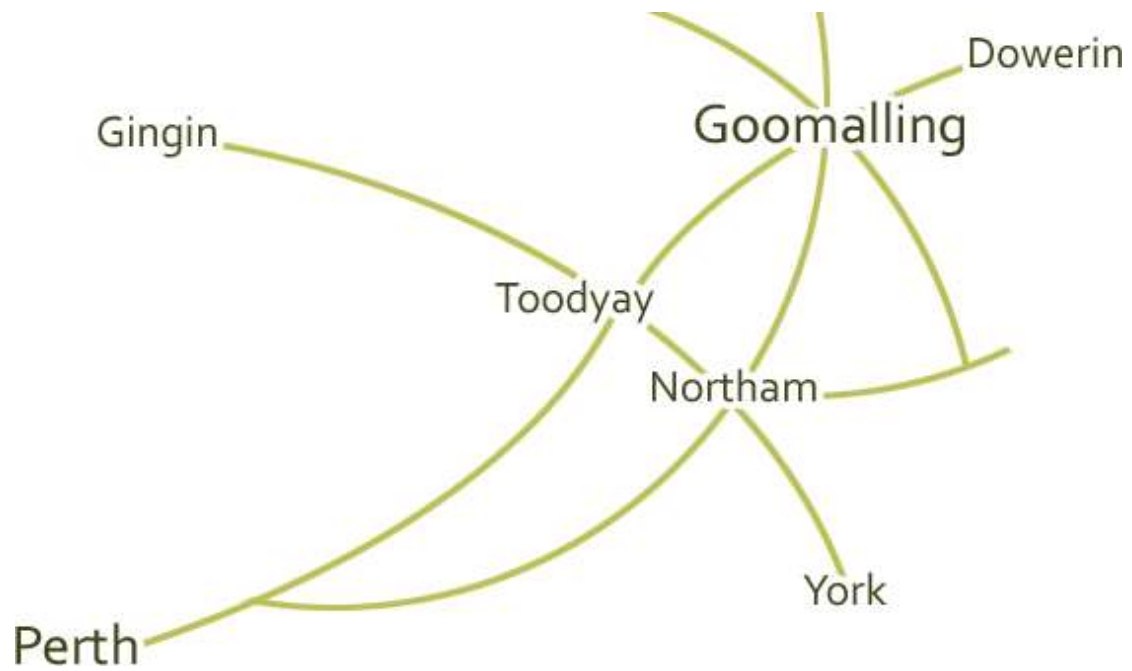




**Shire of Goomalling**

**COMMUNITY  
STRATEGIC  
PLAN**

**2019**



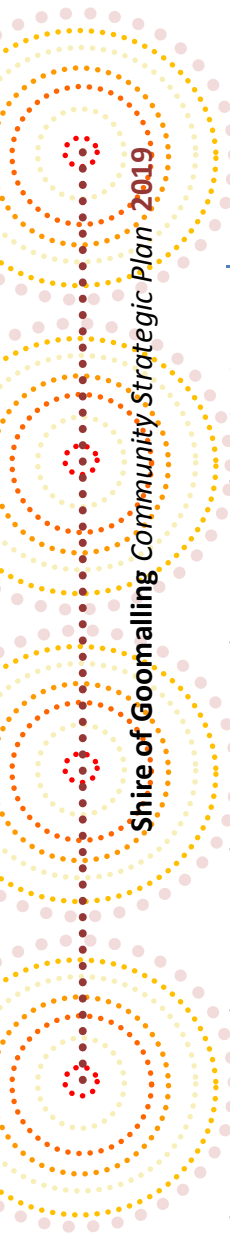
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Shire of Goomalling Community Strategic Plan 2019

# Foreword

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On behalf of the Council I would like to thank the people who have contributed to the review of our Community Strategic Plan. We invite your continued contributions to assist with our future planning.

This Community Strategic Plan recognises the role of the community in determining its own future and will be the key strategic document for guiding the Council's business planning and service delivery.

This plan aims to develop not only an appropriate response for today's environment, but also for the future in order to be pro-active and meet upcoming challenges. The role of the various levels of government is to provide advocacy and facilitate specific actions on behalf of the community through this ongoing partnership.

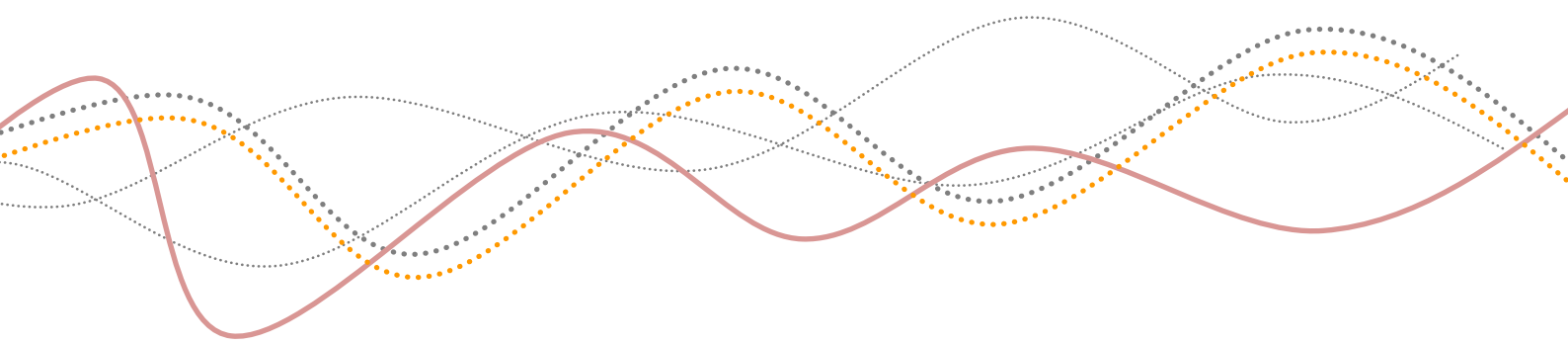
This plan identifies our community's aspirations and describes how the Shire and others can work towards achieving our goals. It also explains how activities to achieve the aspirations will be prioritised over the life of the plan.

The Strategic Plan takes into account the broad social, cultural, economic and environmental areas and how other government agencies, community groups and local councils bordering our municipality might contribute to achieve each of the community aspirations.

The Community Strategic Plan spans 10 years (2019 – 2029) and from November 2019 will be subject to a 'desktop' review every two years and a full review every four years.

Barry Haywood  
**Shire President**

Peter Bentley  
**Chief Executive Officer**



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# Community Strategic Plan

## INTRODUCTION

### History and Culture

Goomalling is a town in the Wheatbelt region of Western Australia 45km north east of Northam. The area was first explored by Assistant Government Surveyor Austin in 1854 but there was no great need for a town. The monks at New Norcia, which was about 60km northeast of the present town, often brought their sheep into the area.

Situated in the Central Wheatbelt, 132km north east of Perth, Goomalling is a small and friendly rural town with modern sporting and recreational facilities.

Snuggled in the north eastern section of the Avon Valley area, Goomalling is ideally located within a 90 minute drive from Perth via either Northam or Toodyay and is strategically located as the Gateway to the Wildflower areas to the east and north of the Shire.



The name Goomalling was first shown for a spring found by explorers Hillman & Lefroy in 1846. Hillman noted on his plan "rich grassy country" and squatters subsequently moved into the area. George Slater, who had arrived from England with his parents in 1930, owned a huge selection which covered 100,000 acres from Goomalling to Kalguddering. He moved into the area in the 1850s. His house became a regular stopover point for miners who travelled through the area on their way to the goldfields in Kalgoorlie and Southern Cross.

When the Northam to Goomalling railway line was opened in 1902 the government decided to establish a townsite at Goomalling (gazetted in 1903). The extension of the railway northwards to Wongan Hills was opened nine (9) years later and the eventual extension through to Mullewa was completed in 1915. The branch railway running east from Goomalling was extended as far as Dowerin in December 1906 and eventually, to Merredin in 1911. Twenty years after its opening Goomalling was listed in the working timetable as being an electric staff station with loco watering facilities and a turntable.

The name "Goomalling" was derived from the Koomal Possum (silver-grey possum) which inhabited the area when the district was first established in the Wongamine area in the late 1830s.

Goomalling is highly dependent upon the agriculture industry. The industrialisation of agriculture, uncertain weather conditions, opening of global markets and declining terms of trade have been major factors impacting on farm production. This has had implications for businesses dependent on farms for their main source of income and has had a negative economic impact on the Goomalling town and surrounding districts.

Another factor has been the increasing mobility of its community as they have been able to extend the distance range for shopping and access to government services. With modern transport Goomalling is also very accessible to Midland, which has a very diverse retail and business service environment.

In the past 10-15 years Goomalling has been rebuilding and revitalising its community which has resulted in a growing population base. Members of the community are immensely proud of their Shire, are positive, proactive, hard-working and willing to support each other and work together for the benefit of all. There is recognition that the future growth is dependent upon the ability to maintain a sense of place that is responsive to the local community.

As the urban drift continues and the town offers excellent medical, hospital, tourist, recreational, banking and local facilities and services it is expected that the population growth will stabilise in the coming years.

Goomalling is in the Avon Valley, about 30 minutes' drive to Northam, Toodyay and Dowerin. The Shire covers an area of about 1845km<sup>2</sup> with a road network of 742kms servicing the town of Goomalling and the numerous rural properties.



## Our Community

Shire of Goomalling Community Strategic Plan - 2019



**Population**

1,033



**Largest Industry**  
**Agriculture**



**Unemployment**

5.5%



**Volunteers**

32%



**Electors**

754



**Dwellings**

516



**People per household**

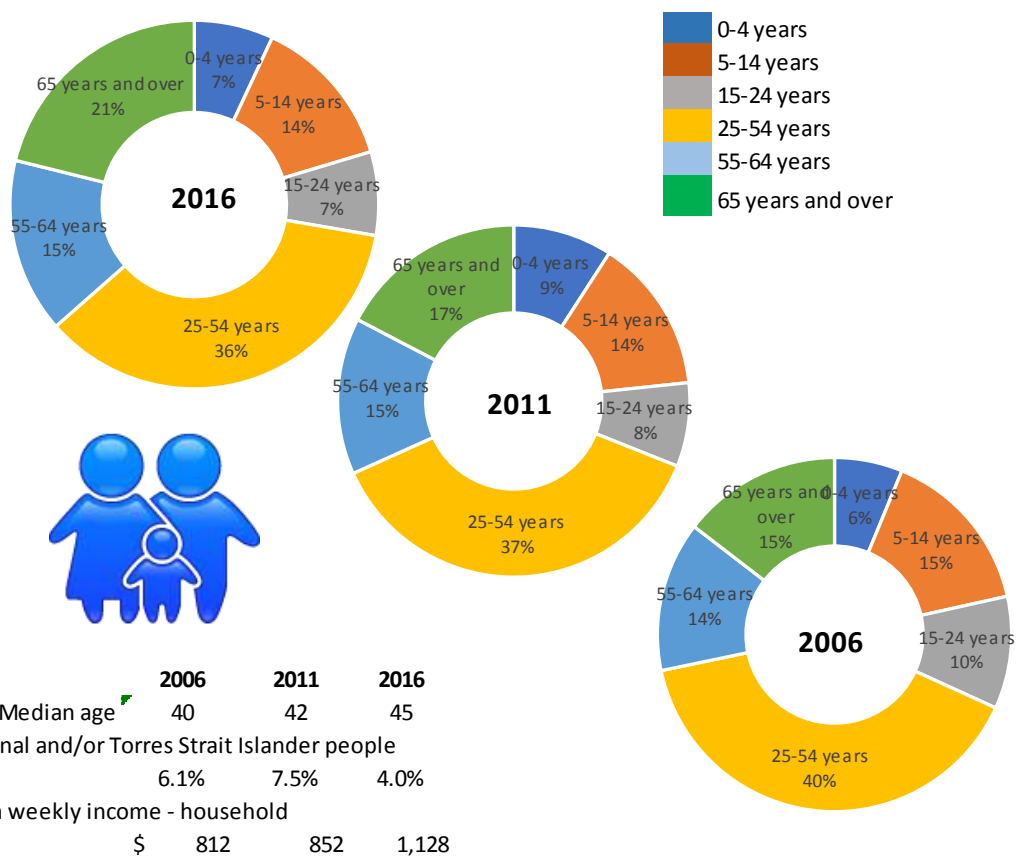
2.2



**Household Income**

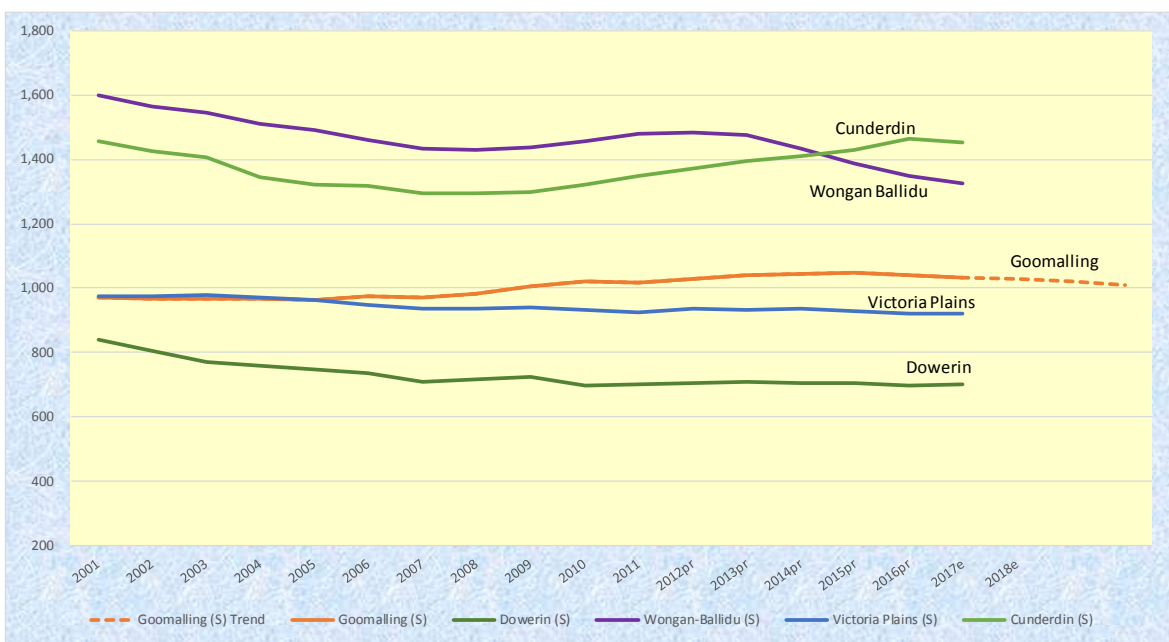
\$1,128 pw

Australian Bureau of Census and Statistics – 2016 Census



### Population trends

As with many rural communities the Shire of Goomalling has experienced a tapering in population as the younger generation seek employment opportunities outside the Shire. This has been offset with the influx of people seeking tree change and retirement lifestyles and lower cost housing.



Australian Bureau of Statistics 3218.0 Regional Population Growth, Australia (Released at 11.30am (Canberra time) 24 April 2018)

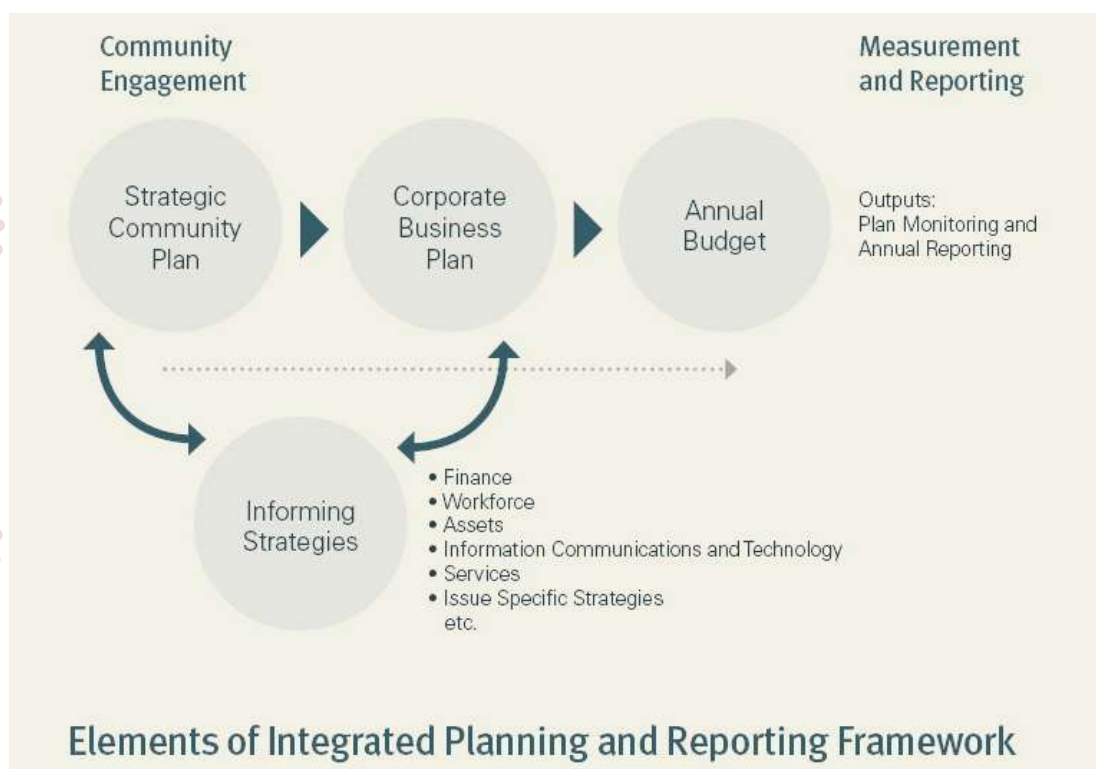


## Integrated Strategic Planning

This Plan reaffirms the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of corporate business plans, resourcing and other informing strategies. An objective is the integration of asset, service and financial plans so that the Shire's resource capabilities are matched to the community's needs.

The Shire has sought the community's views and aspirations about where this community should be by 2028.

The process has led to the development of priorities for social, economic, environmental, changing demographics and land use, and civic leadership.



**Community Strategic Plan** outlines community long term vision, values, aspirations and priorities.

**Corporate Business Plan** summarises current and future resources required to deliver priorities outlined in Strategic Community Plan.

**Annual Budget** allocates the funds and resources required to deliver the priorities outlined in the Community Strategic Plan and Corporate Business Plan.

A review of the Community Strategic Plan is to be undertaken every two years, with the next review scheduled for 2021, after the Council elections to be held in October of that

year. A full review including a comprehensive community consultation process is to be undertaken in late 2022 and early 2023.

## Process of Community Engagement

In reviewing the Community Strategic Plan the Shire undertook community workshops seeking participants' views on where they see the community being in 10 years.

Residents were provided with an information sheet about Shire demographics, population trends, main areas of employment and financial capacity. They were asked for their views on the existing plan, the progress made and what aspects have changed that required a redefinition of the desired outcomes.

Throughout this process a number of themes and aspirations were identified or reaffirmed. These emergent themes have guided the development of the objectives and strategies that will be delivered over the life of the Plan.

## OBJECTIVES AND STRATEGIES

### Our Values

- ❖ Active, friendly and safe lifestyle environment
- ❖ To be approachable, fair-minded and responsive.
- ❖ Lifestyle is informal and relaxed with a spirit of volunteerism
- ❖ Respectful, inclusive, fair and equitable
- ❖ Value people and places and the contribution they make to our community
- ❖ Strong sense of community and self determination
- ❖ Respond to the needs of the community in a fair and equitable way

### *What we value most*

A feeling of safety, good sporting facilities, the natural environment, present medical services and family friendly community.

### *We would like*

To maintain services and facilities, better road network, the stabilisation of the population, employment opportunities, provision of quality accommodation, more communication to the community from the Shire, more innovative planning, more opportunities for younger people, and the promotion of the district to work, live and visit. Also, a proactive approach to addressing water supply, recycling, renewable energy and waste management.

### ***Issues we face in the future***

The effects of weather events on agriculture and local infrastructure, a reduction in funding from external sources, maintaining families in the district, amalgamation and/or structural reform in local government, declining and ageing population, keeping a sense of identity, employment opportunities, losing health services and businesses, ability to maintain roads and lack of services from local businesses.

### ***What would we want to look like in ten years***

A safe and inclusive community with strong community spirit, a family friendly lifestyle, protection of our cultural and built heritage, strong economic development, growth in population, ability to generate local jobs, alternate businesses and work opportunities. In addition, sustainable infrastructure, attractive townsite, increased industrial development, strong community attitude, a proactive, strategic thinking Council and provide transparency in decision making, effective communication and consultation with the community.

### **Our Vision**

**“To be a vibrant, prosperous and sustainable community living and working in a respectful, inclusive, fair and equitable community”**

### ***Leadership***

We will continue to advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth. To act with honesty and integrity.

### ***Accountable and Sustainable***

We will continue to be transparent, display good governance and manage our customer service commitments within our resources.

### ***Advocating Improvement and Reform***

We are determined to be solution focused, proactively seeking innovative partnerships, working collaboratively with stakeholders and industry to enable growth and ensure that our Shire is sustainable.

Objectives and strategies have been presented under four main categories; social, economic, environmental and civic leadership. Objectives are set for the short term (up to 2 years), medium (3 to 6 years) and long terms (7 years or more). Some strategies are shown as ongoing in that they cover all terms.

The following objectives and strategies have been presented under four main categories; environmental, economic, social and civic leadership.

## OBJECTIVES AND STRATEGIES

# SOCIAL

### Social

We will provide services and infrastructure on an equitable basis which will retain and enhance our community values.

We will enhance our community through individual commitment, partnerships and community involvement to enhance our way of life. Our heritage assets are valued, protected and enhanced for future generations.

### Outcome 1.1 - Enhance our sense of Community

Strategies	Term	Measuring Success
1.1.1 Advocate for enhanced service provision by government agencies for our residents	ongoing	Level of State services maintained/enhanced
1.1.2 Advocate and strengthen Goomalling as an administrative/works centre for local government services	ongoing	Level of local infrastructure and services
1.1.3 Support community organisations give local youth a voice on youth issues	S	Review and provide appropriate resources
1.1.4 Development of additional accommodation for young people in Goomalling	L	Measure demand and unmet needs, reduce backlog
1.1.5 Expand indigenous, cultural and social programs throughout the district	L	Community feedback, community projects
1.1.6 Partner with the community for the creation of community driven activity centres	ongoing	Review and provide appropriate resources, community feedback

L – Long term, M – Medium term, S – Short term





## Outcome 1.2 - Create an environment that provides for a caring and healthy community

Strategies	Term	Measuring Success
1.2.1 Support and facilitate the provision of accessible general medical services	ongoing	Community feedback, sustainable service provision, service levels
1.2.2 Advocate for appropriate and accessible hospital services in Goomalling	ongoing	Correspondence and record of meetings with relevant agencies and Ministers.
1.2.3 Facilitate the provision of a dementia facility at the hospital	ongoing	Level of contacts with State agencies and Ministers
1.2.4 Monitor local community demand for additional independent living units	M	Measure demand and unmet need, reduced backlog.
1.2.5 Advocate for provision of educational services within the community	L	Level of contacts with State agencies and Ministers
1.2.6 Provide to the community quality regulatory services	ongoing	Community feedback, incident levels, level of compliance

L – Long term, M – Medium term, S – Short term

## Outcome 1.3 - Provide active and passive recreation facilities and services

Strategies	Term	Measuring Success
1.3.1 Develop a broad recreation master plan for the Shire	S	Complete plan and business case
1.3.2 Develop, maintain and support appropriate recreation facilities throughout the Shire	Ongoing	Community feedback, asset management plans
1.3.3 Partner with stakeholders to achieve greater community participation in recreational facilities and services	M	Level of community participation, community feedback

L – Long term, M – Medium term, S – Short term

## Outcome 1.4 - Provide services and processes to enhance public safety

Strategies	Term	Measuring Success
1.4.1 Lobby to maintain adequate police services	L	Service levels maintained, crime statistics
1.4.2 Provide, monitor and improve adequate bush fire protection provisions	ongoing	Compliant emergency service plans, Risk assessments
1.4.3 Support provision of emergency services	ongoing	Contacts with State agencies
1.4.4 Encourage, facilitate and support community participation in the volunteer fire, ambulance and emergency services	L	Level of volunteers, level of community involvement.
1.4.5 Collaborate with stakeholders to update and implement the community safety plan	S	Completion of appropriate plans
1.4.6 Provide community services to uphold public safety standards	L	Community feedback, Incident numbers

L – Long term, M – Medium term, S – Short term



## Economic

We will promote growth by ensuring that the district is recognised as an attractive place to live, work and invest.

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

We acknowledge that to maintain or grow we need to ensure services and infrastructure can be provided to meet local expectations.

An increase in our population and investment will also pave the way for better employment opportunities and help retain our youth.

### Outcome 2.1 - Provide an effective and efficient transportation network

Strategies	Term	Measuring Success
2.1.1 <i>Maintain an efficient, safe and quality local road network</i>	<b>S</b>	Community feedback, Asset Management Plans, WALGA Road Survey, Asset Ratios
2.1.2 <i>Support the provision of appropriate regional transportation links, including rail, air and bus services</i>	<b>L</b>	Contacts with State Agencies, maintenance or enhancement of service levels

**L** – Long term, **M** – Medium term, **S** – Short term



Caravan Park and Motel Units



## Outcome 2.2 - Facilitate the development of local and regional tourism

Strategies	Term	Measuring Success
2.2.1 Advocate, promote and market the Shire as a place to live, work and visit	ongoing	Effectiveness of marketing, community and visitor feedback.
2.2.2 Facilitate and support the development of tourist accommodation in the district	ongoing	Vacancy statistics, Visitor feedback, accommodation and events statistics
2.2.3 Facilitate the development of tourism activities associated with the Shire's diverse natural, social and built heritage	L	Community feedback, tourism statistics and feedback.
2.2.4 Facilitate and support the maintenance and restoration of heritage structures within the district	ongoing	Community feedback, visitor numbers, asset condition
2.2.5 Develop partnerships to actively support visitor growth	L	Contacts with agencies, district service providers.
2.2.6 Provide relevant tourist information and marketing services	L	Visitor feedback, service provider feedback.

L – Long term, M – Medium term, S – Short term

## Outcome 2.3 Actively support and develop local and new business

Strategies	Term	Measuring Success
2.3.1 Lobby for improved broadband and mobile coverage for the district and the region	S	Range and quality of mobile coverage.
2.3.2 Provide the necessary support to ensure financial institutions and services are available in the town	ongoing	Number and quality of service providers.
2.3.3 Facilitate and create sustainable business and community partnerships	L	Number of businesses, feedback from service providers.
2.3.4 Promote new commercial and industrial development through appropriate zoning of land and infrastructure	Ongoing	Number of serviced blocks available, review zoning for commercial activities.
2.3.5 Develop and facilitate the provision of additional residential land	L	Number of residential lots available and unmet demand.
2.3.6 Develop a strategy to attract and retain skilled people in the local area	S	Prepare strategy.
2.3.7 Develop additional housing and other forms of accommodation to attract skilled workers to the district	S	Number of residential accommodation units available and unmet demand.
2.3.8 Advocate with government and telecommunications providers to ensure the community benefits from advances in technology	S	Range, type and quality of Internet services available. Contact level with service providers.

L – Long term, M – Medium term, S – Short term

## Environmental

# ENVIRONMENT

We will continue to nurture a strong sense of stewardship amongst our residents, businesses and visitors of the natural environment. Our natural assets are valued and protected for future generations.

We will welcome tourists and will ensure everyone feels welcomed and inclusive whilst respecting the natural environment.

We will maintain our existing infrastructure and develop new infrastructure, so they are sustainable into the future

## NATURAL ENVIRONMENT

### Outcome 3.1 Enhance the health and integrity of the natural environment

Strategies	Term	Measuring Success
3.1.1 Develop management strategies to minimize the impact of natural disasters, including fire and flood	S	Currency of emergency service plans
3.1.2 Encourage the investigation of renewable energy generation technologies in the Shire	S	Level of activity in facilitating renewable energy options, Council facilities employing renewable energy.
3.1.3 Identify vulnerable environments or areas in need of protection	L	Prepare report and business case.
3.1.4 Encourage and support community environmental projects	M	Community feedback, community involvement numbers.
3.1.5 Encourage the use of recycled materials and create a zero waste culture amongst the community	L	Community feedback, waste statistics, land fill tonnage.
3.1.6 Protect the integrity of the ecosystems of our waterways	S	Statistics on activity.
3.1.7 Encourage property owners (residential and commercial) to install water recovery and recycling systems	L	Reduction in water loss, reduction in waste disposal.
3.1.8 Promote and support initiatives to reduce water consumption	L	Activity, community feedback, number of new initiatives.

L – Long term, M – Medium term, S – Short term



Wildflowers in September



## BUILT ENVIRONMENT

### Outcome 3.2 Manage assets and infrastructure in a sustainable manner

Strategies	Term	Measuring Success
3.2.1 Develop plans to manage assets in a sustainable way	<b>S</b>	Asset Management Plans, improvement in asset KPI's and road surveys
3.2.2 Maintain and protect heritage buildings and sites	<b>M</b>	Community feedback, inventory of buildings and sites
3.2.3 Align land use and infrastructure planning	<b>ongoing</b>	Review current land use
3.2.4 Provide commercial and industrial land aligned to economic needs and growth	<b>M</b>	Land availability and unmet needs

Term **L** – Long term, **M** – Medium term, **S** – Short term



## Civic Leadership

We will continue to strive to be forward thinking, have strong representation and provide good leadership.

We will maximise our efforts and advocate to better represent our region's interests particularly in relation to our environment, as well as continuing to lobby for better services to support our community.

We will focus on continually improving our quality of service, we will work to leverage partnerships and better collaboration.

We will proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

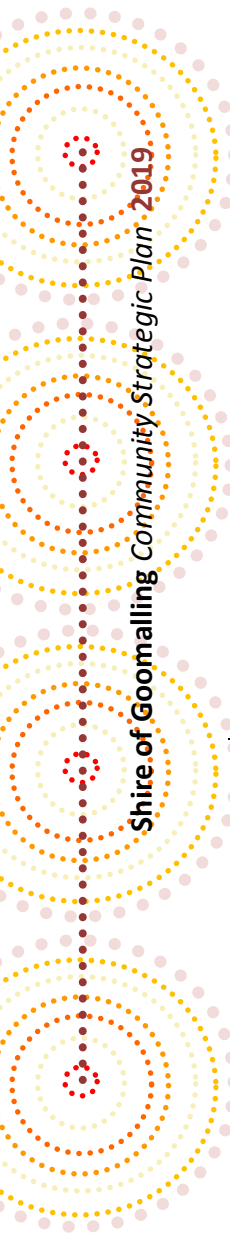
### Outcome 4.1 - Provide accountable and transparent leadership

Strategies	Term	Measuring Success
4.1.1 Advocate for improved infrastructure and community services	ongoing	Contact levels with State and other agency service providers.
4.1.2 Enhance open and interactive communication between Council and the community	S	Community feedback, compliant records, communications.
4.1.3 Promote and support community members' participation in the Shire's governance	S	Community feedback, community meetings
4.1.4 Provide reporting processes in a transparent, accountable and timely manner	S	Financial performance indicators, Compliance Return, Audit Reports
4.1.5 Develop successful and collaborative partnerships	ongoing	Contact levels with State and other agency service providers.
4.1.6 Advocate the communities view against local government amalgamations	M	Contact levels with State and other local governments.

L – Long term, M – Medium term, S – Short term







## Outcome 4.2 - Maintain and strengthen the Shire’s capability and capacity

<i>Strategies</i>	<i>Term</i>	<i>Measuring Success</i>
4.2.1 <i>Operate in a financially sustainable manner</i>	<b>M</b>	Community feedback, Financial KPI’s, Debt levels
4.2.2 <i>Promote a culture of continuous improvement processes and resource sharing</i>	<b>S</b>	Employee feedback, goals achieved, regional co-operation arrangements
4.2.3 <i>Use resources efficiently and effectively</i>	<b>S</b>	Community feedback, employee feedback, Rate increases, financial KPI’s
4.2.4 <i>Recruit and retain suitably qualified, experienced and skilled staff and Elected Members</i>	<b>S</b>	Completion of training programs, skills inventory
4.2.5 <i>Provide flexible and attractive work conditions in a supportive work environment</i>	<b>L</b>	Staff turnover, employee survey
4.2.6 <i>Provide responsive high-level customer service</i>	<b>M</b>	Community feedback, employee survey, training programs.

L – Long term, M – Medium term, S – Short term

## RESOURCING THE PLAN

The Plan states the aspirations and ambitions of the community to help the Shire plan for the future. It is acknowledged that there are many stakeholders who are active in different areas connected to the Plan's goals and objectives. Thus working effectively with key stakeholders and our community will be a major factor in achieving successful outcomes.

A review of the Plan will occur informally every two years and formally every four years. The Plan is continually evolving and will be evaluated regularly to assess our progress towards realising our vision.

### Funding

To assist in the implementation and activation of the Plan the Shire has prepared a number of supporting documents to consider its current and future resource capacity.

The Corporate Business Plan will assist in the realisation of our community's vision and aspirations. It details the actions, services, operations and projects the Shire will deliver within the next four years, the resources available and associated costs.

Other critical informing strategies associated with this plan are the Long Term Financial Plan, Asset Management Plan and the Workforce Plan.

The Long Term Financial Plan will guide the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.



## Strategic Risk

It is important to consider the external and internal context in which the Shire of Goomalling operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below:

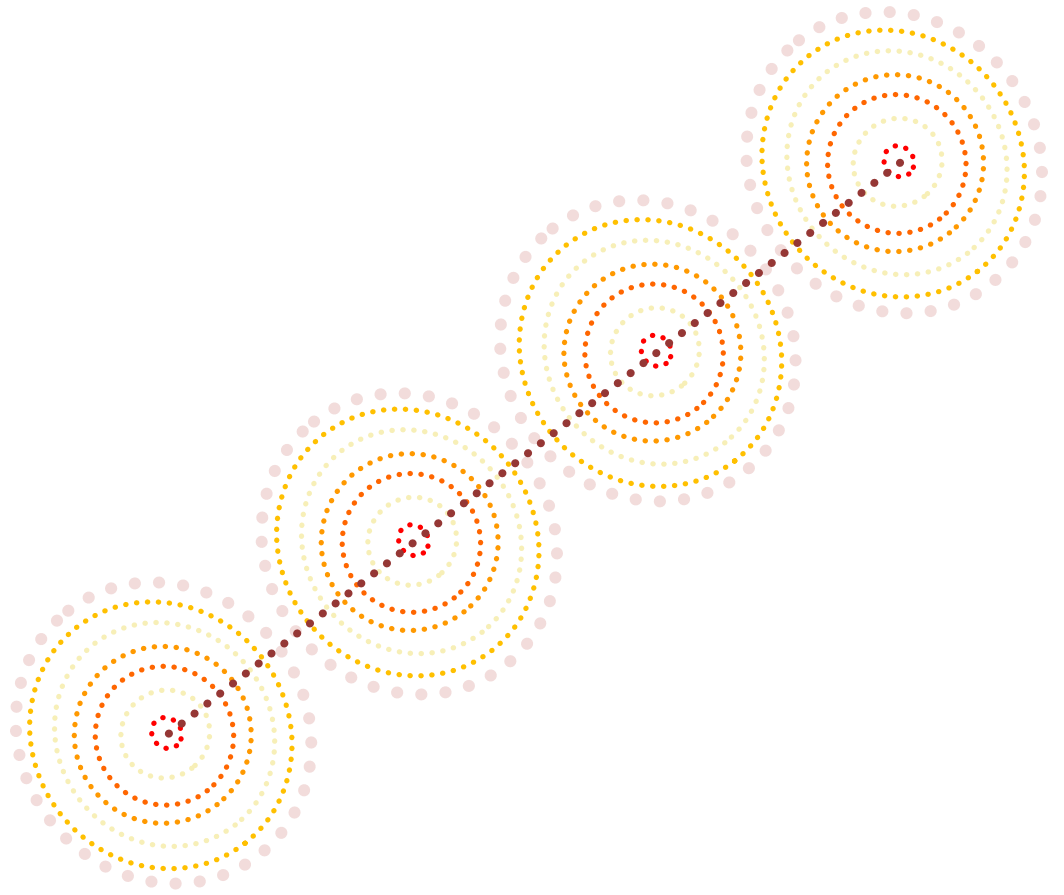
### External Factors

- ☞ Climate change and impact on natural environment,
- ☞ Extreme weather events,
- ☞ Population decline,
- ☞ Cost shifting by Federal and State Governments,
- ☞ Reducing external funding for infrastructure and operations,
- ☞ Increased compliance requirements due to Government Policy and Legislation,
- ☞ Changing community expectations in relation to service levels.

### Internal Factors

- ☞ The financial capacity of the Shire,
- ☞ Asset renewal gap,
- ☞ Allocation of resources to achieve strategic outcomes,
- ☞ Organisational size, structure and functions,
- ☞ Staff levels and retention,
- ☞ Organisational strategy and culture,
- ☞ Current organisational systems and processes.

The Long Term Financial Plan will guide the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure. Full details are included in the Shire's long term financial plan.



**Shire of Goomalling**  
**MMXIX**