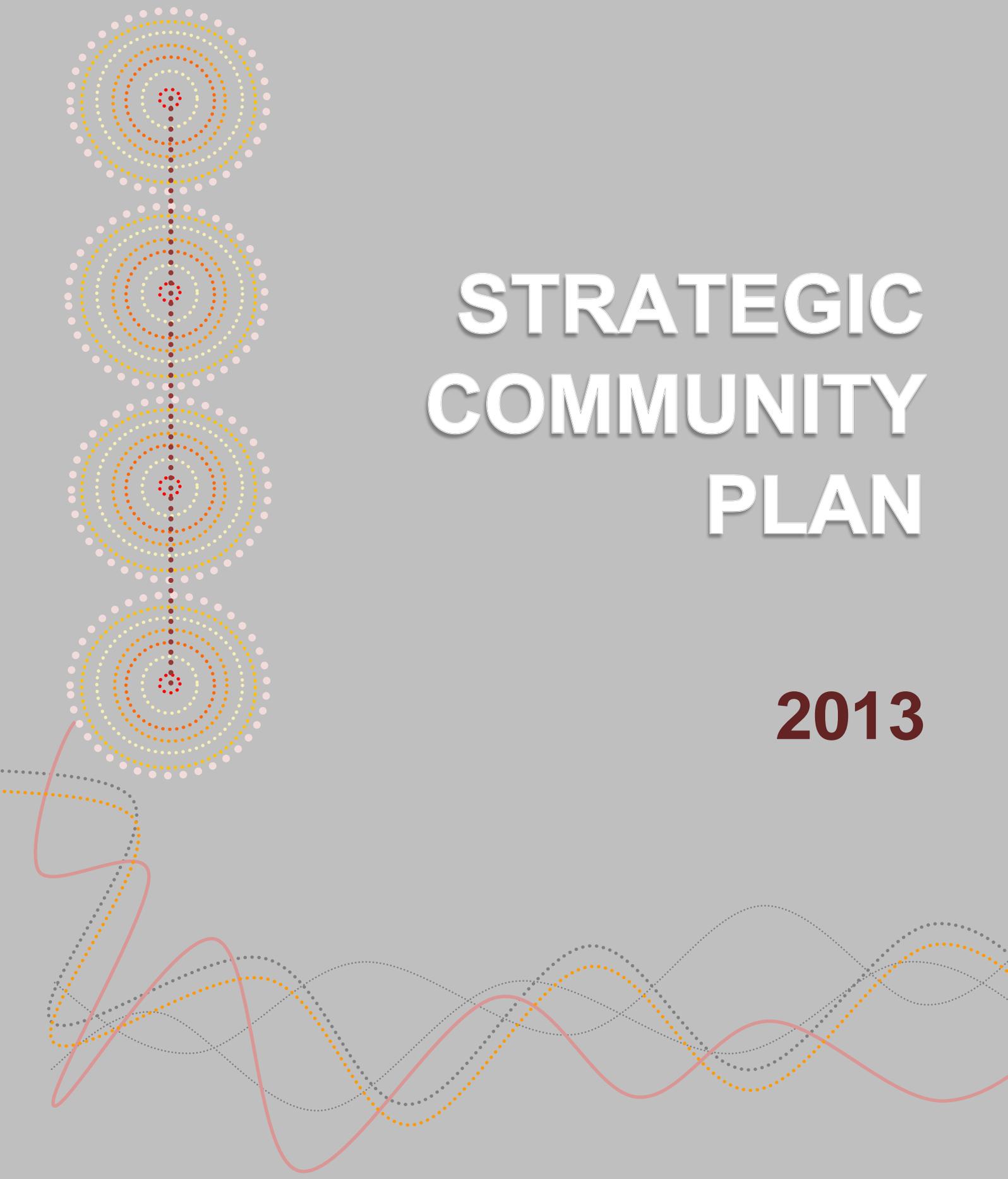


SHIRE OF GOOMALLING

**STRATEGIC
COMMUNITY
PLAN**

2013





Shire of Goomalling Strategic Community Plan] 2013

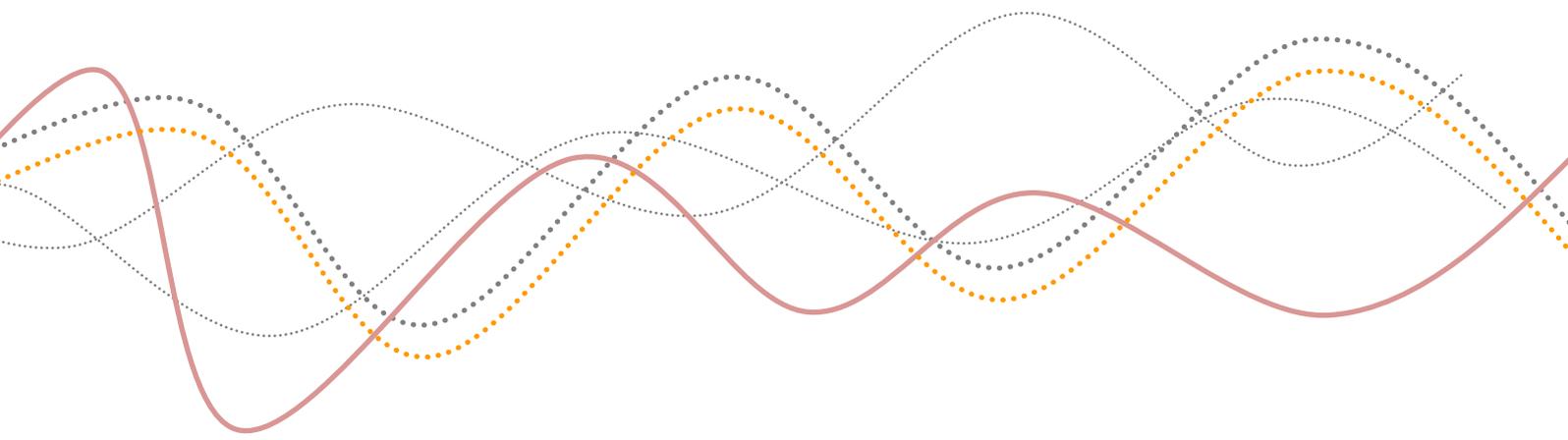


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Message from the Shire President

On behalf of the Council I would like to thank the many people who have contributed to the development of the first long-term Strategic Community Plan for the Shire. We invite your continued contributions to assist with our future planning.

At the Shire of Goomalling, we believe a community's future comprises the social, cultural, environmental and economic values its citizens embrace.

This long-term Community Plan recognizes 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. It has been developed in partnership with the Shire through a series of surveys, focus groups and public forums.

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.

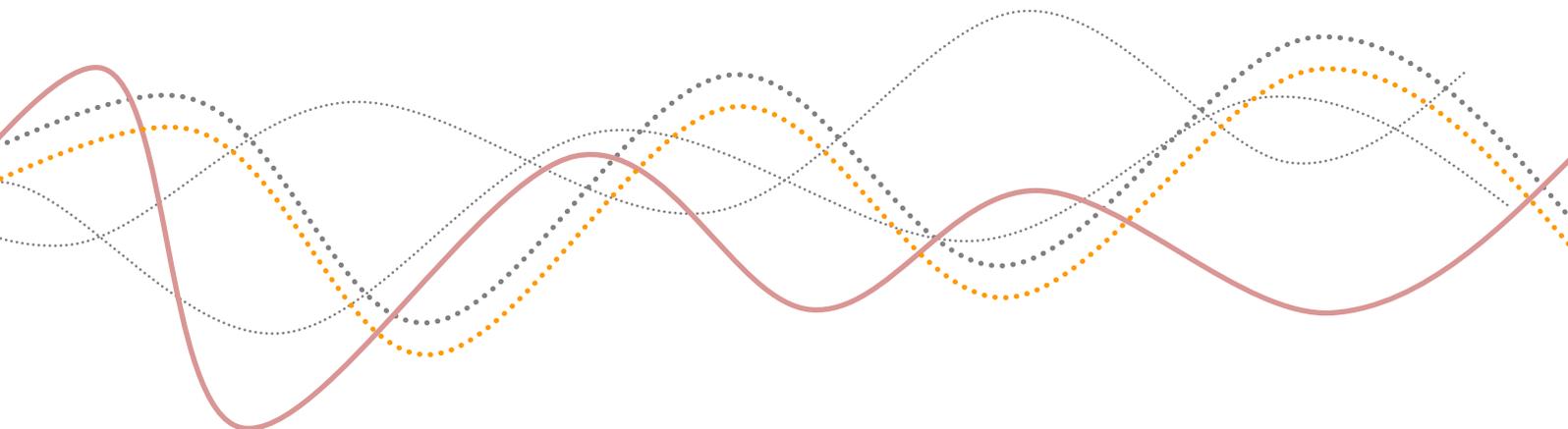
This plan identifies our community's aspirations and describes how the Shire and others can work towards achieving these. It also explains how activities to achieve the aspirations will be prioritized over the life of the plan.

The Community 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.

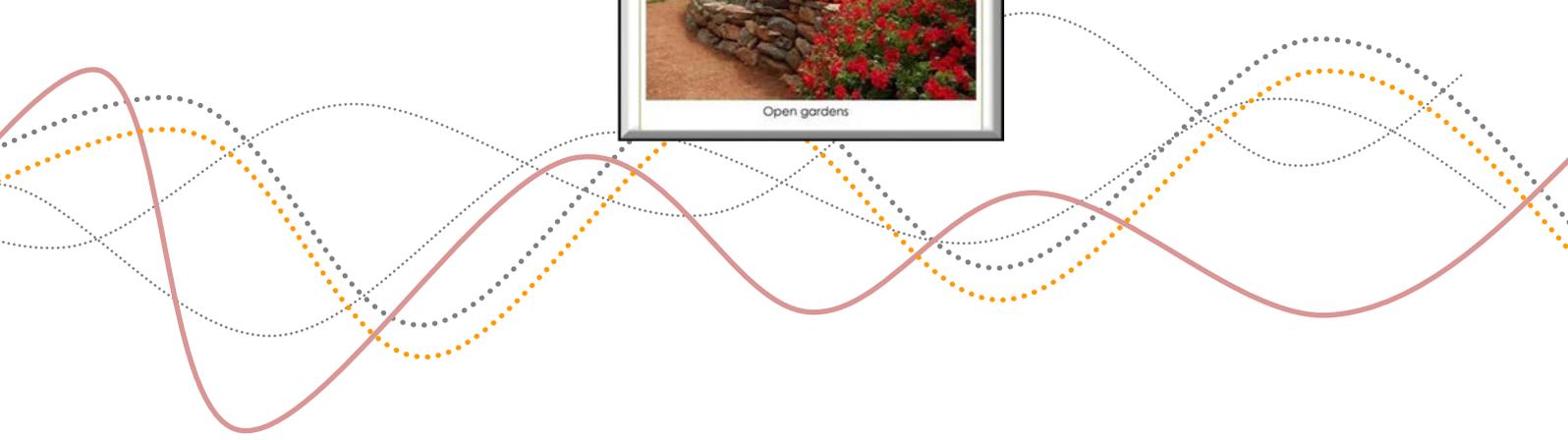
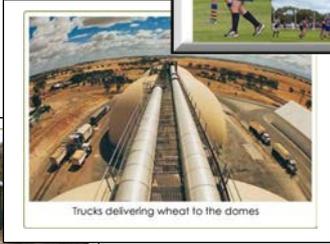
This process will be one that is continually refined over time to ensure that our community's aspirations continue to be documented correctly.

The Strategic Community Plan spans 10 years (2013 – 2023) and from 1 July 2013 will be subject to a 'desktop' review every two years and a full review every four years.

John Bird } *Shire President*



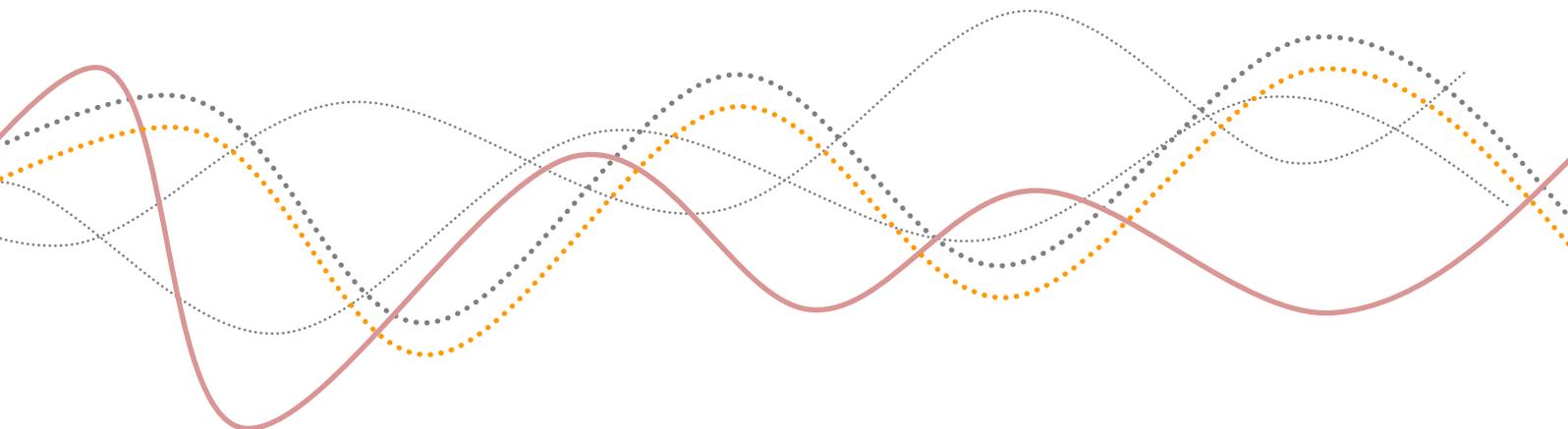
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Strategic Community Plan

OVERVIEW

History and Culture

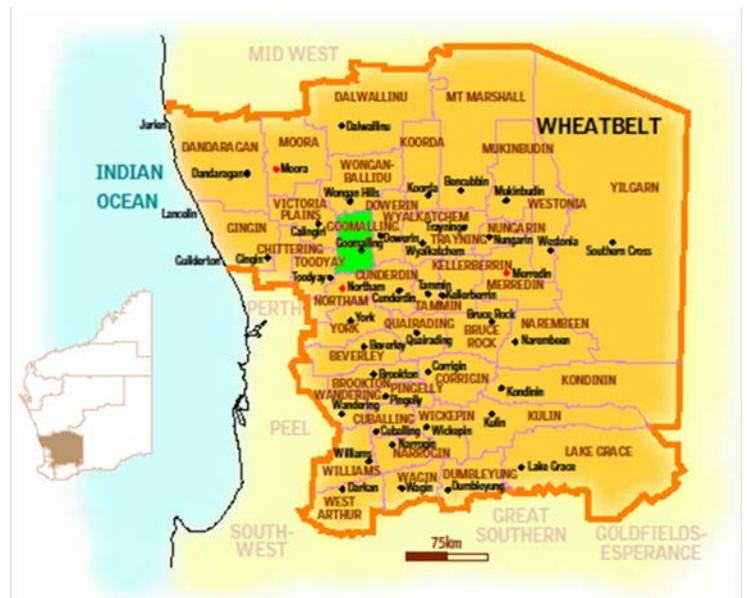
Goomalling is a town in the Wheatbelt region of Western Australia 45 km north east of Northam, Western Australia. The area was first explored by Assistant Government Surveyor Austin in 1854 but there was no great need for a town. The monks at New Norcia, which was about 60 km northeast of the present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

Situated in the Central Wheatbelt, 132 km 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 1850's. His house became a regular stopover point for miners who travelled through the area on their way to the goldfields on their way to Kalgoorlie and Southern Cross.

When the Northam – 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 opened as far as Dowerin in December 1906 and



Census 2011

In the 2011 Census, there were 985 people in the Shire of Goomalling, of these 49.8% were male and 50.2% were female. Aboriginal and Torres Strait Islander people made up 7.5% of the population. The median age of the population was 42 years. Children aged 0 - 14 years made up 23.5% of the population and people aged 65 years and over made up 16.8% of the population.

Age	Goomalling (S)		%Western Australia		Australia	
People		%		%		%
0-4 years	90	9.1	151,262	6.8	1,421,050	6.6
5-9 years	70	7.1	142,774	6.4	1,351,921	6.3
10-14 years	70	7.1	146,035	6.5	1,371,054	6.4
15-19 years	47	4.8	148,208	6.6	1,405,798	6.5
20-24 years	29	2.9	159,010	7.1	1,460,673	6.8
25-29 years	52	5.3	167,944	7.5	1,513,236	7.0
30-34 years	42	4.3	156,152	7.0	1,453,775	6.8
35-39 years	66	6.7	161,526	7.2	1,520,138	7.1
40-44 years	66	6.7	166,731	7.4	1,542,879	7.2
45-49 years	69	7.0	159,859	7.1	1,504,142	7.0
50-54 years	72	7.3	150,369	6.7	1,447,404	6.7
55-59 years	69	7.0	133,894	6.0	1,297,244	6.0
60-64 years	73	7.4	120,531	5.4	1,206,116	5.6
65-69 years	53	5.4	86,324	3.9	919,319	4.3
70-74 years	49	5.0	66,219	3.0	708,090	3.3
75-79 years	29	2.9	49,832	2.2	545,263	2.5
80-84 years	24	2.4	38,284	1.7	436,936	2.0
85 years and over	16	1.6	34,217	1.5	402,681	1.9
Median age	42	--	36	--	37	--

Source - Australian Bureau of Statistics 2011 Census (Released at 11:30 AM (AEST) 28/03/2013)

There was 24.3% of people were attending an educational institution; 41.8% were in primary school, 14.2% in secondary school and 9.6% in a tertiary or technical institution.

The most common ancestries in the Shire were Australian 41.5%, English 28.3%, Irish 6.5%, Scottish 5.5% and Dutch 2.1%, of which 82.8% of people were born in Australia. The most common countries of birth were England 4.1%, New Zealand 1.2%, Zimbabwe 1.2%, Netherlands 0.8% and Scotland 0.4%. Whilst 75.2% of people had both parents born in Australia and 13.6% of people had both parents born overseas.

Some 93.4% of people only spoke English at home.

There were 455 people who reported being in the labour force in the week before Census night in the Shire. Of these 59.6% were employed full time, 32.7% were employed part-time and 3.5% were unemployed.

The most common occupations included Managers 34.0%, Clerical and Administrative Workers 12.1%, Technicians and Trades Workers 10.7%, Professionals 10.1%, and Machinery Operators and Drivers 9.2%. Of the employed people, 30.6% worked in Sheep, Beef Cattle and Grain Farming. Other major industries of employment included Local Government Administration 9.6%, School Education 5.6%, Supermarket and Grocery Stores 2.9% and Hospitals 2.7%.

Of the people aged 15 years and over, 74.3% did unpaid domestic work in the week before the Census. During the two weeks before the Census, 31.9% provided care for children and 11.0% assisted family members or others due to a disability, long term illness or problems related to old age. In the year before the Census, 35.8% of people did voluntary work through an organisation or a group.

Unpaid work	Goomalling (S)	%Western Australia	%	Australia	%
<i>People aged 15 years and over</i>					
Did unpaid domestic work (last week)	562	74.3	1,255,935	69.8	12,149,347
Cared for child/children (last two weeks)	241	31.9	507,968	28.2	4,827,808
Provided unpaid assistance to a person with a disability (last two weeks)	83	11.0	168,014	9.3	1,896,957
Did voluntary work through an organisation or group (last 12 months)	270	35.8	304,623	16.9	3,090,874

Source - Australian Bureau of Statistics 2011 Census (Released at 11:30 AM (AEST) 28/03/2013)



INTEGRATED STRATEGIC PLANNING

This document is part of a series of strategic and forward planning documents used by the Shire. The overall process is shown below.

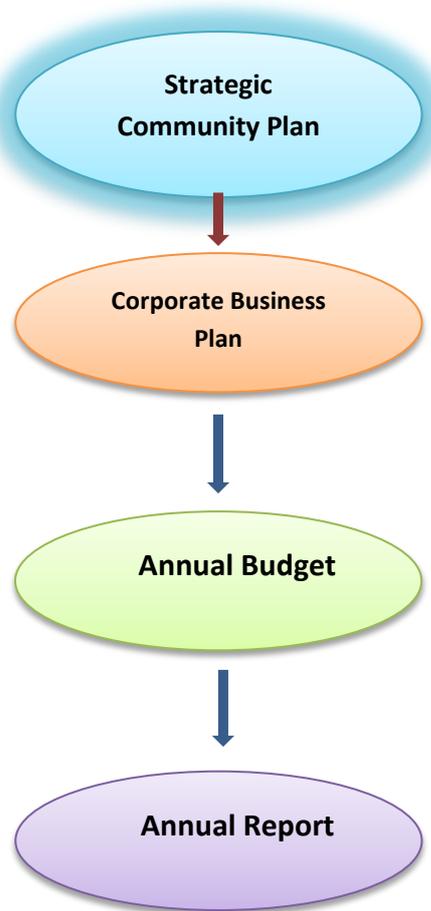
Community input is obtained into developing an integrated strategic plan for the next 10 years. The first part of this project is to develop a **Strategic Community Plan**.

The Shire has used a 10 year period and sought community views and aspirations about where the community should be in ten years.

The process has led to the development of priorities for social, economic, environmental, changing demographics and land use, and civic leadership. Objectives are set for the short, medium and long terms.

These goals will then be incorporated into a **Corporate Business Plan** for a rolling 4 year period. This will include 4 year priorities for areas such as asset management, local area plans, economic development and major projects. The Corporate Business Plan will be subject to an annual review.

The **Annual Budget** will further break this down for each financial year, with the annual report detailing progress towards goals listed.



These plans are subject to a regular review. A strategic review of the Strategic Community Plan is to be undertaken every two years, with the next scheduled for 2015, 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 2017.

WHAT THIS STRATEGIC COMMUNITY PLAN IS ABOUT

The Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other Shire plans, information and resourcing capabilities.

The Plan is not static and is reviewed regularly. It is intended to establish the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of other plans, resourcing and other informing strategies.

An objective is the integration of asset, service and financial plans so that the Shires resource capabilities are matched to the community's needs.

Process of Community Engagement

In developing the Strategic Community Plan, the Shire used a number of approaches to engage the community, including a direct mail out to 100% of residents, seeking their views on where they see the community being in 10 years.

Twelve consultation workshops were undertaken, including the following venues; Konnongorring Hall, Jennacubbine Hall, Goomalling Sports Pavilion, Primary Schools(2) Senior Citizen's Centre.

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:

- What is it that members of the community value most and want to keep about Goomalling?
- What would they like to change in the Shire?
- What are two important issues they thought our community will face in future?
- Imagine the perfect Shire of Goomalling in 2021. What are three key features of your vision?

It is estimated that about 24.8% of the community responded through the survey or attended the workshops.



EMERGENT THEMES

Through the strategic community planning process a number of emergent themes and community aspirations were identified. These emergent themes have guided the development of the objectives and strategies that will be delivered over the life of the Plan.

Strong community of interest A sense of community – self-help friendly losing a sense of community Location – close to Northam only two hours to Perth Need for active sporting facilities such as skate park and BMX Better recreation facilities for motorbikes and pushbikes Road network poor rural roads Better job opportunities Medical services currently overworked Shifting transportation links from rural sector to ports Through traffic from other localities People are friendly and demographic mix Young people know employment opportunities People are friendly no age barrier within the town Need for passive activities and an appropriate e.g. Internet and cetera Provision of a water park Better recreation facilities New transport system Strong community of interest Maintenance of roads Changes in state education policy for middle schools Population leaving to go away to school and therefore employment Services are reasonable Adequate transport system in adjoining towns Provision of skate park with ramps and pipes Upgrade gravel roads to sealed roads Better local produce at a more competitive price Strong health services through the provision of doctors and dentist Shortage of recreation facilities such as BMX track Provision of police Farms cannot support bigger families and therefore greater population Safety is not a problem Greater shopping opportunities Australian animals both indoors and outdoors Better signage both road and venues Lastly improve public Functional hospital Local businesses Strong medical facilities and facilities for youth to age groups Education schooling at primary level that the requirement or boarding school for other years Greater occupational activities An indoor pavilions that will allow gymnastics cricket squash courts rock walls etc for indoor activities Youth facilities and activities Better sporting facilities for the young Communication is poor in particular mobile phone Changes in health policy that may affect the hospital Creation of a junior high school Provision of a laser or paint entertainment facility Skate park and basketball Park Amalgamation – bigger centre less support for smaller towns Strong community of interest Declining population and demographic mix Changes in state education policy for middle schools Provision of police Strong medical facilities Change in health policy that may affect the hospital Road network Shifting transportation links from rural sector to ports Strong community of interest Strong health services through the provision of doctors and dentist Functional hospital Communication is poor in particular mobile phone Better indoor recreation facilities such as basketball rock-climbing and soccer Better indoor facilities for computer and computer games Upgrade telecommunication facilities Upgrade pool to include water games Better social activities such as Dance and social events for young Better IGA and other shops Upgrade pool to allow for 12 months operation e.g. solar heating Creation of a primary school to keep children in town Provide a bus service for shopping run two adjoining towns Combining social activities with other towns Provision of a theatre to allow weekly movie events A regional bus service Need a high speed communication devices Strong participation in NAD on week Improve street lighting safety Combine the two primary schools Amalgamate the two primary schools make community Day an annual event Free Christmas party

MEDICAL SERVICES AND AGING POPULATION

STRONG SENSE OF COMMUNITY AND SELF DETERMINATION

AMALGAMATION RISK TO COMMUNITY SERVICES AND LIFESTYLE

BUSINESS OPPORTUNITIES, TECHNOLOGY AND TRANSPORT

LACK OF OPPORTUNITIES TO RETAIN OUR YOUTH

OBJECTIVES AND STRATEGIES

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.

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.



SOCIAL - S 1 Create an environment that strengthens “a sense of Community”

- S 1.1 *Advocate and strengthen Goomalling as an administrative/works centre for local government services (ongoing)*
- S 1.2 *Advocate for enhanced service provision from government and community agencies to ensure the support services available to all residents (short term)*
- S 1.3 *Identify and support a community organisation that has the ability to give local youth a voice on youth issues (short term)*
- S 1.4 *Development of additional accommodation for young people in Goomalling (short term)*
- S 1.5 *Expand the indigenous, cultural and social programs throughout the district (short term)*
- S 1.6 *Partner with the community to support the creation of community driven activity centres (short term)*

SOCIAL - S 2 Create an environment that provides for a caring and healthy community

- S 2.1 *Support and facilitate the provision of accessible general medical services (ongoing)*
- S 2.2 *Advocate for appropriate and accessible hospital services (ongoing)*
- S 2.3 *Facilitate the provision of a dementia facility at the hospital (medium term)*
- S 2.4 *Facilitate provision of services for aged persons and people with disabilities (medium term)*
- S 2.5 *Support and facilitate the provision of specialist medical services (medium term)*
- S 2.6 *Monitor local community demand for additional independent living units (short term)*
- S 2.7 *Provide an environment that enhances the growth, development and retention of youth (short term)*
- S 2.8 *Partner with community groups for the provision of child care and playgroup facilities (short term)*
- S 2.9 *Advocate for provision of educational services within the community (ongoing)*
- S 2.10 *Provide to the community quality regulatory services (ongoing)*

SOCIAL - S 3 Provide active and passive recreation facilities and services

- S 3.1 *Develop a broad recreation master plan for the Shire (short term)*
- S 3.2 *Develop, maintain and support appropriate recreation facilities throughout the Shire (ongoing)*
- S 3.3 *Facilitate and develop a regional recreation facility in the town of Goomalling (medium term)*
- S 3.4 *Partner with stakeholders to achieve greater community participation in recreational facilities and services (short term)*



SOCIAL - S 4 Provide services and processes to enhance public safety

- S 4.1 Lobby to maintain adequate police services (short term)*
- S 4.2 Provide, monitor and improve adequate bush fire protection provisions (ongoing)*
- S 4.3 Support provision of emergency services (ongoing)*
- S 4.4 Encourage, facilitate and support community participation in the volunteer fire, ambulance and emergency service services (short term)*
- S 4.5 Collaborate with stakeholders to update and implement the community safety plan (short term)*
- S 4.6 Provide community services to uphold public safety standards (ongoing)*

ECONOMIC - E 1 Provide an effective and efficient transportation network

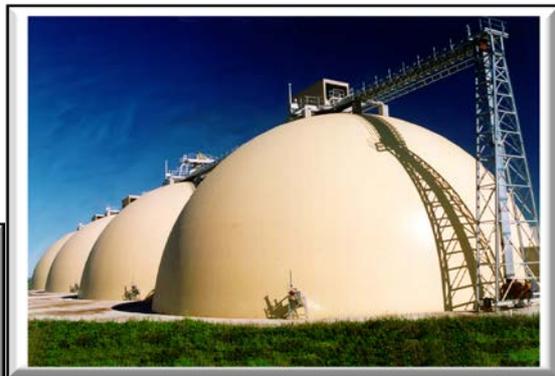
- E 1.1 Maintain an efficient, safe and quality local road network (ongoing)*
- E 1.2 Support the provision of appropriate regional transportation links, including rail, air and bus services (medium term)*
- E 1.3 Plan for the provision and delivery of transport services/infrastructure in the district in consultation with the State, Federal governments and our community (short term)*

ECONOMIC - E 2 Facilitate the development of local and regional tourism

- E 2.1 *Advocate, promote and market the Shire as a place to live, work and visit (short term)*
- E 2.2 *Facilitate and support the development of tourist accommodation in the district (short term)*
- E 2.3 *Facilitate the development of tourism activities associated with the Shire's diverse natural, social and built heritage (medium term)*
- E 2.4 *Facilitate and support the maintenance and restoration of heritage structures within the district (medium term)*
- E 2.5 *Develop partnerships to actively support visitor growth (short term)*
- E 2.6 *Provide relevant tourist information and marketing services (short term)*
- E 2.7 *Support a coordinated approach for regional tourism promotion and management (medium term)*

ECONOMIC - E 3 Actively support and develop local and new business

- E 3.1 *Lobby for improved broadband and mobile coverage for the district and the region (short term)*
- E 3.2 *Provide the necessary support to ensure financial institutions and services are available in the town (short term)*
- E 3.3 *Facilitate and create sustainable business and community partnerships (short term)*
- E 3.4 *Promote new commercial and industrial development through appropriate zoning of land and infrastructure (medium term)*
- E 3.5 *Develop and facilitate the provision of additional residential land (medium term)*
- E 3.6 *Lobby for the provision of subsidised utility headwork's in the district (short term)*
- E 3.7 *Enhance the aesthetic environment to support business opportunities (medium term)*
- E 3.8 *Develop a strategy to attract and retain skilled people in the local area (medium term)*
- E 3.9 *Develop additional housing and other forms of accommodation to attract skilled workers to the district (medium term)*



NATURAL ENVIRONMENT - N 1 Enhance the health and integrity of the natural environment

- N 1.1 Employ risk management strategies and measures to protect natural assets from natural disasters, including fire and flood (short term)*
- N 1.2 Encourage the investigation of renewable energy generation technologies in the Shire (short term)*
- N 1.3 Identify vulnerable environments or areas in need of protection (medium term)*
- N 1.4 Perform sustainable resource use and land management practices (long term)*
- N 1.5 Encourage and support community environmental projects (medium term)*
- N 1.6 Encourage the use of recycled materials and create a zero waste culture amongst the community (short term)*
- N 1.7 Protect the integrity of the ecosystems of our waterways (short term)*
- N 1.8 Support protection of existing and remnant vegetation/revegetation along waterways (medium term)*
- N 1.9 Encourage property owners (residential and commercial) to install water recovery and recycling systems (short term)*
- N 1.10 Promote and support initiatives to reduce water consumption (short term)*



BUILT ENVIRONMENT - B 1 Manage current and future assets and infrastructure in a sustainable manner

- B 1.1 Develop and maintain sustainable assets and infrastructure (long term)*
- B 1.2 Maintain and protect heritage buildings and sites (medium term)*
- B 1.3 Align land use and infrastructure planning (medium term)*
- B 1.4 Provide commercial and industrial land aligned to economic needs and growth (medium term)*
- B 1.5 Facilitate and integrate housing options, local services, employment and recreational facilities (medium term)*



CIVIC LEADERSHIP - C 1 Provide accountable and transparent leadership

- C 1.1 *Advocate the communities view against amalgamations as part of the local government structural reform process (short term)*
- C 1.2 *Advocate with government and telecommunications providers to ensure the community benefits from advances in technology (short term)*
- C 1.3 *Advocate for infrastructure and access to services (short term)*
- C 1.4 *Enhance open and interactive communication between Council and the community (short term)*
- C 1.5 *Develop a policy framework to guide Council's decision making (short term)*
- C 1.6 *Promote and support community members' participation in the Shire's governance (medium term)*
- C 1.7 *Develop successful and collaborative partnerships (medium term)*

CIVIC LEADERSHIP - C 2 Maintain and strengthen the Shire's capability and capacity

- C 2.1 *Operate in a financially sustainable manner (medium term)*
- C 2.2 *Promote a culture of continuous improvement processes and resource sharing (short term)*
- C 2.3 *Use resources efficiently and effectively (ongoing)*
- C 2.4 *Recruit, retain and develop suitably qualified, experienced and skilled staff (medium term)*
- C 2.5 *Provide flexible and attractive work conditions in a supportive work environment (short term)*
- C 2.6 *Provide responsive high level customer service (ongoing)*
- C 2.7 *Provide reporting processes in a transparent, accountable and timely manner (short term)*
- C 2.8 *Increase capacity through the application of the integrated strategic planning processes (short term)*



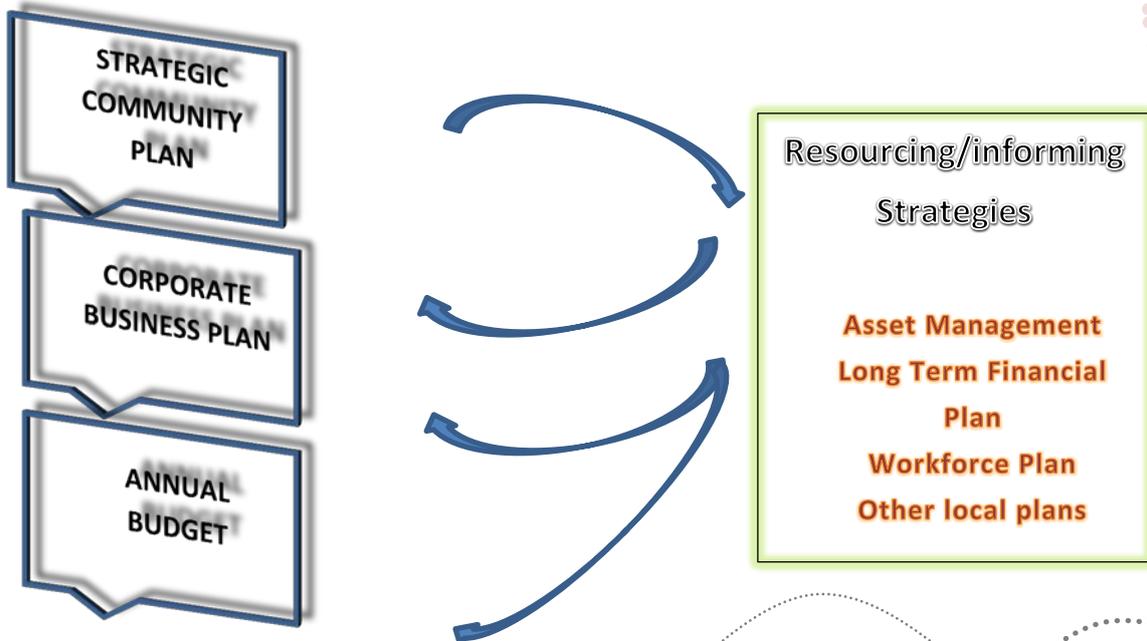
RESOURCING THE PLAN

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.

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.



MEASURES OF SUCCESS

SOCIAL

- Maintain service levels
- Population retention
- Involvement in recreation facilities
- Low incident levels
- Low crime rates
- Active emergency service groups
- Level of volunteering

ECONOMIC

- Road condition
- Enhanced telecommunications facilities
- Level of new and retained businesses
- Increase in tourist numbers
- Building approvals

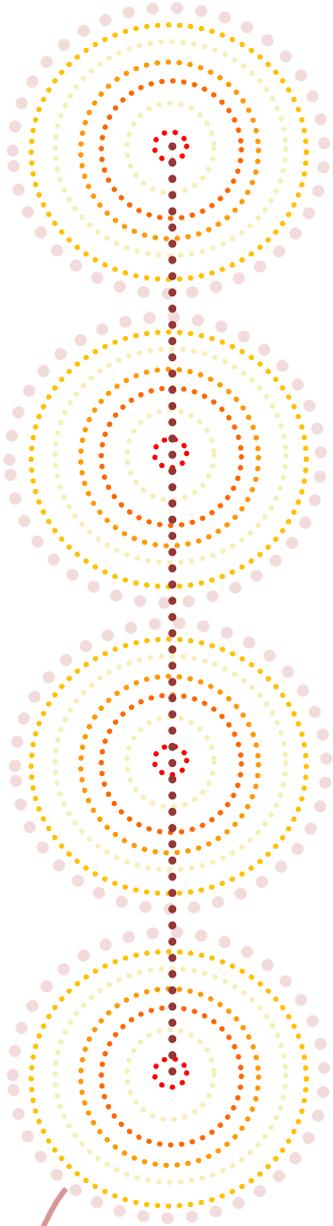


ENVIRONMENT

- Sustainable alternative energy projects
- Sustainable management of waste
- Reduced degradation of water courses
- Increased recycling
- Heritage sites retained

CIVIC LEADERSHIP

- No amalgamated Council
- Community survey
- Financial performance indicators
- Compliance return
- Audit reports
- Improved telecommunication systems
- Administration effectiveness/efficiency



SHIRE OF GOOMALLING
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