



Strategic Directions

A Plan for the Future

Sep 2010- June 2015





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Part I: Introduction

The role of the Strategic Plan is to guide the activities of councillors and staff in addressing strategic initiatives and influence the way the Shire does business, ensuring that it focuses on the matters of importance to the community. With this understanding, the Strategic Plan is written primarily to provide direction and clarity to the councillors and staff of the Shire organisation. However, in our desire to engage with the community, we present this outline of our planned strategies to the whole Shire community.

It is important to note that Strategic Plans do deliver meaningful outcomes. For example, our previous Strategic Plan resulted in the completion of a residential subdivision, new public amenities, town streetscape and a long term road plan. These successes have allowed us to proceed with confidence in developing the current Strategic Plan.

This plan sets out the Shire of Wandering's direction and focus for the five year period from September 2010 to June 2015. The plan was formulated to assist us in meeting the challenges ahead and to strategically position our Shire to take advantage of the opportunities that will arise in the future.

This plan also reflects the requirements of section 5.56 of the Local Government Act 1995, which requires the Shire to prepare a 'plan for the future of the district' setting out the broad objectives of the Shire for the period specified in the plan.

The strong focus of this Strategic Plan is again on sustainability: we are planning to achieve financial sustainability through managing growth and development in a manner that recognises our unique characteristics; we seek to increase employment and business development opportunities; increase visitors to the region; and we will continue to improve our communication and consultation with the community. In order to achieve these goals we must sustain a workforce capable of delivering the improvements we identify.

It is important to note that this plan was formulated in recognition of the financial position of the Shire, and as such the strategies identified were framed within the context of using and accessing available resources. We are confident that the strategies and action plans within the Strategic Plan can and will be achieved.

This plan is a 'living' document, subject to ongoing review, with outcomes and achievements that will be reported to the community. Many of the identified actions will involve consultation with the community, whether or not this is specified in the Plan.

We thank all participants and contributors in the various workshops that were conducted in order to develop this plan and encourage your continued participation and review of this document. Further comments and input are welcome from all residents.

Part 2: Strategic Vision and Directions

Purpose

The purpose of the Shire of Wandering defines our reason for being. Our purpose is:

To sustain, improve and develop the Wandering region through the provision and facilitation of infrastructure, services and opportunities for businesses and quality of life for residents.

Future Challenges

Based on an assessment of the current and emerging environment, future challenges for the Shire of Wandering include:

Declining and ageing population

A decline in critical mass and ratepayer base continues to stretch the Shire's capacity to deliver quality services to the community. More than ever the Shire is looking at different ways to increase our sustainability and to work more efficiently to deliver services and manage infrastructure.

The ageing of the 'baby boomer' generation means that the Shire needs to plan for an increasing number of retirees and ageing community members. This will have an impact particularly in relation to the additional infrastructure and services required to provide for this segment of the community. The impact on the Shire's own workforce will also be affected by this population change.

Structural review

Local Government in Western Australia is undergoing studies into structural efficiency and systemic sustainability whilst at a National and State level increased recognition is being given to the impact of cost shifting between the three tiers of government. These studies have the potential to significantly impact the Shire.

Infrastructure, service and recruitment costs

The current resources boom in Western Australia has increased the demand for building materials and labour. As a consequence there will be significant cost increases in providing infrastructure and services beyond that which has been experienced already. In addition to this, employing competent staff will continue to be difficult and more expensive while the boom lasts. A declining volunteer base will also place extra pressure on the community with the upkeep of sporting facilities and the running of events.

Increasing governance and accountability

Local government continues to experience increasing demands from the State and National governments as well as a greater level of scrutiny from the community. This means that the Shire will need to continue to work diligently to be accountable and transparent in the way that it undertakes its business.

Geographical Isolation

The Shire is located in the Upper Great Southern Wheatbelt region, 120 km South East of the Metropolitan Area. Its location is compounded by sub-standard narrow sealed arterial roads to and from Wandering and the threat of closure of existing railway infrastructure within the region. In order to remain viable, the Shire understands it will need to focus on increasing access and attracting more visitors, residents or businesses to the region.

Financial sustainability

Although the Shire is currently in a healthy financial position with minimal debt and adequate reserve funds the management of its building and infrastructure assets is becoming more critical as these assets age. Decisions regarding their replacement or otherwise are required in the very near future. Long term planning needs to commence immediately so the cost of upgrading and/or replacement of these assets can be factored into future budgets and other planning processes.

Vision – The Wandering Shire

The Shire has established the following vision for the community that it would like to help create:

A healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful.

For the Shire to play a significant role in assisting the community to achieve this vision, it will be:

A professional and progressive organisation where people enjoy working together to serve the community.

Vision – Wandering Region

To maintain and grow our community so that it offers a vibrant, socially and economically sustainable environment for businesses and families.

Values

Demonstrating the following values is seen to be fundamental to the Shire carrying out its mission and vision for the region.

- **Strong leadership**
Providing visionary leadership that is focused on sustaining the current and future needs of the community.
- **Looking outside the square**
Willing to listen and try new ideas to do things better.
- **Learning for life**
Commitment to self, group and organisational learning.
- **Acting honestly**
Working with each other and the community in a professional, honest and respectful manner.
- **'Can do'**
Willing to help others and take on any task with a smile!
- **Healthy staff**
Caring about each other, encouraging growth, recognising accomplishments and having fun!

The Key Strategic Goals

The following key strategic goals address the future challenges over the next five years. The first six goals focus on meeting community needs while the last two goals focus on improving the organisation's capacity to meet those needs.

1. Manage development through effective land-use planning

The Shire wishes to manage the development of Wandering in ways that actively contribute to what is unique to its character. The wheatbelt lifestyle and rural experience, the assortment of wineries and the proximity to the Boddington mining industry are some of key attributes of the Shire that must be both sustained and augmented. The Shire is aware of the risks that are associated with change and development. At the same time some development is needed to sustain the level of facilities and services that the community desires. The Shire will undertake effective land-use planning, recognising it is a crucial means of managing development.

2. Increase business and employment opportunities in the Shire

A key factor in making the Shire financially and socially sustainable is the level of business and employment opportunities within the district. The Shire will actively promote such opportunities and encourage and support appropriate tourism developments and agricultural and employment opportunities.

3. Increase visitors to the Wandering shire

Another key factor in ensuring the Shire maintains its viability is the number of people visiting, and staying in the region. This is a critical challenge that will be addressed by implementing the *Brand the Wandering Region* marketing strategy over the next 5 years. The primary goals focus on improving and increasing quality accommodation for visitors, facility and business utilisation, tourism and thru-traffic and a sense of community spirit and cooperation. Some specific actions include promoting the shire's attractions, beautifying the town, refurbishing the caravan park and facilitating programs to bring city kids to Wandering.

4. Maintain or improve environmental conditions

All Shire activities are undertaken with consideration of the environmental impacts. Examples include the ongoing pursuit of waste recycling and the commitment by Council to work with surrounding Shires in the establishment of a regional waste disposal site. Council employs appropriate staff to ensure that projects that impact on the environment are carried out in accordance with the relevant legislation.

5. Plan and cater for the requirements of groups within the community with particular needs

The Shire will plan for integrated infrastructure and services to enable an ageing community to live with an appropriate balance of independence and support. Similarly it will provide for the particular needs of other groups such as youth and young adults.

6. Improve communication and engagement with the community

The Shire will inform the community regarding the limits as well as the possibilities that the council, staff and community are facing. The Shire will engage the community so that it becomes involved in working with the council and staff on issues that are capable of being effectively addressed. It will continue to encourage members of the community to contribute their time, expertise and energy to the many volunteer organisations that make such a difference in our community.

7. Plan for and achieve financial sustainability

Much of the planning in local government has taken place by assessing the needs of the community over a three to five year period. Planning over this timescale can sometimes overlook the expenditure that will be needed to upgrade and replace infrastructure over a fifteen to twenty year period. This means that over time the Shire runs the risk of underestimating the expenditure needed to maintain infrastructure and services that are provided. The Shire will undertake an Asset Sustainability Review and incorporate financial models to inform it of its longer-term commitments and the income it needs to generate to ensure financial sustainability. In order to maintain the identity of Wandering and avoid amalgamation, the Shire

remains focused on strengthening Wandering's position as a regional centre by seeking alternative income opportunities improving efficiencies through resource sharing and other methods.

8. Implement flexible workforce strategies which attract and retain competent staff and protect staff health and well being

Given the shortage of labour across the local government sector, the impending retirement of the baby boomer generation and the locality of Wandering it will be important for the Shire to be seen as an employer of choice so that competent staff will want to work for the organisation. As such the Shire will continue to develop effective workforce strategies that provide sufficient flexibility and benefits to attract and retain staff. The Shire will focus on embedding more participatory planning processes and improving communication, induction and staff development programs.



Part 3: Strategic Plan 2010 - 2015

In the Part Two of this document the Shire of Wandering's Strategic Goals for 2010/11 – 2014/15 were outlined. The tables below provide more detail on the key actions that need to be carried out to ensure that the goals are achieved along with the specific targets, timeframes and Shire staff who will be the custodians responsible for the key actions identified. Many of the actions outlined below involve consulting with the Community, whether this is specifically mentioned or not.

Goal 1: Manage development through effective land-use planning

Key Actions	Resources	Measures/Targets	Custodian	By When
1.1 Develop an overall Cadastral plan (separate to Town Plan) which will clearly identify Councils work in Wandering (curbing, footpaths etc) and the order for this work.	Internal staff Council Funds	Draft to Council Plan Completed Plan advertised	Works Supervisor CEO	March 2012
1.2 Implement a 5-10 year Road Plan for the district, incorporating priority routes for bitumen works and gravel reconstruction/reconditioning.	Internal staff Council Funds	Draft to Council Plan Completed Plan advertised	Works Supervisor CEO	Sept 2011
1.3 Undertake as much <u>road</u> contract work as possible to fund additional capital items and services provided by Council through business unit profits, not through rate subsidies. ** This action is not intended to negatively impact on existing local road commitments.	Internal staff	Ongoing	Works Supervisor CEO	Ongoing

<p>1.4 Investigate opportunities to establish a new Medical Centre to be co-located at the Wandering Shire Offices</p>	<p>Internal Staff Draftsperson Building Contractors Local Health Staff Council Funds Grant Funding</p>	<p>Apply for Grant Funding Draft Plan to Council Construct Centre</p>	<p>CEO</p>	<p>June 2011</p>
<p>1.5 Increase ability to accommodate permanent, temporary residents and visitors.</p> <ul style="list-style-type: none"> - Develop a Capital Works plan to attract new permanent residents and to build short term accommodation in the form of a quality motel and/or self contained units to house itinerant workers and visitors to local events. - Continue implementing program for long term housing for employees. 	<p>Brand the Wandering Region Internal Staff SBCWS Council Funds JVP funding</p>	<p>Feasibility Study produced One house built every 2-3 years for staff</p>	<p>CEO</p>	<p>June 2012</p> <p>Ongoing</p>
<p>1.6 Develop residential housing sub-divisions in Wandering for sale to the public</p> <p>Develop and promote a <i>Tree Change</i> program to encourage city people to relocate.</p>	<p>Internal Staff Planning Enterprises Council Funds</p>	<p>Complete various residential and industrial subdivisions</p>	<p>CEO</p>	<p>Ongoing</p>

Other projects for consideration

Goal 2: Increase business and employment opportunities in the Shire

Key Actions	Resources	Measures/Targets	Custodian	By When
2.1 Employ Community Development Officer	Council Funds Office space	Employment of Officer	CEO	June 2011
2.2 Increase the utilisation of existing businesses and facilities. - Develop a concentrated and targeted direct marketing campaign to lift visitor levels and facility utilisation. (i.e. regional meetings, training courses, weddings)	Internal staff JVP Funds	Increase in visitor levels and facility utilisation <i>(refer to Brand Wandering Region Strategy)</i>	CEO CDO	June 2012

Key Actions	Resources	Measures/Targets	Custodian	By When
2.3 Facilitate expansion of Wandering's light industry business base including the attraction of new sustainable businesses to the town.	Internal staff Planning Enterprises	No. of new businesses	CEO	Ongoing
2.4 Support sustainable agricultural businesses to relocate to Wandering as a central location for servicing the region's agricultural sector.	Internal Staff	Number of new businesses	CEO	Ongoing
2.5 Develop sustainable value adding businesses that relates to agriculture to increase employment opportunities.	Internal Staff	Number of new businesses	CEO	Ongoing

Other projects for consideration

Goal 3: Increase visitors to the Wandering Shire.

Key Actions	Resources	Measures/Targets	Custodian	By When
<p>3.1 Increase tourism and thru-traffic with a focus on year-round basis.</p> <ul style="list-style-type: none"> - Promote and exploit the shire's attractions and major events 	<p>Internal staff Wheatbelt Wine Awards Wandering Community Fair JVP Funds</p>	<p>Major Events Calendar developed % increase in visitor numbers ROI measure developed</p>	CEO	Ongoing
<p>3.2 Identify the target audience groups and develop promotional literature for use across an array of mediums and channels.</p>	<p>Internal Staff JVP funds</p>	<p>Brochures completed and disseminated Increased visitors Increased use of facilities</p>	<p>CDO CEO</p>	Ongoing
<p>3.3 Enhance the town's presentation (in Town Beautification Program) by upgrading the following areas:</p> <ul style="list-style-type: none"> - town entrance - streetscape (including underground power) - shop/building fronts - public amenities. 	<p>Internal Staff and equipment Landscape contractors Local town/streetscape committee Council Funds</p>	<p>Town entrance upgraded Streetscape upgraded Shop fronts upgraded</p>	<p>Works Supervisor CEO</p>	Ongoing
<p>3.4 Establishing the Community Centre into a true co-located sport and recreational facility.</p> <ul style="list-style-type: none"> - oval refurbishment - multi-purpose playing surfaces - promoting other sport and leisure activities 	<p>Internal Staff Building Contractors Draftsperson Grant Funding Council Funds</p>	<p>Grant funds secured Completion of project</p>	CEO	June 2014
<p>3.5 Develop partnership with metropolitan and regional schools and youth clubs to promote holiday programs utilising the Community Centre</p>	<p>Internal Staff WPS Staff WPS Student</p>	<p>Increase activity and use of camp and facilities</p>	<p>CDO CEO</p>	Dec 2014

and other local amenities and facilities. - City Kids meet Country Kids program	Council			
3.6 Refurbishment and/or relocation of the Caravan	Internal Staff Grant Funding Council Funds	Feasibility Study	CEO	Dec 2013
3.7 Facilitate the installation of a 24 hour fuel outlet in town.	Grant Funding	On completion	CEO	June 2011
3.8 Prepare a feasibility study looking at building and/or supporting commercial enterprise in establishing a General Store	Grant Funding Feasibility Study Internal Staff	Feasibility Study	CEO	June 2015
3.9 Encourage initiatives by private enterprise by offering support where considered appropriate. (ie. bed & breakfast)	Internal Staff Tourism Committee	Development of Initiatives	CEO CDO	Jun 2011 and ongoing
3.10 Facilitate the creation of a local tourism group.	CDO	Establishment of group	CDO CEO	June 2011
3.11 Enhance the town's telecommunications services by addressing the following areas: - town & rural properties - internet broadband - mobile phone towers - emergency and other services as required				

Other projects for consideration

Goal 4: Maintain or improve environmental conditions

Key Actions	Resources	Measures/Targets	Custodian	By When
4.1 Establish a Regional Waste Disposal Site.	DVROC Wagin Waste Group Grant Funding Council Funds	Feasibility Study	CEO	Dec 2011
4.2 Investigate the feasibility of working with the Peel Catchment Council on Natural Resource Management.	Council Local Landcare Group DVROC Internal Staff Grant Funds Council Funds	Employment of NRM Officer Adoption of NRM strategies	NRM Officer CEO	June 2015
4.3 Maintain control of drainage requirements within the existing town site, road network and future subdivisions	Internal Staff Grant Funds Council Funds	Compliance with health standards	EHO CEO	Ongoing
4.4 Investigate the feasibility of connecting deep sewerage to the town site.	Internal Staff Grant Funds	Feasibility Study	CEO EHO	Ongoing
4.5 Maintaining a proactive approach to ensure due consideration is given to environmental elements when considering all projects	Council Internal Staff	Compliance with relevant legislation	CEO EHO	Ongoing

Other projects for consideration

Goal 5: Plan and cater for the requirements of groups within the community with particular needs

Key Actions	Resources	Measures/Targets	Custodian	By When
5.1 Develop strategy to deal with ageing population to cater for the future needs of ageing members of the community. This includes: - building aged care units in the town; and - providing access to aged care services in the form of medical, health, recreation and leisure.	Grant Funding Retirement Homes Committee Internal Staff Council Funds	Complete Strategy and adopt by Council	CEO Retirement Homes Committee	Dec 2014
5.2 Continue to support Recreational programming in Wandering - Access state funding for Volunteer Management Programs	Internal Staff Grant Funding Council Funds	Successful programs ongoing	CDO CEO	ongoing
5.3 Develop strategies to cater for youth.	Grant Funding	Development of Strategy	CDO CEO	Dec 2012
5.4 Refurbishment and installation of playground equipment.	Grant Funding Council Funds Internal Staff	Improve existing facilities	CEO	June 2011
5.5 Development of a skate park and other recreational park for youth.	Grant Funding Council Funds Internal Staff	Develop existing land vested in Shire	CEO Works Supervisor	June 2011
5.6 Lobbying Government to ensure that appropriate services are available locally for relocated residents (eg homeswest, aged units).	Council Internal Staff Police	Appropriate services available in Wandering	CEO	Dec 2012

Other projects for consideration

Goal 6: Improve communication and engagement with the community.

Key Actions	Resources	Measures/Targets	Custodian	By When
6.1 Increase ratepayer awareness of Shire activities and plans. - Raise community awareness of 'Shire successes' via regular communication channels.	Wandering Echo Shire newsletter Internal Staff	Increase in awareness Number of positive projects mentioned each month.	CEO CDO	ongoing
6.2 Develop a methodology to measure community satisfaction with key council services.	Consultant Internal Staff	Methodology developed Participation Rates & level of engagement by community	CEO	ongoing
6.3 Regularly consult with community on Shire's Strategic Plan via: - public feedback on drafted plan annually; - in depth consultation every 3-5 years.	Internal Staff	Awareness of projects and priorities by the community	CEO	ongoing
6.4 Improve the provision of information technology services and facilitate business understanding of these services.	Internal Staff	Source information and disseminate as appropriate Assist business to access information	CDO CEO	Ongoing
6.5 Continue working with Education Department and Wandering Primary School to increase resource and fund sharing opportunities.			CEO School Principal	Dec 2013

Other projects for consideration

- Seek the formation of a Rural Shires Association that promotes Rural Local Governments concerns and needs – Council will need to instigate

Goal 7: Plan for and achieve financial sustainability

Key Actions	Resources	Measures/Targets	Custodian	By When
7.1 Develop and adopt a long term financial plan (5-10 years) and review on an annual basis.	Internal staff	Long Term Financial Plan drafted and adopted.	CEO	Dec 2010
7.2 Continue to capitalise on resource sharing opportunities with other local government authorities and regional bodies.	Internal Staff DVROC	Ongoing	CEO	Ongoing
7.3 Undertake an Asset Sustainability Review to plan for the development, maintenance and replacement of Shire infrastructure and review regularly.	Internal Staff Council Funds	Ongoing	CEO	June 2011
7.4 Regularly monitor best practice procedure and policies and implement where applicable within our workforce.	Internal Staff	Improved work practices	CEO	Ongoing
7.5 Maximise use of Wandering's facilities and infrastructure to strengthen the town and districts position as a major centre within the region.	Internal Staff Wheatbelt Development Commission Wheatbelt ACC	Increased usage of facilities Increase tourist to town	CEO	Ongoing
7.6 Actively lobby Governments for the retention of the existing rail network and for the improvement/upgrade of arterial roads.	State and Federal Government Internal Staff	Number of meetings held with politicians. Railway remains open	CEO	Dec 2011

Other projects for consideration

Goal 8: Implement workforce strategies which attract, develop and retain competent staff.

Key Actions	Resources	Measures/Targets	Responsible	By When
8.1 Ensure all staff see their role in terms of the overall vision of Wandering by: <ul style="list-style-type: none"> - inclusion of all staff in strategic planning process - inclusion of all staff in developing HR People Plan; -conducting integrated training and planning sessions (i.e. a mix of inside and outside staff) - linking strategic plan with service plans and individual performance plans. 	Internal Staff	Strategic Plan developed and adopted by council.	CEO	Ongoing
8.2 Provide a safe and healthy work environment. <ul style="list-style-type: none"> - develop and implement safety management plan. - office refurbishment (refer to 1.4) 	Internal Staff	Development of Plan	CEO	Dec 2011
8.3 Strengthen communication processes between all staff by: <ul style="list-style-type: none"> - implementing staff meeting protocols - organising social and informal gatherings between all staff and councillors. 	Internal Staff	Strategies developed	CEO	Jun 2011
8.4 Regularly update position descriptions for all staff.	Internal Staff	10-15 position descriptions completed	CEO	Dec 2011
8.5 Develop and implement staff induction program that includes: <ul style="list-style-type: none"> - Strategic Plan; - Staff names, faces, position titles and locations; - Occupational Health and Safety overview - general staff information and policies. 	Tech Officer HR Advisor	Program Developed	CEO	Dec 2011
8.6 Strengthen staff development program to encourage	Internal Staff	Development plan	CEO	Dec 2011

Key Actions	Resources	Measures/Targets	Responsible	By When
<p>staff development and career progression by:</p> <ul style="list-style-type: none"> - developing a Development Plan template for all staff to complete at their Performance Review. - supporting mentoring, coaching or counselling as required. 		<p>template developed</p> <p>Development plan initiatives implemented</p> <p>Development plans completed for all staff</p>	Senior staff	
8.7 Support staff to achieve their fullest potential through further education and professional development.	Internal Staff Council funds	<p>Number of development programs attended.</p> <p>Noted improvements in performance as result of development.</p>	CEO and Senior staff	Ongoing
<p>8.8 Investigate appointment of Human Resources Manager Options include:</p> <ul style="list-style-type: none"> ▪ Position shared between neighbouring Shires (DVROC); ▪ Part time position within Shire of Wandering; ▪ Position to be taken up internally. 	Internal Staff DVROC Council Funds	Employment of HR Manager	CEO	Dec 2013

Other projects for consideration

Part 4 – Implementation

The Shire Strategic Plan for September 2010 to June 2015 will be implemented in the following manner:

- The Strategic Plan will provide the broad overview of the key goals that the Shire will pursue over the next five years.
- Each Division of the Shire organisation will create Service Plans detailing how it will carry out the key actions relevant to its areas of responsibility, to provide the means of implementing the Strategic Plan on an annual basis.
- The CEO and Senior Managers, as custodians of the Strategic Plan's key actions, will take responsibility for working with their teams to achieve the Key Performance Indicators detailed in their respective Service Plans.
- The staff Performance Development System will be reviewed to link the Strategic and Service Plans to the achievement of relevant individual Key Performance Indicators.
- The CEO and Senior Managers will take responsibility for consulting the community with regard to plans and developments in their area where this is needed. Where appropriate, they will present developed plans, policies and programs to the Shire councillors for their consideration and approval.
- Each year the Strategic Plan will be reviewed to determine the degree to which it has been implemented and whether it needs to be adapted in the light of the previous year's experience or identification of new challenges.
- The development of the long term financial plan will be linked to the Strategic Plan in future years. This plan will detail how the Shire aims to both gain the resources necessary to implement

its plan and to use them in undertaking the planned actions that will lead to its objectives being fulfilled. As such it will form the basis of the annual budget.

By aligning the Shire's long term financial plan, budget, operational plans and performance development system to its Strategic Plan, the Shire is confident that it will be able to focus its energy and resources on achieving the goals that are central to the community's well-being over the next five years.