



Strategic Community Plan 2020 – 2030



Table of Contents

Introduction.....	1
This Plan.....	3
Community Strategic Vision	5
Council’s Mission and Philosophy	5
Council’s Guiding Values	5
Our Region	6
Our Town.....	6
Shire Profile.....	7
2022 Community Survey.....	8
Key Result Areas and Strategies.....	10
Key Results Areas.....	12
Planning and Prioritising Activities.	13
Managing Resources and Risks	13
Key Activities and Strategies for the Short Term 2021-2025.....	14
Commentary from previous revision to this plan.....	20
Implications for Workforce	20
Implications for Assets.....	20
Implications for the Long-Term Financial Plan (LTFP)	20
Capital Works and Project Funding by Program / Project 2020 – 2024.....	20
Implementation and Review of the Strategic Community Plan (2020).....	21
Monitoring and Review.....	22
Appendix 1 2022 Community Survey.....	23

Introduction

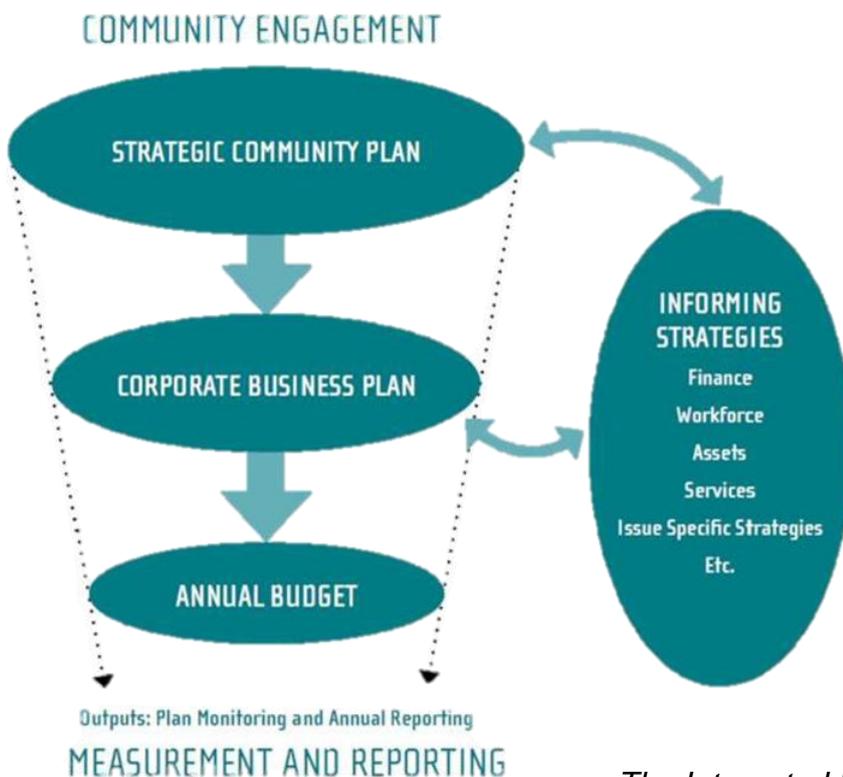
Western Australian local governments are required by the Local Government Act 1995 to have a 'plan for the future' (s.5.56 (1) Local Government Act 1995). While acknowledging this obligation, it's a fact that Councils have been making plans to achieve a better future for residents since their establishment. A benefit of the regulation is a well-understood framework with which government and other districts can interact in terms of funding and shared projects.

The main document is this Plan, the Strategic Community Plan. The purpose of this Plan is to engage with the community and collect evidence about needs, wants and aspirations for the future and present them to Council for consideration. Council takes community consultation and available evidence and then makes decisions about priorities – aligning community aspirations within available resources, other obligations and things for the common good, such as roads, public health, recreation and public infrastructure and services.

The legislative framework is pictured below; the local government engages with our community (this could be at public forums, by survey or assessing communications from the public). A strategic document of priorities, like this one, is prepared and then the local government works out how to deliver that within available funds and other resources.

The implementation requires some planning and these informing strategies (such as workforce, asset management, financial planning) contribute to advice to Council and eventually to budgets and other plans. The main business plan of the organisation is the Corporate Business Plan, which is also a legislative requirement. That plan details how the organisation will deliver the various services and infrastructure as detailed elsewhere, including the aspirations expressed in this document.

Both the Strategic Community Plan and the Corporate Business Plan must be adopted by Council and used by the local government as planning and operational tools.



The Integrated Planning and Reporting framework.

This community plan provides the overarching guidance and mandate for the Shire of Wagin’s activities, services and functions to meet the needs and aspirations of ratepayers and the wider community.

To ensure that this focus remains at the forefront of everything we do, Council is committed to open consultation, community engagement and regional cooperation to ensure the Wagin district remains a fine example of a strong rural community with progressive ideas and strategies for sustainability and growth.

Our Purpose



This Strategic Community Plan addresses the aspirations of the community and the strategies and activities the Council will undertake to deliver them whenever possible. The focus of this plan is the period to 2030.

Community Engagement processes were carried during 2017 and 2018 with just over 7% of the Shire of Wagin population were engaged in community surveys, workshops, and focus groups. Similar activities were conducted in the period since with a survey conducted in early 2022 to enable a periodic review. Approximately 4.5 percent of the adult population of the district participated in the latest survey.

Five key areas of importance, concern, or aspiration were identified, and these are listed below. The five key areas generate strategies and activities to be developed and reported as the local government works toward the aspirations of this community.



These key areas of will guide our decision making and service development as we plan for the future.

Key Focus Areas

This Plan

The Shire has outlined key strategies that will address each key area over the next four years, while also developing further long-term objectives and aspirations in full consultation with the community in the foreseeable future. We thank those members of the community that have responded to the opportunity to be involved in the planning process to date and will always welcome feedback and discussion from our community.

A key and on-going objective is to continue to build organisational capacity within the Shire's systems, skills and knowledge base, to be able to deliver on the objectives of this plan. This will include the development of long-term financial, asset management and workforce plans to ensure that the Shire makes the best use of rates and grant funding while ensuring the sustainability and quality of core services and infrastructure.

The original plan was adopted by Council in 2013, after being compiled through a process of:

- Consulting with the community in a structured manner to reach a wide range of residents and special interest groups.
- Facilitated workshops with Council and staff to analyse the information provided in community feedback, to confirm goals/objectives and identify projects that will allow us to best meet the aspirations and needs of the community.
- A detailed analysis of our core business services/ functions to ensure relevance and appropriateness of service levels compiling a draft plan which was made available for public comment.
- Reviewing subsequent submissions and making appropriate adjustments as needed.
- Formal adoption of the plan by Council with the commitment to use this plan as the guiding principle for decision making through the term of its life.

The plan went through an in-house review by Council in April 2016 and a major review in 2018 where an extensive community consultation process was undertaken. This process was replicated in 2022. The results of these consultations are included in this document and were drivers for a

desk-top review carried out in July 2020 and a similar review in 2022. The plans have again been updated to reflect the communities' current aspiration and wishes.

This Strategic Community Plan includes references to corporate strategies and service delivery to meet key objectives and the core functions of the Shire, the outcomes anticipated and the performance measures that will enable us to determine progress. In addressing the community aspirations and needs, the local government will make prudent financial and asset management decisions to ensure that the Shire remains sustainable while costs to the community remain affordable.



Shire President – Cr Phillip Blight



Chief Executive Officer - Bill Atkinson

Community Strategic Vision

Wagin is a community where individuals, families and businesses can invest and prosper, preserving the safe, affordable and inclusive country lifestyle and ensuring that Wagin is a place people like to live in and visit.

Council's Mission and Philosophy

The Shire of Wagin is a focussed Local Government providing progressive and innovative leadership that builds a sustainable future while supporting a vibrant, healthy and caring community.

Council's Guiding Values

- Governance and Leadership
- Honesty and Integrity
- Innovation and Creativity
- Community Focused
- Environmentally Aware



Councillors, Shire of Wagin (from left to right)

Top: Cr Dale Lloyd; Cr Sherryl Chilcott; Cr Ann O'Brien

Centre: Cr Greg Ball (Deputy President); Cr Geoff West; Cr Bryan Kilpatrick;

Bottom: Cr Bronwyn Hegarty; Cr Wade Longmuir

Our Region

Wagin (meaning the Emu's Watering Place) is located 228 kms south-east of Perth in the southern part of Western Australia's Wheatbelt. The population of the Shire is 1,761 (ABS Census 2021) within an area of 1,946 square kilometres. The economy of the district is based on agriculture with wheat, barley, oats, canola and lupines being the main crops and sheep and cattle production being prominent. Although the local industries and services are based around the agricultural sector, Wagin is also home to Grainfeeds, a pet food manufacturer; Unigrain, a grain merchant; Gilmac, a hay, straw and pellet producer; and a number of steel fabricators, builders, service firms, retailers, machinery and vehicle dealerships.

Our Town

Wagin has a modern accredited hospital with an excellent emergency department and staff that are highly valued by the community.

The town is well serviced when it comes to medical infrastructure; in 1997, Council opened a new Medical Centre from which local doctors, dentist and infant health services operate as well as visiting allied health services. A Frail Aged Hostel known as Waratah Lodge is equipped with 18 well-appointed rooms adjacent to the hospital and Wagin Cottage Homes has 48 accommodation units for aged independent living.

Additionally, Wagin is serviced by the Royal Flying Doctor Service which assists in the air transport of patients who require emergency elsewhere. Wagin has a sealed airstrip and is serviced by a Patient Transfer Building and Pilot Activated lighting .

The Wagin District High School caters for schooling from kindergarten to year 10 and a daily bus service operates to Narrogin Senior High School for years 11 and 12.



Sport and Recreation plays an important part in the Wagin community and the town is well serviced by recreational facilities with participation in a wide range of sports (tennis, cricket, football, netball, hockey, lawn bowls, golf, darts, shooting, trotting, equestrian, go-karts, motorcycle club and swimming being most prominent).

All major services are available and the following service clubs are important elements of the community: the Wagin Action Group / Lions / Masonic Lodge / and Rotary.



The Anglican, Catholic, Baptist, Uniting and Vineyard Christian Fellowship Churches are represented in the town.

Wagin is home to the Giant Ram, a man-made lifelike merino ram and tourist attraction which has become an icon of Wagin. The Wagin Historical Village is an excellent reproduction of an old Australian Village and acts as a living historical museum.

Wagin is also home to the largest annual sheep show in the southern hemisphere being the Wagin Woolorama, generally attracting more than over 20,000 people over the two days of the event. The event is totally organised and run by the Wagin community.

The local Newsletter “the Wagin Woolpress” and a local radio station provide an excellent source of communication for our residents. Wagin is fortunate to have the services of local builders, electricians, plumbers, Australia Post, a pharmacy, several hotels and a Bankwest branch. There is a significant police presence in the town and excellent volunteer supported emergency services in St John Ambulance and fire brigades.

The Wagin Community Resource Centre provides many support services connecting residents to government services and each other.

Wagin offers its residents a safe, well-appointed town with a real sense of community and it has been heartening to welcome new residents to our community in recent years who are choosing to move to our town.

Shire Profile

Location: 228 km south east of Perth in the southern wheatbelt

ABS Census Measures	2021	2016	Variance	Variance %
People	1,761	1,852	-91	-4.9%
Male	50.5%	49.1%		2.9%
Female	49.5%	50.9%		-2.9%
Median age	49	49	0	0.0%
Families	433	477	-44	-9.2%
Average children per family for families with children	1.9	2	0	-5.0%
Average children per family for all families	0.5	0.6	0	-16.7%
All private dwellings	886	943	-57	-6.0%
Average people per household	2.2	2.2	0	0.0%
Median weekly household income	\$1,183	\$970	213	22.0%
Median monthly mortgage repayments	\$875	\$1,000	-125	-12.5%
Median weekly rent	\$195	\$168	27	16.1%
Average motor vehicles per dwelling	2.1	2.1	0	0.0%



Norring Lake

2022 Community Survey

Sixty-seven persons completed the 2022 community survey. This is approximately 4.5 percent of the adult population of the district. It's hoped future surveys will attract a sample of 10 percent or more (150 or more persons).

More than half of those completing the survey were aged 50 years or more:

Age	Number
<24 Years	6
25-49	24
50-70	17
71+ Years	19
Blank	1
Totals:	67

The spread in ages was reasonable but a targeted sample of service users where age matters is much more useful. For example, providing services to youth would need to gauge access and provision based on age.

More than half of those completing the survey were female:

Gender	Number
Male	29
Female	35
Other	3
Totals:	67

* Non-binary / prefer not to say

The survey would ideally represent gender equally. However, some services may have greater relevance of either gender (or no relevance to gender), making a broad question of gender interesting but only informative where relevant.

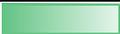
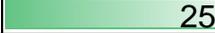
More than 80 percent of those completing the survey are residents of the district:

Residency	Number
Resident	54
Elected Member / Employee	10
Visitors	3
Totals:	67

The survey asked participants to indicate their level of **satisfaction** (whether very satisfied, satisfied, not satisfied) for 43 local government activities, facilities or key aspects of living in the district. Importantly, some of these may be services not delivered by the local government; equally, respondents may have reflected on aspects of the economy or district lifestyle that are the remit of private enterprise or other levels of government.

The survey also asked participants to indicate the level of **importance** (whether very important, important or not important) for the same activities, facilities or key aspects of living in the district. It may be that the service is seen as very important but not directly the responsibility of the local government (such as medical services). However, Council may have taken the view that in the absence of other levels of government or due to market failure or some other cause, it is vitally important to support service delivery to the community.

Not all respondents completed all sections of the survey. An average of 25 persons responded to queries of satisfaction; an average of 27 persons responded to queries of importance. This was due to a number of reasons which may include survey design, relevance to them personally or understanding of the query. Of those who did complete the satisfaction area of the survey, most respondents were satisfied:

Very Important		15	Very Satisfied		5
Important		10	Satisfied		17
Not Important		1	Not Satisfied		4
Totals:		27	Totals:		25

Average number of responses for satisfaction or importance

The top ten **most important** areas of query were:

1	Crime Prevention
2	Parks, Gardens, Ovals
3	Fire control and emergency management
4	Maintenance- Roads
5	Aged Care
6	Financial Management
7	Children's Playgrounds
8	Public Toilets
9	Drainage and storm water
10	Roads, Verges, Footpaths

The top-rated item for importance, Crime Prevention, is a state responsibility and has been addressed by the provision of a police service. The local government provides support to the police and ranger services by implementing monitored and recorded CCTV.

Most of the other items are key areas of activity for the local government: parks and gardens, roads and related infrastructure, such as footpaths and drainage. Council is also a strong advocate for fire and emergency services and the local government is a funder, administrator and advocate to bush fire brigades. In respect of aged care, this local government is a rare provider of

homecare services. Funded by federal and state governments, the shire's home care unit is a good fit with aged care facilities and private and public health providers.

This is reflected in the satisfaction ratings with aged care satisfaction being second for those respondents who completed the survey.

The top ten areas of query rated as **most satisfactory** were:

1	Transport and Licencing
2	Aged Care
3	Council's customer service & payments
4	Parks, Gardens, Ovals
5	Financial Management
6	Fire control and emergency management
7	Children's Playgrounds
8	Streetscape and gardens
9	Sports and Rec Facilities
10	Governance and advocacy

The full survey results are presented at Appendix (1).

Given the above points, the local government is interested in **all** aspects of living, working and recreating within the district and all responses will inform the considerations of Council and administration. Many aspects of everyday living and working have a relationship to other things, so a direct relevance is not the entire answer to any situation.

However, any consideration of the results may have to be tempered by the relevance of the facility, service or subject matter to the responding sample of the community. To fully reflect the community, it is hoped to engage with a larger population sample in a more targeted manner in the future.

Key Result Areas and Strategies

No material change has been made in this revision of the Strategic Community Plan. All key result areas, activities and strategies have been maintained. This is in part a response to the economic uncertainty created by the pandemic but also recognises organisational change is underway.

Given the relatively small sample of survey responses, there are no proposed material changes and objectives have been kept intact, pending a future review.

It is expected informing plans such as IT, workforce planning, and other inputs will interface with targeted community inputs for the next review of the community plan.



Key Results Areas

These areas were originally derived from engagement with the Wagin Community and other key stakeholders to guide the strategies and activities that will guide delivery of the vision for the future. They are built on the results of the Community engagement strategies carried out in 2018 and are consistent responses with a greater emphasis on heritage, town presentation and economic development. The Key results areas below were reviewed by Council in 2020 and amended accordingly. Over the ten years of this plan we will endeavour to address these issues in the most affordable and sustainable manner where we have the ability and mandate, and to lobby or support initiatives where we do not have jurisdiction. The short term activities for 2020-2024 are outlined in the priority activities with medium, long term and non-resourced strategies will be addressed in subsequent corporate plans or sooner if resources or opportunities arise.

1. Economic Development	2. Buildings and Infrastructure	3. Community Services and Social Environment	4. Town and Natural Environment	5. Council Leadership
1.1 Increase in the number and diversity of businesses in the town and district.	2.1 Improve road conditions on all Shire and State roads.	3.1 Keep the family-friendly country lifestyle, community spirit, safe community with low crime rate.	4.1 Upgrade main street appearance for the amenity of residents and encourage travellers and tourists to stop.	5.1 Support and provide incentives for more businesses and retail opportunities.
1.2 Support more job/ training opportunities, and entities especially for young people.	2.2 Monitor heavy vehicle movements through the townsite.	3.2 Retain the school and hospital and grow health, Doctor services, allied health and aged care services.	4.2 Improve town approach and entry statements.	5.2 Foster Communication with the community.
1.3 Increase tourism and promotion of town and heritage.	2.3 Improvement in condition and appearance of the main streets of the Town and improved signage.	3.3 Housing, Job and training especially for young people.	4.3 Maintain and improve natural environment and recreation areas	5.3 Plan services and activities based on sustainability, affordability and resources.
1.4 Facilitate Broadband and other associated electronic media infrastructure	2.4 Continue to upgrade Footpaths in town.	3.4 Progress the Wagin Community Recreational Hub	4.4 Improved waste management in town and Shire.	5.4 Encourage and acknowledge volunteering.
1.5 Explore affordable accommodation for workers.	2.5 Refine Infrastructure to support arts, culture, entertainment and library services.	3.5. Youth focus on services and recreation development including coordination of effort across the Shire/region.	4.5 Continue to increase the number of suitable trees within the townsite to enhance the tree canopy in particular the CBD	5.5 Be responsive to community aspirations and requirements within the capacity of council.
1.6 Aid retention and encourage more government services in Wagin.	2.6 Encourage greater care and restoration or preservation of heritage buildings.	3.6 Foster and support Woolorama and other events, cultural and other entertainment opportunities.		5.6 Council to have a sound strategy to the sustainability to the Shire
1.7 Support and Promote Wagin as a business opportunity.	2.7 Develop a safe fenced playground for children in a park environment	3.7 Support community activities with resources and facilities as required.		5.7 Investigate rebranding of the Shire.
1.8 Determine further waste management options.	2.8 Investigate planning and development of sporting facilities	3.8 Investigate to establish Wi-Fi Hotspots		5.8 Continue lobbying and advocacy for road infrastructure and freight networks and other strategic infrastructure for the benefit of the Shire
1.9 Maintain and improve the freight network in the Shire	2.9 Investigate future housing and expansion for tourist and other attractions.	3.9 Promote and Enhance the Wagin caravan and camping experience.		
	2.10 Optimise water harvesting and storage			

Planning and Prioritising Activities.

In reviewing community feedback, Council and the management team have developed strategies and proposed projects to address areas of importance. These are prioritised over a ten-year period, according to available funding, time and other resources. The objective is to fully resource and fund proposals in the initial four years of the plan with all other proposals unable to be funded in those years, or requiring more long-term planning, to remain on the planning horizon.

While some projects can be achieved by the Shire alone, others will require regional collaboration or support from state and federal governments. Yet others will need the support of businesses, community groups and individuals. In addition, there will be projects desired by the community that are outside the mandate of Council; in these cases, Elected Members and staff will lobby the appropriate agency or entity on the community's behalf.

Some capital projects, timelines and available resources have been altered by government response to the pandemic.

Managing Resources and Risks

The delivery of local government services that meet community aspirations and need are planned strategically. Workforce, assets and finances are managed with effectiveness and affordability in mind while building capacity to deliver core services and longer-term aspirations.

These activities will continue in line with the evolution and review of the Strategic Community Plan to meet Integrated Planning and Reporting legislative requirements and community need, within demonstrated good governance and management practices.

The Shire has an adopted risk management policy and strategy, It is intended that all decisions of Council relating to the strategies of this plan are based on an acceptable but conservative level of risk. In this way, the local government will aim to mitigate unforeseen risk and manage the potential to deliver on the objectives of the plan.

Key Activities and Strategies for the Short Term 2021-2025

Timelines and Responsibilities

Legend: Council: Elected Members; CEO: Chief Executive Officer and officers including Manager of Works

1.0 Economic Development	Key Role	Accountable	Timelines					Anticipated objectives	Performance Measures
			2020/21	2021/22	2022/23	2023/24	2024/25		
1.1 Progression of economic strategies and initiatives	Shire	CEO	X	X	X	X	X	Improvement in the Shire of Wagin economy	Number of new ventures, employment opportunities and businesses
1.2 Further development of facilities at the Aerodrome	Shire	CEO	X	X				Roads and facilities in place at the Aerodrome	Additional development
1.3 Identify waste requirements for future needs	Shire	CEO	X	X	X	X	X	Appropriate and affordable waste management systems	Ongoing waste capacity with an annual waste information statement to Council
1.4 Continued development of relationships and partnerships for effective regional development	Shire	CEO/Council	X	X	X	X	X	Regional cooperation and resource sharing to meet community and service delivery needs	Number of joint projects and resource sharing activities
1.5 Support the attraction and retention of small business and housing of key workers in the region.	Shire	CEO / Council	X	X	X	X	X	Diverse business community with housing for key workers	Progress on development initiatives
1.6 Maintain and improve freight movements in the Shire	Shire	CEO / Council	X	X	X	X	X	Provide suitable freight network to meet the requirements of the Shire	Enhanced capacity of freight network

2.0 Buildings and Infrastructure	Key Role	Accountable	Timelines					Anticipated objectives	Performance Measures
			2020/21	2021/22	2022/23	2023/24	2024/25		
2.1 Collaboration with CBH and neighbouring Shires for restricted access vehicles (RAV) upgrades	CEO / Works	CEO / Works	X	X	X	X	X	Improved management of heavy haulage traffic on the Shire's road network Develop a Network Plan for our Shire and surrounding shires	Level of interaction and resulting strategy development. Regular review of plan
2.2 Development of CBD	Shire	CEO / Works	X	X	X	X	X	A more vibrant and ambient Central business district	A management plan and resourced strategies and timelines in place - Townsquare and Townscape
2.3 Review and upgrade of the Caravan Park, RV Area and surrounds	Shire	CEO / Works		X		X		A caravan park that attracts tourists and other people to stay in the town	The progress of development and visitor's experience
2.4 Refurbishment of the Shire's Administration Centre Building	Shire	Council			X			An appropriate administration centre building able to accommodate staff and business needs.	Progress of refurbishment
2.5 Security and potential expansion and storage of the Shire's Water Harvesting and Storage Program	Shire	Works	X	X	X	X	X	Reduction in costs of water using natural resources	Ongoing harvesting of water for non-potable use in the town
2.6 Review and upgrade Bushfire facilities and equipment as required	Shire	CEO	X	X	X	X	X	Well- equipped bushfire brigades	Suitability, reliability and availability of equipment
2.7 Upgrade of staff housing as a recruitment and retention strategy	Shire	CEO/Council		X		X		Appropriate accommodation for key shire staff	Progress of upgrade strategies
2.8 Transport, Drainage, Footpath, Kerbing and Lighting maintenance and upgrades	Shire	CEO / Works	X	X	X	X	X	Maintain Transport corridors to a contemporary standard	Community feedback Progress on Road, footpaths and kerbing upgrades and maintenance

3.0 Community Services and Social Environment	Key Role	Accountable	Timelines					Anticipated objectives	Performance Measures
			2020/21	2021/22	2022/23	2023/24	2024/25		
3.1 Ongoing monitoring of Homecare services	Shire	CEO	X	X	X	X	X	Appropriate and sustainable services	Status of care and support services in the Shire
3.2 Support aged services for Wagin and the wider area in collaboration with neighbouring Shires	Shire	CEO	X	X	X	X	X	Regional aged care services established for the benefit of Wagin residents	Monitoring the demand of aged-care services
3.3 Review of services, location and facilities of the library	Shire	CEO	X	X	X			Appropriate library services and facilities to meet community need	Progress against objectives
3.4 Identify and initiate opportunities for communication and joint ventures with government services	Shire	CEO	X	X	X	X	X	Ongoing- as opportunity arises	Progress toward realising Increased government services
3.5 Monitor and progress of the swimming pool filtration	Shire	CEO		X			X	Increases facilities at the Pool	Development progress
3.6 Support development initiatives for housing options for residents from all age groups	Shire	CEO / Council	X	X	X	X	X	Ongoing – no specific actions other than a response to opportunities	Progress toward realising Increased housing opportunities
3.7 Monitor medical, health, aged care services	Shire and service providers	CEO	X	X	X	X	X	A range of sustainable medical and health services to meet community needs	Status of current services against the identified need
3.8 Promote and encourage the growth of arts, entertainment and community events, including youth activities with community involvement and Woolorama	Shire	CEO	X	X	X	X	X	Increased arts, culture and entertainment opportunities in Wagin	The number of successful well attended events. Continued success of Woolorama.
3.9 Progress Sport and Recreation Facility Master Plan	Shire	CEO	X	X	X	X	X	Progress of Masterplan with consolidation of community facilities.	New sporting and community facilities in place and being used by the community.
3.10 Continued support for tourism and related infrastructure development	Shire	CEO / Council	X	X	X	X	X	The increase of Shire attractions profile and improved visitor facilities and amenities in Wagin	Increase in number of visitors and upgrade of tourist facilities
3.11 Maximise revenue of Electronic Advertising Sign	Shire	CEO	X	X	X	X	X	Generate advertising revenue to cover operating and replacement costs of the Electronic Sign	Awareness of the community and an increase in numbers at events and increase in visitors/tourists stopping Income covering costs and Reserve Account balance increasing each year

4.0 Town and Natural Environment	Key Role	Accountable	Timelines					Anticipated objectives	Performance Measures
			2020/21	2021/22	2022/23	2023/24	2024/25		
4.1 Continued monitoring and response to environmental issues facing the Shire	The Shire and Regional Alliances	CEO	X	X	X	X	X	Appropriate and affordable response to environmental issues arising	Outcomes of current strategies and initiatives
4.2 Support Wagin Woodanilling Landcare Zone	The Shire and Regional Alliances	CEO	X	X	X	X	X	The appropriate response to Landcare issues facing the Shire and its residents and businesses	Outcomes of research and strategies initiated Grant funding successfully sourced
4.3 Continue with town site de-watering program	Shire	CEO / Works	X	X	X	X	X	Appropriate management of saltwater management in the Shire as a core business	Progress and inclusion in the asset management plan
4.4 Continue improvements to town CBD amenity	Shire	CEO / Works	X	X	X	X	X	Increase the green tree canopy in the town and improved amenity	Community feedback and completion of Townscape Implementation Plan
4.5 Improve town approaches and entry statements	Shire	CEO/Works	X	X	X	X	X	Image enhancement and town beautification	Community and tourist feedback and comments

5.0 Council Leadership	Key Role	Accountable	Timelines					Anticipated objectives	Performance Measures
			2020/21	2021/22	2022/23	2023/24	2024/25		
5.1 Review of Integrated Planning and Reporting Process and Plans	Shire	CEO/ Works/Council	X	X	X	X	X	Improved management of the Integrated Planning and Reporting process including meeting mandatory compliance.	Compliance with the Local Government Act. All associated plans completed and in place.
5.2 Implement and maintain risk management systems and processes across the organisation	Shire	CEO	X	X	X	X	X	Increased ability to reduce the effect of uncertainty on objectives	Significant Risk management strategy outcomes
5.3 Review Shire's policies relating to Support for business growth and related infrastructure through consultation, grants and incentives	Shire	CEO / Council	X	X	X	X	X	More effective Shire policies to assist Business growth in Wagin	Maintain and grow business levels in the Shire.
5.4 Promote Wagin as a business-friendly town and support the Chamber of Commerce	Shire	CEO / Council	X	X	X	X	X	Increased interest in establishing businesses in Wagin	Level of interest or business establishment
5.5 Improvement of communication with the community – digital media presence	Shire	CEO	X	X	X	X	X	Growth in the Shire's digital presence Greater access to information	Community satisfaction Awareness of the community
5.6 Continue lobbying and advocacy for road infrastructure and freight networks and other strategic infrastructure for the benefit of the Shire	Shire	CEO	X	X	X	X	X	Report on the status of infrastructure projects.	Improved and robust road infrastructure and freight networks
5.7 Attraction and retention of key staff	Shire	Council / CEO	X	X	X	X	X	Stable and capable workforce	Retention of Staff Delivery of high standards of services and facilities to the community

Capital Projects 2020 – 2024

Program Details	Actual 2019/20	2020/21	2021/22	2022/23	2023/24	Council	Council Reserves	Council Loans	Govt. Grant	Other Grants or Funding	
Governance											
Staff Housing			\$300,000			\$300,000					
Solar Panels - Administration Office		\$20,000				\$20,000					
IT Capital Upgrades		\$20,000		\$30,000		\$50,000					
Law Order & Public Safety											
B/F Appliance Shed				\$60,000					\$60,000		
CCTV Upgrade		\$52,565				\$11,864			\$25,000	\$15,701	
Health											
Upgrades to Medical Centre - Airconditioner			\$15,000			\$15,000					
Community Amenities											
Cemetery Upgrade	\$45,020	\$8,000								\$8,000	
Refuse Site Rehabilitation	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000		\$80,000				
Recreation & Culture											
Swimming Pool Filtration and Heating Projects	\$39,409				\$250,000		\$166,667			\$83,333	
Sportsground Precinct Redevelopment - Woolorama, Cricket, Hockey and Tennis		\$70,000		\$4,000,000	\$4,000,000	\$250,000	\$320,000	\$1,500,000	\$5,000,000	\$1,000,000	
Wetlands Park Ponds	\$9,997										
Recreation Centre Furniture Upgrades	\$5,643										
Wetlands Park Playground Development	\$5,950	\$217,250		\$150,000		\$24,050			\$180,000	\$163,200	
New Cricket Pitch		\$15,000				\$10,000			\$5,000		
Recreation centre Entrance Ticket Box		\$10,000							\$10,000		
Giant Ram Painting		\$25,000							\$25,000		
Town Centre Redevelopment	\$40,000	\$180,000				\$80,000	\$100,000				
Community Centre Park Development		\$50,000							\$50,000		
Transport											
Townscape	\$54,000	\$60,000	\$30,000	\$30,000	\$30,000	\$150,000					
Airport Development	\$19,140	\$50,000				\$20,000			\$30,000		
Depot Upgrades	\$2,446	\$5,000				\$5,000					
Street Lighting		\$15,000		\$10,000		\$25,000					
Additional Footpath and Kerbing		\$58,962							\$58,962		
Economic Services											
Caravan Park Upgrades					\$30,000	\$30,000					
Caravan Park Kitchen	\$18,144										
Water Standpipe Controller	\$20,520										
Other property and Services											
Electronic Advertising Sign		\$66,272					\$21,272			\$45,000	
	\$280,269	\$943,049	\$365,000	\$4,300,000	\$4,330,000	\$990,914	\$687,939	\$1,500,000	\$5,443,962	\$1,315,234	
			\$9,938,049					\$9,938,049			
								LRCIP Funding		\$348,962	

Commentary from previous revision to this plan

The following commentary has been retained with minor editing from the previous version of the Strategic Community Plan. It is largely unchanged so as to preserve notes made on improvements required at that time. No validation of these requirements has been made so a future workforce plan, improved asset management and so on will require validation and then incorporation into future plans.

Implications for Workforce

Potential for skills development and increased capacity in Community Services area, particularly in youth and community development. Similarly, increased capacity is needed within the functions of the CEO for integrated planning, economic development and projects. This is also the case within the Works functions with additional asset management skills and capacity required. These will be further explored, costed and addressed in a future integrated Workforce Plan.

Implications for Assets

Office space may be required should additional staff be a required resource, either by altered configuration of the current administration Centre, or the provision of additional space,

Entertainment/arts/library facilities may need upgrades dependent on strategies developed.

Implications for the Long-Term Financial Plan (LTFFP)

As part of the integrated planning process, costs associated with core business and services of the Shire, asset management and issues arising from the strategic community plan are incorporated into forward planning and reviewed each year. This ensures that sound financial management is in place for the duration of the strategic community plan and beyond. A capital works program to meet facility and infrastructure needs is also compiled and the financial implications for the next four years are outlined with funding sources listed.

Capital Works and Project Funding by Program / Project 2020 – 2024

The LTFFP, Workforce and Corporate plans will be annually reviewed, updated and progress reported against objectives in the Annual Report. This data has been altered with the impact of the pandemic on government programmes.

Funding	2019/2020 Actual	2020/2021	2021/2022	2022/2023	2023/2024
Council Funds	\$437,738	\$547,803	\$564,237	\$581,164	\$598,599
Road Project Grant	\$307,605	\$307,605	\$307,605	\$307,605	\$307,605
Roads to Recovery	\$312,145	\$223,975	\$223,975	\$223,975	\$223,975
Bridge Funding	\$382,232	\$0	\$0	\$350,000	\$0
Black Spot and other Funding	\$0	\$0	\$130,000	\$0	\$0
Total Expenditure	\$1,439,720	\$1,079,383	\$1,225,817	\$1,462,744	\$1,130,179

Implementation and Review of the Strategic Community Plan (2020)

Some strategies to achieve the community aspirations and shire goals predate this plan and are planned or in progress. These have been reviewed, adjusted or carried forward as appropriate into this Strategic Community and Corporate Plan. Key results areas assigned for accountability and timelines have been established to ensure the strategies are resourced managed and appropriately monitored to provide the best outcome for the Community.

The plan was compiled in the context of the amended regulations relating to a “plan for the future” (s. 5.56(1) of the Local Government Act (1995)), which states that local governments develop a Strategic Community Plan that links community aspirations with the Council’s long-term strategy; and that the local government has a corporate business plan linking to long-term financial planning that integrates asset management, workforce planning and specific council plans (Informing Strategies) with the strategic plan.

As outlined, strategies will be resourced by ratepayer funds, grants and regional resource sharing agreements. Some elements will be dependent on grant funding, or the availability of specific expertise or knowledge, so the outcome of these strategies may be diminished or not possible in the anticipated timelines if these resources are not forthcoming. Sometimes significant internal or external factors create uncertainty on the goals, objectives, or may pose risks to the Shire or the Community. Should this happen, aspects of this plan may be modified, replaced or abandoned as appropriate. This follows the principals and practices of the Shire’s Strategic Risk Management Plan which meets the Australian Standard for Risk AS/NZS/ISO 31000:2009 - Risk Management, underpinned by the Shire’s defined risk tolerance and appetite. The Community will be advised of resultant changes to the plan in a timely manner.

Council is committed to ensuring the best and most affordable outcomes possible for the Community and the region, in economic development, tourism, and the presentation of the town and its facilities to underpin the traditional safe, affordable and inclusive country lifestyle valued by our community.

Monitoring and Review

This Strategic Community Plan will be monitored and reviewed as part of the annual planning and budget cycle, with reviews and potential adjustments to the Strategic Community Plan on a bi-annual basis. A major review was completed in 2018 and then a desktop review in 2020 and 2022.

Appendix 1 2022 Community Survey

The community survey was held over three months with online and paper-based responses. There were a number of communication channels used to invite community members to participate – shire website, Facebook, notices, radio spots and local newspapers.

The closing date was extended in an attempt to improve on the response rate but unfortunately just 67 persons participated.

There were 43 areas of query and respondents were asked to rate importance and satisfaction whether very (important, satisfied); important or satisfied; or not (important or satisfied).

The ratings listed are the number of persons responding.

Importance	
Caravan Park	
Very Important	11
Important	16
Not Important	2
	29
Children's Playgrounds	
Very Important	21
Important	7
Not Important	1
	29
Library	
Very Important	17
Important	11
Not Important	1
	29
Parks, Gardens, Ovals	
Very Important	22
Important	7
Not Important	0
	29
Public Toilets	
Very Important	21
Important	8
Not Important	0
	29
Reserves and Public Open Space	
Very Important	17
Important	10
Not Important	0
	27
Skate Park	
Very Important	11
Important	13
Not Important	5
	29

Sports and Rec Facilities	
Very Important	15
Important	13
Not Important	1
	29
Town Hall Complex	
Very Important	10
Important	12
Not Important	7
	29
Airport	
Very Important	19
Important	7
Not Important	4
	30
CBD street scape (Trees, Seating, etc.)	
Very Important	17
Important	11
Not Important	0
	28
Cemetery	
Very Important	14
Important	14
Not Important	0
	28
Drainage and storm water	
Very Important	21
Important	5
Not Important	0
	26
Roads, Verges, Footpaths	
Very Important	20
Important	6
Not Important	0
	26

Aged Care	
Very Important	21
Important	5
Not Important	2
	28
Arts and Culture	
Very Important	10
Important	15
Not Important	3
	28
Community Assisted Transport Service	
Very Important	15
Important	10
Not Important	0
	25
Crime Prevention	
Very Important	25
Important	2
Not Important	1
	28
Disability Services	
Very Important	15
Important	11
Not Important	3
	29
Sport & Recreation club development	
Very Important	14
Important	11
Not Important	4
	29
Building Control	
Very Important	11
Important	16
Not Important	1
	28

Community Consultation and Engagement	
Very Important	14
Important	12
Not Important	2
	28
Council's customer service & payments	
Very Important	17
Important	10
Not Important	0
	27
Economic Development	
Very Important	17
Important	11
Not Important	0
	28
Environmental Initiatives	
Very Important	16
Important	10
Not Important	2
	28
Functions and event management	
Very Important	9
Important	15
Not Important	3
	27
Financial Management	
Very Important	21
Important	6
Not Important	0
	27
Fire control & emergency management	
Very Important	22
Important	4
Not Important	1
	27

Governance and advocacy	
Very Important	13
Important	14
Not Important	0
	27
Health administration, inspection & education	
Very Important	18
Important	9
Not Important	1
	28
Household waste and recycling	
Very Important	18
Important	9
Not Important	1
	28
Litter Control	
Very Important	19
Important	7
Not Important	0
	26
Maintenance- Other infrastructure	
Very Important	13
Important	14
Not Important	0
	27
Maintenance- Roads	
Very Important	22
Important	4
Not Important	0
	26
Landcare- Natural resource management	
Very Important	11
Important	14
Not Important	0
	25

Pest Control	
Very Important	13
Important	14
Not Important	0
	27
Ranger and animal services	
Very Important	13
Important	13
Not Important	1
	27
Refuse Site	
Very Important	14
Important	14
Not Important	0
	28
Regional Collaboration	
Very Important	5
Important	19
Not Important	3
	27
Streetscape and gardens	
Very Important	18
Important	10
Not Important	0
	28
Tourism	
Very Important	12
Important	15
Not Important	1
	28
Town Planning	
Very Important	14
Important	11
Not Important	0
	25

Transport and Licencing	
Very Important	12
Important	14
Not Important	0
	26
Averages	
Very Important	15.4
Important	10.4
Not Important	1.1
	27.0

Satisfaction	
Caravan Park	
Very Satisfied	5
Satisfied	19
Not Satisfied	3
	27
Children's Playgrounds	
Very Satisfied	7
Satisfied	17
Not Satisfied	3
	27
Library	
Very Satisfied	3
Satisfied	20
Not Satisfied	3
	26
Parks, Gardens, Ovals	
Very Satisfied	8
Satisfied	16
Not Satisfied	4
	28

Public Toilets	
Very Satisfied	5
Satisfied	22
Not Satisfied	0
	27
Reserves and Public Open Space	
Very Satisfied	5
Satisfied	21
Not Satisfied	2
	28
Skate Park	
Very Satisfied	4
Satisfied	19
Not Satisfied	5
	28
Sports and Rec Facilities	
Very Satisfied	6
Satisfied	20
Not Satisfied	2
	28
Town Hall Complex	
Very Satisfied	3
Satisfied	19
Not Satisfied	4
	26
Airport	
Very Satisfied	3
Satisfied	22
Not Satisfied	0
	25
CBD street scape (Trees, Seating, etc.)	
Very Satisfied	4
Satisfied	18
Not Satisfied	6
	28

Cemetery	
Very Satisfied	2
Satisfied	25
Not Satisfied	1
	28
Drainage and storm water	
Very Satisfied	1
Satisfied	14
Not Satisfied	13
	28
Roads, Verges, Footpaths	
Very Satisfied	3
Satisfied	16
Not Satisfied	10
	29
Aged Care	
Very Satisfied	9
Satisfied	18
Not Satisfied	1
	28
Arts and Culture	
Very Satisfied	4
Satisfied	15
Not Satisfied	8
	27
Community Assisted Transport Service	
Very Satisfied	5
Satisfied	15
Not Satisfied	6
	26
Crime Prevention	
Very Satisfied	5
Satisfied	14
Not Satisfied	9
	28

Disability Services	
Very Satisfied	5
Satisfied	16
Not Satisfied	4
	25
Sport & Recreation club development	
Very Satisfied	3
Satisfied	16
Not Satisfied	6
	25
Building Control	
Very Satisfied	2
Satisfied	21
Not Satisfied	0
	23
Community Consultation and Engagement	
Very Satisfied	2
Satisfied	16
Not Satisfied	5
	23
Council's customer service & payments	
Very Satisfied	9
Satisfied	16
Not Satisfied	1
	26
Economic Development	
Very Satisfied	2
Satisfied	17
Not Satisfied	3
	22
Environmental Initiatives	
Very Satisfied	3
Satisfied	17
Not Satisfied	3
	23

Functions and event management	
Very Satisfied	3
Satisfied	20
Not Satisfied	1
	24
Financial Management	
Very Satisfied	8
Satisfied	15
Not Satisfied	2
	25
Fire control & emergency management	
Very Satisfied	7
Satisfied	14
Not Satisfied	4
	25
Governance and advocacy	
Very Satisfied	6
Satisfied	16
Not Satisfied	2
	24
Health administration, inspection & education	
Very Satisfied	4
Satisfied	14
Not Satisfied	4
	22
Household waste and recycling	
Very Satisfied	4
Satisfied	14
Not Satisfied	4
	22
Litter Control	
Very Satisfied	5
Satisfied	14
Not Satisfied	6
	25

Maintenance- Other infrastructure	
Very Satisfied	4
Satisfied	18
Not Satisfied	2
	24
Maintenance- Roads	
Very Satisfied	3
Satisfied	20
Not Satisfied	1
	24
Landcare- Natural resource management	
Very Satisfied	4
Satisfied	18
Not Satisfied	3
	25
Pest Control	
Very Satisfied	5
Satisfied	12
Not Satisfied	7
	24
Ranger and animal services	
Very Satisfied	4
Satisfied	16
Not Satisfied	4
	24
Refuse Site	
Very Satisfied	5
Satisfied	17
Not Satisfied	1
	23
Regional Collaboration	
Very Satisfied	4
Satisfied	17
Not Satisfied	2
	23

Streetscape and gardens	
Very Satisfied	6
Satisfied	17
Not Satisfied	2
	25
Tourism	
Very Satisfied	3
Satisfied	16
Not Satisfied	4
	23
Town Planning	
Very Satisfied	5
Satisfied	14
Not Satisfied	4
	23
Transport and Licencing	
Very Satisfied	11
Satisfied	14
Not Satisfied	0
	25
Averages	
Very Satisfied	4.5
Satisfied	16.7
Not Satisfied	3.5
	24.8

This page has been left blank intentionally.

Shire of Wagin

www.wagin.wa.gov.au

2 Arthur Road Wagin WA 6315

Contact Us:

Email: Shire@wagin.wa.gov.au

Telephone: 9861 1177

ABN 84 132 233 744

