inclusiveness.
- Ensuring the Shire remains accessible for people of all ages and abilities.
- Increasing the available range and types of housing stock.
- Supporting not only the important farming and industry sectors, but also encouraging small local business.
- Using our natural heritage and creative flair to put Wongan-Ballidu on the map as a place to visit.
- Retaining our assets; facilities, services and open spaces.

Thank you to everyone who contributed their thoughts, passion and time to shape the vision for the future Shire of Wongan-Ballidu.

Our Vision for 2021 - 2031



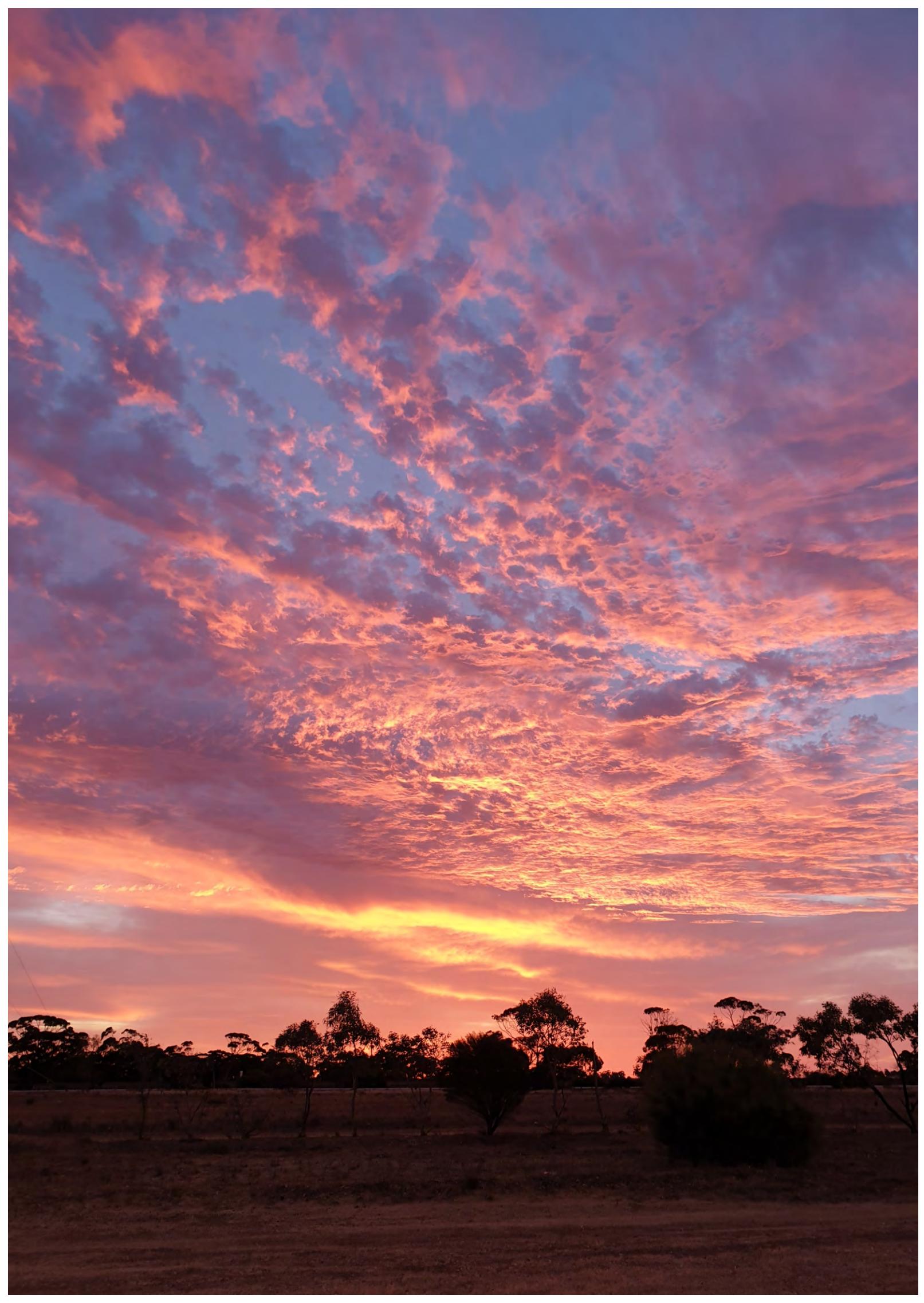
'Inclusive communities and thriving places, offering a vibrant future for all.'

We heard loud and clear that this vision should not just be for the Shire Council. People are the heart of a thriving future for Wongan-Ballidu and it will take the whole community to make sure the Shire is a place where everyone feels welcome to work, run businesses, raise families, recreate or simply visit.

Our Mission

To provide the foundations for community and business to lead and flourish into the future.

As a Local Government Authority, we do our best work when we work alongside our community and businesses to support our collective vision for the future.



Our Core Values

What we do and how we do it will be guided by the following values:



PROFESSIONALISM

We will adhere to high standards and use our specialised knowledge and skills in the best interest of our community.

RESOURCEFULNESS

We will find and use available resources to solve problems and achieve goals. Being resourceful means we are willing to see things differently, work in alternative ways and collaborate well with others.

INTEGRITY

We will act with honesty, honour and truthfulness by doing the right thing no matter who is watching. Integrity is the foundation on which we build trust within the organisation and with our community.

DIVERSITY

We respect and appreciate differences in age, gender, ethnicity, education, physical ability, race, background, sexual orientation and religion among colleagues and our community.

EMPOWERMENT

We will create greater capacity and initiative by giving our teams the knowledge and skills to take action, and the confidence to make decisions.

Our Community Plan Explained



Built through consultation with the community, the following four emerging themes are:

Our Connections

A welcoming, supportive, and flourishing community. Community is at the heart of everything. Our focus is on supporting the new and emerging community leaders to engage, connect and maintain the kind of community we all want to live in.

Our Place

The Shire is a vibrant place to work, trade, visit and call home. Ensuring the Shire makes the most of its natural and built assets to encourage business and a quality lifestyle.

Our Economy

The Shire facilitates and welcomes opportunities for different employment and business needs. Advocating and encouraging more business and employment opportunities across different sectors.

Our Shire

The Shire team, culture and community participation enables our vision. The Shire as a Local Government Authority has an important role to play in achieving the vision, through the skills of our staff, the operating culture and decision-making process.

Some of our major projects that align with these aspirations include:

- Arts highway
- School oval land development
- Police block housing development
- Universal housing project
- Bowling Club relocation
- Station public toilet upgrade
- Community park upgrade
- Major skate park
- Pump track development



Shire of Wongan-Ballidu

Our Community Plan in Action

For each of our four themes identified, we have detailed below the goals, strategies, and actions that we will work towards to achieve the future vision of Wongan-Ballidu. The strategies and actions are informed by the community engagement process and are both aspirational and broad. The operational and service details of the plan will be explored in the corporate business plan and annual operational plans.

Our Connections – A welcoming, supportive, and flourishing community

Goal	Strategies	Actions
A connected, and welcoming community living in friendly Town's	<ul style="list-style-type: none">• Ensure residents new and old are well informed, connected and made to feel welcome.• Provide avenues for people to access community information, access resources, knowledge, and technology in a welcoming environment.• Contribute to the development of current and future community leaders.• Support access to opportunities to participate in community life, including a range of local cultural, recreation, sporting, and other events.	<ul style="list-style-type: none">• Explore and support the delivery of key events for the community to connect.• Support the community to offer activities for the community to connect (e.g., festivals, BBQ's, harmony day activities etc).• Develop a welcome pack for new people to the Wongan-Ballidu area, so they have the information early to embrace community life.• Implement a community notice board in the heart of the town centres.• Introduce a 'Welcome to Country' in all our relevant communication.• Coordinate training and professional development opportunities for our community groups, clubs and recreation groups and their volunteers.• Identify barriers and strategies to improve community access and participation (e.g., affordability).

Goal	Strategies	Actions
Older people are supported to participate in community life	<ul style="list-style-type: none"> ● Improve access to health and wellbeing services ● Advocate for retention and expansion of aged care services. ● Maintain communication channels that work for older people. 	<ul style="list-style-type: none"> ● Develop consultative group to inform implementation of these actions ● Explore implementation of a volunteer transport service to increase access to medical service and social events ● Investigate collaboration with neighbouring Councils for access to key services (e.g., hydrotherapy). ● Identify communication channels required to ensure older people are aware of the available groups/clubs and social opportunities. ● Explore subsidies for older people to access local facilities for rehabilitation/medical at a discounted rate.
Young people are supported to maintain a connection to their Town's	<ul style="list-style-type: none"> ● Advocating sustainability and viability of the school. ● Build opportunities for young to connect with their community. ● Explore and advocate the range of youth employment options. ● Contribute to the development of the next generation of leaders. 	<ul style="list-style-type: none"> ● A youth plan is developed in collaboration with community, focusing on employment and sense of belonging and innovation. ● Advocate for the school to improve its viability. ● Investigate programs for young people to build work experience in different sectors. ● Partner with young people to explore and develop opportunities for leadership and mentoring (e.g., the Shire and the local School Youth Council). ● Advocate for young people to participate in community engagement activities for the Communities.

Our Place – The Shire is a vibrant place to work, trade, visit and call home

Goal	Strategies	Actions
Natural areas and community facilities are attractive, useful places for community and visitors	<ul style="list-style-type: none"> Monitor current and emerging community facility needs Encourage the optimisation of existing facilities Foster and encourage the use of local places and space by community and visitors 	<ul style="list-style-type: none"> Consult with the community about infrastructure upgrades to ensure access and inclusion is considered with the inclusion of public art. Explore external funding to upgrade the local skate park and we will do this consulting with our young people and local community. Work with existing clubs and groups to identify opportunities for greater collaboration and resource sharing.
Lead by example for sustainability practices, both environment and business	<ul style="list-style-type: none"> Maintain Mocardy Dam as a local water source. Shire leading by example with the sustainable use of water, energy, and waste. Encourage community lead environmental programs. 	<ul style="list-style-type: none"> Support a coordinated approach to local water resource management including the use of Mocardy Dam. Identify strategies for the Shire to reduce its carbon footprint. Promote and support community based environmental protection initiatives. Implement recycling/waste management education for community. Implement low water landscaping to areas due for revegetation/park works.
Vibrant Town centres for community and visitors	<ul style="list-style-type: none"> Creating welcoming spaces for community and visitors in our Town centres. Enhance the accessibility of paths and facilities for people of all ages and abilities. 	<ul style="list-style-type: none"> Revitalise Wongan Hills main street. Trial how public/community tables and chairs are utilised in the town centre open space. Work with the community to design and erect welcome signage for our Towns. Ensure access and inclusion needs are prioritised in works programs.

Our Economy – The Shire facilitates and welcomes opportunities for different employment and business needs

Goal	Strategies	Actions
Foster a vibrant and diverse local economy and employment opportunities	<ul style="list-style-type: none"> ● Identifying opportunities for commercial and industrial business to headquartered in the Shire. ● Identifying opportunities for Shire business to service surrounding operations. ● Build the readiness of business to services emerging market needs. ● Identify value add opportunity to support drive in/drive out workers. ● Promote the lifestyle country living offers in the Shire. 	<ul style="list-style-type: none"> ● Advocate and encourage leading agricultural companies to maintain and/or set up new headquarters in the Shire ● Support business to prepare for the opening of a possible mine. ● Work with local business and community to identify and offer transient/drive in and out workers additional services. ● Communicate back to the community the outcome for upgraded internet structure/NBN. ● Facilitate local business networking and development opportunities/activities ● Country lifestyle living marketing included at the local Tourism centre.
Tourism contributing to a lively local economy	<ul style="list-style-type: none"> ● Expand the existing suite of attractions (e.g., wildflowers, walk trails, Arts Trail etc). ● Increase diversity of visitors by expanding accessibility and access to public toilets and showers at key tourism sites. ● Promote Wongan Hills-Ballidu as a place to visit. 	<ul style="list-style-type: none"> ● Develop a local tourism plan in collaboration with our community. ● Explore options for 'hero' attraction to the Shire. ● Support the community to establish an Arts trail. ● Explore funding for 'changing spaces' to upgrade public toilets for access and inclusion. ● Explore external funding opportunities to develop and improve our walking trails. ● Consider the establishment of mountain biking trails. ● Upgrade facilities for caravans and RVS to maintain our RV friendly Town status.

Goal	Strategies	Actions
Increased diversity and number of available accommodation and housing options.	<ul style="list-style-type: none"> ● Investigate and release suitable land for housing development and future shire population growth. ● Develop and release land for commercial and industrial purposes. ● Investigate incentives for local development that encourage and position Wongan-Ballidu as an attractive investment. 	<ul style="list-style-type: none"> ● Consult and develop a local housing strategy with the community to consider subdivision and land development. ● Research and share with the community some short term and long-term housing solutions involving them in the future of the Communities.

Our Shire – The Shire team, culture community participation enables our vision

Goal	Strategies	Actions
An open and transparent Shire that fosters active citizenship and collaboration	<ul style="list-style-type: none"> • Expand opportunities to consult and collaborate with community. • Council meetings are open and more accessible to the community. • Empowering community to lead on key activities and initiatives. 	<ul style="list-style-type: none"> • Establish Community advisory/working groups is to engage with on major projects. • Confirm the best communication channels for community. • Explore the engagement culture within the Shire to create connections across Shire roles. • Trial coffee with the CEO as a way of engaging deeper with our community • Include community volunteers in professional development opportunities/training for capacity building. • Encourage young people to run for Council and/or set up a youth advisory council to work with elected members.
A Shire culture with people that are passionate about their roles	<ul style="list-style-type: none"> • Support and empower staff with the skills and tools to deliver on this plan. • Explore training/work experience opportunities for young people. 	<ul style="list-style-type: none"> • Promote young people employed in our Shire and showcase their achievements. • Implement internal training opportunities for staff development
Efficient and effective Shire operations	<ul style="list-style-type: none"> • Business systems and reporting delivering maximum possible benefit to the community. • Harness opportunities to collaborate and share resources with neighbouring Shires. 	<ul style="list-style-type: none"> • Use the annual report as an opportunity to reflect on performance with the community.

How will we track our progress?



How will we track our progress?

Transparent measurement and reporting on our journey towards achieving the Shire's vision will be carried out in two ways to report on our initiatives and achievements:

- The Shire's Annual Report.
- The Shire's communication channels including printed content in the Wongan-Ballid Boomer, website and social media.

How decisions are made on behalf of the community

Elected members represent the community and make decisions at council meetings.

Council reports are prepared by Shire staff and contain detailed information to assist elected members in decision making, information includes:

- Council policies relating to the matter.
- The financial impact on the Shire now and in the future.
- The impact on the Shire's assets.
- Assessment of risk and mitigation measures associated with the decision.

Council meetings are open to the public and we encourage all residents and ratepayers to attend.

'The pathway to our future can be paved by everyone'

We want to move forward into 2021-2031 with a strong focus on fostering the deep love that our community has for their Shire. The success of the future and our flourishing home will come from making sure we all participate and embrace change together. We want to include our entire community as active citizens, supporting and contributing to our future together:

- Participate in engagement activities.
- Consider becoming an elected member and a Councillor for the Shire.
- Connect with an elected member/Councillor.
- Connect with one of our local community groups that can advocate on your behalf.



Shire Administration Office
Cnr Quinlan Street & Elphin Crescent
P O Box 84
Wongan Hills, WA
6603

📞 9671 2500
📠 9671 2509
✉️ shire@wongan.wa.gov.au

Wongan Hills Community Resource Centre
1 Wongan Road
P O Box 255
Wongan Hills, WA
6603

📞 9671 2550
✉️ crc@wongan.wa.gov.au



www.wongan.wa.gov.au