



# **Shire of Menzies**



## **Strategic Community Plan**

**July 2013 – June 2023**

**Desktop Review Undertaken  
July 2015**

# MESSAGE

## FROM THE SHIRE PRESIDENT & CHIEF EXECUTIVE OFFICER

**Greg Dwyer**

**Shire President**

The Shire of Menzies Strategic Community Plan is an important resource for the Council which will assist it to provide quality services to the public and appropriately plan for the type of future residents of the district desire. The community has had an important role in developing this plan and setting the future direction for the shire. Widespread consultation across the community was undertaken and included residents, business owners, Councillors, government agencies, local administration staff and other stakeholders, resulting in the initiatives that are documented in this plan. The Plan provides high level direction to the Council on what the key aspirations and goals of the community are, and guidance in helping to maintain a strong sense of pride and wellbeing throughout the district. The Council will continue its role in maintaining an excellent standard of fiscal management whilst paying due regard to the abundant natural features and unique historical environment in this area. Effective and meaningful planning is an important tool for the Shire of Menzies in its endeavour to ensure the Shire of Menzies remains a desirable place to live.

**Peter Crawford**

**Chief Executive Officer**

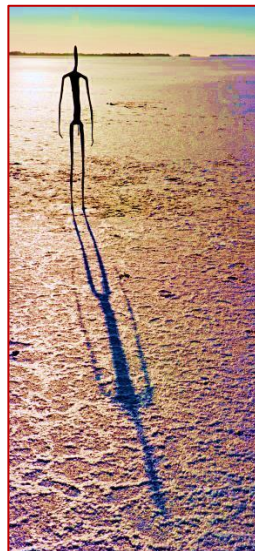


**Menzies Cemetery 2013**

This document builds on the Shire's 20 year Strategic Plan adopted in 2005 and is the principle driver in the development of more detailed plans in other areas including – Forward Capital Works Plan, Corporate Business Plan, Workforce Plan and Asset Management Plans. The Councillors and Staff will be guided by these plans when planning the delivery of services and future capital projects throughout the shire. Effective forward planning enables the Council to co-ordinate projects in line with a prudent financial position to provide a planned approach to the delivery of services and projects. This Shire's population remains static at present, with the mining and pastoral sectors being less than buoyant. This presents an opportunity for the Council and community to prepare for any future growth. The Council and Staff remain committed to creating an environment that supports moderate, high quality, sustainable growth. The Community Strategic Plan will assist in enabling the current and future Council to meet the challenges and demands placed on it, whilst effectively protecting the valuable acquired and historic assets of the area.

# TABLE OF CONTENTS

INTRODUCTION .....	4
1. OUR ECONOMY .....	5
2. OUR PEOPLE .....	6
3. OUR ENVIRONMENT .....	7
4. OUR KEY CHALLENGES AND RISKS .....	7
5. WHAT THIS PLAN IS ABOUT .....	8
6. THE PLANNING FRAMEWORK .....	9
7. WHAT DOES THE STRATEGIC COMMUNITY PLAN AIM TO DO? .....	10
8. WHY DO WE NEED A STRATEGIC COMMUNITY PLAN? .....	10
9. HOW THE PLAN WAS DEVELOPED .....	11
10. COMMUNITY AND CAPACITY .....	12
11. OUR COMMUNITY VISION .....	19
12. CORE PRINCIPLES .....	21
13. OBJECTIVES .....	21
14. COMMUNITY PRIORITIES .....	22
15. LONG TERM FINANCIAL PLAN .....	33
16. THE NEXT STEPS .....	34
REVIEW CYCLE FOR THE S. C. P. ....	35



Lake Ballard Menzies 2013



Department of Local Government  
Department of Regional Development and Lands



The Shire of Menzies wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.

# INTRODUCTION

The Town of Menzies is a mining and pastoral town in the Eastern Goldfields, 730 kilometres East of Perth, about an 8 hour drive via Kalgoorlie.

The Shire covers approximately 125,000 km<sup>2</sup> with a total population of 235 people in the western part of the Shire as of June 2008.

Approximately 150 people live in the Tjuntjuntjara Community near the South Australian border.



Tjuntjuntjara Community 2015

A small number of community members also reside at Kookynie, dubbed “a *living Ghost town*” with numerous heritage sites and historical buildings.



Historic Cottages 2013

**The Shire as a whole is home to many heritage sites and historical buildings.**

# 1. OUR ECONOMY

In the Shire of Menzies's economy, based on Census 2006 data, the most common responses for occupation for employed persons usually in residing in Menzies were;

- Labourers 29.7%,
- Managers 20.9%,
- Community and Personal Service Workers 13.2%,
- Clerical and Administrative Workers 12.1% and
- Professionals 8.8%.



**Menzies 2013**

The most significant industries for the working population are;

- local government 24.2% (versus the national average of only 1.4%)
- sheep, beef, cattle and grain farming (13.2%),
- school education (11%),
- hospitals (8.8%) and
- retail (5.5%).

Two highly significant circumstances are apparent;

1. The absolutely critical value of local government to the community for employment, and
2. The near complete absence of mining opportunities for residents at this time.



## 2. OUR PEOPLE

In the Shire, there were a total of 159 dwellings (based on 2006 Census data), 83 of which are occupied with an average of 2.6 persons. The median rent in association with these dwellings is \$25 per week compared with the national average of \$190 per week. This suggests that the accommodation is more affordable in Menzies than other local government areas; however the cost of living is countered by high freight costs impacting goods and services.

While the population distribution generally follows that for the whole of Australia, three key factors emerge from census data:

1. The percentage of those in Menzies who speak English at home (52.8%) is much lower than the national average (78.8%), based on the fact that a significant proportion of the Shire population is indigenous and speaks a variety of Aboriginal dialects. As the Shire has a significant Aboriginal population, the local government must consider and keep updated on the changing legislation regarding the provision of services to Aboriginal communities.



Tjuntjuntjara Community 2013

2. The numbers for full time employment are significantly lower in Menzies than nationally (43.2% versus 60.7%), suggesting that there is a significant proportion of residents only employed part time, with potential capacity to work full time, and that there is a shortage of full time employment. This is a consideration for the local government which may be able to further support new business activity in the Shire.
3. The median income of Menzies residents is far below the national average. In the Shire, residents had a median individual income of \$245 per week versus \$466 for the national average. The median household income at \$480 per week in Menzies is less than half the average Australian household of \$1,027.

### 3.OUR ENVIRONMENT

The natural environment needs to be valued and sustained to ensure viability of pastoral industry and protection of an often fragile ecosphere during development. This includes control of pest plants and feral animals.

In addition to the natural environment there is the built environment of our surroundings and the heritage value these represent to the community.



**Menzies 2013**

### 4.OUR KEY CHALLENGES AND RISKS

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our Plan.

Issues identified and addressed;

- Rapid growth of mining.
- Affordable housing demand.
- Population retention.
- Loss of pastoral opportunities.
- Development of partnerships with mining industry for business and employment.
- Infrastructure and service capacity.

## 5. WHAT THIS PLAN IS ABOUT

The Local Government Act was recently amended to require local governments to prepare two different plans to help guide and shape the future of the community.

### 1. Strategic Community Plan

The Strategic Community Plan will help shape the services that the Shire of Menzies will deliver over the next ten years, as not every objective can be met immediately.

### 2. Corporate Business Plan

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



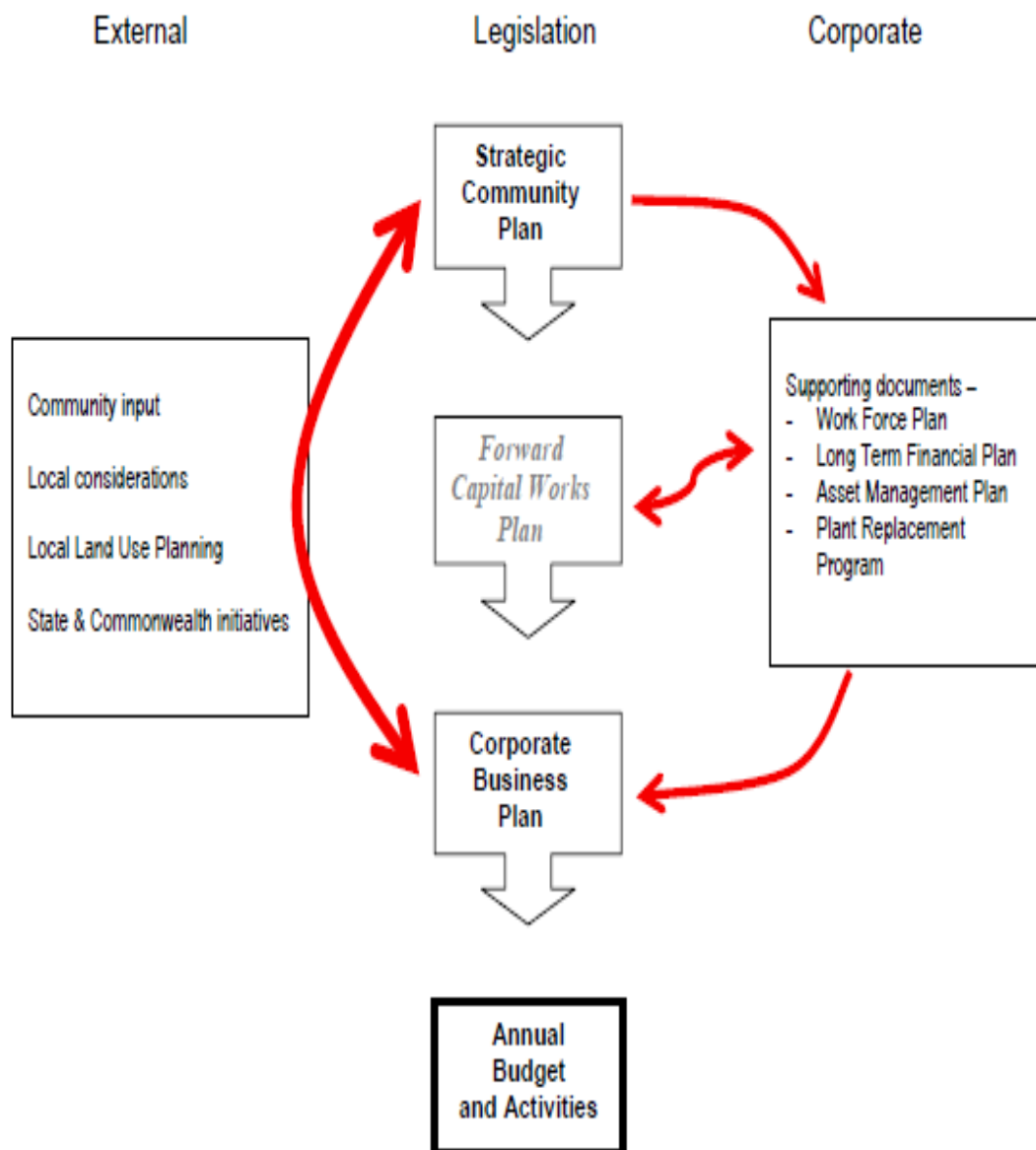
We have grouped the aspirations and needs the community shared during the consultation process into key themes, each with supporting goals and measures of success. The themes are;

- 1. Local economy**
- 2. Community**
- 3. Civic Leadership**
- 4. Heritage**

Our Strategic Community Plan will undergo a full review and assessment every four years, as well as interim review every two years. This draft has been created on the basis of consultation with the community and takes into account the resources available to our Local Government.



## 6.THE PLANNING FRAMEWORK



***The Forward Capital Works Plan is required in order to qualify for Country Local Government Fund grants, administered by the Department of Regional Development and Lands.***

***The other required plans are mandated by the Local Government Act s.5.56 and Administration Regulations 19BA, 19CA, 19C, 19DA and 19D.***

## 7.WHAT DOES THE STRATEGIC COMMUNITY PLAN AIM TO DO?

The plan must:

- Have a long term focus with a minimum of 10 years.
- Address key issues relating to social, environmental, economic and civic leadership objectives.
- Be developed using an adopted community engagement strategy that enables Council to communicate and consult with the community.
- Outline the principles on which the plan is based.
- Provide for measuring, monitoring and reporting on progress in implementing the plan.

## 8.WHY DO WE NEED A STRATEGIC COMMUNITY PLAN?

Simply, developing a long term plan, for our community, by our community, makes good sense. But there is also another reason: The introduction of integrated planning and reporting legislation by the WA State Government sets out requirements for all Councils to develop long term plans that outline their community's aspirations and strategic directions. Such plans will be a basis for future Local Government and State planning.



**Menzies 2013**

The Shire of Menzies has embraced the opportunities offered by this legislative change to build from past consultative planning efforts, and ensure that planning and reporting in the Shire of Menzies is well informed, relevant and responsive to community needs.

## 9. HOW THE PLAN WAS DEVELOPED

To ensure that the Strategic Community Plan reflects predominant community interest and views, community views, values and aspirations, are at the heart of this Strategic Community Plan (SCP). The groups consulted include;

- Residents;
- Community groups;
- Charity groups; and
- Businesses.

The Shire of Menzies employs a variety of methods to collect community feedback. These individual methods are part of our community engagement approach and individual results are collected and published via the Shire website when appropriate.

Methods included;

- Community surveys to gauge community perceptions on areas of importance and the Shire's performance relative to those areas (the participation and results are published);
- Public meetings where local residents and the wider community are invited to attend; and
- Other methods such as newsletter distribution, informal conversations between community members and Councillors or staff, and online council website enquiries.

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 themes in Section 14.

The Shire and Council's commitment to community engagement is embedded in our consultation approach.

This approach includes;

- Formal and comprehensive consultation exercises every 4 years as part of the review process for this plan;
- Our regular council meetings where local residents and the wider community are welcome to attend;
- Local newsletter and access to online website enquiries; and
- Ongoing ad-hoc informal engagement opportunities throughout the year as part of the Shire's day-to-day activities.



**Menzies 2013**

## 10. COMMUNITY AND CAPACITY

### Crime Statistics

Annual crime statistics as available for the WA Police <sup>(1)</sup>

YEAR	Assault	Burglary (Dwelling)	Burglary (Other)	Graffiti	Robbery	Vehicle Theft	Annual Total
2002-03	9	3	2	0	0	2	16
2003-04	3	5	2	0	0	2	12
2004-05	5	3	3	0	0	2	13
2005-06	2	1	2	0	0	0	5
2006-07	4	1	3	1	0	1	10
2007-08	6	1	1	0	0	0	8
2008-09	2	0	0	0	0	1	3
2009-10	5	0	3	0	0	1	9
2010-11	4	2	4	0	0	3	13
2011-12	0	4	3	0	0	1	8
Category Total	40	20	23	1	0	13	97

There is a high probability that not all crimes are being reported. Menzies Police Station was one of 5 closed by the State Government some years ago, and while several have been reopened, Menzies is one of two remaining closed. The likelihood of the Police Station re-opening is negligible, and the town will continue to be serviced from Leonora principally, or from Kalgoorlie.

### Socio Economic Index

Menzies is one of the most disadvantaged areas in the nation ranking;

- 20th out of 564 local government areas in the country, and
- 3rd of 139 local government areas in Western Australia

The 2011 Australian Census, the Australian Bureau of Statistics noted <sup>(2)</sup>;

The most disadvantaged LGA in Western Australia was recorded as Halls Creek, followed by Ngaanyatjaraku, Menzies, Upper Gascoyne and Derby-West Kimberley.

In the data relating to the Socio Economic Indicators for Areas (SEIFA), the ABS data provided for relative advantage / disadvantage are shown on the following page. <sup>(3)</sup> It should be noted that while ranked third, the score between Halls Creek and Menzies is only 4 points, with a significant jump in score after Menzies to Upper Gascoyne. In effect, there is no real difference between the lowest three local government areas.

Such a significant disadvantage indicates minimal capacity for economic development, little ability for increased rates, fees and charges, with the obvious exclusion to both being mining activity.

1 Retrieved 23 May 2013 from – <http://www.police.wa.gov.au/Aboutus/Statistics/Searchcrimestatistics/tabid/998/Default.aspx>

2 Retrieved 24 May 2013 from –

<http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/2033.0.55.001~2011~Media%20Release~2011%20Census%20%28SEIFA%29%20for%20Western%20Australia>

3 Retrieved 24 May 2013 from – <http://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2033.0.55.0012011?OpenDocument>

Local Government Area Name (LGA)	Usual Resident Population	Score	Ranking within Australia	Ranking within WA
Halls Creek (S)	3,563	671	16	1
Ngaanyatjarraku (S)	1,438	672	18	2
Menzies (S)	383	675	20	3
Upper Gascoyne (S)	243	760	31	4
Derby-West Kimberley (S)	8,455	791	32	5
Laverton (S)	1,228	795	33	6
Wiluna (S)	1,154	814	35	7
Meekatharra (S)	1,374	857	38	8
Mount Magnet (S)	643	862	40	9
Cue (S)	269	864	42	10
Dundas (S)	1,145	896	62	11
Sandstone (S)	105	932	145	21
Coolgardie (S)	3,992	934	158	23
Leonora (S)	2,506	969	297	53
Esperance (S)	13,449	980	342	66
Ravensthorpe (S)	2,123	1008	427	90
Kalgoorlie/Boulder (C)	31,098	1009	432	93



Tjuntjuntjara Community 2015

## Workforce availability

From Census data, the most common responses for persons usually in residing in Menzies were;

Employment	2006 <sup>4</sup> %	Australian snapshot	2011 <sup>5</sup> %	Australian snapshot
Worked full time			49.6	59.7
Worked part time			32.8	28.7
Worked away from home			13.0	5.9
Unemployed	3.0		10.5	5.6
Total in labour force			131	



Occupation	2006 <sup>2</sup> %	Australian snapshot	2011 <sup>3</sup> %	Australian snapshot
Labourers	33.0		30.0	9.4
Machinery Operators and drivers			16.7	6.6
Professionals	9.6		15.0	21.3
Managers	18.1		10.0	12.9
Community and Personal Service Workers	9.6		10.0	9.7
Clerical and Administrative Workers	7.4		9.2	14.7
Technicians and Trades	7.3		5.8	14.2

Of note, both the labourer and machine operator categories are triple the Australian averages. However, the lower levels in professional, trades and technically skilled people significantly reduces the capability of the community at large.



**Mt. Ida - 2013**

Industry	2006 %	Australian snapshot	2011 %	Australian snapshot
Local government	24.2		18.5	14
Civic, professional & other interest group services			15.1	0.4
Sheep, beef, cattle and grain farming	13.2			
School education	11.0		11.8	4.6
Exploration			10.1	0.1
Hospitals	8.8			
Retail (Supermarket & grocery sales)	5.5		5.9	1.3

Two highly significant circumstances are apparent;

- the absolutely critical value of local government to the community for employment, and
- despite the extremely active mining sector, comparatively, the dearth of mining opportunities for residents at this time. There may be opportunities for Menzies to develop partnerships with the mining industry to increase local employment and develop local skills.

<sup>4</sup> As quoted in KPMG draft Workforce Plan of October 2012

<sup>5</sup> [http://www.censusdata.abs.gov.au/census\\_services/getproduct/census/2011/quickstat/LGA55390?opendocument&navpos=220](http://www.censusdata.abs.gov.au/census_services/getproduct/census/2011/quickstat/LGA55390?opendocument&navpos=220) on 19 November 2012

## Demographics

	2006	Australian snapshot	2011	Australian snapshot
Population	238 *		384	
Private dwellings	159		158	
Tenure –				
- Owned – with/without mortgage			27.2%	67.0%
- Rented			65.4%	29.6%
People per household	2.6		3.1	
Median weekly rent	\$25	\$190	\$86	\$285
Median weekly income –				
- Individual	\$245	\$466	\$292	\$577
- Household	\$480	\$1,027		
Median weekly household income – Equivalised				
- Without children			\$900	\$2,081
- With children			\$542	\$2,310
Indigenous			43.9%	0.5%
Indigenous language spoken home (Pitjantjatjara, Ngaanyatjarra, Wangkatha)			47.5%	Too small to calculate
Two or more languages spoken at home			27.5%	20.4%
English only	52.8%	78.8%	46.7%	76.8%
Households with no registered motor vehicles			30.4%	8.6%

The median rent compared with the national average suggests that the accommodation is more affordable in Menzies than other local government areas. However the cost of living is countered by high freight costs impacting goods and services. While the population distribution generally follows that for the whole of Australia, four key factors emerge:

1. The percentage of those in Menzies who speak only English at home is much lower than the national average due to the fact that a significant proportion of the Shire population is indigenous and speaks a variety of Aboriginal dialects. As the Shire has a significant Aboriginal population, the local government must consider and keep updated on the changing legislation regarding the provision of services to Aboriginal communities.
2. The percentage of households speaking only English is dropping, which presumably indicates that the use of indigenous languages is increasing as a proportion of the community. Given the high incidence of Indigenous unemployment and the remoteness of the Tjuntjuntjara community, it is therefore expected that Menzies SEIFA score will further deteriorate, especially as State government services contract to regional centres.
3. The numbers for full time employment are lower in Menzies than nationally, suggesting that there is a significant proportion of residents only employed part time, with potential capacity to work full time, and that there is a shortage of full time employment. This is a consideration for the local government which may be able to further support new business activity in the Shire.
4. The median income of Menzies residents, both individual and household, is far below the national average, resulting in negligible capacity for the Shire to expand own resource income.

## Capacity

In summarising the capacity of the Shire as an organisation:

### 1. Employment

ABS data indicates that less than half the population is engaged in full time employment, suggesting that there is a larger than usual pool of people seeking employment. However, with many of the people making up this pool being residents of Tjuntjuntjara, more than 700 km east of the town of Menzies, the impression is completely false. The inaccuracy of this assumption is confirmed by the consistent difficulty in attracting and retaining suitably experienced staff.

### 2. Economic capacity – residents and pastoral

As shown by SEIFA statistics from ABS, Menzies is one of the most disadvantaged local government areas, not just in Western Australian but in the Commonwealth. There is negligible capacity to raise funding through any income generating activity other than rates, and even this has to be carefully balanced with capacity to pay. There are no income generating opportunities.

Pastoral activities are in accelerating decline, being in direct completion with similar activities with far better access to ports, labour, and significantly shorter routes to markets. It is considered that most pastoralists will be approaching little more than subsistence levels, in effect continuing their activity due to quality of life choice, rather than economic factors.



Cattle on Station Shire of Menzies 2013

### 3. Economic capacity – mining

There is too easy an assumption that mining is the “golden goose”, however, economic events of late 2012 and early 2013 gives lie to this. In the space of just 3 months, two mines planned for the area went from energetic pursuit of the establishment and development of the mines to effective mothballing. Reliance on mining income is potentially dangerous, in that while it will not disappear completely, expansion and operation is slow, but contraction and collapse can occur literally overnight.

## Accordingly –

- a) The **Workforce Plan** has been developed on the basis that the staffing of the Shire should be capable of delivering “business as usual”. Increase in resident demands can be met through –
- Sharing of skills and knowledge, and potentially processes, with other local governments. Sharing of physical resources such as plant and machinery, is a mythical ideal that can only be achieved in special circumstances due to the distances involved, the cost of mobilisation and demobilisation, and the unproductive downtime of the staff involved in mob/demob.
  - Improvements in technology result in improved communications, better capacity for administrative tasks, as well as increased productivity and reliability of much of the vehicle and plant fleet. In the same way that facsimile machines supplemented or replaced mail in the early-mid 1980’s, so scan and email has now largely replaced faxes. A 2013 grader is more reliable and has far greater productivity than a grader of 40 years ago.



Shire Staff Housing Menzies 2013

- b) The **Asset Management plan** has been formulated that there is minimal increase in plant/vehicle assets, some increase in building and social infrastructure assets, but the main increase is in road assets to meet the development requirements of mining. The improvement of roads does have a significant flow-on benefit to the community. Funding of improvements of the roads will have to be through Commonwealth and State grants and developer contributions, due to the extremely limited capacity of residents to pay.

Increase in requirements due to development, which essentially means mining, needs to be funded by developer contributions, for both the capital and operational aspects. The capital work load will be met through contractors and consultants, since the initial of the project is temporary. The operational becomes business as usual.



- c) The **Long Term Financial Plan** recognised that other than rates, the Shire has negligible capacity to raise funding from own sources. The very large reliance on grants will always remain, and it is wishful thinking to pretend otherwise.

The only other significant sources of funding to rates and as of right grants such as the Commonwealth Financial Assistance Grants or the Main Roads WA Direct Grant are:

- Developer contributions – particularly for roads where increased use by mining traffic places asset management and safety aspects of the resource as the priorities governing access to use the road. In effect, permission to use the road is withheld until such time as adequate safety measures are taken, and the use of the road by the mine has no financial impact on ratepayers.
- Community benefit contributions – many developers recognise that their activity will impose costs and expectations on the local community, and as some compensation for this, will make ex-gratia payments to the Shire to be used for general community development and benefit.
- Development grants – whether for community, social or infrastructure, the Shire will need to source expertise to obtain these grants. However, there does exist a very major trap in these grants, in that while there are many grants to establish a service or building, there is little in the way of assistance for continuing maintenance and costs, which then have to be absorbed by a community already under economic pressure.



**Galahs in Menzies 2013**



## 11. OUR COMMUNITY VISION

### ***Take a look around!***

#### **Take a Look Around – Tourism**

Menzies has significant opportunities for visitors and businesses:

##### **1. Menzies townsite:**

- many historical buildings such as the Shire Hall, Offices and clock,
- Lady Shenton Hotel – an historical building, now the Visitor Centre with samples of local art and sculpture available for purchase
- metal sculptures around the town



**Menzies 2013**

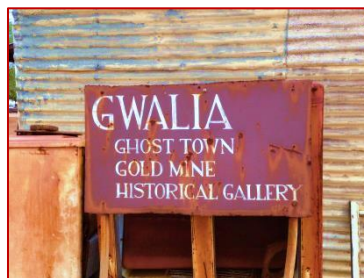
##### **2. Kookynie:**

- townsite buildings
- sculptures
- Niagara Dam and camping area

##### **3. District:**

- Lake Ballard and camping area
- outback travel
  - Note – permission is required for travel through Tjuntjuntjara lands

With a high volume of traffic on the highway, the opportunity for passing trade is good. The Shire intends to continue to grow as a well-known tourist destination in the Goldfields-Esperance region and supporting sustainable, regional economic development.



**Gwalla Menzies 2013**

## Take a Look Around – Mining

Enormous possibilities exist for mining development in the region, and minerals exploration is vigorous. The potential for community benefits – population growth, business opportunities, employment, financial contributions – is very great.

Regrettably, almost all mining activity relies on Fly in Fly Out workforce, which does little to build the population or community, or to enhance business and employment opportunities. However, it is a fact of doing business that has to be incorporated into the development of the area. There exists the possibility of negotiating a voluntary community benefit contributions to be made by the mining companies, as a form of assistance to the community for the lost opportunities.

We wish to see these possibilities grasped and developed for the benefit of the community and development of the local economy.



Menzies 2013

## Take a Look Around – Services

While some basic services exist, the community desperately needs greater commitment from State and Commonwealth governments. Menzies does not get a fair go. According to the Socio Economic Index for Areas published by the Australian Bureau of Statistics, Menzies is the 3<sup>rd</sup> most disadvantaged area in Western Australia.<sup>7</sup> Menzies needs major and continuing assistance with health, education, employment, training, emergency services, and will pursue options for improvement for the community and local economy.

We will continue to lobby and push, both as an individual Shire and through our regional contacts, for the State and Commonwealth governments to meet their obligations and for assistance.

## Our Aim

Our aim is for the Shire of Menzies to be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.

7 Retrieved 16 October 2012 from <http://www.abs.gov.au/AUSSTATS/abs@.nsl/mediareleasesbytitle/87E66027D6856FD6CA257417001A550A?OpenDocument>

## 12. CORE PRINCIPLES

### ***Commitment to Sustainability Principles***

The community of the Shire of Menzies signalled their support for the concept of sustainability and recognise the links between the decisions taken yesterday that are now impacting on the community. They also recognise the need to make sure that the decisions of today respect the environment, optimise the economy and contribute maximum benefit to the community.

This plan is based on the principles of sustainability:

- **Sustainable development:** The integration of economic, social, cultural and environmental dimensions in the way the shire develops.
- **Community participation:** Effective community participation in significant decisions about the Shire of Menzies's direction and future.
- **Good governance:** Leadership, transparency, accountability, proper management, effective services, equitable access and organisational capacity building.
- **Co-operation:** The exchange of good practice, support and mutual learning and partnerships with government and other stakeholders to progress the Shire of Menzies.



Lake Ballard Menzies 2013

## 13. OBJECTIVES

Based on community interests and the strengths and challenges faced by the Shire, four main objectives emerged for Council to work towards achieving in the next ten years:

- **Sustainable local economy encouraged**
- **Strong sense of community maintained**
- **Active civic leadership achieved**
- **Heritage & Natural assets conserved**

The respective strategies for these objectives are presented in the following pages; along with some big picture steps that the Shire of Menzies can take to assist the community to reach its aspirations.

# 14. COMMUNITY PRIORITIES

## ***IMPLEMENTING THE STRATEGIC COMMUNITY PLAN***

Based on the four main strategies prioritised by the community of the Shire of Menzies, a number of goals have been developed to facilitate the delivery of the community's strategic objectives;

### **14.1 Sustainable local economy encouraged**

The Shire of Menzies includes spectacular natural features, tourism, heritage interests and some potential for strong economic partners, with future improvements in the resources sectors and possible development of new commercial initiatives, such as sandalwood and industrial salt production. Its community is proud of the diversity it provides and wants to ensure that growth occurs, but that it occurs at a pace that ensures the attractions of the Shire of Menzies are safeguarded.

The community would like the Shire to promote ...

- A strong local economy, diversified through encouraging commercial growth, which provides jobs and services.
- A local economy that has close working partnerships with mining companies and other industries.
- A local economy accessing the commercial options and services in place, for timely development.
- The prevention of fire risk throughout the community.
- The significant natural features of the shire for tourism.
- The acquisition of appropriate resources to assist with economic and tourism planning and development.
- The installation of State Government infrastructure such as power, water and broadband to facilitate residential and commercial growth

### **14.2 Strong sense of community maintained**

Shire of Menzies residents share a common strength of community support and care. Even more opportunities to represent and support the diverse community and to improve connectivity would be welcomed.

Our community would like ...

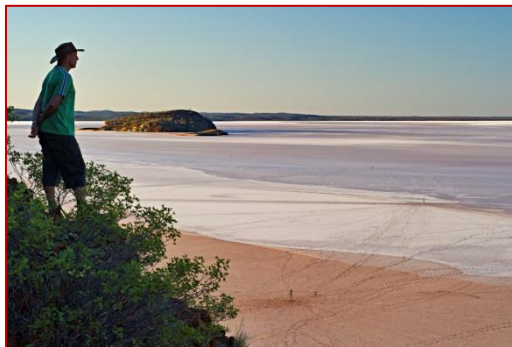
- Our community will be cohesive, inclusive and interactive, where people feel safe, are welcomed and can live comfortably.
- Our community will value each other, building relationships and networks to interact, socialise and for recreation.
- Our community will have access to all necessary service requirements.
- The Shire to review disability access throughout the Shire of Menzies.
- The Shire to acquire appropriate resources to assist with developing the services and facilities required by the community.

### **14.3 Active civic leadership achieved**

The Shire of Menzies is committed to serving its residents to the highest level of professionalism whilst maintaining an approachable manner reflective of a small community.

Our community would like the Shire to ...

- Regularly review plans with community consultation on significant decisions affecting the shire.
- Where possible, support opportunities to build the capacity of the community within the Shire of Menzies.
- Regularly monitor and report on the Shire's activities, budgets, plans and performance.
- Maintain sustainability through our leadership, our regional and government partnerships and ensure we make informed resource decisions for our community good.
- Continue to engage with our community, to advocate on behalf of our community, to be accountable and to manage within our governance and legislative framework.
- Continue to participate in regional activities to the benefit of our community.



**Lake Ballard Menzies 2013**

### **14.4 Heritage & Natural assets conserved**

The Shire of Menzies is committed to the sustainable management of land use and is conscious of the need to achieve a balance between the pressures of development and the conservation of heritage and natural assets.

Our community would like...

- Our natural environment will be protected and preserved for future generations.
- Our built environment will be managed to sustain our growing needs, while protecting and restoring buildings of historical value.
- Heritage and cultural places and items will be protected.
- A strengthening of our cultural and heritage awareness and values.



## MEASURING OUR PERFORMANCE

The development and completion of performance measures can be awkward, absorb a lot of time in accessing a range of data for reporting, and if convoluted, can then be inconsistent year to year. Measurement needs to be as simple as possible to respond to, and importantly, must be replicable.

Accordingly the following principles have been applied to the performance measure proposed:

- if the Shire is going to be measured and held accountable for the actions, then the performance measures have to be within the ability of the Shire to control, or at least influence at a minimum.
  - e.g: it is outside the Shire's ability to control population growth, so the measure is inaccurate, misleading and unfair. The Shire can participate in actions to try to retain population, and it may be appropriate that these be measured, but it is not up to the Shire whether the population grows or declines.
- where able, a simple "Yes/No" response is adequate, with the opportunity to then comment on the actions taken or progress achieved. It is possible to spend a lot of money on an activity and achieve very little, so costs are often a misleading indicator of progress.
  - e.g.: have you participated in the regional record keeping project or not? Or, was there more spent on road maintenance this year than last, and is the activity going to have similar effort next year?
- if it is appropriate that costs be quoted, that these are able to be sourced directly from the financial statements, without the need to extract multiple costs to create a performance measure. Ease of extraction of numbers from obvious locations means that any comparisons year to year are far more likely to be accurate and consistent.
  - eg: the cost of pest plant activities undertaken that year.
- time requirement for staff to meet compliance requirements, filling out annual reports, reviewing plans, the ease of integration with Corporate Business Plan and reporting etc, not only for integrated planning, but the many demands of Government Departments for compliance.
  - eg: is there any response that cannot be made from internal knowledge, or is there something that will need external assistance to obtain? The less time there is spent on activities for the sake of compliance, the better.

It is considered that the performance measures are appropriate in that they are things the Shire can influence/control, simple to respond to with just a yes/no response or information straight out of the statements, and take as little time as possible to find the answers for future reporting.

## CONSIDERATION OF OTHER DISTRICT PLANS & SCHEMES

	Key State and Regional Plans	Agency	Key Objectives (summary)	SCP Objective #
<p>The Shire of Menzies takes into account a range of relevant external factors when delivering the Strategic Community Plan objectives. This includes relevant plans of State and Commonwealth agencies.</p> <p>Some of the key documents are summarised in this section.</p>	Goldfields-Esperance Strategic Development Plan 2011-2021 (revised)	Goldfields Esperance Development Commission	<ul style="list-style-type: none"> <li>Development strategies for the Region</li> </ul>	1 to 4
	Goldfields-Esperance Regional Planning Strategy	Department of Planning and Infrastructure	<ul style="list-style-type: none"> <li>Land use planning guidelines for the Region</li> </ul>	1 to 4
	Goldfields-Esperance Regional Investment Blueprint	Goldfields Esperance Development Commission	<ul style="list-style-type: none"> <li>The Goldfields Esperance Region covers about one third of Western Australia's ... Regional Investment Blueprint utilises up-to-date socio-economic research and ... to help refine the long-term vision, aspirations and strategies for our region.</li> </ul>	1 to 4

## Priority 14.1: SUSTAINABLE LOCAL ECONOMY

Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.1.1	LAND DEVELOPMENT	Adequate land for commercial, industrial and residential purposes	<ul style="list-style-type: none"> <li>• Lots are available for purchase</li> <li>• Town planning scheme includes provision of an adequate amount of lots that are appropriate to land use within 2 years</li> <li>• Support industry growth through the provision of land use and encourage value add tertiary industries to support primary industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing plan</li> <li>• Reports to Council &amp; financial records</li> <li>• TPS</li> <li>• Local Laws</li> </ul>	4 & 14 HIGH
14.1.2	MINING PARTNERSHIP	Working in partnership with the local mining industry to formalise service levels and funding arrangements to deliver mutual benefits	<ul style="list-style-type: none"> <li>• Road network maintenance and renewal is sustainable now and into the future with equitable funding agreements</li> <li>• Develop consistent framework for – <ul style="list-style-type: none"> <li>- Development contributions</li> <li>- Community benefit contributions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council &amp; financial records</li> <li>• Local Laws</li> </ul>	4 & 14 MED
14.1.3	EMERGING INDUSTRIES	Collaborate and support local emerging industries such as sandalwood crops and industrial salt production to deliver mutual benefits	<ul style="list-style-type: none"> <li>• Support local emerging industries through the provision of land use and encourage value add tertiary industries to support primary industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council &amp; financial records</li> <li>• Local Laws</li> </ul>	4 & 14 MED
14.1.4	REILABLE UTILITIES	Lobby State Government service providers for reliable access to power and water with the capacity to meet future demand	<ul style="list-style-type: none"> <li>• Properties in the designated area have a Horizon power service and water corporation meter connected</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council &amp; financial records</li> <li>• TPS</li> </ul>	4 & 14 HIGH
14.1.5	SAFE & USEABLE ROAD NETWORK	Provide all seasons access to major roads where practicable	<ul style="list-style-type: none"> <li>• Riverina and Sandstone Roads are trafficable at all times of the year</li> <li>• Completed and implemented road safety management / action plan incorporating the safe system approach</li> <li>• Completion and implementation Asset Management Plans aligned with LTFP.</li> <li>• Annual review of planned Capital Works and facilities maintenance included in annual plans &amp; LTFP</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council &amp; financial records</li> <li>• Asset mgt. plans</li> <li>• Road safety plan</li> </ul>	4, 12 & 14 MED

Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.1.6	COMMERCIAL & INDUSTRIAL GROWTH	Facilitate Commercial and Service Industry Growth	<ul style="list-style-type: none"> <li>• A completed regional economic blue print and development plan which includes Menzies</li> <li>• Active promotion of local business development</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council &amp; financial records</li> <li>• Regional BluePrint</li> </ul>	<b>4 &amp; 14</b>  <b>HIGH</b>
14.1.7	TOURISM GROWTH	Promote and develop Menzies as a regional place to visit	<ul style="list-style-type: none"> <li>• Participation and completion of development of a regional tourism plan</li> <li>• Support the local visitor centre</li> <li>• Build tourism capability through events, arts, history, walkways, and cultural experiences.</li> <li>• Implementation of 'place making' and community art/ garden initiatives in Main Street</li> <li>• Annual review of planned Capital Works and facilities maintenance included in annual plans &amp; LTFP</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Tourism Plan</li> <li>• Visitor records</li> <li>• Reports to Council &amp; financial records</li> <li>• Asset Mgt. Plans</li> </ul>	<b>4, 10, 11, 13 &amp; 14</b>  <b>MED</b>

## Priority 14.2: MAINTAIN A STRONG SENSE OF COMMUNITY

Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.2.1	HEALTH & WELLBEING	<p>Ensure community health and wellbeing by;</p> <ul style="list-style-type: none"> <li>Managing cactus, domestic animals and stray stock;</li> <li>Adequate access to health services;</li> <li>Appropriate power, water, sanitation and septic infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Cactus is being controlled annually</li> <li>Resources are provided for animal control &amp; health programs</li> <li>Adequately resourced nursing post is providing 24 hour service</li> <li>Building and infrastructure is regulated by EHO and building officer</li> </ul>	<ul style="list-style-type: none"> <li>Funding included in annual plans</li> <li>Reports to Council &amp; financial records</li> <li>Records of non-compliant dwellings and buildings</li> </ul>	<p>5,7,10 &amp; 11</p> <p>HIGH</p>
14.2.2	ESSENTIAL SERVICES	<p>Adequate and appropriate essential services are available.</p> <p>Continue to recognize and support volunteers:</p> <ul style="list-style-type: none"> <li>Encourage community initiatives;</li> <li>Provide opportunities to acknowledge the valuable contribution of volunteers.</li> </ul>	<ul style="list-style-type: none"> <li>Active volunteer base of 20 people for both Ambulance and Fire brigade who are providing year round services</li> <li>Support for community initiatives and volunteers included in annual plans</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial records</li> <li>Events held that acknowledge volunteers contributions</li> </ul>	<p>4, 5 &amp; 14</p> <p>HIGH</p>
14.2.3	RECREATIONAL FACILITIES	<p>Logical and affordable recreation facilities.</p>	<ul style="list-style-type: none"> <li>Annual review of planned Capital Works and facilities maintenance included in annual plans</li> <li>Completion of Recreation Facilities Development Plan aligned with LTFP</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council</li> <li>Asset Management plans</li> <li>LTFP &amp; Annual plan provisions</li> </ul>	<p>11</p> <p>MED</p>
14.2.4	CONNECTED COMMUNITY	<p>Strengthen community cohesiveness and participation.</p> <p>Continue to develop the main street in Menzies.</p> <p>Encourage large scale events that celebrate local life and attract visitors.</p> <p>Continue to provide facilities for visiting services, community members and visitors, such as a Community Resource Centre.</p>	<ul style="list-style-type: none"> <li>Implementation of 'place making' and community art/ garden initiatives in Main Street</li> <li>Number of community events &amp; number of participants</li> <li>Support for Community Resource Centre included in annual plans Participate in development of a regional plan for the provision of aged care services.</li> <li>Completed and implemented plan to deliver specific youth activities and opportunities aligned with LTFP</li> <li>Completed and implemented plan to support cultural experiences, such as events, festivals, crafts and entertainment with resources allocated in Annual Plans</li> </ul>	<ul style="list-style-type: none"> <li>Events information / records</li> <li>Reports to Council</li> <li>Asset Management plans</li> <li>LTFP &amp; Annual plan provisions</li> </ul>	<p>8,10,11, 12 &amp; 13</p> <p>MED</p>



Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.2.5	COMMUNITY NEEDS AND SERVICES	Ensure access to quality services to meet changing needs within the community	Facilitate community safety, security and well being by: <ul style="list-style-type: none"> <li>• Define role, level of service, and develop partnerships for delivery.</li> <li>• Facilitate improved regional health and education services.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council</li> <li>• Asset Management plans</li> <li>• LTFP &amp; Annual plan provisions</li> </ul>	5,7,8,10 11, 12 & 13  MED
14.2.6	QUALITY BUILT ENVIRONMENT	Logical and affordable upgrades and maintenance of infrastructure and assets	<ul style="list-style-type: none"> <li>• Completion and implementation Asset Management Plans aligned with LTFP.</li> <li>• Implementation of asset mgt. improvements outlined in NAMF</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council</li> <li>• Asset Management plans</li> <li>• LTFP &amp; Annual plan provisions</li> </ul>	5,7,8,9, 10,11, 12,13 &14  HIGH
14.2.7	INCREASED CAPACITY & ACCOMADATION CHOICES	Construction of a variety of new housing  Provision of caravan and camping facilities	<ul style="list-style-type: none"> <li>• Revised land use strategy and policies to ensure housing and land size choices are available.</li> <li>• And Facilitate affordable and sustainable housing options.</li> <li>• Number of visitor using well maintained caravan and camping facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council</li> <li>• Asset Management plans</li> <li>• LTFP &amp; Annual plan provisions</li> </ul>	9,10,11 & 13  MED
14.2.8	COMMUNITY IDENTITY	Maintain effective representation of the local community's identity: <ul style="list-style-type: none"> <li>• Continue to develop the main street in Menzies;</li> <li>• Increase communication &amp; tourism signage throughout the Shire;</li> <li>• Review Shire logo and promotional materials.</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing installation of Main Street Upgrades in Menzies</li> <li>• Ongoing installation of communication signage</li> <li>• Conduct review of Shire logo and promotional materials</li> <li>• Develop style guide for Shire 2015/2016</li> <li>• Parklands and streetscapes reflect our outback identity.</li> </ul>	<ul style="list-style-type: none"> <li>• Reports to Council</li> <li>• Annual plan provisions</li> <li>• Completed style guide</li> </ul>	4,13 &14  MED

### Priority 14.3: ACTIVE CIVIC LEADERSHIP ACHIEVED

Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.3.1	SUSTAINABILITY	Improve the sustainability of the Shire of Menzies.	<ul style="list-style-type: none"> <li>Integrated Planning and Reporting Framework has been implemented for the sustainable provision of services</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial ratios</li> </ul>	4 & 14
14.3.2	REGIONAL & ONSITE RECORD KEEPING	Records and archive storage compliant with State Records Office requirements.	<ul style="list-style-type: none"> <li>Completion of Regional Records Facility</li> <li>Implementation of std. internal record keeping</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial records</li> </ul>	4 & 14
14.3.3	RELIABLE EMERGENCY SERVICES	Support local Bushfire Brigades and St Johns Ambulance Sub-Centre.	<ul style="list-style-type: none"> <li>Establishment and operation of Local Emergency Management Committee</li> <li>Support of volunteer groups in annual plans</li> <li>Lobby for regular and adequate support of volunteers</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council</li> <li>Annual plan provisions</li> </ul>	4, 5, & 14
14.3.4	SUSTAINABLE SHIRE WORKFORCE	Develop workforce capability retain and attract the right people to do the work.	<ul style="list-style-type: none"> <li>Implementation of Workforce Plan with requirements provided for in annual plans and LTFP</li> <li>Reduced turnover of staff &amp; retention of skilled staff</li> </ul>	<ul style="list-style-type: none"> <li>HR records</li> <li>Workforce plan</li> <li>Financial plans</li> </ul>	4 & 14
14.3.5	SUSTAINABLE RESOURCE MANAGEMENT	<p>Ensure resources are managed effectively.</p> <p>Prepare timely accurate reports on the Shire's activities, budgets, plans and performance.</p>	<ul style="list-style-type: none"> <li>Completed and implemented LTFP and Annual plans</li> <li>Completion and implementation Asset Management Plans aligned with LTFP.</li> <li>Annual review of budgetary and operational performance</li> <li>Shared services with other Local Governments</li> <li>Annual external audit results</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council</li> <li>Annual operational financial and audit reports</li> </ul>	4, 5, 7, 12 & 14
14.3.6	COUNCIL AND COMMUNITY LEADERSHIP	Provide leadership and advocacy on behalf of the community	<ul style="list-style-type: none"> <li>Established partnerships and relationships to enhance community services and infrastructure.</li> <li>Lobby and advocate for improved services, infrastructure and access.</li> <li>Advocate for the regional strengthening of health, education services etc.</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council</li> <li>Local media / records</li> </ul>	4 & 14

Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.3.7	COMMUNITY ENGAGEMENT	<p>Continue to engage in effective communication and collaboration with community members.</p> <p>Shire representatives involved in local initiatives with community group.</p> <p>Review plans with community consultation in alignment with community engagement policy.</p>	<ul style="list-style-type: none"> <li>Information regarding Shire activities included in local media sources.</li> <li>Recorded community consultation on significant decisions affecting the shire.</li> <li>Representatives attendance at community events</li> </ul> <p>Compliance with integrated planning and reporting review cycle</p>	<ul style="list-style-type: none"> <li>Reports to Council</li> <li>Local media / records</li> </ul>	<p><b>4 &amp; 14</b></p> <p><b>HIGH</b></p>

## Priority 14.4: HERITAGE & NATURAL ASSETS CONSERVED

Ref#	Outcomes	Objectives – what will we do?	Measurements – how will we know when we get there?	Data Source	PROG
14.4.1	NATURAL ENVIRONMENT CONSERVED	Protect and preserve natural environment	<ul style="list-style-type: none"> <li>Develop a marketing plan to promote the significant natural features of the shire</li> <li>Ensure remnant vegetation &amp; significant natural features are protected in the Town Planning Schemes and Local Planning Policies</li> <li>Annual programs to eradicate pest plants and animals</li> <li>Vehicle access in fragile areas where people visit regularly is restricted</li> </ul>	<ul style="list-style-type: none"> <li>Marketing plan</li> <li>Reports to Council &amp; financial records</li> <li>TPS</li> </ul>	10, 11 & 13 MED
14.4.2	“INSIDE AUSTRALIA” & LAKE BALLARD PROTECTED	Manage and maintain the Lake Ballard Reserve	<ul style="list-style-type: none"> <li>Maintained information boards and public toilets with resources allocated in the annual plan</li> <li>Adopted Local Laws controlling vehicles to the site</li> <li>Liaise closely with Australia’s Golden Outback and Dept. of the Arts</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial records</li> <li>Local Laws</li> </ul>	4,10, 11 13 & 14 HIGH
14.4.3	NIAGARA DAM PROTECTED	Manage and maintain the Niagara Dam and camping area where practicable	<ul style="list-style-type: none"> <li>Provide and maintain information boards and public toilets with resources allocated in the annual plan</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial records</li> </ul>	10, 11 & 13 MED
14.4.4	SCULPTURES IN TOWN TO ATTRACT & INFORM	Increase the number and maintain sculptures in Menzies and Kookynie	<ul style="list-style-type: none"> <li>Maintained sculptures and information boards in consultation with the artist and resources allocated in the annual plan</li> <li>Increased number of sculptures in Menzies and Kookynie</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial records</li> </ul>	10, 11 & 13 HIGH
14.4.5	PRESERVATION OF INDIGENOUS CULTURE & HERITAGE	Work with Menzies Aboriginal Corporation and Tjuntjuntjara community to appropriately preserve indigenous culture and heritage	<p>As culturally appropriate in consultation with the two communities –</p> <ul style="list-style-type: none"> <li>A completed register of sites that should not be developed</li> <li>Developed appropriate information for public use and distribution regarding the culture, heritage, significant sites</li> </ul>	<ul style="list-style-type: none"> <li>Register</li> <li>CRC</li> <li>Reports to Council &amp; financial records</li> </ul>	10, 11 & 13 MED
14.4.6	BUILT ENVIRONMENT PRESERVED	Restore and maintain historical buildings and places as financially able.	<ul style="list-style-type: none"> <li>Develop a program for the preservation and restoration of buildings in Menzies, Kookynie, Goongarrie aligned with asset management plans and LTFP, with resources allocated in the annual plan</li> </ul>	<ul style="list-style-type: none"> <li>Reports to Council &amp; financial records</li> </ul>	10, 11, 13 & 14 MED

## 15. LONG TERM FINANCIAL PLAN

The Shire of Menzies has developed Long Term Financial Plan to ensure it has the resources to deliver the services required by the community. The Plan covers the ten year period from 2012/13 to 2022/23 and will be reviewed and presented to residents and ratepayers for consideration each year. It should be noted that the plan has been extended to incorporate a ten year forecast period. The additional 5 year period represents future legislative requirements.

The Financial Plan provides a broad overview of where the financial resources of the Council may be directed over the next ten year period. It is important to stress that a Financial Plan does not necessarily imply commitments; it merely sets out the allocation of Council's resources to the various activities over the ten year period, with the emphasis on the setting of priorities and targets.

As with any plan, it must be capable of responding to internal and external factors, thus the statutory requirement to prepare a plan annually. This plan reflects the strategic aims of the Council and will enhance the management and the decision making process of the Council and will supplement the annual budgets of the Council from year to year. However, extensive community consultation was carried out during the preparation of the Council's Strategic Community Plan which forms the basis of an overall Integrated Planning Strategy.

Effective and efficient management of a Local Government is a product of many factors but none take on the importance of budgeting. It is during the budgeting process that critical policy and administrative decisions are made and the groundwork is set for achieving targets and financial control. In the preparation of the Council's annual budget, the Council had regard to the contents of its Long Term Financial Plan and the Strategic Community Plan.

As the Plan's major purpose is to provide the public with information, and the opportunity to make comment, it is not a detailed operational plan. It is meant to identify the major or significant activities envisaged over the next ten years, not the finite details of every current and proposed activity. It is intended to be a simple, informative document to be produced in a concise format, conducive to broad public understanding.

The majority of the Shire's rate revenue will be spent on the provision of the standard services and facilities that are provided each year to residents – that is, the total cost of these services does not significantly change from year to year. Each year there are roads and parks to maintain, refuse to be collected and the library, halls, and water park to be operated. Obviously, which road is resurfaced, or which park receives new play equipment is of interest to some members of the community, but the information in this Plan is not intended to provide such details.

Rather, the Plan serves the purpose of letting the community know where the majority of its money may be expended over the next ten years, especially in relation to major projects, land transactions or trading undertakings. The Long Term Financial Plan is aligned to all other Forward Planning documents including Asset Management and Workplace planning strategies.



## 16. THE NEXT STEPS...

### How this plan will help

The Strategic Community Plan aims to state the community long term vision, values, aspirations and priorities, while being mindful of the reality of local and other government plans, available information and the Shire of Menzies's resourcing capacities.

This Plan has been built on the Shire's previous strategic plan and has both re-confirmed existing community aspirations while contributing new information relating to changes in the community, where they have emerged. It has taken into account changing demographics, lifestyle needs, planning and development changes.

The community is already investing their own energies and efforts in implementation as they strive to achieve the vision. The Shire of Menzies will take the lead in implementing the parts that cannot be handled directly by the community. They will link with State and National initiatives and seek funding to support the major and priority projects. The Shire staff will be responsible for supporting appropriate community proposals and advancing identified projects.

Much can be achieved through the activities of local groups and through existing Shire resources. However, major investments and plans will need the assistance and support of other partners. Continued promotion and advocacy for the Shire of Menzies will assist in bringing attention to the needs, interests and priorities of the community.

### HOW WILL THE PLAN BE IMPLEMENTED?

As part of the integrated planning process the next steps for the Shire of Menzies are to:

- Continue to enhance the Shire's Resourcing Strategy to ensure delivery of the Community Strategic Plan. This includes the **Long Term Financial Plan**, the **Workforce Plan** and the **Asset Management Plans**.
- Continue to enhance the Shire's **Corporate Business Plan** for each four year period outlining key activities. Council will undertake to meet the objectives identified in the Community Strategic Plan within the constraints of the Resourcing Strategy, and a method for assessing performance.
- Develop an **Operational Plan** for each financial year and include a Statement of Revenue Policy to generate resources for implementation.
- Prepare an **Annual Report** each year that outlines achievement of the delivery of the Strategic Community Plan and audited financial statements that explain what has been implemented and what outcomes have been achieved.

**END.**

## REVIEW CYCLE FOR THE S. C. P.

IP&RF STANDARD -: SCP's review cycle;	ACTIONS	YEAR
vi) A strategic review of the SCP is scheduled every 2 years from when it was adopted	<ul style="list-style-type: none"> <li>Conduct a desktop review of the new Strategic Community Plan</li> </ul>	2015
vii) A full review of the SCP is scheduled every 4 years from when it was adopted	<ul style="list-style-type: none"> <li>Conduct a full review of the new Strategic Community Plan with the community</li> </ul>	2017
vi) A strategic review of the SCP is scheduled every 2 years from when it was adopted	<ul style="list-style-type: none"> <li>Conduct a desktop review of the new Strategic Community Plan</li> </ul>	2019
vii) A full review of the SCP is scheduled every 4 years from when it was adopted	<ul style="list-style-type: none"> <li>Conduct a full review of the new Strategic Community Plan with the community</li> </ul>	2021
vi) A strategic review of the SCP is scheduled every 2 years from when it was adopted	<ul style="list-style-type: none"> <li>Conduct a desktop review of the new Strategic Community Plan</li> </ul>	2023
vii) A full review of the SCP is scheduled every 4 years from when it was adopted	<ul style="list-style-type: none"> <li>Develop a new Strategic Community Plan for the next ten years with the community</li> </ul>	2025

IP&R - COMPLIANCE CRITERIAS:	RESULTS	Compliance Level (page 4 IP&RAS)
i) The SCP is for a minimum 10 year time frame	1. The SCP covers a 10 year time frame	Complies
ii) States community aspirations, visions and objectives	2. The SCP document includes the community's aspirations, visions and objectives	Complies
iii) Was developed or modified through engagement with the community and this is documented  Basic Requirement: Community engagement involves 500 or 10% of residents, is inclusive and uses 2 documented mechanisms.  Intermediate Requirement: Community engagement involves more than the minimum amount of electors (basic), is inclusive and uses more than the minimum number of documented mechanisms.  Advanced Requirement: Community engagement meets basic and intermediate requirements	3. Approx. 16% or ~ 38 members of the public were directly consulted from the population of 235 (2008 census)  4. 3 mechanisms of community engagement were adopted and documented	Complies
iv) Has regard to current and future resource capacity, demographic trends, and strategic performance	5. This SCP takes into account the current and future trends	Complies
v) Was adopted or modified by an absolute majority of council by 30 June 2013 or earlier	6. Council adopted the SCP in May 2013	Complies
vi) A strategic review of the SCP is scheduled every 2 years from when it was adopted	7. A review cycle has been implemented	Complies
vii) A full review of the SCP is scheduled every 4 years from when it was adopted	8. A review cycle has been implemented	Complies
Basic Requirement: Council has a community engagement policy / strategy	9. Council has adopted a community engagement policy.	Drafted
Intermediate Requirement: The SCP takes into account a range of relevant external factors, including relevant plans of State and commonwealth agencies	10. The objectives of this SCP have been aligned to relevant plans of other agencies	Complies
Intermediate Requirement: The SCP connects most of the activities / services that are delivered by the local government with communities vision aspirations and objectives  Advanced Requirement :The SCP connects all of the activities / services that are delivered by the local government with communities vision aspirations and objectives	11. The actions to deliver on SCP objectives have been implemented	Complies
Advanced Requirement: The SCP demonstrates effectiveness in achieving community outcomes	12. KPIs developed to assess the progress of SCP implementation & annually reported	Complies