

SHIRE OF
WANDERING

STRATEGIC COMMUNITY PLAN

2018 - 2028

PHONE (08) 9884 1056
FAX (08) 9884 1510
EMAIL reception@wandering.wa.gov.au
ADDRESS 22 Watts Street, Wandering WA 6308
WEBSITE www.wandering.wa.gov.au





WELCOME

It is an honour as your Shire President to present the Shire of Wandering Community Strategic Plan 2018-2028. The Plan is a culmination of the community's aspirations and day to day needs. Times are tough in regional Western Australia, funding opportunities have decreased significantly and our communities need to be self-determined and find their own internal solutions with very little assistance like has previously been available.

As well as being a legislative requirement to review the plan, this work has been an excellent opportunity to engage with our Community. The Shire engaged the Wheatbelt Business Network to undertake engagement and we were very pleased at the number of community members that responded directly to inform the Councils views. Ninety six direct interactions occurred equalling 21% of our population. The themes that came through have been reflected in the plan giving Council confidence that the communities views and feedback have been reflected.

The Councils priority is – “to lead our Wandering community into a stable yet progressive future with strong partnerships”.

To achieve this we have developed 4 clear policies detailing where we want to see action. Each priority area contains several outcomes and strategies which will guide Councillors, Shire Officers and the community into the future.

1. Improve our financial position
2. Improve the economic growth of our community
3. Retain and grow our population
4. Provide strong leadership

I would like to thank every community member who has given their time and energy to help develop this plan for the future. We look forward to continuing this partnership with the community to ensure we are best placed to adapt to changing environments and celebrating who we are.

Brendan Whitely
Shire President

STRATEGIC PLAN PURPOSE

Council and senior staff have been working towards the Strategic Community Plan for a significant period of time, with a number of workshops to determine their current position and future goals amongst a revamped staffing structure.

Council saw the opportunity to develop a clear direction and ensure it was adequately resourced for the future, so this Plan is important to both the Council and community as it:

- Clearly establishes where the Shire of Wandering is starting from
- Includes a revised vision for the Shire of Wandering which Council feels is more reflective of their direction, priorities and how they will achieve them
- Includes a clear direction for Council using a decision making criteria developed by Council
- Identifies the risks and opportunities for Council
- Establishes the direction of other integrated planning documents, relevant to the context that the Shire of Wandering operates in
- Is measureable and results orientated, developed by Council in response to the community and staff contributions

The Shire of Wandering has developed this Strategic Community Plan for the "people" – electors, ratepayers, permanent residents and temporary visitors.

Monitoring and Reporting

The Shire of Wandering will conduct a Strategic Review every two years, alternating between a Minor Strategic Review and a Major Strategic Review.

INFORMING STRATEGIES

- Finance
- Assets
- Workforce
- Services
- Issues specific strategies

STRATEGIC PLAN



CORPORATE BUSINESS PLAN



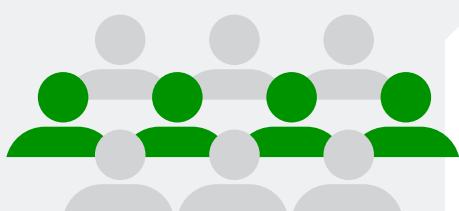
ANNUAL BUDGET

PROGRESS MADE

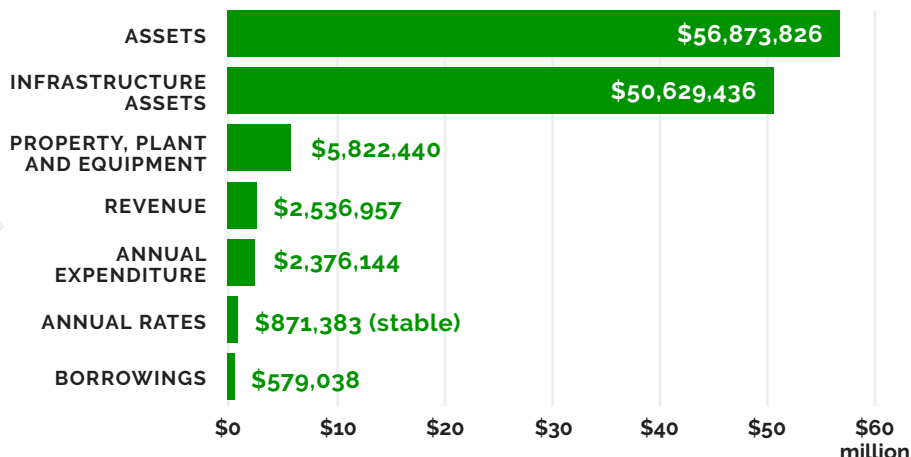
The Shire of Wandering has undergone significant leadership changes and resource challenges since the last Strategic Community Plan (2013), hence for this Plan it is clearly establishing where it is starting from.

2017/18 Workforce

4 FTE INSIDE AND
6 FTE OUTSIDE STAFF (stable)



2017/18 Finances



What we have achieved from the 2013 – 2023 Strategic Community Plan:

Community

- > Upgraded the Tennis Courts and built a Lawn Bowls facility
- > Provided improved facilities for our youth, built a skate park and playground
- > Promoted the programs and facilities at the Community Centre Precinct
- > Facilitated Wandering Community Resource Centres services to the community
- > Supported our local clubs, through funding, grant assistance and loan of equipment
- > Assisted with community events for people of all ages

Economy

- > Promoted Wandering as a tourism destination
- > Built the Wandering 24hr Fuel Station
- > Upgraded and expanded the Wandering Caravan Park
- > Advocated for improved economic outcomes through memberships and representation on the Hotham Williams Economic Development Alliance
- > Advocated for the provision of improved utility services
- > Promoted the agricultural industry and relocation opportunities

Environment

- > Prepared and promoted a town strategy
- > Built a Waste Transfer Station, closed rubbish tip
- > Implemented Recycling Services
- > Developed a strong partnership with the Peel Harvey Catchment Council for improved environmental outcomes in the Shire.
- > Encouraged variety in land use planning
- > Auspice funds on behalf of the Hotham Declared Species Group for the eradication of feral pigs
- > Auspice funds for the Wandering Lions Club for the environmental reinstatement of the Woglin Creek area.

Infrastructure

- > Maintained and further developed roads
- > Promoted the services and facilities of the Shire and looked towards multi-use
- > Developed a strategic direction and use for the Community Precinct

Strategic Community Plan programs that will be included in the 2018 – 2028 Plan:

- > Asset management planning and long term financial planning
- > Robust business cases for future developments
- > Accessing Shire information in a timely manner with a high standard of services
- > Council decision making is open
- > Appropriate governance structures, policies, procedures, systems and frameworks

COMMUNITY PROFILE

SHIRE OF WANDERING PROFILE

Statistical Profile of the Shire of Wandering

- > WAEC Electorate Roll (July 2017) – 316 people (2015/16 financial year was 316)
- > Population 444 (Census 2016)
- > 347 ratepayers in 2015/16 (WALGA)
- > No of dwellings: 220
- > Population increase: Approximately 350 (2006) to 444 (2016) (Census 2016)
- > Median age: 47yrs (ABS, Census 2016) up from 43yrs in 2006
- > 3 Indigenous persons
- > Median weekly income is \$748 (ABS, Census 2016)

The Shire of Wandering is a small rural authority located in the Central South region of the Wheatbelt of Western Australia. Some 120km South East of Perth it is a short yet scenic drive off the Albany Highway to picturesque fields and homes. With an area of 1,955 km² it is a cosy farming town with approximately 450 people residing in the Shire and approx. 120 people in the township itself.

The Shire borders the local authorities of Armadale, Serpentine – Jarrahdale, Murray, Boddington, Williams, Cuballing, Pingelly, Brookton and Beverley.

Major agricultural activities include cereal crops (oats, wheat, barley) pulse crops (lupins, chickpeas, faba beans) oil seed (canola), sheep (wool & meat), cattle (meat), pigs and vineyards. Other commercial industries include wineries, timber milling and hay exporting.

A range of local commercial services exist. Services provided include a primary school (with bus services to Boddington for junior high school education). Major sporting facilities include oval (cricket), tennis/basketball/netball courts, badminton courts (inside Community Centre) and golf course (Wandering Golf Club Inc.).

Wandering is within the State electorate of Wagin and the Federal electorate of O'Connor.



CONSIDERED RISKS

Throughout the Strategic Planning process a number of internal and external risks have been discussed and presented to Council for consideration, additionally Council conducted a SWOT analysis on the organisation. The risks identified and being considered in the development of this Strategic Plan include:

Internal Risks

- > Current rate structure
- > Low rate base
- > Increasing compliance on local governments
- > Asset management and preservation from own funds
- > Reliance on external government funding
- > Allocation of resources to achieve our goals
- > Increasing costs of doing business e.g. water, electricity and regulatory price increases

External Risks

- > We are a small local government next to larger local governments
- > Close proximity to metropolitan area
- > Transient permanent population (DIDO from Perth and neighbouring communities)
- > Volunteer numbers and their resources are diminishing
- > Access to financial and staff resources
- > Large parcels of land that are unproductive
- > Road infrastructure (extensive kms of gravel roads)
- > Access to health services located in regional centres or neighbouring Shires
- > Retaining our Primary School

Managing these internal and external risks

Our Strengths

Internal

- > Business acumen of senior staff
- > Utilising the CRC connection and service offering to the community

External

- > Strong agricultural sector
- > Growing light industry

Our Opportunities

Internal

- > Our people – their skills, their volunteering spirit, their leadership
- > Sharing our resources
- > Physical location and high standard of facilities

External

- > Growing our events and attracting new ones
- > Our natural environment (clear skies, cold weather, national park etc)
- > Access to Albany Highway and inland southern route
- > Being the gateway to the Dryandra National Park
- > Our close proximity to Perth
- > Having affordable land for families
- > Low business start up costs

CREATING OUR STRATEGIC COMMUNITY PLAN

Inform

- Project Plan publicised for the Strategic Community Plan
- Community Engagement Plan publicised for the process
- CEO Notices regarding the process – online and print
- Council introductory and teamwork workshop (2)
- Summary of all community feedback publicised online and in print

Involve

- Administration and Works staff workshop
- Councillor workshops

Consult

- Online and hard copy survey
- One on one Councillor interviews
- One on one phone interviews (random and structured with community leaders)
- One on one conversations with business owners
- One on one conversations with advisors to the district
- One on one conversations with key service organisations in the Shire e.g. School
- Community conversations

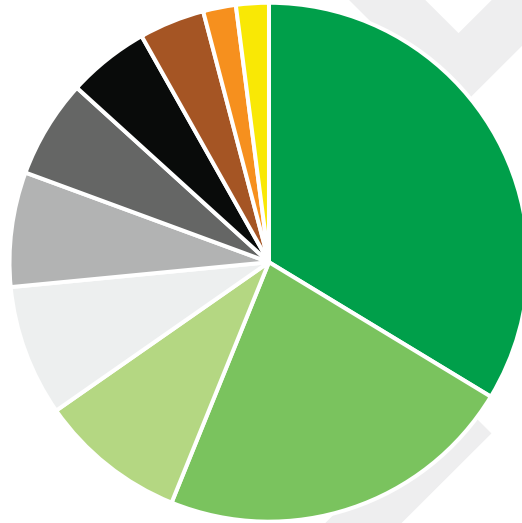
Collaborate

- Strategic Community Plan feedback period



Responses

- > **33** Survey respondents
- > **22** Random phone calls to ratepayers across all parts of the Shire answering a series of set questions
- > **9** Outside Works Crew toolbox meeting
- > **8** Parents at Playgroup
- > **7** Shire Councillors one on one meetings
- > **6** Community conversations
- > **5** Administration Staff
- > **4** Business owners in town site separate to any other consultation
- > **2** Community leaders of local clubs and associations separate to online and hard copy survey
- > **2** Advisors to the district
 - outside of the Shire of Wandering



Total engagement: 96
(21% of total population residing in the Shire of Wandering)

- > Respondents
- > Total population of the Shire of Wandering

High Priority

- > Maintenance and improvement of road infrastructure
- > Appropriate financial management
- > Remaining independent and being able to choose our destiny
- > Rate structure
- > Capturing the opportunity e.g. Dryandra National Park, access to Albany Hwy
- > Having a stable and increasing population
- > Business diversification

Medium Priority

- > Poor mobile telecommunications
- > Working proactively with neighbouring local governments

These priorities have all been reflected in the goals and strategies of our plan.

OUR PLAN FOR THE FUTURE

Where will the Shire be in 10 years' time?



Our Vision:

Wandering is a community of responsible, resilient and adaptable residents thriving in our scenic, economically diverse environment.

Keys to our success:

- > Innovative solutions
- > Retention of local services
- > Opportunities for commercial interaction
- > Retention of existing businesses

Our Values:

- > **Adaptability**
- > **Perseverance**
- > **Accountability**
- > **Diligence**

How Will We Get There?

Our Council Priorities:

To lead our Wandering community into a stable yet progressive future with strong partnerships

1. Improve our financial position
2. Improve the economic growth of our community
3. Retain and grow our population
4. Provide strong leadership

What we must achieve in 1-3yrs to achieve our Council Priorities and the 10yr plan

Improve our Financial Position

Our Goals	Our Strategies	Our Measurement
1. The Wandering Shire is financially sustainable	1.1 Improve accountability and transparency 1.2 Develop an investment strategy that plans for the future and provides cash backed reserves to meet operational needs 1.3 Prudently manage our financial resources to ensure value for money 1.4 Reduce reliance on operational grants	Rate review implemented over a staged process by 2020 Balanced budget delivered annually Annual external financial audit identifies no adverse issues Long Term Financial Plan updated annually Investment Strategy completed by 2020
Our Outcomes		
After 10yrs we will have achieved	<ul style="list-style-type: none"> > We remain a strong, independent local government > We have a fair and equitable rate structure > We have reserve funds for current and new capital projects 	

Improve the Economic Growth of our Community

Our Goals	Our Strategies	Our Measurement
2. The agricultural industry continues to be a main economic driver	2.1 Maintain our road network to a high standard 2.2 Encourage new and existing complimentary business to grow	5 yearly road plan adopted annually Business growth and development increases
3. Roads are a critical driver for our Shire	3.1 Develop a Road Management Plan, which incorporates a Road Hierarchy, minimum Service levels, Maintenance Policy, Contractor Policy and Asset Management Plan 3.2 Lobby and build enduring partnerships with key Government Departments to better manage Heavy Vehicles and their impact on local roads 3.3 Develop a Roadside Reserve Management Plan 3.4 Develop a strategic Gravel Reserve Policy	Road infrastructure is maintained to satisfactory levels Plant & Road Asset Plan developed by 2021 Roadside Reserve Management Plan developed by 2021 Gravel Reserve Policy developed by 2022
4. Facilitate increased business opportunities	4.1 Support Business Development and facilitate opportunities for startup and growth. 4.2 Ensure our planning framework & environment supports nimble decision making and gives confidence to developers 4.3 Ensure our procurement policies support local business and help generate local employment 4.4 Develop the remainder of the industrial area by 2020	Develop a Business Growth Strategy supporting commercial and industrial growth by 2021 Develop remaining Industrial Area by 2020
5. Capture tourism opportunities locally	5.1 Encourage tourists, longer stays and repeat visitation 5.2 Provide for and maintain infrastructure that grows tourism	Increased visitation Access external funding to support tourism growth and return
6. The Hotham Williams Economic Development Alliance (HWEDA) partnership brings economic return to the Shire and community	6.1 Maintain our commitment to HWEDA 6.2 Start up incentives are investigated for businesses	Strategic Opportunities are gained by Wandering through the association with the Alliance HWEDA is considered by State and Federal Governments as an important and optimistic partnership
Our Outcomes		
After 10yrs we will have achieved	<ul style="list-style-type: none"> ➤ We have grown our commercial and industrial areas ➤ Our permanent population increases whilst maintaining our rural lifestyle and environment ➤ We support the Hotham Williams Economic Development Alliance to enhance regional opportunities for Wandering ➤ We have harnessed the prospects of the Dryandra National Park 	

Retain and Grow our Population

Our Goals	Our Strategies	Our Measurement
7. Our permanent and transient population grows	7.1 We assist with retaining the Wandering Primary School 7.2 We promote the lifestyle and business opportunities of 7.3 Wandering support Early Years and Youth 7.4 We encourage Aging in Place	The Wandering Primary School is retained Our population is retained or grows annually Children and Youth actively participate in the community Our Seniors can age confidently in Wandering
8. People feel safe, connected and actively involved in the community	8.1 Facilitate and support activities that optimise use of our facilities 8.2 Assist Community and sporting organisations to remain sustainable and active 8.3 Engage and celebrate local culture, both indigenous and non-indigenous 8.4 Facilitate and support Emergency Services Planning 8.5 Preserve our history	Our residents are engaged and actively participate in events and activities Preservation of our history and culture, and our cemetery Our facilities and services can be accessed by everyone We can respond to emergencies in a coordinated and resourced approach
Our Outcomes		
After 10yrs we will have achieved	<ul style="list-style-type: none"> > The Wandering Primary School is retained and is supported by Wandering families > Families are attracted to Wandering > We preserve our culture and history > The diversity and number of clubs in our Shire adds to our quality of life 	

Provide Strong Leadership

Our Goals	Our Strategies	Our Measurement
9. A well informed Community	9.1 Foster Opportunities for connectivity between Council and the Community	Our Community is informed and engaged
10. We plan for the future and are strategically focused	10.1 Ensure accountable, ethical and best practice governance 10.2 Develop and maintain our Strategic Plan, Corporate Business Plan, Asset Management Plan, Workforce Plan and Long Term Financial Plan 10.3 Service Level Plans detail operational roles, responsibilities and resources 10.4 Engage with local, regional, state and federal stakeholders to grow mutually beneficial relationships	Audit and Compliance Returns identify no adverse issues We meet the Integrated Planning Standards
Our Outcomes		
After 10yrs we will have achieved	<ul style="list-style-type: none"> > We are connected to our Community > We provide timely services and facilities by an adaptable workforce > Council makes informed decisions in regards to resource allocation and communicates this to the community 	

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Wandering.

Shire Service	Strategic Community Plan
ECONOMIC	
Caravan Park	5.1, 5.2
Cemetery	8.5
Community Resource Centre	8.1, 8.2
Economic development	2.2, 4.1 - 4.4, 5.2, 6.1, 6.2, 7.2
Emergency Services	8.4
Road construction, maintenance and preservation	2.1, 3.1 - 3.4
Tourism	5.1, 5.2
Town beautification, parks, gardens and reserves	8.1
Town planning	7.2, 8.2, 8.5
SOCIAL	
Community development and health	5.2, 7.1, 7.2, 7.4, 8.2, 8.3, 8.5, 9.1
Community facilities (halls, recreation etc)	7.2, 8.1, 8.2
Community safety	8.1, 8.2, 8.4
Early years support	7.3
Library and services	8.1
Recreation and leisure	7.2, 7.3, 8.1
ENVIRONMENT	
Environmental Health	10.3
Natural Resource Management	
Ranger services	
Waste management	10.2, 10.3
GOVERNANCE	
Council and Workforce	10.1, 10.2, 10.3
Regional participation	3.2, 6.1, 6.2
Financial management	1.1 - 1.4, 10.2, 10.5
Planning and policies	3.1, 3.3, 3.4, 4.2, 4.3, 8.4, 10.1, 10.2, 10.3