

SHIRE OF
WESTONIA

STRATEGIC COMMUNITY PLAN

2018 – 2028

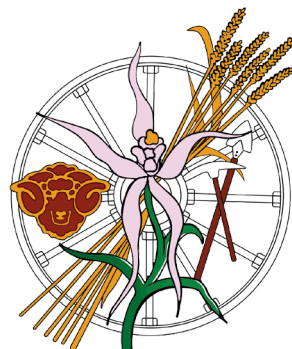
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SHIRE OF
WESTONIA
A vibrant community lifestyle

WELCOME

We have pleasure in presenting the Shire of Westonia's Strategic Community Plan 2018 - 2028. The Strategic Community Plan provides our unique and vibrant community and Shire with a blueprint for the future, conveying the visions, values, aspirations and priorities. The Plan considers and prioritises the social, economic, environmental and governance issues facing Westonia today in order to plan and facilitate a successful future.

Thank you for the invaluable contributions made from the community, including residents, business owners and shire staff throughout 2018 to develop this Strategic Community Plan. The community aspirations and expectations provide the framework for decision making at council level and will continue to drive the development of annual budgets and project planning for the next 10 years.

Our efforts are ongoing and the Shire of Westonia will continue to uphold the important relationship that this local government organisation has with the people in our community and with our local and regional businesses. We will strive to ensure we take a collaborative approach to achieving our shared vision for the future. Together with Council and the community, we will realise our opportunities, overcome challenges and bring projects and plans outlined within this document to fruition.

The spirit and ingenuity of our community will ensure that Westonia continues to be a vibrant and successful place to live, work, to do business and visit.

Cr Karin Day | **SHIRE PRESIDENT**

STRATEGIC PLAN PURPOSE

The Strategic Community Plan was developed using feedback received by the community, staff and Councillors of the Shire of Westonia. It has a key place in the Shire's delivery and management of services and infrastructure, and it is important to our community because it:

- Provides short term and medium term strategies with a long term vision in mind
- Includes core drivers to use as a decision making criteria in the future – developed by Council
- Identifies our strengths, the risks and opportunities for Council
- Identifies who the plan is for (community – electors, ratepayers, permanent residents and temporary visitors) and who the Shire needs to work with to achieve its goals
- Provides points of measurement which can be linked to Council and staff key performance indicators

Under the Local Government (Administration) Regulations 1996, state government legislated an integrated framework for corporate planning and reporting. This framework requires all local governments in Western Australia to have two key documents: a Strategic Community Plan and a Corporate Business Plan, which are supported by informing strategies including the Workforce Plan, Asset Management Plan and Long Term Financial Plan.

The Strategic Community Plan identifies what the Shire is seeking to achieve and the Corporate Business Plan outlines how it will achieve this.

INFORMING STRATEGIES

Finance, Assets, Workforce, Services, Issues specific strategies

STRATEGIC PLAN

CORPORATE BUSINESS PLAN

ANNUAL BUDGET

PROFILE

COUNCILLORS

Cr Karin Day	President	2019
Cr Bill Huxtable	Deputy President	2021
Cr Renae Corsini		2019
Cr Daimon Geier		2021
Cr Ross Della Bosca		2019
Cr John Jefferys		2021

ORGANISATION

- Sealed roads 121km, unsealed roads 764km
- Rates levied \$811k, revenue \$811k (rounded 2015/16)
- Number of employees: 13

PEOPLE

- WAEC Electorate Roll (April 2018) – 181 people (April 2017 financial year was 180)
- Population 304 (Census 2016), 277 (Census 2011), 213 (Census 2006)
- Number of dwellings 128 (WALGA)
- Median age: 42yrs (ABS, Census 2016) up from 36yrs in 2006
- Median weekly income is \$1,562 (ABS, Census 2016)
- Major age demographic brackets – 20-24yrs (6.6%), 34-39yrs (10.6%), 40-44yrs (7.3%), 50-54 (8.6%), 60-64 (9.3%)

LOCATION

The Shire of Westonia covers an area of 3268km² in the Wheatbelt of Western Australia and has a Shire population of approximately 304 (ABS, Census, 2016). The Shire comprises of one town site, that being Westonia.

Westonia is located 312kms east of Perth and includes Westonia and the localities of Walgoolan, Carrabin, Warralakin and Elachbutting. The town itself has a General Store, Post Office, Community Resource Centre, Tavern and Motel, Roadhouse and Motel (in Carrabin), a builder, plumber and gas fitter, carpenter and cabinet maker, Wessy Woods, mining support businesses as well as the Evolution Mine.

The Shire has mobile phone coverage (albeit limited) as well as ADSL internet access. Westonia boasts great recreation facilities including a Wanderers Stadium and Recreation Centre. The Shire caters for cricket, bowls, tennis, netball, basketball as well as football and hockey which are associated with Burracoppin (in the Shire of Merredin). Westonia has an 18 hole golf course, a swimming pool and through the support of the Evolution Mine, a full gymnasium with 24hr access and lessons.

Westonia does not have a Primary School as students can attend Merredin College. A school bus service from Westonia to Merredin caters for senior school students. The Community Resource Centre offers a variety of workshops and higher education courses.

Westonia is serviced by the St John Ambulance and Royal Flying Doctor service with close proximity to allied health professionals in the Shire of Merredin. Seniors are well catered for through a varied of activities, connected community infrastructure and community nurse and visiting doctor. Social groups are a very important part of the Shire; they include the Westonia Progress Association, Country Women's Association, Lions Club, church groups, emergency services, a museum committee and a Tidy Towns committee.

CONSIDERED RISKS

Throughout the Strategic Planning process a number of internal and external risks have been discussed and presented to Council for consideration, additionally Council conducted a SWOT analysis on the organisation. The risks identified and being considered in the development of this Strategic Community Plan include:

INTERNAL RISKS

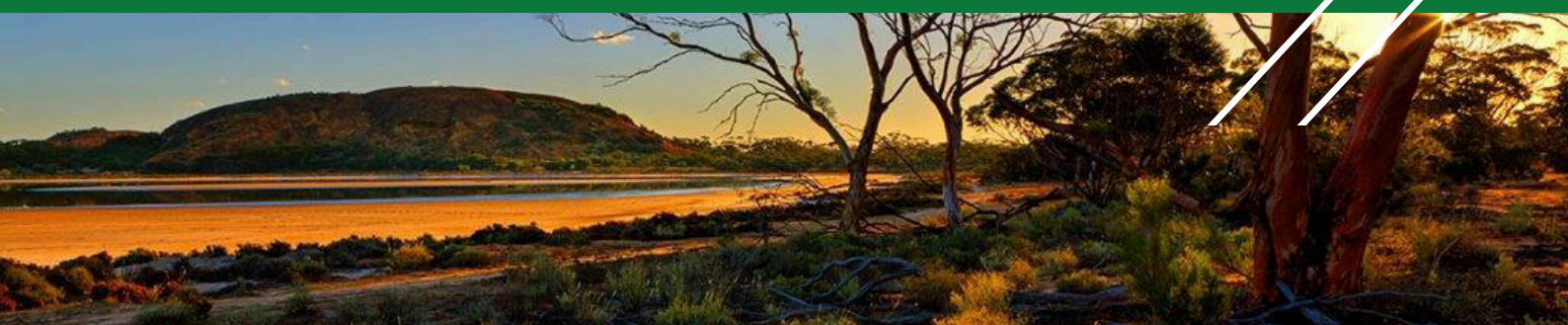
- Town planning scheme needs updating
- Commitment in being a Councillor
- Reliance on volunteers – default back to the Shire
- Rising business costs
- Increasing compliance on local governments
- Asset management and preservation
- Reliance on external government funding

EXTERNAL RISKS

- Closure of the mine – impact on the Shire finances and service delivery
- Corporate farming (rate base, decreasing population)
- Closure of key businesses such as the Co-op
- Small population and size within the region
- We are ‘just off’ the highway
- Competitive nature of funding
- Possibility of amalgamation
- Railway line / station access is poor
- CRC closure or down grade
- Loss of youth
- Increasing competitive nature of government funds
- Physical location of the Westonia town site (off the highway)
- Our role in regional groupings and their strategic direction
- Support for local businesses

GOING FORWARD WE WILL MANAGE OUR RISKS BY:

- Adhering to our risk management policies
- Conducting an annual audit and implementing the recommendations
- Adhering to the IPR guidelines
- Annually review our risk management processes
- Continually monitor risk at a Council level
- Implement strategies from this plan to address the risks



STRENGTHS AND OPPORTUNITIES

OUR STRENGTHS

INTERNAL

- We work well together
- Cohesive Councillor and staff group
- ROC participation
- CEACA
- Promotion of Westonia e.g. website
- CRC and Shire relationship
- 12 seater bus and community bus
- Core services are done well

EXTERNAL

- Our facilities (design, quality and access)
- Geographic location (Great Eastern Highway, railway line etc)
- Natural environment
- Heritage and street scape is unique, point of difference
- Secure and safe
- Isolated but strong community feel

OUR OPPORTUNITIES

INTERNAL

- Westonia brand, street signage
- Restructure of the CRC
- School project

EXTERNAL

- Small population, quiet lifestyle
- Tourism and visitor population
- Caravan Park and local attractions
- Water in the mine if it closes – ski park, aquaculture, recycled water, approach the mine to prepare for this opportunity (end of life planning)
- Solar farm



CREATING OUR STRATEGIC COMMUNITY PLAN

INFORM

- Project Plan publicised for the Strategic Community Plan Community Engagement
- Plan publicised for the process
- Media releases regarding the process
 - online and print
- Council introductory workshop
- Summary of all community feedback provided to Council

INVOLVE

- Councillor and CEO workshop

CONSULT

- Online and hard copy survey
- One on one phone interviews (random and structured with community leaders)
- One on one conversations with business owners
- One on one conversations with advisors to the district
- One on one conversations with key service organisations in the Shire e.g. CRC

COLLABORATE

- Strategic Community Plan feedback period



27 survey respondents

23 random phone calls to ratepayers across all parts of the Shire answering a series of set questions, additional to survey

3 business owners in town site separate to any other consultation

2 advisors to the district – outside of the Shire of Westonia

TOTAL ENGAGEMENT TO DATE: 54

(17.7% of total population residing in the Shire of Westonia)

— Respondents

— Total population of the Shire of Westonia

The key priorities (based upon survey results and number of discussions in which these arose) that the community identified during the process included:

HIGH PRIORITY

- Advocating for the improvement of Great Eastern Hwy and keeping sealed and unsealed roads of a high standard across the Shire
- Taking advantage of the close proximity to a

regional centre and conversely minimising its impact (social, economic)

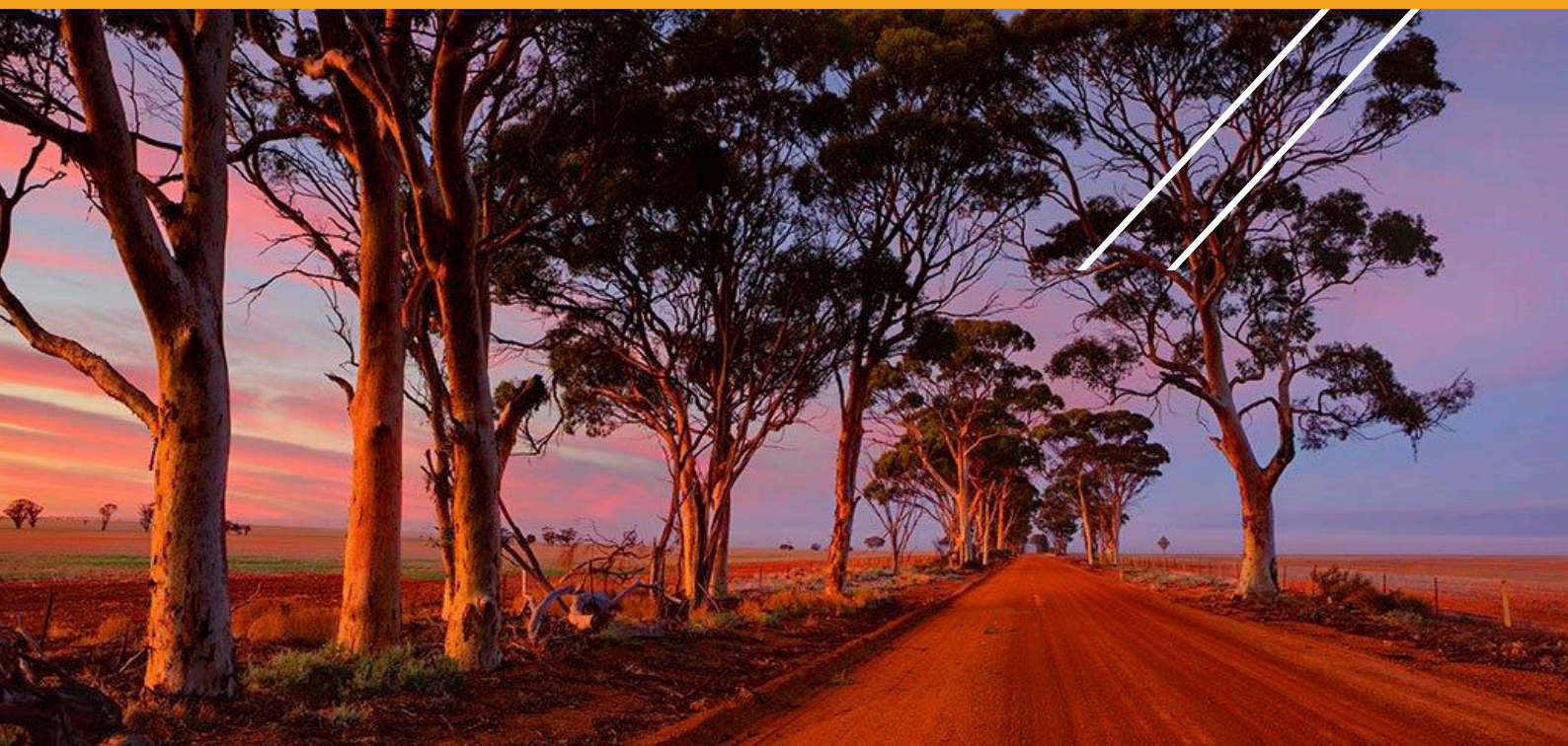
- Identifying and value adding to our points of difference
- Assessing the impact of the mine if it closes/changes

MEDIUM PRIORITY

- Opportunities to take advantage of – Camp Westonia, airport and attracting gliding clubs, drone training, aged accommodation matched with quiet lifestyle and visiting allied health service

- Future funding of the Community Resource Centre
- Working with neighbouring Shires and leveraging opportunities (despite our size)
- Succession planning Council

These priorities have all been reflected in the goals and strategies of our plan.



GOALS AND STRATEGIES TO ACHIEVE OUR OUTCOMES

OUR VISION: A vibrant community lifestyle

We will conduct our business with;

RESPECT

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself
- We do not own the things entrusted to our care, that we hold them in trust for our community to use, enjoy, and benefit from, now and into the future

INCLUSIVENESS

- Be receptive, proactive and responsive as an organisation
- Exist to help a Westonia that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork

FAIRNESS AND EQUITY

- Maintain a 'whole of region' outlook, but recognise that our community is unique and likely to have variations on the regions needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

COMMUNICATION

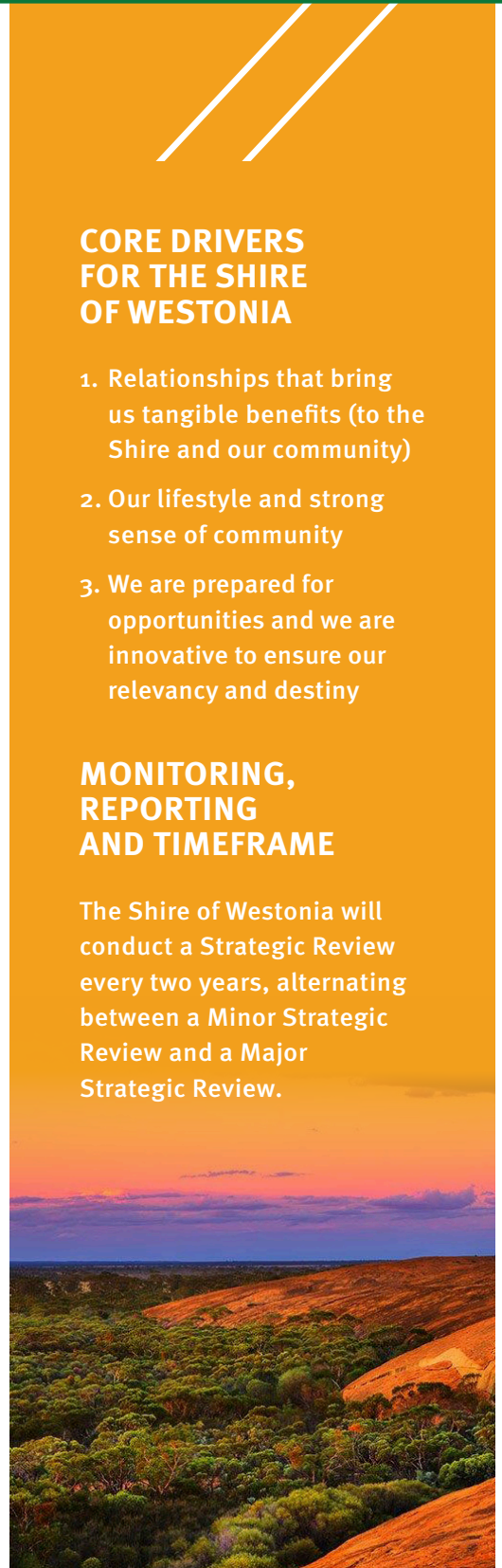
- Create opportunities for consultation with the broad community
- Demonstrate leadership by promoting Council and community teamwork

CORE DRIVERS FOR THE SHIRE OF WESTONIA

1. Relationships that bring us tangible benefits (to the Shire and our community)
2. Our lifestyle and strong sense of community
3. We are prepared for opportunities and we are innovative to ensure our relevancy and destiny

MONITORING, REPORTING AND TIMEFRAME

The Shire of Westonia will conduct a Strategic Review every two years, alternating between a Minor Strategic Review and a Major Strategic Review.



STRATEGIC PRIORITY – Economic

GOAL

– What we want to Achieve | **1: Efficient transport connectivity in and around our Shire**

STRATEGY

– How we are going to do it

- 1.1** Continue to utilise our Road Management Plan, which incorporates a road hierarchy, minimum service levels and maintenance policy
- 1.2** RAV Ratings and Shire boundaries are consistent across local government boundaries
- 1.3** Lobby and build enduring partnerships with key Government Departments to improve Great Eastern Hwy
- 1.4** Actively participate in the Secondary Freight Network group
- 1.5** Develop and implement a Road Asset Plan highlighting key funders, and strategic partnerships to support sustainability
- 1.6** Develop a Gravel Reserve Policy which identifies future gravel reserves and recognises cost to local government
- 1.7** Educate road users about road safety and driving on gravel roads
- 1.8** Optimal and safe use of our plants and equipment assets
- 1.9** Ensure that appropriate RAV vehicles traverse correct RAV routes
- 1.10** Maintain our airport with a view to improvements to meet commercial and recreational aviation needs

KEY PERFORMANCE INDICATORS

– How we will measure our success

- Amount of external funding received for our road network and to improve RAV status
- Periodical road reviews completed by Council and senior staff
- High standard sealed road section between Walgoolan and Southern Cross
- Forward planning for plant and equipment replacement using reserves
- Weather has a reduced impact on our road network
- Airport is accessible in a majority of weather conditions

OUTCOMES

- The road network is safe and efficient
- All blackspots are identified and forward to address them occurs
- Plant and equipment is replaced when necessary
- Consistent network improvement over time

STRATEGIC PRIORITY – Economic

GOAL 2: Facilitate local business retention and growth

STRATEGY	KEY PERFORMANCE INDICATORS	OUTCOMES
<p>2.1 Council recognises the opportunity of partnering with Westonia Progress Association, works closely and supports them to help achieve their economic development projects and our strategic goals</p> <p>2.2 Council continue to have a role in facilitating the presence of a Co-op in our community</p>	<ul style="list-style-type: none"> – Level of joint planning and joint projects with Westonia Progress Association – Diversity of businesses in the Shire including key services 	<p>There are improved local economic growth and financial returns through strategic partnerships</p>
<p>2.3 Enhance local economic activity by supporting the growth of tourism in our Shire and region including applying for funding to improve tourist facilities</p> <p>2.4 Improve our online tourism presence</p>	<ul style="list-style-type: none"> – Number of tourists who visit our Shire increases annually – Length of overnight stay in Westonia increases over 5yrs – Number of online views and engagements on our website and social media – Active participation in local tourism group – Caravan Park is received positively by tourists 	<p>Tourism grows positively in our Shire</p>
<p>2.5 We forward plan to improve the economic diversity in our community</p> <p>2.6 In partnership with Council, the mine develops long term business plans for current mine assets</p> <p>2.7 Investigate options for multipurpose accommodation if vacancies arise in mine accommodation</p>	<ul style="list-style-type: none"> – Business case and cost benefit analysis completed for the former school site – External funding is attracted for the former school site developments – Council, the mine and community forward plan for life after the mine 	<p>Economic diversity grows in our local economy</p> <p>We have a strong partnership with the mine</p>

STRATEGIC PRIORITY – Community and Space

GOAL 3: Plan for community growth and changing demographics

STRATEGY	KEY PERFORMANCE INDICATORS	OUTCOMES
<p>3.1 Develop the Town Planning Scheme</p> <p>3.2 Plan and develop residential and industrial land</p>	<ul style="list-style-type: none"> – Town Planning Scheme adopted by 2020 – Number of new residential and industrial lots developed over 10yrs – Encourage new residences to be built in town – Our population grows 	<p>Our Town Planning Scheme is flexible and encourages growth</p> <p>Our rate base is diversified</p>
<p>3.4 Community safety and ease of access around town is a priority</p> <p>3.5 Our lifestyle, facilities and sense of community is promoted</p> <p>3.6 The CEACA project continues to expand the number of universally designed dwellings in our town</p>	<ul style="list-style-type: none"> – Disabled access to all Shire facilities – Pedestrian access continues to improve (footpath plan) – Emergency service presence in the Shire – CEACA rental agreements are inclusive of all local demographics 	<p>Our lifestyle, country hospitality and facilities attracts new populations to the Shire</p>
<p>3.7 We support our emergency services</p> <p>3.8 We enable visiting health professionals to our community</p> <p>3.9 The Community Resource Centre receives external funding to provide preventative health and community development initiatives to the community</p> <p>3.10 We facilitate healthy and active ageing in place</p> <p>3.11 Our cemetery is well presented</p>	<ul style="list-style-type: none"> – Retention of emergency services in our Shire – Age Friendly Community Plan is reviewed and strategies achieved – Number and diversity of health professionals visiting our community – Number and diversity of leisure, recreation and health activities delivered in the community – Feedback on our cemetery is positive 	<p>People of all ages have access to local and visiting health, well being and leisure services and activities</p>

STRATEGIC PRIORITY – Community and Space

GOAL 4: Our community has the opportunity to be active, socialised and connected

STRATEGY	KEY PERFORMANCE INDICATORS	OUTCOMES
<p>4.1 We collaborate and encourage active engagement in local clubs and community initiatives that support a healthy lifestyle</p> <p>4.2 Investigate motor sport opportunities around the Shire</p> <p>4.3 Preserve and celebrate our local history</p> <p>4.4 Support our volunteers and clubs to remain strong, dynamic and inclusive</p> <p>4.5 Encourage life long learning</p> <p>4.6 Children and youth have active and social opportunities</p> <p>4.7 Continue to provide high standard and accessible shire facilities</p> <p>4.8 Retain and expand Westonia’s unique tourism experience</p>	<ul style="list-style-type: none"> – Clubs have access to training at local CRC – Community participation and satisfaction levels with recreation and leisure facilities – We hire our facilities to outside groups – CRC partnership is mutually beneficial to the CRC and Shire – Shire and CRC work together to achieve common goals – Library service is retained in Westonia – Hood-Penn Museum continues to grow/evolve 	<p>High standard of events and Shire owned facilities</p>

GOAL 5: Natural spaces are preserved and bring us value

<p>5.1 Sustainably manage our reserves and open spaces</p> <p>5.2 Participate in best practice waste management</p> <p>5.3 Work collaboratively to meet legislative compliance with managing weeds and pests as well as our environmental health standards</p> <p>5.4 Investigate renewable energy generation technologies</p>	<ul style="list-style-type: none"> – Community satisfaction levels with waste management practices – Active participation in the EWBG, Rural Water Council – Aesthetics of the town and Shire – Respond to planning applications in a timely manner – Ranger services meet compliance – Active reserve management – Availability of EHO services 	<p>We preserve our natural environment</p> <p>Value is generated from our natural environment</p>
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STRATEGIC PRIORITY – Governance

GOAL 6: Be progressive and capture opportunities

STRATEGY	KEY PERFORMANCE INDICATORS	OUTCOMES
<p>6.1 Be open to local productivity/ best practice and cost saving opportunities locally and regionally</p> <p>6.2 Investigate joint resourcing and tendering</p> <p>6.3 Advocate and develop strong partnerships to benefit our community</p> <p>6.4 Be prepared by forward planning our resources and focusing on continuous improvement</p> <p>6.5 Identify risks and opportunities after the life of the mine</p>	<ul style="list-style-type: none"> – Reserve allocations continue to grow, managed with current and future projects – Amount of external funding received for significant capital projects that align with our strategic goals 	<p>We remain as an independent local government, with strong partnerships and can continue to conduct our business</p>

STRATEGIC PRIORITY – Governance

GOAL 7: The community receives services in a timely manner

STRATEGY	KEY PERFORMANCE INDICATORS	OUTCOMES
<p>7.1 Meet our legislative and compliance requirements</p> <p>7.2 Work towards optimal management of our assets</p> <p>7.3 Work to develop Councillor and staff skills and experience to provide career and succession opportunities within the Shire</p> <p>7.4 Inside and outside staff are multi skilled to understand the business of local government and provide a seamless service to the community</p> <p>7.5 Communicate and engage with our community regularly</p>	<ul style="list-style-type: none"> - Integrated planning is relevant to our context and reviewed in line with legislation - Financial and Asset ratios meet benchmarks agreed by Council - Employee retention rates are higher than industry standard - Councillors can attend training locally - Higher completion rates for Councillor training - Staff and Councillors complete inductions in line with new legislative changes (that is reflective of our philosophy) - Little to no downtime in service delivery - Number of complaints received from the community 	<p>We provide timely services and facilities</p> <p>Leadership is transparent, accountable and representative</p> <p>We have an adaptable workforce</p>

GOAL 8: Financial resources meet the ongoing needs of the community

<p>8.1 Seek external funding for significant capital improvements that deliver upon our strategic objectives</p> <p>8.2 Investigate ways to reduce reliance on operational grants given the current State and Federal Government priorities</p>	<ul style="list-style-type: none"> - Income set aside for Plant Replacement Program (PRP) - Annual budget is balanced 	<p>Our resources enable growth</p>
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Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Westonia.

SHIRE SERVICE	STRATEGIC COMMUNITY PLAN
Airport	1.10
Caravan Park	2.3
Cemetery	3.11
Community development	4.1, 4.4, 3.9
Community facilities (halls, recreation etc.)	4.1, 3.4, 3.9
Council leadership	6, 7
Early years support	4.6
Economic development	5.4, 4.2, 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 2.7
Emergency Services	3.7
Environmental Health	5.3
Health Services	3.8, 3.10
Library and services	4.5
Natural Resource Management	5
Ranger services	5.1
Recreation and leisure	4.1, 4.2, 4.6
Regional participation	5, 6.3, 1.4
Road construction, maintenance and preservation	1
Seniors support and aged accommodation	3.6
Town beautification, parks, gardens and reserves	3.1, 5
Town planning / land development	3.2, 5
Waste Management	5.2