



WAROONA 2030

Strategic Community Plan 2020 – 2030

About this document

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.

This plan is available in alternative formats such as large print, electronic, audio or Braille, on request.



“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 835km², the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach”.

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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 is 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 along with 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 encourage innovation and collaboration, while providing an enticing array of lifestyle attractions.

The Shire of Waroona is excited about its future.

Chief Executive Officer's Message

Every four years we must undertake planning for the next decade. We have undertaken a major review of our Strategic Community Plan, and as a result of the community engagement and consultation, a new vision has been set for the Shire of Waroona:

“A Shire that will create a sense of place and identity, embracing creativity, our natural environment and a strong and diverse economy.”

The Strategic Community Plan outlines the objectives and strategies for the Shire to focus on over the next ten years, relating to how we will connect with our community and improve our quality of life, create a robust economy, protect our environment, manage assets and provide strong governance.

Thank you to our community, Councillors and staff who engaged in developing our plan for the future. By working together, we can achieve our aspirations.

Dean Unsworth
Chief Executive Officer



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 details 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 bright future.

Cr Mike Walmsley
Shire President



About the Strategic Community Plan

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 the 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 & Area Specific Plans	Any other informing strategies.

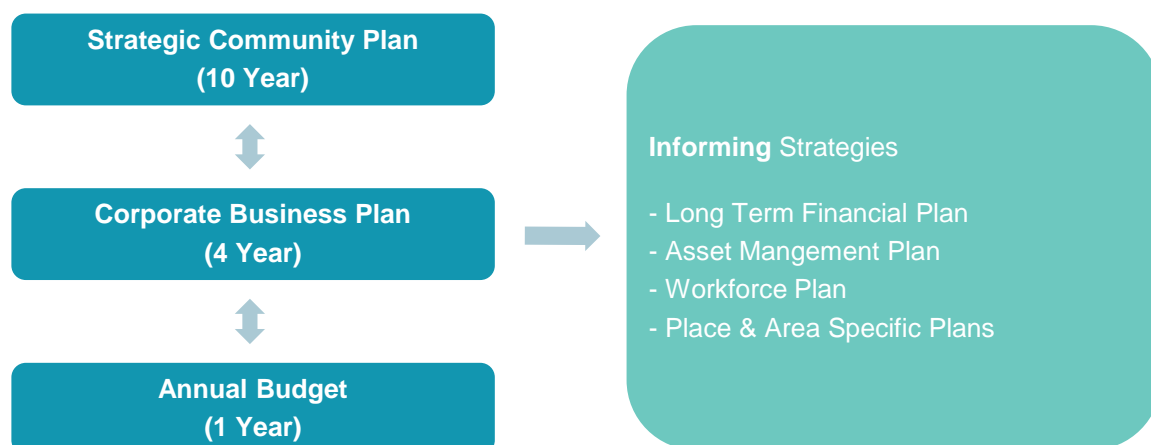


Figure 1: Elements of the Integrated Planning & Reporting Framework. Source: Department of Local Government, Sport & Cultural Industries.

Our Shire

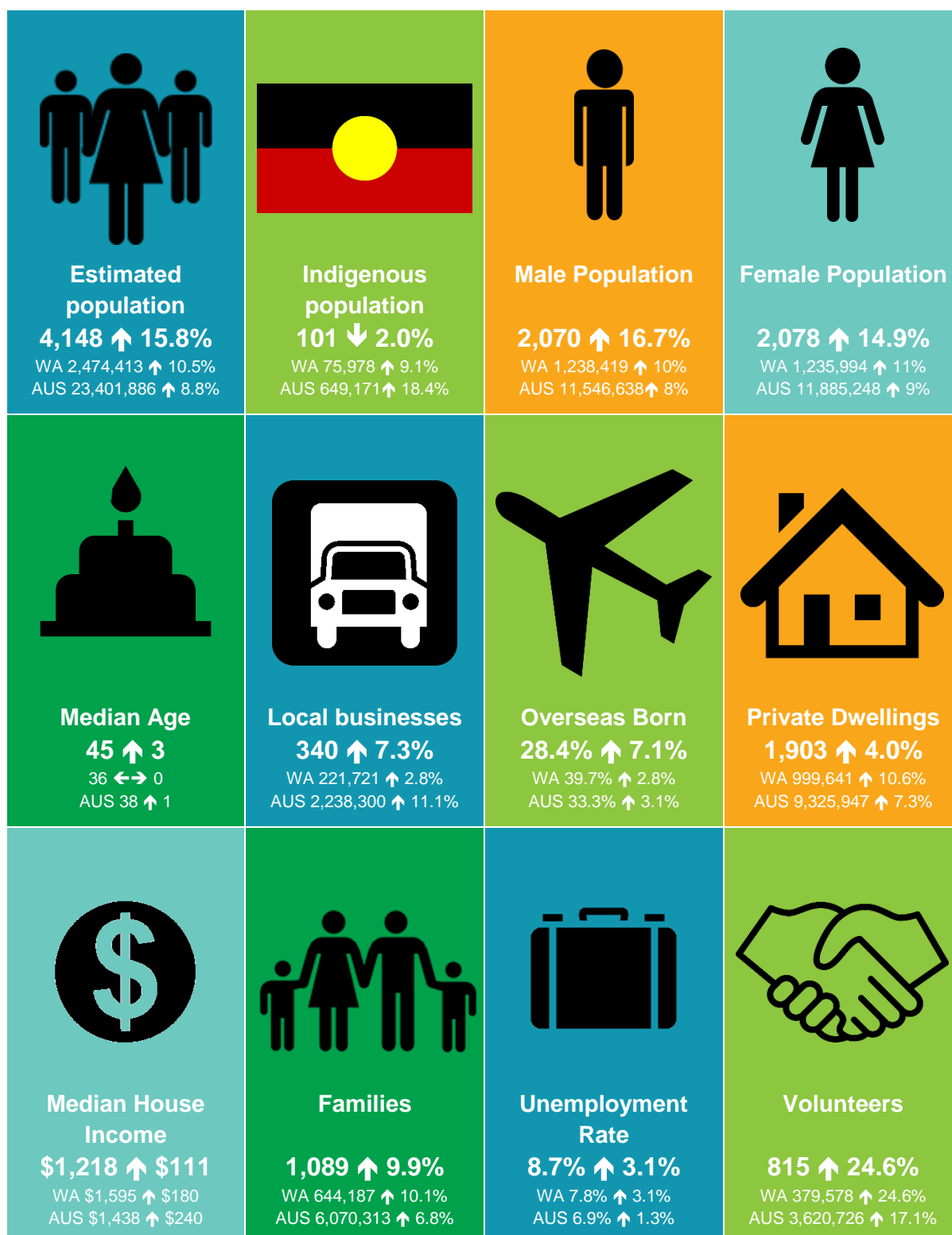


Figure 2: Shire of Waroona Statistics. Source: Australian Bureau of Statistics 2016 Census.

Our Council



Cr Mike Walmsley
Shire President



Cr Naomi Purcell
Deputy Shire President



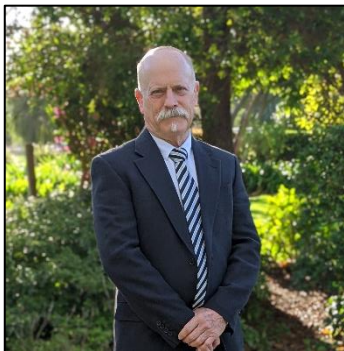
Cr Noel Dew



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
- Employee management
- Communications & marketing
- Partnerships management
- Investment attraction
- Emergency management



ASHLEIGH NUTTALL

Director Corporate Services

- Finance
- Governance
- Human resources
- Record keeping
- IT
- Customer service
- Library services
- Ranger services
- Licensing services



PATRICK STEINBACHER

Director Infrastructure Services

- Infrastructure services
- Technical services
- Operations
- Parks & gardens
- Waste services
- Environmental services



ROD PEAKE

Director Planning & Sustainability

- Strategic town planning
- Statutory town planning
- Building
- Health



LIZ STORR

Director Place, Community & Economic Development

- Place & community
- Economic development
- Recreation services
- Tourism

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; and 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:

- A** – Accountable
- R** – Respect
- E** – Excellence
- A** – Accessible
- L** – Leadership
- I** – Innovative
- T** – Transparent
- Y** – 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.

Objective 1.1 Create a connected, safe and cohesive community with a strong sense of community pride		
Strategy		Success Measure
1.1.1	Develop an identity for the Shire and the communities it comprises	Successful implementation of Place Plans
1.1.2	Pursue a social environment that is accessible and inclusive for all ages and abilities	Biennial community survey
1.1.3	Grow and develop an age-friendly community	Implementation of actions and success
1.1.4	Become a youth engaged and supportive community	Implementation of actions and success
1.1.5	Develop and facilitate events of a local and regional scale	Number of events
1.1.6	Ensure the safety of our community	Biennial community survey
Objective 1.2 Maximise and connect our natural assets to the community		
Strategy		Success Measure
1.2.1	Connect the natural assets, waterways, parks and reserves to the community	Number of achievements
1.2.2	Upgrade the amenity of Drakesbrook Weir	Number of achievements
Objective 1.3 A planning framework that is visionary, supports connectivity and enables participation that ensure quality, diverse and innovative planning outcomes that meet community aspirations		
Strategy		Success Measure
1.3.1	Ensure the Town Planning Scheme and Local Planning Strategy facilitate quality and diverse planning outcomes	Adoption of plan by WA Planning Commission
1.3.2	Consider new growth areas and prepare District Structure Plans	Adoption of plan by WA Planning Commission
Objective 1.4 Encourage an active and health community with an improved quality of life		
Strategy		Success Measure
1.4.1	Promote a mentally and physically health lifestyle	Biennial community survey
1.4.2	Support local community, sporting and recreational groups and initiatives	Develop Sport & Recreation Strategy
1.4.3	Actively take opportunities to enhance public health	Develop Public Health Strategy
1.4.4	Foster and value our volunteers	Biennial community survey
1.4.5	Support and enhance health services in Waroona	Number of health services
Objective 1.5 Value, protect and celebrate our rich history and culture		
Strategy		Success Measure

1.5.1	Pursue actions to preserve areas and materials of historical significance throughout the Shire	Biennial community survey
1.5.2	Foster arts and culture throughout the Shire	Number of achievements
1.5.3	Support, embrace and celebrate our local Aboriginal community	Feedback from community

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 Economy

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

Objective 2.1 Develop an economy that is focused on growth, knowledge and innovation, and infrastructure and protects prime agricultural land

Strategy	Success Measure
2.1.1 Maximise the inherent economic opportunities in the Murray Waroona functional economic region	Implementation of major projects and initiatives
2.1.2 Enhance the agricultural industry in Waroona as a dominant economic sector	Business cases for future developments and expansions

Objective 2.2 Develop a locally supported resilient, stable and innovative business community that embraces creativity, resourcefulness and originality

Strategy	Success Measure
2.2.1 Support local businesses, Waroona Business Support Group and initiatives	Biennial community survey

Objective 2.3 Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, culture and heritage as drivers for tourism

Strategy	Success Measure
2.3.1 Encourage community and business initiatives to refresh the appearance of the town centre	Develop Town Centre Revitalisation Strategy
2.3.2 Develop key sectors of the tourism economy where Waroona has a competitive advantage	Development and implementation of Tourism Strategy
2.3.3 Develop new trails and enhance and promote existing trails	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*



Our Environment

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

Objective 3.1 Protect and enhance our existing natural assets, waterways, bushland and biodiversity

Strategy	Success Measure
3.1.1 Collaborate with local environmental community organisations and volunteers	Level of involvement
3.1.2 Develop future plans and strategies to protect and enhance Preston Beach and Yalgorup National Park	Develop Preston Beach Foreshore Management Plan

Objective 3.2 Proactively manage resources and practice sustainability through responsible management of water, energy, fire control and waste

Strategy	Success Measure
3.2.1 Secure water and energy resources to ensure water sustainability for agricultural, economic and recreational needs	Number of outcomes
3.2.2 Responsibly manage Council and community water and energy use	Reduction of resources used
3.2.3 Improve waste management practices through diversion, reuse and recycling	Annual statistics

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 planting local native vegetation on properties*



Our Built Assets

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

Objective 4.1 Public spaces and infrastructure are accessible and appropriate for our community, and meet the purpose and needs of multiple users

Strategy

Success Measure

4.1.1 Plan public open spaces and community facilities for current and future generations

Develop Public Open Space & Community Facility Strategy
Review Disability Access & Inclusion Plan

Objective 4.2 Manage assets in a consistent and sustainable manner

Strategy

Success Measure

4.2.1 Plan and effect appropriate maintenance, renewal, replacement and disposal of assets

Review Asset Management Plan

Objective 4.3 Suitable housing and transport infrastructure to meet the needs of our diverse community

Strategy

Success Measure

4.3.1 Develop and promote diverse and affordable housing and accommodation

Number of outcomes

4.3.2 Develop and promote an efficient, safe and connected local and regional 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*



Our Leadership

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

Objective 5.1 A sustainable future through embracing change, applying technological advancement and pursuing efficiencies		
Strategy		Success Measure
5.1.1	Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability	Compliance audit results Compliance with IPRF requirements
5.1.2	Maintain long term financial sustainability	Financial ratios trends No adverse trends in financial audits
5.1.3	Consider future technological requirements for the delivery of services and corporate functions	Develop Information Communication Technology Strategy
5.1.4	Promote cooperation and collaboration with other organisations to improve efficiencies and regional identity	Develop Murray Waroona Resource Sharing Alliance Strategy Number of outcomes
Objective 5.2 Develop a skilled, safe and compliant organisation		
Strategy		Success Measure
5.2.1	Employ, maintain and retain a skilled workforce	No adverse trends in staff turnover Annual staff survey
5.2.2	Promote an organisational culture of safety, best practice and continuous improvements	Maintained and improved OSH Biennial community survey
Objective 5.3 Actively increase the level of community engagement and respond efficiently and effectively to the evolving needs of the community		
Strategy		Success Measure
5.3.1	Establish and maintain a user focused communication approach that informs, engages and empowers the community	Biennial community survey
5.3.2	Deliver efficient and effective Council services to all members of the community	Biennial community survey
5.3.3	Provide community focused customer service and access to information	Biennial community survey

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 information sessions**
- **Providing feedback on services and interactions with Council and staff**

Resourcing the Strategic Community Plan

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.

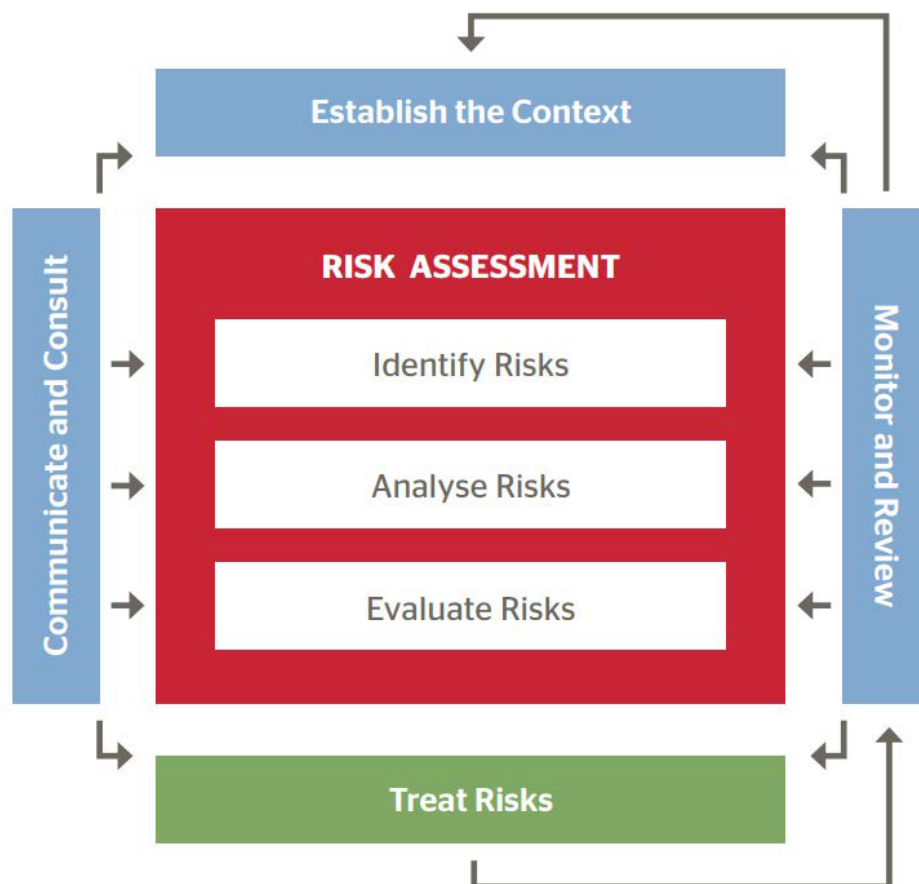
The Shire is committed to the ongoing identification of efficient operating methods and is increasingly using technology to automate processes. The need to minimise financial impact to ratepayers is priority, and therefore, no additions to the workforce are planned over the next four years.

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 2020 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; and
- Progress on the delivery of the Corporate Business Plan will be reported in the Shire's Annual Report.

Photo Credits

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