

Next Generation   
**BROOKTON**

Book 1. December 2017

# Stakeholder Feedback

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# Background

All local governments are currently required to produce a plan for the future under the Federal Government's Local Government Act 1995. On top of this the Western Australian Government has created a Local Government Reform Program, which fits in with these national desires. The outcome is a process called 'integrated planning and reporting' (IPR).

This process has three major outputs:

- » a rolling Strategic Community Plan that clearly links the community's aspirations with the Council's vision and long term strategy;
- » a Corporate Business Plan that integrates resourcing plans and specific council plans with the Strategic Community Plan, and
- » a clearly stated vision for the future viability of the local government area.

There are some highlights to the IPR program, which include:

- » planning for a local government is holistic in nature and driven by the community,
- » organisational and resource capability meet community needs,
- » the process links or integrates all elements of operations together, and
- » performance and reporting helps the continuous process.

The people-driven Strategic Community Plan is a 10-year rolling plan, updated externally and extensively every four years and internally every two years. The Shire's Corporate Plan is four years in duration, yet updated annually with alignment to budget, resourcing and all other planning. The Corporate Plan is there to achieve the Strategic Community Plan. Although the Shire is 'responsible' for the Strategic Community Plan, it is not charged with 'realising' all that is in the Plan.

In October 2017, Green Eleven was contracted to complete an independent and transparent process to gain feedback and input from community stakeholders, and assist in forming the Strategic Community Plan. Immediately the Shire named the process 'Next Generation Brookton', and a logo was created to visually link the process for all involved. The following stakeholder engagement pattern evolved:

<b>November/December</b>	open and transparent stakeholder engagement process (non- directed by Shire) in unison with advancing IPR knowledge and governance.
<b>December</b>	focus group interviews were held, allowing for further investigation to be added to the stakeholder feedback.
<b>December</b>	all feedback provided back to stakeholders, and discussions held with Shire of Brookton Councillors.
<b>December/January</b>	major themes and vision rose to the surface, Shire's mission rose to the surface.
<b>January/February</b>	Strategic Community Plan being formed, driven by Brookton's current and future competitive advantage, whilst being open to further stakeholder engagement.
<b>January/February</b>	fusing stakeholder thoughts with globally-proven strategic formula to form Strategic Community Plan (draft)
<b>February</b>	draft Strategic Community Plan (highlights) provided back to stakeholders for testing and further education, and Strategic Community Plan drives formation of Corporate Business Plan.
<b>March</b>	both Plans adopted by community and Shire
<b>March</b>	stakeholders thoroughly involved in the activation and implementation of these Plans and Councillors and stakeholders hold meetings aligned to Plans.

## Stakeholder Numbers

November 2017	9 stakeholder sessions completed
November 2017	2 online surveys completed
November 2017	5 direct emails to consultant received
Nov/Dec 2017	8 focus group interviews completed

An electronic narrative was formed by the consultant to capture feedback, ignite creative thinking and educate stakeholders about the IPR process. Sessions included:

Date	Session	Attendees
Tuesday 31 October	General Session 1 – CWA	n = 5
Tuesday 31 October	General Session 2 – Shire Staff	n = 17
Tuesday 31 October	General Session 3 – Open Session	n = 18
Wednesday 8 November	General Session 4 – Seabrook Aboriginal Corporation	n = 8
Wednesday 8 November	General Session 5 – Brookton District High School Students	n = 14
Wednesday 8 November	General Session 6 – Brookton District High School Students	n = 11
Wednesday 8 November	General Session 7 – Brookton District High School Staff and Parents	n = 9
Wednesday 8 November	General Session 8 – Open Session	n = 25
Thursday 16 November	General Session 9 – Councillors and Executives	n = 8

Online // Adults 71 (79% female, 21% male) // Youth 14  
 Hard copies // Adults 5 (60% female, 40% male) // Youth 1 (100% male)  
 Email // All ages 8 (88% female, 12% male)

**Total being 214  
community  
members  
participating**

**115 face-to-face and 99 non face-to-face**

Focus Group Interviews: 8 including Co-operative Bulk Handling (CBH), University of Western Australia Future Farms 2050, Regional Development Authority (RDA), WDC (Wheatbelt Development Commission, Department for Agriculture), ADAMS Bus Service, Old Time Motor Show, Shire of Brookton Chief Executive Officer, Main Roads Western Australia.

*“Although the IPR process recommends 10% of the population or 500 people be involved (whatever the least), Brookton encouraged inclusion by more than 20% of the population - a very encouraging percentage. This though, is a stretch in the story, as stakeholders may, or may not be, considered part of the ‘population’. Nevertheless, the effort towards engagement was very positively handled by the Brookton Shire, and the Brookton people should be congratulated for their input, and interest, towards these Plans.*

*Also of note was the diversity of the participants. All ages were involved, plus all forms of employment. This degree of diversity in the stakeholder engagement process is not always so achievable. And, although the process can be very alarming and unsettling at times, all Brookton stakeholders were respectful of each other’s thoughts, even though the views presented were wide, varied, and even contradictory in content, and mixed between being operational or strategic in nature. Apart from the two groups of school children, there was a 100% ‘yes’ vote to the final interview question: Do you want to help Brookton’s Next Generation? It was a pleasure listening to, reading and capturing all of Brookton’s feedback and I look forward to using this when we help to form Brookton’s Next Generation Plan.”*

Sally Carbon, independent consultant.

# Stakeholder Feedback

## General Stakeholder Session 1 – CWA Session

Tuesday 31 October ( n=5 )

### Early Thoughts

*"So, let's get this straight. The Strategic Community Plan is driven by the Community. So if we wanted a child's playground in the centre of the oval, that's what they have to do. So if you don't go [to public meetings] you can't complain?"*

*"The use of the forward and back arrow in Next Generation is clever. That's really good for our Shire- to be forward thinking like this!"*

*"Most people in the city (Perth) think Brookton is down in the middle of nowhere. When the city people come out here they expect the same as in the city in terms of roads."*

*"You will find a lot of people in this town, and I'm one of them, pretty anti wasting my time at something like this, because in the past when the Shire has held community consultations, it's ignored. It's probably an issue at all Shires. It's certainly happened here. We had a group of people that put a lot of input into that building up there, and it was completely disregarded by the Shire. The Next Generation advert said specifically there will be no Shire staff there [at the public meeting] – that's why we came. You'll find that in the past it's been pretty irrelevant what the Councillors want – it's been what the CEO decides. Council shouldn't be a 'buddy buddy' club – and coming back to town that's what I've found."*

*"You've got to push hard to get better funding through grants, etc."*

*"We live in a good place, so let's make the most of what we've got."*

*"It's a shame that Aboriginal people don't feel comfortable coming to public meetings."*

*"We're so close to Perth! There are so many opportunities – I'm excited by the idea of a farm school."*

*"Without new businesses to employ people – I've tried pushing that for a long time – it's very hard to grow. In South Africa you see inland towns with all this industry and they rail in goods to the coast."*

*"We need our shops to be open."*

*"We should consider a refugee settlement."*

*"The roads are broken down."*

*"We all come together as a community on Australia Day, but that's one day a year."*

*"With the Motor show, people talk about it and there're signs everywhere."*

*"My mind's really going with all these ideas."*

*"We have got absolutely fantastic ambulance staff here."*

*"We should have 'listening' as an answer to choose from."*

**We say the most important behaviour for Shire staff is:**  
60% getting things done  
20% financially prudent  
20% customer centric

**We say the most important behaviour from community members is:**  
50% collaborative  
25% strategically focussed  
25% getting things done

"I'm very surprised that there are 103 SME (small and medium-sized enterprise) businesses in Brookton. For the op shop, for the outside traveller, it's some of our bigger business."

"It's important to allow places for people to park caravans."

"That's why we need the highway from Brookton right to Hyden."

into railways and everything."

"The airport is the perfect answer [to get more people in]."

"Consider wildflower tours."

"Groups have been trying to re-invigorate a tourist train on the way to Albany – dropping people off on the way."

"Safety is very important to me."

## Business Focus through to 2027

**80% of us didn't pick that there are 103 SMEs in Brookton**

"Environmental: I prefer that to other ways of doing things, and I believe it would be a good business for Brookton."

"Tourism: target retirees."

"Aged care: I mean, as a business, it's growing and growing and growing. The trouble is our aged care is full."

"Education: keep people here. By that I mean the whole generations, and mixing together, and getting the indigenous people with their thoughts in line. We want our kids to stay at school long enough to be good at jobs. We need to break the loop – of going on the dole and then kids getting in the trouble."

"Infrastructure, plus housing:-it's a catch 22 – if you don't have rental you don't have people, and if you don't have people you don't have rental."

"Day care: specially for the older generations – if they're going to be working until they're 90."

"Airport: they said on the news that Brookton is in line for the airport."

**We choose the business focus through to 2027 to be:  
1<sup>st</sup> – aged care,  
2<sup>nd</sup> – environmental,  
infrastructure and airport**

## The Future Brookton

"In regards to the future, and in discussion about e-changers, we need to have the technology that stands up to it."

"We need a real corporate type business that will link

## What I don't want to see in Brookton 2027

"I don't want to see a jungle that's uncontrolled. I want the movement of people to be managed."

"I want to see a business where employees live in the town and keep the money in the town (not living in Perth and taking money back into Perth)."

"I don't want a jail."

"I don't want an airport."

"I don't want to attract low-socio economic groups."

"I don't want cheap houses sold as this attracts drugs brought in from Perth."

"I don't want to attract the wrong sort of people."

"We need to attract a mix of people with the right education."

"You need the right type of people to work for the aged care sector."

"I don't like the corporatisation of everything – I would rather it be more local."

"CBH was a great idea when it was a co-operative and the farmers were all involved – now they're taking over everything – everything is going up in cost. actually, that was the government that did that. The problem is the government own the railway line and leased the track to CBH."

## Imagine Brookton 2027. What can I see?

"A vital economy."

"Maybe a TAFE at the school dealing with children that don't want or can't go to school – so they have the skills to work the farm machinery – like what they're doing in Broome training the Aboriginals – shouldn't be just with Indigenous – should do it with all people."

"A collaborative community/OneTeam."

"We need younger volunteers coming into the community."

"It takes two incomes to educate kids now, making it harder for young parents to volunteer."

"For those who are younger than us – they only want to do paid work – we have groups that are limping and we don't know what to do with them."

"I think you get a lot of people that are anti environmentalism – they associate it with the greenies."

"I think we are progressing – it's not as bad as it was five years ago."

"Recreation (not sport)."

"Mountain bike track or cross country."

"Need to go to Balingup or Margaret River."

"Going to and from Perth on any day – there are motorbikes coming up – it always scares me what they are doing to the environment. Every Saturday morning you see them. I'd like to attract them to Brookton but have some control (we almost had an accident one afternoon – 6-7 y/o child out in the bush on bike alongside the Highway). I made quite a fuss and contacted the forest department (about kids zooming through forest and across highway) but they didn't do anything."

"Healthy population: like the exercise group at WB EVA Pavilion today."

"Even having level railway crossings is important."

"We counteract the farm setting because we have two hay factories either side."

"They wanted to move the caravan park but nobody actually wanted to move it."

"We should improve the caravan park so that people actually want to come here."

"At Katanning they've turned the flour mill into a Dome coffee shop – saving old buildings and creating a community gathering point."

"Keeping commercial businesses (like Dome or McDonalds) out creates a different atmosphere."

"We're very fortunate we have some very stable businesses."

"Our biggest issue is getting people to shop locally so they can keep the volume up. Local people use the local medical facilities. It is important that local doctors know them. They'll actually come to your aid urgently if they know you."

"I'm more than happy to die here. I'd like good palliative care around."

"I've got no family here – all my family are now back in suburbia. This would prevent me from wanting to die here."

"You would be surprised about how many Perth

people come to see out their days here (because our nursing home has taken people from out of the area). People come to visit family/friends in aged care here in Brookton. This type of business would bring more families in to the area."

## Population

"You need to be able to cope with the population growth."

"If we do not populate Brookton would die."

"I think Australia is already overpopulated as it is. I might be playing devil's advocate but I don't like the idea of the population doubling in Brookton. I don't like the changes that are already happening, I don't want high rises, I can accept that I'm, maybe, a little bit backwards, but I still miss the big trees down the main road."

**We wish our population grows by:  
1<sup>st</sup> by 10%,  
Equal 2<sup>nd</sup> 20% and 30%, year  
on year**

## Our Main Street

"The main street is beautiful now."

"No, the street is not great – there're things wrong with it."

"The parking is shocking for getting someone in and out of the car."

"There's nowhere for caravans – they have to park near the Anglican Church."

"Our Main Street looks pretty but it's not functional."

"If you open the car door an elderly person can't get their foot between the car and the verge."

## Business Diversification

"We're going to have to go very hard if we're going to survive as a region."

**We say our effort towards  
diversification should be:  
1<sup>st</sup> by 60%,  
Equal 2<sup>nd</sup> by 40%, 80% and 100%.**

## Focus Age Group for Plan

"We need to focus on the age group which will bring in more funding and add the most value to our region."

**We say the age group to focus the plan on should be: 'all equally.'**

## Visitation

"Technically we should have something at the op shop, like a museum, where people can sign in."

"I have no idea how many people visit Brookton."

"The roadhouses seem busy."

## Final Thoughts

"Our businesses are just hanging in there."

"They'll complain when the IGA or butcher closes, yet they shop out of town."

"The block that needs to be turned over - could be used as a community garden."

"The Highway seems busy, but we need it to be better and/or safer."

"With driverless cars people won't even stop in Brookton - they won't need to rest."

"There was a better building than what we've got (before WB Eva Pavilion)."

"We didn't have that control and we didn't get what we want."

"We need to keep the past and present, like Fremantle keeps the facades and has flash interiors."

"We had a beautiful old post office in Brookton and it was knocked down, but the 1960s house was kept. Maintaining the history and heritage is really important and we need to have an active historical society."

"City school aligned with the country - week of swap."

"Our family had a farm stay but all the regulations and insurance have made them shut it down - and it wasn't worth it anymore."

# Stakeholder Feedback

## General Stakeholder Session 2 – Shire Staff

Tuesday 31 October (n=17)

General Description: Mixture of Shire Staff: 8 female, 9 males, all ages, five being ratepayers of Brookton

### Early Thoughts

"We wouldn't even have a clue what's in the latest Community Plan."

"Councillors used to get information from the community and then put in a plan for the town – that's been taken away – now we have external people come in telling us how to run our town."

"There was not a lot of community input in the first plan."

"Councils out there are flogging a lot of their land off because they're getting a bit tight with money – in a way that could be a part of their strategy."

In response to the current vision statement: "is it really thriving? We shouldn't have the word thriving in there."

"Our most common behaviour is 'bagging' the Shire."

**We say the most important behaviour by Shire staff is:**  
1<sup>st</sup> – Getting things done  
2<sup>nd</sup> – Customer centric and Collaborative

**We say the important behaviour from community members is:**  
1<sup>st</sup> – collaborative  
2<sup>nd</sup> – strategically focused

### Business focus through to 2027

"Yabbies: could make it a tourist attraction?"

"Farming land is always going to be here."

"Recreational, such as hot air balloons."

"Medical: Focus on primary health. Full time surgery/

doctor – 2 days a week is a bit shitty."

"That's a hard one though – the federal government makes that type of thing awkward – they'd rather make it in bigger towns than in smaller ones. Spending all the money in Narrogin (millions and millions) and not giving anyone else the piece of the pie."

"Hospitality: cafes on Main Street but people go down highway. They drive then drive out."

"Wedding venues."

"Accommodation: "Itinerant workers and truckies always say there's just nowhere to stay."

"Tourism."

"Training/education."

**We say we'd like to focus Brookton's business on:**  
1<sup>st</sup> – tourism  
2<sup>nd</sup> – recreation,  
Equal 3<sup>rd</sup> and 4<sup>th</sup> - hospitality and training/education

### Brookton's Small Business

"If you don't know the 103 businesses exist, how can they survive? I would have said there were five."

**71% of us didn't pick that there are 103 SMEs in Brookton.**

### Imagine Brookton 2027. What can I see?

"Technological advancement: you go three kilometres in either direction and you've got no mobile reception."

"Retirement."

"Housing alternative: This would attract different age groups. Good stuff is happening down the West Coast because they are prepared to break bigger

| landholdings into smaller holdings.”

| “Diversified workforce: Machines are taking peoples’ jobs and farms getting bigger.”

| “Education Offering: home schooling is getting more popular.”

| “Airport: would give you an opportunity to capitalise on the FIFO mine workers living in this region.”

| “Tourism/Culture/Arts: Indigenous could be the most popular form.”

**From our list we choose:**  
1<sup>st</sup> – tourism  
2<sup>nd</sup> – diversified workforce  
3<sup>rd</sup> – technology  
4<sup>th</sup> – education offering

### Issues facing Brookton

| “At the moment it’s becoming a retirement village pretty fast.”

| “It’s like a town living on an egg shell. They just sit there and sit there. Nothing changes.”

| “Sell the land and divide it into five or fifteen acre blocks.”

| “All the young ones are just moving on.”

| “A detention centre would help us double our population.”

### Population

**We wish our population to grow by:  
Mostly say 10%, then 20% followed  
by 30%**

### New Industry

| “What about not the decrepit aged care, but the one before that? Consider self-supported living.”

| “They’ve got an electric recharge station in Narrogin at the pub. In ten years we might have one!”

### Diversification

**We say, to increase Brookton’s effort  
towards diversification by 48%.**

### Focus Age Group for Plan

“Try to keep the younger ones here to keep these towns alive. They are getting smarter and brighter, and technology is the way to go. Too many young ones are just going and not coming back. They get fresh ideas every time they come back, though.”

“I think we should focus on the 35-50 age group: they have kids and their parents are looking for aged care.”

“A lot of the kids leave school at 17-18, go to discover themselves, and then come back when they’re married.”

**We should focus the plan on both  
‘all ages equally’ and ‘35-50 year olds’,  
3<sup>rd</sup> 20-35 year olds and 4<sup>th</sup> 60-70 year  
olds**

### Visitation

“We miss out on a fair bit with the buses that go through to Hyden and Albany. It’s only ever a half hour stop.”

“You need something on the main road out there. If there was an Information Centre there they would stop.”

“The accommodation too – the people who drive don’t realise how far Hyden is. It would be good to have some sort of accommodation.”

### Current Strengths and Opportunities

**We say Brookton’s best performing  
areas at the moment are:  
57% say roads, 21% say rubbish and  
waste, 14% say sport and recreation  
7% say health and medical**

“We are used to agricultural stuff because we see it every day. We personally don’t get excited about attracting visitors through this theme though.”

# Stakeholder Feedback

## General Stakeholder Session 3 – Open Session

Tuesday 31 October (n=18)

There was a very wide demographic and age range in this group, made up of families, business owners and long-time residents.

### Early Thoughts

A question directed to a 19 year old: when you are 29 (in 2027) what will you be doing? Her answer: "I want to own some land and farm some sheep."

**As a group we like the idea of driverless cars – "Yes!"**

"Nobody knew the current Plan is on the ."

"One competitive advantage is our geographic location."

"If we have recharge stations for cars are we going to grow big enough to fund these?"

"You need to give to get: 'I'll give the Premier a ride in the back of an ambulance over shitty roads and then he'll fix them.'"

**We say the most important behaviour from Shire staff is:**  
1<sup>st</sup> – financially prudent, 2<sup>nd</sup> – customer centric, 3<sup>rd</sup> – getting things done, 4<sup>th</sup> – strategically focussed, 5<sup>th</sup> – collaborative

**We say the most important behaviour from community members is:**  
1<sup>st</sup> – collaborative, 2<sup>nd</sup> – getting things done, 3<sup>rd</sup> – innovative, 4<sup>th</sup> – strategically focused and customer centric

### Business

"Why do we not know there are 103 businesses here?"  
"It's really surprising. How can we support them?"

"There's quite a few out west that we don't see in

town."

"They don't support the community and the community doesn't support them."

"That used to be handy when people were looking for sponsorship, meaning living out west and then just using Brookton address to get extra money."

**65% of us didn't pick that there are 103 SMEs in Brookton**

### New Industry/new Business through to 2027

1. Farming/agriculture:

Promoting agriculture we already have.

Machinery dealerships.

2. Tourism:

"A lot of people go through this town, including people in caravans, but not a lot actually stop. Or, they stop and only spend a short time here."

"Location, location, location – tourists going to Perth should come to Brookton and then they've seen half the State! 200,000 people go to Wave Rock (through Hyden) and they don't stop in Brookton because there's nothing to see."

"There's a place in Tasmania which has murals all over the town. They get about six tourist buses through, making it absolutely crowded."

"People that have gooseneck caravans can't fit in the Brookton caravan park."

3. Health:

"We are aging and are going to live longer".

"We already have a good aged care facility, but there's a lot of potential to expand it."

"A focus on aged care would increase employment and would attract population (e.g. retirees). It would also give us a funding focus (from all tiers of government and from other organisations)."

4. Support of agriculture, horticulture and aquaculture (food in general):

"Between Brookton and Bentley there's a large aquifer. Unfortunately, it's been eaten up by a large conglomerate/plantation. What should have happened there is that we should have encouraged medium water users (like egg producers and pig producers). It has a recharge of 6 cubic litres of water per year. You could have put a dozen piggeries or chook farms there. it would help to get them out of Perth as well."

5. Technology:

"We do have one person in town that's good with it. Daniel's missus, Verity, is living here but working globally."

6. Education:

"A resident that had left school in the last few years: "When I went to school here, the high school wasn't that good. It could be improved by offering further education or upskilling courses, as well as professional development."

"The location is close to good schools in Perth, so we should offer apprenticeships and TAFE courses. One of the universities has a farm between here and Pingelly. The students that attend it stay in Pingelly. We should build an agricultural college of our own."

**We choose:**  
**1<sup>st</sup> – support of agriculture and new agricultural business**  
**2<sup>nd</sup> – education**  
**3<sup>rd</sup> – tourism**

**I don't want to see....**

"A correctional centre."

"Anything that interferes with agriculture or hurts the environment."

"Drones."

"Technology could hinder us – people crave to be away from technology."

"Businesses that don't put back into the community."

"A lower socio economic society."

**Imagine Brookton 2027. What can I see?**

"I still see it being a farming town – but with a lot less

farmers."

"Population equal or rising. Unfortunately it probably won't happen that way if we keep going the way we have been. The population will decrease."

"We need lots more young people under 30 or 40, even 20 to 40 year olds"

"I'd like to see a focus on business growth: more business, new business, industrial. We could attract businesses here by offering cheaper rent and land prices. Surely the rates are going to be a lot cheaper here than in other regions to set up new business. Can we offer Local Government incentives?"

"We need to really consider recreation and activities for younger people. Such as skateboard parks for kids. And don't forget sport – we survived on that."

"We need to build a stronger community made up of growing events, even tennis camps. You notice that with the motor show weekend – it's the biggest day of the year."

**We choose:**  
**1<sup>st</sup> – business growth**  
**2<sup>nd</sup> – stronger community,**  
**3<sup>rd</sup> – lots more young people**  
**4<sup>th</sup> – farming.**

**Population**

"In the past the Council has offered free land and a steel works was coming to town, then the works just didn't turn up – and they were getting the land for nothing."

"A guy came into the shop today and said he's lived here for 20 years. He likes it because it's a sleepy hollow."

"I think it would be very healthy if we have growth – too many towns are diminishing."

"Don't grow too quickly though – you can't overrun yourself. Hopetoun – went up so fast and the growth wasn't sustainable."

"We're the first pit stop into the country and the cheap rent, but we can't dictate how Perth's expansion will happen."

"There's lots of things I don't want to be jumping on board with – I think people are worried about larger populations – more crime and social unrest."

"We've got to consider land/accommodation housing options for all people."

**65% of us wish for our population to grow by 10% and 29% want a 20% increase.**

### Diversification

**We want to increase Brookton's efforts towards diversification by:**

**1<sup>st</sup> – 20%,  
2<sup>nd</sup> – 50%,  
3<sup>rd</sup> – 40% and 100%**

### The Plan's focus age group

**Which age group should we be focussing on?**

**67% say 20-35  
7% say all equally  
7% say 35-50**

### Current Performances

**What are Brookton's best performing areas at the moment?**

**1<sup>st</sup> – sport and recreation  
2<sup>nd</sup> – health and medical  
3<sup>rd</sup> – roads and retail**

### Final thoughts

*"Big town syndrome vs small town syndrome: around us there is Northam, Katanning etc. and they count as big towns. There is more people power in smaller towns. People get off their arses and do things in smaller towns."*

*"I was in Narrogin on the weekend, and I heard that ten businesses had closed in the last 12 months."*

*"The thing I'm questioning is – this is all very exciting and positive – how is this going to play out – are we going to lose CEOs and Councillors and then it just ends up in a desk drawer?"*

*"We're at the point where we need to keep the next generation, the next population here, otherwise they'll be gone and there won't be others."*

# Stakeholder Feedback

## General Stakeholder Session 4 – Seabrook Aboriginal Corporation

Wednesday 8 November (n=8)

This session was held during a Seabrook Aboriginal Corporation meeting, and was therefore completed directly with the Seabrook Council members.

### Background Discussion: A vision for the future

“A diverse community”.

“A lot of employment for Aboriginal people here. Currently it’s just about zilch. That’s something that we would like to really work on.”

“The biggest employer in Brookton is the Shire, but they never employ Aboriginals.”

“The Seabrook committee has been talking for years – why aren’t some Aboriginal people employed by the Shire? There are always new Presidents and then nothing gets done.”

“Seabrook is a \$3 million company. It’s a not-for-profit and a registered charity. Everything Seabrook does is focused back into the Aboriginal community here, however what the Local Government tend to do is allow communities to sort out their own communities and they step back. While Seabrook has done a really good job in solving problems in the town, the Shire needs to engage with and recognise the value of Seabrook Aboriginal Corporation as a sustainable business solving problems such as crime, etc.”

“We are going to install a sign out the front of our gate and the community centre and all the Seabrook properties with the Seabrook logo; we are going to increase the awareness of what we do.”

“Eighteen years ago they were about to build two big hay sheds in town and they would provide jobs for Noongar. My eldest son applied and there was no reply.”

“Some of the Noongar say there’s no work in this town and just pack up and go to Perth. We have two working in the hayshed now. We have three or four working in the shearing industry.”

“My granddaughter and her husband were buying a house and were planning on staying here. He applied for a job in the Shire and hayshed and didn’t even get an interview. They’ve moved to Bunbury now and took their three boys with them.”

“There’s a bit of racism from a small section of the population.”

“Twenty kilometres down the road you have Pingelly, and close to 50% to 60% of workers at the Shire there are Noongars.”

“I think we’ve got more than 10% Noongars here.”

“30% of kids in the school here are Noongar.”

“In Seabrook you could easily get the numbers of how many are in Brookton, as we have members.”

“What’s the percentage of the general population in Brookton that don’t live in the town?”

“I’ve been an advocate for having a system which has town representation. 10.8% of Brookton – where I would suggest it’s about actually 30% of people in the town.”

“A lot of our men and kids don’t have licenses, so when they want to apply for jobs there’s nothing for them.”

“Even if they want to work on the mines, they don’t have licenses. So they just get on the drink and the drugs. Jobs are very important for our people.”

“My grandson was working on the Brookton Shire and decided to go with his family to Port Lincoln. If an Aboriginal employee goes, why don’t they have a list and give another Noongar person a chance?”

“The people that can afford to send their kids off to the big schools do so – it’s getting smaller and smaller here in Brookton.”

“I think basically, rather than get on the racist debate, it’s about recognition and moving forward. In this Plan the Shire needs to be aware that the Noongar people in Brookton are a very organised bunch, and they do have a say. We pay rates every year. We are all one community and they need to be able to set benchmarks. Like in federal government we have benchmarks for the number of Aboriginal people in the government. If the Noongar community represents 25% of the community then they should have 25% engagement in the economic community of the town.”

“There’s very little here in Brookton for the kids. We’ve been asking for how many years for a skating rink.”

“We were never acknowledged much, were we?”

"I've just started a little youth group at the Seabrook building. I get probably 10-20 kids on a Tuesday and Thursday. The activities we do are through my own money and the kids love it."

"The Indigenous corporations are more or less run by ORIC (Office of the Registrar of the Indigenous Corporations: Federal Government Office). We have to stick to their rules. When we try to do something ourselves, they tell us we can't do this, we can't do that, according to the rule book."

"We are controlled by ORIC."

"Health, housing: those are things the Noongars are talking about all the time."

### Tourism, Capacity and Working Together

"It's a good stopover for tourists. We need some good facilities for tourists to stay in."

"Noongars have always tried to go into their own tourism, but you get all the local tourism, you have to go their way and mix in with them. People say we want the real Noongar tourism but it's not possible with all the rules."

"We use to do our NAIDOC up on the reserve. We used to cook. The Health Department came in and said we couldn't."

"Up north they do it really well, but not down this way, nothing."

"I reckon that would be a very good and positive outcome in this town, if they let the Noongar do it their way."

"I think Kojonup [The Kodja Place] is not too bad."

"There is opportunity here in Brookton for tourism, because a million tourists go through."

"In the Shire of Beverley they are supporting a focus group, and they have developed a Strategic Plan for Beverley that includes all of their stakeholders. I wrote the strategic plan for Pingelly tourism and we identified all the opportunities like Boyagin Rock and Nine-Acre Rock. One of the things I put in that Strategic Plan is that it needs to be a regional plan. Why have a Strategic Plan for Pingelly and another for Brookton when you are both focusing on Boyagin Rock?"

"We have a \$3 million corporation sitting here, with people who are the traditional owners."

"We should be able to do something really good. We've just got to work on it."

"The capacity within the town to be able to interpret the beauty and the nature of their own town – and unfortunately over time the local communities tend

to develop blinkers and they become oblivious to the good parts."

"With the town Pingelly just up the road it has motels and we have nothing. A lot of tourists go through to Wave Rock. We are on the cross road. If they want to stay overnight they have to go to Pingelly. That's employment for the Noongars who can actually clean, too. There's a lot of tourist potential."

"I get a bit discouraged at times. I got discouraged when we raised the Noongar flag. All the old people cleared most of the land for farms. When we raised the flag there might have been one or two farmers there. I thought they would come there and encourage us and support us."

"One of the biggest things that impacts and stops Seabrook in taking advantage of the local beauty and the assets we already own – we already have a bus and those sorts of things – is the fact we lack capacity."

### Stakeholder Feedback

**We say the most important behaviour from Shire staff is:**  
**63% – collaborative**  
**Equal 2<sup>nd</sup> – strategically focussed, customer centric and getting things done.**

**We say the most important behaviour from community members is:**  
**1<sup>st</sup> – collaborative, getting things done**  
**2<sup>nd</sup> – innovative, strategically focussed, and customer centric**

"The community has to stop sitting back and whinging. It's not the Shire's job to get things done, it's the community's."

## Small Business

**88% of us didn't pick that there were 103 SMEs in Brookton.**

"I couldn't believe that. Nahhhh – there's not 103 businesses."

### Imagine Brookton 2027. What can we see?

"Jobs for Indigenous for all ages. There's probably like seven Indigenous people employed in Brookton."

"Better schooling and bigger schooling."

"Population growth."

"I think that a lot of people don't have the education to hold a lot of jobs or run a lot of jobs."

"There's not anyone in Brookton who can help get jobs and stuff started. We need to work on this, starting at school age as our kids aren't working here. It would be good if they did Year 11 and 12 and go on to uni and then come back to help the community. We need help to initiate this change."

"We need activities for youth, like a skate park and/or basketball courts. I think we've got three good playgrounds around here, but you won't get a 12 year old playing on a playground."

"We need more activities and things to do."

"Harmony."

"It's all part of the reconciliation process. We have to positively focus on living together. It's taken 40,000 years so far."

"We could have our own sport. I liked Brookton when we had our own football team here. Going back 30 or 40 years we had the football league and Aboriginal teams playing against other teams."

"We need improved housing. The house I live in is pretty good. But I've been in Brookton for 48 years. There's some old houses up there in King Street and they're just packing them up. They should just knock them down or patch them up."

"We need improved Aboriginal health. They don't have an Aboriginal health worker here but years ago, when I did it, I lived here and went into all the homes. Now they have one in Narrogin but we never see them. The only time I see an Aboriginal health worker is when they're doing a survey."

"See, my son has no licence and I have to be his driver. And we have to go up and down to Fiona Stanley all

the time."

"Economic outcomes for/from Aboriginal people."

**We voted for:  
1<sup>st</sup> – jobs for Indigenous people  
2<sup>nd</sup> – improved housing and economic outcomes for and with Aboriginal people**

### More thoughts

"Sustainable businesses are the key to a strong region. But the problem that we have is that there's a fair bit of nepotism tied up in the Indigenous commercial sector. It's a bit like the US; you're either filthy rich or you've got nothing. There's a lot to work that needs to be done to ensure we are sustainable. My feeling is that unless you've got a strong economy you haven't got anything else. We have to be strong to keep the dollars spinning around and keep the dollars in the community. Then you start to create a sustainable economic environment, and that's when it gets exciting."

"CDEP: no one likes to be dole bludgers but it's hard when there's just no opportunities and you have to live and eat so you're forced onto that. But I found that, when we did have the CDEP in this area it at least gave them something to do, like work for the dole, supervised properly maybe by the Shire."

### Population

"Well, we have 67 financial members. A financial member is over 18 years old and they pay their \$2, and they all have kids, which means we must have way more than 10.8% of population."

"We should have an Aboriginal person going around to help people fill in the Census. The form was too long and hard to read."

"Ten years ago we had 1200 in population."

"I'd say there's near to 200 Aboriginal people here. I did a survey a long time ago when I was a health worker and there was over 200 Noongars."

**We wish for our population to grow by around 27%**

## Diversification

*"Well you were talking about tourism for a start, and Indigenous cultural tourism, but we don't have the capacity to do it ourselves."*

*"That would increase the employment and that for the Noongars, as well as the health services and economy."*

## The Plan's Age Focus

**We say the plan should be focussed on:  
60% of us say 'all equally'  
30% of say under 20s**

## Visitation

*"Tourism WA did a snapshot but it's based on best available scenarios. When I did the Strategic Plan in Pingelly the visitation numbers just blew them away."*

*"In one day they get about five buses through here and that's not just the West Rail buses."*

*"So many people stop at Stumpy's."*

## Final Thoughts

*"A lot of the men and the women want to have a choice these days to go back on Country and looking after their own Country. I mean that's something that's very much what Noongars do. Whenever you go to meetings it's all about 'back to Country'. They want elders out there 'telling stories on Country'."*

*"Brookton is dirty. There's stuff lying on the road. Why don't we get all the Noongars to go and clean up our land?"*

*"This bill that's gone through, that Barnett put through recognising Noongars as first occupants of this area, part of the deal is that we're going to employ half Noongar rangers to look after the land. That's empowering for us. That brings back that connection to country."*

*"At the end of the day the typology of Australia is completely different to other countries. You can't rely on solar. Out here you just can't."*

**100% of us want to help Brookton's new generation.**

# Stakeholder Feedback

## General Stakeholder Session 5 – Brookton District High School Students

Wednesday 8 November (n=14)

### First thoughts

- | "Flying cars."
- | "Farms getting bigger and not needing as many workers."
- | "Population going down."
- | "Holy smokes! We have 103 businesses?"

### Population

**We wish for our population to grow by? Most: 10%, Second: 0%, Third: 60%**

### To increase our population we need to:

- » Advertise more.
- » Have more babies.
- » Create new jobs.
- » Have successful businesses.
- » Change.
- » Do mining.

**We say we should focus this plan on: 1st: 20-35 (we need jobs for these people), 2nd: under 20 and all equally, 3rd: 70 plus**

### What can you see in Brookton by 2027

(students brainstormed the following list)

1. Business jobs
2. Normal farming
3. More recreation
4. Sustainable garden
5. Sustainable/futuristic housing
6. Futuristic cars
7. Different schooling

**We wish to see:**  
**1<sup>st</sup> – business jobs, more recreation and futuristic cars**  
**2<sup>nd</sup> – farming, sustainable/futuristic housing**

### Brookton's Future: my concerns

We need things to do such as:

- | "More job choices."
- | "More sport: cricket."
- | "Flying sport."
- | "A little bit more tourist jobs and destinations."
- | "Rocks."
- | "Tourists come and visit the farms, like touristy farms."
- | "Success of the farms."
- | "Medical or hospital care."
- | "More medical care."
- | "I mostly have been to the doctor in Perth."
- | "Support for people going through terminal diseases and cancer sufferers."

**We say we are most concerned about:**  
**1<sup>st</sup> – things to do**  
**2<sup>nd</sup> – the success of the farms**

### My future

**We say that In 2027 we're going to be living in Brookton:**  
**56% YES, 44% NO**

"When I say no, I said I'd be in China, around the world, or in Darwin. And I won't come back until, well maybe, in my eighties."

| *"When I say yes, it's because I like farming."*

**I want to help Brookton's Next  
Generation: 60% YES, 40% NO**

**Final thoughts, what does Brookton need?**

| *"Good enough technology that people can be employed in Brookton and live in Brookton but be doing work via the internet elsewhere."*

| *"Virtual reality centre here."*

# Stakeholder Feedback

## General Stakeholder Session 6 – Brookton District High School Students

Wednesday 8 November (n=11)

### First Thoughts

“Regarding the caravan park it might move somewhere else.”

“The caravan park: it’s a bit boring. All it is, is trees and dirt.”

### About Farming

(noting five students are from farming families)

“I reckon they will just renew the farms.”

“I reckon there won’t be farms.”

“Brookton might turn into a city like Perth.”

“Farms are getting bigger with fewer farmers looking after it.”

“We’ll see tractors that drive themselves.”

“The school managers are worried about it because kids won’t have to come to school’ [fact that tractors can drive themselves].”

### Population

“Mostly everyone has left.”

“I wanna be a city.”

“Make the town bigger. Have a bigger shopping centre. Make everything bigger.”

“Do it through tourism.”

“Create more jobs.”

**We wish for our population to grow by 33%? We chose:**

**1<sup>st</sup> – 20%,  
2<sup>nd</sup> – 10%**

### Focus age group for the Plan:

“Under 20 because they go to a pub.”

“Perhaps the old fellas because they get the pension.”

**We say the plan should focus on?  
1<sup>st</sup>: 20 – 35, 2<sup>nd</sup>: all equally**

### Visitation

“All the tourists come here. All the Chinese people.”

“We saw some tourists from Japan the other day.”

“Why aren’t we making money from all these visitors?”

“Because we don’t have enough attractions.”

### Imagine Brookton 2027: What can you see?

(through a brainstorming activity the students formed the following list)

1. More city facilities (more fun things and activities to do eg skatepark)
2. More food choices (eg Subway, Coles, Woolworths)
3. Better accommodation (Caravan Park/Visitor accommodation)
4. Shopping (eg markets, pop up shops, farmers markets, online purchases)
5. Major events
6. Strong technology (eg free wifi)
7. More jobs (in business, technology)

**We say we can see:  
1<sup>st</sup> – strong technology  
2<sup>nd</sup> – food/beverage  
3<sup>rd</sup> – more jobs**

### Future

**I am most concerned about:  
1<sup>st</sup> – technology success of farms,  
medical or hospital care jobs  
2<sup>nd</sup> – shopping,  
3<sup>rd</sup> – things to do.**

## Am I going to be living in Brookton in 2027?

*'Hell to the no! I've never been so sure about anything in my life.'*

**We say we'll be living in  
Brookton in 2027:  
36% said yes  
64% said no**

### Where will you be?

- » Anywhere but here
- » Perth
- » Up north
- » University
- » Perth

**I want to help Brookton's  
next generation:  
73% – yes  
27% – no**

### Final thoughts. Consider Brookton 2027

- » Another sport like basketball
- » Indoor pool with a heater and a big waterslide
- » Hockey turf
- » Better educational opportunities
- » Motorbike track
- » Car dealership
- » Indoor greenhouses
- » Subway
- » Major events
- » Skatepark
- » Jobs
- » Internet
- » Dominoes
- » Rockclimbing
- » Clothes shop – Culture Kings
- » McDonalds

# Stakeholder Feedback

## General Stakeholder Session 7 – Brookton District High School Staff and Parents

Wednesday 8 November ( n=9)

### Early thoughts

"We never used it. We didn't even know about the last community plan."

"At the motor show the Shire had the strategic plan on show there."

"I'm going to go home and look for it tonight [the last community plan]."

"It's meant to benefit the whole community, isn't it, not just ratepayers?"

"Includes those with franchise and those without."

**We say the most important behaviour for Shire staff is:**

**1<sup>st</sup> – getting things done**

**2<sup>nd</sup> – financially prudent**

**3<sup>rd</sup> – innovative, strategically focussed, collaborative**

"I think you can talk about being innovative and strategically focused but if you don't get it done there's no point."

"The Shire staff is there to implement the strategic vision that the community and then the Councillors have originated. So it doesn't really matter if they are innovative or collaborative... are they getting things done that are in the plan?"

**We say the most behaviour for community members is:**

**1<sup>st</sup> – getting things done,**

**2<sup>nd</sup> – innovation,**

**3<sup>rd</sup> – strategic focus and collaboration**

"I know with the Pavilion that was a bit of a problem [in terms of collaboration]."

"That's interesting when you look at the golf and the country club, they want that separate [the older

people]"

"Don't assume that you know what I want [collaboration means consultation]."

"[Change didn't kill us] You can say that here about the aged care facility. People were...so negative about it and now it's just a seamless part of the community, it's a huge employer, it provides a service used by people across the state.. what didn't kill us moving from the old nursing home to a new facility – in fact life is a lot better now."

"I don't think the best ideas necessarily come from collaboration. Sometimes you need inspiration and innovation. Sometimes you need an outlier to propose something way outside the box who has vision that other people don't share. These outliers are then able to bring the community on board to do something that they never thought they could."

"Maybe you need to think bigger than a little, in-house thing."

**50% of us picked that there were 103 SMEs in Brookton.**

"We have been talking about businesses that we can innovate and bring people into town (e.g. fulltime mums that have a little shop)."

### Imagine Brookton 2027: what can we see?

1. Highway/Main Street: increased food and beverage, and café on the highway.
2. New things for young people (aged 10-25) to do.
3. More accommodation: Places for people to stay that are passing through, short term and long-term housing.
  - a. Fleur has done a study that shows we need more long-term housing.
4. Population increase.
5. Schooling which attracts people to stay: better schooling so we don't have to send our children away to Perth
  - o "agriculturally it's going to become more technological, so the school will need more technology"

- o "when kids go away to school everything else decreases, including shopping"
  - o "you have to encourage people to enter and grow their businesses because it's only by employment that population will increase, and thus expand the number of teachers and classes"
6. Employment growth (innovation):
- a. "Typically in the farming sector of the community the boys will come back, but most of the girls will leave, and that has its own problems."
7. Tourism
- o "If you look at Beverley over the last 20 odd years they have become an artistic hub. That's all things. They have plays, musicals, etc."
  - o "There's a big wide window of opportunity here but culturally there's nothing".
  - o "International tourists head out to Wave Rock and there's absolutely nothing here."

**We say we wish to see:**  
**1<sup>st</sup> – activate Main Street and Highway, increased food and beverages, a population increase and tourism.**  
**2<sup>nd</sup> – 10-25 things to do, short/long term accommodation, schooling which attracts people to stay.**

### Population

- | "Wow, I thought it was much more than that."
- | "We were 1100 when I worked at the Shire."

**In terms of population we want to grow by:**  
**1<sup>st</sup> – 10%,**  
**2<sup>nd</sup> – 20%**

- | "How would we get 97 more people in a year?"
- | "Maybe one new huge business or ten other businesses."
- | "I would have liked a sustained 1% growth."
- | "If we have 100 businesses in the area that means for all of them have to employ one more person."
- | "But they could be one person that comes to town and brings their family with them. If 25 businesses employ one person and they bring their family of four with them [that would be enough]."
- | "It's so inward-looking; they're looking to kill the golden goose by aspiring to 0% growth."

### Diversification

- | "A few years ago they were going to have a science base at the old hospital, and make that a whole scientific hub for students."
- | "There was a train that was going to start coming through."

**We say we want an increase in diversification by:**  
**1<sup>st</sup> – 20%,**  
**2<sup>nd</sup> – 40% and 60%**

### Focus Age Group for Plan

- | "Youth because they drive potential, and because they have children and populate."
- | "35-50 year olds as they have more money to spend."
- | "We should be tripling the size of our nursing home instead of putting a skatepark in."
- | "Bump up the highway so you can hand out brochures about the nursing home as they pass."
- | "We have become a centre for residential aged care within the region."
- | "We've lost our home-based aged care to Pingelly."

**We say we should we be focussing on:**  
**1<sup>st</sup> – all ages equally**  
**2<sup>nd</sup> – 20-35 year olds**

### Imagine Brookton 2027. I can see.

1. A busy Main Street(s) with cars and people stopping in Brookton.
2. A bustling Daycare Centre with lots of children, lots of families, lots of jobs.
3. A sense of optimism, happy community, opportunity, a welcoming community where people feel they can achieve what they want.
4. Growth around the school: 400 enrolments with a strong secondary element and a two-day sports carnival
5. Local prosperity and wealth, a skilled workforce.
  - a. "Not a welfare-dependent, transient workforce (which we do get a lot of). You do want the right kind of community."
6. A variety of retail opportunities.
  - a. "Including opportunity for retail therapy!"
7. Variety and activity: people, things to do, shops

open on a Sunday, etc.

**We wish to see:**  
**1<sup>st</sup> – growth in the school**  
**2<sup>nd</sup> – a variety of activities on offer**  
**3<sup>rd</sup> – optimism and retail variety**

### Visitation

“People drive through and stop for petrol.”

“When we moved here six months ago, that was the first word they said [Stumpy’s].”

“It puts the value of all that property around there [near Stumpy’s] through the roof, especially if they want to be entrepreneurial.”

“Stumpy’s isn’t Brookton. We should be capitalising on all the visitors. We don’t even have good or quirky signage.”

“We have asked the Shire through business group that meets. I’ve even drawn a picture of the kind of signage that would pull people into the Main Street. We’ve even talked about the businesses paying for it – and it’s gone nowhere.”

### Brookton’s strengths and opportunities

“Education is not on the list. How come?”

**We chose sport and recreation, roads, health and medical.**

“We can put the quality of our roads down to one person, Jeff. He’s the works manager for the Shire and he’s absolutely meticulous.”

“The gravel roads are very good. You can actually see the line down the middle.”

“We’re quite a skewed farming community and we focus on the environment all the time.”

“We need an electric car recharging station.”

“We can’t ignore technology. People were saying about the internet and the effect it’s going to have on retail, and the fact is you need to look at the opportunities – retail will change but it won’t disappear.”

“I was looking at Australia Post and all the different things they are going to be doing.”

**100% of us want to help Brookton’s Next Generation.**

“But for some of us, our kids are away so our focus is taken away from the town.”

# Stakeholder Feedback

## General Stakeholder Session 8 – Open Session

Wednesday 8 November ( n=25)

### Early thoughts

“Why do we need a Community Plan?”

Three people say they’ve used the Community Plan before.

“I work in childcare, and I’ve flicked through it.”

“There’s no resemblance between the corporate plan and the strategic plan, which I’ve read. It’s a wish list based on funding. If there’s no funding nothing happens.”

“Our vision statement says to be a leading.....do you consider Brookton to be a leading community within the region? I don’t.”

**We say the most important behaviour from Shire staff is:**

**1<sup>st</sup> – getting things done**

**2<sup>nd</sup> – financially prudent and collaborative**

**3<sup>rd</sup> – strategically focussed and customer centric.**

**We say the most important behaviour from community members is:**

**1<sup>st</sup> – collaborative**

**2<sup>nd</sup> – innovative**

**3<sup>rd</sup> – financially prudent.**

“I chose collaboration because it implies participation and that’s the important thing, too, because that’s drawing on your human capital.”

### Business

**85% of us didn’t know how many businesses we have in Brookton**

“I’m on the CRC so I know. I didn’t know there were that exact number but I did know we had lots of small

businesses in Brookton.”

“What areas of business do they come from? I am really interested to find out.”

“A lot of them must home-based businesses that start out as a hobby.”

### Imagine Brookton 2027. I can see:

1. Childcare, and lots of young people
2. Schooling, including a high school up to year 12, an agricultural school or mostly internet based, online schooling.
3. New industry
4. An Indigenous art and music festival every second year, alternating with the OTMS.

“There’s a lot of indigenous history here and I’d like to see that brought out through street art, street music, etc.. There’s not many other towns in the Wheatbelt that have actually grasped that you can make Indigenous culture work for you.”

5. State/Federal facility (prison, waste site, barracks, training facility etc.)

“I believe that a waste facility would be an ideal industry here. The railway could be involved in terms of moving it all, and I would say it’s one of the biggest growth industries in the country.”

6. Waste Facility (specifically)

7. Tourism: Cultural.

“We’re so ideally located to attract people from the city, yet we don’t have landmarks or anything of interest. I also think that people just drive through Brookton and don’t even stop here. So what we need is a decent caravan park, so that some of those thousands of people can stop here. We’re on convenient roads that people pass through. I would suggest these are people going to bush races, Wave Rock, kids going back to metropolitan areas for high school, etc.”

**For 2027 we struggled to find consensus.**

**We choose:**

**1st: new industry (46%), 2nd: new age schooling (25%), 3rd: focus on Indigenous culture (19%), 4th and 5th: new state or federal facility or tourism (8%).**

"Can I just say I voted for new industry as my priority, but I see tourism and indigenous art/culture as coming under that banner."

"I believe a waste facility would be good for Brookton, but I have included that in my vote for new industry."

"I need to say this quietly as many others don't want to talk about this, but we aren't very good at the social fabric of Brookton. There are many people living in hard conditions and we don't help each other out. We just stick our head in the ground when it comes to being community minded."

## Population

**Only 15% of us know our population changes**

"School population has been up and down. Currently its 165, and that's up. That's due to an increase in migration from other towns."

**In terms of population growth:  
1<sup>st</sup> – 80% of us want a 10% growth  
2<sup>nd</sup> – 15% of us want a 20% growth**

"What we're talking about is going to be massively hard to achieve."

"We can get population growth through new industry."

"A few years ago when we were looking at building the aged care centre, that was brought up as something that would increase our population and bring people in that were not in our facility yet. If they had had enough housing there was an opportunity to do that."

"Visitors will stop coming if their parents are in Brookton aged care facilities."

"Is it of benefit to the community, though [aged care]?"

"Somehow you've tied new industry into new

population and growth and that's not necessarily true for people on fixed incomes – you can get population growth without creating new industries."

"The other thing to look at is, if you want a bigger population of younger or middle aged people, we really haven't at this stage got room to grow. The town doesn't have enough houses. That's a complex situation as well. I think Brookton missed out when the boom was on and people were leaving the city to buy small blocks, because we just didn't have them."

"People didn't want to go down that path because of the likes of York where people moved in and put in sea containers – it looks like a dump."

"I think you've got to look at it right across the age groups, because if you want to produce a bigger school you've got to have children. Then you've got to have that middle age group that are working in the new industries."

"We want 30% growth of each age group – that makes a community."

"We want growth in ages 0-40."

## Diversification

**We say we want to increase Brookton's efforts towards diversification by:  
1<sup>st</sup> – 20%  
2<sup>nd</sup> – 40% and 100%**

"Ooooh, that's not hard enough!"

"If you have a more diversified economy you have to have a more diversified population and vice versa."

"How are you going to grow if you don't go away from farming? The people that have farms now only employ what they can. If you want to employ more people you have to go to a totally different businesses, or you won't have a school, etc."

"Farming's only maintaining its profitability by cropping more acreage for the same income and investing more in technology. It's a matter of farms getting larger to maintain their profitability."

## Focus Age Group for Plan

**We say to focus the plan on:  
1<sup>st</sup> – 20-35 year olds  
2<sup>nd</sup> – 35-50 year olds  
3<sup>rd</sup> – all ages equally**

"I put all equally cos we've been talking about diversification. And I think there's room for all of that."

"The 20-25 year olds have the drive and they've got the fertility."

"You've got to have industries first. Then bring in aged care. If you're looking to bring people into the town that are 60 or 70, you need to have places for them to live and the support in the town to keep them in the town for as long as possible."

"It's a matter of horse and cart."

"You need to have people here for 20 years before they get to that stage [putting them in Kalkarni]."

"I had an instance today where I was talking to someone in the local community that had a tradesperson come in that had had an apprenticeship, started their own business, and was doing some work here. The question was asked of him if he would come to the country, and he said he would in a flash. If you target those people that are young and flash and will bring their trades here; they will build houses and help to create the growth. They'll have their children here and help to fill the schools."

"I know another family in which the younger ones moved to the community and the grandmother followed to be with her grandchildren."

"What happened to the government telling us four or five years ago that this place was going to have a population of 4000 or 5000?"

"We're doing the 'aged' thing naturally, anyway. The Wheatbelt is getting older. So obviously we've got to get some young people in to look after them and have more young ones."

"E-change is worth focusing on."

"Distance from Perth airport, housing affordability, and fast internet are all to be considered."

### Imagine Brookton 2027. What I can see:

(together we brainstormed the following list)

1. New housing: willingness to invest in new housing/appreciation on property prices/new types of housing
2. New Industry: I see the closeness of Perth being something that is achievable from a transport perspective
3. Increased population
4. Primary health: more services such as dentist, chiropractor,
5. Private/social enterprise including community services. We need private and social enterprise to invest in our community.
6. Support SME's: and encourage the existing

businesses by looking at educating them, helping them to apply for grants, etc

7. Advanced technology towards education/tertiary

### We wish to see:

- 1<sup>st</sup> – new industry (50%)
- 2<sup>nd</sup> – new housing (10%) and population growth (10%)
- 3<sup>rd</sup> – primary health (5%), private/social enterprise (5%), and support for SMEs (5%)

"What's the initiator of willingness to invest in new housing?"

"Where does the money come from for new housing?"

"Another thing we need to look at, too is changing attitudes and encouraging people to use local businesses and remain within their community rather than sourcing stuff outside."

"If people have to go out of town to visit a GP when they're sick they'll keep going out of town, as it will have become a habit."

### What we don't want in Brookton

"Waste: it terrifies me. It's the cancer and the chemicals. The community has to be won over to get something like that."

### Brookton's Strength

"There should be a 'nil' on there."

### Final Thoughts

"In regards to sport, what do young people want instead?"

"My boys play dodgeball."

"They want choices, don't they?"

"They were doing those obstacle courses for dogs. People got so into them that they turned a whole park into an obstacle course in Kingston."

"There is a problem with local communities getting overruled by state authorities."

"There was an article in the paper today about a principal that was turning the idea of structured education upside down. I don't know where that idea came from. Is it just a buzz word?"

"Driverless cars are going to revolutionise the insurance industry."

"It took us ages to get the toilet dump. It will take us

ages to get an electric car recharging station.”

“If you want to have tourists you have to have facilities, and we HAVE NOT HAD THEM.”

“The best place [for the electric car recharge station] would be the Main Street, so they can recharge and spend money in shops.”

“Realistically we can’t fight our proximity to Perth, and we should be utilising it. I see something like car recharge sites as a complete waste of time. People will be able to get to Brookton without needing to charge.”

“But new technologies will actually make Brookton closer to Perth, because people won’t have to commute. You could do your work on the way home. It would be easier to live here.”

“In New York City they were pleased because there was tons and tons of manure [when people rode in horses and carts].”

“Change is inevitable. We have to just figure out where we want it to go.”

“They’ll be flying past in the future.”

“I want to help Brookton’s next generation: 100% agreed.”

“You won’t achieve it overnight either. It will be baby steps, and one thing will follow another.”

“But then it’s out of the community’s hands. It’s all driven by the Council.”

“You haven’t asked the question, ‘how much are we prepared to pay in an increase in our rates to achieve this?’”

“The functionality of the Corporate Plan – within our Council we don’t have the numbers or the expertise to put into practice the Plan items. They have to then go out to consultants or private industry to get that done.”

# Stakeholder Feedback

## General Stakeholder Session 9 – Councillors and Executives Session

Thursday 16 November ( n=8)

### Early Thoughts

- | *"The community needs many insights, as do we all."*
- | *"We can't have everything. What do we have to give up in order to achieve what we want?"*
- | *"We don't use our Strategic Community Plan much."*
- | *"I'll bet you most people won't know what's in the Strategic Community Plan, anyway."*
- | *"We spent half an hour coming up with our vision, and we don't use it."*
- | *"Some of the information that you'll get out of the survey will drive our new vision."*
- | *"One of the things that came out in the Western Australian Local Government Association (WALGA) IPR in March is that the vision should be short and sharp, and should only be three or four words. The vision and mission statements are not operational, but strategic."*
- | *"Is this plan going to innovate not renovate?"*

### Brookton's unfolding Competitive Advantage:

- | *"Education: it needs work, and must be available for all. It has to at least stay how it is."*
- | *"Population: also considering 'Drive In Drive Outs'."*
- | *"We have over 100% employment here, but they're not all living here. We need to increase the percentage of the population that both live and work here."*
- | *"Farming communities/agriculture: this is the core."*
- | *"Age of population/aged care: 35% of our population are in a bracket that requires some sort of assistance."*

### Behaviours

**We say the most important behaviour from Shire staff is:**  
**1<sup>st</sup> – collaborative**  
**2<sup>nd</sup> – getting things done.**

**We say the most important behaviour from community members is:**  
**1<sup>st</sup> – innovative**  
**2<sup>nd</sup> – collaborative**

### Business

**71% of us picked that there are 103 SMEs in Brookton**

- | *"Why don't we have a chamber of commerce if we have so many businesses?"*
- | *"How do we facilitate that as a Shire?"*
- | *"But they won't come to a business association meeting."*
- | *"But maybe it's the way it's been formatted."*

### Imagine Brookton 2027. I can see:

1. Independent aged care in conjunction with Kalkarni is a must. We need to add on to what we already have.
2. Community Hub: a central location for small business and visitors, with potentially a museum and/or tourist site.
3. Agricultural Technology Hub: educational for existing farmers, with an incubator. The farm could have a lifestyle village (aged care).  
| *"I've seen one of those in Japan and I'd like to set it up here. I saw that on Lateline/ABC."*
4. University farm: University of Western Australia's farm – use it as a teaching facility – 'Ridgefield'. It's in Pingelly, but a nearby asset that we could tap into. It overlaps into Brookton Shire
5. A completely new industry.
6. A community of choice (lifestyle) that people actually choose to come to.
7. Shops open all weekend down the main street.

"Someone at the Women's Breakfast asked me this morning why the shops are shut after lunch. We would need an extra 200 people to sustain this."

**From this list we say:**  
**1<sup>st</sup> – agricultural hub (50%)**  
**2<sup>nd</sup> – aged care (30%)**  
**3<sup>rd</sup> and 4<sup>th</sup> – community of choice/shops open**

## Population

"I think our population has gone down by about 10%."

"No, I think it's quite stable."

"I think our indigenous population is about 3%."

"No. I think it's about 30%."

"Aboriginal people are very transient."

**On average, we wish for our population to grow by 8%**

"But 10% is not attainable, we just don't have the infrastructure, houses etc."

"10% would mean housing divisions."

"10% would cause social implications."

"E-changers don't necessarily live in Brookton."

"We already have a high transient population anyway."

"The RDA says the Wheatbelt on the whole should be doubling in population."

## Business Diversification

**We say diversity Brookton's business by:**  
**1<sup>st</sup> – 40%**  
**2<sup>nd</sup> – 20%**  
**3<sup>rd</sup> – 60%**

## The Future in Brookton

"I think technology is going to be the major driver here. The whole way the broader economy is moving – there's a compulsion to move with it, whether we're

talking about agriculture, transport or education."

"We'll have more home businesses. People will live in Brookton and work remotely."

"We need more intensive agriculture if we're going to have a 10% population increase."

"Meeting tourism's needs: the volume of traffic coming through our community from all four points would be larger than most. We should put a toll road in! Adams from Adams businesses comes out here for the motor show."

"Working better with CBH."

"Western Power won't do anything about the capacity until there is increased demand. But we can't get more demand until there is capacity."

"We are working on a processing plant coming here that will need a lot of power."

"The new bed and breakfast has been pretty high occupancy – like 80%."

"Accommodation is an issue."

"They have 11 bedrooms and the previous owners put a lot of king size beds in. They should have put zipper beds in for more capacity."

"Build a multifunctional camp – it could be a school camp at other times."

"I would have said, of the recreation we have, we cater very well for the 20-25 age bracket, as we have netball, golf etc."

**We suggest the plan be focussed on: all ages equally.**

## Success through to 2027

Through brainstorming we consider success to look like:

1. Increased community engagement
  - a. Continual engagement
  - b. Community ownership
2. Population growth
3. New industry
4. A vibrant town centre
5. Cultural diversity/inclusion
6. Recognition of Brookton
7. Collaboration.

**We have wide and varied views  
of success, including:**

- 1<sup>st</sup> – new industry and cultural  
diversity/inclusion**
- 2<sup>nd</sup> – population growth, vibrant town  
centre, recognition of Brookton,  
collaboration**

## **Visitation**

*“How many people visit Brookton each year? Do you know? I don’t know the answer to that one.”*

*“It’s huge because when the Country Club was doing its sponsorship drive, we did just the traffic flow and it was million. The traffic flow through the town is huge.”*

*“Think about the land that fronts the highway – it’s very important. If you are putting residential on highway frontage you are defeating yourself.”*

*“Brookton 1899: That was the year that Brookton changed to self-government – when we split off from Beverley [does this belong in visitation?].”*

*“When you are thinking about cultural diversity, it may be a barrier to people wanting to do business in Brookton.”*

*“Visitors change our perception of ourselves as a community.”*

**We say Brookton’s strengths are:**

- 1<sup>st</sup> – sport and recreation**
- 2<sup>nd</sup> – roads, retail and safety**

## Overall and Comparative Stakeholder Feedback (Numerical)

	1. CWA plus Open Age Group n=5	2. Shire Staff n=17	3. Open Age Group A n=18	4. Seabrook Ab. Corp. n=8
Shire Behaviour	1. get things done 2. financial prudent 3. customer centric	1. get things done 2. customer centric and collaboration	1. financially prudent 2. customer centric 3. get things done	1.collaborative 2. strategically focussed, customer centric and getting things done
Community Behaviour	1. collaborative 2. strategically focussed 3. get things done	1. collaborative 2. strategically focussed	1. collaborative 2. get things done 3. innovative	1. collaborative and getting things done 2. innovative, strategically focussed, customer centric
Business Numbers	80% no idea	71% no idea	65% no idea	88% no idea
Imagine Brookton 27	1. aged care 2. equal environmental, infrastructure and airport	1. tourism 2. diversified workforce 3. technology 4. education offering	1. business growth 2. stronger community 3. lots more young people 4. growing farming	1. jobs for Indigenous people 2. improved housing 3. economic outcomes
Population Assessment	pretty close	pretty close	thought way more	thought way more, in particular of Indigenous people
Population Growth	average desire is 15%	average desire is 16%	average desire is 16%	average desire is 27%
Diversification of Industry	70% change in diversification	48% change in diversification	33% change in diversification	
Focus Age Group	1. all ages 2. 20-35 3. 35-50	1. 35-60 2. all ages 3. 20-35	1. 20-35 2. all ages 3. 35-50	1. all ages 2. under 20's
Current Best Performing	1. health and medical 2. retail 3. sport and recreation	1. roads 2. rubbish and waste 3. sport and recreation 4. health and medical	1. sport and recreation 2. health and medical 3. roads 4. retail	
Desire to Help Next Generation Brookton				100%

5. School students A n=14	6. School students B n=11	7. School parents and teachers n=9	8. Open Age Group B n=25	9. Council and Senior Exec. n=8
		1. get things done 2. financially prudent 3. innovative, strategically focussed, and collaborative	1. get things done 2. financial prudent 3. collaborative	1. get things done 2. financially prudent and collaborative 3. strategically focused and customer centric
		1. get things done 2. innovation 3. strategic focus and collaboration	1. collaborative 2. strategically focussed 3. financially prudent	1.collaborative 2. innovative 3. financially prudent
90% no idea	85% no idea	50% of had an idea	85% no idea	85% no idea
1. more jobs 2. recreation 3. future cars	1. strong technology 2. food/ beverage 3. more jobs 4. Focus on farms 5. future housing chooses	1. growth in the school 2. activity variety 3 & 4. optimism and retail variety	1. new Industry 2. new School 3. focus on Indigenous 4. new facility 5. tourism	1. agricultural hub 2. aged care 3. community of choice 4. shops and retail
large variation in choices	large variation in choices	pretty close, but more than expected	thought way more	pretty close
average desire is 10%	average desire is 33%	average desire is 15%	average desire is 15%	average desire is 13%
		40% change in diversification	55% change in diversification	38% change in diversification
1. 20-35 2. under 20 and all ages	1. 20-35 2. all ages	1. all ages 2. 20-35	1. 20-35 2. 35-50 3. all ages	1. 20-35 2. 35-50 3. all ages
		1. sport and recreation, 2. roads 3. health and medical.	1. sport and rec 2. roads 3. rubbish	1.sport and rec 2. roads, retail and safety
60%	73%	100%	100%	

# Notes

# Notes

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