



Shire of **BROOKTON**

Strategic Community Plan 2013-2023



1 ACKNOWLEDGEMENT

The Shire of Brookton wish 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.



Department of **Local Government and Communities**
Department of **Regional Development**



The first Strategic Community Plan using the Integrated Planning and Reporting framework was developed by the Shire of Brookton, and adopted by Council on 18 April 2013. This document represents the first strategic 'desk-top' review since that adoption



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2 MESSAGE FROM THE SHIRE PRESIDENT

This community strategic plan was developed to help Councillors, Shire staff and the wider community make informed decisions about the future of our Shire. It was prepared through various consultation forums, and detailed demographic, economic and housing research. Over the past 100 years the Shire of Brookton has evolved from a small rural outpost to a robust community of around 950 people. While agriculture remains dominant, broader social, economic and environmental shifts have presented a range of new opportunities and challenges.

Global, national, regional and local events, for example, will impact on commodity prices, labour availability, demand and costs. This will create local pressures, but will also open up new possibilities associated with transport, agriculture and lifestyle.

Effective forward planning enables the Council to co-ordinate its resources in line with a prudent financial position to provide a planned approach to the delivery of services and projects.

The Council and Staff remain committed to creating an environment that supports moderate, high quality, sustainable growth. We see this plan as a map for the future. It will act as a guide for Councillors and Shire staff over the next decade, prioritising key community projects and emphasising significant partnerships which will play a pivotal role for Brookton through to the year 2023. This strategic review has looked at what initiatives are needed to address the current and future economic, political, social and environmental issues we are facing. We encourage you to become actively involved in its various initiatives as we seek to make Brookton a place for people to fulfil their potential.

Kym Wilkinson
Shire President

3 ABOUT THIS PLAN

This Strategic Community Plan has been developed to deliver clear direction as the Shire continues to provide leadership in a changing environment. This plan will support the development of improved services and outcomes for the Shire of Brookton community.

The **Strategic Community Plan 2013 – 2023** has been developed with reference to the plans and strategies of the Council, Regional and State plans, and community consultation. This included a strategic plan review survey of Shire residents in 2009 (48 responses), a survey of Shire residents by the Brookton/Pingelly Regional Transition Group in 2011 (101 responses), an open community meeting and a community focus group meeting held in September 2012 as part of the Strategic Community Plan consultation process.

The establishment of our common vision (where we want to be) and organisational mission (why we exist, whom we serve, what we deliver) has enabled the development of key goals (high level outcomes linked to achieving the vision) for the organisation, which have in turn provided the framework for development of outcomes (to attain goals) and strategies (methods of achieving outcomes to fulfill the mission).

Individual actions or processes will be developed to implement the strategies in this plan. These actions or processes are defined at the Shire's department and team level on an annual basis (Business Planning) and the diagram below illustrates the interrelationship of these parts of the Strategic Planning Process.



5 LOCALITY PROFILES

Aldersyde



Aldersyde is located in the Wheatbelt region of Western Australia, about 32km east of the town of Brookton. The surrounding areas produce wheat and other cereal crops. The town is a receival site for Cooperative Bulk Handling.

Kweda



Kweda is located in the Wheatbelt region of Western Australia, about 45km east of the town of Brookton. The name Kweda originated from "Queeda", a Noongar Aboriginal name for the Casuarina tree.

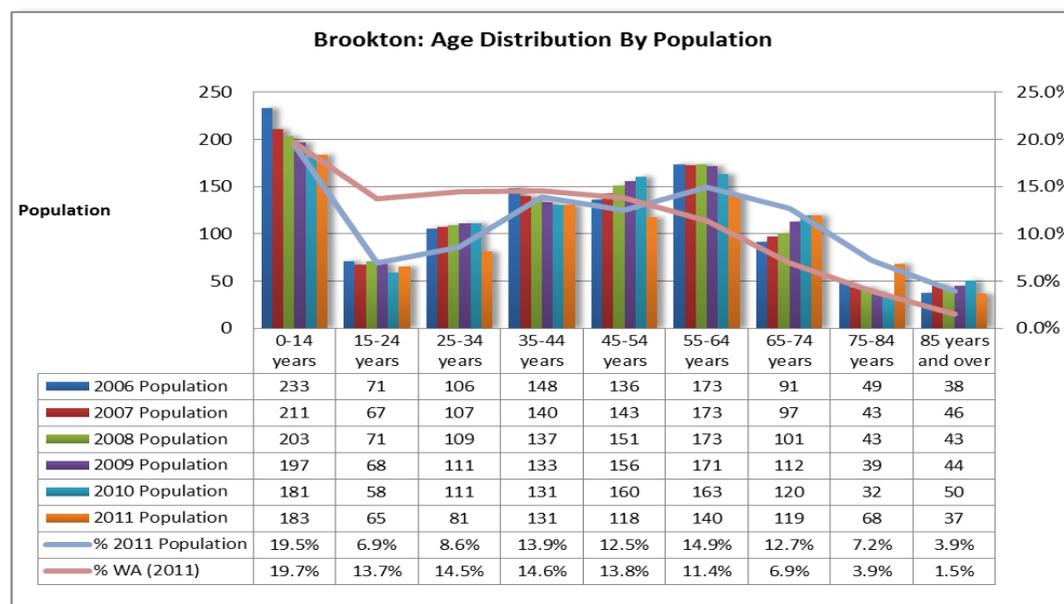
Brookton



Brookton is a town located in the Wheatbelt region of Western Australia, 138km from Perth via the Brookton Highway where it crosses the Great Southern Highway. The town is a key agricultural centre for a rich mixed farming district. Major facilities in the town include a district high school, bank, shopping facilities, accommodation (hotel, motel, caravan park), and Council office.

6 STRATEGIC PROFILE

Brookton (S)	
Code LGA50910 (LGA)	
	People 934
	Male 473
	Female 461
	Median age 45
<hr/>	
	Families 235
	Average children per family 1.9
<hr/>	
	All private dwellings 497
	Average people per household 2.4
	Median weekly household income \$867
	Median monthly mortgage repayments \$1,200
	Median weekly rent \$86
	Average motor vehicles per dwelling 2.5



The Shire of Brookton experienced a slight decline in population from 2006 to 2011.

The resident population for the Shire was 934 people in 2011 compared to 978 in 2006. The gender distribution was 50.6% males and 49.4% females. Aboriginal people made up 9.8% of the total population.

The median age of people in the Shire in 2011 was 45 years. Children aged 0-14 years made up 20.1% of the total population and people aged 65 years and over made up 23.2% of the total population. Of note is the much higher percentage of the population 65 years and over in the Shire, in comparison to Western Australia. Analysis of the family composition shows that, there were 41.9% couple families with children, 49.6% couple families without children and 7.2% one parent families. The single parents were made up of 33.3% male and 66.7% female. The average household size was 2.4 people.

The size of the Shire's labour force in 2006 was 482 persons of which 135 were employed part-time (29.1%) and 287 were full time workers (61.9%). Analysis of the Shire's employment status in comparison to Western Australia in 2006 shows that there was a similar proportion of employed, ie 96.3% compared to 94.7% statewide. There has been an increase in the Shire's unemployment rate from 2.5% in 2006 to 4.9% in 2010.

In 2006 the labour force participation rate for the Shire was 63.3% compared to 60.7% statewide.

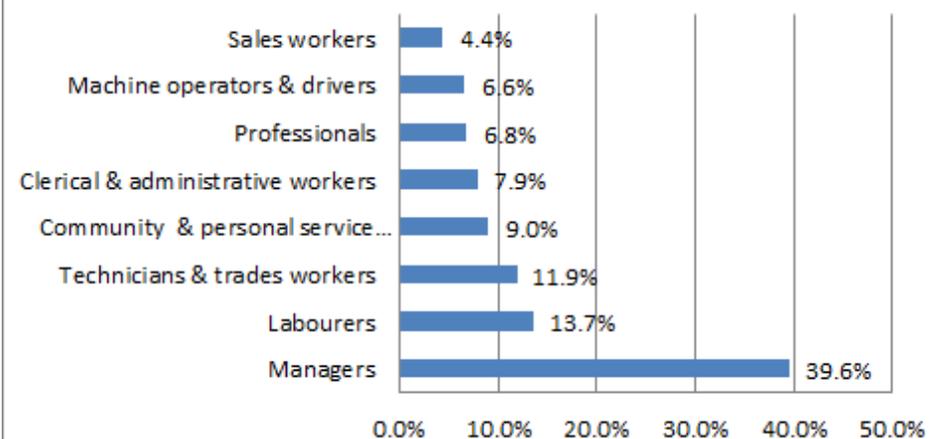
The top three industry sectors for employment in 2006 were Agriculture, Forestry and Fishing (211 persons or 45.9%), Health Care and Social Assistance (39 persons or 8.5%) and Education and Training (31 persons or 6.7%). The total of these three industries employed 281 people or 61.1% of the total labour force. In comparison, Western Australia employed 3.3% in Agriculture, Forestry and Fishing, 10.2% in Health Care and Social Assistance and 7.7% in Education and Training.

The top three occupations for employment in 2006 were Managers (180 persons or 39.6%), Labourers (62 persons or 13.7%) and Technicians and Trades Workers (54 persons or 11.9%). In combination these three occupations accounted for 296 people in total or 65.2% of employed residents. In comparison, Western Australia employed 13.2% as Managers, 10.5% as Labourers and 14.4% as Technicians and Trades Workers.

Employment by Industry, Shire of Brookton



Employment by Occupation, Shire of Brookton



7. VISION

Brookton – A thriving, accessible and diversified economy with a friendly and welcoming community



8. MISSION

To be a leading community within the region that delivers core services, builds capacity and focuses on delivery



9. CORE VALUES

- We value people and treat them with dignity and respect.
- We respect the law and act accordingly.
- We conduct ourselves with integrity and are fair and honest in our dealings.
- We use Shire's assets responsibly and in the best interests of the community.
- We are responsible for our actions and accountable for their consequences.

11. RESOURCING THE PLAN

Plans that are not properly resourced will not work and create false expectations within the community.

To maximise the chance of successfully achieving the expectations and objectives of the Strategic Community Plan, a long term resourcing strategy has been prepared and aligned. This includes strategies for asset management planning, financial resources planning and workforce planning.

The Council's Corporate Business Plan, Long Term Financial Plan, Asset Management Plan and Work Force Plan were completed as part of the informing strategies. It is intended that the review of the Strategic Community Plan will be followed by a review of the informing strategic plans to ensure an integrated approach to future decision making.

10. STRATEGIC PLAN FRAMEWORK

Strategic Focus:	Community	Natural Environment	Built Environment and Infrastructure	Local Economy and Business	Governance and Organisation
Goals:	<i>A vibrant, safe and inclusive community.</i>	<i>A clean, green and sustainable Shire.</i>	<i>A built environment and infrastructure that supports a thriving community.</i>	<i>A strong and sustainable local economy.</i>	<i>Good governance and an efficient organisation.</i>
Outcomes:	<ul style="list-style-type: none"> Community well-being through quality sports, recreation and leisure opportunities. Development, participation and retention of young people. Healthcare and family support services which support the needs of the community. A vibrant and inclusive community. A safe community. Quality of life for the aged and disabled. 	<ul style="list-style-type: none"> Preservation of the natural environment. Attractive parks, gardens and open spaces. Effective management of water resources Sustainable waste management. Preparedness for the effects of climate change. 	<ul style="list-style-type: none"> Assets and infrastructure that support long term community needs. Safe and well maintained transport infrastructure. Shire buildings and facilities that meet current and future community needs. Appropriate development which is diverse in nature and protects local heritage. 	<ul style="list-style-type: none"> A diverse and strong economic base. Appropriate infrastructure that supports sustainable economic development. Viable businesses with opportunities for local employment Availability of land for housing and industrial development. 	<ul style="list-style-type: none"> Effective leadership and governance. Committed and skilled staff members in a supportive environment. Effective and efficient corporate and administrative services.
Measures	<ul style="list-style-type: none"> Participation rates in local sports and community clubs Number of volunteers in the community 	<ul style="list-style-type: none"> Compliance with waste management regulations 	<ul style="list-style-type: none"> Asset Consumption Ratio Asset Sustainability Ratio Asset Renewal Funding Ratio 	<ul style="list-style-type: none"> Number of businesses active in the Shire Local employment rates 	<ul style="list-style-type: none"> Community satisfaction rates Staff retention rate Training/development workshops attended per year Integrated Planning and Reporting Compliance. Collaborate initiatives for resource sharing.

Measure	Target
1. Participation rates in local sports and community clubs	Year 1-2 build capacity, year 3+ increased participation rates
2. Number of volunteers in the community	Year 1-2 build capacity, year 3+ increased participation rates where most needed
3. Compliance with waste management regulations	Maintain our landfill facility in accordance with the Rural landfill Regulations
4. Asset Consumption Ratio	Year 1 financial data to be identified, year 2+ meet the Basic Standard ratio of 50% or greater
5. Asset Sustainability Ratio	Year 1 financial data to be identified, year 2+ meet the Basic Standard ratio of 90% or greater
6. Asset Renewal Funding Ratio	Year 1 financial data to be identified, year 2+ meet the Basic Standard ratio of 75% or greater
7. Number of businesses active in the Shire	Year 1 gather baseline data, year 2 identify local economic development initiatives, year 3+ seek external funding if required and implement projects
8. Local employment rates	Workforce participation rate % to equal or exceed the statewide %
9. Community satisfaction rates with Shire customer service	Achieve and maintain an average overall ranking of "High" satisfaction
10. Staff retention rate	Achieve and maintain a staff turnover rate % that is equal to or less than the statewide industry average
11. Training or professional development attended by Councilors	Two training/development workshops per year until completed
12. Integrated Planning and Reporting (IPR) Compliance	Completion and review in accordance with Department guidelines
13. Collaborative initiatives for resource sharing	Maintain or improve current level of resource sharing

Goal 1: Community

A vibrant, safe and inclusive community



Outcome 1.1: Community well-being through quality sports, recreation and leisure opportunities.

Strategy 1.1.1: Update and implement the Sport and Recreation Plan.

Strategy 1.1.2: Support and promote sporting and recreational activities in collaboration with clubs and groups to attract participants and increase the utilisation of facilities.

Outcome 1.2: Development, participation and retention of young people.

Strategy 1.2.1: Advocate for educational facilities and programs.

Strategy 1.2.2: Support youth training and apprentice programs in collaboration with local businesses.

Strategy 1.2.3: Provide and promote appropriate and accessible facilities and activities for youth.

Strategy 1.2.4: Develop a youth strategy to assist and support youth development and leadership.

Outcome 1.3: Healthcare and family support services which support the needs of the community.

Strategy 1.3.1: Provide ongoing support for child care and early years facilities and services.

Strategy 1.3.2: Evaluate and support measures to attract and retain local medical professional services.

Strategy 1.3.3: Support appropriate medical and hospital services within the region.

Strategy 1.3.4 Work towards a regional solution for Early Childhood Education and Care services (ECEC)

Outcome 1.4: A vibrant and inclusive community.

Strategy 1.4.1: Promote community and cultural events.

Strategy 1.4.2: Promote and support community groups, volunteerism and promote increased participation.

Strategy 1.4.3: Provide ongoing support for the provision of appropriate, accessible facilities to encourage artistic and cultural expression of the community.

Outcome 1.5: A safe community.

Strategy 1.5.1: Collaborate with law enforcement authorities to support crime prevention and community safety programs and initiatives.

Strategy 1.5.2: Support the community in emergency and fire management planning and preparedness.

Outcome 1.6: Quality of life for the aged and disabled.

Strategy 1.6.1: Provide ongoing support for aged care planning, facilities and services to meet the needs of the aged and disabled.

Strategy 1.6.2: Support the development of Aged Friendly Communities

Goal 2: Natural Environment

A clean, green and sustainable Shire



Outcome 2.1: Preservation of the natural environment.

Strategy 2.1.1: Promote and support natural resource management and community based initiatives within the Shire

Strategy 2.1.2: Provide effective management and maintenance of the Council's land and reserves.

Strategy 2.1.3: Collaborate with the Department of Parks and Wildlife and other agencies on nature reserve management.

Outcome 2.2: Attractive parks, gardens and open spaces.

Strategy 2.2.1: Manage and maintain the Council's parks, cemetery, gardens and open spaces at appropriate standards.

Strategy 2.2.2: Develop a pathway and trails master plan for Brookton.

Outcome 2.3: Effective management of water resources

Strategy 2.3.1: Collaborate with government agencies in management of the Southern Branch of the Avon River.

Strategy 2.3.2: Partner with key stakeholders to evaluate, protect and build capacity around the Bore Field water catchment area.

Strategy 2.3.3: Review, develop and implement Shire and community access to long term water supply and collection initiatives.

Outcome 2.4: Sustainable waste management.

Strategy 2.4.1: Update and implement the Shire's Waste Management Plan.

Strategy 2.4.3: Develop Community based waste management initiatives and opportunities.

Outcome 2.5: Preparedness for the effects of climate change.

Strategy 2.5.1: Support community education to promote awareness on energy and water efficiency.

Strategy 2.5.2: Investigate and adopt energy efficiency practices in Council operations.

Goal 3: Built Environment and Infrastructure

A built environment and infrastructure that supports a thriving community.



Outcome 3.1: Assets and infrastructure that support long term community needs.

Strategy 3.1.1: Develop and implement long-term Asset Management Plans for all Council assets.

Strategy 3.1.2: Implement the townscape improvement plan.

Strategy 3.1.3: Advocate for a reduction in the compliance costs and resources associated with the ongoing ownership, maintenance and management of the Shire sewerage scheme.

Strategy 3.1.4: Collaborate with State government and regional bodies to ensure coordinated provision of regional infrastructure.

Outcome 3.2: Safe and well maintained transport infrastructure.

Strategy 3.2.1: Lobby the State government and Commercial Enterprises for sealing of priority roads.

Strategy 3.2.2: Collaborate with neighboring Shires to advocate funding for the development of the regional road network.

Strategy 3.2.3: Explore ways to re-position the Shire as a regional transportation hub.

Strategy 3.2.4: Lobby the State government for transport of grain on the rail network.

Outcome 3.3: Shire buildings and facilities that meet current and future community needs.

Strategy 3.3.1: Maintain buildings and facilities in accordance with the Asset Management Plan.

Outcome 3.4: Appropriate development which is diverse in nature and protects local heritage.

Strategy 3.4.1: Actively work with other government bodies on state and regional planning and development issues.

Strategy 3.4.2: Support the conservation and maintenance of heritage buildings, heritage items and places of interest.

Goal 4: Local Economy and Business

A strong and sustainable local economy



Outcome 4.1: A diverse and strong economic base.

Strategy 4.1.1: Develop and implement an Economic Development Strategy.

Strategy 4.1.2: Support the development of a Regional Economic Development Plan.

Strategy 4.1.3: Support planning and design that encourages economic growth.

Outcome 4.2: Appropriate infrastructure that supports sustainable economic development.

Strategy 4.2.1: Lobby the State government for cost effective and affordable power supply.

Strategy 4.2.2: Advocate for improved telecommunications infrastructure and utility services across the region.

Strategy 4.2.3: Advocate for the enhancement of educational and training facilities in the Shire.

Outcome 4.3: Viable businesses with opportunities for local employment

Strategy 4.3.1: Develop, maintain and strengthen relationships with local and regional businesses.

Strategy 4.3.2: Promote and encourage existing and new businesses and industries.

Outcome 4.4: Availability of land for housing and industrial development.

Strategy 4.4.1: Promote and facilitate the release of land for industrial purposes.

Strategy 4.4.2: Review incentives to encourage land usage for industrial purposes.

Strategy 4.4.3: Support housing development in the Shire to increase the affordability of housing and accommodation.

Strategy 4.4.4: Promote partnerships for housing development.

Goal 5: Governance and Organisation

Good governance and an efficient organisation.

Outcome 5.1: Effective leadership and governance.

Strategy 5.1.1: Represent and promote the Shire in Regional, State and National forums.

Strategy 5.1.2: Promote collaboration with other Councils on structural reform opportunities at a regional level.

Strategy 5.1.3: Implement and review the Strategic Community Plan

Strategy 5.1.4: Strengthen the governance role of Councillors by informing, resourcing, skilling and supporting their role.

Strategy 5.1.5: Develop and implement a community engagement and communication strategy.

Outcome 5.2: Committed and skilled staff members in a supportive environment.

Strategy 5.2.1: Review/Implement and maintain a Workforce Plan for current and future workforce needs.

Outcome 5.3: Effective and efficient corporate and administrative services.

Strategy 5.3.1: Provide and promote responsive customer services.

Strategy 5.3.2: Develop and implement an information and communications technology plan.

Strategy 5.3.3: Implement continuous improvement initiatives in consultation with community on service delivery.

12 STRATEGIC PLAN IMPLEMENTATION

Elements of the Integrated Planning Framework



The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the Council's Asset Management, Workforce and Long Term Financial Plans.

The integration of asset, service, workforce and financial plans will mean that the Shire's resource capabilities are matched to the Brookton Shire community's needs.

Implementation of this Strategic Plan is achieved through the development of priority actions and projects as part of the Corporate Business Planning process.

Over time the results of key performance indicators at the strategic and operational levels will provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.

There will be a Strategic Review of this plan 2 years after its adoption, and a Full Review 4 years after its adoption.

