

The logo for the Shire of Dundas features the text "Shire of Dundas" in white. "Dundas" is in a larger, bold font. The text is set against a stylized background of a green and blue wave or ribbon shape. The background image of the entire page is a dirt road winding through a forest of tall, thin trees with light-colored bark.

Shire of **Dundas**

Norseman Woodlands to Eucla Coast

STRATEGIC COMMUNITY PLAN 2022-2032



Diverse

Inclusive



Sustainable



Accountable

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Cover and previous page
Images by Lynn Webb

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Smoking Ceremony Mural: Artist Kyle Wicker

Acknowledgement of Country

The Shire of Dundas respectfully acknowledges both Ngadju and Mirning as Traditional Owners, and pay respect to their Elders past, present and emerging.

Message from the Shire President



We are pleased to present the Shire of Dundas Strategic Community Plan 2022 - 2032.

This plan has taken shape out of engagement with our community, with the aim of expressing the community's vision and to enable us to prioritise a way forward.

The key drivers of our plan and our vision for Dundas, are encompassed in four key themes -

Diverse
Inclusive
Sustainable
Accountable

With these themes in mind, we can focus and commit to working on ambitions as described by our community and stakeholders. The plan will provide the 'backbone' of our decision-making for the benefit of all in our Shire.

We thank all those who participated in our community engagement in whatever way. Your feedback is welcomed and valued. We would encourage everyone to be involved when we conduct the next review of the plan in 2 years' time.

Laurene Bonza, President Shire of Dundas
July, 2022



Image by Lynn Webb

Shire of Dundas Council



President - Laurene Bonza



Deputy President - Rasa Patupis



Councillor - Sharon Warner



Councillor - Pat Hogan



Councillor - John Maloney



Councillor - Veronica Wyatt

Navigating the Plan



Introduction and Summary

The main points of the Strategic Community Plan.



Community Profile

Who we are and where we live.



Community Engagement

Community share their challenges, vision, values and priorities.



Strategic Direction

Mapping the road to achieve the community vision, priorities, strategies and resourcing requirements.



Progressing the Plan

Council decision making criteria.



Scanning the Horizon

Understanding potential risks and what the Council will do to address those risks.



Outcomes Focused

Measuring progress and achieving goals

Introduction

Yalunya! Welcome, to the Shire of Dundas Strategic Community Plan.

This is a key strategic document and long term plan that captures the community's vision and aspirations. The purpose of the Plan is to:

- ➡ Help Council to achieve good community outcomes.
- ➡ Engage the community in a unified sense of direction.
- ➡ Guide the corporate business and financial planning of the Shire.
- ➡ Enhance awareness and advocacy efforts to inform and raise awareness of the challenges rural and remote communities face.
- ➡ Enable Council and the community to monitor progress.



Ordinary Council Meeting in Eucla

Integrated Planning and Governance

The combining of Community aspirations and service delivery is called the Integrated Planning and Reporting Framework (IPR). Using the IPR ensures that the Shire of Dundas' policies and services are aligned to the Community's expectations and goals.

The Shire of Dundas Council is responsible for approving the Strategic Community Plan. Delivery of the outcomes is detailed in the Corporate Business Plan (CBP).

Alongside the CBP, the Shire will create a 10-year Long-Term Financial Plan, an Asset Management Plan and Workforce Plans which will set out the resources needed to deliver the CBP.

Council will conduct a major review of the progress towards achieving the Strategic Community Plan 2022-2032 every 4 years.

Shire of Dundas Administration are responsible for implementation and reporting on the progress of integrated planning to the Council.



A Community Vision

Diverse
Inclusive
Sustainable
Accountable

Opportunities



CommuniTea Consultation in Norseman



In order for the Strategic Community Plan to be truly representative of the aspirations of residents, input from the local community was a priority.

A range of engagement activities designed to be inclusive and ensure representation of views across the community were held. These included:

- The Community Voice surveys
- Workshops
- *CommuniTea* at the Norseman Community Markets
- Submissions of 'Great Ideas' on slips of paper available at Shire facilities such as the Council Office, the Woodlands Centre, and the Youth Centre.

The consultation undertaken in developing this Strategic Community Plan highlights the desire of residents for clear and transparent actions from Council. A community-based approach to build a welcoming, sustainable and thriving community for all people, now and into the future.



THE SHIRE OF DUNDAS - Community Profile



Located in the southeast of Western Australia, the Shire of Dundas has a rich and rugged environment. Over 92,725km² of diverse landscapes, including the remote coastline of the Southern Ocean; world-famous Nullarbor plains, massive granite outcrops and long stretches of dry salt lakes, and the ecologically significant Great Western Woodlands.

Ngadju, and Mirning are the Traditional Owners connected to Country across and beyond the Shire's boundaries. The Ngadju Native Title Aboriginal Corporation and Mirning Traditional Lands Aboriginal Corporation are the Cultural and Native Title representatives.

The Shire of Dundas Council maintains strong working relationships with all local governments in the Goldfields Esperance region and is an active member of the Goldfields Voluntary Regional Organisation Councils (GVROC).

Classed as 'very remote' by ARIA, the Shire is ranked the 11th most disadvantaged LGA in Western Australia and 62nd nationally from 564 LGA's (SEIFA). The Regional Price Index states that, on average, the residents of Dundas pay 11% more for daily items such as food and health and personal care.

Although faced with the challenges of remote living and industry cycles of boom and bust, the community has an inner strength of resilience, working to meet challenges through innovation, advocacy, and determination.

Banner Collaboration
Barry Smith & Lynn Webb

THE SHIRE OF DUNDAS - Community Profile



Population 722
 Median age 50 years
 Aboriginal Population 6.93%



Local Road Network 2000km
 Main Roads WA: Eyre Highway
 Coolgardie-Esperance Highway
 Public Transport: TransWA Bus Services



Electors 345
 Elected Members 6



Home Ownership Rate 64.2%
 Median House Price \$45,000
 Total Households: 499



Health Services

Norseman Hospital
 Doctors Surgery
 Silver Chain Nursing Station, Eucla
 St John Ambulance Norseman and Eucla



Shire Provided Facilities

Airstrips Norseman & Eucla
 Community Resource Centre
 Gym & Swimming pool
 Library
 Town & Community Halls
 Town Oval, Parks & Campgrounds
 Visitor Centre
 Emergency Services Co-Location Building
 Cemetery



COMMUNITY VOICE -hearing our people

30
Community Voice surveys received

1
CommuniTea Market Day

3
Council Workshops

2
Community Workshops

38
Great Idea notes received

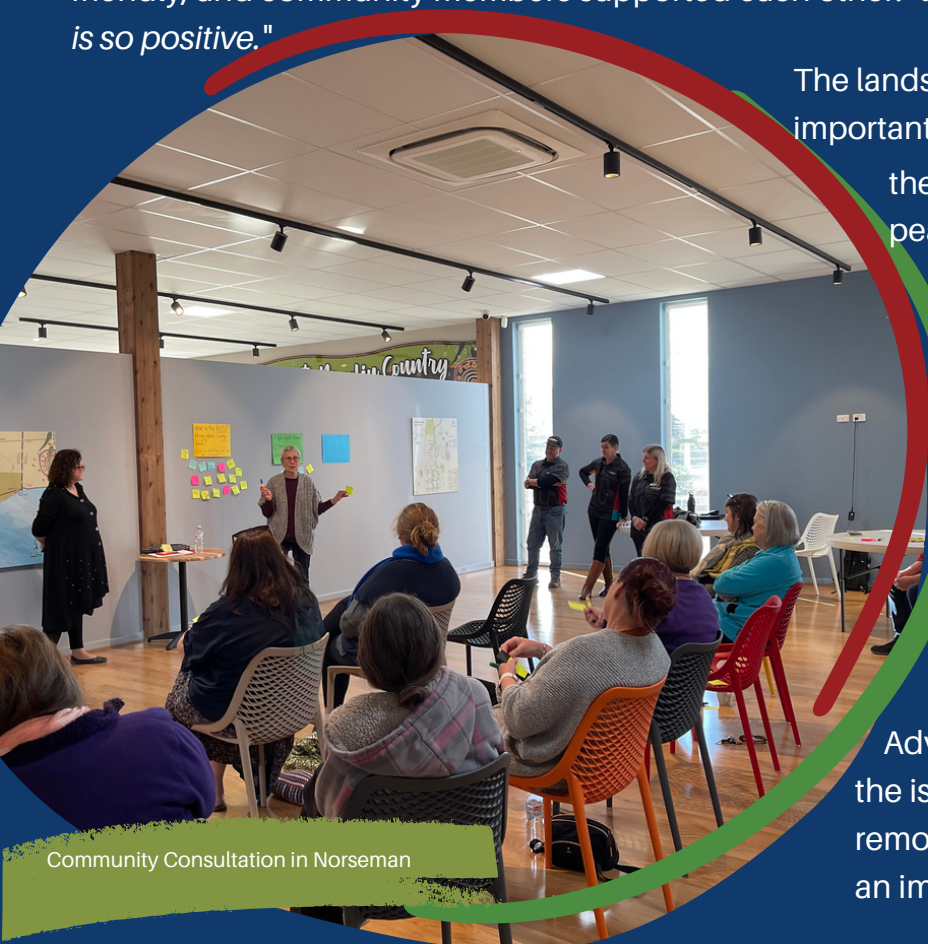


Norseman Workshop

Approximately 35 people attended a community workshop to contribute their answers to three questions:

- What is the BEST thing about living here
- What would you change?
- If you had a magic wand- what would be game changers for your community?

The Norseman community overwhelmingly loved the size of the community, that everyone was friendly, and community members supported each other: *"the welcome when you first relocate is so positive."*



Community Consultation in Norseman

The landscape and environment was very important with a diverse ecology, the spectacular woodlands and the peacefulness of the surrounds- in particular some lovely picnic areas.

Community infrastructure was seen as a real plus with the pool, the gym and the other services of the Shire receiving positive feedback.

Business opportunities and leveraging the unique geographical location were positives to continue to promote and develop.

Advocacy and raising awareness of the issues people living in rural and remote communities face was seen as an important role of Council.

Eucla Workshop

Approximately 20 people attended a community workshop and BBQ to contribute their answers to three questions:

- What is the BEST thing about living here
- What would you change?
- If you had a magic wand- what would be game changers for your community?

There was general consensus that the BEST thing about living in Eucla included that it is small and isolated. As a small town it was safe and quiet with little/no crime. Residents liked that they knew their neighbours and voiced that they chose to live in Eucla, they were not there *by accident*. The cultural significance of the area is important, along with clean air, the beach and the freedom that comes with small town living.

The Eucla community offered input in terms of future consultation and some of the 'easy wins' such as the upgrade of the toilet block at the Eucla Community Hall. Overwhelmingly though, the Eucla Airstrip Upgrade was the highest priority. Roads and signage across a range of projects including the three (3) road access entry points to Eucla be reduced and the truck stop location be moved. Sporting clubs to be reactivated was viewed as a worthy initiative to try. New initiatives such as Solar Power and Water Pipeline infrastructure were also raised as opportunities.

- Fund a Shire position based at Eucla.
- New entry/welcome infrastructure/information at gateway to WA.
- Address safety concerns on the Eyre Highway from cyclists unaware of dangers.
- Rubbish Collection.
- Improved internet access.
- Improved 3G/4G phone service.
- Upkeep of the old Telegraph Station House.
- Address heavy vehicle impacts- parking rubbish, noise, access to local roads.

Community Consultation in Eucla



Council Workshops

Following on from the community consultation Council then considered the feedback received and **Strengths, Weaknesses, Opportunities and Threats** for the community, which included:

- A small Shire that punches above its weight and is proactive in seeking new opportunities.
- Council advocacy is strong, important to build internal and external stakeholder networks and alliances.
- The Economic Development Working Group.
- Good Council governance.
- Natural resources that are in a growth period.
- Advocating to achieve tangible and positive legacy community outcomes from mining. camps New mining village workers' accommodation will bring over 200 people to town, which may support the development of service based industries.
- The Great Western Woodlands, and bush landscape.
- Rich and strong cultural heritage of traditional owners Ngadju and Mirning.
- Expand tourism visitation by improving free RV camping
- Develop and upgrade walk and drive trails, including the Dundas Heritage Trail. Use the Shire of Dundas Visitors Site Development Plan.
- Infrastructure such as rail that runs through town with one siding, connection to a port, and the new Woodlands Cultural, Community and Visitors Centre.
- Exploring the opportunities of upgrading and expanding rail network.
- Establishing a self-sustaining business economic base. Upgrade the Norseman town centre to attract new business and customers.
- Advancing new business opportunities such as a laundromat, timber industry initiatives and establishing a viable bee industry within Norseman/surrounds.
- Possible development of an Inter-continental energy hub (Hydrogen) and exploring opportunities of the Great Western Woodlands as a carbon sink.
- Expanded environmental/sustainability solutions, such as a tip shop and *containers for change* collections.
- Improve tertiary study opportunities and trade related businesses, there is certainly growth opportunities in this sector. As well as employment growth to consider local government as training hubs.

Challenges:

- Shire of Dundas has a low residential population which creates a low rate base.
- Aging infrastructure.
- Succession planning for loss of services including health and social services.
- Residential housing crisis.
- Significant investment required in recreation facilities.
- Impact of State and Federal Government decisions.
- Industries (mining) impact and restrict strategic land development and tourism developments.

Strategic Direction

Diverse
Inclusive
Sustainable
Accountable

The Strategic Community Plan captures the vision of the Community identified through the consultation process. The following goals, objectives and strategies will sit as priorities for the next ten (10) years. Shire Administration will report regularly to Council on the progress and outcomes of the priorities.

The strategies are designed to interconnect so that they support good outcomes across the Shire's activities. The program of works to deliver the strategies will be detailed in the Corporate Business Plan.



Community Citizenship Awards 2021

Community

A healthy, safe, resilient, and engaged Community.

A place where people thrive, and diversity is celebrated. A place of belonging.



Natural environment

Our natural environment is viewed as a precious asset that is protected and enjoyed. A place where sustainable opportunities and collaboration is nurtured.



Built environment

Planning and development of infrastructure supports liveable, sustainable and connected communities.



Economic Development and Financial Sustainability

A thriving local economy & economic base supports economic growth and business opportunity.



Governance and Leadership

We are a trusted local government who are a strong advocate for our Community; we lead with respect and accountability.



Strategic Direction

Diverse
Inclusive
Sustainable
Accountable



Community



Natural Environment



Built Environment

Health Services

Hospital, Doctor,
Mental Health Support,
Seniors Transport

Community Safety

Ranger Services

Recreation

Parks, Dog Park, Outdoor
Exercise Equipment,
Camping grounds, Sport
Clubs, Town Oval
upgrade,
Pool upgrade.

Children & Youth Activities

Community Events
Cultural, Youth, Seniors,
Markets, Gold Fever,
Sporting

Disability Access

Community Engagement

Local Business Support

Tourism Development

Climate Action and Sustainability Initiatives

Timber Harvesting Project

Honey Bee Project

Great Western Woodlands
Protection and Promotion

Disaster Management
Preparedness Mitigation,
Response and Recovery

**Parks and shared
Community Spaces**

Pest Control
Mosquitos, Feral Animals,
Weeds

Waste Management

Tourism Development

**Recreational Vehicles
Management**

Pollution
Noise, Illegal Dumping,
Littering

**Norseman
Town Centre Upgrade**

Town Infrastructure
Footpaths, Stormwater
Drainage, Security

Local Roads
Heavy Vehicles, Pedestrian
Safety, Signage

Recreation Facilities
Parks, Dog Park, Outdoor
Exercise Equipment,
Camping grounds, Town
Oval upgrade,
Pool upgrade

Norseman Cemetery

Eucla Community Hall

Signage

Accessibility & Inclusion

**Visitor Site Development
Plan**

Waste Facility
Recycle, Tip Shop

**Norseman & Eucla Town
Appearance and Amenities**

Strategic Direction



Economic Development & Financial Sustainability

Local Small Business Support & Opportunity

Industry Connections and Collaboration

Tourism Development and Area Marketing

Innovation Investment

Town Planning and Local laws

Advocacy

Aboriginal Business Development

Community Grant Program

Professional Development and Training

Robust Financial Policies and Controls



Governance & Leadership

Elected Members and Decision-Making

Integrated Planning and Reporting (IPR)

Partnerships and Collaboration

GVROC, WALGA, ALGA, Climate Alliance, Economic Working Group, GEDC, State and Federal Government

Advocacy

Representation at key events, WALGA AGM Items, Media networks, Committees

Governance

Risk and Compliance, Elected Member Training

Customer Service

Marketing and Communication

Community Engagement



Community- Goal 1

A healthy, safe, resilient and engaged Community. A place where people thrive. A Community where diversity is celebrated, a place of belonging. A place where economic growth and business opportunity is encouraged and supported.

1.1 A healthy, safe, resilient and engaged Community.

- 1.1.1 Work with Government, organisations and key stakeholders to support a high standard of the provision of health services to the Community.
- 1.1.2 Maintain a Community Wellbeing Plan.
- 1.1.3 Provide emergency management planning, response and recovery through the Local Emergency Management Committee.
- 1.1.4 Build community capacity through communication and education.
- 1.1.5 Participate in the Community Citizenship Awards to recognise community service and good citizenship in the Community.
- 1.1.6 Ensure clear and timely communication on Shire activities and initiatives.

1.2 A Community where diversity is celebrated, a place of belonging.

- 1.2.1 Provide and support activities and events that celebrate the culture of Aboriginal people.
- 1.2.2 Provide and support activities and events that celebrate cultural diversity.
- 1.2.3 Collaborate with Ngadjju and Mirning to place dual naming across the Shire.
- 1.2.4 Strive for high goals and outcomes for people living with disability.

1.3 A place where people thrive.

- 1.3.1 Provide and support children and youth services.
- 1.3.2 Provide and support family facilities, events and activities.
- 1.3.3 Support community groups through the Community Grants Program.
- 1.3.4 Provide and support seniors' facilities, events and activities.
- 1.3.5 Provide support and facilities to improve inclusion and accessibility, and to achieve excellent outcomes for people living with disability.
- 1.3.6 Advocate for the needs of people living in rural and remote communities.



Natural environment - Goal 2

Our natural environment is viewed as a precious asset that is protected and enjoyed. A place where sustainable opportunities and collaboration is nurtured.

2.1 Our natural environment is viewed as a precious asset that is protected and enjoyed.

- 2.1.1 Work with government and non-government organisations and key stakeholders to support the protection of the Great Western Woodlands.
- 2.1.2 Promote and educate people on the responsible use of the bush.
- 2.1.3 Manage bushfire risk, having regard to conservation of natural landscapes and biodiversity.
- 2.1.4 Use the Visitor Site Development Plan to provide appropriate visitation experiences.
- 2.1.5 Manage parks, nature reserves and green spaces appropriately.
- 2.1.6 Provide and support community education on waste avoidance, reduction and reuse.

2.2 A place where sustainable opportunities and collaboration is nurtured.

- 2.2.1 Engage with the mining industry to develop projects that encourage sustainability and better environmental outcomes on mining leases.
- 2.2.2 Collaborate and promote Ngadju Conservation in their conservation work.
- 2.2.3 Provide and support activities and events that celebrate the culture of Aboriginal people.
- 2.2.4 Lead and support climate action, renewable energy and sustainability initiatives.

2.3 Efficient and sustainable waste management

- 2.3.1 Provide efficient waste collection services.
- 2.3.2 Improve the Norseman and Eucla Waste Facilities to allow for the management of recycling and repurposing of goods.
- 2.3.3 Support community education on waste avoidance, reduction and reuse.



Built environment - Goal 3

Planning and development of infrastructure supports liveable, sustainable and connected communities.

3.1 Shire infrastructure and services meet the Community's needs.

- 3.1.1 Footpaths, verges and access ways are appropriately managed according to their need and use.
- 3.1.2 Roads and drainage are appropriately managed according to their need and use.
- 3.1.3 Shire buildings and facilities are appropriately managed according to their need and use.
- 3.1.4 Revitalise the Norseman and Eucla Town Centres.
Revitalise the Norseman oval by developing recreation precincts and hubs
- 3.1.5 to encourage community health and activity.
Advocate for improvements to the State road network with regards to safety,
- 3.1.6 emergency response and heavy vehicle use.

3.2 Liveable, sustainable and connected communities.

- 3.2.1 Improvement and maintenance of community gathering spaces including town halls, community centres and recreational facilities.
- 3.2.2 Provide and support community activities and events by encouraging the use of Shire facilities and venues.
- 3.2.3 Shire facilities and events are accessible, inclusive and well maintained for the use of all people.

3.3 Places of cultural and heritage significance are valued.

- 3.3.1 Maintenance and signage for Shire-owned heritage buildings and places of interest, including walk and drive trails.
- 3.3.2 Invest in the cultural and heritage projects that have meaning and value to the Community.



Economic Development and Financial Sustainability- Goal 4
A thriving local economy & economic base supports economic growth and business opportunity.

4.1 A financially responsible Local Government

- 4.1.1 Financial accountability and informed decision-making by Council.
- 4.1.2 Compliance with the Local Government Act 1995 and all relevant legislation and regulations.
- 4.1.3 Continual improvement in financial planning and asset management.
- 4.1.4 Risk is managed through planning, internal and external reviews, and reporting to Council.
- 4.1.5 The community is engaged in planning for the future and other matters that affect them.
- 4.1.6 The Shire will regularly monitor communication channels to ensure community are informed on matters that affect them.
- 4.1.7 A culture of continuous improvement will apply to all levels of customer service.

4.2 Opportunity for Economic Diversification and Growth

- 4.2.1 A vibrant economy that supports opportunities for mining, industry, creative and cultural industries, tourism, shopping and business.
- 4.2.2 Attracting new businesses, and supporting existing businesses, is encouraged through promotion of the area as an attractive and viable place to work and live.
- 4.2.3 Assist in the provision of infrastructure that encourages business development and opportunity.

4.3 A place where economic growth and business opportunity is encouraged and supported.

- 4.3.1 Support local business collaboration and capacity building.
- 4.3.2 Encourage *Buy Local*.
- 4.3.3 Council procurement policies and procedures support local purchasing where practical.
- 4.3.4 Support tourist development and promote the Shire of Dundas as a destination experience.
- 4.3.5 Develop Council led business initiatives through the Economic Development Working Group.

Outcomes and Strategies



Governance and Leadership - Goal 5

We are a trusted Local Government; we are a strong advocate for our Community; we lead with respect and accountability.

5.1 A trusted Local Government

- 5.1.1 Accountable and informed decision-making by Council.
- 5.1.2 Compliance with the *Local Government Act 1995* and all relevant legislation and regulations.
- 5.1.3 Continual improvement in the Integrated Planning and Reporting (IPR) standard.
- 5.1.4 Risk is managed through planning and timely reporting of Senior Officers to Council.
- 5.1.5 The community is engaged in planning for the future and other matters that affect them.
- 5.1.6 The Shire will ensure community are informed on matters that affect them.
- 5.1.7 A culture of continuous improvement will apply to all levels of customer service.

5.2 We are a strong advocate for our Community.

- 5.2.1 The Shire develops partnerships with government and non-government organisations, and key stakeholders to achieve positive outcomes for the community.
- 5.2.2 The community is consulted and given opportunity to raise issues with elected members to allow Council to focus on priority areas for advocacy.



Resourcing

The Shire of Dundas is a remote local government with a small rate base; as such Council faces a constant challenge to meet community needs and expectations, maintain existing assets and remain financially sustainable.

The Strategic Community Plan is a high achieving Plan, some aspects such as a full redevelopment of the Norseman Town Oval, or Norseman Pool will require additional funding support through grant applications.

Considered long and medium term asset and financial planning is undertaken to ensure sound financial stewardship of any projects undertaken.



Scanning the Horizon

Risk Management

Financial

- Government changes to fees, cost shifting, rebates and unfunded service requirements.
- Capital works programs impacted by increased costs, workforce capacity, and unexpected projects.
- Reduced external revenue grants, corporate investment, and private works.
- Reduced internal income such as rates, services and Shire run business.

Mitigation

- Advocacy and strategic alliances through GVROC, WALGA, ALGA and stakeholders.
- Long Term Financial Plan, Asset Management Plan, Corporate Business Plan, Workforce Plan.

Environmental

- Major Natural Disasters i.e. bushfire, storms, flooding, and drought.

Mitigation

- Local Emergency Management Committee, Local Emergency Management Arrangements, Bushfire Risk Management Plan.
- Planning and Development processes.
- Town Planning Scheme and Local Laws.
- Insurance.

Resources

- Interruption to workforce, supply chain, product and skills/ trades shortages.

Mitigation

- Business Continuity Plan.
- Professional Development.
- Workforce planning.
- Annual budget allocation for professional expertise support.
- Asset management and projects planning.



Shire of Dundas Local Emergency Management Committee members participating in the Pandemic Response Exercise.

Outcomes Focused

Measuring progress and achieving goals

This Strategic Community Plan is intended to be a living document created with our Community's visions, aspirations and needs at its heart. Measuring and reporting to Council progress is an important responsibility of Shire Administration. The Corporate Business Plan, informed by financial, workforce, and asset strategies, holds detailed measures of what and how Shire Officers report to Council.

Ongoing community consultation is another important element of measuring the outcomes within the Plan and the community's satisfaction of how their aspirations are being addressed.

Community consultation will include a formal review process involving:

Major Review - Every four years, the Council will review the vision, priorities and aspirations of the Plan with a full and wide ranging Community engagement process. The plan is renewed in line with contemporary Community expectations. The first Major review will be conducted by Council between September - December 2026.

Minor Review - Every two years following a major review and a "desktop review" with Community consultation and Council endorsement.

In addition to informal engagement opportunities as part of the Shire's day-to-day activities, the Council will use a range of techniques and opportunities to engage with our Community.



Annual Community satisfaction survey



Focus groups & workshops



Monthly Shire News
Norseman Today Newspaper



Sharing information via Shire's digital platforms

Assessment Statements



Community

Service levels meet Community expectations. Services are monitored and reported on an annual basis in the Annual Report.

Community members have opportunity to participate in a variety of constructive activities, that improve people's lived experience.

Outcomes Focused

Assessment Statements



Natural Environment

Council considers the environmental impact and sustainability of activities and developments undertaken or approved by Council.

Emergency and disaster planning include the conservation of natural landscapes, biodiversity and places of cultural significance.

Community understands the impact of climate change, and practices waste avoidance, participates in conservation activities, and sustainability initiatives.



Built Environment

The Shire's town sites and facilities are attractive, well presented and encourage people to live and work in, and visit the Shire.

Current and planned for infrastructure meets Community requirements, and is accounted for in the Shire integrated planning.



Economic Development & Financial Sustainability

The level and diversity of businesses, including mining, industry, creative and cultural industries, tourism and commercial activity is increasing.

Population levels are stable or increasing to maintain a viable Community.




Governance & Leadership

Levels of Community satisfaction are measured through a variety of community engagement processes.

Council process and decision making is compliant with the Local Government Act 1995 and all relevant legislation and regulations.

Elected members will represent the Dundas Community on a number of platforms, including committees, conferences and media.



This Strategic Community Plan was adopted on *(date to be inserted)*, and was created with the input from community members of the Shire of Dundas.

Council thanks the Community for sharing their dreams, hopes and visions to help shape our future.