



WAROONA 2030

Strategic Community Plan 2020 - 2030







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Waroona - Past, Present & Into The Future

Waroona has provided a home for generations, from the days when Indigenous Australians roamed the coastal areas in spring and summer, and the hills in autumn and winter.

Settlers began to arrive in the area in the late 1830's, although Drakesbrook (later to be known as Waroona) did not come into its own until the Pinjarra to Picton railway line was opened in 1893. The town catered to the needs of the mill workers with a post

office, general store, blacksmith, a number of hotels come boarding houses, churches, doctor and dentist. The farms supplied butter, fruit and vegetables for the men of the mills, and chaff for the horse teams that hauled the logs. As in many of the small towns of the time, dances, picnics and football formed the core of social life within the community and to this day Waroona still proves to be a successful sporting and extremely social community.

Today, agriculture, mining, manufacturing and tourism are important contributors to the local economy.

Waroona is an evolving district that services the diverse, social and economic needs of a growing community. The strong agricultural heritage will continue to guide any future district developments, particularly in Waroona and Hamel, and its enviable location on the Indian Ocean and including the Yalgorup National Park, will influence future considerations for Preston Beach and Lake Clifton.

The population is expected to grow over the next thirty years. With this growth comes challenges, but smart planning and a focus on broadening the economic base will open up significant opportunities for tourism, commercial investment, employment and education.

The long term vision for Waroona is to create a district distinctive by its creativity, liveliness, activity and vibrancy, attracting new investment, seizing opportunities to develop and expand its business sector, and encouraging innovation and collaboration, while providing an enticing array of lifestyle attractions.

The Shire of Waroona is excited about its future.

“*The Shire of Waroona stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835 km², the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach*”

Shire President's Message

I am proud to present to you the blueprint for the long term direction of the Shire of Waroona.

To be truly sustainable in today's environment is challenging. Funds are scarce and we cannot afford to achieve everything we want to in one year.

For this reason, it is vital that we have a clear vision and that we put all of our resources to their best use to make Waroona thrive into the future.

We have so much to offer in our Shire, and the possibilities are great. By the Shire working together with the community, I am confident that we can achieve our aspirations that are detailed within our new Strategic Community Plan - "Waroona 2030".

Thank you to the Councillors, staff and so many of the public that have contributed to the development of this Plan.

I believe we have a very bright future.

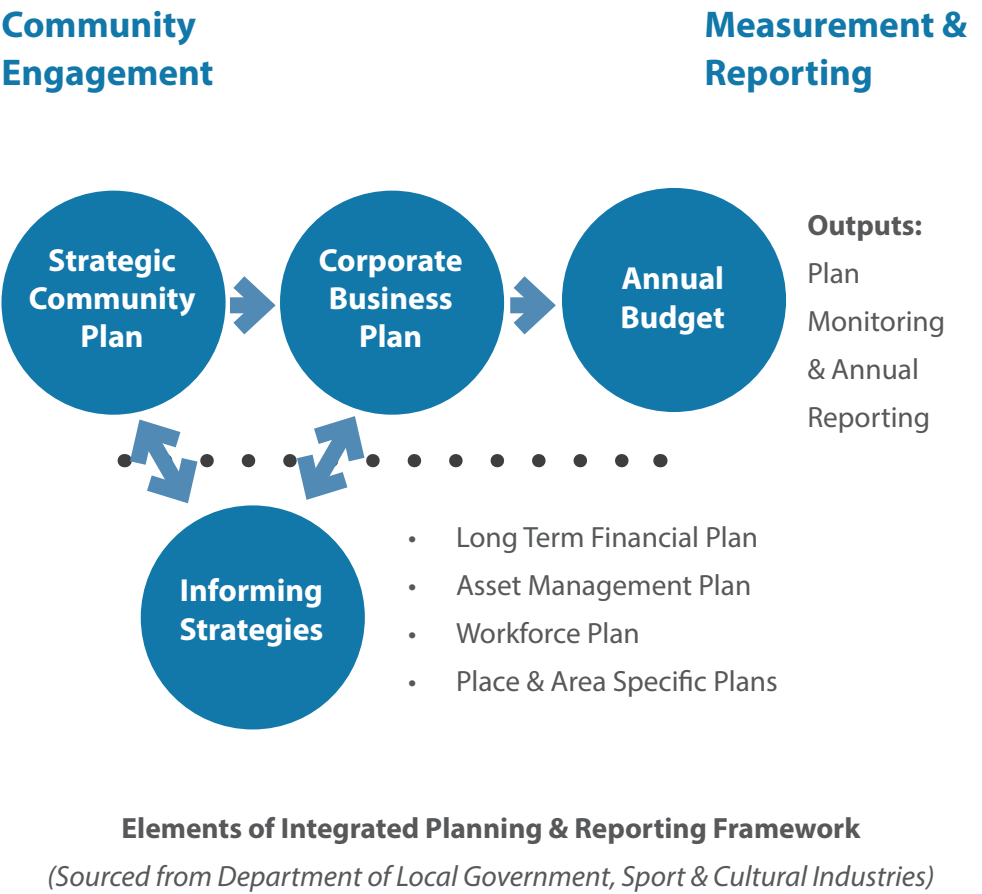
Cr Mike Walmsley
Shire President



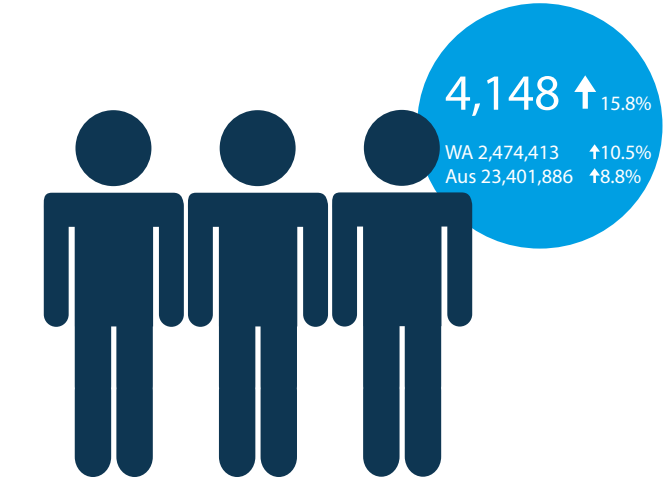
About Waroona 2030

The Strategic Community Plan is the blueprint that will guide the Shire of Waroona over the next ten years. The Plan sets the strategic direction to 2030 and beyond by specifying the visions, aspirations and focus areas.

Integrated Planning & Reporting Framework	
Strategic Community Plan	Community vision, strategic direction, long and medium term priorities and resourcing implications with a horizon of 10 years.
Corporate Business Plan	Four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.
Annual Budget	Financial plan for current year.
Informing Strategies	
Long Term Financial Plan	10-year financial plan.
Asset Management Plan	Approach to managing assets to deliver chosen service levels.
Workforce Plan	Shaping the workforce to deliver organisational objectives now and in the future.
Place and Area Specific Plans	Any other informing strategies.



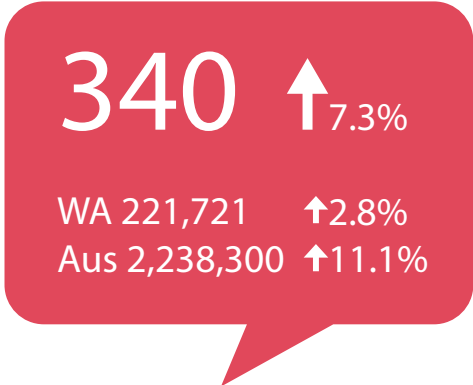
Our Shire



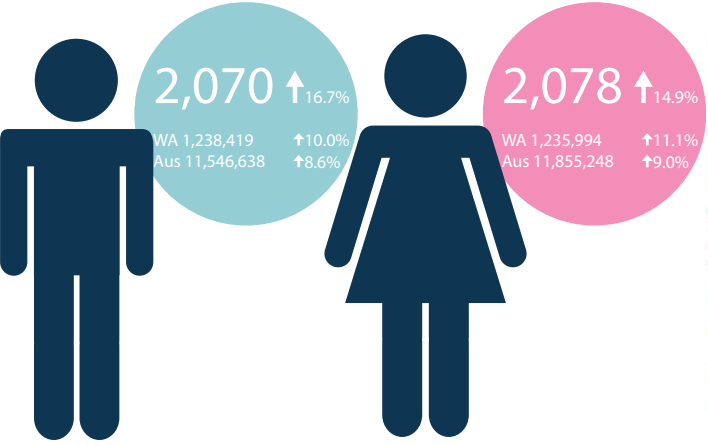
Estimated Population



Indigenous Population



Local businesses

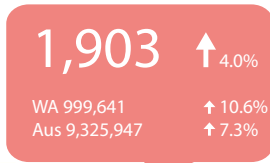


Male Population

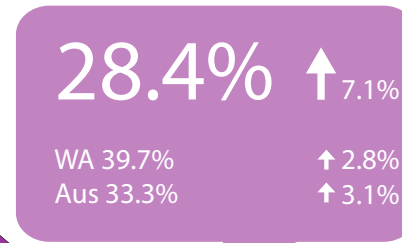
Female Population



Median Age



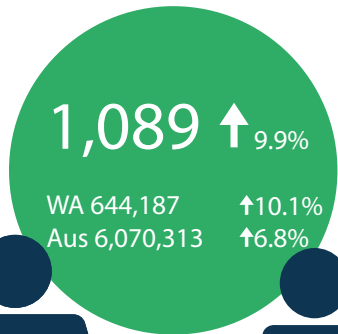
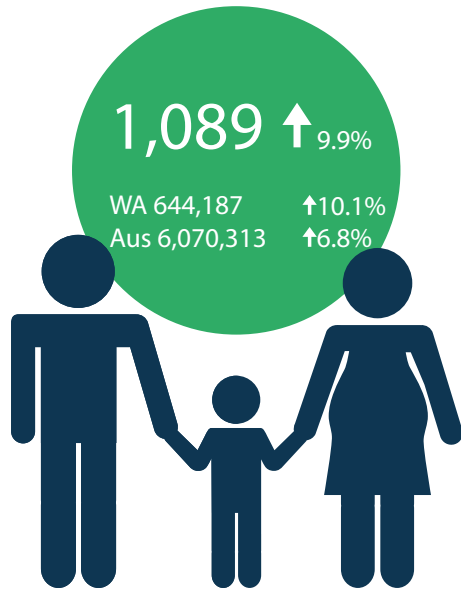
Private Dwellings



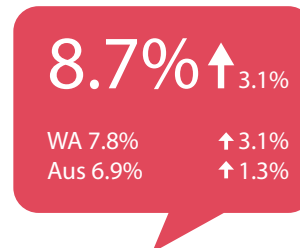
Overseas Born



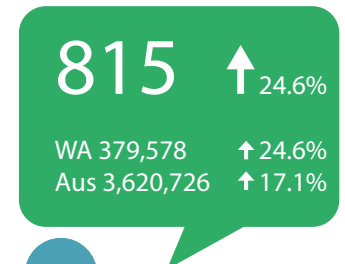
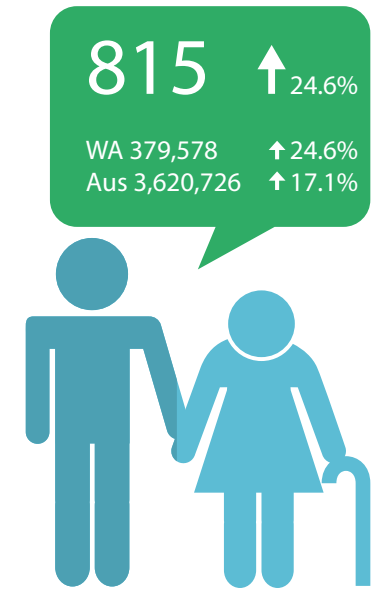
Median House Income



Families



Unemployment Rate



Volunteers

Our Council



Cr Mike Walmsley
Shire President



Cr Naomi Purcell
Deputy Shire President



Cr Noel Dew



Cr John Mason



Cr Karen Odorisio



Cr Larry Scott



Cr Laurie Snell



Cr Vince Vitale

Our Staff



Dean Unsworth
Chief Executive Officer

- Leadership & Organisational Strategy
- Elected Member Liaison
- Staff Management
- Communications & Marketing
- Partnership Management
- Emergency Management



Laurie Tilbrook
Director Corporate Services

- Governance
- Finance
- Human Resources
- Record Keeping
- Customer Service
- IT
- Library Services
- Ranger Services
- Licensing Services



Leonard Long
Director Planning & Economic Development

- Town Planning
- Building
- Health
- Economic Development
- Recreation
- Place & Community



Patrick Steinbacher
Director Technical Services

- Technical Services
- Infrastructure Services
- Operations
- Parks & Gardens
- Waste Services
- Environmental Services

Engaging Our Community

In preparation for Waroona 2030, the Shire of Waroona embarked on its biggest community engagement campaign, seeking the views of its residents in Waroona, Hamel, Lake Clifton and Preston Beach.

Under the theme of “Our ideas and imagination are shaping Waroona”, extensive consultation was conducted reaching over 400 community members across the Shire of Waroona. Consultation included a district wide survey, coffee conversations with 18 community groups and key stakeholders, a facilitated workshop with local businesses, a workshop with Councillors and key staff members, and five community workshops.

Across these five workshops, approximately 1,000 ideas were contributed and 280 were noted as being important to a community member in some way. While each district had specific suggestions, 10 common themes were highlighted – creating events and tourist attractions | developing walk and bike trails | enhanced caravan and camping accommodation | increased local and tourism signage | more activities for youth | community and night markets | regular streetscaping and verge maintenance | appealing entry statements | better access to healthcare professionals | public transport.

The community consultation enabled the Shire to identify what is important to the community, both now and into the future.

The community desires a shire that is natural and unique and maintains its country town values. Residents want to be part of a strong community that is connected and supports local. Residents want an enviable, sustainable community that respects its rural heritage and enhances and embraces its many natural environment and water aspects.

Waroona 2030 will set out an ambitious but achievable vision, featuring the shared values, aspirations and priorities of the community over the next 10 years.

Waroona 2030 belongs to the community and everyone plays a part in the district’s success, functionality, business activity, visual appeal, vibrancy and ability to attract visitors.



Vision, Mission & Values

Vision

The Shire of Waroona will create a sense of place and identity, embracing creativity, our natural environment and a strong and diverse economy.

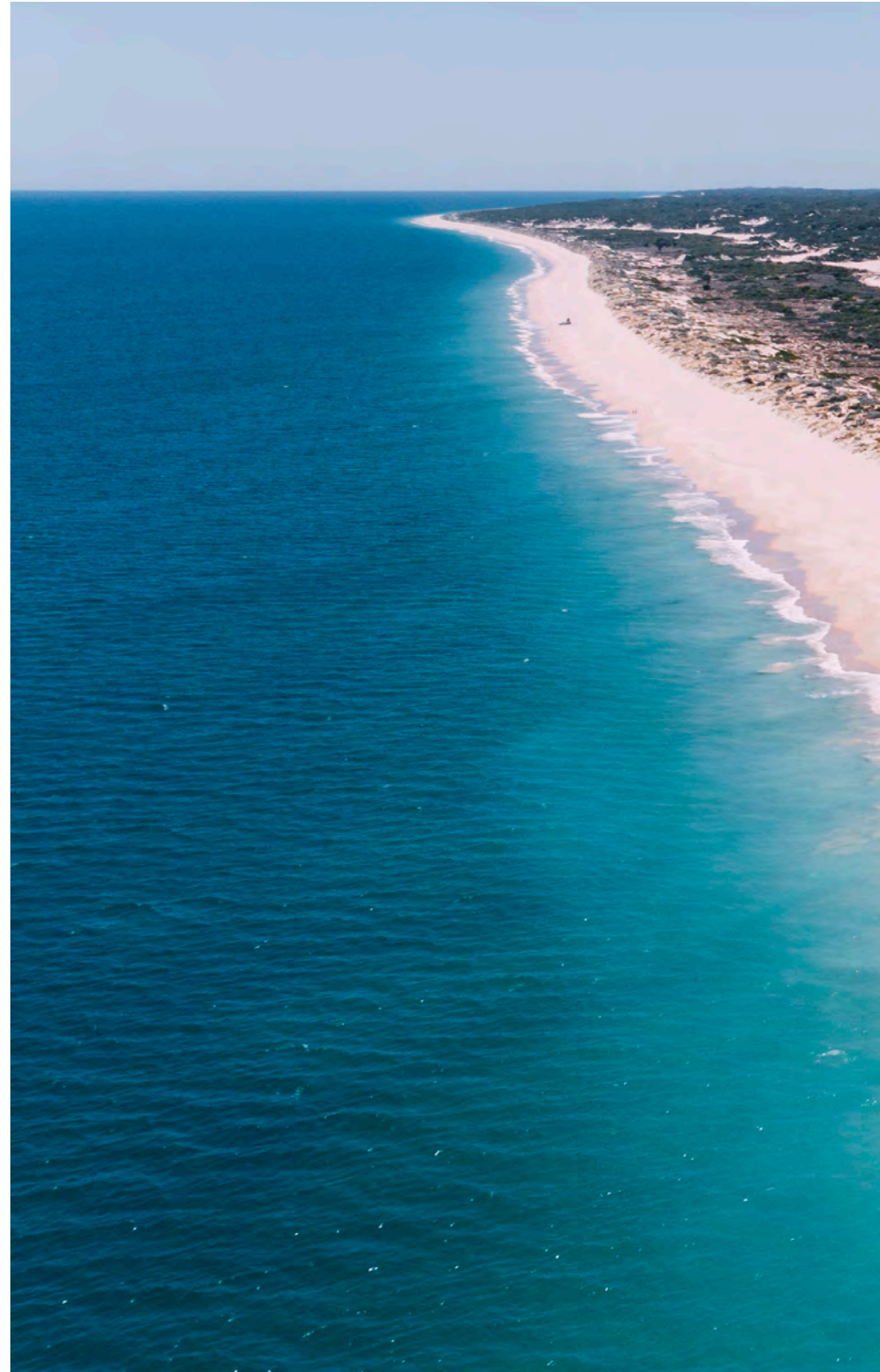
Mission

We will be an organisation with a can-do attitude that strives for service excellence, continued improvement and a commitment to outcomes.

Values

Our values are A REALITY

- Accountable
- Respect
- Excellence
- Accessible
- Leadership
- Innovative
- Transparent
- Yours





Focus Areas & Aspirations to 2030

Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Our Economy

To create a diverse economy base that supports opportunity and employment.

Our Environment

To continually care for, protect and enhance our environment for the generations to come.

The background of the slide is a photograph of a serene lake scene. In the foreground, there's a grassy bank. A small boat is visible in the middle ground on the water. The background features rolling hills and trees under a blue sky with some clouds. Two large, semi-transparent colored rectangles (one orange on the left, one purple on the right) are overlaid on the image, containing text.

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

“ Community members can help achieve these objectives by:

- Embracing the ‘Act, Belong, Commit’ approach*
- Utilising our existing services*
- Supporting local sporting clubs and community interest groups*
- Volunteering with local community organisations*
- Respecting neighbours, friends and fellow community members*

”



Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Objective Create a connected, safe and cohesive community with a strong sense of community pride			
STRATEGY	Develop an identity for the shire and the communities it comprises	SUCCESS MEASURE	Successful implementation of Place Plans
	Pursue a social environment that is accessible and inclusive for all ages and abilities		Bi-annual community survey
	Grow and develop an age-friendly community		Implementation of actions and success
	Become a youth engaged and supportive community		Implementation of actions and success
	Develop and facilitate events of a local and regional scale		Number of events
	Ensure the safety of our community		Bi-annual community survey
Objective Maximise and connect our natural assets to the community			
STRATEGY	Connect the natural assets, waterways, parks and reserves to the community	SUCCESS MEASURE	Number of achievements
	Upgrade the amenity of the Drakesbrook Weir		Number of achievements

Objective	A planning framework that is visionary, supports connectivity and enables apticipation that ensure quality, diverse and innovative planning outcomes that meets community aspirations		
STRATEGY	Ensure our Town Planning Scheme and Local Planning Strategy facilitates quality and diverse planning outcomes	SUCCESS MEASURE	Adoption of plan by WA Planning Commission
	Consider new growth areas and prepare District Structure Plans		Adoption of plan by WA Planning Commission
Objective	Encourage an active and healthy community with an improved quality of life		
STRATEGY	Promote a mentally and physically healthy lifestyle	SUCCESS MEASURE	Bi-annual community survey
	Support local community, sporting and recreational groups and initiatives		Develop Sport & Recreation Strategy
	Actively take opportunities to enhance public health		Develop Public Health Strategy
	Foster and value our volunteers		Bi-annual community survey
	Support and enhance health services in Waroona		Number of health services
Objective	Value, protect and celebrate our rich history and culture		
STRATEGY	Pursue actions to preserve areas and materials of historical significance throughout the Shire	SUCCESS MEASURE	Bi-annual community survey
	Foster arts and culture throughout the Shire		Number of achievements
	Support, embrace and celebrate our local Aboriginal community		Feedback from community



Our Economy

To create a diverse economy base that supports opportunity, education and employment.

Objective				Develop an economy that is focused on growth, knowledge and innovation, and infrastructure and protects prime agricultural land			
STRATEGY	Maxmise the inherent economic opportunities in the Murray Waroona functional economic region			SUCCESS MEASURE	Implementation of major projects and initiatives		
	Enhance the agricultural industry in Waroona as a dominant economic sector				Business cases for future developments and expansions		
Objective				Develop a locally supported resilient, stable and innovative business community that embraces creativty, resourcefulness and orginality			
STRATEGY	Support local businesses, Waroona Business Support Group and initiatives			SUCCESS MEASURE	Bi-annual community survey		
Objective				Create a vibrant, inviting and thriving town centre and maximise Waroona’s natural assets, culture and heritage as drivers for tourism			
STRATEGY	Encourage community and business initiatives to refresh the appearance of the town centre			SUCCESS MEASURE	Develop Town Centre Revitalisation Strategy		
	Develop key sectors of the tourism economy where Waroona has a competitive advantage				Implementation of major projects and initiatives		
	Develop new trails and enhance and promote existing trails				Development and implementation of Tourism Strategy		
					Develop Waroona Trails Strategy		



“ Community members can help achieve these objectives by:

- Shopping locally for goods and services
- Enrolling in local education institutions
- Attending local events and festivals
- Encouraging family and friends to visit our region
- Promoting our amazing community and landscape

”

“ Community members can help achieve these objectives by:

- Reducing, reusing and recycling*
- Installing energy and water saving features*
- Considering environmentally sustainable designs when building new homes*
- Volunteering with local community groups that care for our environment*
- Protecting and planning local native vegetation on properties*

”



Our Environment

To continually care for, protect and enhance our environment for the generations to come.

Objective	Protect and enhance our existing natural assets, waterways, bushland and biodiversity		
STRATEGY	Collaborate with local environmental community organisations and volunteers	SUCCESS MEASURE	Level of involvement
	Develop future plans and strategies to protect and enhance Preston Beach and the Yalgorup National Park		Develop Preston Beach foreshore Management Plan
Objective	Proactively manage resources and practice sustainability through responsible management of water, energy, fire control and waste		
STRATEGY	Secure water and energy resources to ensure water sustainability for agricultural, economic and recreational needs	SUCCESS MEASURE	Number of outcomes
	Responsibly manage Council and community water and energy use		Reduction of resources used
	Improve waste management practices through diversion, re-use and recycling		Annual statistics

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living

ObjectivePublic spaces and infrastructure are accessible and appropriate for our community, and meet the purpose and needs of multiple users			
STRATEGY	Plan public open spaces and community facilities for current and future generations	SUCCESS	Develop Public Open Space & Community Facilities Strategy
		MEASURE	Review Disability Access Inclusion Plan
ObjectiveManage assets in a consistent and sustainable manner			
STRATEGY	Plan and effect appropriate maintenance, renewal, replacement and disposal of assets	SUCCESS	Review Asset Management Plan
		MEASURE	
ObjectiveSuitable housing and transport infrastructure to meet the needs of our diverse community			
STRATEGY	Build partnerships with relevant state departments and stakeholders to develop diverse and affordable housing and accommodation	SUCCESS MEASURE	Number of outcomes
	Build partnerships with relevant state departments and stakeholders to develop a safe, connected transport network		Number of outcomes



“ Community members can help achieve these objectives by:

- Utilising, caring for and improving our existing facilities*
- Embracing co-location of organisations and services*
- Respecting our community infrastructure and reporting maintenance requirements to the Shire*

”

“Community members can help achieve these objectives by:

- Keeping up to date with Shire activities via its website and social media
- Participating in community engagement activities and aformation sessions
- Providing feedback on services and interactions with Council and staff

”



Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

Objective A sustainable future through embracing change, applying technological advancement and pursuing efficiencies			
STRATEGY	Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accoutnability	SUCCESS MEASURE	Compliance audit results
	Maintain long-term financial sustainability		Compliance with IPRF requirements
	Consider future technological requirements for the delivery of services and corporate functions		Financial ratios trends
	Promote cooperation and collaboration with other organisations to improve efficiencies and regional identity		No adverse trends in financial audits
			Develop Information Communication Technology Strategy
			Develop Murray Waroona Alliance Strrategy
			Number of outcomes
Objective Develop a skilled, safe and compliant organisation			
STRATEGY	Employ, maintain and retain a skilled workforce	SUCCESS MEASURE	No adverse trends in staff turnover
	Promote an organisational culture of safety, best practice and continuous improvement		Annual staff survey
			Maintained and improved OSH standards
			Bi-annual community survey

Objective			
Actively increase the level of community engagement and respond efficiently and effectively to the evolving needs of the community			
STRATEGY	Establish and maintain a user focused communication approach that informs, engages and empowers the community	SUCCESS MEASURE	Bi-annual community survey
	Deliver efficient and effective Council services to all members of the community		Bi-annual community survey
	Provide community focused customer services and access to information		Bi-annual community survey



Resourcing Waroona 2030

To facilitate the achievement of the community's long term goals and aspirations as expressed in Waroona 2030 and the Corporate Business Plan, informing strategies have been developed to ensure the required financial strategies, infrastructure and workforce are in place.

Long Term Financial Plan

The Long Term Financial Plan is Council's ten year financial planning document with an emphasis on long term financial sustainability. Financial sustainability is one of the key issues facing local government due to several contributing factors including ageing infrastructure and constraints on revenue growth. This document tests the community aspirations and goals against financial realities. Included within the Long Term Financial Plan are:

- Assumptions used to develop the Plan;
- Projected income and expenditure, balance sheet and cash flow statements; and
- Methods of monitoring financial performance.

Balancing expectations, uncertainty of future revenue and expenditure forecasts are some of the most challenging aspects of the financial planning process.

As such, the longer the planning horizon, the more general the plan will be in the later years. Every effort has been taken to present the most current estimates and project scopes to be included in the Plan.

Asset Management Plan

The Asset Management Plan assists Council to provide the required level of service in the most cost effective manner through the creation, acquisition, maintenance, operations, rehabilitation and disposal of assets to provide for present and future generations. The Plan is part of an overall framework that aims to present information about assets, provide evidence of responsible asset management and compliance with regulatory requirements, and summarise information with regard to funding aimed at maintaining assets at the required levels of service. Council utilises integrated decision making to ensure that built, social, economic and natural impacts of asset provision and maintenance are properly considered throughout the asset management lifecycle. Council's strategic financial planning will ensure that:

- Funding requirements are assessed; and
- Additional funds are identified where appropriate for the investment in new and upgraded assets.

Workforce Plan

The Workforce Plan provides a framework and strategy to address the human resourcing requirements for Council's Corporate Business Plan, and as such, has a four year horizon. The Plan recognises that Shire employees need to bring commitment, energy and flexibility to the workplace. In return, staff need clarity regarding how their personal goals align with organisational goals and priorities. This requires an investment in developing leaders, managers and employees with the right skills for our diverse businesses. It also requires clear learning pathways linked to performance development and an ongoing investment in attracting and retaining talented people, while maintaining a focus on workplace health and wellbeing.

The Shire is committed to the ongoing identification of efficient operating methods and is increasingly using technology to automate processes. The need to minimise financial impact to ratepayers is priority, and therefore, no additions to the workforce are planned over the next four years.

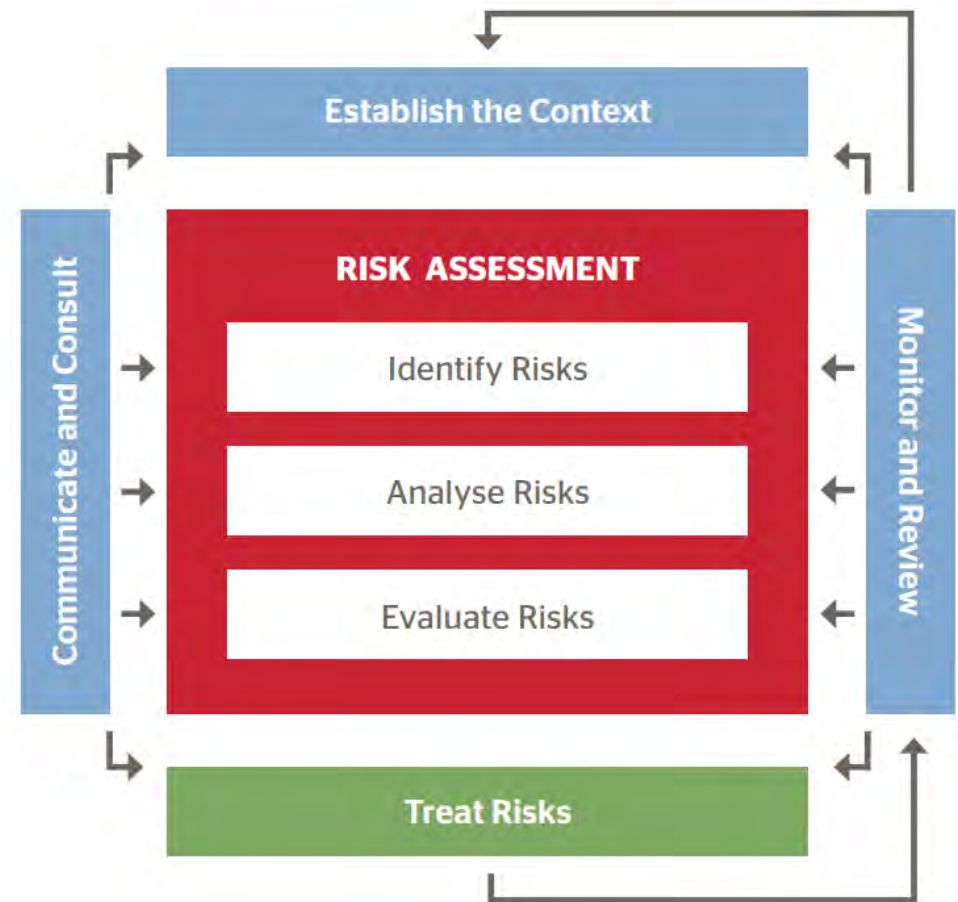


Risk Management

The Shire of Waroona is committed to identifying, measuring and managing risks in order to capitalise on opportunities and achieve the objectives of the Council's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS/NZS ISO 31000:2018 Risk Management – Principles and Guidelines. The framework, which is comprised of a Risk Management Policy and Strategy, provides a coordinated and systematic process for managing risks, integrating risk management into everyday decision making and business planning.

A Business Continuity Plan also compliments this framework, ensuring that the Shire can continue to provide essential services to stakeholders in the event of a crisis or major incident.



Reviewing & Reporting

Waroona 2030 sets out the strategic direction, focus areas and aspirations based on the outcomes of the community engagement process. By 2030, other considerations are likely to evolve and community values and expectations change. New ideas and solutions will often be needed to meet these challenges.

To ensure that Waroona 2030 is aligned with changing needs, the Shire will undertake a minor review in 2022 and a major review in 2024.

The actions, which drive the various strategies, are contained in the Corporate Business Plan and are defined over a four-year time frame. This Plan will be reviewed annually and inform the Annual Budget and Long Term Financial Plan.

The Shire will measure success and progress of Waroona 2030 through the following mechanisms:

- Community perception survey undertaken every two years
- Delivery of projects on time and on budget
- Regular progress reporting to Council and the community
- Progress on the delivery of Waroona 2030 will be reported in the Shire's Annual Report



Photo Credits

Cover, Contents, 11, 12, 18, 21, 24, Back

Page 1, 10, 13, 14, 15, 20, 25

Page 3, 7, 8, 28, 30

Page 32

Visit Mandurah & Russell Ord Photography

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