



SHIRE OF DUNDAS
STRATEGIC COMMUNITY PLAN
1 July 2012 to 30 June 2022

Adopted by the Council July 2012

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Foreword

Message from the Shire President

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.

Cr Jacquie Best
Shire President



Executive Summary

Document Purpose

This Strategic Community Plan will help shape the services that the Shire of Dundas (the Shire) will deliver over the next ten years.

It has been developed with our Community's aspirations and needs at its heart. These have been gathered through a process of consultation and engagement. We used a number of methods to make sure we sought the view from as wide a range of people in our Community as possible including residents, business owners, Councillors, Government Agencies, Local Administration staff and others.

Consultation Process Undertaken

The Shire employed a variety of methods to collect Community feedback for the preparation of the Strategic Community Plan. The Shire also engaged a consultant to ensure that the Community were consulted and engaged in the process and provided valuable input to the process.

Initially the Shire undertook an extensive Community survey to provide feedback on what the Community thought that the Shire did well and not so well. The survey also asked what the Community wanted as part of living within the Shire.

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 Community Strategic Plan. The Community engagement process took place over three days, Tuesday 21st – Thursday 23rd February 2012 and involved:

- the opportunity for a "one in one" interview 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 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 in Eucla on the 17th March 2012.

High-level Results from Community Consultation

A summary of the issues raised by the Community during the Community consultation and engagement process highlighted common themes which included:

- *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;
- *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.

Our Vision

Following Community consultation, the Shire’s vision statement has been revised to be more reflective of Community sentiments, supporting the Shire’s envisaged strategic direction:

“That the local Community has collectively become financially, socially and environmentally sustainable in a safe and cooperative society.”

Key strategic themes

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

(1) A vibrant, active and healthy socially connected Community

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

(2) 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.

(3) Protecting the natural and built environment

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

Monitoring process and next steps

The Strategic Community Plan (the SCP) has been created on the basis of consultation with the Community and takes into account the resources available to our Shire. The SCP will undergo a full review and assessment every four years, an interim review every 2 years and the Shire will undertake regular Community consultation to ensure its continued relevance.

1. Introduction

The SCP will help shape the services that the Shire will deliver over the next ten years.

The SCP has been developed with our Community's aspirations and needs at its heart. The long term aspirations and visions have been gathered through an in-depth process of consultation and engagement. A variety of methods have been undertaken to make sure we have sought the view from as wide a range of people in our Community as possible including residents, business owners, Councillors, Government Agencies, Local Government staff and others.

We have grouped the aspirations and needs you shared with us during the consultation into three key themes, each with supporting goals and measures of success. The three themes are:

1 A vibrant, active and healthy socially connected Community

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

2 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.

3 Natural and built environment

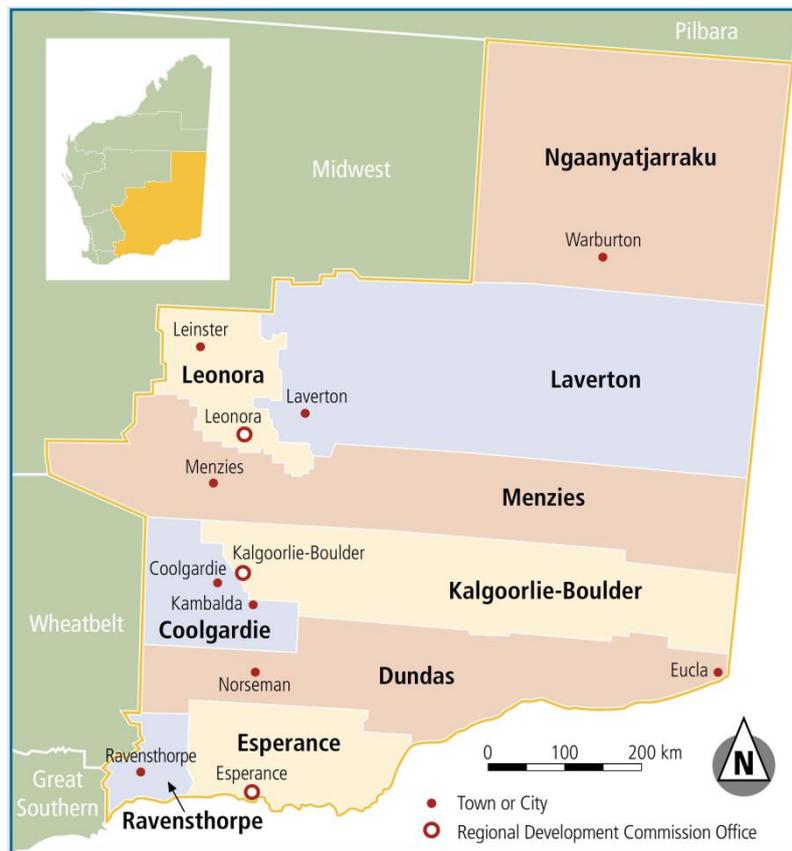
A protected and enhanced environment that is aesthetically pleasing and provides benefits to the Community for generations to come.

Our SCP will undergo a full review and assessment every four years, as well as interim review every two years. In addition to this, we will undertake regular Community consultation as outlined in Section 5 of this plan.

2. Our Community

About the Shire

The Shire of Dundas is in the southern goldfields region of Western Australia. The Shire is approximately 92,725 square kilometres in an elongated geographic form being approximately 900 kilometres from west to east (bordering South Australia) and 100 kilometres north to south at its widest point. The following map shows the Shire's place within our region:



Source: Department of Regional Development and Lands

The Shire of Dundas overall population is 1180 (ABS 2011) with most of these people living in the town of Norseman which is the main urban and administrative centre with approximately 780 residents.

Norseman is situated at the junction of the Eyre Highway and the Coolgardie-Esperance Highway midway between the regional centres of Kalgoorlie and Esperance; making it an important place that connects Western Australia to the eastern states.

Eucla is a small town at the eastern extremity of the Shire adjacent to the South Australian border with a population of approximately 50. There are also small population cells at a number of roadhouses and pastoral stations along the Eyre Highway between Norseman and Eucla.

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. The population has stabilised at its current level however mining exploration has identified significant resources in the area that may lead to further population growth in the future.

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.

Local History

The history of Norseman and Dundas began in the 1840's with the exploration of the South Coast by Edward John Eyre, the naming of the Dundas Hills in 1848 by JS Roe, the establishment in 1864-65 of a sheep station in Esperance by the Dempster brothers from Northam, and the crossing in 1871 of John Forrest from Western Australia into South Australia, which between 1871 and 1880, produced the establishment of sheep stations at Mundrabilla, Fraser Range and Balladonia.

Between 1876 and 1878 the construction of the Overland Telegraph (coastal), from Albany to Adelaide took place, and after its completion the Southern Area was linked with the rest of Australia.

In 1894 Laurie Sinclair, whilst prospecting about 4 miles north of Dundas, discovered a rich gold reef which he named "Norseman". Popular legend has it that after tethering his horse "NORSEMAN" up for the night, Sinclair found the next morning a chunk of a gold reef which the horse had pawed up and exposed in the night. This reef was registered by Sinclair and a man named Alsopp on the 13th August 1894. Also registered on the same day was a reef called "Mt Barker" by Messrs, Ramsay, Talbot and Goodliffe.

During its first few years Norseman struggled to establish itself due to Dundas being the major township in the area, however due to the Norseman fields being richer than Dundas, it gradually outgrew the latter, and in 1895 was declared a town and in 1896 a Municipality.

In 1895 the first Post Office was opened as well as the West Australian Bank followed by the Commercial Bank of Australia. These two banks were forced to close in 1899, due to the depression, but were replaced by the Union Bank of Australia. In September 1895 the first Doctor arrived and during the first twelve months a tent was used as the hospital.

Laurie Sinclair, grateful to his horse, named his find after it and the name of Norseman was also given to the mining town that sprung up as a result of the find. Legend or not, the name of Norseman can be found in mine registration records today.

Demographics

The Shire of Dundas has an estimated resident population of 1180 people (ABS 2011). This includes 138 indigenous people who make up 12% of the local population. The gender split is 651 male (57%) and 492 females (43%) which is predominantly due to the heavy influence of the mining industry.

The population within the Shire is divided into the following age groups

Age groups:	Males	Females	Persons
0-4 years	44	39	83
5-14 years	56	78	134
15-19 years	15	16	31
20-24 years	45	45	90
25-34 years	109	84	193
35-44 years	115	60	175
45-54 years	104	64	168
55-64 years	82	54	136
65-74 years	66	36	102
75-84 years	10	11	21
85 years and over	3	5	8

The median age of people living in the Shire is 37 years of age.(ABS 2011)

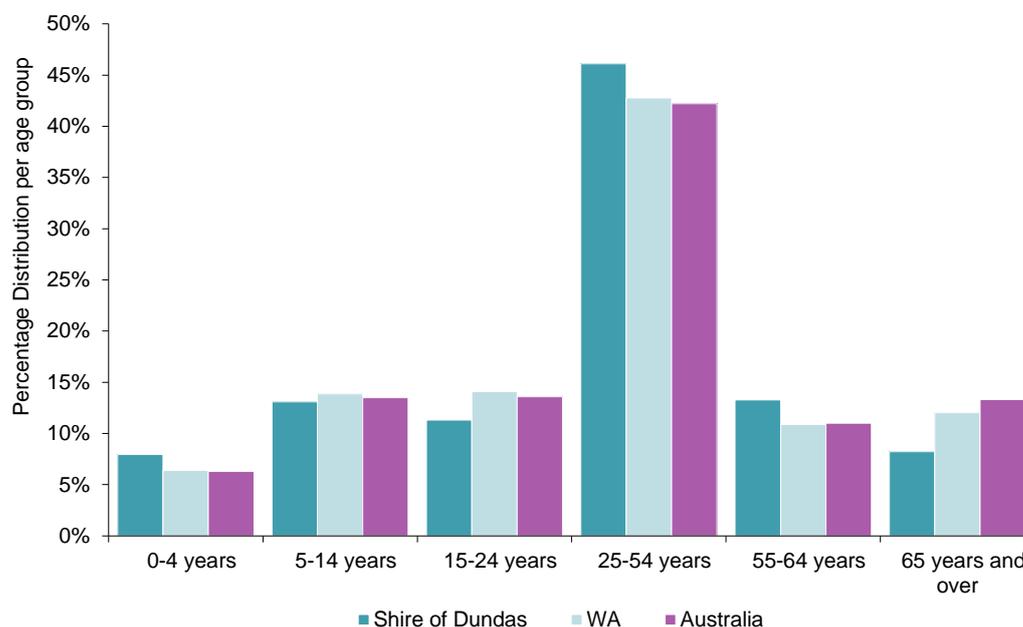
There are 826 persons living in 533 private dwellings. Of these dwellings, 178 were unoccupied (ABS 2011). The number of rental properties is 122 with a median rent of \$100 per week.

Only 12% of the population within the Shire undertake voluntary work for an organisation or group and this is reflected in the decline of Community organisations and sporting groups.

There are 40 people identified who need assistance for core activities and this represents 3.5% of the population however the number may be understated as only 82% of the population have stated that they do not need assistance to undertake activities. (ABS 2011).

The age distribution within the Shire is similar compared to the wider Australian population, as illustrated in the graph below. However there are a noticeably higher percentage of residents between the ages of 25-54, yet a lower proportion of 55-64 year olds. This suggests that residents may be retiring to areas outside of the Shire and consequently is a consideration for the Shire when considering the types of service provisions to the Community.

Age Distribution and Population Structure



It should be noted that with a small population, minor changes in population can significantly affect these percentages. A 1.4% increase in population in 2008/09 was due to the movement of just 17 persons into the Shire.

Transport Links

The Shire is traversed from north to south by the Coolgardie to Esperance Highway which links the Port of Esperance in the south to Coolgardie and Kalgoorlie to the north. The Eyre Highway which starts in Norseman provides the major west to east link between Western Australia and the Eastern States.

The Eyre Highway is the State's major freight and transport link with the rest of Australia to the east. The town of Norseman provides the central commercial and service base for these industries.

Key travel destinations from Norseman by vehicle are noted below:

- Ravensthorpe - 4 hours approximately - 355km southwest
- Esperance - 2 hours approximately - 210km south
- Kambalda – 1.5 hours approximately - 137km north
- Kalgoorlie – 2 hours approximately – 190km north
- Eucla – 7 hours approximately - 710km east
- Perth – 8 hours approximately - 724km west

The Shire is also traversed from north to south by a standard gauge rail network that connects the port of Esperance to the iron ore operations in the Midwest. Approximately 10 million tonnes of iron ore is transported annually by rail from

Koolyanobbing and surrounding region and the trains pass through Norseman on a daily basis. This rail link is an important part of the state and region's growing economy.

Number of Dwellings

The housing in the Shire is generally made up of asbestos and tin roofed dwellings, with a small number of brick and tile housing generally occupied by government employees. As at 2006 (ABS), there were 872 persons per 389 households.

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.
- **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 (e.g. the Great Western Woodlands).
- **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.

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.

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.

3. Your Council and Shire

Councillors:

Councillors have a specific role in relation to developing the local government's vision and long term goal setting with appropriate Key Performance Indicators (KPI's).

The development and implementation of our Community's aspirations and goals will be facilitated by the Shire's six Councillors. Councillors are voluntary elected representatives of the people. Any person on the municipal roll may nominate as a Councillor when a vacancy is publicly advertised. All Councillors generally serve a four year term with elections held during October of every two years. The Councillors meet regularly to discuss issues and issues arising in the Community. Councillors act to ensure that they:

- Represent the interests of electors, ratepayers and residents of the district;
- Facilitate communication between the Community and the Shire of Dundas;
- Participate in the local government decision-making processes at Council meetings;
- Provide appropriate services and facilities that are efficient, effective, adequate and equitable;
- Properly manage the environment, consistent with the principles of ecologically sustainable development; and
- Take into account the long-term cumulative effects of the Shire's decisions.

Cr Jacquie Best
President



Cr Simone Conklin
Deputy President



Cr Pat Hogan
Councillor



Cr Bonnie Vicensoni
Councillor



Cr Chris South
Councillor



Cr Kiri Campbell
Councillor



The Executive and Administrative Team

The Executive & Administration Team oversees the day-to-day operations of the Local Government and is tasked with delivering agreed outcomes documented in the Shire's Corporate Business Plan.

Richard Brookes
Chief Executive
Officer



Mia Dohnt
Deputy Chief
Executive Officer



Barry Gibbs
Manager of Works



Marnie Fels
Manager of Finance



Cissy Ellison
Community
Development /
Youth Officer



Sonya Ellison
Senior Administration
Officer



Helen Buckley
Payroll /
Administration Officer



Margaret McEwan
Administration /
Library Officer



Shire of Dundas in a Snapshot

The current snapshot below portrays where our Council is at this moment in time. From this starting point, we hope to provide services that are efficient and effective in line with both our SCP and Corporate Business Plan, which have been developed to meet the required legislative requirements.

<i>Year End 30 June 2011</i>	
Annual Revenue	\$ 5,214,197
Annual Expenditure	\$ 3,381,851
Operating Net Position	\$ 1,832,346
Number of Employees	28
Number of Electors	542

For the 2010/11 financial year, the annual revenue for the Shire was approximately \$5.2m with annual expenditure at \$3.38m.

The Shire was able to report a positive net operating position, although it should be noted the Shire relies on grants, subsidies and contributions in order for this to be the case. Furthermore, until an Asset Management Framework is implemented and reflected into the Long Term Financial Plan, it is not possible to make a definitive judgement about the Shire's financial position.

The Shire has a positive liquidity ratio (current assets over current liabilities) of 8.9 which indicates that the Shire has the ability to service debt in the short term. The Shire employs 28 staff and represents a constituency of 542 electors.

4. Planning for the future of the Shire of Dundas

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.

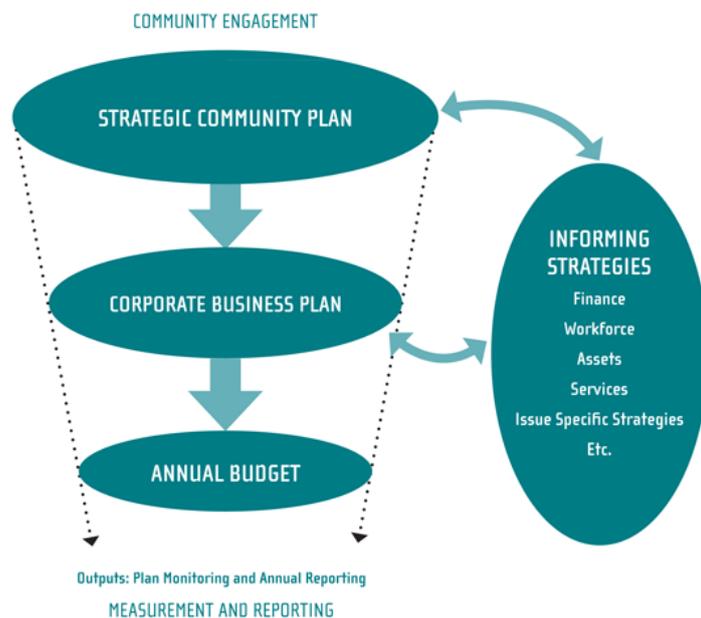
Developing our aspirations and plans for the future will shape the delivery of services to the Community and the direction of economic development. The integration of Community aspirations and service delivery is called the Integrated Planning and Reporting Framework (IPR). This will ensure that the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

Our IPR process

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 will:

- Strengthen our Shires strategic focus; and
- Improve sustainability.



Governance

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 17th 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.

Current and Future Resource Capacity

This section is based around the indicative costs and resource capability within the Shire to pursue the priorities, objectives and strategies.

The SCP, with its emphasis on long-term Community aspirations, cannot be developed or reviewed without an understanding of its associated broad resource implications.

Existing informing strategies, such as Workforce, Asset Management, Long-Term Financial and existing Service Delivery Plans will provide the capability of the Shire to pursue its priorities and objectives.

5. Engaging our Community

Our Community's views, values and aspirations, those of Councillors and businesses located within the Shire, are at the heart of this SCP.

Previous Community engagement identified the need for strong and active voluntary groups and on-going communication. It recognised a need to remain vigilant in our approach to Community engagement and ensure all key stakeholders are involved to proactively address concerns and specific issues which feed directly into the Shires planning approaches.

The Shire adopted a Community engagement framework to enhance the way we conduct and document Community engagement.

Background on the consultation process outlining how the key themes in section 7 have emerged, is detailed below.

Consultation Process Adopted

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 21st – Thursday 23rd 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 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 17th 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.

Through this entire process, the Community has had significant opportunity to be involved in the development of this Plan.

Current Methods of Obtaining Community Feedback

The Shire employs a variety of methods to collect Community feedback and has recently developed a Community Consultation and Engagement Strategy adopted by the Council on 19 July 2011. Some of the measures that the Shire can use to consult and engage the Community include:

- **Community satisfaction surveys** to gauge Community perceptions on areas of importance and the Shire's performance relative to those areas.
- **Focus groups / public workshops** held that stimulate engagement and involvement the Shire's activities.
- **Council meetings** where local residents and the wider Community are invited to attend.
- **Delegates** who will be appointed by the Council to organisations operating within the Shire or within the region where it is considered that Community benefits will be gained through Councillors or Staff attending meetings of those organisations.
- **Other techniques** include:

Website: The Shire will maximise the use of its web site for all public information;

Advertising: The Shire will provide public notices in a local newspaper circulating throughout the Shire and on the Shires notice boards;

Monthly Advertorial: As a minimum, a monthly advertorial will be provided in the Norseman Today to provide a snapshot of activities of interest;

Newspaper Columns and Interviews: Where available, the Shire President and CEO will provide radio/television/newspaper interviews and columns; and

Media Releases: The Shire will actively promote the issuing of media releases to ensure the Community is informed on the Shire's activities of interest.

These consultation activities have allowed for a broad understanding of the Community's aspirations to be captured which has led to the development of the focus area in the following section.

The on-going process of Community consultation will involve:

- A formal and comprehensive consultation exercise every 4 years as part of the review process for this plan;
- Annual Community satisfaction surveys;

- Focus groups/workshops will be held that 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 columns in the local paper;
- Website development for information purposes; and
- Other ad-hoc informal engagement opportunities throughout the year as part of the Shire's day-to-day activities.

The Shire is committed to enhancing its Community engagement and consultation process.

For further information outlining the Shire of Dundas's Strategies in Community engagement, please refer to "*Shire of Dundas Community Consultation and Engagement Strategy*".

6. Results of the consultation process

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 the 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 goods 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 tourism opportunities either through direct involvement or by advocacy. Tourism opportunities suggested included:
 - ✓ Increased promotion of the unique historical aspects to the Shire's past
 - ✓ Development projects that showcase the diverse natural history that is found throughout the Shire, including greater promotion of the Western

Woodlands, the coast around Eucla and the other attractions based in and around the Norseman town site. These developments could also provide means of creating economic opportunity and betterment for the Shire's indigenous Community members

- ✓ Improvement to current tourism facilities
- ✓ Development of historical museum/interpretative centre
- ✓ Improved identification of the Norseman town at the Eyre Highway intersection
- 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

The aspirations and needs identified by the Community as outlined above 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.

Our Mission and Vision

Through the Community consultation and engagement process, the Shire of Dundas; vision and mission statements have become more reflective of Community sentiments, supporting the Shire's envisaged strategic direction:

Our Vision:

"That the local Community has collectively become financially, socially and environmentally sustainable in a safe and cooperative society."

Our Mission:

"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."

7. Key themes and strategies

Community engagement has led to the development of three key themes which will underpin the development of goals and strategies. The goals and strategies under each theme create the framework for the delivery sustainable outcomes to achieve our vision.

The three themes formed from the Community engagement process are:

1 A vibrant, active and healthy socially connected Community

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

2 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.

3 Natural and built environment

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

The 3 themes summarised above, are further detailed in the following tables by identifying goals and measures with a level of Community priority.

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
1.1 Accessibility to medical services	<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>	High
1.2 Recreation, Sports and Leisure	<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
1.3 Engagement of the Community	<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>An increased level of Community feedback to the Shire.</p> <p>The continued employment of a Community Development and Youth Officer.</p>	Medium
1.4 Highly developed educational facilities	<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
2.1 Opportunity for Economic Diversification	A vibrant economy that includes opportunities for mining, industry, tourism, shopping and business.	The level and diversity of businesses, including mining, industry, tourism and commercial activity is increasing.	Medium
2.2 Attracting new businesses	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.		
2.3 Future Growth and sustainability	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
2.4 Provide infrastructure that stimulates growth	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 Community for generations to come.

Strategy 3	Goal	Measure	Priority
3.1 Management of environmental impact.	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
3.2 Provision of sustainable power.	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
3.3 Enhanced transport access and infrastructure.	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
3.4 Enhancement of natural tourist destinations.	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.	Low
3.5 Improved streetscape.	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

8. Next steps

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.
- **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.

9. Acknowledgements



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