

**Shire of Dalwallinu
Strategic Community Plan
2017 - 2027**



www.dalwallinu.wa.gov.au

MESSAGE FROM THE SHIRE PRESIDENT

The Shire of Dalwallinu Strategic Community Plan 2013-2023 was adopted by Council in March 2013. As per the requirements of Local Government (Administration) Regulations 1996, the local government is to review its current Strategic Community Plan at least once every four (4) years.

The review of the Strategic Community Plan commenced with a survey which was mailed to all ratepayers along with the ability to complete the survey online via the Shire website.

A total of 104 surveys were returned which is slightly lower than the response in 2013. The responses highlighted a shift in some areas that have moved from high satisfaction to less satisfaction and Council will work towards addressing some of these areas over the next four (4) years.

Council held a workshop on 29 August 2017, to examine and update the strategies and outcomes in the Plan. The next part of the process will be to finalise the Corporate Business Plan which links to the mission, vision and goals outlined in the Strategic Community Plan.

Future budgets will be developed from the priorities outlined in the Corporate Business Plan.

The Shire continues to have a strong and diverse economic future. This review of the Strategic Community Plan continues to have a range of goals aimed at ensuring the communities economic, cultural and social opportunities are realised with your community spirit and engagement.

On behalf of Council, we acknowledge your contributions towards these goals and look forward to it continuing into the future.



STEVEN CARTER
Shire President
0428 663 017
Term ending 2019



KEITH CARTER
Deputy Shire President
0428 643 051
Term ending 2019



GRAHAM SANDERSON
Councillor
0428 662 088
Term ending 2019



KAREN MCNEILL
Councillor
0429 020 285
Term ending 2019



UNKNOWN YET
Councillor
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Term ending 2021



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Term ending 2021



OUR MISSION

To promote and enhance economic, cultural and social opportunities that will enhance the lifestyle for the community

OUR VISION

Social and economic stability and well planned sustainable towns.

A high standard of living, promoting business growth and nurturing agriculture in balance with the environment.

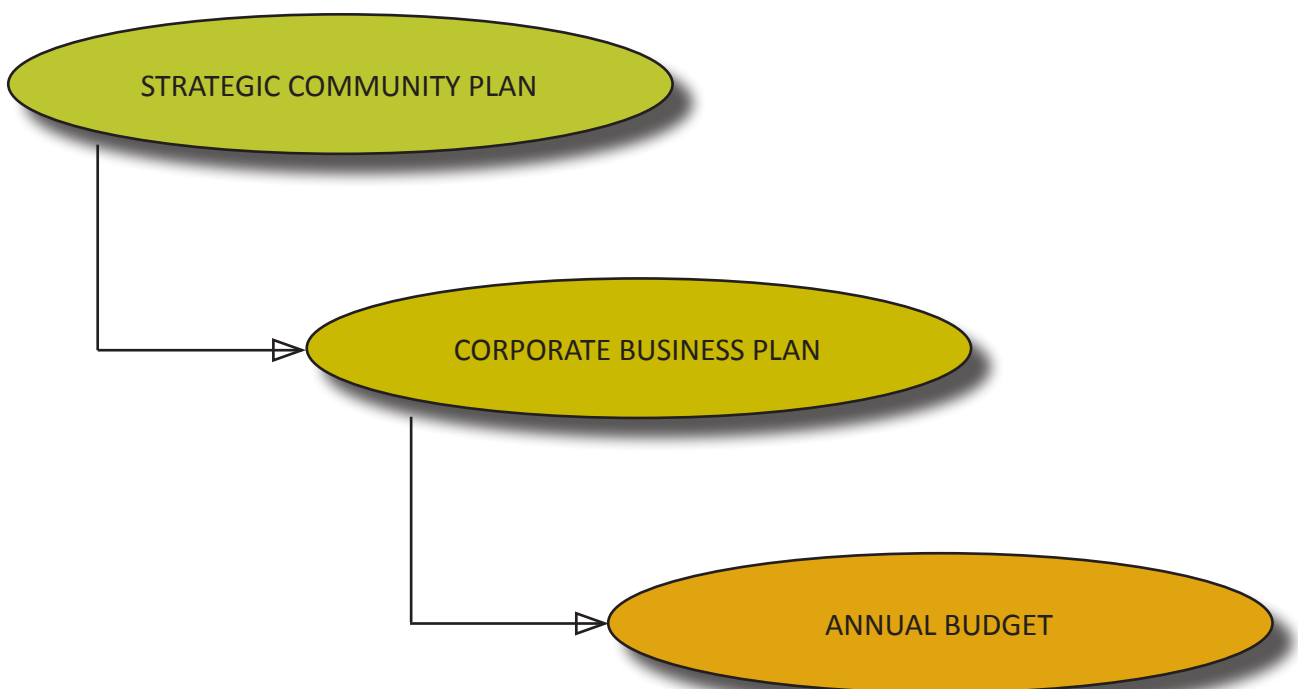
A place of opportunity, acceptance of all people, strong health/aged care, educational services and a community favourable to extended families.

The Shire of Dalwallinu Strategic Community Plan is based on input from our community and research that looks at the next 10 years from July 2017 to June 2027. The content has regard for current and future resource capacity of the Shire.

Decision making by Council will be guided by the Strategic Community Plan over the next 10 years and will be reviewed on a regular basis.

From this document a prioritisation process will be performed and the Council will identify strategies and activities to be undertaken which will eventuate into the Corporate Business Plan. The Corporate Business plan identifies what will be achieved in the shorter term and what steps we will take to reach the longer term vision. Ultimately the Annual Budget is achieved from the Corporate Business Plan process.

The implementation of this Strategic Community Plan will require the Shire to continue to provide the current services but also recognise that there is a need to work in partnership with other Shires, State and Federal Governments and the private sector.





ABOUT THE SHIRE OF DALWALLINU

The Shire of Dalwallinu covers an area of 7,236(sq km). The main town and administrative centre for the Shire is Dalwallinu, which lies 254 kilometres north east of Perth on the Great Northern Highway.

Other townships in the Shire are Pithara located 12kms south of Dalwallinu, Kalannie located 53kms north east of Dalwallinu, Wubin located 21kms north of Dalwallinu and Buntine located 38kms north of Dalwallinu.

The first graziers in the district

were Benedictine monks from New Norcia, who with their 'ticketofleave' men, shepherded sheep through the area to Mt Gibson, in the second half of the nineteenth century.

The first Europeans explored the Dalwallinu area around 1907 with the ambition to develop the area into a wheat and sheep growing region. The first settlers arrived in 1909 and the first crops were planted in 1910.

These pioneers demonstrated tremendous strength and diligence, enduring extremely basic living standards while

they developed the land.

Pithara, Wubin and Buntine were established at the same time and Kalannie in the 1920's.

Today the Shire is a leading grain producer with its five towns servicing the requirements of farming communities.

Dalwallinu is experiencing significant growth due to it being a central hub on the Great Northern Highway servicing the agricultural and mining industries. Wubin is this national highway's road train assembly and transport town. Kalannie is noted for its wheat production.



Aerial shot of Richardson Park opening 2017

HOW OUR COMMUNITY HAD A SAY

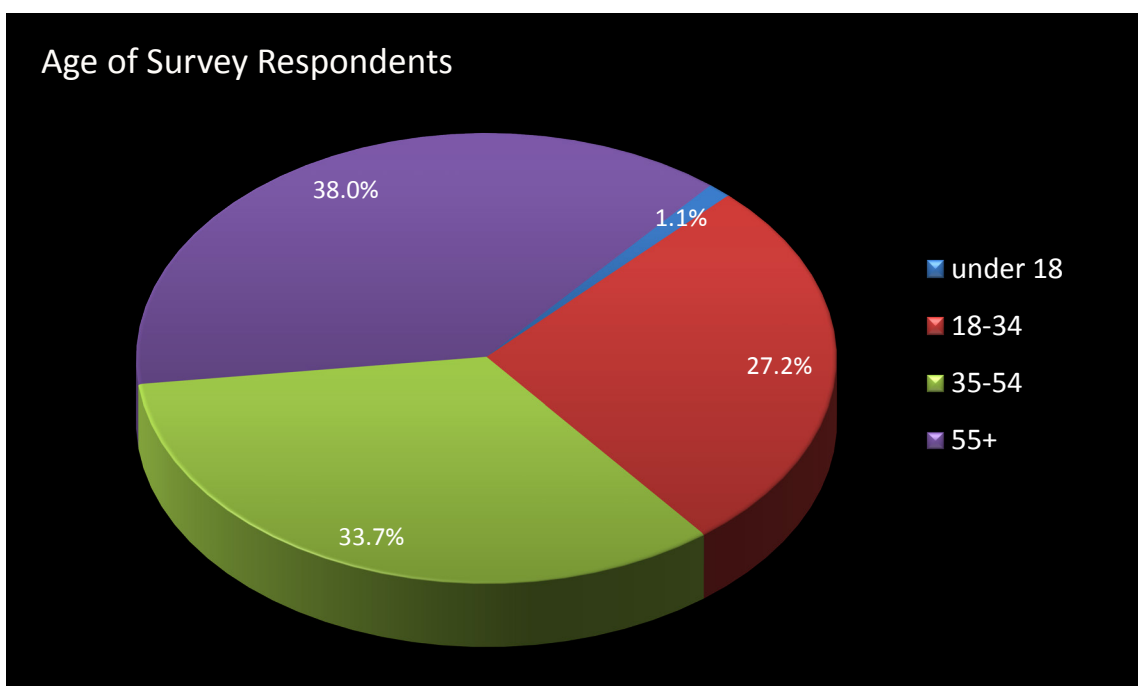
Each year the community has an opportunity to engage with the Council through town meetings held in Wubin (incorporating Buntine residents) and Kalannie, as well as the Annual Electors Meeting in Dalwallinu.

Each month two local newsletters carry information from the Shire to the community and give residents the opportunity to email, phone or call into the administration office about any concerns or suggestions they may have.

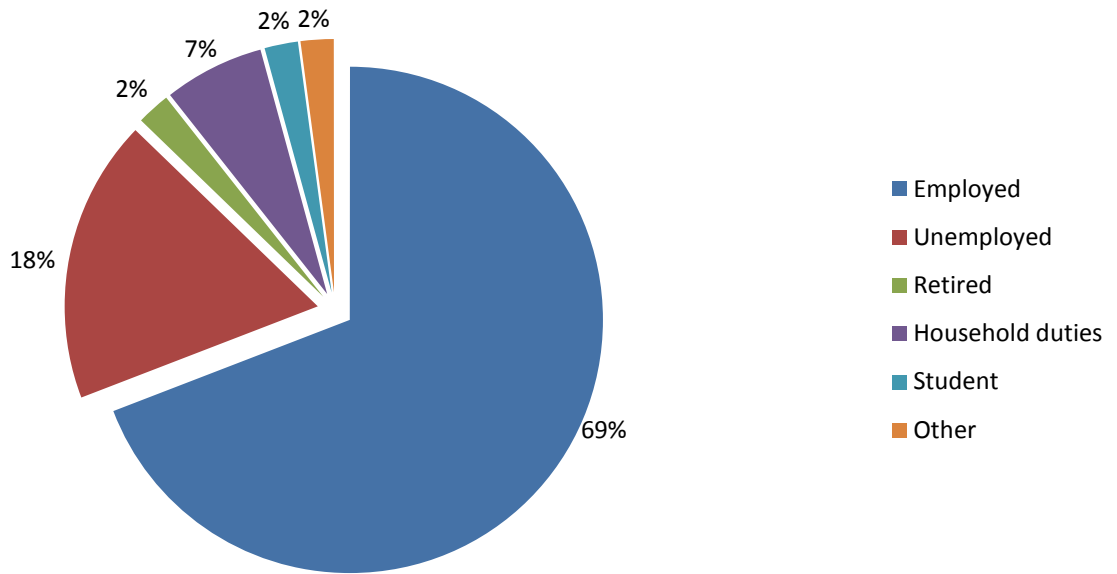
The majority of surveys received were in the paper format and a total of 33 electronic surveys were completed via the "Survey Monkey" website. 7.3% of the total population participated in this community survey which was down on the previous survey 4 years ago. Since the last census the population has grown by 163 from 1266 to 1429.

The following actions were taken to encourage community engagement:

- All dwellings mailed a paper questionnaire
- Survey available on Shire website
- Survey is available Shire Facebook page
- A unique email address was created for responses from Community
- Additional copies of the paper questionnaire were made available in Kalannie, the Gull Service Station, The Dalwallinu Discovery Centre and the Shire Office
- Posters advertising the survey were provided to local businesses
- Advertising in the local newspaper "Totally Locally"
- Advertising in the local newspaper "Kalannie Kapers"
- The local district high school was approached for youth involvement

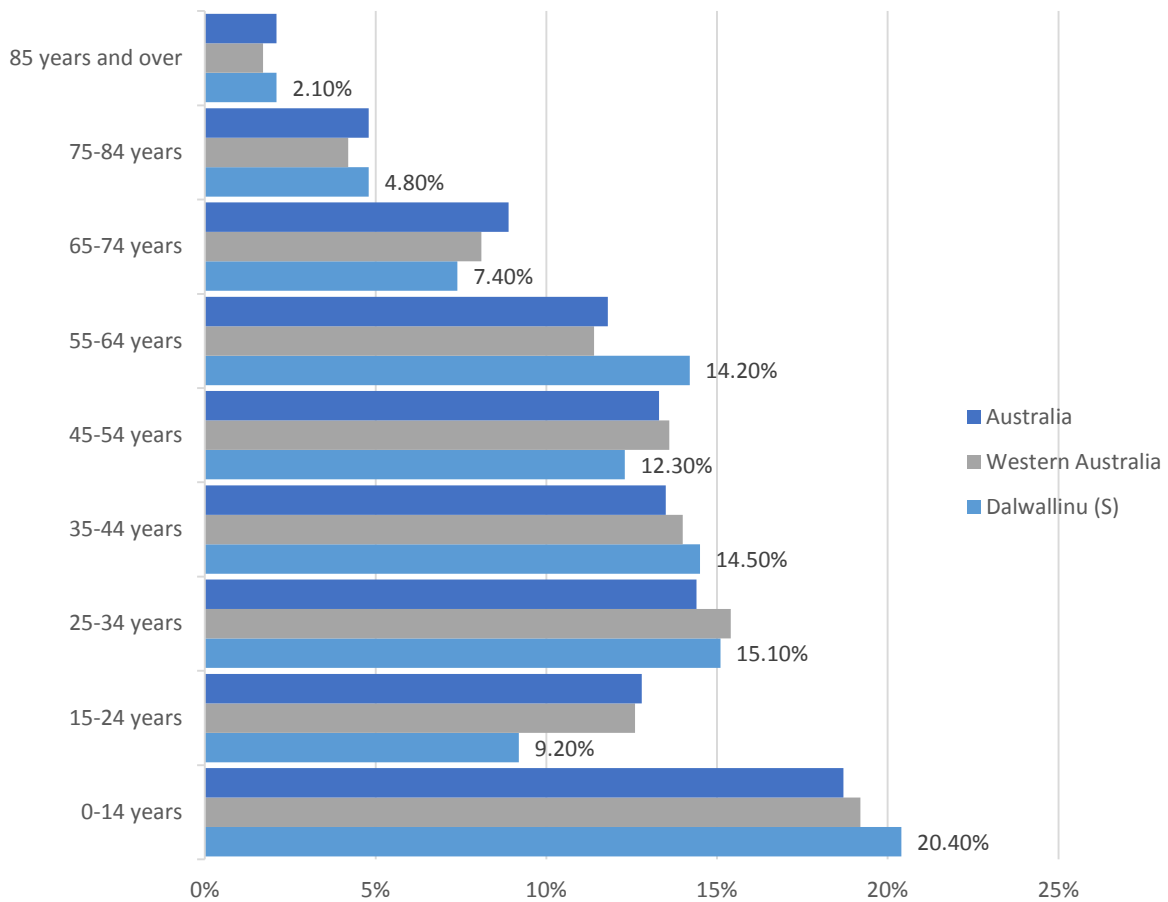


Employment status of respondents



Resident Population by Age Group

source: Australian Bureau of Statistics 2016



The median age of people in Dalwallinu (S) (Local Government Areas) was 38 years. Children aged 0 - 14 years made up 20.4% of the population and people aged 65 years and over made up 14.3% of the population.



SURVEY SATISFACTION RESULTS

Survey respondents included a response to the importance of and satisfaction with current and anticipated Shire services. The results of these responses is summarised in the table below. These are ranked from top to bottom in order of importance as determined by respondents.

Very Important / Less Satisfaction	Very Important / High Satisfaction
Early Learning Centre	Dalwallinu Medical Centre
Residential development	Emergency Services
Sporting facilities	Generating local employment opportunities
Information on community events	Provision/cleanliness of public toilets
Weed control	Litter Control
Lighting in public places	Waste Collection
Footpaths	Recycling collection
Town centres	Aged accomodation
Feral animal control	Sewerage control
Road maintenance	Services & facilities for older people
Museums	Tourism development
Wildflower Trails	Information on services by the Shire
Services for Aboriginal & CaLD	Visitor Information Centre
Ranger Services	Street Cleaning
Historical places of interest	Rubbish Tip site operation
Services for carers	Protection of natural bushland
Website	Swimming pool
Playgrounds	Parking
Parks and Reserves	Building planning & permits
Youth Services	Protecting heritage values & buildings
Ovals	Library
Food premises assessments	Cemetery
Stormwater drainage	Caravan facilities
Road verge maintenance	Community Halls
Services & facilities for people with disabilities	Camping facilities
	Creative Arts Building

These two columns are representing all of the responses (averaged) from the survey.

Planning Frameworks

Vision for the Future

This plan shares our visions and aspirations for the future outlining how we will work towards a brighter future for all the people residing in the Dalwallinu Shire community.



STRATEGIC OBJECTIVES

Strategic Objectives in 4 major areas (Economic, Environmental, Social and Civic Leadership).

The trends of the community engagement have been categorised into 4 key areas to allow for appropriate strategies to be developed and linked to all other relevant plans and outcome measures. The Shire of Dalwallinu intends to use the Strategic Community Plan to guide Council decision making and priorities. As a base it will provide a rationale for the pursuit of grants and other resources. It will also provide a framework for monitoring progress against our vision, values and aspirations.

This document will serve to inform potential investors and developers of our community's key priorities and the ways in which we want to grow and develop.

Major issues highlighted by the community

In each of the four goal areas the community desires and identified needs have been detailed.

How we will know we are achieving our objectives

The objectives will be measured using a number of methods which are detailed later in this document.

Strategies to achieve our outcomes

Each of the Objectives has a number of strategies detailed to achieve the objectives set.

How we will use this plan

It is intended to have this document available at all meetings of council, and in all Shire planning processes to ensure that focus is maintained.

ASPIRATIONS AND VALUES

Community aspirations and values

The community identified the following aspirations and values:

- To be a community that is friendly, inclusive and forward thinking.
- To be good stewards of our environment and heritage.
- To be an innovative and modern community.
- To act with honesty and integrity.

GOAL 1 - COMMUNITY (SOCIAL)

To be a progressive and safe community with a high standard of living, valuing acceptance of all people.

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 1.1 Enhanced and expanded medical and other appropriate health services Key Partners

1.1.1	Advocate for additional medical services. e.g. Dental, Physio	DoHA, DDH
1.1.2	Advocate and promote an integrated public and Community Health Programme	Dept of Health
1.1.3	Investigate improved service delivery model	Private concerns
1.1.4	Advocate for improvements to and extension in the availability of "in-home care and support services"	Dept of Health
1.1.5	Support regular provision of locum medical services	Medical providers, Rural Healthwest

Outcome 1.2 Enhanced quality of public amenities and all Shire facilities Key Partners

1.2.1	Improve the cleaning services of public amenities and all Shire facilities	contractors
1.2.2	Improve lighting and universal access requirements in public places	contractors
1.2.3	Promote greater usage of facilities for conferences and workshops	corporate users

Outcome 1.3 Improved technology and electronic communication Key Partners

1.3.1	Lobby State and Federal departments to improve mobile phone coverage	State & Federal departments, telecommunication providers
1.3.2	Lobby for better access and capability to National Broadband Network	
1.3.3	Support continued provision of public services such as Community Resource Centres	
1.3.4	Encourage and support private enterprise solutions to improved communications	

Outcome 1.4 Improved youth activities and services Key Partners

1.4.1	Improve ambiance and management of Recreation Centres	
1.4.2	Enhance connections between DDHS and Shire officers	
1.4.3	Enhance youth engagement and utilisation of recreation services	
1.4.4	Engage with Early Learning Centre to investigate funding options, case studies for potential upgrade/extensions	



Outcome 1.5 Protected heritage areas and buildings Key Partners

1.5.1	Continue to maintain a municipal heritage register	SHO
1.5.2	Investigate funding options for local heritage listed assets	SHO

Outcome 1.6 Enhanced community meeting areas in each town Key Partners

1.6.1	Redevelop townsites main streets	focus groups
1.6.2	Support entities such as Mens Shed	grant funding bodies

Outcome 1.7 Improved and enhanced playground areas Key Partners

1.7.1	Improve public amenities in playground areas	
1.7.2	Provide appropriate shade structures in playgrounds	

Outcome 1.8 Rejuvenated and enhanced recreation precinct and Dalwallinu recreation centre Key Partners

1.8.1	Develop vibrant community hub space within the Dalwallinu recreation precinct	LotteryWest, community groups
1.8.2	Provide improved landscape and links with the amenity of recreational spaces and sporting facilities	
1.8.3	Promote rejuvenated modern conference and function capabilities to regional users	WDC



multi-purpose courts opening

GOAL 2 - SUSTAINABLE LIVING (ECONOMIC)

To be a diverse and innovative economy with a range of local employment opportunities.

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 2.1 A growing Shire population Key Partners

2.1.1	Improve and encourage additional accommodation for single workers and families	building contractors, funding partners
2.1.2	Examine population growth targets and impact on capacity of existing essential services	
2.1.3	Update the Regional Repopulation Plan	funding partners
2.1.4	Promote decentralised development	local businesses, State and Federal governments

Outcome 2.2 Additional business development in the commercial and industrial sectors Key Partners

2.2.1	Advocate for additional commercial business to set up in towns	developers
2.2.2	Continue to promote local employment opportunities through the website	
2.2.3	Investigate options for a new industrial area for heavy industries	
2.2.4	Develop and promote strategy for the business development in Shire towns	

Outcome 2.3 Promote tourism and associated business in the area Key Partners

2.3.1	Utilise websites to maximise promotion of the Shire	
2.3.2	Maintain partnerships with tourism groups	Wildflower Country, Golden Horizons, Australia's Golden Outback
2.3.3	Develop partnerships to enhance and maintain/rotate DDC educational displays	Museums
2.3.4	Promote Iconic landmarks Rabbit Proof Fence and Dalgary track	4WD clubs

Outcome 2.4 Increased housing development Key Partners

2.4.1	Improve and build additional accommodation for aged persons	DoHA, building contractors
2.4.2	Advocate for existing UCL to be released for development	DoL
2.4.3	Encourage a variety of housing types are available	
2.4.4	Investigate potential joint venture arrangements for increased accommodation	



Outcome 2.5 Improved drainage of stormwater in towns Key Partners

2.5.1	Advocate for culvert size increases across Great Northern Highway (Wubin)	Main Roads WA
2.5.2	Instigate improved maintenance of current drainage system	
2.5.3	Increase capture and utilisation of storm water	

Outcome 2.6 Improved road network Key Partners

2.6.1	Ensure Restricted Access Vehicle (RAV) Network is fit for purpose to service agricultural transport needs	
2.6.2	Continue programme of road maintenance reconstruction to meet ongoing asset renewal standards	
2.6.3	Monitor annual freight task on Shire roads and lobby for sufficient funding	
2.6.4	Progress towards all Class A roads being 8 metres in width	

Outcome 2.7 Improved productivity and profitability of agriculture Key Partners

2.7.1	Maintain the relationship with local Liebe Group	
2.7.2	Facilitate vermin and weed control activities where the need arises	



Industrial Factory Units built with Royalties for Regions Funding

GOAL 3 - ENVIRONMENT

To have a balanced respect for our environment and heritage, both natural and built.

Outcome 3.1 Reduced feral animal population in the Shire Key Partners

3.1.1	Continue to work with local farmers to reduce the corella population	Local farmers, DAFWA
3.1.2	Continue support for Central Wheatbelt Biosecurity Association Inc.	CWBA, adjoining shires

Outcome 3.2 Reduced litter and improved ambiance of streetscapes Key Partners

3.2.1	Expand litter maintenance works in the town sites	
3.2.2	Encourage volunteer programs to assist with litter control	
3.2.3	Provide appropriate awards and prizes for excellence in tidy streets	

Outcome 3.3 Improved weed control in the Shire Key Partners

3.3.1	Maintain weed management programs in the Shire	
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Outcome 3.4 Enhanced rehabilitation of reserves Key Partners

3.4.1	Expand gravel pit rehabilitation program	
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Outcome 3.5 Expanded recycling services Key Partners

3.5.1	Promote greater use of DrumMuster	
3.5.2	Education program on what to put in recycle bins	



Streetscape - Johnston St Memorial Park

GOAL 4 - CIVIC LEADERSHIP (GOVERNANCE)

To work together as custodians for now and the future.

Outcome 4.1 Improved communication/consultation across all towns with a variety of methods Key Partners

4.1.1	Continue to engage the community in decision making and a shared responsibility to achieve our goals	Community
4.1.2	Review the Strategic Community Plan regularly through community engagement to ensure it represents the community's interests.	Community

Outcome 4.2 Improved flexibility in and provision of customer service Key Partners

4.2.1	Promote the alternatives for payment options	
4.2.2	Review staff work ethics and promote best practice customer service	
4.2.3	Monitor and develop response times to customer issues	

Outcome 4.3 Improved emergency planning and response Key Partners

4.3.1	Improve the coordination of emergency planning via the Local Emergency Management Committee	
4.3.2	Encourage volunteers to work with emergency service providers	Community
4.3.3	Advocate support for local emergency services	DFES, SJA, State Gvt
4.3.4	Maintain and enhance support for Bush Fire Brigades and volunteers	DFES, volunteers

Outcome 4.4 Strategic alliances to best serve Dalwallinu Key Partners

4.4.1	Develop regional projects with adjoining shires in the Mid-West and Wheatbelt	
4.4.2	Provide services to other Shires e.g. conference facilities	other shires and businesses
4.4.3	Promote advantages of decentralised governance	
4.4.4	Lobby the State Government to highlight the current community of interests serviced and funded by the Shire, and the strategic National Highway location of the town of Dalwallinu	
4.4.5	Strive to ensure "best practice" local governance is maintained	

Summary of Objectives and Outcomes

	Objectives	Outcomes
SOCIAL	To be a progressive and safe community with a high standard of living, valuing acceptance of all people	<ul style="list-style-type: none"> 1.1 Enhanced and expanded medical and other appropriate health services 1.2 Enhanced quality of public amenities and all Shire facilities 1.3 Improved technology and electronic communication 1.4 Improved youth activities and services 1.5 Protected heritage areas and buildings 1.6 Enhanced community meeting areas in each town 1.7 Improved and enhanced playground areas 1.8 Rejuvenated and enhanced recreation precinct and Dalwallinu recreation centre
ECONOMIC	To be a diverse and innovative economy with a range of local employment opportunities	<ul style="list-style-type: none"> 2.1 A growing Shire population 2.2 Additional business development in the commercial and industrial sectors 2.3 Promote tourism and associated business in the area 2.4 Increased housing development 2.5 Improved drainage of stormwater in towns 2.6 Improved road network 2.7 Improved productivity and profitability of agriculture
ENVIRONMENT	To have a balanced respect for our environment and heritage, both natural and built	<ul style="list-style-type: none"> 3.1 Reduced feral animal population in the Shire 3.2 Reduced litter and improved ambiance of streetscapes 3.3 Improved weed control in the Shire 3.4 Enhanced rehabilitation of reserves 3.5 Expanded recycling services
CIVIC LEADERSHIP	To work together as custodians for now and the future	<ul style="list-style-type: none"> 4.1 Improved communication/consultation across all towns with a variety of methods 4.2 Improved flexibility in an provision of customer service 4.3 Improved emergency planning and response 4.4 Strategic alliances to best serve Dalwallinu

How we measure our success

We will use the following two measures to identify how we progress towards our objectives.

Community Satisfaction

As part of the formulation of this plan the community was asked to provide feedback on the importance of services we provide, and the level of satisfaction with the services.

By conducting community satisfaction surveys we will obtain an indication of ongoing community satisfaction levels to guide the prioritisation of the delivery of this plan.

Key Performance Measures

Key performance measures which are able to provide an indication of whether we are meeting our objectives will be monitored and reported. A combination of measures will be developed by the Shire along with a base level and target level for each measure.

An example of some of the measures we may use for each objective is provided in the table below.

	Objectives	Key performance measures
SOCIAL	To be a progressive and safe community with a high standard of living, valuing acceptance of all people	<ul style="list-style-type: none"> § crime rates § community satisfaction levels § number of community events § community participation rates
ECONOMIC	To be a diverse and innovative economy with a range of local employment opportunities	<ul style="list-style-type: none"> § population statistics § number of building approvals § number of business licences § vacancy rates (business and residential)
ENVIRONMENT	To have a balanced respect for our environment and heritage, both natural and built	<ul style="list-style-type: none"> § percentage of waste placed in landfill § feral animal numbers § number of farmers adopting sustainable farming § heritage elements preserved
CIVIC LEADERSHIP	To work together as custodians for now and the future	<ul style="list-style-type: none"> § financial ratios § asset sustainability ratios § employee retention levels § long-term financial viability § volunteer levels § community satisfaction survey results

Integration with other Strategic Plans

The short and long term initiatives of the Strategic Community Plan will be resourced and managed through a 4 year rolling Corporate Business Plan (CBP) which also reflects core business and relevant growth factors. This CBP is supported by a Long Term Financial Plan, a Workforce Plan and a whole of life cycle Asset Management Plan. The Long Term Financial Plan and the Corporate Business Plan are reviewed and updated annually, and the outlined performance measures are included in the Annual Report.

This Strategic Community Plan is reviewed at a desktop level in 2 years time post Local Government election, and the community will be re-engaged within 4 years time to ensure currency and relevance.

All objectives and strategies are planned in good faith recognising that funding options and availability of resources and skills are sometimes a challenge, meaning that services or projects cannot be delivered in desired timeframes. In these instances the community will be advised.



Anzac Day Dawn Service



Opening of Centenary of Anzac Memorial