

Heart of the Stirlings



SHIRE OF GNOWANGERUP

SHIRE OF GNOWANGERUP

INTEGRATED STRATEGIC PLAN

Incorporating
Strategic Community Plan 2021-2031
Corporate Business Plan 2021-2025



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Heart of the Sterlings



SHIRE OF GNOWANGERUP

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SHIRE VISION

“A progressive, inclusive and prosperous community built on opportunity”



FROM THE SHIRE PRESIDENT



During the first half of the 2021 calendar year, the Shire of Gnowangerup worked with the community toward developing the Shire's 2021-2031 Strategic Community Plan.

This is the overarching plan to guide the shire over the next 10 years, it has a broad long-term focus and strong emphasis on the communities shared vision, goals and aspirations. The plan addresses questions such as “What are our community priorities?” “What actions can we take?” and “How will we know when we are succeeding?”

As a community “We are all in this together” and it is imperative that we are strategic in our thinking, planning and making the best use of our community assets and that we provide a strong voice in our region to advocate for state and federal government support and investment.

As a result of community consultation, our collective priorities have been organised into five themes:

- 1. Our Community**
- 2. Our Economy**
- 3. Our Infrastructure**
- 4. Our Natural Environment**
- 5. Our Organisation**

I am really proud to be part of such a capable, vibrant and progressive community, we are truly blessed. I thank the shire staff, councillors and the many community members, community groups and local businesses for their contribution to the development of this plan. This has been a fully collaborative and positive experience for our community and it provides us all with the best future options to grow and flourish.



OUR COMMITMENT TO COMMUNITY

- › We will treasure and promote the beauty and history of our Shire and our region
- › We will value and support the volunteers in our community
- › We will value and support local business
- › We will spend local as often as we can
- › We will consult our community on any issue that affects them
- › We will make things as simple as possible
- › We will treat people with respect
- › We will seek and embrace new ideas and smarter ways of doing things

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK



HOW WE DEVELOPED THIS DOCUMENT

Our Integrated Strategic Plan reinforces our commitment to the people who live, work, and visit the Shire of Gnowangerup which consists of 3 towns (Borden, Gnowangerup and Ongerup) rural communities and the stunning Stirling Ranges.

The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document. This document combines the Strategic Community Plan and Corporate Business Plan elements of the WA Local Government Integrated Planning and Reporting Framework.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Extensive community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.

PROGRESS REPORTING

The Shire of Gnowangerup has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire web-site. In addition, results are formally communicated to the community annually via the legislated Annual Report.

IPR REVIEWS

This Integrated Strategic Plan Vision and Community Priorities will be subjected to a minor review in 2023 and a major review requiring extensive community engagement in 2025 as legislated. In addition, the Shire Priorities section will be reviewed and updated annually to reflect any changes to priorities, service levels and the budget.



WHAT WE KNOW ABOUT OUR COMMUNITIES

OUR STRENGTHS

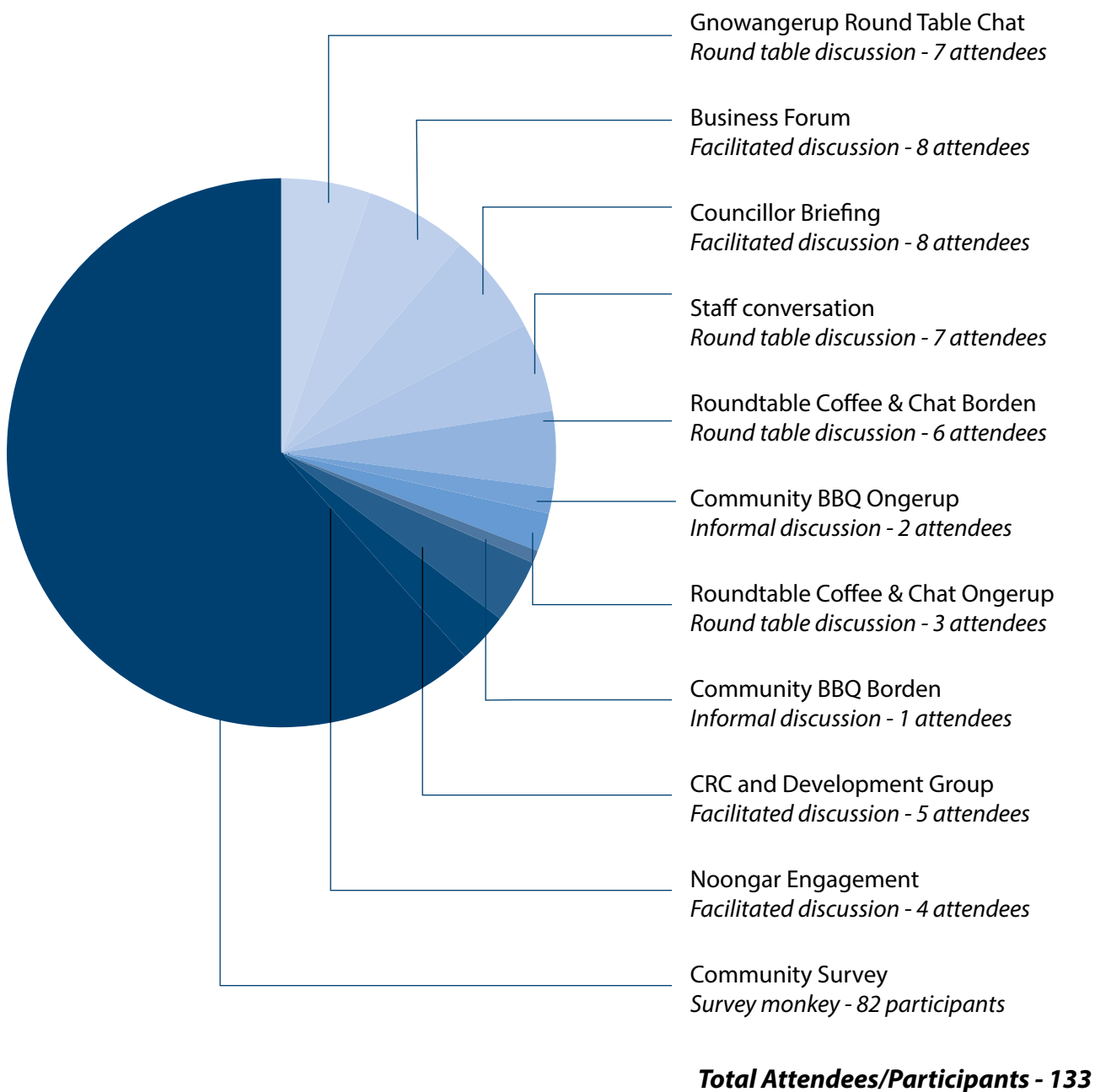
- › The high number of people engaged in their community and their capacity for leadership
- › Excellent mobile phone coverage
- › Technology readiness is high
- › Accessible distance to port
- › Income generated is higher than the Great Southern business average of \$33,373 – higher relative wealth generation capacity
- › Economic fundamentals per head of population are very good (except for new building construction), placing the Shire in the top decile
- › Workforce occupations are assessed as high skill showing residents are highly able
- › Local manufacturing

OUR CHALLENGES

- › Level of economic development support available, access to supporting institutions, technical skill base (education)
- › Extremely poor internet quality
- › Lack of focus on lifelong learning, access to health and education may limit the ability of population to adapt to new technology and new roles and work functions and may create an environment where adoption of new technologies, business models and ideas is lagged to the general population
- › Highly dependent (non-diversified) economy vulnerable to shocks to the major industry
- › Population is small and dispersed

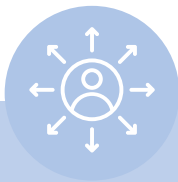
SUMMARY OF COMMUNITY ENGAGEMENT

The following provides a summary of attendees and participation from the various engagement forums:



SUMMARY OF COMMUNITY ENGAGEMENT

The following provides a summary of key issues emerging from the various engagement forums:



The rural lifestyle, friendships, connection with the area, freedom and history were recurring reasons that people value living in the Shire.



The need for the 3 towns to be branded together and for a marketing strategy to promote the Shire.



The need for improved communication with the Shire and between the towns.



The importance of agriculture and rural services to the towns and the region.



The importance of attracting community minded people, targeted skills, industry and boutique business to the town and the region.



The need for business networking and events such as a Business Expo and a Bus Tour around local business for school students and youth.



The lack of suitable rental accommodation to attract workers to the towns.



The impact a shrinking population has on critical services.



The importance of and opportunity for volunteering and the need for this to be recognised by Centrelink.



The importance of the development groups and community resource centres in each town.



The need for meeting places such as the local shops, cafés, sporting clubs and the local pub.



The importance of and potential for local tourism with COVID-19 resulting in a significant increase in visitors to the town.



The importance of Noongar culture and the opportunities to record their history and stories.



The need to engage with young people and give them a sense of pride and things to do.

STRATEGIC PRIORITIES

Feedback received during the consultation process indicated that the communities' priorities are:

COMMUNITY PRIORITIES
Access to health services
Access to services and facilities for Noongars
Access to services and facilities for people with disabilities
Bush fire prevention and control
Conservation and environmental management
Development of the town centres
Economic development
Events, arts and cultural activities
Facilities, services and care available for seniors
Promotion of our community
Safety and security
Services and facilities for youth
Sport and recreation activities
Tourism development

Council will review and consider the community priorities regularly and determine current annual priorities through review of Corporate Business Plan progress, Annual Budget setting, availability of internal and external (grant) funding and two-yearly reviews of the Strategic Community Plan.

The Corporate Business Plan will be updated annually to reflect the current priorities.



COMMUNITY PRIORITIES

1. OUR COMMUNITY:

COMMUNITY PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
1.1. Identify and deliver opportunities for young people across the Shire	Young people are engaged and feel empowered to contribute
1.2. Facilitate and advocate for the provision of quality health services, health facilities and programs	Retention of health facilities and visiting services
	Ageing in place can occur and achievement of outcomes in the Aged Friendly Community Plan
1.3. Strengthen the sense of place and culture and belonging through inclusive community interaction and participation	Shire works with local stakeholders to jointly plan and deliver diverse and inclusive events
	Noongar culture and heritage is valued, preserved, and shared
	Progress is made against the Shire's Marketing Plan
1.4. Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience	Our volunteers feel appreciated and supported
	Local leadership skills are developed
1.5. Support emergency services planning, risk mitigation, response and recovery	We collaboratively plan for and respond to emergency situations (LEMC)





2. OUR ECONOMY:

COMMUNITY PRIORITIES

WE KNOW WE ARE SUCCEEDING WHEN

2.1. Support businesses and business growth across the Shire

Progress towards industrial land development

Technological infrastructure supports local business retention and growth

Progress and achievement of the Economic Development Plan initiatives

2.2. Coordinated planning and promotion of our Shire to visitors and tourists

Visitors receive timely and accurate information about our attractions and services

We jointly plan and collaborate with regional tourism groups and CRCs to promote our attractions and experiences

Signature tourism assets and events add value to our local economy

2.3. Local businesses and the Shire have access to diverse skills and experiences

Housing and rental stock assists in attraction and retention of the local workforce

Progress towards residential land expansion and lifestyle promotion

Local education, care and learning facilities are advocated for and retained

3. OUR INFRASTRUCTURE:

COMMUNITY PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
3.1. Parks, gardens, streetscapes, recreational and social spaces are safe and encourage active and healthy lifestyles	Town streets are enhanced, attractive and easy to access
	The community feels safe
	Sport and Recreation improvements are planned in a coordinated manner
3.2. We prepare and maintain our assets for current and future community use	Maintenance and expansion of our Road and Footpath network in line with community expectation and resource availability
	Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)
	Progress and achievement towards our Integrated Resourcing Plan

4. OUR NATURAL ENVIRONMENT

COMMUNITY PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4.1. A high standard of environmental health and waste services	Compliance with environmental health and waste legislation
4.2. Conservation of our natural environment	Community partnerships that help protect and preserve our natural assets
	Efficient resource consumption including water, energy and non-renewable resources

5. OUR ORGANISATION:

COMMUNITY PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
5.1. Investment in the skills and capabilities of our staff and leaders	Service levels are achieved
	Succession planning for key roles
5.2. Shire communication is consistent, engaging and inclusive	The community can participate in the decision-making processes
	Residents and community groups believe they are being listened to and fairly treated
	Shire brand reflects all three communities
5.3. Forward planning and implementation of plans to achieve strategic priorities	Collaborative planning amongst key stakeholders and regional groups
	Performance against commitments made – Shire Priorities





FINANCIAL MANAGEMENT

Purpose	To allocate resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.
Guiding Principles	<p>Seek Long Term Financial Sustainability</p> <p>The Shire seeks long term financial sustainability over the 10 Year Financial Plan. This is measured, and reported yearly, by various financial ratios.</p> <p>Maintain a Balanced Budget</p> <p>Both the 10 Year Financial Plan and the Annual budget are prepared to be balanced meaning the Shire plans to deliver all services and infrastructure from available resources, and not operate at a deficit.</p> <p>Prudent Use of Borrowings</p> <p>The Shire will be prudent in its use of long-term borrowings to fund asset and infrastructure projects.</p> <p>Prudent Use of Reserves</p> <p>The Shire maintains a number of financial reserves to assist with maintaining a balanced budget and to support longer term financial planning.</p>
Key Inputs	<ul style="list-style-type: none">• Strategic Community Plan• Corporate Business Plan• Integrated Resourcing Plan• Long Term Financial Plan
How Reviewed	<ul style="list-style-type: none">• Twice annually via the budget review process• Three yearly financial management review and internal controls and risks
How Reported	<ul style="list-style-type: none">• Monthly via Officer Report to Council• Annually via the Annual Report

ASSET MANAGEMENT

Purpose	To protect and enhance our natural and built environment in an ever-changing environment and to build, maintain and renew Shire assets in a financially sustainable manner
Guiding Principles	<ul style="list-style-type: none"> • Sustainable financial performance • Well informed investment decisions • Improved management of risk • More efficient service delivery • Improved social responsibility • Demonstrated compliance • Enhanced community consultation
Key Inputs	<ul style="list-style-type: none"> • Asset Management Policy and Framework • Asset condition data • Community Service level expectations • Technical Service levels
How Reviewed	<ul style="list-style-type: none"> • Annually to update financial modelling from new data • Major review of the Policy and Framework every 4 years
How Reported	<ul style="list-style-type: none"> • Asset ratios • Capital works program reporting

WORKFORCE MANAGEMENT

Purpose	To enhance the capacity of the workforce to meet community needs by ensuring the organisation has the required staff, capabilities, and resources to meet current and future service demands.
Guiding Principles	<ul style="list-style-type: none"> • Attract, reward, and retain the best talent • Develop people and build capability • Foster a culture of teamwork, safety, health, and wellbeing. • Connect with local people and local business • Network and resource share within the region and the LG sector
Key Inputs	<ul style="list-style-type: none"> • Employee and community demographics • Service delivery commitments • Current risks and opportunities • Budget and resources available • Performance reviews
How Reviewed	<ul style="list-style-type: none"> • Monitored regularly by Management Team • Full review and update every 4 years
How Reported	<ul style="list-style-type: none"> • Operational and risk management reporting • Annual Report

RISK MANAGEMENT AND GOVERNANCE

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	<ul style="list-style-type: none">• Integral part of organisational processes• Informs decision making• Explicitly addresses uncertainty• Systematic, structured, and timely• Based on the best available information• Tailored to suit environment• Takes human and cultural factors into account• Transparent and inclusive• Facilitates continual improvement and enhancement of the organisation
Key Inputs	<ul style="list-style-type: none">• Risk Reporting Framework• Compliance Calendar• Officer Reports
How Reviewed	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, staff and persons who perform functions or deliver services on behalf of the Shire.</p> <ul style="list-style-type: none">• Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.• The Audit & Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.
How Reported	<ul style="list-style-type: none">• Reviewed by Management Team monthly• Reported to Audit and Risk committee every 6 months

COMMUNITY ENGAGEMENT

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	<p>Taken from IAP2 seven drivers of contemporary engagement practice):</p> <ul style="list-style-type: none">• Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process.• Public participation includes the promise that the public's contribution will influence the decision.• Public promotion promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers.• Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision• Public participation seeks input from participants in designing how they participate.• Public participation provides participants with the information they need to participate in a meaningful way.• Public participation communicates to participants how their input affected the decision.
Key Inputs	<ul style="list-style-type: none">• Community Engagement Toolkit• Various engagement techniques that are identified for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	The framework is constantly monitored with each engagement activity subjected to a lesson's learnt review to consider better ways to engage into the future.
How Reported	<ul style="list-style-type: none">• Consultation section in Officer Reports to Council• Summary of key engagement activities in the Annual Report



OUR COMMUNITY

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
1.1	Identify and deliver opportunities for young people across the Shire	1.1.1	Engage with young people to determine programs and support that provide employment and activities for young people	×	×	×	×
1.2	Facilitate and advocate for the provision of quality health services, health facilities and programs	1.2.1	Advocate for and support mental health and social support services with a focus on vulnerable families	×	×	×	×
		1.2.2	Improve access and inclusion for disabled people by delivering the actions detailed in the Shire Disability Access and Inclusion Plan	×	×	×	×
1.3	Strengthen the sense of place, culture and belonging through inclusive community partnerships	1.3.1	Partner with local community and business groups to strengthen the relationship and communication between our three communities	×	×	×	×
		1.3.2	Partner with local Noongars to record their history, build trust and to identify opportunities for engagement and employment	×	×	×	×
1.4	Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience	1.4.1	Partner with community groups to support and deliver community events and workshops	×	×	×	×
		1.4.2	Develop a database of community resources and skills to support community development	×			
1.5	Support emergency services planning, risk mitigation, response and recovery	1.5.1	Work with the LEMC to continually improve emergency response planning and delivery	×	×	×	×

OUR ECONOMY

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
2.1	Support businesses and business growth across the Shire	2.1.1	Support local business groups to assist in business development and job growth within the Shire	×	×	×	×
		2.1.2	Work with relevant state agencies to release the industrial lots in Quinn St	×	×		
2.2	Coordinated planning and promotion of our Shire to visitors and tourists	2.2.1	Partner with GS Treasures and GSCORE and local business to develop tourism opportunities	×	×	×	×
		2.2.2	Investigate tourism branding and promotion opportunities				
		2.2.3	Plan and deliver an extension to the Gnowangerup Heritage Trail	×	×		
		2.2.4	Investigate the opportunity of attracting a major event, festival or attraction to the Shire	×			
2.3	Local businesses and the Shire have access to diverse skills, and appropriate services	2.3.1	Advocate for improved communications infrastructure	×	×	×	×
		2.3.2	Work with relevant stakeholders to attract small business and trades to the Shire	×	×	×	×

OUR INFRASTRUCTURE

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
3.1	Parks, gardens, streetscapes, recreational and social spaces are safe and encourage active and healthy lifestyles	3.1.1	Identify opportunities to improve streetscaping in all 3 towns in a manner that is consistent and reflects our heritage	×			
3.2	We prepare and maintain our assets and infrastructure for current and future community use	3.2.1	Conduct the statutory review of the Local Planning Scheme to promote community and economic development	×	×		
		3.2.2	Develop and implement a comprehensive Asset Management framework to ensure a strategic approach to infrastructure planning, maintenance, and enhancement	×	×		

OUR NATURAL ENVIRONMENT

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
4.1	A high standard of environmental health and waste services	4.1.1	Investigate opportunities to improve shire waste services and facilities	×	×		
		4.1.2	Develop and adopt a compliant Public Health Plan and progressively deliver agreed actions	×			
4.2	Conservation of our natural environment	4.2.1	Partner with relevant agencies and local stakeholders such as the NSPNR to preserve and/or enhance the natural environment	×	×	×	×
		4.2.2	Deliver water conservation projects for the Drought Communities Relief program	×	×		

OUR ORGANISATION

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
5.1	Investment in the skills and capabilities of our staff and leaders	5.1.1	Continue representation on relevant Boards, Committees and working groups to influence positive local and regional outcomes	×	×	×	×
		5.1.2	Organise professional development opportunities and mentoring support to develop the capability of staff and councillors				
5.2	Shire communication is consistent, engaging, and inclusive	5.2.1	Develop and implement a simple Engagement Toolkit to assist with community engagement	×			
5.3	Forward planning and implementation of relevant plans to achieve strategic priorities	5.3.1	Deliver the scheduled reviews of the Shire Integrated Planning Framework	×	×	×	×
		5.3.2	Review and update statutory requirements such as local laws and record keeping plan	×	×	×	×
		5.3.3	Conduct a review of the ITC Strategy and integrate with the Business Continuity Plan		×		





COMMUNITY FACILITIES, INFRASTRUCTURE AND SERVICES

Community Facilities	Service Objective	Legislated
Caravan Parks	Maintain and enhance the Caravan Park to provide a safe and inviting experience for visitors	N
Gardens	To manage and maintain gardens so that they are seen as clean, fit for purpose and attractive	N
Housing	To maintain Shire owned houses to a level that retains their capital value	N
Library	To provide library services that engage and meet the needs of the local communities	N
Parks and Playgrounds	To manage and maintain parks and playgrounds that attract community members and visitors	N
Public Toilets	To maintain public toilets so that they are seen as clean, tidy and usable	N
Recreation Grounds & Pavilions	To partner with local communities to manage and maintain to an acceptable standard relevant to current usage	N
Reserves	To retain and maintain reserves for community use relevant to current usage	N
Swimming Pool	To manage and maintain to the required standard relevant to current usage	N
Town Halls/Public Buildings	To manage and maintain to an acceptable standard relevant to current usage	N
Community Infrastructure	Service Objective	Legislated
Airport	To plan, renew and maintain infrastructure to a safe operating standard that meets community needs	N
Sewerage		Y
Footpaths		Y
Drainage & Stormwater		Y
Roads & Verges		Y

COMMUNITY FACILITIES, INFRASTRUCTURE AND SERVICES

Shire Services	Service Objective	Legislated
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects	Y
Customer Service & Payments	To provide a high level of customer service and access to convenient payment options	Y
Economic Development	To promote the shire and region as an attractive place for business	N
Finance and Governance	To deliver open and transparent systems and reporting that ensure the prudent use of funding streams	Y
Fire & Emergency	To partner with relevant agencies and volunteers to ensure adequate resources to respond to emergencies	Y
Maintenance - Roads	To schedule and deliver maintenance programs in line with resource capacity that support a reliable transport network	Y
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment to ensure appropriate management and use	Y
Public Health	To ensure that public health legislation is understood, managed and complied with	Y
Regional Collaboration	To support regional co-operation and share resources with other LG's	N
Town Main Streets	To maintain streetscapes that are neat, tidy and welcoming	N
Town Planning and Building Control	To ensure that legislative requirements and building standards are complied with	Y
Tourism Promotion	To promote and develop tourism and maintain local attractions	N
Volunteer & Community Group Support	To actively support community groups and volunteers to encourage community driven activities	N
Waste, Recycling & Refuse Sites	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements	Y



Heart of the Sterlings



SHIRE OF GNOWANGERUP