

2012-2022



# Strategic Community Plan

Shire of Woodanilling

In 2022 the Shire of Woodanilling will be a Shire that is energetic and progressive with a strong connection to its community and environment. It will be a Shire that embraces its independence and encourages the sustainable development of the natural environment through ways that value the cultural heritage and sense of place provided by living in Woodanilling.

**Version 3 – Endorsed – 16 February 2016**



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## Version Control

Version	Summary of Changes	Adoption Date
Version 1	Original document	16 <sup>th</sup> April 2013
Version 2	<ul style="list-style-type: none"> <li>Separation of Strategic Community Plan and Corporate Business Plan and into two separate documents</li> <li>Inclusion of additional explanatory text in accordance with feedback from the Department of Local Government</li> </ul>	12 <sup>th</sup> August 2013
Version 3	<ul style="list-style-type: none"> <li>Desktop review</li> </ul>	February 2016

# Introduction from the Shire President

In August 2010 the State Government introduced the Integrated Planning & Reporting Framework for local government. This accompanied a change in the Local Government Administration Regulations 1996 which now requires a local government to prepare a Strategic Community Plan and Corporate Business Plan.

Each of these plans are to apply to each financial year following the financial year ending June 30 2013.

It is with great enthusiasm that I introduce the Shire of Woodanilling's first Strategic community Plan (SCP). Important aspects of the SCP include that it needs to be long term, a minimum of 10 years, it needs to be developed based on community engagement and needs to be a high level, aspirational overview of where the community would like to see the Shire in the long term.

To develop the SCP, the Shire embarked on a community engagement exercise with community surveys distributed in March 2011 with 11 individual responses, and one group with 25 signatures on it, being received. Council then had a stall at the 2011 "Woody on Display" day held on 8th October 2011. Over 300 people attended this event and provided comments to form the basis for the Plan. A further draft Plan was released for public comment and a public information session was held at the Woodanilling Pavilion on Australia Day, 26<sup>th</sup> January 2013.

The success of the Australia Day information session resulted in 29 further submissions being received. The day was attended by 165 people who had an opportunity to have input into the Plan. The result is a Plan that has significant ownership equally by Council and the Community – once again reinforcing Council's philosophy of "Council and Community – Hand in Hand".

I believe that as a result of this involvement the plan genuinely reflects the aspirations of the people of Woodanilling for their community and would like to thank and congratulate all of those involved in all stages of its development.

As a Council we look forward to the process as the plan is implemented on behalf of the Community and we achieve the resulting benefit for all those who live in and visit Woodanilling.

Cr Russel Thomson  
**Shire President**

# Overview of the Plan from the Chief Executive Officer

One of the biggest challenges for our Shire is to achieve the balance between the management of its resources and its statutory obligations while providing an appropriate level of service to the community. There are many projects and things that need to be done in terms of money, time and resources.

This SCP sets out the major direction for the Council and community over the next 10 years. Council wants the Plan to be practical so that it can be easily implemented. The Shire also wants to ensure that initiatives to be completed represent high community benefit for resources inputted and that its impacts are measurable.

The SCP is underpinned by a Corporate Business Plan (CBP) covering the next 4 years. Both the SCP & CBP are influenced by key informing strategies such as;

- An Asset Management Plan
- Long Term Financial Plan
- Workforce Plan

The Plan will provide a valuable management tool to the Council and its staff and has identified a range of projects which the objective is to complete within the lifespan of the plan. Each project sets out to identify and focus on community links and stakeholder relationships.

Each Work Programme makes provision for listing the actions to be undertaken to implement the programme and when these should be completed. Council will progressively consider these Programmes and the actions and resources needed to implement them.

The Council and its staff are committed to the implementation of the SCP for the benefit of the community of Woodanilling. The objective is to foster and continue to develop the very real sense of community that we have that under pins the strength of the Shire and its residents.

This is the first Strategic Community Plan and it will be reviewed internally in two years' time to see how the implementation of the Plan is tracking, with a whole of community review to be undertaken in four years' time.

I would like to congratulate the elected members, staff and the community on the significant combined effort and commitment of time that has been invested in the preparation of this Plan. I look forward to the next phase as we implement our priority projects to meet the aspirations of our wonderful community.

Belinda Knight

**Chief Executive Officer**

# Our Council Team

## **Cr Russel Thomson**

Shire President

Telephone: 98231549

Mobile: 0419 950 217

Email: [kunmallup@bigpond.com](mailto:kunmallup@bigpond.com)

Term expires 2017

## **Cr Trevor Young**

Deputy Shire President

Telephone: 98231536

Mobile: 0417 950 912

Email: [trejay@bigpond.com](mailto:trejay@bigpond.com)

Term expires 2019

## **Cr Peter Eckersley**

Telephone: 9861 1241

Mobile: 0429 611 241

Email: [peeckers@katel.net.au](mailto:peeckers@katel.net.au)

Term expires 2017

## **Cr Peter Morrell**

Telephone: 9862 5015

Mobile: 0429 625 054

Email: [pjmorrell@bigpond.com](mailto:pjmorrell@bigpond.com)

Term expires 2019

## **Cr Marj Winstanley**

Telephone: 9823 1112

Mobile: 0428 844 586

Email: [marjwin2@gmail.com](mailto:marjwin2@gmail.com)

Term expires 2017

## **Cr Tim Brown**

Telephone: 9823 1115

Mobile: 0418 470 920

Email: [timothy.brown@bigpond.com](mailto:timothy.brown@bigpond.com)

Term expires 2019

# Background

## What is the Strategic Community Plan

The Strategic Community Plan is the overarching document that sets out the vision, aspirations and objectives of the community in the district. It covers a period of at least 10 financial years, and undergoes a desk-top review every two years with a full review every 4 years. It is also important that it be accessible to, and easily understood by, the community and by elected members.

## Woodanilling's Strategic Community Plan

This Strategic Community Plan will guide Woodanilling's decision making through to the year 2022. With key performance areas including Community Facilities and Amenities, Community Wellbeing, Customer Service, Environment, Governance, Law and Order and Roads and Transport, the Shire of Woodanilling is approaching the future with a well thought out direction.

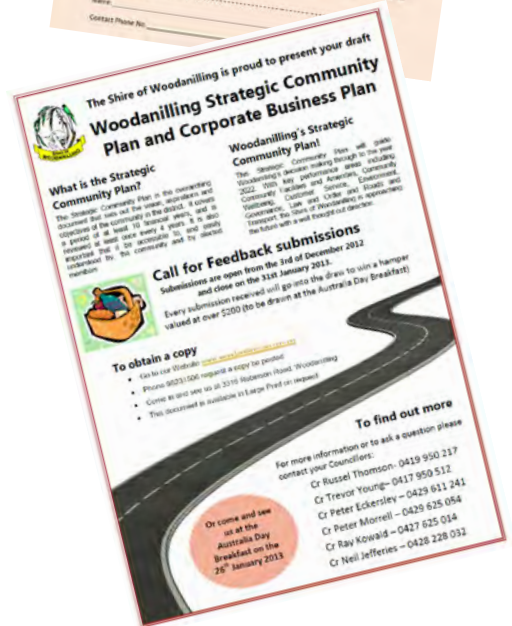
## Community Consultation and Engagement

Developed with a 'ground-up' philosophy, this Plan received significant input from the community. An extensive community consultation process was undertaken including:

- Distribution of community surveys in March 2011. This received 11 individual responses, and one group response with 25 signatures
- Council hosted a stall at the 2011 "Woody on Display" day on 8th October 2011. The event was attended by over 300 people, many of whom provided comments to form the basis for the Plan.
- A further draft Plan was released for public comment and a public information session was held at the Woodanilling Pavilion on Australia Day, 26<sup>th</sup> January 2013.
- Following the Australia Day event a further 29 submissions were received.

## What We've Learned

All information received was collated, evaluated and used to develop the final visions, objectives, strategies and goals of Strategic Community Plan, ensuring the document accurately represents the aspirations of the community.



## Integrated Planning & Reporting

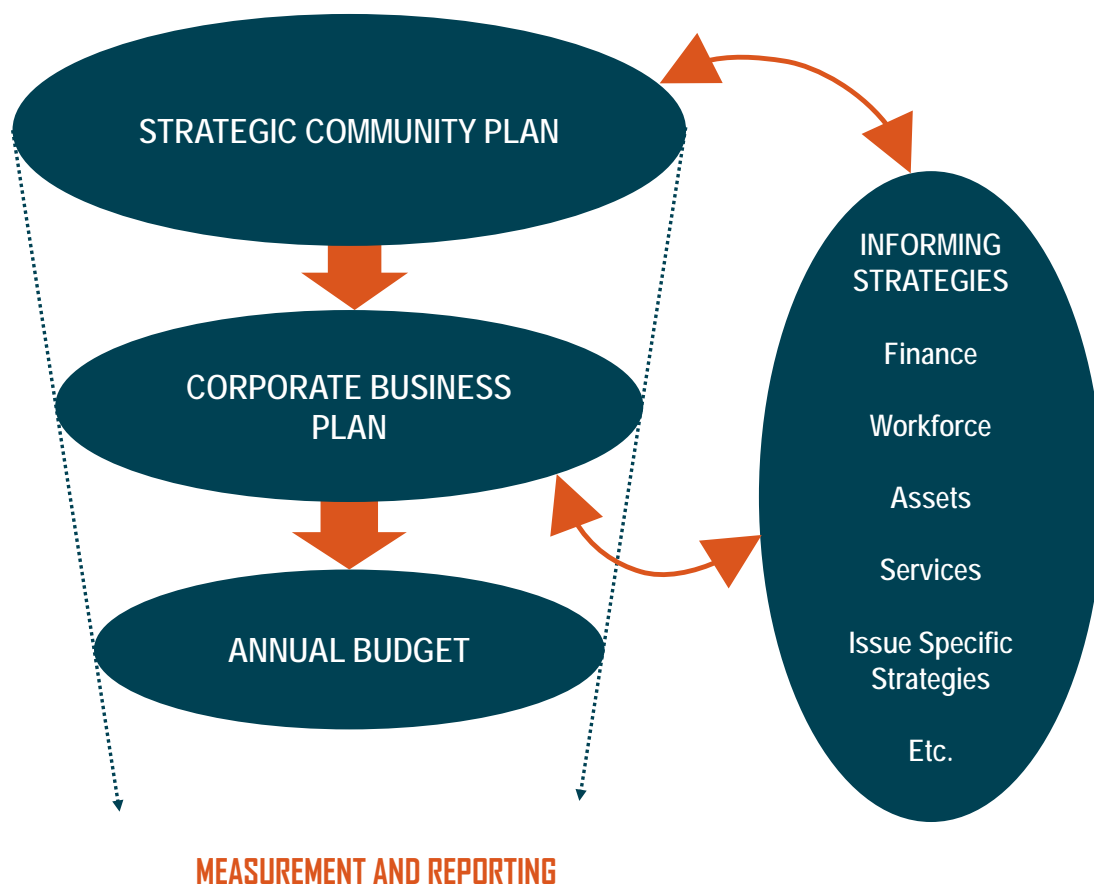
For a number of years now local governments have been required to prepare a Plan for the Future. In August 2010 the Local Government (Administration) Regulations 1996 were amended to better define what comprises a Plan for the Future. This amendment was supported by the State-wide introduction of the Integrated Planning and Reporting (IPR) Framework.

The Plan for the Future comprises the following two key documents;

- **Strategic Community Plan (SCP)** – which is a strategy and planning document that reflects the longer term (10+ year) community and local government aspirations and priorities.
- **Corporate Business Plan (CBP)** - A local government’s internal business planning tool that translates Council priorities into operations within the resources available. In its entirety, it details the services, operations and projects a local government will deliver over a defined period, the processes for delivering these and the associated cost. The Corporate Business Plan may be comprised of Corporate Business Plan Priorities and team operational, technical delivery and financial plans. It is often only the Corporate Business Plan Priorities that are endorsed by Council and publicised to the community.

Importantly, the SCP & CBP are informed by several other key informing strategy documents as follows;

The Shire of Woodanilling has embraced the IPR Framework and has been diligently developing our long term planning documents in line with the framework. A key component of the IPR Framework is community engagement to develop and inform the SCP, which in our case is the consultation process undertaken to achieve this plan.



## Consideration of Shire Resources and Capability to Implement Goals

As part of sound planning principles and to meet regulatory requirements the Shire must consider current and projected available resources when developing the Strategic Community Plan and Activating Corporate Business Plan.

The order of magnitude and reasonableness of achievement of all proposed goals within the SCB were assessed during its development. Goals were only included if it was reasonably foreseeable that they could be achieved. In many cases 'aspirational goals' were set however in doing they were still of a magnitude that could be achieved in the event reasonably foreseeable resources such as grant funding could be secured.

The Long Term Financial Management Plan (LTFP) is a modelling tool to project financial commitments over the next ten years as a means of ensuring financial sustainability. The LTFP is also interlinked with the Forward Capital Works Plan (FCWP) which detail required/ intended long term capital works to achieve given service standards. The FCWP is built on Asset Management principles, considers the whole of life cost of a project and details a prioritised list of works which can be sustainably afforded by the local government in the longer term.

Development of the Long Term Financial Plan involved assessment and net balance of:

- Projected income from rates
- Projected income from operational grants
- Staffing, materials and other resource expenditure required to maintain current operations (business as usual)
- Expenditure required for asset renewal and maintenance
- Proposed projects (capital expenditure and operational expenditure)
- Potential capital funding
- Potential new/ associated income streams and the net profit or loss

Development of the plan involved detailed scenario and contingency planning to achieve a reasonable and realistic forecast and the optimum planned mix of service delivery and future development.

Funding for each project contained within the Corporate Business Plan was assessed as part of development of the LTFP, especially with relation to resource availability.

All projects within the Corporate Business Plan are included in the Long Term Financial Plan. As part of the assessment process prioritisation was undertaken to maximise delivery of outcomes within the available resources. The prioritisation took into account:

- The relative merits and level of benefit of each proposed project;
- Identification of funding streams that are adequate and sustainable;
- Ensuring allocated resources are directed toward the purpose they were originally intended for;
- Considering value for money; and
- That each project did not compromise existing service delivery or projects unless a deliberate reprioritisation was undertaken.

Please see the Long Term Financial Plan, Corporate Business Plan and Forward Capital Works Plan for further information.



## Implementing and Monitoring the Strategic Community Plan

The SCP is a strategic document which identifies the vision objectives, strategies and goals to be implemented to achieve the community's aspirations.

The SCP is implemented through the Corporate Business Plan. The Corporate Business Plan references the goals within the SCP and identifies and prioritises the projects to be achieved in the coming four years to achieve these goals.

Ongoing implementation of the CBP is considered formally by the CEO, Senior Management and Council:

- In conjunction with review and setting of rolling plans such as the long term financial plan and asset management plan
- When developing the annual operational budget
- When developing annual operational project plans

The Shires CEO is responsible for project management oversight of all projects within the CBP with appropriate delegation of tasks to staff members to complete sub-tasks. In undertaking integrated project management the CEO will:

- Consider resource and other factors to schedule project start and finish times
- Determine the best resources to use for each project (this can include internal staff, consultants and contractors)
- Initiate projects as required and monitor the completion of each stage
- Delegate to staff to complete sections of projects as required
- Supervise staff, consultants and contractors engaged in project work
- Finalise and evaluate projects

Operational achievement of the plans goals are considered by the CEO and Senior staff as prioritised projects are implemented. Council are also briefed on achievement of projects by the CEO as required on a regular basis.

## Adoption, Consultation and Review of the Strategic Community Plan

The CBP was first adopted in April 2013 by an 'absolute majority' vote of Council, as required by regulation.

The plan will be subject to a desktop review every two years and a full 'community review' every four years.

In regional communities like Woodanilling, the most appropriate form of consultation can vary depending on the scope of the issues and the timing of the consultation. For example public meetings are generally not scheduled during the local crop harvest as a large section of the population are unable to attend.

Given the importance of the plan to the community and the opportunity for community members to provide significant and important input, the exact timing of the review and form of community consultation will be tailored to meet the needs of the community. Consultation during four year review is likely to include public meetings, focus groups a community survey and direct consultation of their constituents by Councillors whose core role is to represent the community.

Each time a new plan is to be adopted following review, a minimum of 14 days public notice is given prior to council considering adoption of changes (at a formal meeting of Council). This notice is in the form of prominent notification in the announcements section of the Shires website. Copies of the proposed new plan containing

the amendments are made available from Councils administration centre. Also available are copies of the council meeting 'agenda item' detailing the proposed changes.

The plan includes a 'version control' section which details the changes made in each review as well as the adoption date. The version number and adoption date are included on the front cover of each plan.

## Key Statistics

The following information provides an overview of key statistics relating to the Shire;

Geographic Statistics	Woodanilling
Distance from Perth by Road (RAC 2013)	293km
Distance from Perth by Air (Google Earth 2013)	235km
Area (km <sup>2</sup> , Shire website)	1,126km <sup>2</sup>



Population Statistics	2013
Population (ABS)	464
Estimated Indigenous Population (ABS)	1.2%
Number of Dwellings (ABS)	204
Number of Dwellings (Occupied, ABS)	156
Occupancy Rate (Calculated)	76.5%

Economic Statistics	2011
Median Weekly Household Income (ABS 2011)	\$909
Median Weekly Rent (ABS 2011)	\$92
Total Labour Force (ABS 2011)	211
Percentage of Work Force in Predominant Industry [Farming] (ABS 2011)	43%

Rating & Income Statistics	2013	2015
Rateable Properties (Shire Website 2013)	351	402
Rateable Value (2012/13 Budget)	\$100,692,202	\$100,199,000
Predominant Minimum Rate (2012/2013 Budget)	\$270	\$300
Total Rates Levied (2012/13 Budget)	\$576,453	\$617,895
Total Revenue (2012/13 Budget)	\$1,302,395	\$2,309,052

Organisation Statistics	2013	2015
Number of Employees (2011/12 Budget)	21 FTE	19 FET

## Woodanilling's Vision

In 2022 the Shire of Woodanilling will be a Shire that is energetic and progressive with a strong connection to its community and environment. It will be a Shire that embraces its independence and encourages the sustainable development of the natural environment through ways that value the cultural heritage and sense of place provided by living in Woodanilling.

### Woodanilling's Values

In dealing with individuals, landowners, the community and organisations the Council will:

- Be fair;
- Be honest, open and accountable;
- Respect the views and rights of individuals and groups;
- Be receptive as everyone in the community counts;
- Will recognise the increased awareness that a small community brings;
- Will provide an atmosphere of energy, excitement, optimism and positiveness; and
- Will facilitate group discussion and help to overcome stumbling blocks and conflict.

## Woodanilling's History

The Shire of Woodanilling is situated on the south-western edge of the Wheatbelt region in the Central Great Southern region of Western Australia. It covers an area of approximately 111,769 hectares and is located almost half way between Perth and Albany. It is linked by the Great Southern Railway line which was an important transport route for the early colony.



At first the area was an outpost for York settlers wishing to expand their influence and later by other pastoralists, sandalwood harvesters, and farmers. Now the land is utilised for crop production, as well as sheep and cattle production.

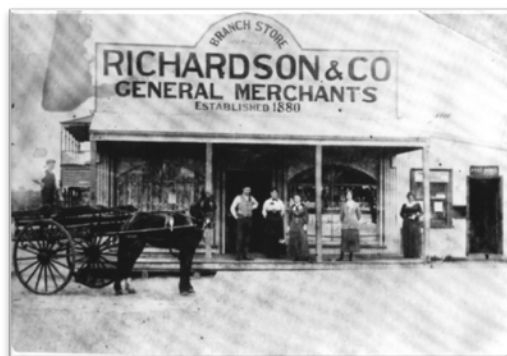
The Shire is within the boundaries of the Blackwood River Catchment. Within the Shire the catchment gives rise to a number of lakes and many seasonal water courses. Prior to the 1940s these lakes were relatively fresh and supported a diverse variety of vegetation and animal life but with extensive clearing of native vegetation to allow for agricultural development, these lakes are now saline. With the removal of naturally occurring vegetation, the hydrology of the region has changed dramatically. Ground water is rising through the subsoil to the surface, transporting salts contained within the soil profile with it. Increasing salinity within soils and water bodies is now a major problem throughout the Wheatbelt.



Following settlement in 1827 exploration of the "interior" was soon initiated. The Woodanilling District was first explored by Europeans in 1830/31, when Captain Thomas Bannister led the first overland expedition from Perth to King George III Sound. Governor James Stirling, accompanied by Surveyor General John Septimus Roe visited the areas Bannister had explored in 1835. Governor Stirling revisited the area with Alfred Hillman in 1837. Further exploration of the area was undertaken in 1843 by Henry Landor and Henry Maxwell Lefroy while searching for a large inland sea said to exist south-east of York. The lake they found,

with the help of Aboriginal guides, is approximately 40 kilometres north-east of Woodanilling and was called Dambeling by the Aborigines. This was later changed to Dumbleyung by early European settlers (Woodanilling Community Profile).

The pastoral industry spread rapidly in the early years and the frontier reached Woodanilling between 1840 and 1880. The construction of the Perth/Albany Road in the early 1850s brought the fine grazing lands in this region to the attention of many pastoralists, who took up leases while retaining their permanent properties at places like York. One of the first to graze sheep in the area was Elijah Quartermaine around 1850/51. Another pioneer to take up the early leases was Edward Hammersley who took up 10,000 acres in 1852. The Woodanilling area was also a rich source of sandalwood and for many early settlers it was a valuable source of income while they were establishing their homesteads (Woodanilling Community Profile). Wheat farming commenced in the Woodanilling area in the 1890s.



In 1884 a contract was signed to construct a railway line from Beverley to Albany. The line was completed in 1889 and Woodanilling was selected as a station on the rail route. In 1892 Woodanilling was gazetted as a town site and developed into a service centre for the surrounding farms.

The population of the Shire of Woodanilling remained reasonably stable between 1981 (420), 1991 (434), 1995 (395), 1996 (354), 2001 (382), 2006 (418), and 2010 (464).

## Woodanilling - The Place Now

Woodanilling is one of the small rural communities who are going against the trend by continuing to have a growing population. Woodanilling has many natural assets and Hidden Treasures”, delivering a unique and affordable lifestyle for its community and located approximately 2 ½ hours from Perth, Bunbury or Albany, Woodanilling is expected to double in population by the year 2022.



## What Will Woodanilling Look Like In 2022?

By 2022, approximately 600 people will call the Shire of Woodanilling home. With a commitment to the Woodanilling Strategic Community Plan, Council will be working closely with the community to identify their needs, delivering regular community forums to encourage dialogue and enhance the operations of local community groups.

With a changing and possibly ageing population, Woodanilling will deliver a diverse range of housing and land options. Regional planning opportunities will have been identified, and the Shire of Woodanilling will have established strong partnerships with relevant stakeholders. Focus on our village atmosphere, and rural living will have evolved by 2022, with a vibrant town centre and streetscape in place, and strong support for our farming community.

By 2022, Woodanilling’s assets and infrastructure will have been managed to cater for a growing community. The evolution of the Woodanilling Recreation Precinct will take pride of place within a vibrant and diverse sporting community. Road networks will be addressed according to the changing needs of transport users to ensure our roads are safe for all classes of users.

With a focus on economic development, Shire staff will formulate an innovative strategy document for Woodanilling’s town centre# and opportunities will be investigated for the promotion of the Shire. Additional land# for industrial and commercial investment will have been identified, and Woodanilling will make the most of the National Broadband Network.#

Woodanilling’s excellent range of parks and gardens will be maintained in a good state for all users and new areas for both active and passive recreation development will have been identified and implemented. Community pride in our facilities will continue to be encouraged and support and recognition of and for volunteers will take precedence to ensure burn-out does not occur.

Council will strive for continuing improvement in customer service for its clients by way of engaging with its community to ensure needs are being met to the best of our ability.

Council’s close association with Landcare will continue and support of Landcare projects will remain a high priority. Land use planning will be addressed to support environmentally sustainable management into the future.

Although the year 2022 will see a bigger Woodanilling, the Shire will have managed the population change carefully, and the area’s natural assets considered with every decision. Having moved into the year 2022 with a philosophy of environmental responsibility, the Woodanilling community will cherish natural resources to the benefit of the locality.

# - Note significant work has already commenced on these items in the form of the Town Centre Enhancement Plan, staged land release in conjunction with Landcorp, and the roll-out of the National Broadband Network (due for completion in Woodanilling in 2013).

# Desktop Review Changes

The desktop review identified that in order for the strategies to hold more meaning for both Council and Community, they would be separated into the following priorities:

Priority	Definition
Short term	In the current 4 year term of the Strategic Community Plan
Medium Term	In the next 4 year term of the Strategic Community Plan
Long Term Aspirational	As relevant to opportunity, affordability, funding, community need or appetite
Ongoing	An ongoing priority and progressed as affordability and opportunity allows
No Longer Relevant	This strategy is no longer relevant in the statutory or climatic situation, or the project has been completed

Each theme has been broken into these 5 categories for ease of reference.

# Our Themes & Objectives

These are the areas that have been considered a priority for Council, and programs will be evolved from these:

## Social

### Community Facilities & Community Well Being

- To provide facilities and amenities that meet the communities needs and expectations within Council's ability to fund from rates and external sources
- To ensure access to high quality facilities and services that the community is proud to use and promote.
- To deliver a quality of life to our residents that is based upon sound environmentally sustainable principles and is socially productive & growing.

## Environment

- To protect and enhance the key natural and cultural assets of the Shire.

## Civic Leadership

### Law and Order, Customer Service & Governance

- To attract and retain quality Councillors and Staff.
- To have Councillors who are trained and qualified in their roles and responsibilities
- Within the scope and ability of the Council, provide a safe and crime free community.
- To be responsive to the expectations of our clients and users in the area of customer service
- To promote excellence in customer service.

## Economic

### Roads & Transport

- To maintain a quality road transport network which is safe and accessible to all users.

# Theme 1: Social

## Community Facilities

### VISION

- To provide facilities and amenities that meet the communities needs and expectations within Council's ability to fund from rates and external sources
- To ensure access to high quality facilities and services that the community is proud to use and promote.

### OBJECTIVES

- Enhance the lifestyle of residents through their participation and achievement in sport and recreation (See also Woodanilling Local Recreation Plan – Aug 2003)
- To make our Community a place where people want to come, stay and grow

### STRATEGIES

- Future development of facilities is to be continually monitored, progressed and supported where appropriate by various funding sources and by submitting planned and comprehensive capital works programs bids are required
- To ensure our facilities are maintained to a suitably functional standard



### Short Term

<b>CF.2</b>	Secure water supply to ensure self-sufficiency for town oval, parks & public areas (non-potable water) Test	<b>CF.5</b>	Integrated waste management including implementation of adopted Landfill Environmental Management Plan recommendations
<b>CF.6</b>	Sponsorship Program for Local Sporting Heroes – Jan 2013 inaugural Sports Star of the Year Award	<b>CF.9</b>	Complete oval lighting within 5 years to Australian Standards for training
<b>CF.10</b>	Community Housing – development of social and affordable housing, including housing for the well aged	<b>CF.12</b>	Develop and implement upgrade plan for Woodanilling Cemetery that is sensitive to denominational and indigenous groups

### Long Term Aspirational

<b>CF.8</b>	Queerarrup Lake development to secure water in lake for recreational use	<b>CF.11</b>	Implement bike / walking path network to connect the town to Whispering Winds and Caravan Park
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## Ongoing

<b>CF.1</b>	Implementation of adopted Town Centre Enhancement Plan recommendations	<b>CF.3</b>	Ongoing support for regional facilities that meet the needs of the local community
<b>CF.7</b>	Men's Shed – secure building, form Group & on-going support	<b>CF.13</b>	Continue the development of the Woodanilling Recreation precinct to ensure all recreation needs are met

## No Longer Relevant

<b>CF.4</b>	Develop a Youth Bike Area within five years – suitable for motorbikes		
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# Theme 1: Social

## Community Well-Being

### VISION

- To deliver a quality of life to our residents that is based upon sound environmentally sustainable principles and is socially productive & growing

### OBJECTIVES

- To support the delivery of programs and initiatives that foster community spirit and harmony
- To ensure that our community is accessible for people with disabilities, their families and carers (Woodanilling Disability Access Inclusion Plan 2010)

### STRATEGIES

- By supporting community projects that have direct benefit to the well-being of our community – example Woody on Display
- Disability Access and Inclusion Plan (DAIP) – Advocate to local businesses and tourist venues the requirements for, and benefits flowing from, the provision of accessible venues

#### Short Term

<b>CW.2</b>	Establishment of a Community Well Being Fund to provide financial support for events that directly benefit the well-being of the local community	<b>CW.3</b>	Expand Fire Awareness (see also Law & Order – Fire Management Plan)
<b>CW.11</b>	Develop Community Pride programs that are reflected by the high standard of maintenance and development of private properties within the town		Test

#### Medium Term

<b>CW.1</b>	Develop Community Initiative Programs to ensure active community participation and volunteering	<b>CW.10</b>	Ensure significant heritage buildings and places under Councils care and/or ownership are preserved and where possible restored
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#### Long Term Aspirational

<b>CW.6</b>	Encourage Community Training: business, Life & Social by acting as a conduit for the community and training providers	<b>CW.8</b>	First Aid Post to be established subject to support from service providers
<b>CW.7</b>	Good Health Access: -HACC -Doctor / Nurse Practitioner	<b>CW.12</b>	Encourage programs, activities and/or facilities that promote tourism to assist with the sustainability of local

	-Seminars -Age Friendly Plans -Programs & Services (Ageing in Place)	businesses
<b>CW.9</b>	Encourage the establishment of new businesses by providing a link to available resources, incentives and possible physical structures	

### Ongoing

<b>CW.4</b>	Co-ordinated Community Calendar that is owned and used by the community	<b>CW.5</b>	Australia Day Breakfast – to ensure continued patronage by community
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# Theme 2: Environment

## VISION

- To protect and enhance the key natural and cultural assets of the Shire

## OBJECTIVES

- To understand the need to protect the natural and cultural values for present and future generations
- To ensure our natural resource management (NRM) decisions and aims are in reference to the Wagin Woodanilling Landcare Zone Action Plan

## STRATEGIES

- By co-operative management and empowering community involvement, while allowing for ecologically sustainable activities



### Medium Term

<b>EN.1</b>	Restore and protect natural environment and landscape by protecting landscapes and remnant bushland	<b>EN.2</b>	Protect landscapes and remnant bushland
<b>EN.4</b>	Protect built environment and resources by reducing water and no-water threats	<b>EN.5</b>	Protect and sustainably use natural resources
<b>EN.6</b>	Increase capacity of community to implement NRM and Improve NRM information		

### Ongoing

<b>EN.3</b>	Protect / restore flora and fauna		
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# Theme 3: Civic Leadership

## Law & Order

### VISION

- Within the scope and ability of the Council, provide a safe and crime free community

### OBJECTIVES

- To increase public awareness and empowerment of the community's role in crime prevention, animal control and fire management

### STRATEGIES

- By the development of a Crime Prevention Plan through consultation and information sharing with the community and relevant authorities



### Short Term

<p><b>LO.2</b> Implementation of Fire Management Plan adopted recommendations including, but not limited to:</p> <ul style="list-style-type: none"> <li>-Policies</li> <li>-Committee</li> <li>-Consideration of Town Brigade</li> </ul>	<p><b>LO.4</b> Local Laws:</p> <ul style="list-style-type: none"> <li>-Dividing Fences</li> <li>-Dogs</li> <li>-Collaboration with 4WD VROC</li> </ul>
<p><b>LO.6</b> Local Emergency Management to ensure preparedness for local emergencies</p>	

### Medium Term

<p><b>LO.1</b> Implement adopted recommendations from Woodanilling Crime Prevention Plan</p>	
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### Ongoing

<p><b>LO.3</b> Animal Control – resource sharing for dog, cat and other animal control and ranger services</p>	
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### No Longer Relevant

**LO.5** Off road recreation area (see also CF.4)  
test

# Theme 3: Civic Leadership

## Customer Service

### VISION

- To be responsive to the expectations of our clients and users in the area of customer service
- To promote excellence in customer service

### OBJECTIVES

- To observe the service standards in the Woodanilling Customer Service Charter (2010)
- To build confidence, support and satisfaction in service delivery by increasing and developing communication channels with the whole community

### STRATEGIES

- By ensuring elected members and staff are supported by ongoing professional development, and the maintenance of their professional standards
- An awareness of community views and listening to our community and being responsive



**Short Term**

<b>CS.2</b>	Understanding and use of industry innovations to enable improvements in customer service for all areas of the Shire	<b>CS.3</b>	Ensure quality decision making by Council is supported by good policies, procedures and legislation
<b>CS.5</b>	Ensure adequate staffing resources are provided to meet statutory requirement and customer expectations		

**Ongoing**

<b>CS.4</b>	Embracing the Use of new technology to deliver services	<b>CS.6</b>	Enhance the image of the Shire and establish a relationship with the public to reflect credibility on the organisation
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**No Longer Relevant**

<b>CS.1</b>	Ensure all staff are provided the opportunity to attend relevant training	<b>CS.7</b>	Ensure that at all times the Council staff are performing at the highest
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and personal development  
opportunities

achievable standard in the execution of  
their duties



# Theme 3: Civic Leadership

## Governance

### VISION

- To attract and retain quality Councillors and Staff
- To have Councillors who are trained and qualified in their roles and responsibilities

### OBJECTIVES

- To promote continual improvement that is supported by efficient and effective governance structures and processes
- To ensure community consultation is carried out in a manner that bridges the gap between what the community expect and what the Council can deliver

### STRATEGIES

- By ensuring legislation is used to effectively enable quality decision making



### Short Term

<b>GO.1</b>	Implementation of Standing Orders Local Law	<b>GO.6</b>	Preparation of relevant local laws as determined by community needs
<b>GO.8</b>	Councillor resourcing to ensure high level of compliance, ethics, skills & knowledge	<b>GO.10</b>	Implementation of community consultation process that link the Council and the community to ensure open and accountable government

### Medium Term

<b>GO.3</b>	Councillor for a Day program – support innovative ideas to encourage community participation in Council elections	<b>GO.7</b>	Elected members training including consideration of Company Directors Course
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### Long Term Aspirational

<b>GO.2</b>	Preparation of Land Use Strategies for town and rural areas		
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### Ongoing

<b>GO.4</b>	Financial management Plan – implementation and regular reporting on long term plan	<b>GO.9</b>	Asset Management Plan
<b>GO.11</b>	Corporate Risk Management Plan		

**No Longer Relevant**

<b>GO.5</b>	Workforce Plan – completed and reviewed		
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# Theme 4: Economic

## Roads & Transport

### VISION

- To maintain a quality road transport network which is safe and accessible to all users

### OBJECTIVES

- Road Maintenance – to maintain roads in accordance with Council's adopted Road Asset Management Plan (Sept 2010)
- Road Construction – to construct roads in accordance with Council's adopted 5 Year Forward Capital Works Plan (Dec 2010)
- To identify future transport needs

### STRATEGIES

- Road Maintenance – by carrying out maintenance in accordance with the Maintenance Standards set out in the Road Asset Management Plan



### Short Term

<b>RT.1</b>	Develop 10 year plan for all Priority 1 roads as per the Road Asset Management Plan	<b>RT.2</b>	Rural intersection program: -Local Black Spot / Grey Spots
<b>RT.3</b>	Develop 10 year Drainage Plan, including culverts, floodways, bridges and open drains	<b>RT.5</b>	Review of Road Asset Management Plans, including road hierarchy

### Long Term Aspirational

<b>RT.6</b>	Identify opportunities to increase plant utilisation	
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### Ongoing

<b>RT.4</b>	Advocacy for Regional & State based transport systems	
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### No Longer Relevant

<b>RT.7</b>	Review of Forward Capital Works Plan	
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# Other Plans and Informing Strategies

## Informing Strategies

### What are they?

- Informing Strategies, particularly asset management, long term financial planning and workforce planning, tell the local government how capable it is of delivering the services and assets required by the community, and
- Informing Strategies about specific issues, e.g. Community Safety Strategies and Disability Support Strategies, or Major Infrastructure/Works Strategies, also assist the local government to deliver the services, assets and projects required by the community.

### What do they do?

- Informing Strategies allow a local government to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations, and
- Informing Strategies can inform other strategies, be informed by other components and be continually developed after other components are finalised.
- As Informing Strategies are generally managed separately to the Corporate Business Plan, local governments can explore options and pursue innovative solutions to resourcing issues.

## Strategies with Major Interconnection

The Shire of Woodanilling Strategies which are interconnected with and have the most impact on this plan are the Asset Management Plan, Workforce Development Plan and Long term Financial Plan respectively.

## **Corporate Business Plan**

The Corporate Business Plan 2012-2022 is the Shire of Woodanilling's service and project delivery program aligned with achievement of the priorities set in the Shires 'Strategic Community Plan' (SCP).

The purpose of the Corporate Business Plan (CBP) is to identify the projects and activities required to be achieved as well as capital resourcing and completion timeframes.

The CBP does this by analysis and integration of:

- Council's consideration and prioritisation of SCP goals to most effectively and efficiently achieve the community's short, medium and long term aspirations.
- Existing operational plans, priorities and external factors impacting on resourcing.
- Elements of services and business area plans required to achieve the objectives.

The document is a rolling plan, reprioritised each year to identify projects to be completed within the coming four years. As some projects are implemented over a number of years, where those projects commence in a given plan's four year period, they are included.

## **Asset Management Plan**

The Asset Management Plan details the short, medium and long term requirements to maintain, renew and develop new assets as part of providing for the needs and aspirations of the community. The Shires Asset Management Plan is a comprehensive, self-contained document. Many projects within the CBP involve either maximising use of existing assets, creation of a new asset or community service delivery utilising an existing asset. The difference between the two documents is that the Asset management plan contains provisions to manage all Council Assets where the Corporate business Plan contains a number of projects to achieve goals and some of these projects utilise or improve on council Assets.

The Asset Management Plan is informed by the Corporate Business Plan and is updated annually as the CBP is updated and as required as major projects are completed.

## **Workforce Development Plan**

The Shires Workforce Development Plan:

- Identifies the number of employees and the types of employee skill sets required to meet the organisations goals, strategic objectives and delivery requirements into the future.
- Identifies the organisations strategies and actions for attracting, retaining and developing required employees.

Similar to the relationship with the Asset Management Plan, the CBP utilises skills of employees to achieve projects and contains projects which are referenced in the workforce development Plan. The Workforce Development Plan is updated annually as the CBP is updated and as required as major projects are completed.

## Long Term Financial Management Plan

The Long term Financial Management Plan is a modelling tool to project financial commitments over the next ten years as a means of ensuring financial sustainability.

Identification of funding for all projects within the Corporate Business Plan is included in the Long Term Financial Plan.

## Supporting/ Other Interrelated Strategies

The following section details strategies and resource plans that were reviewed during the development of this Corporate Business Plan and impact its development and achievement.

## Great Southern Resource Plans - Local and Regional

Name of Plan	In-house file ref	Author of Plan	Author Location
<b>RDA Regional Plan 2010- 2020</b>	To be launched on 15 April 2011	Regional Development Australia - Great Southern	Albany
<b>Plan for the Future 2009-2014</b>	4.1.39	Shire of Woodanilling	Woodanilling
<b>5-Year Forward Capital Works Plan 2010-11 to 2014-15</b>	3.2.1B	Shire of Woodanilling (with Haynes Norton)	Woodanilling
<b>Woodanilling Heritage Interpretation Plan June 2007</b>	11.3.1	Kulbardi Hill Consulting	Albany
<b>Woodanilling Tourism Plan May 2007</b>	13.1.9	WHAT Focus Group & Liz Jack Centre of Sustainable Tourism Denmark	Woodanilling
<b>Great Southern Regional Water Plan (under construction)</b>	13.5.4	Dept of Water and other stakeholders	Albany
<b>Water Management Plan</b>	13.5.4	Rural Towns Program	Woodanilling
<b>Hidden Treasures Marketing Plan 2011-2015</b>	13.1.9 Doc. 11063	Hidden Treasures tourism group	Woodanilling & 7 other shires
<b>Heritage of Endeavour - Tourism drive trails of the Central Great Southern 2005</b>	13.1.9 Hardcopy only	Great Southern Development Commission & Murdoch University students	Albany
<b>Vital Volunteering 2011-2016</b>	13.1.11	Dept for Communities	Perth
<b>Disability Access &amp; Inclusion Plan 2011 - 2016</b>	7.1.5	Shire of Woodanilling with Disability Services Commission	Woodanilling
<b>Community Safety &amp; Crime Prevention Plan - Feb 2012</b>	5.3.6	Shire of Woodanilling	Woodanilling

<b>Name of Plan</b>	<b>In-house file ref</b>	<b>Author of Plan</b>	<b>Author Location</b>
<b>Fire Management Plan – Townsite of Woodanilling - Mar 2012</b>	5.1.14	Thomson McRobert Edgeloe (Geoffrey Lush)	Woodanilling
<b>Local Emergency Management Arrangements</b>	5.3.5 Doc. 10733	Shires of Katanning, Woodanilling & Kent	Katg, Woody & Kent
<b>Landfill Environmental Management Plan - Oct 2010</b>	10.1.1 & 10.1.1W	Bowman & Associates Reviewed by IW Projects May 2012	Perth
<b>Woodanilling Local Recreation Plan - Jun 2003</b>	11.1.16	Lesley Solley & Associates for Department Sport & Recreation	Albany
<b>Woodanilling Town Centre Enhancement Plan - February 2012</b>	11.1.8	Lynne Farrow & Juliet Albany for GSDC.	Albany
<b>Records Management Plan Sept 2009</b>	4.2.18	Shire of Woodanilling	Woodanilling
<b>Road Maintenance – Asset Management Plan - Sept 2010</b>	12.1.1	Shire of Woodanilling	Woodanilling
<b>10 Year Building Asset Management Plan - Feb 2012</b>	2012/13 Budget	Shire of Woodanilling	Woodanilling
<b>10 Year Plant Replacement Plan Feb 2012</b>	2012/13 Budget	Shire of Woodanilling	Woodanilling
<b>Aged Housing Regional Plan 4WD VROC 2011</b>	8.1.5	Shire of Williams for 4WD	Williams
<b>Wagin/Woodanilling Landcare NRM Action Plan</b>	4.1.39A	Zone Committee	Wagin & Woodanilling
<b>4WD(L) VROC Strategic Plan 2010/11 – 2013/14</b>	4.1.33C	4WD(L)	Dumbleyung, Wagin, Williams, West Arthur, Woodanilling & Lake Grace
<b>Woodanilling Workforce Plan Dec 2012</b>	4.1.39A	Shire of Woodanilling	Woodanilling
<b>Woodanilling Asset Management Plan (under construction)</b>	4.1.39A	OPUS	Perth
<b>Woodanilling ICT Plan (under construction)</b>	4.1.39A	Strategic Teams	Perth
<b>Woodanilling Long Term Financial Plan (under construction)</b>	4.1.39A	CEO	Woodanilling





