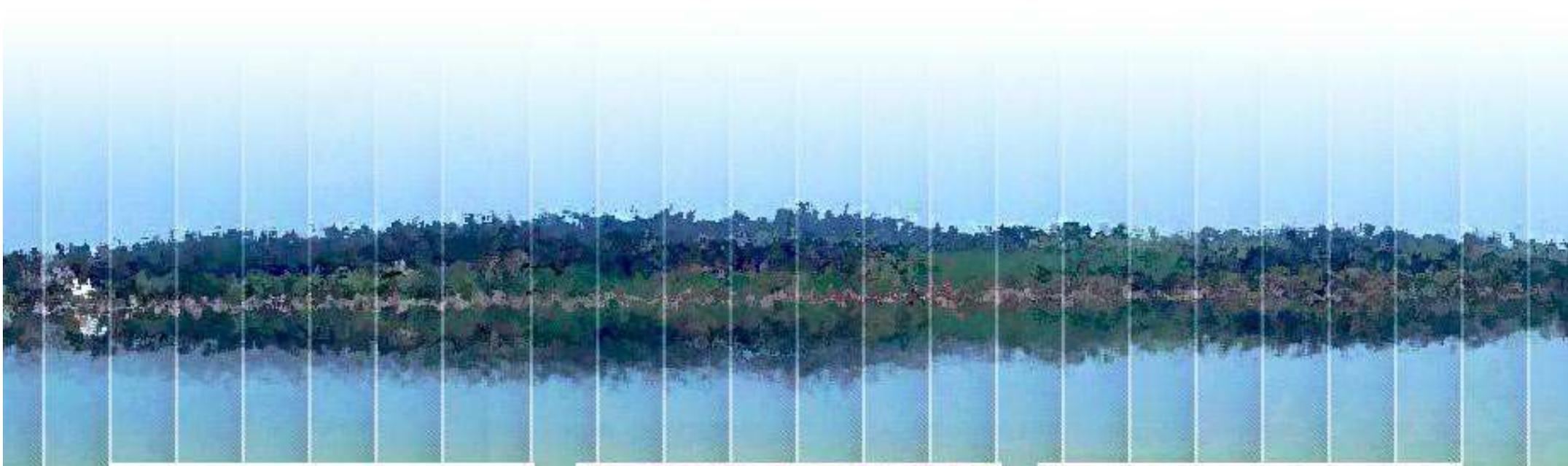


# Shire of Wongan-Ballidu Strategic Community Plan 2012 - 2021



Reviewed June 2017



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## I ACKNOWLEDGEMENT

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Government of Western Australia  
Department of Regional Development and Lands



ROYALTIES  
FOR REGIONS

The Strategic Community Plan has been developed and endorsed by the Shire of Wongan-Ballidu.



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## 2 FOREWORD

### Message from the CEO



Welcome to the Shire of Wongan-Ballidu. We have collectively developed this document to provide you with information about our future strategic direction of the Shire.

The Shire offers a unique country lifestyle with all the benefits and services of a major city location. Leading agricultural companies have chosen to base their headquarters in Wongan Hills due to its location, services and facilities. This clearly shows that we are moving into exciting times with progress evident through both Shire and community activities.

The Strategic Community Plan holds the key to our future growth of the Shire. It will provide us the necessary guidance required in achieving the Shire vision of “a caring and supportive community which drives sustainability of agriculture, services and the environment”.

Although the requirement for a Strategic Community Plan is now legislated, the Shire of Wongan-Ballidu has taken the opportunity to review its existing plans and integrate all of its planning through a single reference point. This plan incorporates elements from our Corporate Plan, Long Term Financial Plan, Asset Management Plan and Workforce Plan.

We are looking forward to retaining the economic vibrancy and the community pride in the Shire. Whilst this is our plan and it sets our direction for the future, it is not intended that this document remain static. This plan will be dynamic and will evolve with changing circumstances and with the introduction of better ideas. Our challenge is to create a lasting legacy which is admired by all who visit and by all who live here.

We believe our local government is in a unique position to influence the creation of great things for our community during this period of prosperity and look forward to the challenge of obtaining the best outcomes possible. I commend the Strategic Community Plan to you and look forward to working with the community as our region grows to become an even better place to be.

**Stuart Taylor**

Chief Executive Officer

### 3 YOUR COUNCILLORS –

*Residents can contact Elected Members with issues that they wish to be addressed and brought to the attention of Council.*

*Council meets on the fourth Wednesday of each month except for the months of January and December.*



Cr. Peter Macnamara  
Shire President  
Retires 2019



Cr. Brad West  
Deputy Shire President  
Retires 2019



Cr. Alfreda Lyon  
Retires 2017



Cr. Norma Walton  
Retires 2017



Cr. Richard Morgan  
Retires 2017



Cr. Jon Hasson  
Retires 2019

## 4 ABOUT THIS PLAN AND REVIEW METHODOLOGY

The 10 year Strategic Community Plan is a requirement under the amended *Local Government (Administration) Regulations 1996*. The aim of the Plan is to provide a vision for the future and set out clear directions to meet community aspirations. It references plans and strategies of both Council and key stakeholders. It is the major driver of integrated planning (refer figure 1 below). The plan also supports the development of improved services and outcomes for the people of the Shire of Wongan-Ballidu.

A community survey was conducted in June 2012, involving ratepayers to provide input to the strategic community planning and corporate business planning processes.

The establishment of our common vision (where we want to be) and organisational mission (why we exist, whom we serve, what we deliver) has enabled the development of key goals (high level outcomes linked to achieving the vision) for the organisation, which have in turn provided the framework for development of outcomes (to attain goals) and strategies (methods of achieving outcomes to fulfil the mission).

Individual actions or processes have been developed to implement the strategies in this plan. These actions or processes are defined at the Shire's department and team level on an annual basis (Corporate Business Plan) and the diagram below illustrates the interrelationship of these parts of the Strategic Planning process.

The Shire undertook a review process in the period April - May 2017. This process included a series of workshops with senior staff, councillors and the community. The workshops uncovered changes in the community that have taken place since 2012. This in turn enabled the content of the plan to be updated. Feedback received will be considered and where appropriate, considered for inclusion in the Corporate Business Plan.

Figure 1: Local Government Integrated Planning Framework

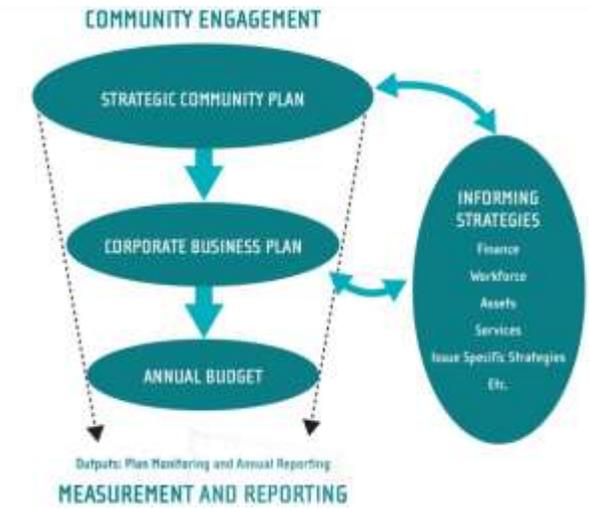
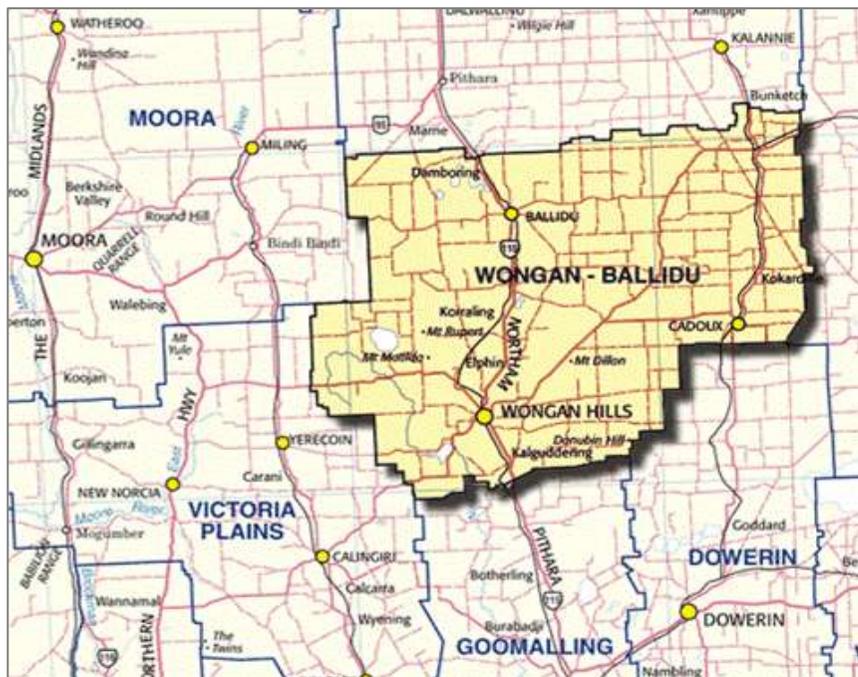


Figure 2: Strategic Community Plan Structure



## 5 SHIRE SNAPSHOT



The Shire of Wongan-Ballidu is located in the centre of the Western Australian Wheatbelt. The Shire covers an area of 3,368 km<sup>2</sup> 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 main localities within the Shire are Ballidu, East Ballidu, West Ballidu, Burakin, Cadoux, Kondut, Lake Hinds, Lake Ninan, Mocardy and Wongan Hills. The Shire consists of undulating land with various soil types and granite outcrops.

The climate is Mediterranean with an average yearly rainfall of 400mm, which mainly falls during winter and spring.

The Shire has a total population of 1,434 (ABS 2011), of which 7.5% are Aboriginal people. (NB: As at June 2017, the 2016 ABS Census data is not available)

From May 2003, the Shire was no longer divided into wards. The eight councillors now represented the entire Shire.

The Wongan Hills name originates from the Aboriginal name “Wongan Katta”, which translates to “Talking Hills”. The district was discovered in 1836 by General John Septimus Roe, but it was not until 1905 that the first settlers arrived. In 1911, the town site was officially proclaimed and the railway line opened.

The main economic activities in the Shire are agricultural industries with the focus mainly on wheat, barley, oats, canola and legumes, sheep (wool and meat), pigs and beef cattle.

Local tourist attractions include the The Hills, Mt Matilda, Christmas Rock Walking Trail, Dingo Rock, Mt O'Brien, Centenary Federation "Wheatbelt Lookout", Flat Rocks Nature Reserve, Reynoldson Reserve, Pioneer Museum and Lake Ninan.

## 6 TOWN PROFILES

### Wongan Hills



Wongan Hills is located in the northern Wheatbelt region, 182 km north of Perth. The area was settled by the 1900s, and in 1911 the town was gazetted and named after the surrounding range. The town is the administrative and service centre for the Shire with commercial, education, health and sporting facilities.

### Ballidu



Ballidu is located 34 kilometres north of Wongan Hills. The town is a receival site for Cooperative Bulk Handling. The population is less than 100 people and facilities include a primary school, art gallery, community hall and a general store.

### Cadoux



Cadoux is a small town located 47km east of Wongan Hills. The town site was gazetted in 1929 and the railway siding was opened in the same year.

### Kondut



Kondut is a small town located 22 km north of Wongan Hills. The town was originally a railway siding that was constructed in 1913 as part of the Dowerin to Mullewaly line. The town site was later gazetted in 1917.

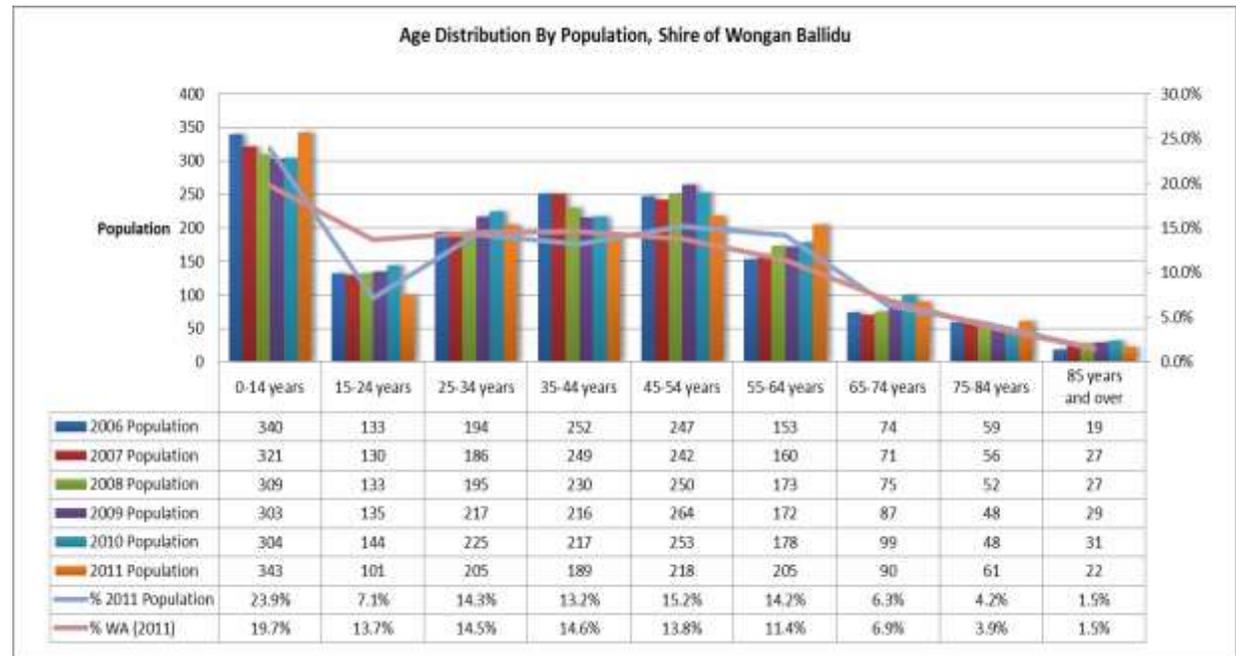
### Burakin



Burakin is a small town located 77km north east of Wongan Hills. Burakin is the junction for the branch railway line to Bonnie Rock. The town site was gazetted in 1928.

## 7 STRATEGIC PROFILE

*NB: As at June 2017, the 2016 ABS Census figures are not available.*

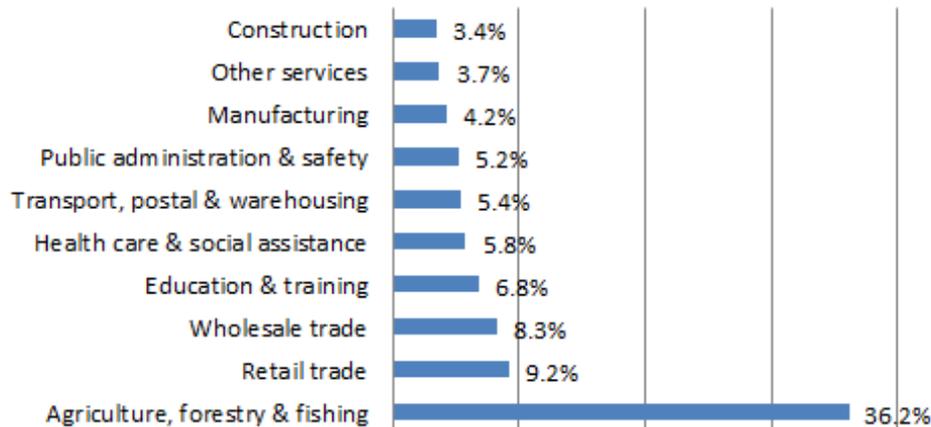


The resident population for the Shire was 1,434 people in 2011 compared to 1,385 in 2006. The gender distribution in 2011 was 51.5% males and 48.5% females. Aboriginal people comprised 7.5% of the total population.

The median age of people in 2011 was 38 years. Children aged 0-14 years made up 23.9% of the total population and people aged 65 years and over made up 11.9% of the total population. Of note is the much higher percentage of the population aged 0-14 years and 55-64 years in the Shire, in comparison to Western Australia, and the comparative under-representation in the 15-24 years' age group.

Analysis of the family composition shows that, there were 41.2% couple families with children, 44.7% couple families without children and 12.5% one parent families. The average household size was 2.4 people and the average number of children per family was 2.0.

**Employment by Industry, Shire of Wongan-Ballidu**



**Employment by Occupation, Shire of Wongan-Ballidu**



The size of the Shire’s labour force in 2006 was 763 persons of which 173 were employed part-time (22.8%) and 546 were full time workers (71.8%). Analysis of the Shire’s employment status in comparison to Western Australia in 2006 shows that there was a similar proportion of employed, i.e. 97.7% compared to 94.7% statewide. There has been an increase in the Shire’s unemployment rate from 1.9% in 2006 to 2.8% in 2010.

The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. According to the 2006 ABS Census, in comparison to Western Australia, the labour force participation rate for the Shire was 73.3% compared to 60.7% statewide.

The top three industry sectors for employment in 2006 were Agriculture, Forestry and Fishing (276 persons or 36.2%), Retail Trade (70 persons or 9.2%) and Wholesale Trade (63 persons or 8.3%). The total of these three industries was 409 people or 53.6% of the total labour force. In comparison, Western Australia employed 3.3% in Agriculture, Forestry and Fishing, 11.1% in Retail Trade and 4.0% in Wholesale Trade.

The top three occupations for employment in 2006 were Managers (264 persons or 34.6%), Technicians and Trades Workers (112 persons or 14.7%) and Labourers (86 persons or 11.3%). In combination, these three occupations accounted for 462 people in total or 60.6% of employed residents. In comparison, Western Australia employed 13.2% as Managers, 14.4% as Technicians and Trades Workers and 10.5% as Labourers.

## 8 VISION

***Wongan-Ballidu - a caring and supportive community driving sustainability of agriculture, services and the environment.***

## 9 MISSION

***Leaders in the provision of local government services and infrastructure.***

## 10 CORE VALUES

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

**Leadership** – we will lead by example and encourage leadership in the community and at all levels of the organisation.

**Integrity** - we will be ethical, honest and consistent in all of our dealings with others.

**Teamwork** – we will work together to achieve positive outcomes for our community.

**Communication** – we will support interactive engagement and communication with the community and within the organisation.

**Empathy** – we will show understanding and respect for individual views.

**Professionalism** – we will encourage excellence, innovation, adaptability and diligence in our people.

**Being Positive** – we will encourage our people to be optimistic and passionate in the work they undertake.

# 11 STRATEGIC PLAN FRAMEWORK

|                 | <b>COMMUNITY</b>  | <b>ENVIRONMENT</b>   | <b>ECONOMY</b>   | <b>INFRASTRUCTURE</b>   | <b>ADVOCACY AND LEADERSHIP</b>   |
|-----------------|---|--|--|---|--|
| <b>Goals</b>    | <b>A healthy, supportive and safe community</b>   | <b>Natural assets that are enhanced and protected</b>  | <b>A strong and sustainable local economy</b>  | <b>Shire infrastructure and a built environment that supports growth of the community and economy</b>   | <b>Good governance and an efficient organisation that shows leadership and advocates on behalf of the Shire</b>  |
|                 | <ul style="list-style-type: none"> <li>• Sport, recreation and leisure opportunities that encourage community participation</li> <li>• Health, education and family support services that sustain community well-being</li> <li>• Access to services and facilities for the aged and disabled</li> <li>• Community safety and emergency preparedness</li> <li>• Services that support public and environmental health</li> <li>• Opportunities for all people in the community to participate in cultural and social activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Protection of natural resources</li> <li>• Adaptation to the impacts of climate change</li> <li>• Environmentally sustainable waste management</li> </ul> | <ul style="list-style-type: none"> <li>• A major agricultural hub</li> <li>• A strong tourism industry</li> <li>• A viable business sector</li> <li>• A skilled and diversified workforce</li> </ul> | <ul style="list-style-type: none"> <li>• Shire assets and infrastructure that meet current and future needs</li> <li>• Access to affordable land for residential housing and industrial development</li> <li>• Secure and reliable water supply</li> <li>• An efficient and safe road and rail network</li> <li>• Shire buildings and facilities that meet community needs</li> <li>• Development that protects the character of towns and local heritage</li> <li>• Attractive streetscapes, open spaces, parks and gardens</li> </ul> | <ul style="list-style-type: none"> <li>• Good governance and leadership</li> <li>• An employer of choice</li> <li>• Efficient and effective corporate and administrative services</li> </ul> |
| <b>Outcomes</b> |   |  |  |   |  |

## 12 GOAL 1: A HEALTHY, SUPPORTIVE AND SAFE COMMUNITY

|                     |   |  |
|---------------------|---|--|
| <b>Outcome 1.1:</b> | <b>Sport, recreation and leisure opportunities that encourage community participation</b> |  |
|                     | <b>Strategy 1.1.1</b>   | <b>Promote sport, recreation and leisure facilities and programs</b>   |
|                     | <b>Strategy 1.1.2</b>   | <b>Maintain and improve sporting and recreation facilities</b>   |
|                     | <b>Strategy 1.1.3</b>   | <b>Investigate colocation of sporting facilities in Wongan Hills and funding options in consultation with sports clubs</b> |

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 1.2:</b> | <b>Health, education and family support services that sustain community well-being</b> |   |
|                     | <b>Strategy 1.2.1</b>  | <b>Lobby for improved educational facilities and services</b>                     |
|                     | <b>Strategy 1.2.2</b>  | <b>Advocate for the retention of medical and hospital facilities and services</b> |
|                     | <b>Strategy 1.2.3</b>  | <b>Develop and implement a Youth Development Plan.</b>                            |

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 1.3:</b> | <b>Access to services and facilities for the aged and disabled</b> |   |
|                     | <b>Strategy 1.3.1</b>  | <b>Provide and promote services and facilities that meet the needs of the aged and disabled</b> |
|                     | <b>Strategy 1.3.2</b>  | <b>Support quality home care for the aged and disabled</b>                                      |
|                     | <b>Strategy 1.3.3</b>  | <b>Support the provision of active ageing activities for seniors</b>                            |

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 1.4:</b> | <b>Community safety and emergency preparedness</b> |   |
|                     | Strategy 1.4.1                                     | Support the community in emergency and fire management planning, preparedness, response and recovery    |
|                     | Strategy 1.4.2                                     | Collaborate with other agencies on the implementation of the Community Safety and Crime Prevention Plan |
|                     | Strategy 1.4.3                                     | Provide animal management services in accordance with legislation                                       |
|                     | Strategy 1.4.4                                     | Advocate for appropriate lighting in streets and public places  |

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 1.5:</b> | <b>Services that support public and environmental health</b> |   |
|                     | Strategy 1.5.1   | Undertake food safety and public health promotion                               |
|                     | Strategy 1.5.2   | Work with the State and Commonwealth Governments to control infectious diseases |
|                     | Strategy 1.5.3   | Provide inspection services for food premises and building safety               |

|                     |   |   |
|---------------------|---|---|
| <b>Outcome 1.6:</b> | <b>Opportunities for all people in the community to participate in cultural and social activities</b> |   |
|                     | Strategy 1.6.1  | Provide library facilities that support lifelong learning opportunities             |
|                     | Strategy 1.6.2  | Support facilities that encourage cultural and artistic expression in the community |
|                     | Strategy 1.6.3  | Promote and support cultural and community events                                   |
|                     | Strategy 1.6.4  | Promote and support volunteering in clubs and community groups                      |

## 13 GOAL 2: NATURAL ASSETS THAT ARE ENHANCED AND PROTECTED

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 2.1:</b> | <b>Protection of natural resources</b> |   |
|                     | Strategy 2.1.1                         | Provide effective management and maintenance of the Shire's land and reserves                                   |
|                     | Strategy 2.1.2                         | Promote and support community based environmental protection initiatives  |
|                     | Strategy 2.1.3                         | Support a coordinated approach to local and regional water resource management including the use of Mocardy Dam |
|                     | Strategy 2.1.4                         | Promote effective water management practices and waste water re-use   |
|                     | Strategy 2.1.5                         | Advocate for improved water supply to Lake Ninan  |

|                     |  |  |
|---------------------|--|--|
| <b>Outcome 2.2:</b> | <b>Adaption to the impacts of climate change</b> |  |
|                     | Strategy 2.2.1                                   | Lobby for funding to mitigate risks faced by local businesses and the community through extreme weather conditions |
|                     | Strategy 2.2.2                                   | Lobby for green energy alternatives  |
|                     | Strategy 2.2.3                                   | Minimise impact of climate variability by mitigation planning  |
|                     | Strategy 2.1.4                                   | Investigate and adopt energy efficiency practices in Council operations  |

|                     |   |  |
|---------------------|---|--|
| <b>Outcome 2.3:</b> | <b>Environmentally sustainable waste management</b> |  |
|                     | Strategy 2.3.1                                      | Undertake domestic waste collection services in Shire towns                |
|                     | Strategy 2.3.2                                      | Support appropriate regional waste management strategies                   |
|                     | Strategy 2.3.3                                      | Develop, manage and maintain waste disposal facilities                     |
|                     | Strategy 2.3.4                                      | Establish improved waste recycling capability at waste disposal facilities |

## 14 GOAL 3: A STRONG AND SUSTAINABLE ECONOMY

|                     |                                 |  |
|---------------------|---------------------------------|--|
| <b>Outcome 3.1:</b> | <b>A major agricultural hub</b> |  |
|                     | <b>Strategy 3.1.1</b>           | <b>Advocate establishing a strong agricultural support network by setting up regional administrative services within the Shire</b> |
|                     | <b>Strategy 3.1.2</b>           | <b>Encourage leading agricultural companies to set up their regional headquarters in Shire of Wongan-Ballidu</b>                   |
|                     | <b>Strategy 3.1.3</b>           | <b>Identify and develop opportunities for continuing development of commercial, industrial and rural areas</b>                     |

|                     |                                  |   |
|---------------------|----------------------------------|---|
| <b>Outcome 3.2:</b> | <b>A strong tourism industry</b> |   |
|                     | <b>Strategy 3.2.1</b>            | <b>Promote and support local and regional tourism initiatives collaboratively with neighbouring Shires and the State Government</b> |
|                     | <b>Strategy 3.2.2</b>            | <b>Support local tourism through the provision of a visitor information centre</b>  |
|                     | <b>Strategy 3.2.3</b>            | <b>Work with community to develop and promote tourism products including heritage walks, and wildflower routes</b>                  |
|                     | <b>Strategy 3.2.4</b>            | <b>Develop a tourism strategy.</b>  |
|                     | <b>Strategy 3.2.5</b>            | <b>Ensure the development of appropriate accommodation infrastructure for tourism is planned for in each of the towns</b>           |

|                     |                                 |   |
|---------------------|---------------------------------|---|
| <b>Outcome 3.3:</b> | <b>A viable business sector</b> |   |
|                     | <b>Strategy 3.3.1</b>           | <b>Advocate for increased resources for business development with a focus on telecommunications</b> |
|                     | <b>Strategy 3.3.2</b>           | <b>Advocate for value adding businesses for agricultural products</b>                               |
|                     | <b>Strategy 3.3.3</b>           | <b>Establish a think tank to explore investment opportunities in the shire</b>                      |
|                     | <b>Strategy 3.3.4</b>           | <b>Explore the business opportunities to cater for the aged sector.</b>                             |
|                     | <b>Strategy 3.3.5</b>           | <b>Provide appropriate outlets to service passing trade and tourists.</b>                           |

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 3.4:</b> | <b>A skilled and diversified workforce</b> |   |
|                     | <b>Strategy 3.4.1</b>                      | <b>Facilitate affordable housing and accommodation initiatives</b>        |
|                     | <b>Strategy 3.4.2</b>                      | <b>Promote and market the benefits of working and living in the Shire</b> |
|                     | <b>Strategy 3.4.3</b>                      | <b>Advocate for apprenticeship programs to employ local youth</b>         |

# 15 GOAL 4: SHIRE INFRASTRUCTURE AND A BUILT ENVIRONMENT THAT SUPPORTS GROWTH OF THE COMMUNITY AND ECONOMY

|                     |   |   |
|---------------------|---|---|
| <b>Outcome 4.1:</b> | <b>Shire assets and infrastructure that meet current and future needs</b> |   |
|                     | <b>Strategy 4.1.1</b>   | Develop and implement a long-term Asset Management Plan, incorporating the review of future infrastructure plans for plant and equipment, drainage, transport, roads and parking, water, community facilities and buildings |
|                     | <b>Strategy 4.1.2</b>   | Develop a framework for infrastructure expansion which considers community needs that are in line with the Shire Land strategy  |
|                     | <b>Strategy 4.1.3</b>   | Lobby with State Government and other regional bodies to ensure coordinated provision of regional infrastructure such as energy, water and telecommunications   |

|                     |   |  |
|---------------------|---|--|
| <b>Outcome 4.2:</b> | <b>Access to affordable land for residential housing and industrial development</b> |  |
|                     | <b>Strategy 4.2.1</b>   | Continue to acquire land close to towns (land banking) in an ongoing basis           |
|                     | <b>Strategy 4.2.2</b>   | Develop and release land for commercial and industrial purposes                      |
|                     | <b>Strategy 4.2.3</b>   | Investigate and release suitable land for housing development                        |
|                     | <b>Strategy 4.2.4</b>   | Review existing residential housing for the purposes of redevelopment.               |
|                     | <b>Strategy 4.2.5</b>   | Consider the provision of incentives to encourage new housing development.           |
|                     | <b>Strategy 4.2.6</b>   | Develop a promotional strategy to highlight affordable housing options in the shire. |

|                     |   |   |
|---------------------|---|---|
| <b>Outcome 4.3:</b> | <b>Secure and reliable water supply</b> |   |
|                     | Strategy 4.3.1                          | Improve the Shire water supply by connecting into Mocardy dam's water supply                            |
|                     | Strategy 4.3.2                          | Coordinate with local and regional water resource supplies  |
|                     | Strategy 4.3.3                          | Promote effective water management practices that would encourage re-use of water                       |
|                     | Strategy 4.3.4                          | Undertake regular maintenance on the current irrigation system  |
|                     | Strategy 4.3.5                          | Provide a review mechanism to increase and upgrade the current capacity level of the Shire water supply |

|                     |  |  |
|---------------------|--|--|
| <b>Outcome 4.4:</b> | <b>An efficient and safe road and rail network</b> |  |
|                     | Strategy 4.4.1                                     | Undertake ongoing maintenance and further develop the road network   |
|                     | Strategy 4.4.2                                     | Lobby with the State Government to ensure the integration of local and state road network and public transportation system |
|                     | Strategy 4.4.3                                     | Pursue federal government funding opportunities to improve the road network  |
|                     | Strategy 4.4.4                                     | Determine the viability and effectiveness of the current railway services  |

|                     |   |  |
|---------------------|---|--|
| <b>Outcome 4.5:</b> | <b>Shire buildings and facilities that meet community needs</b> |  |
|                     | Strategy 4.5.1  | Evaluate community needs for public facilities and buildings and establish feasibility and funding options |
|                     | Strategy 4.5.2  | Identify and implement opportunities to optimise the usage of Council facilities by the community          |
|                     | Strategy 4.5.3  | Ensure Council buildings, facilities and public amenities are provided and maintained                      |

|                     |  |  |
|---------------------|--|--|
| <b>Outcome 4.6:</b> | <b>Development that protects the character of towns and local heritage</b> |  |
|                     | Strategy 4.6.1   | Provide supportive planning and development guidance to protect and preserve the unique character of Shire towns |
|                     | Strategy 4.6.2   | Ensure consistent and responsive development in accordance with the Shire town planning scheme                   |
|                     | Strategy 4.6.3   | Continue to liaise with the State government and other agencies on regional planning issues                      |
|                     | Strategy 4.6.4   | Support the conservation and maintenance of heritage buildings, heritage items and places of interest            |
|                     | Strategy 4.6.5   | Manage and maintain the Council's parks, gardens and open space at appropriate standards                         |

|                     |  |   |
|---------------------|--|---|
| <b>Outcome 4.7:</b> | <b>Attractive streetscapes, open spaces, parks and gardens</b> |   |
|                     | Strategy 4.7.1   | Manage and maintain the Council's parks, gardens and open spaces at appropriate standards |
|                     | Strategy 4.7.2   | Develop, maintain and enhance town streetscapes and public spaces                         |
|                     | Strategy 4.7.3   | Manage and maintain cemeteries  |

## 16 GOAL 5: GOOD GOVERNANCE AND AN EFFICIENT ORGANISATION THAT SHOWS LEADERSHIP AND ADVOCATES ON BEHALF OF THE SHIRE

|                     |                                       |  |
|---------------------|---------------------------------------|--|
| <b>Outcome 5.1:</b> | <b>Good governance and leadership</b> |  |
|                     | <b>Strategy 5.1.1</b>                 | <b>Ensure local government reforms support and strengthen the Shire’s communities</b>  |
|                     | <b>Strategy 5.1.2</b>                 | <b>Implement business and governance frameworks that are aligned to the strategic direction of the Council</b>   |
|                     | <b>Strategy 5.1.3</b>                 | <b>Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role and provide an opportunity to recognise the critical history of the shire.</b> |
|                     | <b>Strategy 5.1.4</b>                 | <b>Establish a succession planning strategy, focusing on the younger population, that will identify and recruit future elected members.</b>  |
|                     | <b>Strategy 5.1.5</b>                 | <b>Develop a community engagement and communication strategy for open, honest and informed discussion on key strategic issues.</b>   |
|                     | <b>Strategy 5.1.6</b>                 | <b>Each town to establish a “Community Progress Association” (or similar) to focus on the Community Strategic Plan and the respective town’s relevance to the shire.</b>                     |
|                     | <b>Strategy 5.1.7</b>                 | <b>Work cooperatively with regional councils to provide better services to the community by way of shared services</b>   |
|                     | <b>Strategy 5.1.8</b>                 | <b>Represent and promote the Council at appropriate regional, State and Federal forums</b>   |
|                     | <b>Strategy 5.1.8</b>                 | <b>Develop a Marketing and Promotional Strategy for the shire</b>  |

|                     |                              |  |
|---------------------|------------------------------|--|
| <b>Outcome 5.2:</b> | <b>An employer of choice</b> |  |
|                     | Strategy 5.2.1               | Investigate the opportunities of attracting skilled and professionals through better incentives.                         |
|                     | Strategy 5.2.2               | Increase the affordability and accessibility of quality housing and accommodation.                                       |
|                     | Strategy 5.2.3               | Provide professional development and training opportunities to staff members of the council.                             |
|                     | Strategy 5.2.4               | Create a performance based work culture which provides well-structured career progression paths and incentive framework. |
|                     | Strategy 5.2.5               | Provide market competitive incentives and flexible work arrangements to the Council staff.                               |
|                     | Strategy 5.2.6               | Provide safe and healthy work places and a supportive culture that promotes the well-being of staff and their families.  |
|                     | Strategy 5.2.7               | Develop human resource management policies, procedures to meet current and future workforce needs.                       |

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| <b>Outcome 5.3:</b> | <b>Efficient and effective corporate and administrative services</b> |  |
|                     | Strategy 5.3.1   | Provide and promote responsive customer and licensing services   |
|                     | Strategy 5.3.2   | Provide a full range of financial services to support the Shire's operations and to meet planning, reporting and accountability requirements |
|                     | Strategy 5.3.3   | Maximise the financial viability of the Council by pursuing non-rate income  |
|                     | Strategy 5.3.4   | Maintain, develop and monitor rating and property strategies   |
|                     | Strategy 5.3.5   | Implement continuous improvement initiatives for services in consultation with the community   |
|                     | Strategy 5.3.6   | Ensure Shire's administration and records systems meet compliance requirements   |
|                     | Strategy 5.3.7   | Develop and maintain risk management policies and procedures   |
|                     | Strategy 5.3.8   | Ensure effective integration and management of information and communication technology systems  |
|                     | Strategy 5.3.9   | Develop, implement and maintain as Strategic Community Plan, a Corporate Business Plan, a Long Term Financial Plan and a Workforce Plan      |

# 17 STRATEGIC PLAN IMPLEMENTATION

## Elements of the Integrated Planning Framework



The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the Council's Asset Management, Workforce and Long Term Financial Plans.

The integration of asset, service and financial plans means the Shire's resource capabilities are matched to the Shire community's needs.

Implementation of this Strategic Plan is achieved through the development of priority actions and projects as part of the Corporate Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.