



strategic  
community  
plan  
2012-2022

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SHIRE OF DUNDAS

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# Foreword

This plan is the key strategic document that will guide the development of the Shire of Dundas for the next ten years. The Plan will help shape the Shire and provide a foundation and legacy for future generations

The vision, aspirations and strategies have been developed in consultation with the Community and key stakeholders in the district and we as a Shire are committed to use the plan as the key guide in setting our priorities and service delivery standards into the future.

The Strategic Community Plan provides the Shire with a clear understanding of the Communities priorities and it will give clear direction to the supporting strategies which will need to be developed to ensure that the Communities strategic direction for the Shire of Dundas are met.

I commend the Shire of Dundas - Strategic Community Plan 2012 - 2022 to you and would sincerely like to thank all those enthusiastic people who have contributed to its development.



The Shire of Dundas is situated in the southern goldfields region of Western Australia. Approximately 92,725 square kilometres in size the shire boasts a diverse beautiful country of coastline, Nullarbor plains and the Great Western Woodlands.

The First Nations Peoples of the Shire of Dundas are Mirning and Ngadju, with family lines connecting language groups across the Goldfields Esperance region and beyond. Recent years have seen Ngadju Rangers play an active part in conservation and land management across the Shire and beyond continuing into Ngadju country.

The Shire of Dundas overall population is 1,127 (ABS 2015) with most of these people living in the town of Norseman which is the main urban area and administrative centre.

Norseman is situated at the junction of the Eyre Highway midway between regional centre Kalgoorlie and Esperance. Often touted as a gateway for visitors coming into our state and for travellers heading to the eastern states the township must take innovative approaches to benefit not only from the traditional mining dollar but more aggressively pursue a strong tourism industry.

# DUNDAS

The small township of Eucla sits at the eastern extremity of the Shire adjacent to the South Australian border. It houses a small population of approximately fifty residents with the main areas of employment government services and tourism. Eucla sits above a remote coastline where remnants of the jetty, tram line and telegraph station ruins can still be explored.

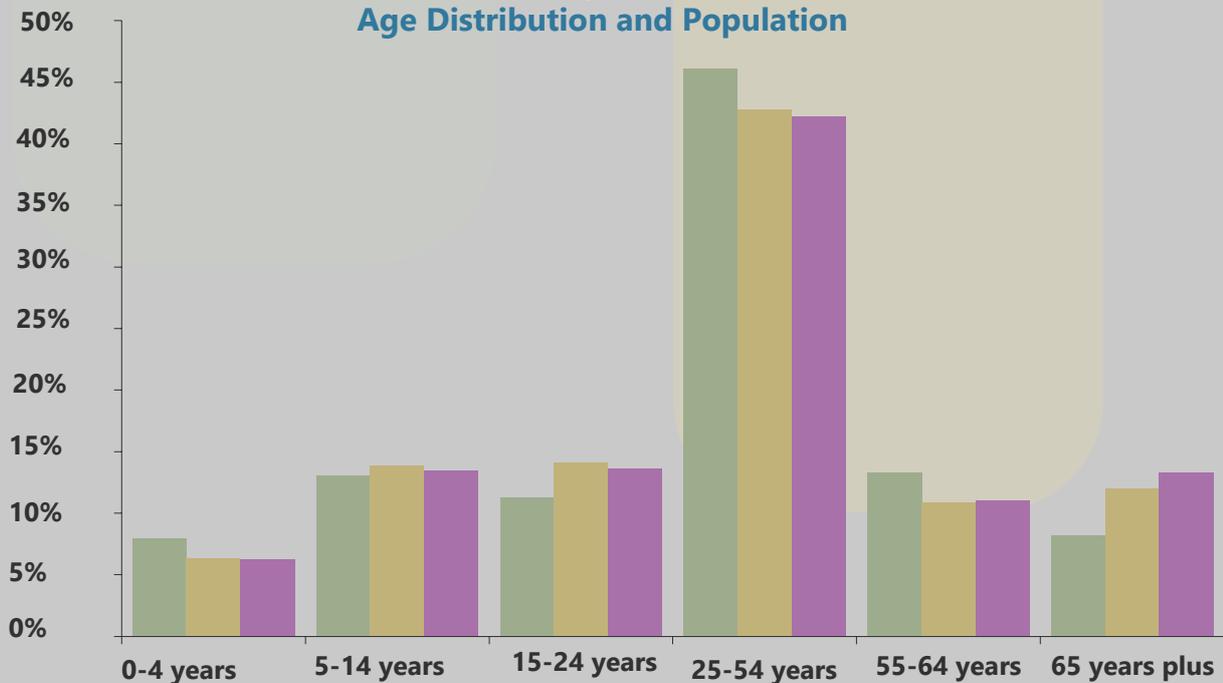
The Shire's population has been in decline for some years with particular impact on the town of Norseman where the heyday population was about 4,500 compared with current population of around 780. This decline has created a significant challenge for today's Community with the social, cultural and sporting Community infrastructure being built for, and funded by, a population of approximately 4,500 people. With a decreasing population Council has been required to look to innovative ways to support the growth of local business, industry, tourism, creative and cultural industries and support services.

Historically the mainstay of the local economy has been gold mining, a pastoral industry along the Eyre Highway and the commercial centre in Norseman. There are also some business operations at the various roadhouses on the Eyre Highway. Various State government agencies are also represented in Norseman including Education, Health, Police, Community Development, Resources and Industry and Justice. With the international resources boom that emerged in the early 2000's nickel mining has also become an important part of the local economy with a significant mine near Lake Johnson.

# demographics

Distance from Perth	21.6km via National Highway 94
Area	93,179km <sup>2</sup>
Roads	38.45km sealed road 629.54km unsealed roads 801 km (approximately) main roads
Number of Dwellings	533 private dwellings
Towns	Norseman and Eucla
Local Industries	Mining Pastoral Tourism Retail Government Services
Total Population	1,180
First Nations	138
Median Age	37

Median Total Income (excl. Government pensions and allowances) **\$48,632**



Shire of Dundas

Western Australia

Australia

Data based on 2011 Census and Shire of Dundas Records.

The Shire of Dundas employed a variety of methods to collect Community feedback for the preparation of the Strategic Community Plan. The Shire engaged a consultant to ensure that the Community were appropriately consulted and engaged in a process that would provide valuable input into the preparation of the SCP.

During December 2011, a *Community Consultation Plan Survey* was conducted within the Community to investigate what the Shire did or did not do well, service delivery and availability of essential services provided by the Shire of Dundas. A mail out of questionnaires was completed for the whole of Shire and a total of 51 responses were received.

The input provided from the Community has highlighted that infrastructure and access to sports facilities are considered of high importance to the Community.

Additionally, employment was the main factor that brought people to the Community. The survey also highlighted that the general Community within the Shire were also prepared to pay higher rates for the provision of additional services.

With this information, the consultant undertook a series of Community engagement exercises to determine the Community's aspirations in order that they are aligned with Council's current vision and long term strategy and any refinements that may arise during the preparation of its CSP. The Community engagement process took place over three days, Tuesday 21<sup>st</sup> – Thursday 23<sup>rd</sup> February 2012 and involved:

- the opportunity for a "one in one" interview with the consultant over 2 days – 9 individual interviews were conducted;
- the opportunity for group interview sessions. Three sessions were held – one with aged residents living within Norseman, one with indigenous Community members, and one with the youth living within Norseman;
- a group session with elected members
- a group session with Shire employees who work outside of administration;
- a group session with Shire employees who work in administration; and
- A Community Workshop held in the Norseman Town Hall.

To ensure that the entire Dundas Community had an opportunity to participate in the process, the Shire also held a meeting with Eucla residents following the Ordinary Council meeting held in Eucla on the 17<sup>th</sup> March 2012. The local residents provided useful feed-back in relation to their needs in living in a remote and isolated Community.

The draft Strategic Community Plan 2012 – 2022 was advertised in June 2012 requesting Community feedback and no submissions were received.

## 4 Year Review 2016-2017

Vital to the authenticity of the SCP is engaging with community members to understand their hopes, concerns and visions for the place they call home. Community consultation was conducted through the Shire's Community Development team. Consultation began in September 2016 through to February 2017. Techniques used to consult the community included:

**Community Voice Survey.** The survey was mailed out to each rate payer and resident in the Shire of Dundas. The survey was also included as a removable section in the October edition of local paper *The Norseman Today*. The survey was available online on the Shire website and shared on the Shire social media page.

**Focus Groups and Conversations.** Some community members expressed a preference to have a more personalized or focused discussion with their peers on community topics that they felt were specific to them.

**Community Workshop.** On Saturday 11th February 2017 a community workshop was held between 3-5pm (due to the depth of discussion the workshop went until 6:15pm). Thirty six members from the community contributed to the workshop with a diverse representation present which included, Ngadju, seniors, local business owners, families, school teachers, shire staff, youth, local artists and members from Council.

The Community as a whole is generally at one with what it sees as both strengths and weaknesses. For its residents, the Shire and the town of Norseman is something to be protected, fostered and helped grow where at all possible.

The Community engagement process, both the Community survey and the work undertaken by the consultant, showed unequivocally that the Shire's residents valued the lifestyle found in Norseman – its quietness, its equidistant location to both Esperance and Kalgoorlie, its access to good medical and ancillary health services, its access to the bush and the varied outdoor activities that this proximity afforded.

Across the whole Community the aspirations for the Shire and its future were similar. But the most important by far, from the youth within the Norseman Community to its aged residents, safety and security were seen as key priorities. This should come as no surprise, as a safe and secure environment is essential for the continued existence of both the individual and the Community in which they live.

We recognise that our Community is important, and its input is fundamental to determine the services and facilities that meet Community needs and expectations. The issues and feedback obtained from the Community consultation and engagement process have been integrated into the Strategic Community Plan.

As outlined above, the Community engagement process identified a number of key issues considered to impact (both now and into the future) on Community well-being. The responses are listed according to issue but not in any order of priority.

- Streetscape enhancement;
- Improved street lighting;
- Footpath construction and/or improvement;
- Continued good maintenance of the Shire's road network;
- Improvement to the Norseman airstrip;
- Asbestos removal;
- Construction of a truck bypass to mitigate the effects of heavy vehicles driving through the main street of Norseman;
- Continued delivery of good health care and service delivery, both in terms of primary care and allied health services offered to the Community;
- Efforts to establish a "men's shed", either through direct assistance or advocacy in obtaining funding for such a project or similar that aim to improve the mental health of the Community's residents;
- Increased range and availability of aged accommodation – this is seen as a means of maintaining the current resident position who contribute to the town's economy both directly (through the purchase of good and services) and indirectly (through the continued delivery of services such as health care etc.) and a means of potentially attracting residents to Norseman given that it is about halfway between Esperance and Kalgoorlie;

- Enhance and increase business development opportunities. Opportunities identified by the Community included:
  - ⇒ Development of a modernised shopping precinct that provides incentive for businesses to establish themselves within Norseman
  - ⇒ Development of a local market
  - ⇒ Support for tourism related business developments
- Development of an Indigenous Community Plan;
- Involvement in or advocacy for indigenous transition to workforce training;
- Co- location of recreation facilities;
- Upgrades to recreation facilities, including the swimming pool;
- Continued support for youth related activities, including the on-going employment of a youth worker in Norseman

From these ideas themes for improvement have been identified and developed. Seven in all have been identified, including:

- *A Healthy Community* – A Community with adequate health services accessible to all residents;
- *A Physically Active and Socially Connected Community* – A socially connected Community participating in a range of activities that will enhance the social fabric within the Shire of Dundas;
- *Community Engagement* – A Community where everyone from the youth to the aged are engaged in constructive activities that encourage social and Community development;
- *Economic Development* – A Shire continually involved with the development and maintenance of working relationships with mining companies (industry), local business ventures, retail and tourism to develop business opportunities within the Shire;
- *Population and Future Growth* – Encourage people to stay in the Shire and build a stable population with the possibility of future growth to maintain a viable functioning Community;
- *Educational opportunities* – A Shire with access to highly developed educational courses, facilities and career selection for future candidates; and
- *Infrastructure improvement* – A Shire with a high level of Community infrastructure with improvements to aged accommodation, footpaths, street lighting, streetscape and the airport.



PIAZZA ROBERT ST NORSEMAN



Planning for the future and providing the community needs of today.

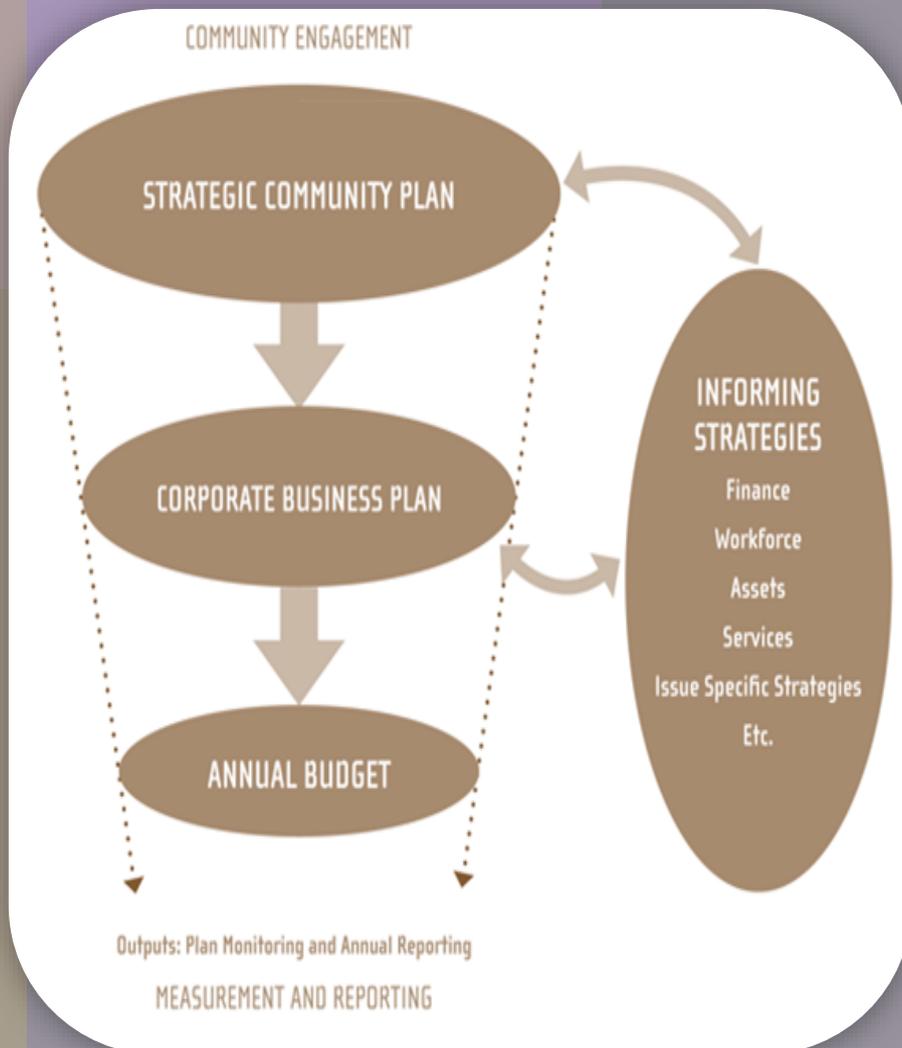
The Shire of Dundas Strategic Community Plan underpins future planning development within the Shire of Dundas over the next ten years.

The Shire of Dundas is building on a successful history of Community engagement to ensure that the Community can grow and thrive as a vibrant and attractive place to live, work and visit.

Developing our aspirations and plans for the future will shape the delivery of services to the Community and the direction of economic development. The integration of Community aspirations and service delivery is called the Integrated Planning and Reporting Framework (IPR). This will ensure that the Shire of Dundas' policies and services are aligned to the Community's aspirations.

Doing so strengthens the Shire's strategic focus and improves sustainability.

# planning for our future



## The IPR Process & Governance

The process, driven by this 10-year Strategic Community Plan will create a 4-year Corporate Business Plan to ensure that we deliver the Community's aspirations.

This SCP, which represents the needs and aspirations of the Community, has been developed by the Shire and sets out the vision for the next 10 years. It was formally adopted by the Shire of Dundas on the 17<sup>th</sup> of July 2012.

The task of turning this vision into a reality rests with the Shire's administration. They will set out how this will be achieved in the Corporate Business Plan (CBP).

Alongside the CBP, the administration will create a 10-year Long-Term Financial Plan and a 5-year Asset Management and Workforce Plans which will set out the resources needed to deliver the CBP.

The Councillors will conduct a major review of the progress towards achieving the 10 year plan every 4 years.

The aspirations and needs identified by the Community have been grouped into three key themes, each with supporting goals and measures of success.

Each theme will consist of goals with strategies to achieve them. Each strategy has been allocated a priority by the Shires administration, Councillors and members of the Community after consideration and analysis of Community consultation results. There are three priorities: high, medium and low.

The Shire will continue to report progress towards achievement of the goals identified in the Strategic Community Plan to the Community by providing an annual summary of progress within the Annual Report.



# general regional context

The southern Goldfields-Esperance region faces a variety of challenges with those most relevant to the Shire being:

- **Retaining a skilled workforce with requisite skills** The labour force of the Goldfields-Esperance Region has remained steady and the unemployment rate in the region was in decline from 2001-02 dropping to a 10 year low of 2.8 per cent in 2006-07 at the height of a mining boom (Goldfields-Esperance: a region in profile 2011). The mining industry is the largest employer in the Goldfields- Esperance Region accounting for 18.1 per cent of the total workforce (ABS 2006). The local government is therefore aware of the need to maximise opportunities in building partnerships with the mining industry to foster employment and population growth.
- **Providing infrastructure** to a relatively small and geographically diverse population with limited capacity for economies of scale.
- **Population trends** the estimated resident population of the Goldfields-Esperance Region which constitutes 29.9 per cent of the land mass in Western Australia was 58,727 in 2009. This constitutes 2.6 per cent of the total population of Western Australia. In the decade to June 2009, the region's population increased at an average annual growth rate of 0.4 per cent. Both increases and decreases experienced across the region are directly linked to the mining industry (Goldfields-Esperance: A region in profile 2011, Department of Regional Development and Lands WA 2011). The population trend for the Goldfields- Esperance region is intended to increase in line with the Western Australian Planning Commission's estimate of 65,400 by the year 2031.
- **Diverse economic and employment options** to retain current residents and attract more people, through supporting the development of a wider range of sustainable business opportunities such as innovative and coordinated (intra- and inter-regional) tourism as well as new and innovative primary industries (including agricultural, pastoral fishing and recycling initiatives); opportunities for the sustainable use of significant sites after current and future mining operations and institute a protocol that supports the development of new resource projects in a sensitive and timely manner providing the greatest benefit to the region.
- **Environmental challenges** Significant challenges emerging in the environment arena also need to be addressed by the region with key issues including focus on:
  - ⇒ Change adaptation and mitigation implications on regional bio-diversity agriculture, eco-tourism, the resources and fishing industry, health and other social conditions;
  - ⇒ Strategic regional water access, security and cost policies, planning and management strategies; enhanced and integrated transport planning; innovative responses to the impacts of high and rising energy and fuel costs including the capacity to deliver increased local "peak power" infrastructure in order to improve industry efficiency and deliver Community cost-benefits; and
  - ⇒ Land use strategic planning, development and release strategies, with a focus on substantial environmental conservation and management initiatives such as the Great Western Woodlands.

A scenic landscape of a river valley with a wooden walkway and a large tree. The image is used as a background for the document. The river flows through the valley, and the walkway leads towards the water. A large tree stands on the right side of the walkway. The overall scene is peaceful and natural.

# tourism

One industry sector within local government's sphere of direct influence is tourism. There are approximately 35,000 tourists visiting the Norseman Visitor Centre each year and it is this market that needs to be further tapped and developed.

The Shire believes a strong and vibrant tourist industry and Visitor Centre will assist in the development of new businesses and industry. It can assist in the development of the area by promoting the region as a great place to work, live and visit.

The Shire is considered the gateway to Western Australia with Norseman being one of the first towns in Western Australia that people visit and one of the last towns they see before they leave the state.

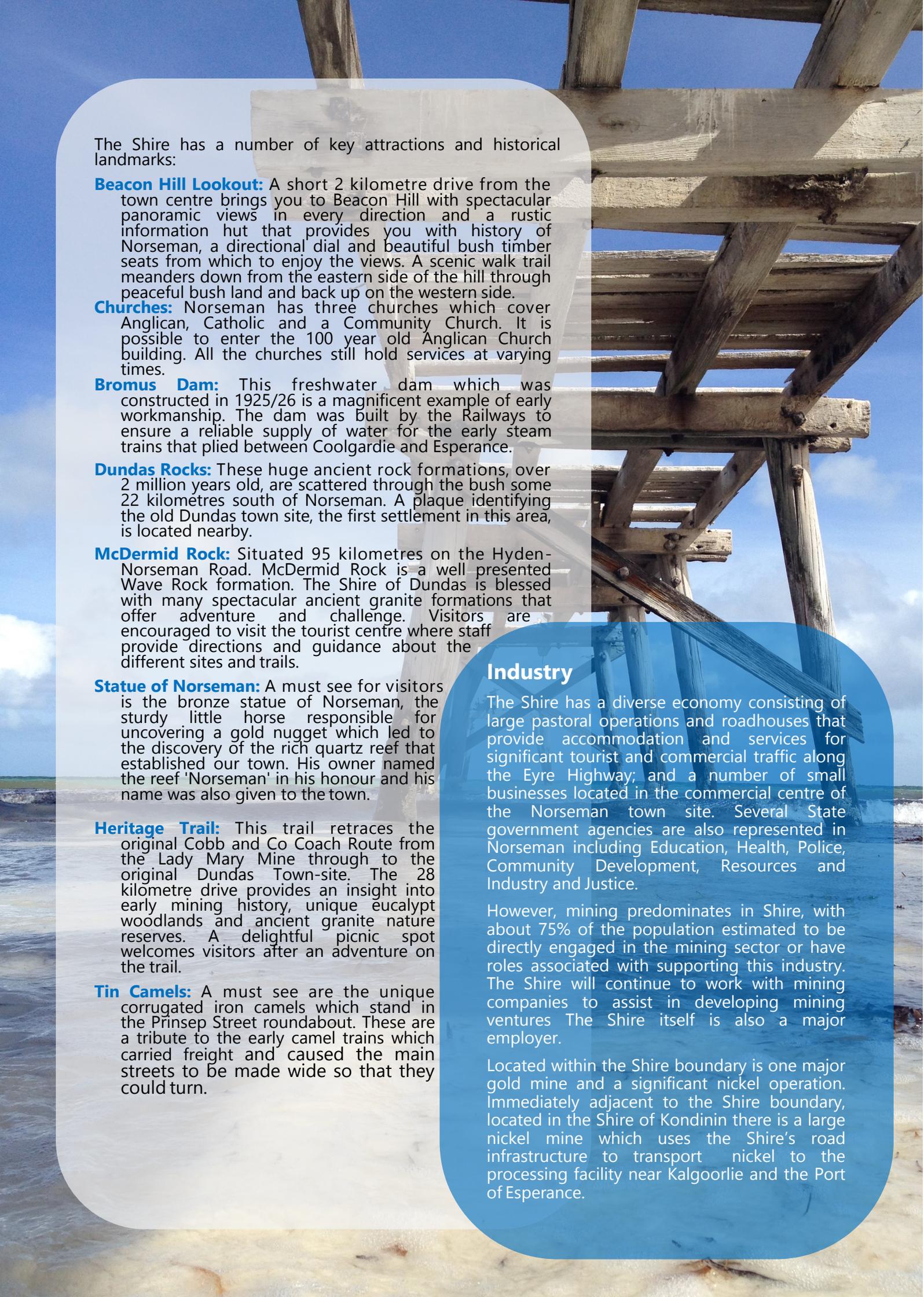
The position of Norseman lends itself to the development of a "gateway" tourist information centre that would promote the Shire, the Western Woodlands, the Goldfields and Esperance regions as well as the rest of the State of Western Australia

The Shire will seek the support of the Goldfields Voluntary Regional Organisation of Councils (GVROC) to source funding to further promote Norseman as the tourism gateway to Western Australia.

During the 2016-2017, four year review community feedback highlighted some gaps in the local tourism market such as a need for Ngadju Cultural Tourism and the strong interest of visitors to the region to learn about and experience local Aboriginal culture through tours, arts and sharing of heritage.

The Great Western Woodlands was also seen as a great untapped area for tourism development with calls for self-guided walks, cultural tours and experiences, festivals, indigenous flora and fauna information signage and promotion and the potential market of adventurers seeking a more rigorous experience of the Great Western Woodlands.

The "gateway" philosophy of earlier years has also been questioned with the Community stating the need for Norseman to be marketed as a destination in its own right and not just a place to pass through.



The Shire has a number of key attractions and historical landmarks:

**Beacon Hill Lookout:** A short 2 kilometre drive from the town centre brings you to Beacon Hill with spectacular panoramic views in every direction and a rustic information hut that provides you with history of Norseman, a directional dial and beautiful bush timber seats from which to enjoy the views. A scenic walk trail meanders down from the eastern side of the hill through peaceful bush land and back up on the western side.

**Churches:** Norseman has three churches which cover Anglican, Catholic and a Community Church. It is possible to enter the 100 year old Anglican Church building. All the churches still hold services at varying times.

**Bromus Dam:** This freshwater dam which was constructed in 1925/26 is a magnificent example of early workmanship. The dam was built by the Railways to ensure a reliable supply of water for the early steam trains that plied between Coolgardie and Esperance.

**Dundas Rocks:** These huge ancient rock formations, over 2 million years old, are scattered through the bush some 22 kilometres south of Norseman. A plaque identifying the old Dundas town site, the first settlement in this area, is located nearby.

**McDermid Rock:** Situated 95 kilometres on the Hyden-Norseman Road. McDermid Rock is a well presented Wave Rock formation. The Shire of Dundas is blessed with many spectacular ancient granite formations that offer adventure and challenge. Visitors are encouraged to visit the tourist centre where staff provide directions and guidance about the different sites and trails.

**Statue of Norseman:** A must see for visitors is the bronze statue of Norseman, the sturdy little horse responsible for uncovering a gold nugget which led to the discovery of the rich quartz reef that established our town. His owner named the reef 'Norseman' in his honour and his name was also given to the town.

**Heritage Trail:** This trail retraces the original Cobb and Co Coach Route from the Lady Mary Mine through to the original Dundas Town-site. The 28 kilometre drive provides an insight into early mining history, unique eucalypt woodlands and ancient granite nature reserves. A delightful picnic spot welcomes visitors after an adventure on the trail.

**Tin Camels:** A must see are the unique corrugated iron camels which stand in the Prinsep Street roundabout. These are a tribute to the early camel trains which carried freight and caused the main streets to be made wide so that they could turn.

## Industry

The Shire has a diverse economy consisting of large pastoral operations and roadhouses that provide accommodation and services for significant tourist and commercial traffic along the Eyre Highway; and a number of small businesses located in the commercial centre of the Norseman town site. Several State government agencies are also represented in Norseman including Education, Health, Police, Community Development, Resources and Industry and Justice.

However, mining predominates in Shire, with about 75% of the population estimated to be directly engaged in the mining sector or have roles associated with supporting this industry. The Shire will continue to work with mining companies to assist in developing mining ventures. The Shire itself is also a major employer.

Located within the Shire boundary is one major gold mine and a significant nickel operation. Immediately adjacent to the Shire boundary, located in the Shire of Kondinin there is a large nickel mine which uses the Shire's road infrastructure to transport nickel to the processing facility near Kalgoorlie and the Port of Esperance.





# Our vision

That the local Community has collectively become financially, socially and environmentally sustainable.



That as a Community we work collectively within an ethical framework to enhance our Community and its social fabric by way of consultation, lobbying and promotion.

# Our mission

# key themes & strategies

The Strategic Community Plan 2012-2022 sits with three key themes which underpin the development of goals and strategies. The goals and strategies under each theme create the framework for the delivery of

## A vibrant, active and healthy socially connected Community

A strong, healthy, educated and well-connected Community that is actively engaged and



## A thriving local economy and economic base

A strong and diversified economy with a number of commercial businesses and industries providing new and varied employment opportunities for all age groups.



## Natural and built environment

A protected and enhanced environment that is aesthetically pleasing and provides benefits to the Community for generations to come.



## Theme 1 – A vibrant, active and healthy socially connected Community

A strong, healthy, educated and connected Community that is actively engaged and involved.

Strategy 1	Goal	Measure	Priority
<b>1.1 Accessibility to medical services</b>	<p>A Community capable of providing adequate health services to all residents recognising that particular Community group needs may include adequate medical facilities for local health issues.</p> <p>Advocate on the Community's behalf to ensure that adequate health services are provided.</p>	<p>Service levels meet Community expectations and these are monitored on an annual basis.</p> <p>Regular meetings with health service providers.</p> <p>Promotion and information of Health Services available</p>	High
<b>1.2 Recreation, Sports and Leisure</b>	<p>A socially connected Community that is physically active.</p>	<p>Level of Community participation in a range of clubs and activities is sustained or is growing.</p>	High
<b>1.3 Engagement of the Community</b>	<p>The Community are engaged in constructive activities that encourage social and Community development.</p>	<p>Participation rates of Community members involved in constructive activities is increasing.</p> <p>Participation rates of Ngadju engagement and cultural activities is increasing.</p> <p>An increased level of Community feedback to the Shire.</p> <p>Improved Shire communications to the community through a variety of platforms and channels.</p> <p>A Shire Community Development Team with the priorities of children, youth, seniors, community and visitor services.</p>	Medium
<b>1.4 Highly developed educational facilities</b>	<p>A Shire which has highly developed educational opportunities and facilities available to the Community</p>	<p>An increased level of course and career selection available to the Community.</p>	Medium

## Theme 2 – A thriving local economy and economic base

A strong, diversified economy with a number of commercial businesses and industries providing new and varied employment opportunities for all age groups.

Strategy 2	Goal	Measure	Priority
<b>2.1 Opportunity for Economic Diversification</b>	A vibrant economy that includes and supports opportunities for mining, industry, creative and cultural industries, tourism, shopping and business.	The level and diversity of businesses, including mining, industry, creative and cultural industries, tourism and commercial activity is increasing.	Medium
<b>2.2 Attracting new businesses</b>	New businesses are attracted to the area and existing ones encouraged to grow through promotion of the area as an attractive place to work and live.		
<b>2.3 Future Growth and sustainability</b>	Our Shire will maintain the existing population and provide opportunities for future growth for continued sustainability of the Community.	Population levels are stable or increasing to maintain a viable Community.	Medium
<b>2.4 Provide infrastructure that stimulates growth</b>	To assist in the provision of infrastructure that encourages development of existing and new business opportunities.	Increased level of infrastructure that is beneficial to business and industry.	High



### Theme 3 – Natural & Built Environment

A protected and enhanced environment that is aesthetically pleasing and provides benefits for the

Strategy 3	Goal	Measure	Priority
<b>3.1 Management of environmental impact.</b>	To minimise the impact of Shire activities on the environment.	That any activities undertaken by the Shire have a demonstrable minimal impact on the environment and set a benchmark for the region.	Medium
<b>3.2 Provision of sustainable power.</b>	Sustainable power generation in Norseman.  Regular meetings with utility service providers	A consistent power supply that meets the Communities requirements.  Regular meetings are held.	Medium
<b>3.3 Enhanced transport access and infrastructure.</b>	Improved infrastructure within the Shire and good transport access to and around Norseman.	Existing infrastructure that meets Community expectations and requirements.  A measurable improvement in levels of infrastructure.	High
<b>3.4 Enhancement of natural tourist destinations.</b>	Development of the Great Western Woodlands that maintains the overall natural beauty of the area however still provides opportunities for tourism and other uses.	That the GWW is generally preserved and any development undertaken still allows residents and tourists to enjoy its natural beauty  An increased level of tourism numbers visiting the GWW.	Medium/High
<b>3.5 Improved streetscape.</b>	To improve the streetscape for the town sites of Norseman and Eucla	That the town sites in the Shire are attractive, well presented and encourage people to work, live and visit the Shire.	Medium/High

This document is intended to be a living document created with our Community's visions, aspirations and needs at its heart.

The on-going process of Community engagement 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 desires. The Major review was conducted by council between September 2016-February 2017

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

In addition the Shire has devised a range of techniques and opportunities to engage our Community on an on-going basis:

- ⇒ An annual Community satisfaction survey;
- ⇒ Focus groups/workshops to stimulate engagement and involvement in the Shire's activities;
- ⇒ Regular Council meetings where local residents and the wider Community are invited to attend;
- ⇒ Regular newsletter distribution and online website information; and
- ⇒ Other ad-hoc informal engagement opportunities throughout the year as part of the Shire's day-to-day activities.

## Acknowledgements

The Shire of Dundas wishes to thank all community members for their input, voice and ideas during the creation and review of this Strategic Community Plan.



Government of **Western Australia**  
Department of **Local Government and Communities**

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photo Lynn Webb



