



# *Shire of Menzies*

## *Strategic Community Plan*

**2021 - 2031**

Major Review – Adopted 25 February 2021



*Take a look around!*

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# Foreword

We are pleased to present the Shire of Menzies Strategic Community Plan 2021 - 2031. This Plan is part of our continued commitment to maintain our focus to ensure the Shire of Menzies is 'an inclusive and welcoming community, celebrating our heritage and place'.

The Shire of Menzies community were invited to share their vision, aspirations and objectives for the future of the Shire of Menzies during the initial development of the Strategic Community Plan 2013 - 2023. In early 2020 we sought feedback from our community on their vision and aspirations for the Shire as part of the major review of the Strategic Community Plan, however due to the COVID-19 Pandemic this engagement was postponed.

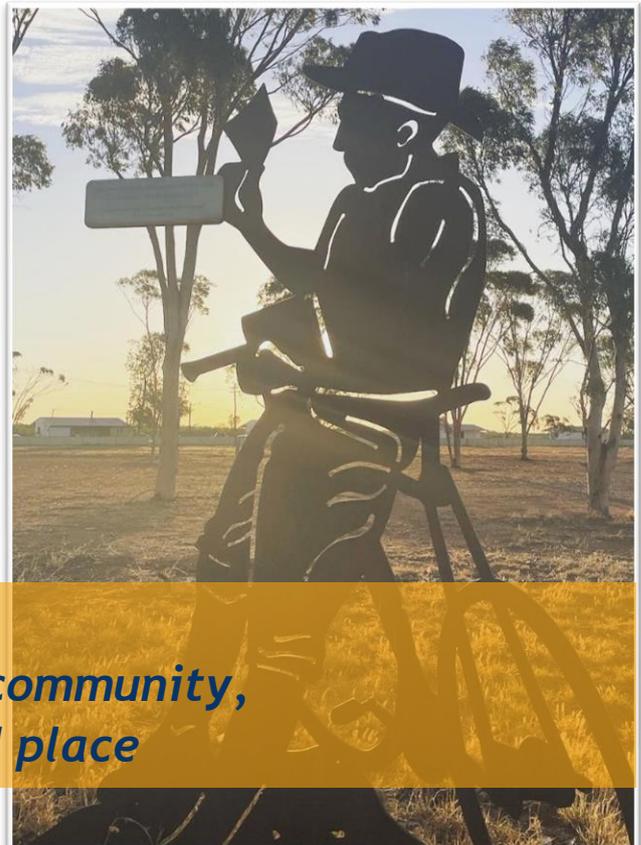
In the interim, to maintain our strategic direction and focus, the elected members and staff drew on their ongoing communications and engagement with our community to update the Strategic Community Plan and an interim Strategic Community Plan 2020 – 2030 was adopted in August 2020.

With the easing of restrictions, the community engagement was reactivated in October 2020, with a community survey open to all community members and stakeholders, along with visioning workshops in November 2020. We have developed this Strategic Community Plan 2021 - 2031 following the input and feedback received from our community.

As a local government, we will continue to work in partnership with the community and other key stakeholders, to deliver the outcomes in this Plan, developed to meet the community's aspirations for our district, using the strategies detailed in this Strategic Community Plan.

Over recent years, the Shire of Menzies has undertaken infrastructure developments, which will be of on-going benefit to our resident population, local business and visitors to Menzies. During the development of this Plan, we recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain our infrastructure and continue current levels of services to the community.

Greg Dwyer, Shire President  
February 2021



***Our Vision:  
An inclusive and welcoming community,  
celebrating our heritage and place***

# Strategic Community Planning

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, being a Strategic Community Plan and Corporate Business Plan. Local governments are required to have regard for these plans when forming their annual budget.

The Strategic Community Plan is Council’s principal 10-year strategy and planning tool, guiding the remainder of the Shire’s strategic planning. Community engagement is central to the Strategic Community Plan.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

This Plan outlines how the Shire will, over the long term, work towards a bright future for the community, as it seeks to achieve its vision inspired by the community’s aspirations and objectives.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered.

The Strategic Community Plan strategies are prioritised, and actions applied after assessment of available resources through the development of a Corporate Business Plan. The core components of this Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by financial projections.

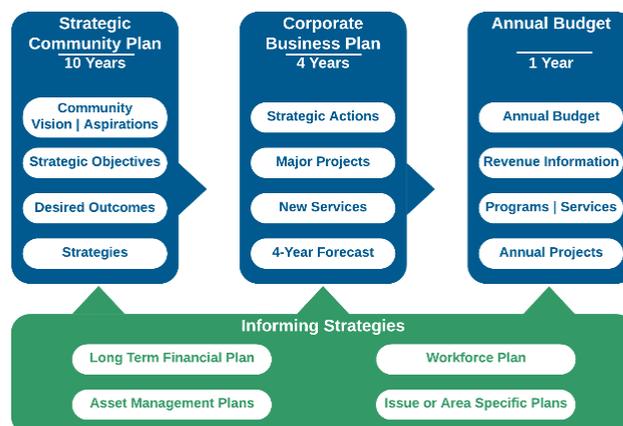
The Shire of Menzies intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community’s key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire’s future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensuring they can be delivered.

The strategies are prioritised, and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic performance indicators will be used to report back to the community on the Shire’s performance in achieving the outcomes.

## The Integrated Planning Structure



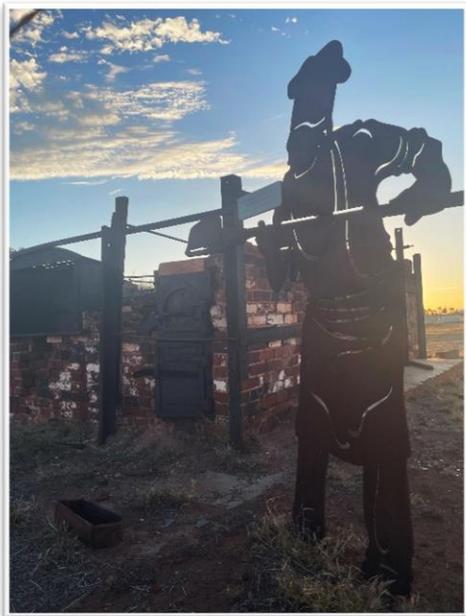
# About Menzies

The Shire of Menzies covers 124,110 square kilometres in the Eastern Goldfields of Western Australia, 730kms east of Perth. The Shire’s administration centre is in the townsite of Menzies, a mining and pastoral town.

Menzies, like many towns in Western Australia was established in and boomed during the gold rush days of the 1890’s. The first gold discovery in the Menzies area has been credited to a prospecting party led by James Speakman in 1891.

Menzies was proclaimed a Municipality on 20 December 1895 and the first Council was elected on 20 January 1896. According to the writings of Warden Owen, it was estimated that in 1896 the population was 10,000, half of whom resided in the town and the other half in the surrounding land.

In the late 1890’s and early 1900’s Menzies was the administration centre of the North Coolgardie Goldfields, with some twenty small towns in this area. From around 1905 the gold mining industry experienced a downturn and most of these towns literally disappeared. Menzies has survived but is just a shadow of its former self, and the pub at Kookynie is the only reminder of a once thriving community.

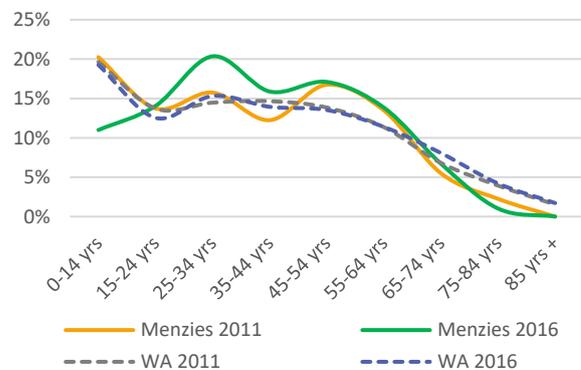


The population by 1910 had fallen below 1,000. The 1980's and the 1990's saw another gold mining revival in Western Australia, and the future looked brighter.

The current community is serviced by ancillary medical services, a local school offering pre-primary to Year 7 and distance education for high school, a community hall, meeting rooms and sport and recreational facilities. Vital tourist accommodation is provided by a caravan park and two hotels.

In 2016, the Shire of Menzies’s population on the night of the census was 490<sup>1</sup>, this is an increase from the 400 estimated population at the time of the 2011 census. A further approximately 150 people live in the Tjuntjuntjara Community near the South Australian border.

The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Menzies (represented by the gold (2011) and green (2016) lines) and Western Australia (represented by the grey (2011) and blue (2016) dotted lines).



In comparison to the Western Australia demographic (reflected by the dotted grey and blue lines) in 2016, the Shire has a lower proportion of younger residents in the 0-14 and over 65 age ranges. The number of people aged from 15 - 64 years is higher than the State average, mainly due to the high level of mining activity in the region and associated employment.

<sup>1</sup> Australian Bureau of Statistics, Menzies (S) (LGA55390) 2016 Census of Population and Housing, viewed 25 September 2019

# Our Community's Voice

As part of the ongoing development and review of the Strategic Community Planning, extensive community consultation was undertaken in 2013 and recently in 2020. The results of these engagements were taken into consideration during the major review in November 2020 and subsequent development of this Strategic Community Plan 2021 - 2031.

This review process included a key focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to services and facilities provided by the Shire of Menzies.

### Promotion and awareness:

The engagement process commenced early in 2020 however, due to the COVID-19 Pandemic, the engagement was postponed and reactivated in October 2020, with extensive promotion and advertising of this major review and request for community input, as listed below, to the district of the Shire of Menzies.

- Shire of Menzies website since 15 October 2020
- Community noticeboards at CRC/Visitors Centre
- Menzies Matters – Community Newsletter
- Shire Administration Office noticeboard
- Shire of Menzies Facebook page

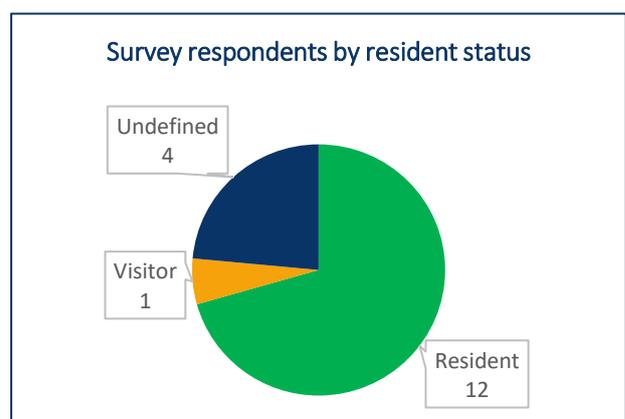
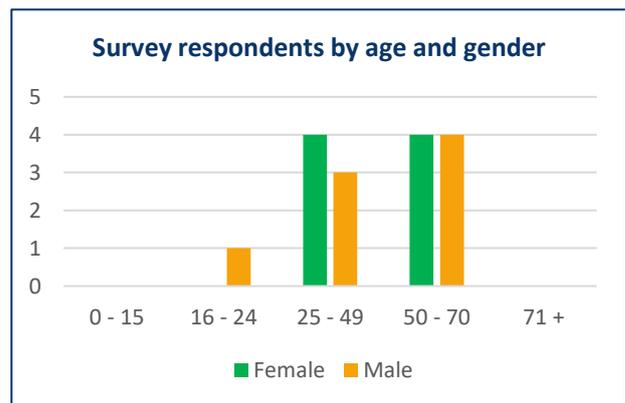
A survey was open to all community and stakeholders from 15 October 2020 to 24 November 2020. Two community workshops were open for all to attend on 23<sup>rd</sup> and 24<sup>th</sup> November 2020 at the Shire office.

The survey was also made available at the Shire Administration Office and CRC.



### Response:

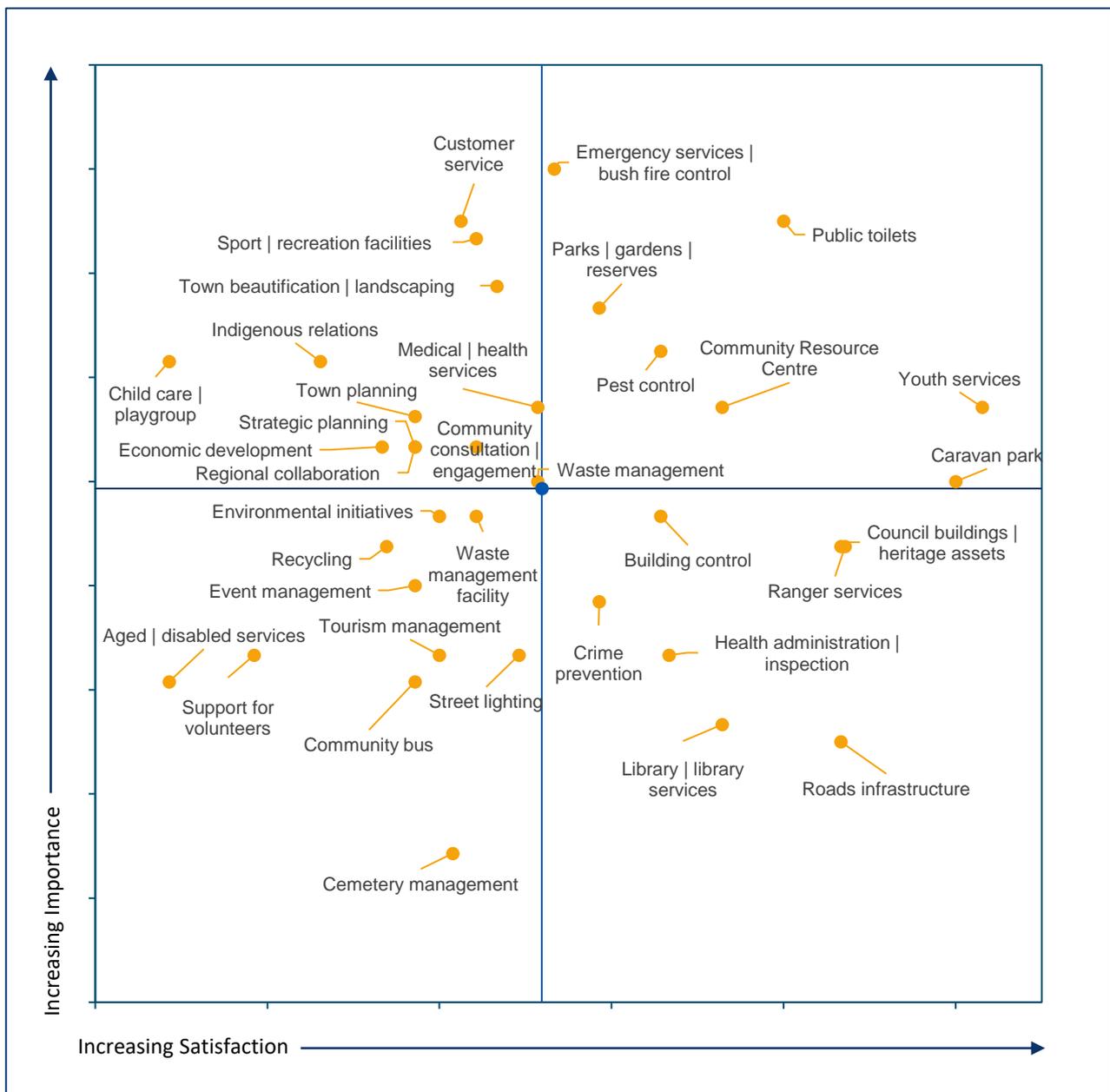
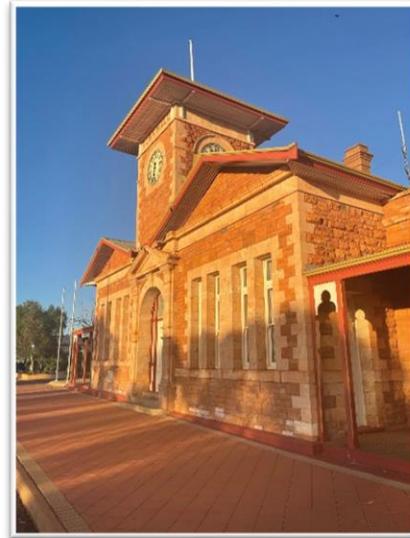
- 17 individual survey responses received
- 23 community workshop participants



# Our Community's Voice

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services, facilities and advocacy / support provided. Based on the survey results, the relative importance and satisfaction of various Shire services, community facilities and infrastructure were determined.

Services and facilities with a higher than average importance to the community are reflected in the top half of the chart below. Services and facilities the community is most satisfied with are reflected in the right half of the chart below.



# Our Aspirations and Values

The feedback received during this engagement process continues to align with the engagement responses received during previous iterations of the Strategic Community Plan.

The local community expressed their value of the peaceful, large wide-open landscape and connection to place. The friendly and welcoming community spirit is highly regarded along with the history of the area. To retain these important traits, collaboration and commitment to building the inclusive culture is essential.

When asked about a vision for the future, the most common responses included a desire for Menzies to retain its friendly, small town inclusive culture whilst developing diversity of economy to support stability and growth in local small business and services.

The programs and activities for youth and young adults is highly regarded with a strong desire expressed to see these retained and where possible expanded. Attracting and retaining young adults is seen as a focus area for the future of the district. Community events have been well regarded with a desire to see these continue, with diversity of activities and increased involvement opportunities for all ages identified as an area to strengthen.

As a community with a small population spread across a large area, there is ongoing need for volunteers to provide and support the local emergency services. Leadership and collaboration are recognised as essential to the provision of these services.

With an increase in interest from tourists to visit and travel through the area, development of services and infrastructure to cater for this is necessary. Given the established mining community in the area and potential for growth, encouraging this sector to continue to expand their involvement is viewed as advantageous.

With the geographical isolation of the district, the cost of transport and commodities has a significant impact on residents and small business operators.

Developing and maintaining an adequate standard of services to meet the needs of the local community along with adequate social infrastructure is noted as a high priority, as these are essential to sustain and grow the district. However, there is recognition many core services are the responsibility of the State and Federal Governments. The community wants the Shire to continue to advocate for better services and infrastructure, on their behalf.

Opportunities to improve the built environment exist, restoring heritage assets, increasing amenities and accommodation for more small businesses.

By continuing to strive to be forward thinking, and having strong representation providing good leadership, the Shire will proactively communicate with our community to ensure the services delivered are representative of the community's needs.

In addition to focusing on improving the quality of our services, the Shire will work to leverage partnerships and have greater collaboration, including regional collaboration. Efforts will be maximized to advocate and lobby for funding, resources and better services and attract investment.

# Strategic Direction and Service Delivery

The community's input is vital to the strategic planning for the Shire of Menzies. In developing this Strategic Community Plan 2021 - 2031, our elected members and staff reviewed and considered the community engagement undertaken specifically for this review, along with the ongoing conversations with our community and key stakeholders and the knowledge gained through the extensive community consultation undertaken as part of the development of the Strategic Community Plan 2013 - 2023.

Drawing on this knowledge, the current Plan has been developed to maintain alignment to our community's aspirations and needs for the Shire of Menzies, now and into the future. The Council are committed to maintaining a strategic focus and the delivery of services for our community.

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations expressed by our community. Detailed actions with planned timing for these will be outlined in the Shire's Corporate Business Plan.

## Strategic Objectives

A strategic objective has been developed for each of four key themes of community interest, being:

- **Our Community:** A vibrant and inclusive community
- **Local Economy:** A prosperous local economy
- **Our Environment:** Enhance and maintain our built infrastructure and natural environment
- **Leadership:** Responsible management and good governance, leading an empowered community

The tables on the following pages detail the strategies developed to achieve the desired outcomes.

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

## Measuring our Progress

The following key measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.

Measure	Desired trend
<b>Our Community</b>	
Local volunteer base	Stable   Increase
Community activities   events	Stable   Increase
Facilities usage rates	Stable   Increase
<b>Local Economy</b>	
Visitor statistics	Stable   Increase
Vacancy rates (business and residential)	Decreasing
No. business licence applications	Stable   Increasing
<b>Our Environment</b>	
Statutory asset management ratios	Improve   Maintain healthy ratios
Infrastructure maintenance and renewal	In line with budget
<b>Leadership</b>	
Elected members representation	Maintain participation on boards and committees
Strategic plans and reports	Implementation and currency
Statutory financial ratios	Maintain healthy ratios

## Our Community

### Objective: A vibrant and inclusive community

The community highly values their heritage and the sense of home, family and community. There is a strong desire to protect and retain the heritage and traditions of the area and increase awareness of this history, both to residents and visitors.

Core services and facilities are essential and acknowledged need to continue to develop community leadership and promote opportunities for involvement in community and volunteer groups and activities to build a stronger community.

#### Outcome 1.1: An engaged and inclusive community

##### Strategy

- |       |  |
|-------|--|
| 1.1.1 | Facilitate, encourage and support community volunteers, groups, events and initiatives |
| 1.1.2 | Welcoming to all residents, strengthen community cohesiveness and participation        |
| 1.1.3 | Provide, maintain and improve community facilities                                     |

#### Outcome 1.2: A healthy and safe community

##### Strategy

- |       |   |
|-------|---|
| 1.2.1 | Support provision of emergency and essential services |
| 1.2.2 | Advocate for appropriate medical and health services  |
| 1.2.3 | Support community health and wellbeing initiatives    |



## Local Economy

### Objective: A prosperous local economy

The community understands the important role the mining industry plays in the economic prosperity of the district, however identified this does not always extend to support of local small business and community.

There is a desire for further development of local business and industry, encouraging greater employment opportunities, however the community recognise the remote location, transport and the associated high cost of living are critical issues to these operators.

Encouraging interest from tourists to visit and travel through the area is seen as desirable with development of services and infrastructure to cater for these is necessary.

#### Outcome 2.1: An innovative, diverse and prosperous economy

##### Strategy

- |       |  |
|-------|--|
| 2.1.1 | Support local business and encourage further investment in the district                      |
| 2.1.2 | Continue to work with industry and stakeholders for the economic development of the district |
| 2.1.3 | Advocate for reliable essential utility services to the district                             |

#### Outcome 2.2: An attractive destination for visitors

##### Strategy

- |       |   |
|-------|---|
| 2.2.1 | Promote our natural attractions and heritage sites as part of a regional approach |
| 2.2.2 | Maintain and enhance our local attractions  |
| 2.2.3 | Continue to provide and maintain visitor support services                         |

## Our Environment

### Objective: Enhance and maintain our built infrastructure and natural environment

The community values its location and precious heritage and is committed to help protect these into the future. The heritage buildings and community facilities were identified as important to retain.

Maintaining a welcoming look and streetscape of the town is viewed as highly desirable, whilst recognising this needs to be a joint endeavour. Opportunities to improve the built environment exist, increasing amenities within the townsite and at natural attractions.

#### Outcome 3.1: A well maintained attractive built environment servicing the needs of the community

##### Strategy

- |       |  |
|-------|--|
| 3.1.1 | Maintain the integrity of our cultural and heritage assets and places    |
| 3.1.2 | Maintain and enhance our roads, built infrastructure, parks and reserves |

#### Outcome 3.2: A natural environment for the benefit and enjoyment of current and future generations

##### Strategy

- |       |  |
|-------|--|
| 3.2.1 | Encourage community and visitors to keep our district clean and tidy |
| 3.2.2 | Promote reduced environmental impact within the Shire                |
| 3.2.3 | Effective biosecurity management within the Shire                    |



## Leadership

### Objective: Responsible management and good governance, leading an empowered community

The community would like the Shire to continue to service the needs of the district. This Strategic Community Plan will provide the mechanism to ensure services delivered are aligned to community's expectations.

The Council is committed to strategic forward thinking and strong representation providing good leadership. The Shire will proactively communicate and acknowledge local feedback to ensure the services delivered are representative of the community's needs.

In addition to focusing on continually improving the quality of service, the Shire will work to leverage partnerships and have greater collaboration, including regional collaboration. Efforts will be maximized to advocate and lobby for funding, resources and better services and attract investment.

#### Outcome 4.1: A strategically focused Council, leading our community

##### Strategy

- |       |  |
|-------|--|
| 4.1.1 | Provide strategic leadership and governance                                |
| 4.1.2 | Effectively represent, promote and advocate for the community and district |
| 4.1.3 | Encourage and support community engagement and collaboration               |

#### Outcome 4.2: An efficient and effective organisation

##### Strategy

- |       |  |
|-------|--|
| 4.2.1 | Maintain a high level of corporate governance, responsibility and accountability     |
| 4.2.2 | Provide appropriate services to the community in a professional and efficient manner |
| 4.2.3 | Provide a positive and safe workplace  |

## Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Menzies.

Services   Facilities   Support	Strategy
Customer service	4.2.2
Community consultation   engagement	4.1.3   4.2.2
Strategic planning	4.1.1   4.2.1
Town planning	4.2.1
Economic development	2.1.1   2.1.2
Tourism management	2.2.1   2.2.3
Regional collaboration	2.2.1   4.1.2
Event management	1.1.1
Emergency services   bush fire control	1.2.1
Ranger services	4.2.2
Environmental initiatives	3.2.2   3.2.3
Building control	3.1.1   4.2.2
Health administration   inspection	4.2.2
Parks   gardens   reserves	3.1.2   3.2.1
Town beautification   landscaping	3.1.2   3.2.1
Sport   recreation facilities	3.1.2
Council buildings   heritage assets	3.1.1   3.1.2
Caravan park	3.1.2
Library   library services	4.2.2
Visitor Centre   Community Resource Centre	4.2.2
Cemetery management	4.2.2
Roads infrastructure	3.1.2
Street lighting	3.1.2
Public toilets	3.1.2
Waste management	4.2.2
Medical   health services	1.2.2
Youth services	1.1.1
Aged   disabled services	1.1.1   1.2.3
Indigenous relations	1.1.2
Support for volunteers	1.1.1

## Resource Capacity

This Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. Whilst future resource capacity is not currently known, expected future resource capacity was considered in the development of this Strategic Community Plan.

At 30 June 2020, the Shire had the following estimated current resource profile. Future resource capacity is partially dependent on other levels of government, however the following long term trends expected in each resource level are provided in the table below.

Resource	At 30 June 2020 <sup>2</sup>	Expected Future Trend
Workforce	20 FTE	Stable
Infrastructure	\$118.0m	Stable
Property, Plant and Equipment	\$10.1m	Stable
Cash Backed Reserves	\$11.8m	Stable
Borrowings	\$0.0m	Stable
Annual Rates Revenue	\$3.3m	Stable
Annual Revenue	\$5.9m	Stable
Annual Expenditure	\$6.8m	Stable

Review and further development of Asset Management Plans, the Workforce Plan and Long Term Financial Plan will influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.

<sup>2</sup> Shire of Menzies 2018-19 Annual Financial Statements

## Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Menzies operates, relative to risk, to understand the environment in which the Shire seeks to achieve its strategic objectives. The factors identified and considered during the preparation of this Plan are:

### External Factors

- Increasing community expectations in relation to service levels and service delivery
- Demand for resourcing due to potential expansion in service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Changes in mining and pastoral practices and the associated social impacts
- Climate change and subsequent response
- COVID-19 Pandemic

### Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan
- The timing and actions contained in the Council's Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records



## References and Acknowledgement

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Menzies Strategic Community Plan 2020 – 2030;
- Council website: [www.menzies.wa.gov.au](http://www.menzies.wa.gov.au);
- Shire of Menzies Corporate Business Plan 2020 - 2024; and
- Shire of Menzies Strategic Resource Plan 2020 – 2035.

### Prepared with the assistance of:

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### Document Management

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