



SHIRE OF
WAROONA
SEA TO SCARP

STRATEGIC COMMUNITY PLAN

2024 - 2034

TOWARDS
2034

Document No: SC001



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.

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Strategy



Plan



Framework



Policy



Report



Management Practice



Procedure



Form



Council Document



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“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”.

Document Control

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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.

Shire President's Message



Cr Mike Walmsley
Shire President

The Strategic Community Plan is a vital part of our Shire's long term direction and contains aspirations and visions that are captured through consultation with our community.

Matching funding with deliverable programmes and projects is also vitally important. With each delivered outcome for our community also comes the long term legacy of maintenance and eventual replacement. These are all matters that help guide Council in decisions for our residents and assist in delivering this strategy.

I thank everyone who had input into this plan to set actions for your Council. This strategy underpins the important course our community takes in the future and the understanding we all live in a very special part of Western Australia and continually improving our way of life is an ambition we all share.

Chief Executive Officer's Message

This Strategic Community Plan is a key part of the plan for the future of the Shire of Waroona, and it sets out the vision, aspirations and objectives of the Shire's community for the next ten years.

There are five pillars on which this Plan is built –

- Community
- Economy
- Environment
- Built Assets
- Leadership

For each pillar there are strategies and objectives that the Shire will carry out to achieve the vision towards Waroona.

I commend this Plan to the Shire and thank everyone who participated in this major review by providing feedback and in putting together this new document.



Mark Goodlet
Chief Executive Officer



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 Strategy	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

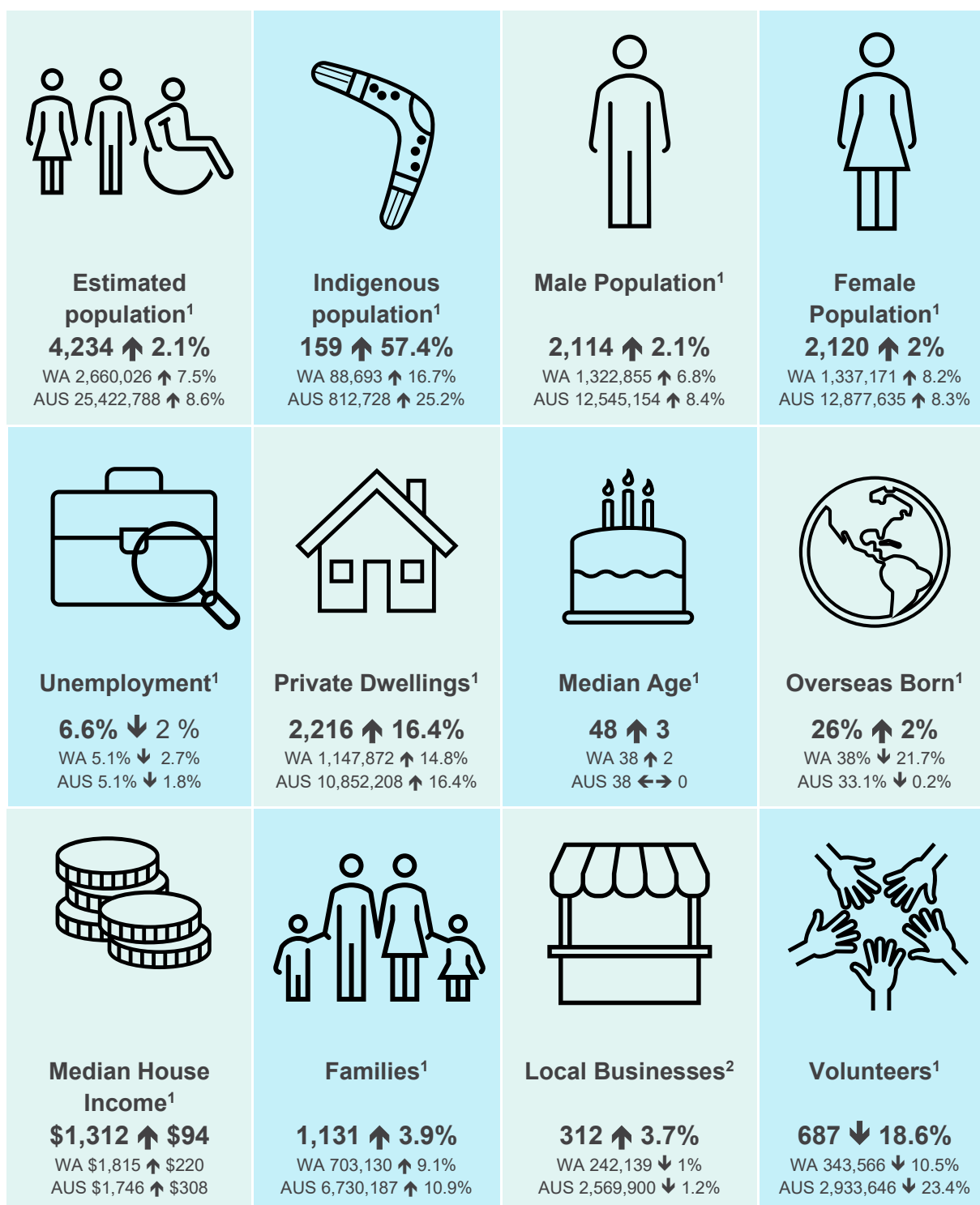


Figure 2: Shire of Waroona Statistics.

1. Australian Bureau of Statistics (2021) 6215, WA 2021 Census All persons QuickStats [[2021 6215, WA, Census All persons QuickStats | Australian Bureau of Statistics \(abs.gov.au\)](https://www.abs.gov.au/2021/6215/WA/Census-All-persons-QuickStats)], accessed 16 July 2024
2. Australian Bureau of Statistics (July 2019 – June 2023) Counts of Australian Business, including Entries and Exits [[Counts of Australian Businesses, including Entries and Exits, July 2019 - June 2023 | Australian Bureau of Statistics \(abs.gov.au\)](https://www.abs.gov.au/2023/Counts-of-Australian-Businesses-including-Entries-and-Exits-July-2019-June-2023)], accessed 16 July 2024

Our Council



Cr Mike Walmsley
Shire President



Cr Naomi Purcell
Deputy Shire President



Cr Charlie Clarke



Cr John Mason



Cr Karen Odorisio



Cr Larry Scott

Our Leadership Team



Mark Goodlet
Chief Executive Officer

- Strategy
- Elections
- Major Projects
- Council Services
- Business Improvement

Ashleigh Nuttall
Director Corporate & Community Services

- Finance
- Governance
- Risk Management
- Information Technology
- Community Services
- Economic Development
- Recreation Services
- Tourism
- Communications & Marketing



Kirsty Ferraro
Director Customer & Development Services

- Customer Service
- Library Services
- Human Resources
- Work Health & Safety
- Regulatory Services
- Planning Services
- Environmental Management
- Community Safety & Emergency Services

Brad Oborn
Director Infrastructure

- Technical Services
- Works & Operations
- Asset Management Services
- Waste Management



Engaging the Community

In reviewing the Strategic Community Plan a comprehensive survey was undertaken with 452 responses, a strong and significant response rate of 6.0% of the Shire of Waroona population.

The survey response data serves as a key performance indicator for assessing the effectiveness of the Shire's services, programs, and initiatives, in line with the community's needs and aspirations. Each set of data contributes to the ongoing review and refinement of the Strategic Community Plan, ensuring that the Shire remains aligned with its long-term vision of fostering a vibrant, inclusive, and resilient community. Through this feedback, the Shire can better understand the priorities of its residents and adjust its strategies to improve service delivery, enhance communication channels, and promote inclusivity across all segments of the population.

The data was divided into various categories that reflect the Shire's core priorities, such as accessibility, inclusivity, customer service, and communication. The responses offered insights into community satisfaction levels and highlight areas where improvements are needed to ensure that the Shire continues to meet the evolving needs of its residents.

A summary of the response areas is provided below. Where new actions are needed these have been reflected in the Strategic Actions and Objectives lists.

Accessibility and Inclusion in Community Events, Spaces and Facilities

There is 53% agreement that a continued focus on improving accessibility for those with disabilities is still needed. This data suggests moderate success in promoting accessibility, but with room for improvement. It indicates that while some progress has been made, the Shire could enhance its efforts to ensure events and spaces are universally accessible.

Inclusion

The community has a strong consensus of inclusiveness. A majority 45% rate the events as "Somewhat inclusive," while 17% say they are "Very inclusive," with only 2% finding them "Not inclusive." These responses indicate that most people feel the Shire is working towards inclusivity but could strengthen efforts.

Safety

The responses to these questions demonstrate an overall widespread sense of safety. While most feel safe, the feedback points to specific areas for improvement such as enhancing police visibility, addressing crime-related concerns, and improving public infrastructure for a safer environment. Addressing these key concerns would likely strengthen the community's overall sense of security.

Mental and Physical Health

These questions related to a sense of belonging and connection with the community. The feedback was largely positive though room for improvement was in the number of events held as well as better communication for events.

Volunteers

Over 65% of respondents acknowledging the contributions of volunteers as something they're proud of. This suggests the Shire has done well in providing opportunities for volunteering and

ensuring these efforts are visible and recognised by the broader community. Despite this acknowledgement the 2024 Census notes a 28% reduction in volunteering since the 2021 Census. Although still comfortably about Western Australian and Australian levels, participation in volunteering needs to be encouraged to address this decline. It is noted that this may be partly attributable to a review of bushfire brigade volunteers in which non-participating volunteers were deregistered.

Preserving History

This is perceived to be done well in the Shire of Waroona.

Supporting Business

The responses show that while some members (44%) of the business community are satisfied with the Shire's support, a considerable portion either feels neutral (42%) or dissatisfied (13%), indicating some room for improvement. Feedback was that financial support, workshops, networking events, and improving the main street are seen as key areas where the Shire could strengthen its business assistance efforts. Additionally, simplifying regulations and increasing local procurement could boost the Shire's reputation for supporting businesses.

Community Engagement

The responses suggest that the Shire has made good efforts to engage the community and establish communication channels, but there are areas for improvement in ensuring these efforts are user-focused, accessible, and effective. While over half of respondents are satisfied with the Shire's communication, a significant portion of the community feels neutral or dissatisfied, signalling that engagement methods need to be more proactive, inclusive, and responsive. Expanding online platforms, improving visibility, and ensuring timely, meaningful responses to community input will help the Shire better inform, engage, and empower its residents.

Shire Services

This feedback shows that most respondents (72%) view the Shire's performance positively, either "very well" or "somewhat well," indicating that most residents are generally satisfied with the Shire's operations. However, the 22.58% who remain neutral, combined with the 4.84% who are dissatisfied, suggest that there is still an opportunity to engage more residents and address specific areas of concern to improve overall satisfaction.

The neutral responses could also indicate that some residents might not be fully aware of the Shire's efforts or may not feel directly impacted by its initiatives. Strengthening communication and promoting the Shire's successes and ongoing projects may help improve perceptions and encourage more positive feedback in the future.

Customer Service and Information Access

The Shire's customer service is well-regarded and offers wide range of communication channels. This multi-channel approach to ensures residents can access the information they need. By catering to digital users (via website, Facebook, email) and those who prefer traditional methods (telephone, newspapers, notice boards), the Shire can ensure inclusivity in its communication.

Economy

Responses to the broader questions regarding what the Shire should be doing more or less of and the questions regarding projects, confirms the present strategic direction on these areas within the Strategic Community Plan. Waroona main street, making the town more attractive and encouraging tourism are the predominant feedback comments. In terms of doing less, a common theme was to not waste money and to reduce red tape and compliance.

Major Projects

Major projects, particularly the Drakesbrook Weir upgrade have been well received. The majority positive response indicates the Strategy direction is supported by the community and should continue. The link between tourism and projects as a means to encourage tourism was reinforced.

Shire Facilities, Parks and Reserves

The Shire's facilities, are well regarded, including the library, recreation centre and halls. The Shire parks and reserves are very well regarded and the comments represented that a high value is placed on the natural environment and its ongoing care, particularly for its recreation values.



Our Purpose

We create environments where community, culture and commerce can flourish

Our Vision

A celebration of natural beauty, country values and vibrant prosperity

Our Values

1. *We support our community in a collaborative manner with enthusiasm and fairness*
2. *We commit to building a resilient community*
3. *We encourage diversity and inclusiveness and celebrate uniqueness*
4. *We listen to the community and respond to their needs*
5. *We strive to deliver consistently high standards of service*



Focus Areas & Aspirations to 2034

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.

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.



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

<i>Strategy</i>		<i>Success Measure</i>
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

<i>Strategy</i>		<i>Success Measure</i>
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

<i>Strategy</i>		<i>Success Measure</i>
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 following community consultation.
1.3.2	Consider new growth areas and prepare District Structure Plans	Adoption of plan by WA Planning Commission following community consultation.

Objective 1.4 Encourage an active and healthy community with an improved quality of life

Strategy		Success Measure
1.4.1	Promote a mentally and physically healthy 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	Biennial community survey

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

<i>Strategy</i>		<i>Success Measure</i>
2.1.1	Maximise the inherent economic opportunities in the Shire	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

<i>Strategy</i>		<i>Success Measure</i>
2.2.1	Support local businesses and Waroona Business Support Group – Peel CCI, and their 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

<i>Strategy</i>		<i>Success Measure</i>
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 Destination Management Plan
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

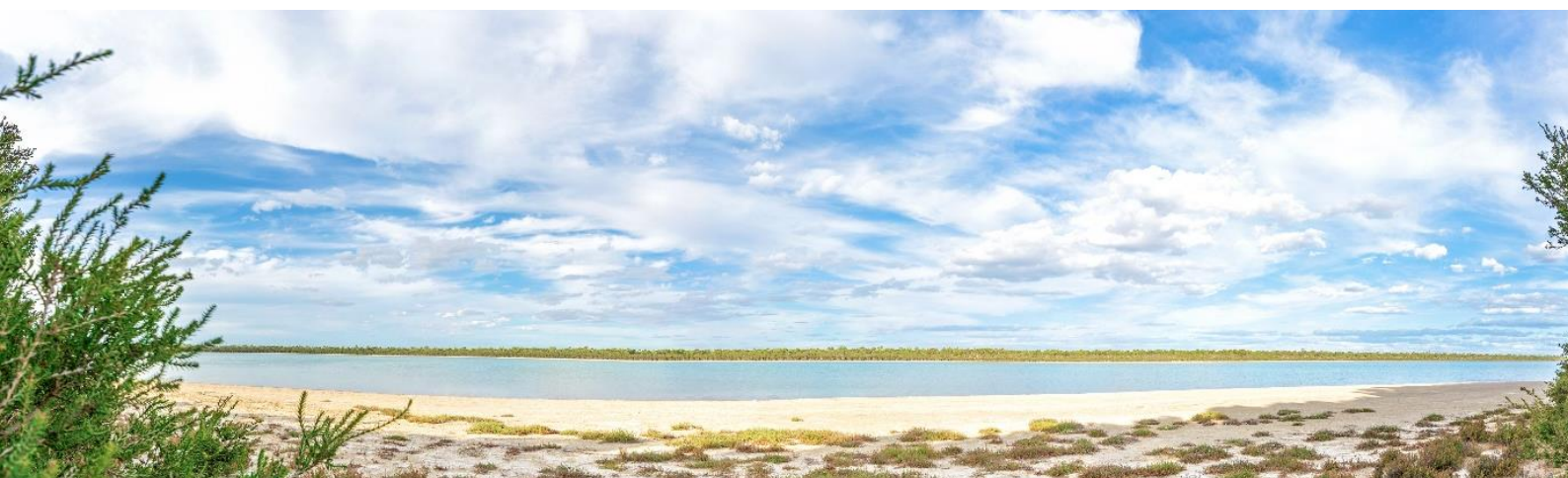
Strategy		Success Measure
3.1.1	Collaborate with local environmental community organisations and volunteers	Level of involvement
3.1.2	Develop future plans and strategies to protect and enhance Preston Beach and Yalgorup National Park	Develop Preston Beach Foreshore Management Plan
3.1.3	Advocate for and action protection of the environment	Advocacy positions and actions carried out

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	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*

Review & 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 2026 and a major review in 2028.

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



“Djilba – Season of Conception” by Shardah Farmer-Jetta

Photo Credits

Cover, pages 4-6, 11, 13, 15-18 & Back
Pages 9, 10 and 20

Josh Cowling Photography
Shire of Waroona

