

Shire of Wickepin
A FORTUNATE PLACE

2018 STRATEGIC COMMUNITY PLAN



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2028

WELCOME

Welcome to the Strategic Community Plan 2018-2028, the guiding document for the Shire of Wickepin over the next 10 years.

This Strategic Community Plan outlines the community's priorities and visions for the future of the Shire of Wickepin as a whole, and sets out the key short term and medium term strategies required to implement and achieve these aspirations.

It is the responsibility of all Local Governments to demonstrate, through their strategic plan, the planning for the social, environmental and economic future of the whole Shire.

Council needs clear directions to enable it to make tough decisions between many competing priorities, and this direction is given through the Shire of Wickepin's overarching document – The Strategic Community Plan, ensuring that all moves are towards achieving the community's vision for the future.

This plan could not have been produced without the involvement of the local community.

I am very grateful to those members of the community who became involved and took the time to provide input for the plan. Your responses gave Council valuable insight towards the priorities and visions for the future of the Shire of Wickepin as a whole, and I Thank You Very Much.

Council now looks forward to working together with you all in bringing this new Strategic Community Plan to life.

Cr Julie Russell
SHIRE PRESIDENT – July 2018



YOUR COUNCIL

Councillors have a specific role in relation to developing the local government's vision and long term goal setting. The development and implementation of our community's aspirations and goals will be facilitated by the Shire's Councillors. The Councillors meet regularly to discuss issues and imperative areas arising in the community. Councillors act to ensure that they:

- Represent the interests of electors, ratepayers and residents of the district;
- Facilitate communication between the community and the Shire;
- Participate in the local government decision-making processes at council and committee meetings;
- Provide appropriate services and facilities are efficient, effective, adequate and equitable;
- Properly manage the environment, consistent with the principles of ecologically sustainable development; and
- Take into account the long-term cumulative effects of the Shire's decisions.

PRESIDENT

Cr JA (Julie) Russell
- retiring 2019

DEPUTY PRESIDENT

Cr W (Wes) Astbury
- retiring 2021

COUNCILLORS

Cr GCL (Gerri) Hinkley
- retiring 2019

Cr S (Sarah) Hyde
- retiring 2021

Cr FM (Fran) Allan
- retiring 2019

Cr AG (Allan) Lansdell
- retiring 2019

Cr N (Nathan) Astbury
- retiring 2021

Cr SJ (Steve) Martin
- retiring 2021

THE PURPOSE OF THE STRATEGIC PLAN

This Strategic Community Plan will help shape the services that the Shire will deliver over the next ten years to support the community. The Strategic Community Plan was developed using feedback received by the community, staff and Councillors of the Shire of Wickepin. 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.



SHIRE SNAPSHOT

- Sealed Roads **157 Km**,
Unsealed Roads **717 Km**
- Rates levied **\$1.3m**,
Turnover **\$6.7m**
- Number of employees: **24**

Wickepin contains rich agricultural lands that were opened for settlement in 1893. The locality began as a watering point known as Yarling and was used by early sandalwood cutters.

The Shire covers an area of 198,900 hectares and includes the towns of Wickepin, Yealering, Harrismith and Tincurrin. The Avon, Blackwood and Murray Rivers rise in the Shire.

The Shire is a prosperous farming area with excellent wool and lamb production. Cropping is done on a large scale with wheat, oats, barley, lupins and canola grown. Wickepin is also home to the Facey Group, a prominent grower group in Western Australia that is committed to improving the economic, social and environmental sustainability of broad acre farming through research, development and information in the region.

Wickepin is known for being the home of Albert Facey, an Australian Biographer. His house has been moved to the centre of the town as a tourist attraction. The Homestead was built in 1924 and has been fully restored.



The town offers excellent facilities for locals and travellers. Great walks, a BBQ area, children's' playgrounds plus there are two primary schools in the Shire – Yealering and Wickepin – a medical centre, police station, church, and Community Resource Centre in Wickepin, as well as Bushfire Brigades, sporting and community groups across the Shire. St John Ambulance covers the Shire of Wickepin with Ambulances in Wickepin, Harrismith and Yealering.

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 an analysis of the organisations strengths, weaknesses, opportunities and threats. The risks identified and being considered in the development of this Strategic Community Plan include:

INTERNAL RISKS

- Resources are split across multiple town sites
- Participation in regional groupings
- Shire is a major employer
- Competitive nature of external funding

EXTERNAL RISKS

- Ageing population
- Demographic profile of the community
- Loss of rail transport for grain
- Lack of business diversity
- Loss of essential services
- No bank in the Shire
- Lack of available, quality accommodation
- Telecommunications - internet and mobile
- Volunteer burnout
- Government red tape
- Close proximity to a regional centre (Narrogin)
- Loss of young people

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 Integrated Planning Reporting guidelines
- Annually review our risk management processes
- Continually monitor risk at a Council level



our strengths

INTERNAL

- Positive financial position of the Shire
- Council demographics and leadership skills
- Plant equipment is in good standard
- Waste management
- Sport and recreation facilities
- We are open to new ideas
- We can react quickly

EXTERNAL

- Strength of agribusiness
- Access to fuel
- Facey Group
- Health services

our opportunities

INTERNAL

- Industrial and residential land development
- Caravan Parks

EXTERNAL

- Regional Organisation of Council / collaboration
- Community Resource Centre
- CBH in Wickepin
- Drive in and drive out of Narrogin (Wickepin offers a lifestyle choice)
- Lake Yealering, Toolibin Lake
- Facey House
- Wildflowers
- Heritage trails
- Kaolin Mine
- Facey Group

CREATING OUR STRATEGIC COMMUNITY PLAN



- **71** survey respondents
- **24** random phone calls to ratepayers across all parts of the Shire answering a series of set questions (had not completed a survey)
- **20** community leaders of local clubs and associations separate to online and hard copy survey (sports, progress, emergency services etc.)
- **16** attendees at the RDA Wheatbelt Enterprising Communities Wickepin workshop and review of Harrismith and Yealering workshops
- **14** business owners across the Shire separate to any other consultation
- **7** CRC, Medical Centre, Wickepin PS, Yealering PS, Police
- **3** advisors to the district - outside of the Shire of Wickepin

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 workshops

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

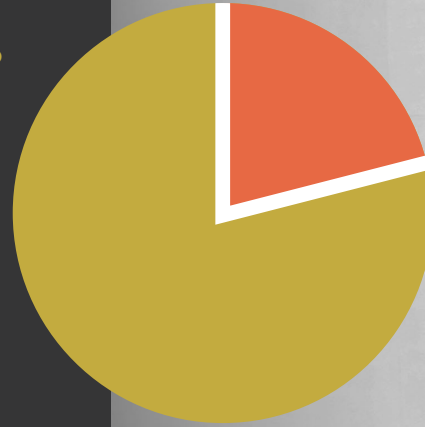
COLLABORATE

- Strategic Community Plan feedback period

TOTAL ENGAGEMENT TO DATE: 152

(21.1% of total population residing in the Shire of Wickepin)

- Respondents
- Total population of the Shire of Wickepin



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

- Maintenance and improvement of road infrastructure
- Maintenance and continual improvement of parks and gardens, creating a reason to visit and stop in the Shire
- Growing the economic impact of Lake Yealering
- Lifestyle and amenity development
- Supporting the agricultural industry, agricultural innovation and business diversification

MEDIUM PRIORITY

- Tourism product development
- Opportunity to work closely with community organisations to achieve mutual goals
- Improved partnerships to address youth attraction and retention, drug and alcohol education and awareness

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

GOALS AND STRATEGIES TO ACHIEVE OUR OUTCOMES

our vision

A collaborative Council, dedicated to maintaining and developing our community assets for the benefit of our residents whilst supporting a strong community, a vibrant economy, successful businesses and a sound environment

As the representatives of the Wickepin community, the Shire Council and staff are guided by PRIDE:

PROFESSIONALISM -

in the standards and ethics of our actions.

RESPECT -

through courtesy and honesty in our dealings with all people.

INTEGRITY -

that builds community trust.

DEDICATION -

of a committed team that works together to provide leadership for the community.

EXCELLENCE -

in the service that we provide for the community.

council priorities

Adding value and impact of Council owned infrastructure and services by:

1. Attracting new populations and retaining our current population
2. Growing our local economy and providing opportunities that benefit local businesses across the Shire
3. Protecting, enhancing and receiving value from our natural environment
4. Ensure positive financial positions in Council's Budget

OUR PLAN FOR THE FUTURE

A timeframe is proposed for implementing each of the strategies identified to achieve the strategic goals.

The timeframes are defined as: **SHORT TERM: 2018 - 2020** **MEDIUM TERM: 2021 - 2024**

infrastructure

GOAL 1: Roads are a key economic driver across the Shire			
SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
1.1 Annual review of the performance and structure of Shire owned roads	1.2 Plant and equipment maintenance and replacement is planned for 1.3 Identification of road maintenance and improvements in the Asset Management Plan 1.4 Engagement of neighbouring Shires and key stakeholders in the Secondary Freight Route Project	<ul style="list-style-type: none"> - RAV ratings - Number of positive and negative complaints received - Traffic count data reflects usage and investment required - Number of accidents attributed to road condition - Retention of works staff is higher than industry average - Roads can handle weather conditions - Level of funding secured and % spent in the Shire 	Road infrastructure meets the freight task and is sustainable in the long term

infrastructure

GOAL 2: Improve the amenities and aesthetics along the main street of townsites

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>2.1 Annual stocktake of existing parks and gardens across the Shire</p> <p>2.2 Established local groups are engaged in redesigning the current park and garden at the western end of the main street of Wickepin</p> <p>2.3 Develop a Wickepin Playground Plan</p>	<p>2.4 Council continues to try to engage to improve the agricultural display along the main street of Wickepin</p> <p>2.5 Playgrounds are updated</p> <p>2.6 Parks and gardens across the Shire are maintained and continually enhanced</p> <p>2.7 Garden staff are informed, equipped and resourced</p>	<ul style="list-style-type: none"> - Annual parks and garden audit is completed and discussed at Council - Increase in the number of visitors who stop and use the main street playground 	<p>The community is engaged in the activation and maintenance of our open spaces</p>

GOAL 3: The Shire of Wickepin Caravan Park amenities are of a high standard

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>3.1 Caravan Parks are enhanced</p>	<p>3.2 Caravan Parks are updated</p>	<ul style="list-style-type: none"> - Increase in the number of overnight visitors - Increase in the length of stay at Caravan Parks 	<p>Visitors have a positive experience staying in the Shire</p>

infrastructure

GOAL 4: Maintain Shire owned facilities in a strategic manner and also to meet community needs

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>4.1 Asset Management Plan is developed and adopted</p> <p>4.2 Encourage greater usage of current Shire owned facilities</p>	<p>4.3 Asset Management Plan is reviewed</p> <p>4.4 Support the improvement and maintenance of assets in a strategic manner</p>	<ul style="list-style-type: none"> - Level of facility usage is maintained and increases - Level of community investment into facilities and equipment 	<p>Asset maintenance and preservation is in line with community needs and Shire financial resources</p>

economy

GOAL 5: We are an agricultural hub, that innovates and leverages opportunities

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>5.1 Review the RAV ratings across the Shire</p>	<p>5.2 Continue close links with grain handlers and commodity transporters including rail</p>	<ul style="list-style-type: none"> - RAV rating review and necessary changes - Rail network is utilised - Grain recieval sites are utilised 	<p>The transport network across the Shire benefits both producers and suppliers with improved efficiencies</p>
<p>5.3 Where appropriate support the Facey Group to continue its close links with local growers and key stakeholders</p>	<p>5.4 Collaborate with the Facey Group on strategic projects</p>	<ul style="list-style-type: none"> - Annual report / presentation from the Facey Group to Council which details strategic priorities - Amount of external funding attracted by the Facey Group 	<p>The Facey Group is a well recognised brand</p>

economy

GOAL 6: New businesses are attracted and existing businesses grow

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>6.1 Improve our communication with local businesses</p> <p>6.2 Communicate with local businesses regarding our future procurement needs</p>	<p>6.3 Identify the knowledge and services gap in current business offering by holding a workshop with progress associations and key stakeholders</p> <p>6.4 Investigate a digital or physical incubation space</p> <p>6.5 Investigate worker accommodation needs for businesses</p>	<ul style="list-style-type: none"> - The number of local businesses who supply products and services to the Shire increases - Quality accommodation for workers increases over 10yrs 	<p>Our communication with businesses is in an organised format</p> <p>We have available land for commercial purposes that is zoned and rated accordingly</p>
<p>6.6 Review industrial land zoning in collaboration with business and the progress association</p> <p>6.7 Budget for future headworks</p> <p>6.8 Continue our close links to the Kaolin mine</p>	<p>6.9 Town Planning Scheme is reviewed</p> <p>6.10 Investigate for industrial land lots in the Town Planning Scheme</p> <p>6.11 Future land developments have a thorough cost benefit analysis</p>	<ul style="list-style-type: none"> - Town Planning Scheme is updated - Develop required lots - Reduction in 'out of town' expenditure for products and services 	<p>We are ready for future business growth and opportunities</p> <p>Our local economy is diversified</p>

GOAL 7: Residents and visitors can access reliable telecommunication services

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>7.1 Advocate for improved telecommunications solutions</p>		<ul style="list-style-type: none"> - Reduction in mobile phone blackspots - Level and type of feedback from the community 	<p>Our community has reliable tele-communication coverage across the whole Shire</p>

economy

GOAL 8: Tourism opportunities create value to our communities

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>8.1 Continue to actively participate in the Living Lakes project</p> <p>8.2 Develop and improve the foreshore amenities at Lake Yealering</p> <p>8.3 Investigate camping grounds at Lake Yealering (cost v benefit analysis)</p> <p>8.4 Partner with our neighbouring Shires on tourism promotion and initiatives</p> <p>8.5 Review our engagement with the Dryandra Visitor Centre</p> <p>8.6 Further develop rest stops across the Shire</p>	<p>8.7 Develop a branding strategy for Lake Yealering in collaboration with residents and businesses</p> <p>8.8 Develop a self drive route across the Shire which includes Lake Yealering, Harrismith and Wickepin attractions</p> <p>8.9 Increase our online profile</p>	<ul style="list-style-type: none"> - Lake Yealering has enough water in it for water based activities for the majority of the year - Number of positive and negative reviews regarding the Lake Yealering experience - online and verbal - Yealering caravan park occupancy and length of stay increases - Number and length of overnight stays increases - Facilities used by locals and visitors are improved based on online and verbal feedback - Toolibin rest stop is improved 	<p>Tourism and recreational activities can occur all year at Lake Yealering</p> <p>The length of overnight visitor stays is increased and visitors are aware of our unique attractions</p>

community

GOAL 9: Our communities are engaged, have a healthy lifestyle and are safe

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>9.1 Facilitate a meeting in the Shire of Wickepin of the local and regional health, social and crime prevention agencies to raise drug and alcohol issues</p> <p>9.2 Meet with the Wickepin Community Resource Centre to identify common community priorities including but not limited to youth activities as well as forward plan events</p> <p>9.3 With the Wickepin Community Resource Centre target activities at early years, primary and secondary students particularly during the school holiday period</p>	<p>9.4 Advocate for the continuation of State Government support for the Wickepin Community Resource Centre</p> <p>9.5 With the Community Resource Centre, help to communicate and action progress association / organising committee priorities and projects</p>	<ul style="list-style-type: none"> - Wickepin Community Resource Centre is retained - Positive social behaviour in our communities - Improved offering and frequency of youth activities - Events across the Shire do not conflict with other local or regional events - Amount of formal communication with progress associations / organising committees across the Shire 	<p>Children and youth are retained and engaged</p> <p>Our community is safe</p> <p>Our community understands the impact of anti-social behaviour both personally and on the community</p>
<p>9.6 Continue to advocate and prepare for the Wheatbelt South Aged Housing Alliance (WSAHA) project</p>	<p>9.7 Seniors are encouraged and able to age in place</p>	<ul style="list-style-type: none"> - WSAHA aged housing project is delivered 	<p>The elderly can age in place</p>
<p>9.8 Continue to provide a high standard waste management service</p> <p>9.9 Continue to educate the community about recycling</p>		<ul style="list-style-type: none"> - Number of positive and negative comments about waste services - Recycling increases across the Shire (tonnes increase) 	<p>Waste management practices are best practice</p>

community

GOAL 9: Our communities are engaged, have a healthy lifestyle and are safe

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>9.10 Continue to help facilitate the best possible health and emergency services</p> <p>9.11 Continue to work with RoadWise and the Office of Road Safety on road safety awareness initiatives</p>	<p>9.12 Emergency service planning is coordinated and articulated</p> <p>9.13 Recruiting volunteers is a partnership approach between the Shire and emergency services</p>	<ul style="list-style-type: none"> - Number of emergency service volunteers are retained and increase - Number of Local Emergency Management Committee meetings held annually - Achievement of emergency service strategies Reduction in drink driving offences - No fatal road accidents in the Shire 	<p>Emergency and health services are retained</p> <p>We have no fatalities on our roads</p>
<p>9.14 Connect with local and regional Natural Resource Management organisations to determine how their priorities can benefit our communities and businesses</p>	<p>9.15 Partner with external bodies to protect natural flora and fauna</p> <p>9.16 Continue to provide weed and pest management</p>	<ul style="list-style-type: none"> - Invite Natural Resource Management organisations to present to Council - Amount of external funding attracted for natural resource management activities in our Shire 	<p>Our natural flora and fauna is protected</p>

governance

GOAL 10: Our organisation is well positioned and has capacity for the future

SHORT TERM STRATEGY	MEDIUM TERM STRATEGY	POINT OF MEASUREMENT	10 YR OUTCOME
<p>10.1 Continually review our organisational structure to be in line with community service expectations (infrastructure and services)</p> <p>10.2 Identify Councillor training needs</p> <p>10.3 Educate and encourage Councillors to attend governance training which highlights their roles, responsibilities and being accountable</p>	<p>10.4 Council staff are multi skilled to understand the business of local government, can provide a seamless service to the community and are compliant</p> <p>10.5 Review the number of Councillors required for our Shire context</p>	<ul style="list-style-type: none"> - Amount of professional development attended by Councillors and staff 	<p>We have capacity and comply with legislation</p>

GOAL 11: We are proactive about collaboration and forward planning our future success

<p>11.1 Continually review our role in regional groupings</p> <p>11.2 Long Term Financial Plan is reviewed on a regular basis</p> <p>11.3 Asset Management Plan is reviewed on a regular basis</p>	<p>11.4 Continue to build our voice and strategic projects within our regional groupings</p> <p>11.5 Review integrated planning documents as required</p>	<ul style="list-style-type: none"> - Our participation in regional organisations bring measured social, economic and environmental return - We meet our legislative requirements 	<p>Our community benefits because of our collaboration</p> <p>Our operations are best practice</p>
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GOAL 12: Our communities are informed via multiple channels at regular intervals

<p>12.1 Provide meaningful communications, that deliver information regularly and succinctly</p> <p>12.2 Promote Council Services and achievements</p>	<p>12.3 Continue to review our service standards by reviewing community feedback</p>	<ul style="list-style-type: none"> - Customer survey results demonstrate a high level of knowledge of Council operations 	<p>Our community understands the role of Council and the allocation of resources</p>
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MONITORING AND REPORTING

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

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 Wickepin.

<i>SHIRE SERVICE</i>	<i>STRATEGIC COMMUNITY PLAN</i>
Caravan Park, Camping and Rest Stops	3.1, 3.2, 4.4, 8.3, 8.6
Cemetery	4.1, 4.3, 4.4
Community Development	6.5, 9.2
Community Facilities (Halls, Recreation etc.)	4.1 - 4.4
Council Leadership	10.1 - 10.5, 11.2 - 11.5, 12.1, 12.3
Early Years Support	9.3
Economic Development	1.1, 1.4, 3.1, 3.2, 5.1 - 5.4, 6.1 - 6.6, 6.8, 6.10, 7.1, 8.2, 8.4 - 8.6
Emergency Services	9.10, 9.12, 9.13
Environmental Health	10.4
Health Services	10.4, 12.2
Library	9.1, 9.6, 9.10
Natural Resource Management	5.4, 8.1, 9.14 - 9.16
Ranger Services	9.16
Recreation and Leisure	4.1 - 4.4
Regional Participation	1.4, 8.1, 9.1, 11.1, 11.4
Road Construction, Maintenance and Preservation	1.1 - 1.4, 4.1, 4.3, 4.4, 5.1, 5.2, 9.11
Seniors Support and Aged Accommodation	9.6, 9.7
Town Beautification, Parks, Gardens and Reserves	2.1 - 2.3, 2.4 - 2.7
Town Planning / Land Development	6.6, 6.9, 6.10, 6.11
Waste Management	9.8, 9.9