



**STRATEGIC
COMMUNITY
PLAN**

2012 - 2022

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President's Message



The Shire of Meekatharra Strategic Community Plan maps out our vision and represents a clear direction for the next ten years.

The Plan will serve as the key strategic planning tool and it contains the primary aims, strategies and priorities to advance the Shire's vision of "A Place of Opportunities, A Place of Prosperity".

My thanks go to the members of the community who played a vital role in providing the input and ideas via workshops, one to one meetings and responding to a questionnaire. Elected member input needs to be recognised, which revealed a close alignment with the community's aspirations.

In implementing this Plan and maintaining its relevance through regular reviews, the objectives of the Strategic Community Plan will be effectively delivered by working in partnership with the community, other Shires, State and Commonwealth Governments, and the private sector.

Shire President

Introduction

All local governments in Western Australia are required to plan for the future under section 5.56(1) of the Local Government Act 1995. The regulations that govern the integrated strategic planning framework now require all local governments in Western Australia to develop and adopt two key documents by 30 June 2013, a Strategic Community Plan, driven by a robust Community Engagement Strategy, and a Corporate Business Plan.

The Department of Local Government has also provided an Integrated Planning and Reporting Framework to assist local governments in meeting their strategic planning responsibilities, which includes establishment of a successful integrated strategic planning process. The Strategic Planning Framework outlines the method to achieve a sustainable local government through adopting a holistic approach to planning and reporting. It involves improving integration of various statutory planning and reporting processes undertaken by the local government through streamlining business and reporting processes with the involvement of the community.

The Integrated Strategic Planning Framework consists of the following elements:

1. Strategic Community Plan – 10 year Plan
2. Corporate Business Plan – 4 year Plan, reviewed annually
3. Annual Budget – 1 year Plan, reviewed annually
4. Informing Strategies – including Long Term Financial Management Plan, Asset Management Plan and Workforce Plan.
5. Annual Report published each year to report to the community the overall progress of the Strategic Community Plan and the annual budget.

Key Components of a Strategic Community Plan

Under the new guidelines, it is essential that the Strategic Community Plan:

1. Is for a minimum of 10 years
2. States community aspirations, vision and objectives
3. Is developed or modified and documented through community engagement
4. Considers the current and future resources capacity, demographic trends and strategic performance measurement
5. Is adopted or modified by an absolute majority of Council

Strategic Community Plan Review

It is also required that:

1. A desktop review of the Strategic Community Plan is to be scheduled for 2 years from when it is adopted; and
2. A full review of the Strategic Community Plan is to be scheduled for 4 years from when it is adopted.

Advisory Standards of Compliance for Strategic Community Plan

The legislation also provides three advisory standards of compliance for Strategic Community Plan. The standards are a measure of evaluating a local government's level of integration of its operations geared towards achieving community outcomes. These advisory standards also provide additional guidance for the local government to better link all its plans for achieving excellence in service delivery.

The three standards are outlined in the Department of Local Government Integrated Planning and Reporting Framework guidelines. The basis standard is to be achieved by all local governments in Western Australia by 30 June 2013. The Shire of Meekatharra will meet this standard by achieving the following requirements:

1. Adopting the Shire of Meekatharra Strategic Community Plan and Community Business Plan that meets all of the regulatory requirements
2. Adopts a Community Engagement Policy
3. Community Engagement has involved at least 10% of residents and is conducted by at least 2 documented mechanisms.

Informing Strategies

Under the Department of Local Government Integrated Planning and Reporting Framework guidelines the Informing Strategies are shown as Long Term Financial Plan, Asset Management Plan, Workforce Plan and Services Plans. The Strategic Community Plan will be supported by these Plans. The Strategic Community Plan provides the road map for the future, the vision, through identifying the Shire's and the community's aspirations for the future whereas the Long Term Financial Plan and the Workforce Plan outlines availability of resources to achieve the vision supported by an asset base described in the Asset Management Plan.

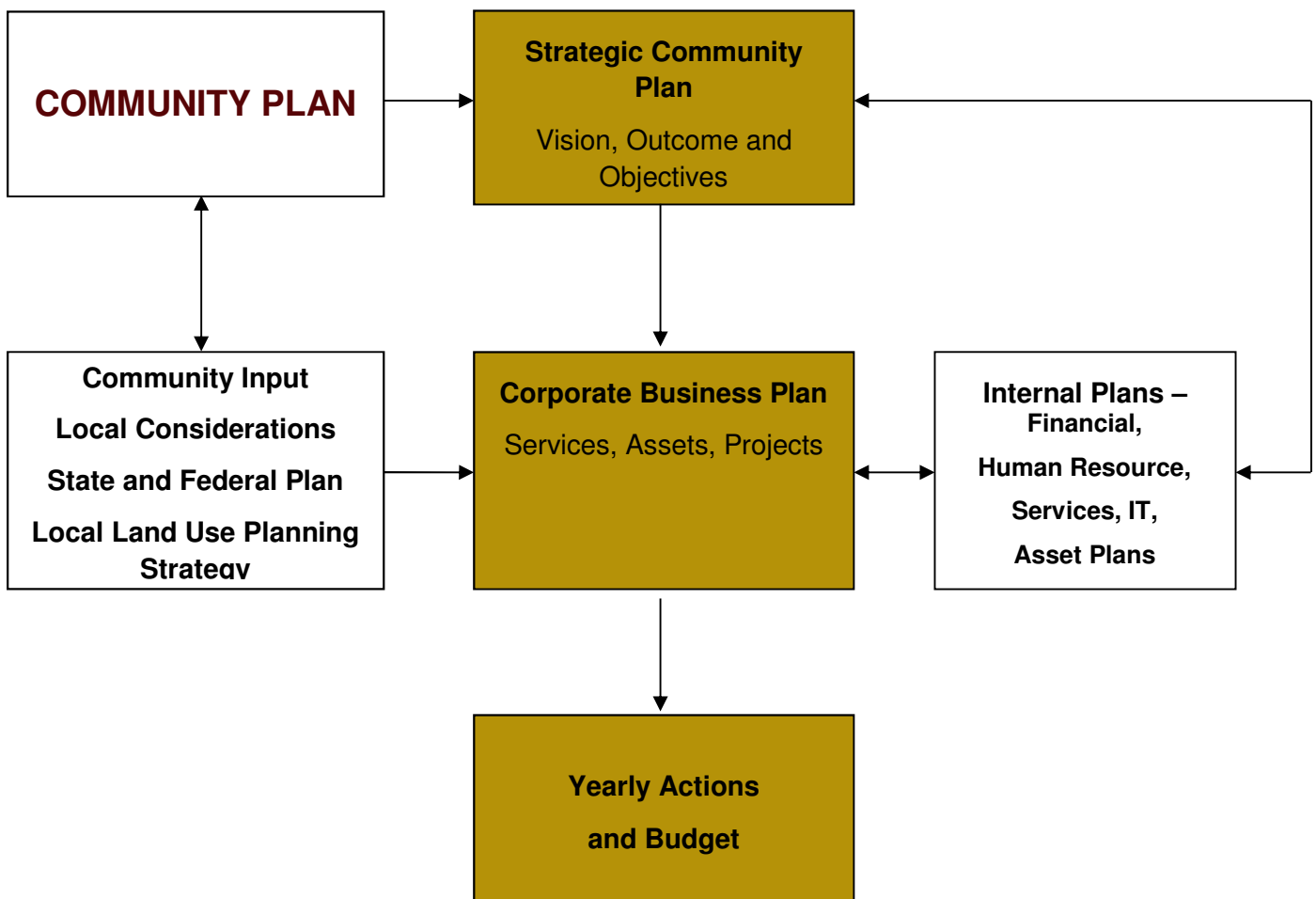
Our Strategic Community Plan

Our Strategic Community Plan (SCP) is a Council visionary document for the next 10 years, based on community input and our research (Community Plan) to ensure our future is sustainable. Whilst it is recognized that not all outcomes can be delivered immediately, the plan will guide our decisions over the next 10 years.

The Corporate Business Plan identifies what we will achieve in the shorter term and the steps we will take to reach our long term vision and will enable us and the community to review and monitor our progress towards achieving our aspirations.

Implementing this plan will demand that the Shire not only continues to deliver and represent the community, but recognizes that we can't deliver alone. We will work in partnership with other Shires, State and Federal Governments and the private sector to advocate delivery of our plan.

Our Planning Framework



How the Plan was Developed

The Shire, in partnership with community and stakeholders, has developed a shared strategic vision, goals and outcomes.

In the initial stages of development, research was undertaken across the quadruple bottom line to ensure our community and Council were able to make informed and appropriate priority decisions for our local community. This included a review of the external Commonwealth and State Government plans, and long term demographic changes and impacts, risks and the challenges facing our community, to ensure we are a sustainable and growing community.

Community feedback was critical to understand our identity in building our shared vision, and to provide the opportunity to develop key areas of need, opportunity, and community priorities. Community were given the opportunity to be involved in a number of ways. Community surveys and feed-back were analysed, individual interview opportunities were provided, and a community workshop/forum was held where participants were engaged with, provided comments and feedback.

Community feedback was themed and analysed to produce a Community Plan, which will be continually used to ensure future decisions and priorities are reflective of the local community. The Community Plan was used as the basis to develop our Council Strategic Planning Outcomes and Objectives. Our identity and local visions for the next ten years is underpinned by environmental, social and economic goals, which were developed from community priorities and the research analysis.

In the consideration of priorities articulated within the Plan, community ideas and projects were considered within our resource capacity, both financial and asset.

Our primary aim, “to build a united and cohesive community by improving safety and security, and developing a sense of culture, vibrancy, and energy by strengthening community development”, and our goals, have been our focus in choosing our priorities, based on our concerns to sustain our local area, to build and diversify our economic capacity, building local area employment opportunities, service delivery and advocacy, whilst not losing our past identity and history.

Our shared vision, aim and goals will assist Council in future decisions.

Our Shire Profile

Our Area

The Shire covers an area of 100,733 square kilometres. The Shire consists of, three localities being Meekatharra, Peak Hill and Nannine; two aboriginal communities of Yulga Jinna and Buttah Windee; and the aboriginal education centre of Karalundi. Meekatharra contains the majority of the population. Within the Shire there are numerous facilities, including the sporting complex and gymnasium, youth centre, swimming pool, squash court, speedway and a regional airport.

Our Economy

The local economy is based on a mix of mining, retail, manufacturing and construction, and pastoral farming. There is limited retail industry, but a sound commercial base, with local businesses remaining relatively constant. The area has a series of tourist attractions and provides a unique lifestyle choice.

The future economic viability of Meekatharra is optimistic, but significantly dependent upon the mining sector, which is a major risk. This reliance has been considered in the plan.

Our People

The population of 1,377 is gradually increasing (6% increase since 2006), driven mostly by job opportunities in the mining sector and associated industries. The population is diverse in nature; presenting challenges in managing an ageing and a significant indigenous population.

Our Environment

The local environment is valued, supporting quiet, simple and peaceful lifestyle choices. The remoteness, wide open spaces and natural environment needs to be sustained. Viable pastoral farming land is highly valued and needs to be maintained.

Our Key Challenges and Risks

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our plan. Issues identified and addressed include:

- Economic capacity
- Community safety
- Climate change
- Closure/downgrading of health and education facilities
- Increasing number of people over 65

Our Resourcing Capability

Our financial capabilities are limited by our capacity to grow our revenue streams, which includes our ability to source external funding from grant programs and how much our community can sustain in the way of rate increases.

Our Long Term Financial Plan modelling details a range of financial management strategies we can implement that will assist us to address any funding gaps for Asset Renewal requirements, and also allow us to deliver the outcomes our community has asked to provide. Some of the actions and strategies identified in our priorities are contingent upon external grant funding and the Council will be working hard to secure these funding sources so we can deliver our communities outcomes.

Our initial workforce planning assessment, based on forecast trends, highlights that our workforce will remain relatively constant over the planning period. Gaps identified are temporary in nature and generally require specialised skills that may not be available within normal staffing levels. These short term gaps will be filled by engaging suitable consultants/contractors to fulfil the required tasks.

Review of Our Plan

We will undertake a desktop review of our Strategic Community Plan every two years; and a full review every four years where we will seek further input from our community. This will ensure that our Plan continues to be relevant and that we are able to respond to the demands of the current environment.

Our Vision

A Place of Opportunities, A Place of Prosperity

Our Shire will be

- ◆ a place that is safe, clean and has an active and respectful community.
- ◆ a place that is enterprising and progressive.
- ◆ the regional hub of the Murchison Region.
- ◆ a place that maximises its potential through its historical, tourism and cultural attractions.
- ◆ a place that nurtures its youth and invests in their future.
- ◆ a place that retains its unique health and medical services.
- ◆ a place that builds social cohesion and a sense of pride and ownership.

Our Aim

- ◆ To build a united and cohesive community by improving safety and security, and developing a sense of culture, vibrancy, and energy by strengthening community development.

Our Goals

Social

- ◆ Build community safety and a sense of security.
- ◆ Strengthen community interactions and build a united and cohesive community.
- ◆ Build and strengthen community, culture, vibrancy and energy.

Environmental

- ◆ Maintain and preserve the natural environment, enhancing the 'remote' experience of Meekatharra.
- ◆ Build the attractiveness of Meekatharra through the delivery of infrastructure and services.

Economic

- ◆ Build the economic base through diversification and actively supporting local businesses.
- ◆ Effective management and planning of transport infrastructure.

Leadership

- ◆ Strong leadership, governance and planning that make best use of our physical, financial and human resources.
- ◆ Financially sustainable and progressive.

Community Priorities against Key Areas

Social: Building a Sense of Community

Our Vision:

Our place will be a safe community, with a strong sense of security.

Our place will have a united and cohesive community.

We will have access to services and facilities that meet our requirements.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Sustainable community	Build community participation, interactions and connections.	<ul style="list-style-type: none"> ✦ Investigate level of interest and capacity for the establishment of Emergency Cadets. ✦ Investigate interest and feasibility for the establishment of a Junior Council. ✦ Encourage and support community participation in sporting clubs, events and community activities. ✦ Encourage and support community to initiate and self manage new sporting and community activities.
	Enhance Youth Services	<ul style="list-style-type: none"> ✦ Develop and implement a Youth Services Strategy, which will include provision for a Youth Drop-in Centre. ✦ Expand operation of youth services to meet community needs.
	Develop a safe, secure community	<ul style="list-style-type: none"> ✦ Investigate the feasibility of implementing security patrols. ✦ Implement CCTV in Main Street and investigate extending the provision of CCTV service to other strategic locations. ✦ Review existing street lighting to ensure adequacy and service.
Community needs for services and facilities are met	Ensure access to services and facilities as needs change within the community.	<ul style="list-style-type: none"> ✦ Develop and implement service plans that detail aim of service, level and frequency of service, and partnerships required to deliver services. ✦ Advocate for retention and improvement to health and education services. ✦ Advocate widely for the upgrade/replacement of the Meekatharra Hospital.

Natural Environment: Preserve and Sustain our Natural Environment

Our Vision:

Our environment will be preserved, enhanced and we will retain our 'remote' identity.

We will value our natural resources, managing our use of water and energy.

We will maintain effective environmental health management to promote and ensure a healthy lifestyle.

We will share our natural environment with stakeholders, through tourism strategies.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Preserved and enhanced natural environment	Maintain the natural environment.	<ul style="list-style-type: none"> ✦ Develop and maintain parklands. ✦ Encourage and support environmentally sustainable programs in the community
Sustainable resources	Support sustainable and use of renewable resources.	<ul style="list-style-type: none"> ✦ Develop options to manage use of water and energy. ✦ Investigate options of solar energy potential.
Healthy Community	Effective Environmental Health Management	<ul style="list-style-type: none"> ✦ Continue to explore options to reduce, reuse and recycle waste sustainably.

Built Environment: Enhanced Lifestyle Choices

Our Vision:

Our land-use and assets, including local roads, airport, parks, reserves and facilities will meet the future needs of our growing community.

Our town will be enhanced through improved streetscaping and infrastructure.

We will provide commercial and industrial land-use to create employment opportunities.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Sustainable Infrastructure	Beautification of community spaces.	<ul style="list-style-type: none"> ✦ Develop and implement landscaping/streetscaping plan in main street area and at strategic locations. ✦ Examine potential and feasibility of introducing waste recycling in town. ✦ Develop active and passive recreation parklands strategy.
	Upgrade and maintain local infrastructure.	<ul style="list-style-type: none"> ✦ Provide facilities to support community driven programs and activities. ✦ Develop a Facilities Use Strategy ✦ Develop and implement asset management plans, including roads, footpaths, and buildings & structures. ✦ Continue to upgrade and seal Landor-Meekatharra Road and advocate for the sealing of the Wiluna - Meekatharra-Carnarvon regional link ✦ Maintain the Meekatharra Airport to ensure ongoing capability for Regular Passenger Transport Services. ✦ Advocate widely for the upgrade/replacement of the Meekatharra Hospital.
	Facilitate the upgrading and maintaining of State Road Infrastructure	<ul style="list-style-type: none"> ✦ Advocate for the upgrading of the Wiluna-Meekatharra section of the Goldfields Highway to a sealed standard.
Planned development	Create land use capacity for industry	<ul style="list-style-type: none"> ✦ Review Town Planning Scheme and Local Planning Strategy to ensure commercial and industrial opportunities are maximised.
		<ul style="list-style-type: none"> ✦

<p>Housing needs are met</p>	<p>Facilitate affordable and diverse housing options</p>	<ul style="list-style-type: none"> ✦ Review Town Planning Scheme and Local Planning Strategy to ensure housing and land choices are available. ✦ Advocate for State to ensure appropriate levels of residential land are available.
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Economic Development: Maximise Business and Employment Opportunities

Our Vision:

Our economy will thrive through diversified business and employment opportunities, taking advantage of our strategic transport position.

We will attract industrial and employment development opportunities and develop skill opportunities for our growing community.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Economic Growth	Maximise business development opportunities.	<ul style="list-style-type: none"> ✦ Develop and implement suitable mainstreet area landscaping/streetscaping plan. ✦ Research potential for horticulture farms and food forests as community based industries. ✦ Encourage new businesses through information incentives and land-use provision. ✦ Advocate for mining companies to construct accommodation facilities adjoining the town. ✦ Advocate for passenger transport services to be maintained at adequate levels.
	Upgrade and maintain local infrastructure.	<ul style="list-style-type: none"> ✦ Develop and implement asset management plans, including roads, footpaths, and buildings & structures. ✦ Provide facilities to support community driven programs and activities.
Planned development	Create land use capacity for industry	<ul style="list-style-type: none"> ✦ Review Town Planning Scheme and Local Planning Strategy to ensure commercial and industrial opportunities are maximised. ✦ Partner with Landcorp/Regional Development for the release of additional blocks of land.
Housing needs are met	Facilitate affordable and diverse housing options	<ul style="list-style-type: none"> ✦ Review Town Planning Scheme and Local Planning Strategy to ensure housing and land size choices are available. ✦ Advocate for State to ensure adequate levels of residential land are available.
		✦

Increased Visitors	Develop Tourism Industry	<ul style="list-style-type: none"> ✦ Examine potential and feasibility of establishing a Tourist/Museum/Cultural Centre. ✦ Build tourism capability through events, arts, history and cultural experiences. ✦ Encourage and support local businesses to meet recognised customer service standards.
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Governance: Strengthen Local Leadership

Our Vision:

We will ensure our sustainability through our leadership and partnerships and ensure we make informed resource decisions for the good of our community.

We will engage and listen to our community, advocate on their behalf, be transparent, accountable and manage within our governance and legislative framework.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Council and Community Leadership	Provide leadership on behalf of the Community.	<ul style="list-style-type: none"> ✦ Lobby and advocate for improved services, infrastructure and access. ✦ Advocate for the regional strengthening of health and education services. ✦ Develop partnerships with stakeholders to enhance community services and infrastructure.
	Foster community participation and collaboration.	<ul style="list-style-type: none"> ✦ Develop a community engagement Policy and Strategy and provide opportunities for community participation. ✦ Support volunteers and encourage community involvement.
Sustainable Governance	Manage resources effectively.	<ul style="list-style-type: none"> ✦ Develop and maintain Long Term Financial Plan and Asset Management Plans to inform decisions. ✦ Develop and implement service plans that detail aim of service, level and frequency of service, and partnerships required to deliver services. ✦ Ensure governance and legislative requirements are met.
	Develop workforce capability	<ul style="list-style-type: none"> ✦ Develop workforce plan to ensure human resources are available and future skill requirements are identified and developed.
Organisational Leadership	Culture of continual improvement and innovation	<ul style="list-style-type: none"> ✦ Ensure effective systems are in place to monitor and improve performance.

Sustainability Performance Index

Performance of the Shire of Meekatharra will be measured against a sustainability index, based on a balanced scorecard. Whilst four indices of performance are lag indicators to measure and report on, lead indicators have been identified for monitoring and review by the leadership team.

Performance Measures

INDEX	LAG INDICATORS	LEAD INDICATORS
Resource index	Financial: ✦ Local Government Financial Performance Measures Actual Results	Financial: ✦ Operating surplus ratio between 0% - 15%. ✦ Current ration greater than 100%. ✦ Rates coverage ratio equal to or greater than 40%. ✦ Debt coverage ratio of at least 200%.
	Assets: ✦ Local Government Asset Management Performance Measures Actual Results	Assets: ✦ Asset consumption ration between 50% - 75%. ✦ Asset sustainability ratio between 90% - 110%. ✦ Asset renewal funding ratio between 95% - 105%.
Capability Index	Percentage of Business Excellence Assessment Improvement (Every Two Years)	✦ 5% identified improvements achieved. ✦ 20% of processes reviewed.
Customer index	Customer Perception Survey.	✦ Customer complaints. ✦ Customer requests. ✦ Survey satisfaction levels.
	Partnership Survey	✦ Number of partnership meetings.
	Community Report	✦ Actions against Strategic Community Plan.
People Index	Employee Survey	✦ 10% training performance measurement turnover. ✦ Safety – Long Term Injuries (LTI's).

The Strategic Community Plan will be monitored through the Corporate Business Plan reporting framework on a quarterly basis, and reported to the community on an annual basis.