

# Strategic Community Plan 2018 - 2028



## Corporate Business Plan 2018 – 2022

INTRODUCTION .....	3
THE PURPOSE OF THE COMMUNITY STRATEGIC AND CORPORATE BUSINESS PLAN .....	4
COMMUNITY STRATEGIC VISION .....	5
COUNCIL'S MISSION AND PHILOSOPHY .....	5
COUNCIL'S GUIDING VALUES.....	5
OUR REGION .....	6
OUR TOWN .....	6
SHIRE PROFILE .....	7
WHAT WE HEARD FROM OUR COMMUNITY THROUGH THE ENGAGEMENT PROCESS .....	8
COMMUNITY STRATEGIC FORUM RESULTS.....	9
WHAT ARE THE MOST IMPORTANT ISSUES FACING THE FUTURE OF WAGIN SHIRE AND ITS COMMUNITY.....	9
HOW CAN WAGIN DIVERSIFY GROW AND SUSTAIN ITS ECONOMY INTO THE NEXT DECADE AND BEYOND? .....	9
WHAT CHANGES WOULD YOU MOST LIKE TO SEE THAT WOULD MAKE WAGIN A BETTER PLACE .....	10
WHAT DO YOU MOST VALUE ABOUT LIVING IN THE SHIRE OF WAGIN. ....	10
KEY RESULTS AREAS .....	11
PLANNING AND PRIORITISING ACTIVITIES.....	12
MANAGING RESOURCES AND RISKS .....	12
PRIORITY ACTIVITIES FOR THE SHORT TERM 2018 - 2022 .....	13
1.0 ECONOMIC DEVELOPMENT .....	13
2.0 BUILDINGS AND INFRASTRUCTURE.....	13
3.0 COMMUNITY SERVICES AND SOCIAL ENVIRONMENT.....	13
4.0 TOWN AND NATURAL ENVIRONMENT.....	13
5.0 COUNCIL LEADERSHIP.....	13
2018 -2022 CORPORATE PLAN.....	14
FUNCTIONAL AREAS OF RESPONSIBILITY PER MANAGEMENT DIVISION ARE AS FOLLOWS:.....	14
KEY ACTIVITIES AND STRATEGIES.....	15
TIMELINES AND RESPONSIBILITIES .....	15
LEGEND: COUNCIL - ELECTED MEMBERS; CEO- CHIEF EXECUTIVE OFFICER; FINANCE - MANAGER OF FINANCE; COMMUNITY- DCEO AND WORKS- MANAGER OF WORKS.....	15
IMPLICATIONS ON THE WORKFORCE .....	20
IMPLICATIONS ON ASSETS.....	20
IMPLICATIONS FOR THE LONG TERM FINANCIAL PLAN (LTFP) .....	20
CAPITAL WORKS AND PROJECT FUNDING BY PROGRAM / PROJECT 2018 – 2022 .....	20
PROGRAM DETAILS .....	21
CAPITAL PROJECTS 2018 – 2022 .....	21
IMPLEMENTATION AND REVIEW OF THE STRATEGIC COMMUNITY AND CORPORATE PLAN .....	22
MONITORING AND REVIEW.....	22

## Introduction

This plan provides the overarching guidance and mandate for the Shire of Wagin's activities, services and functions that carried out to meet the needs and aspirations of ratepayers and the wider community.

To ensure that this focus remains at the forefront of everything we do, Council is committed to open consultation, community engagement and regional cooperation to ensure the Wagin district remains a fine example of a strong rural community with progressive ideas and strategies for sustainability and growth.

This Strategic Community and Corporate Business Plan addresses the aspirations of the community and the strategies and activities the Council will undertake to deliver them wherever and whenever possible. Our focus in this plan is on the next 10 years, with an eye on the longer term, and the Corporate Plan outlines our fully funded strategies for the next four years

Community Engagement processes carried out in late 2017 and 2018, where just over 7% of the Shire of Wagin population were engaged in community surveys, workshops, and focus groups, resulted in review of the five key areas of importance, concern, or aspiration. These have been clustered as below to allow for strategy and activity to be developed and reported on.



*These key areas of will guide our decision making and service development as we plan for the future*



# The Purpose of the Community Strategic and Corporate Business Plan



Shire President – Phillip Blight

In this plan, the Shire has outlined key strategies that will address these areas over the next four years, while also developing further long-term objectives and aspirations in full consultation with the community in the foreseeable future. We thank those members of the community that have responded to the opportunity to be involved in the planning process to date, and will always welcome feedback and discussion from our community.

A key and on-going objective is to continue to build organisational capacity within the Shire's systems, skills and knowledge base, to be able to deliver on the objectives of this plan. This will include the development of long-term financial, asset management and workforce plans to ensure that the Shire makes the best use of rates and grant funding while ensuring the sustainability and quality of core services and infrastructure.

The original plan was adopted by Council in 2013, after being compiled through a process of:

- ↳ Consulting with the community in a structured manner to reach a wide range of residents and special interest groups.
- ↳ Facilitated workshops with Council and staff to analyze the information provided in community feedback, to confirm goals/objectives and identify projects that will allow us to best meet the aspirations and needs of the community.
- ↳ A detailed analysis of our core business services/ functions to ensure relevance and appropriateness of service levels compiling a draft plan which was made available for public comment.
- ↳ Reviewing subsequent submissions and making appropriate adjustments as needed.
- ↳ Formal adoption of the plan by Council with the commitment to use this plan as the guiding principle for decision making through the term of its life.

The plan went through an in-house review by Council in April 2016 and now in 2018 we have gone through an extensive major review and updated the plan to reflect the communities' current aspiration and wishes.



CEO – Peter Webster

This Strategic Community Plan includes the Corporate Business Plan that outlines strategies and service delivery to meet key objectives and the core functions of the Shire, the outcomes anticipated and the performance measures that will enable us to determine progress. In addressing the community aspirations and needs, we will ensure prudent financial and asset management to ensure that the Shire remains sustainable and that the costs to the community and ratepayers are kept to as affordable as is practicably possible.

## Community Strategic Vision

To have a community where individuals, families and businesses can invest and prosper, preserving the safe, affordable and inclusive country lifestyle and ensuring that Wagin is a place people like to live in and visit.

## Council's Mission and Philosophy

To be a focused Local Government providing progressive and innovative leadership that builds a sustainable future while supporting a vibrant and caring community.

## Council's Guiding Values

- Governance and Leadership
- Honesty and Integrity
- Innovation and Creativity
- Community Focused
- Environmentally Aware



Shire of Wagin Council

## Our Region

Wagin (meaning the Emu's Watering Place) is located 228 kms south-east of Perth in the heart of Western Australia's Great Southern Region. The population of the Shire is approximately 1900 and the Shire comprises an area of 1950 square kilometres. The economy of the district is based on agriculture with wheat, barley, oats, canola and lupins being the main crops and sheep and cattle production being prominent. Although the local industries and services are based around the agricultural sector, Wagin is also home to Grainfeeds a pet food manufacturer, Unigrain a grain merchant, Gilmac Hay and also a steel fabrication firm, machinery and vehicle dealerships.

## Our Town

Wagin has a modern 18 bed hospital. The hospital has received accreditation from the Australian Council for Hospital Standards and the community places a high priority on this facility. The town is well serviced when it comes to Medical Infrastructure. In 1997 Council opened a new Medical Centre where the local Doctors, Dentist and Child Health Service operate from. A Frail Aged Hostel known as Waratah Lodge is equipped with 18 well-appointed rooms adjacent to the hospital and the Wagin Cottage Homes has 48 accommodation units for the well- aged. Wagin is serviced by the Royal Flying Doctor Service which assists in the air transport of patients requiring emergency care in a larger hospital. Wagin has a sealed airstrip and is serviced by a Patient Transfer Building and Pilot Activated lighting . The Wagin District High School caters for schooling from kindergarten to year 10 and a daily bus runs to the Narrogin Senior High School.



Sport and Recreation plays an important part in the Wagin community and the town is well serviced by recreational facilities with sports such as tennis, cricket, football, netball, hockey, lawn bowls, golf, darts, shooting, trotting, equestrian, go-karts, motorcycle club and swimming being most prominent. All major services are available and the following service clubs exist, Apex, Lions, Masonic Lodge and Rotary. The Anglican, Catholic, Baptist, Uniting and Vineyard Christian Fellowship Churches are represented in the town. Wagin is the home of the Giant Ram which is a man-made tourist attraction being a replica of a merino ram which has become an icon of Wagin. The Wagin Historical Village is an excellent reproduction of an old Australian Village and acts as a living historical museum.

Wagin is also home to the largest annual sheep show in the southern hemisphere being the Wagin Woolorama that generally attracts over 20,000 people over the two days of the event. The event is totally organised and run by the Wagin community. The local Newsletter "Wagin Woolpress" and a local radio station provide an excellent source of communication for our residents. Wagin is fortunate to have the services of local builders, electricians, plumbers, and the presence of the National Australia Bank and Bankwest and a strong police presence in the town. Wagin Community Resource Centre also provides support services. Wagin offers its residents a safe, well-appointed town with a real sense of community and it has been heartening to welcome new residents to our community in recent years who are choosing to move to our town.



# Shire Profile

Location: Great Southern Region, 228 km south east of Perth

Population (ABS):  
 2016 1872  
 2011 1848

Number of Dwellings: 947

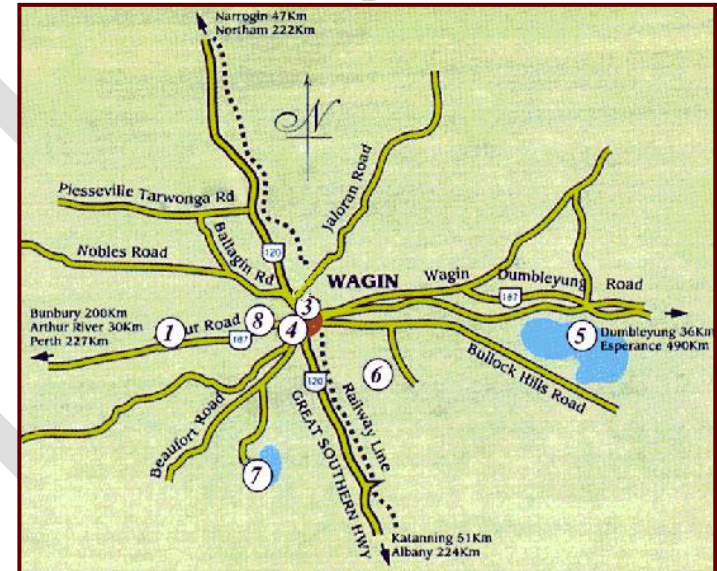
Rates Levied: \$2,138,3200  
 Total Revenue: \$8,043,699 (Operating and Capital Revenue)  
 Area: 1956km<sup>2</sup>  
 Length of Sealed Roads: 192km  
 Length of Unsealed Roads: 606km

Council Employees: 36 (31FTE)  
 Councillors: 11

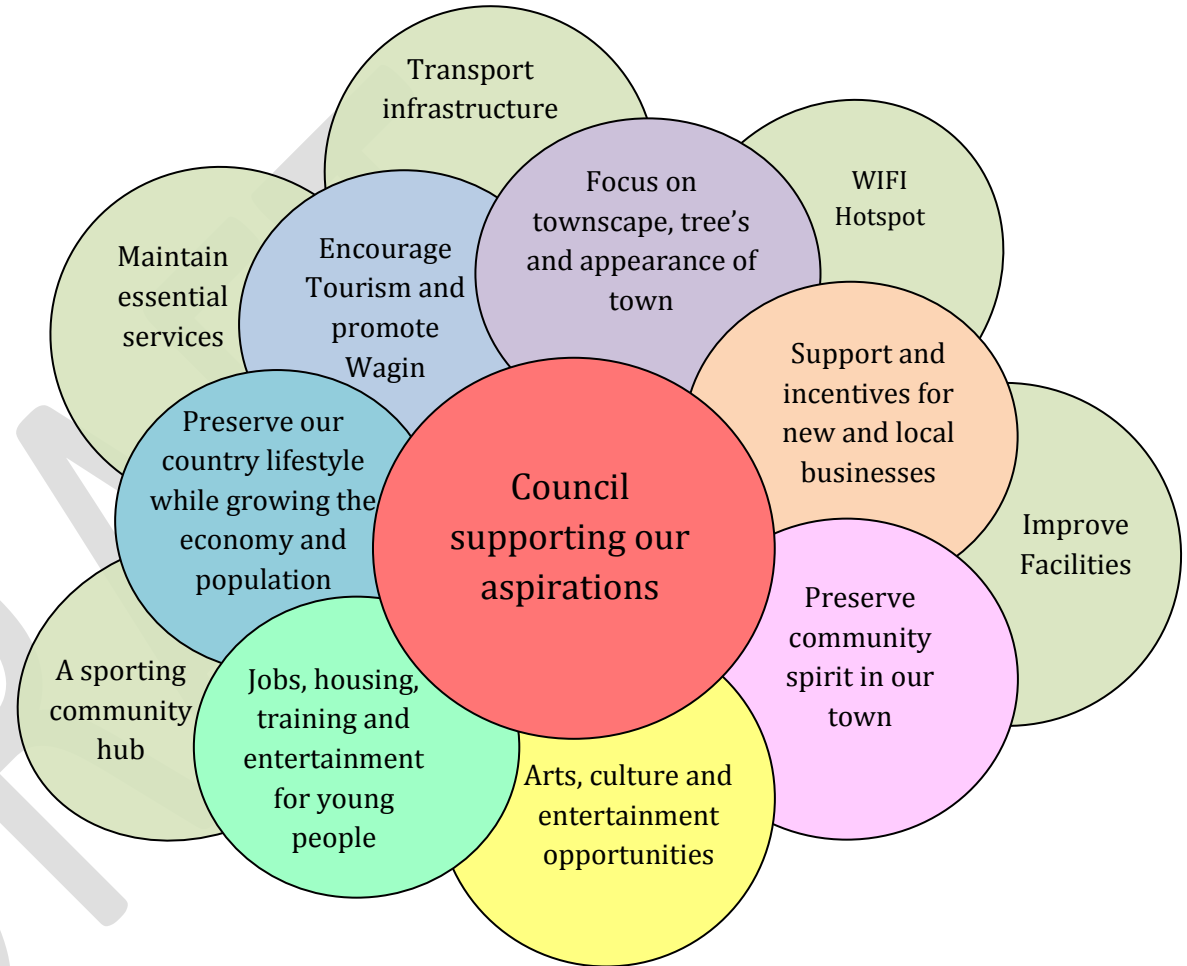
Localities: The Shire of Wagin encompasses the townships and localities of Ballaying, Cancanning, Collanilling, Gundaring, Jaloran, Lime Lake, Minding, Piesseville, Wagin and Wedgecarrup.

Surrounding Shires: Woodanilling, Dumbleyung, West Arthur, Williams

Education Facilities:  
 Kindergarten Ranford St, Wagin  
 Primary school Ranford St, Wagin  
 Secondary School Ranford St, Wagin



## What we heard from our Community through the Engagement process.

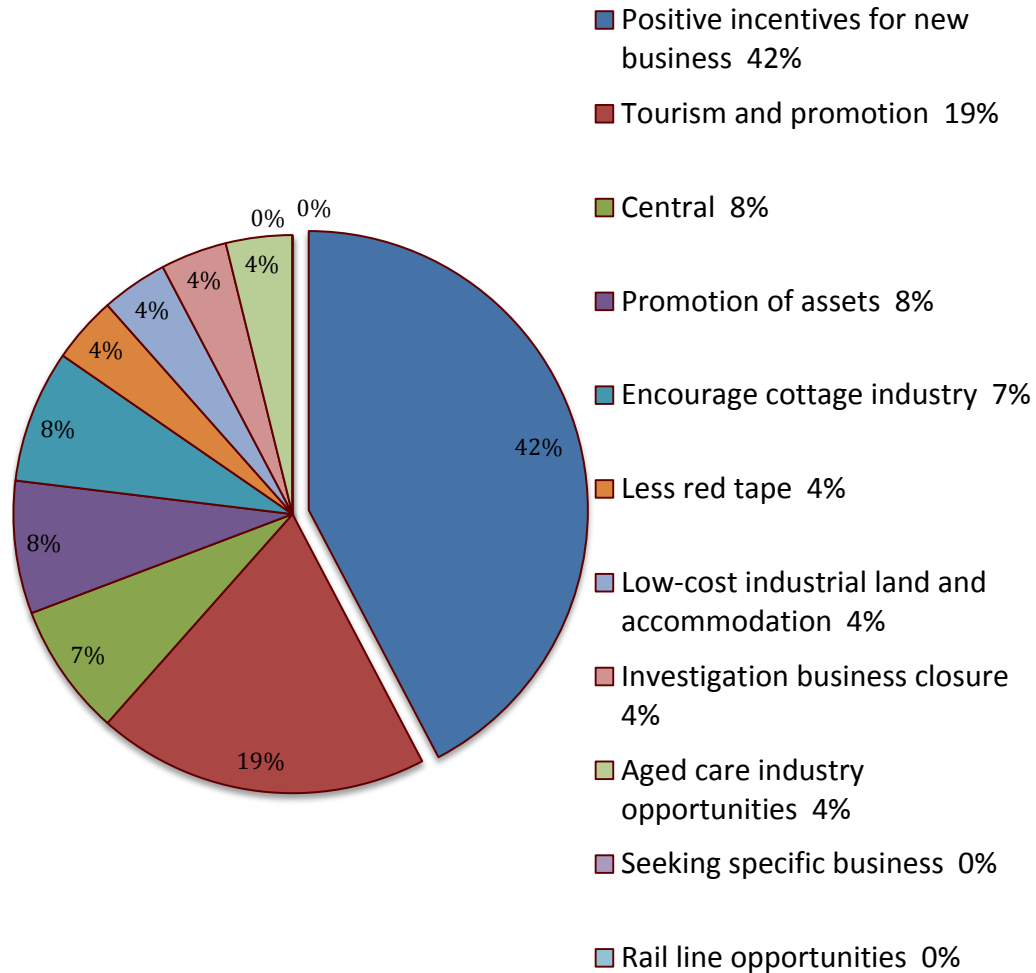


**Thank you to those who took the time to share their ideas, thoughts, need and desires that will help us to shape and grow our community over the next 10 years**

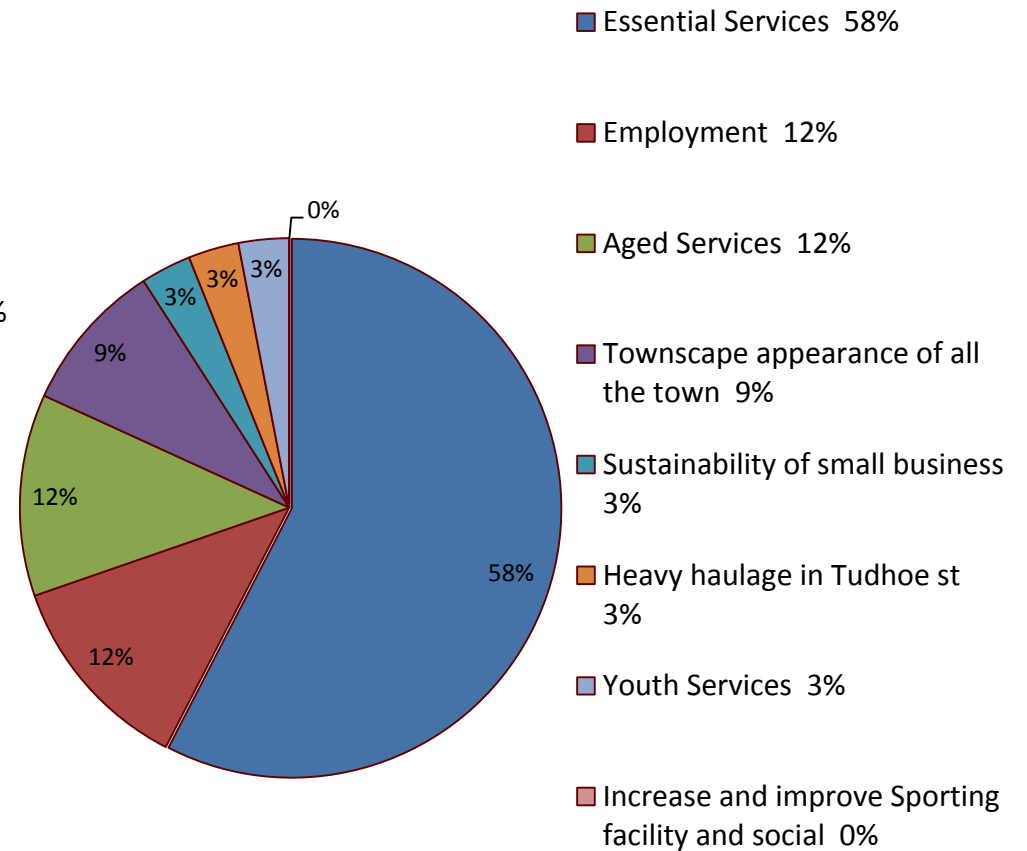


## Community Strategic Forum Results.

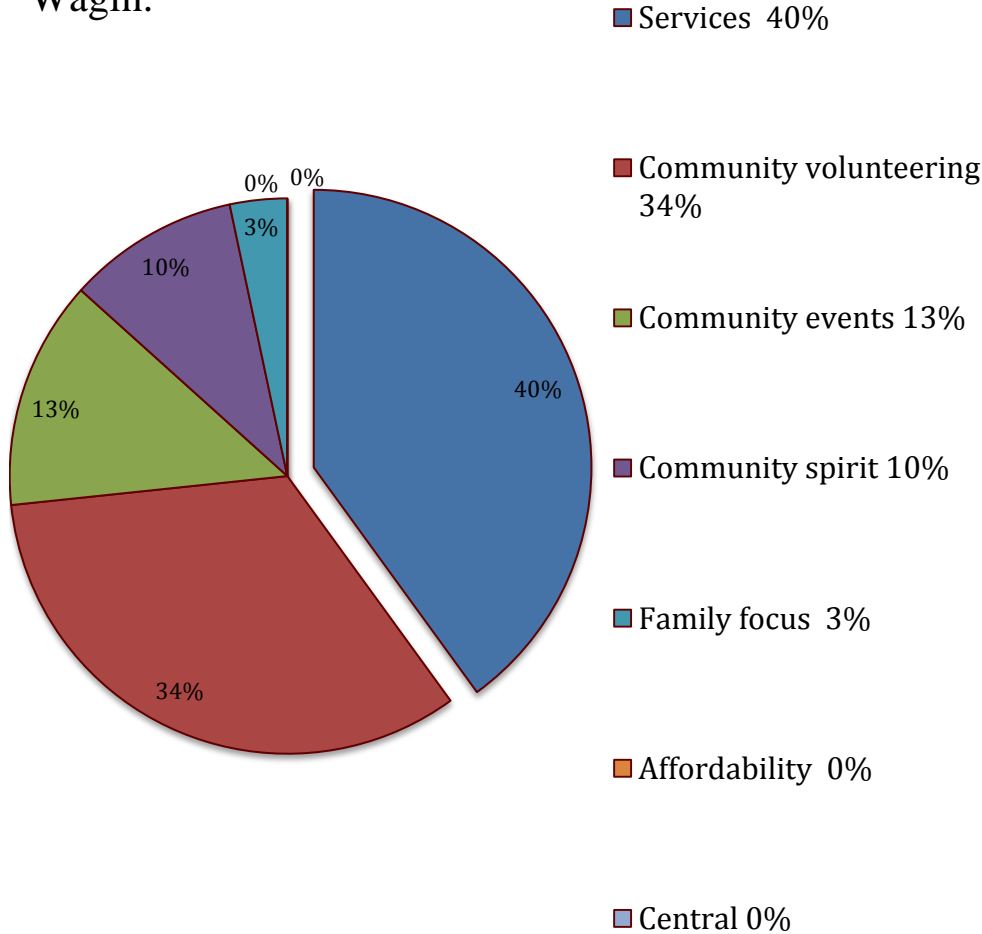
How can Wagin diversify grow and sustain its economy into the next decade and beyond?



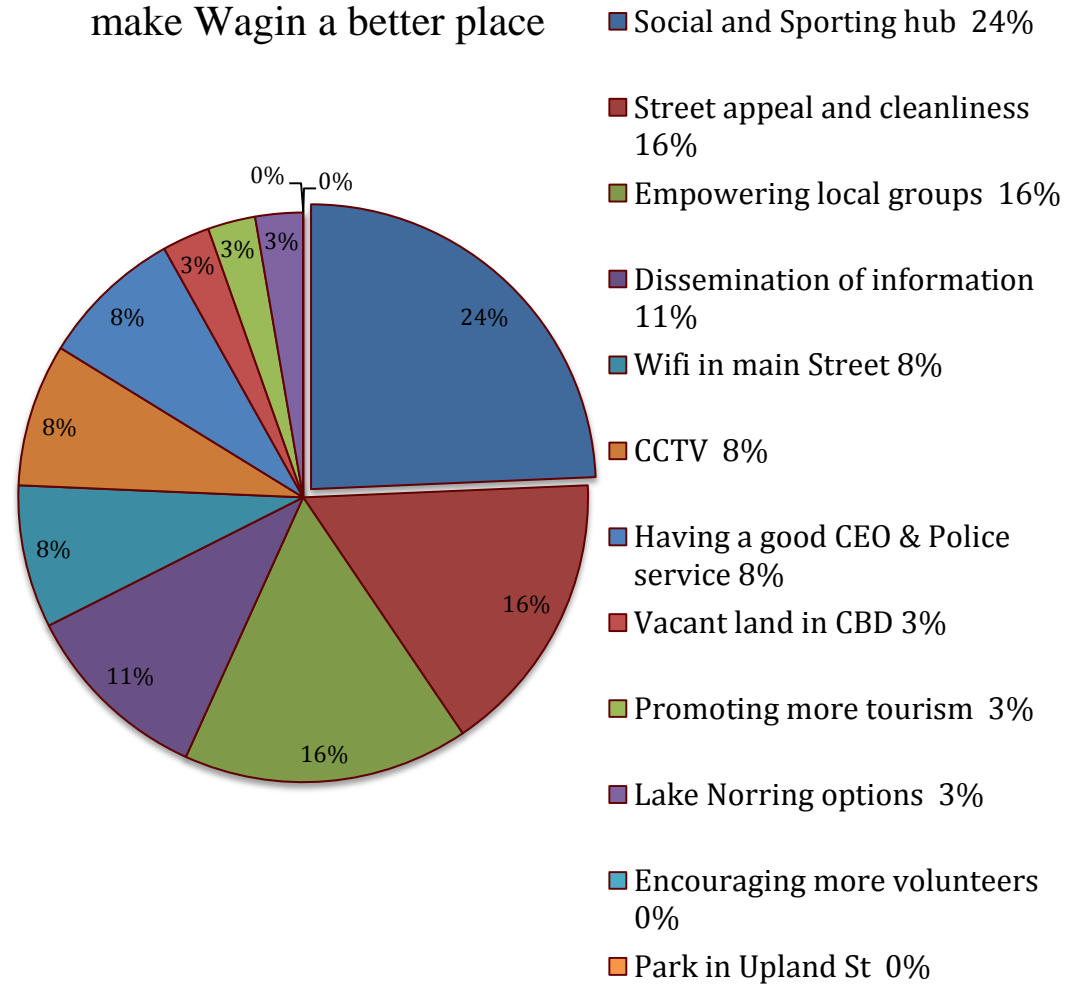
What are the most important issues facing the future of Wagin Shire and its community.



### What do you most value about living in the Shire of Wagin.



### What changes would you most like to see that would make Wagin a better place



## Key Results Areas

These areas were originally derived from engagement with the Wagin Community and other key stakeholders to guide the strategies and activities that will guide delivery of the vision for the future. They are built on the results of the Community engagement strategies carried out in 2012 /13 and are consistent with responses with a greater emphasis on heritage, town presentation and economic development. The key results areas below were reviewed by Council in early 2018 and amended accordingly. Over the ten years of this plan we will endeavour to address these issues in the most affordable and sustainable manner where we have the ability and mandate, and to lobby or support initiatives where we do not have jurisdiction. The short term activities for 2018-2022 are outlined in the priority activities listed on page 13 with medium, long term and non-resourced strategies will be addressed in subsequent corporate plans or sooner if resources or opportunities arise.

1. Economic Development	2. Buildings and Infrastructure	3. Community Services and Social Environment	4. Town and Natural Environment	5. Council Leadership
1.1 Increase in the number and diversity of businesses in the town and district.	2.1 Improve road conditions on all Shire and State roads.	3.1 Keep the family-friendly country lifestyle, community spirit, safe community with low crime rate.	4.1 Improve main street appearance to encourage travellers and tourists to stop.	5.1 Support and provide incentives for more businesses and retail opportunities.
1.2 Support more job/ training opportunities, especially for young people.	2.2 Explore heavy vehicle movements through the townsite.	3.2 Retain the school and hospital and grow health, Doctor services, allied health and aged care services.	4.2 Improve town entry statements.	5.2 Foster communication with the community.
1.3 Increase tourism and promotion of town and heritage.	2.3 Improvement in condition and appearance of the main streets of the town with improved signage.	3.3 Housing, job and training especially for young people.	4.3 Maintain & improve natural environment and recreation areas.	5.3 Plan services and activities based on sustainability, affordability and resources.
1.4 Broadband and other associated electronic media infrastructure.	2.4 Continue to upgrade Footpaths in town.	3.4 Wagin Community Recreational Hub.	4.4 Improved waste management in town and Shire.	5.4 Encourage more volunteering.
1.5 Make available low cost industrial and business land and accommodation.	2.5 Refine Infrastructure to support arts, culture and entertainment.	3.5. Youth focus on services and recreation development including coordination of effort across the Shire/Region.	4.5 Look at increasing the number of suitable trees within the townsite to enhance the tree canopy in particular the CBD.	5.5 Be responsive to community aspirations.
1.6 Aid retention and encourage more Government Services in Wagin.	2.6 Greater care and restoration or preservation of heritage buildings.	3.6 Foster and support Woolorama and other events, cultural and other entertainment opportunities.		
1.7 Support and promote Wagin as a business opportunity.	2.7 A safe fenced playground for children in a park environment.	3.7 Provide and support more community resources and facilities as required.		
1.8 Investigate and Facilitate alternative waste management services.	2.8 Secure identified key land in the town.	3.8 Investigate to establish WiFi Hotspots.		
	2.9 Investigate planning and development of sporting facilities.	3.9 Promote and Enhance the Wagin caravan and camping experience.		

## Planning and Prioritising Activities

On review of the Community feedback, the Council and the Management Team have developed strategies and proposed projects that will address as many issues as possible and prioritised them according to available funding, manpower, and time over the next ten years. They have ensured that the first four years of the plan are fully resourced and funded, and those not able to be funded in those years or that will take more long-term planning.

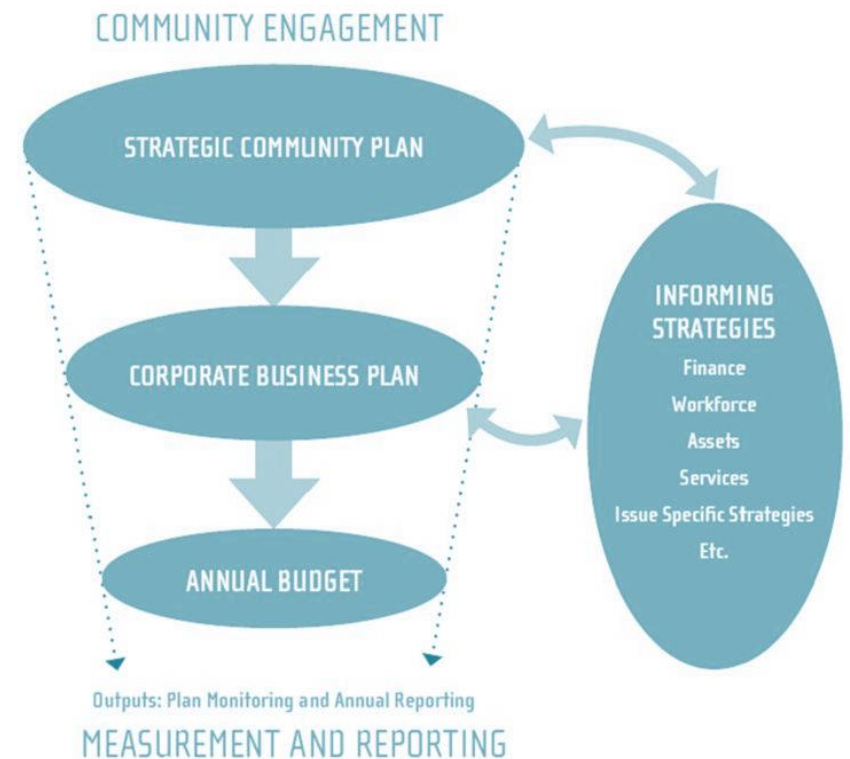
Some things can be achieved by the Shire alone, some in regional collaboration and others by supporting businesses, community groups and individuals. In addition, there are some things that are desired by the community are outside the mandate of Council, in which case the Elected Members and staff will lobby the appropriate agency or entity at every opportunity on your behalf.

## Managing Resources and Risks

In planning the activities and strategies to enable the Shire to deliver services and functions to meet their needs and aspirations, reviews of assets, long-term finances and our workforce have been carried out and plans developed to ensure affordability and capacity to deliver on the goals and objectives of the Shire's core services and the Community's desires and needs. These activities will continue in line with the evolution and review of the Strategic Community Plan to meet Integrated Planning and Reporting legislative requirements, (As per diagram at right) and to demonstrate good governance and management.

The Shire has an adopted risk management policy and strategy, and all decisions of Council relating to the strategies of this plan will be based on an acceptable level of risk so as not to expose ratepayers to unforeseen events that will reduce the potential to deliver on the objectives of the plan or the management of ratepayer's funds or assets.

WA Local Government Department Integrated Planning Framework



# Priority Activities for the Short Term 2018 - 2022

## 1.0 Economic Development

Progression of economic development strategies and initiatives  
Progression of tourism strategies and enhancement of facilities  
Implementation of the master plan for the Aerodrome precinct  
Encourage business to Wagin that have the potential for employment of local people  
Investigate alternative waste disposal methods

## 2.0 Buildings and Infrastructure

Local Heritage Infrastructure review and strategy development  
Development of Town Centre with increased focus on CBD presentation and infrastructure  
Continue transport and drainage infrastructure improvements  
Arts, Library, information and entertainment infrastructure planning and development  
Investigate alternative heavy vehicle routes  
Continue upgrade program for town footpaths and kerbing

## 3.0 Community Services and Social Environment

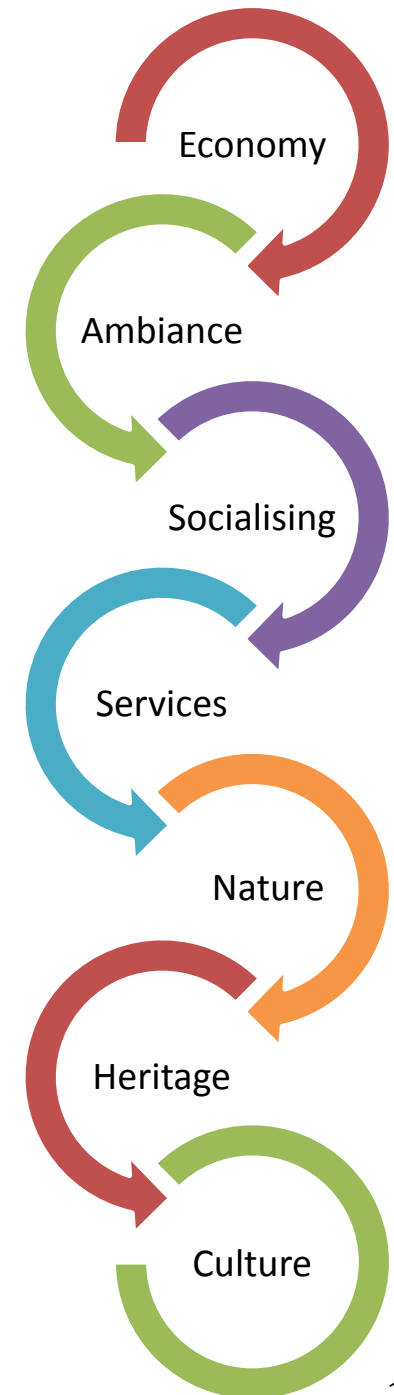
Housing Strategy Research and Development  
Green open spaces and family recreation facilities  
Continue to support Health and Education Services and lobby for other Government provided services in the town  
Seek more entertainment, arts, culture and event opportunities for the community  
Seek opportunities to support training and development opportunities in the town / region  
Investigate to establish Wi-Fi hotspots in town  
Progress the Sportsground Community Recreation Hub

## 4.0 Town and Natural Environment

Continue salinity management and water harvesting  
Develop and implement landscaping plan for town CBD  
Address town site litter and cleanliness - in particular the CBD  
Waste Management – continue involvement with regional waste management initiatives  
Improve Town Entry Statement

## 5.0 Council Leadership

Economic development focus  
Support for Business growth and related infrastructure development  
Promote Wagin as business friendly town  
Increase focus on youth and community development  
Attract and retain a skilled workforce to provide quality services to the community  
Deliver effective communication strategies to the community



# 2018 -2022 Corporate Plan

While delivering the objectives of the Strategic Community Plan the Shire still needs to provide the day to day services, maintenance programs and ‘back office’ functions that underpin daily living in Wagin as well as ensuring good governance, quality services, legislative compliance, and ongoing planning and review processes. This plan demonstrates what will be delivered in the next four years, how it will be resourced and reviewed, and how we will measure the outcomes. The plan includes strategies and projects that have already commenced but are not yet completed.



The Organisational Structure will deliver the appropriate range of services underpinned by integrated financial, workforce and asset management systems and processes to allow the Shire to deliver on its promise to the community. In addition to service delivery, and the development /maintenance of facilities and infrastructure the Shire needs to also resource the planning, management and reporting requirements. Currently, there are 36 staff employed to deliver the core services and functions outlined below as well as intermittent other projects and functions as required.

## Functional areas of responsibility per management division are as follows:

Office of the CEO	Works and Technical Services	Corporate and Community Services
Economic Development	Transport	Library and Information Services
Strategic Planning	Plant & Equipment	Recreation and Swimming Pool
Governance and Compliance	Parks & Gardens	Culture & Heritage
Regional Cooperation	Airport	Finance & Administration
Staff Management	Bridges & Drainage	Halls, Civic Centres and Housing
Lobbying & Advocacy	Streets Vegetation	Tourism, Caravan Park and RV
Town Planning	Footpaths & Kerbing	Home & Community Care
Health & Building	Public Works Design & Administration	Townscape
Human Resources	Cemeteries	Community and Medical Services
Regional Development	Sports Grounds	Landcare & Environment
	Water and Waste Management	Indigenous Affairs
	Ranger Services	Community Events

# Key Activities and Strategies

## Timelines and Responsibilities

Legend: Council - Elected Members; CEO– Chief Executive Officer; Finance - Manager of Finance; Community- DCEO and Works- Manager of Works

1.0 Economic Development	Key Role	Accountability	Timelines					Anticipated Outcomes	Performance Measures
			2017/18	2018/19	2019/20	2020/21	2021/22		
1.1 Progression of economic strategies and initiatives	Shire	CEO	X	X	X	X	X	Improvement in the Shire of Wagin economy	Number of new ventures, employment opportunities or businesses
1.2 Further explore desalination project for environmental management and economic development	Shire and Consortium Members	CEO		X	X			Facilities and infrastructure in place to support the development of environmentally friendly enterprises	Number of new ventures, employment opportunities or businesses
1.2 Further planning and development of community facilities at the Aerodrome	Shire	CEO	X	X	X	X	X	Roads and facilities in place at the Aerodrome	Progress on implementation of the Aerodrome master plan
1.3 Participation in regional waste management programs and progress	Shire	CEO	X	X	X	X	X	Appropriate and affordable waste management systems	Progress on initiatives
1.4 Continued development of relationships and partnerships for effective regional development	Shire	CEO/Council	X	X	X	X	X	Regional cooperation and resource sharing to meet community and service delivery needs	Number of joint projects and resource sharing activities
1.5 Seeking opportunities for regional wide economic or community development for the benefit of local people in the Shire	Shire	CEO/Council	X	X	X	X	X	Ongoing research and consultation with regional alliances	The progress of economic and community development initiatives
1.6 Support the development of diverse commercial properties to support the attraction and retention of small business and housing of key workers in the region	Shire	CEO / Council	X	X	X	X	X	Diverse business community with housing for key workers	Progress on development initiatives

2.0 Buildings and Infrastructure	Key Role	Accountability	Timelines					Anticipated Outcomes	Performance Measures
			2017/ 18	2018/ 19	2019/20	2020/21	2021/22		
2.1 Collaboration with CBH and neighbouring Shires for restricted access vehicles ( RAV) upgrades	CEO/Works	CEO/Works	X	X	X			Improved management of heavy haulage traffic on the Shire's road network	Level of interaction and resulting strategy development
2.2 Development of CBD	Shire	CEO / Community / Works	X	X	X	X	X	A more vibrant and ambient Central Business District	A management plan and resourced strategies and timelines in place and progressing
2.3 Review and upgrade of the Caravan Park, RV Area and surrounds	Shire	CEO/Community /Works	X	X		X		A Caravan Park that attracts tourists and other people to stay in the town	The progress of development and visitor numbers
2.4 Refurbishment of the Shire's Administration Centre Building	Shire	Council	X				X	An appropriate Administration Centre building able to accommodate staff and business needs	Progress of refurbishment
2.5 Continuity and potential expansion of the Shire's Water Harvesting Program	Shire	Works		X		X	X	Reduction in costs of water through the use of natural resources	Ongoing harvesting of water for non-potable use in the town
2.6 Review and upgrade Bushfire facilities and equipment as required	Shire	Community	X	X	X	X	X	A well- equipped Bushfire Brigade	Suitability and reliability of equipment
2.7 Upgrade of staff housing as a recruitment and retention strategy	Shire	Works	X	X	X	X	X	Appropriate accommodation for key shire staff	Progress on of upgrade strategies
2.8 Transport, Drainage, Footpath and Kerbing maintenance and upgrades	Shire	Works	X	X	X	X	X	Maintain transport corridors to a contemporary standard	Community feedback progress on road, footpaths and kerbing upgrades and maintenance



3.0 Community Services and Social Environment	Key Role	Accountability	Timelines					Anticipated Outcomes	Performance Measures
			2017/18	2018/ 19	2019/20	2020/21	2021/22		
3.1 Ongoing monitoring of HACC services	Shire	CEO/ Community	X	X				Appropriate and sustainable services	Status of care and support services in the Shire
3.2 Support aged services for Wagin and the wider area in collaboration with neighbouring Shires	Shire	CEO / Community	X	X	X	X	X	Regional aged care services established for the benefit of Wagin residents	Number and type of services established or enhanced
3.3 Review of services and facilities of library services	Shire	CEO / Community		X	X			Appropriate library services and facilities to meet community need	Progress against objectives
3.4 Identify and initiate opportunities for communication and joint ventures with government services	Shire	CEO / Community	X	X	X	X	X	Ongoing specific actions or outcomes	Progress toward realising increased government services
3.5 Progress of the swimming pool filtration and heating projects	Shire	CEO /Community / Finance	X	X	X	X		Increases facilities at the pool, dependant on grant funding availability	Funding achieved / development progress
3.6 Support development initiatives for housing options for residents from all age groups	Shire	CEO/ Council	X			X		Ongoing specific actions other than a response to opportunities	Progress toward realising increased housing opportunities
3.7 Monitor medical, health, aged care services	Shire and service providers	Community	X	X	X	X	X	A range of sustainable medical and health services to meet community needs	Status of current services against the identified need
3.8 Promote and encourage the growth of arts, entertainment and community events, including youth activities with community involvement and Woolorama	Shire	Community	X	X	X	X	X	Increased arts, culture and entertainment opportunities in Wagin	The number of successful well attended events.  Continued success of Woolorama.
3.9 Review Sport and Recreation master plan including the Community Recreational Hub	Shire	Community	X	X	X	X	X	A sustainable and equitable plan for sport and recreation facilities and their usage	Progress of masterplan with consolidation of community facilities.
3.10 Continued support for tourism and related infrastructure development	Shire	CEO/Council	X	X	X	X	X	The increase of Shire attractions profile and improved visitor facilities and amenities in Wagin	Increase in number of visitors and upgrade of tourist facilities
3.11 Establish WiFi hotspots	Shire	CEO		X				Free internet service for the community, visitors and tourists	Provision of reliable WIFI service. Community and visitor feedback

4.0 Town and Natural Environment	Key Role	Accountability	Timelines					Anticipated Outcomes	Performance Measures
			2017/18	2018/19	2019/20	2020/21	2021/22		
4.1 Continued monitoring and response to environmental issues facing the Shire	The Shire and Regional Alliances	CEO	X	X	X	X	X	Appropriate and affordable response to environmental issues arising	Outcomes of current strategies and initiatives
4.2 Support Wagin Woodanilling Landcare Zone	The Shire and Regional Alliances	CEO	X	X	X	X	X	The appropriate response to Landcare issues facing the Shire and its residents and businesses	Outcomes of research and strategies initiated Grant funding successfully sourced
4.3 Improve waste management in town and Shire	Shire	CEO/Works	X	X	X	X	X	A clean and tidy town & district with excellent waste management practices & services for residents	Community feedback and inspection reports
4.4 Research new waste management opportunities and progress rehabilitation of the existing site	Shire	CEO/Works	X	X	X	X	X	A new waste management opportunities and on-going rehabilitated of current site	Progress on new Waste management structure and monitor existing bores
4.5 Continue with town site de-watering program	Shire	CEO/Works	X	X	X	X	X	Appropriate management of saltwater management in the Shire as a core business	Progress and inclusion in the asset management plan
4.6 Upgrade and improvements to town CBD landscaping	Shire	DCEO/Works		X	X			Increase the green tree canopy in the town	Community feedback and increase in tree numbers



5.0 Council Leadership	Key Role	Accountability	Timelines					Anticipated Outcomes	Performance Measures
			2017/18	2018/19	2019/20	2020/21	2021/22		
5.1 Review of Integrated Planning and reporting process and plans	Shire	CEO/DCEO/Finance/Works/Council	X	X	X	X	X	Improved management of the Integrated Planning and reporting process including meeting mandatory compliance	Compliance with the Local Government Act All associated plans completed and in place.
5.2 Implement risk management systems and processes across the organisation	Shire	CEO	X		X		X	Increased ability to reduce the effect of uncertainty on objectives	Significant risk management strategy outcomes
5.3 Support for business growth and related infrastructure through consultation, grants and incentives	Shire	CEO/Council	X	X	X	X	X	Business growth in Wagin	Maintain and grow business levels in the Shire
5.4 Promote Wagin as a business friendly town and support the Chamber of Commerce	Shire	CEO/Council	X	X	X	X	X	Increased interest in establishing businesses in Wagin	Level of interest or business establishment
5.5 Improvement of communication with community – website development	Shire	CEO/DCEO	X	X				Growth in the Shire’s digital presence Greater access to information	Community satisfaction Awareness of the community
5.6 Town electronic advertising sign	Shire	CEO/DCEO			X			New advertising sign in place	Awareness of the community



## Implications on the Workforce

Potential for skills and capacity increases in Community Services area, in youth and community development areas, Office of CEO in integrated planning / economic development and projects, with additional asset management skills and capacity needed in the Works area. These will be further explored, cost and addressed in the Integrated Workforce Plan 2018 - 2022.

## Implications on Assets

Office space will be required for any additional staff, either requiring configuration of current administration centre, or additional space, Entertainment/arts/library facilities may need upgrades dependent strategies developed as outcomes of reviews and community consultation further community and key stakeholder consultation in this area.

## Implications for the Long Term Financial Plan (LTFP)

As part, the integrated planning process, costs associated with core business and services of the Shire, Asset Management and issues arising from the Strategic Community Plan are incorporated in a ten-year Financial Plan and reviewed each year. This ensures that sound financial management is in place for the duration of the Strategic Community Plan and beyond. A Capital Works Program to meet facility and infrastructure needs is also compiled and the financial implications for the next four years are outlined below with funding sources listed.

## Capital Works and Project Funding by Program / Project 2018 – 2022

The LTFP, Workforce and Corporate plans will be annually reviewed, updated and progress reported against objectives in the Annual Report.

<i>Funding</i>	<i>2017/2018</i>	<i>2018/2019</i>	<i>2019/2020</i>	<i>2020/2021</i>	<i>2021/2022</i>
<b>Council Funds</b>	\$434,869	\$447,915	\$461,352	\$475,193	\$489,449
<b>Road Project Grant</b>	\$303,000	\$303,000	\$303,000	\$303,000	\$303,000
<b>Roads to Recovery</b>	\$447,950	\$223,975	\$223,975	\$223,975	\$223,975
<b>Bridge Funding</b>	\$347,000	\$	\$	\$250,000	\$0
<b>Black Spot &amp; other Funding</b>	\$120,000	\$66,800	\$68,800	\$70,900	\$130,000
<b>Total Expenditure</b>	<b>\$1,652,819</b>	<b>\$1,041,690</b>	<b>\$1,057,127</b>	<b>\$1,323,068</b>	<b>\$1,146,424</b>

## Capital Projects 2018 – 2022

Program Details	2017/18 Actual	2018/19	2019/20	2020/21	2021/22	Council	Council Reserves	Council Loans	Govt. Grant	Other Grants or Funding
<b>Governance</b>										
Staff Housing					\$300,000	\$300,000				
Admin Office Renewal/Upgrade –				\$300,000		\$300,000				
<b>Law Order &amp; Public Safety</b>										
B/F Appliance Shed				\$60,000					\$60,000	
<b>Health</b>										
Upgrades to Medical Centre		\$25,000				\$25,000				
<b>Education &amp; Welfare</b>										
Daycare Upgrades	\$15,000		\$10,000			\$10,000				
<b>Community Amenities</b>										
Cemetery Upgrade	\$73,000	\$63,000				\$55,000				\$8,000
Waste Transfer Station	\$32,000	\$30,000					\$30,000			
Refuse Site Rehabilitation	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		\$80,000			
<b>Recreation &amp; Culture</b>										
Swimming Pool Filtration and Heating Projects	\$36,000		\$36,000			\$26,000	\$10,000			
Sportsground Precinct Redevelopment – Woolorama, Cricket, Hockey and Tennis					\$4,000,000	\$333,000	\$200,000	\$800,000	\$1,333,000	\$1,334,000
Establish a Community Gym	\$25,000									
Norring Lake Upgrades	\$40,000									
Wetlands Park Ponds	\$40,000									
Cultural Centre Plan		\$25,000								
<b>Transport</b>										
Townscape	\$27,000	\$30,000	\$30,000	\$30,000	\$30,000	\$120,000				
Airport Development	\$25,000	\$16,000				\$16,000				
Town Centre Redevelopment		\$120,000	\$250,000			\$120,000	\$120,000			\$125,000
Depot Amenity Room Upgrade		\$20,000				\$20,000				
<b>Economic Services</b>										
Caravan Park – New Ablutions (Deferred to 2022/23)										
<b>Other property and Services</b>										
Solar Panels – Various Buildings		\$35,000				\$20,000	\$15,000			
Electronic Advertising Sign		\$45,000				\$10,000	\$10,000			\$25,000

## **Implementation and Review of the Strategic Community and Corporate Plan**

Some strategies to achieve the community aspirations and Shire goals predate this plan and are planned or in progress. These have been reviewed, adjusted or carried forward as appropriate into this Strategic Community and Corporate Plan. Key results areas assigned for accountability and timelines have been established to ensure the strategies are resourced managed and appropriately monitored to provide the best outcome for the Community.

The plan was compiled in the context of the amended regulations relating to a “Plan For The Future” - S5.56(1) of the Local Government Act (1995) which states that Local Governments develop a Strategic Community Plan that links community aspirations with the Council’s Long-Term Strategy; and that the Local Government has a Corporate Business Plan linking to Long-Term Financial Planning that integrates Asset Management, Workforce Planning and specific Council Plans (Informing Strategies) with the Strategic Plan.

As outlined, strategies will be resourced by ratepayer funds, grants and regional resource sharing agreements. Some elements will be dependent on grant funding, or the availability of specific expertise or knowledge, so the outcome of these strategies may be diminished or not possible in the anticipated timelines if these resources are not forthcoming. Sometimes significant internal or external factors create uncertainty on the goals, objectives, or may pose risks to the Shire or the community. Should this happen, aspects of this plan may be modified, replaced or abandoned as appropriate. This follows the principals and practices of the Shire’s Strategic Risk Management Plan which meets the Australian Standard for risk AS/NZS/ISO 31000:2009 - Risk Management is underpinned by the Shire’s defined risk tolerance and appetite. The community will be advised of resultant changes to the plan in a timely manner.

Council is committed to ensuring the best and most affordable outcomes possible for the community and the region, in economic development, tourism, and the presentation of the town and its facilities to underpin the traditional safe, affordable and inclusive country lifestyle valued by our community.

## **Monitoring and Review**

This Strategic Community and Corporate Plan will be monitored and reviewed as part of the annual planning and budget cycle, with reviews and potential adjustments to the Strategic Community Plan on a bi-annual basis. A minor review has been completed in April 2016 and now in 2017/2018, a full review has been undertaken including robust community engagement. This process has also serve to orientate newly Elected Members of Council to the long-term strategic community direction of and strategies proposed to achieve them. The next scheduled minor review will be in early 2020.



Address: 2 Arthur Road  
Wagin WA 6315  
ABN 84 132 233 744  
Telephone: 9861 1177  
Facsimile: 9861 1204  
Email: [Shire@wagin.wa.gov.au](mailto:Shire@wagin.wa.gov.au)  
Website: [www.wagin.wa.gov.au](http://www.wagin.wa.gov.au)