



ORDINARY COUNCIL MEETING

17 DECEMBER 2019

ATTACHMENT

8.6.4A

Community Strategic Plan 2019 - 2029

2019 - 2029

Strategic Community Plan

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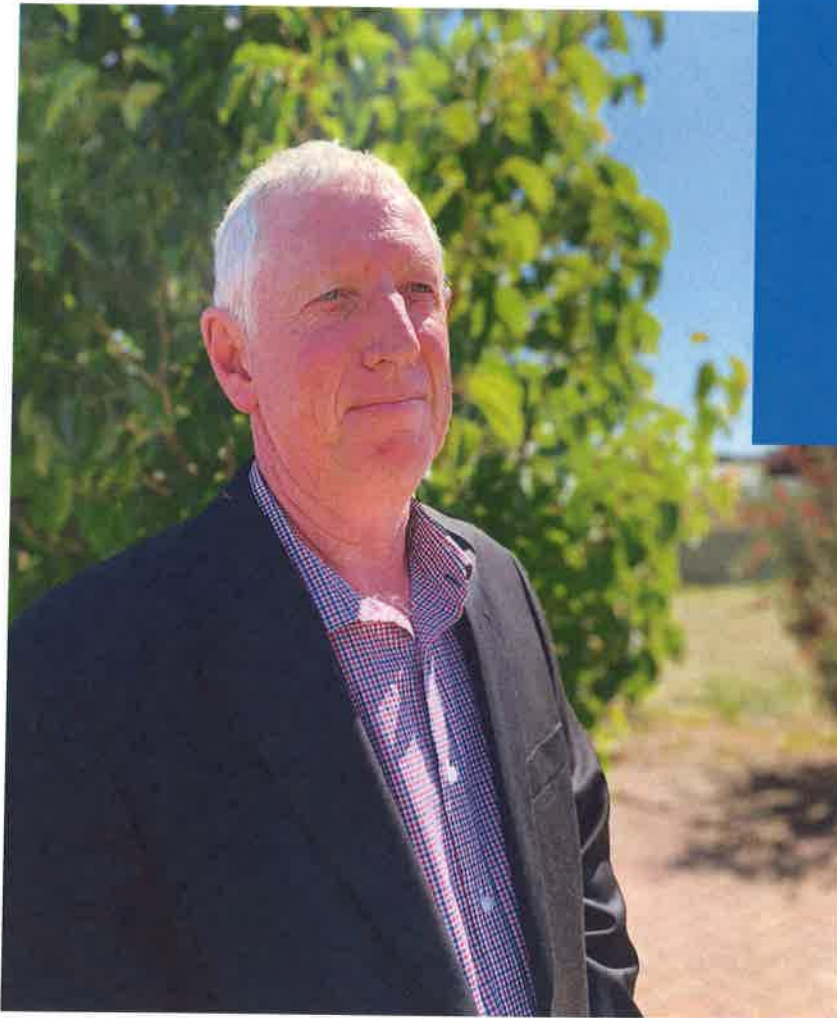
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FOREWORD

ROD MCSWAIN
SHIRE PRESIDENT



I am pleased to present the 2019 – 2029 Strategic Community Plan.

The Shire of Boddington Strategic Community Plan was born as a result of community input throughout May 2019 and was built on the following 3 pillars:-

- 1) A vibrant and connected community.
- 2) A thriving and diverse economy.
- 3) A healthy, clean, green and sustainable environment.

The Strategic Community Plan integrates with other major Council Plans including the Corporate Business Plan, Asset Management Plan, Disability & Inclusion Plan and the Long Term Financial Plan, all of which are available online or from the Shire.

The world is continually changing, as are the community's expectations of Council and the Shire. Therefore, the partnership between the community, Council and Shire will be encouraged to grow, while still celebrating the past, to get the best outcome for the future of the Shire as a whole.

In developing strategic plans to deliver positive outcomes for people young and old, business small and large, as well as the environment, Council and Shire aim to be as inclusive, open, transparent and consultative as possible in prioritising projects.

I invite you to read this document and join the Council and Shire on this journey.

Rod McSwain
Shire President

MESSAGE FROM THE CEO

Persuasive proof persistence provides positive performance, this latest full revision of the Strategic Community Plan points to a bright future for. As I pen these words, the fifth anniversary of my commencement Boddington with the Shire passes quietly. Looking back, I see a Council and community that has come a long way in that short time. To see how far the Council has come, there is no better story than that told by the graph of our financial health.

With the final funding approvals in place for the commencement of the Foreshore Project, the final stages of Boddington's Growth Plan have become a reality. Further demonstrating Council's passion for its community, it has stayed the course of the Plan, something other communities have failed to deliver on.

Looking forward, Council has not overcome some of the challenges presented by the mining industry, but it has better relationships with the major companies in Boddington than it has had for a long time.

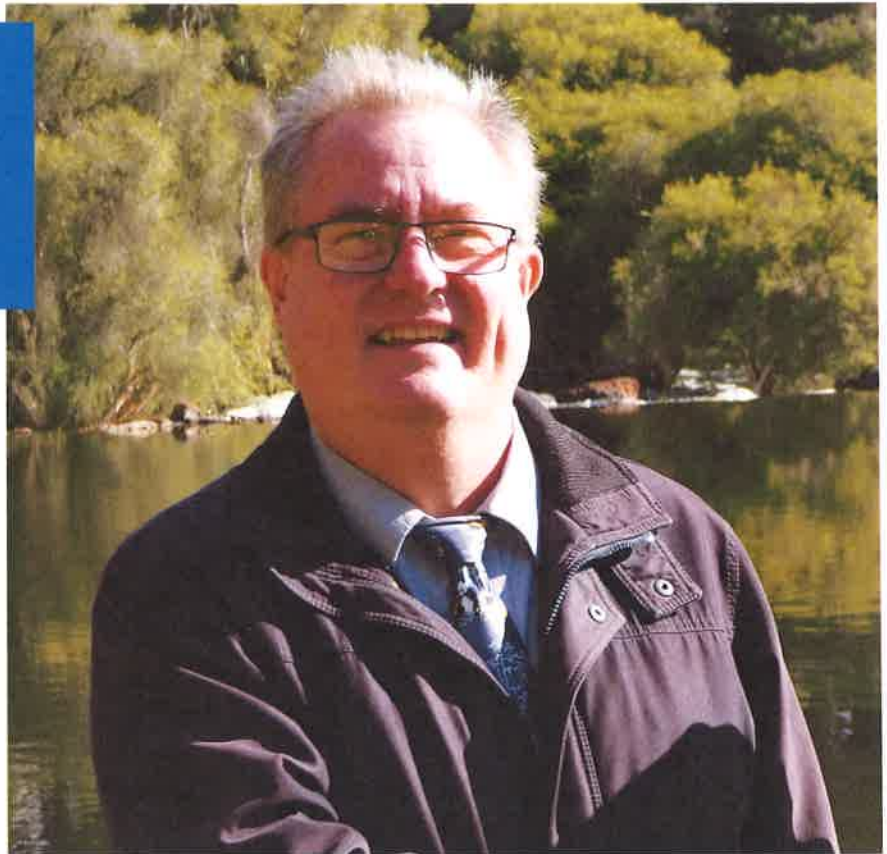
There are also challenges which we are only starting to realise the need to address. The deaths this year of many of our iconic cockatoos is unprecedented, and a big wake-up call that our environment can't continue to endure the punishment the human race is subjecting it to.

Council is heeding the call and will take up the challenge to do better for our environment. Surely we owe it that? Join with us in making that difference.

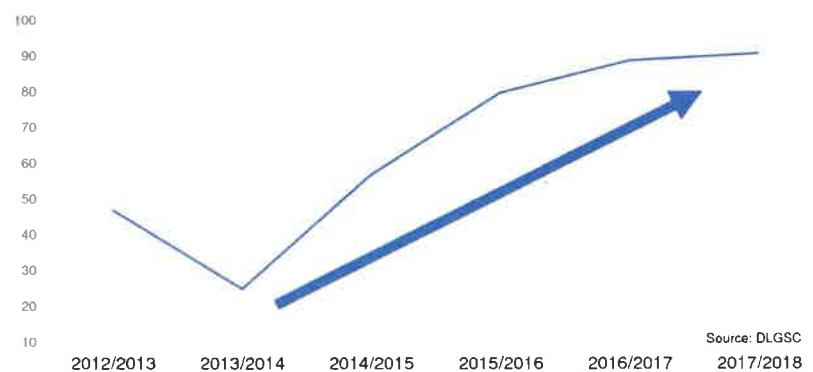
Chris Littlemore

B Comm MBA

Chief Executive Officer



Boddington Shire Financial Health Indicator



Chris Littlemore

B Comm MBA

Chief Executive Officer

WHAT IS A STRATEGIC COMMUNITY PLAN?

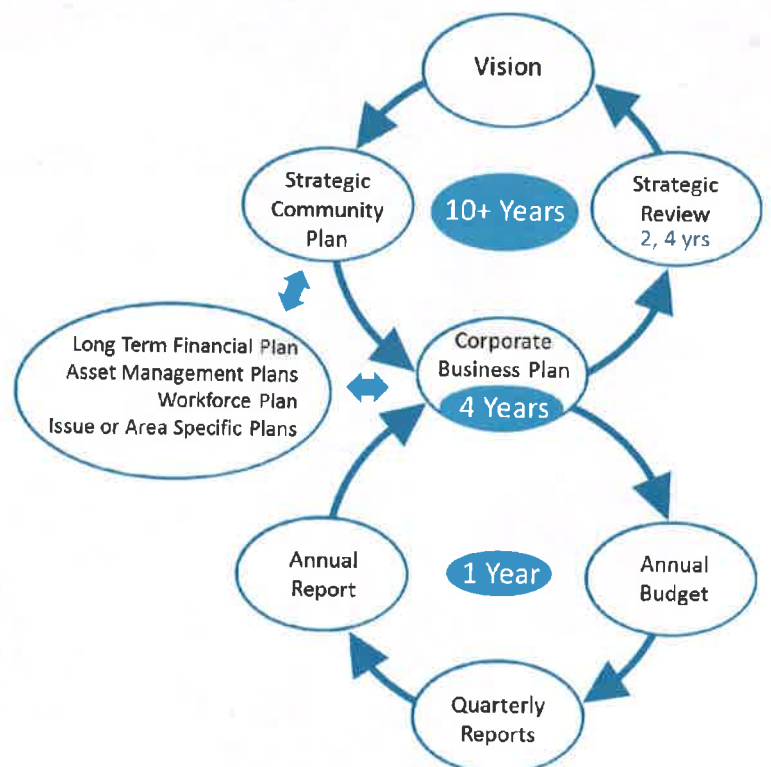
The Boddington Strategic Community Plan is the overarching planning document for the Shire of Boddington and guides its planning for the future of the region. It is intended to be a reflection of the beliefs and aspirations of the community and identifies the major themes and priorities that emerged from community consultation in 2017 and 2019.

The Plan contains strategies to bring the priorities to fruition and the measures that will be used to gauge their success. It is reviewed every two years and updated after five years. The Council's Annual Report identifies the progress and any issues that impacted on the achievement of these priorities.

While the community has identified its priorities for action, there needs to be an extensive detailed planning process to put those actions in place. This is given effect through the Corporate Business Plan. It has a four year horizon and spells out how the priorities will be delivered using strategies and activities and the responsibilities and resources that are needed. The Strategic Community Plan identifies what should happen, the Corporate Business Plan identifies how it can happen. Both are turned into reality through annual budget setting and operational plans for the different areas of the Council administration.

Sitting alongside the Corporate Business Plan are the Long Term Financial Plan, Asset Plan and Workforce Plan. These focus on the essential resource management concerns, the ability to attract, retain and train staff, the ability to secure adequate income and to maintain the condition of existing infrastructure while providing essential new infrastructure.

Other plans are also developed by Councils to meet legislative requirements such as Equal Opportunity and the Disability Services Acts, or to meet environmental objectives and social priorities. More technical plans such as risk management plans and information communications technology plans also help provide depth and robustness to Council planning.



A long wooden bridge with a railing spans across a river. The bridge is supported by numerous wooden pilings. The water reflects the bridge and the sky. The sky is a clear, deep blue, suggesting dusk or dawn. The background shows a line of trees on a hillside.

Our Vision

A vibrant and connected community, providing employment and lifestyle opportunities and a beautiful natural environment, surprisingly close to the coast and city.



COMMUNITY CONSULTATION & ENGAGEMENT

To monitor the community and business priorities, the Shire engaged Research Solutions to conduct a survey to measure performance and when analysed and graphed, the results clearly show where the Shire must focus its efforts.

This survey was conducted by telephone during March/April 2017. The survey questions covered subject areas linked to the Strategic Community Plan.

In addition to the telephone survey that was conducted, a Community Advisory Panel was formed to help Council understand the community's aspirations and service expectations and to assist in the review of this plan.

Stakeholder groups were identified and people nominated to represent these groups. Each nominated representative met with the Shire President, one other elected member and senior administration staff.

For the 2 year desktop review, a community survey was conducted online in May 2019 with over 10% of the adult resident population participating. These results, along with the written feedback also submitted, have assisted to ensure that the Strategic Community Plan addresses the needs of the community.

OUR STRATEGY FOR 2019 – 2029

“ A vision without a strategy remains an illusion.”

Lee Bolman

PILLAR 1: A VIBRANT AND CONNECTED COMMUNITY

Attract more people to be part of the Boddington community

- 1.1 Encourage development of vacant residential land to provide affordable housing
- 1.2 Work with local employers, especially mining, to encourage employees to live locally
- 1.3 Plan for ageing with appropriate housing, residential and aged care options
- 1.4 Advocate to ensure utilities planning is undertaken to support the growth of resident population



IDEAS AND INITIATIVES

- Incentives for progressing with projects on land approved for development
- Campaign to attract land developers and community housing providers
- Campaign for aged care funding to enable older residents to remain in Boddington
- Work with local mining companies to review policies and develop incentive to encourage workers to 'live local'
- Engage with utility providers to accurately forecast infrastructure needs for future population

OUTCOME

Boddington has a growing population which ensures a vibrant community, provides a rationale for high quality community services, and delivers an economic base for local retail and services while caring for its ageing.

OUR STRATEGY FOR 2019 – 2029

PILLAR 1: A VIBRANT AND CONNECTED COMMUNITY

Facilities and services that support lifelong wellbeing

- 1.5 Develop the foreshore to provide a key recreation destination for the community
- 1.6 Support and diversify recreational activities for people of all ages and abilities
- 1.7 Advocate for mental health service provision in the region
- 1.8 Attract or develop support services for those who require them including assisted living, aged care and respite
- 1.9 Support existing education facilities, and look for opportunities to extend education levels offered

IDEAS AND INITIATIVES

- Recreation and wellbeing facilities eg. a public gym, heated pool
- Group training scheme to support mining traineeships
- Investigate models for aged care in small communities and develop a business case for Boddington

OUTCOME

When those who live in the Shire of Boddington need access to key services, they are available locally, and this encourages people to remain living in Boddington for as long as they want.



OUR STRATEGY FOR 2019 – 2029

PILLAR 1: A VIBRANT AND CONNECTED COMMUNITY

An inclusive and engaged community

- 1.10 Provide opportunities for engagement and connection for those at risk of social isolation (youth, people with a disability, older residents)
- 1.11 Celebrate the cultural diversity of the community
- 1.12 Support opportunities for volunteering and community connection
- 1.13 Celebrate public art as a unique point of community pride
- 1.14 Ensure all geographical areas and demographic segments within the Shire are equally acknowledged as being part of the community

IDEAS AND INITIATIVES

- Acknowledge and promote Aboriginal culture
- Calendar of cultural events
- Public transport to Boddington
- Welcome packs for new residents

OUTCOME

People from all walks of life feel included and welcome in the Shire of Boddington



OUR STRATEGY FOR 2019 – 2029

PILLAR 2: A THRIVING AND DIVERSE ECONOMY

Increase tourism as an economic driver

- 2.1 Develop a tourism marketing strategy for domestic and international visitors
- 2.2 Identify opportunities for new tourism businesses and tourism-friendly businesses
- 2.3 Launch new attractions such as Hotham Park foreshore development with statewide marketing
- 2.4 Progress trail infrastructure and market opportunities for trail-based holiday packages
- 2.5 Continue to collaborate with surrounding areas for regional visitor attraction
- 2.6 Support event-based tourism initiatives

IDEAS AND INITIATIVES

- Tourism gap analysis to identify infrastructure shortfalls
- Boddington - Dwellingup Rail Trail
- Support events that encourage tourism within Boddington
- Improve quality of Caravan Park and RV facilities
- Visitor Centre expansion
- Main Street Public Toilets and beautification

OUTCOME

Boddington provides an attractive tourism proposition to the target market of weekend visitors from the Perth and other Peel regions, offering quality experiences, accommodation and hospitality options.



OUR STRATEGY FOR 2019 – 2029

PILLAR 2: A THRIVING AND DIVERSE ECONOMY

Diversify the economy to provide employment opportunities in mining and beyond

- 2.7 Pursue the development of a regional industrial hub with a focus on sustainable waste management and intensive agriculture industries
- 2.8 Maintain strong relationships with the major businesses in the Shire, and partner to deliver events and resources to promote local businesses and products
- 2.9 Provide amenity in the main street
- 2.10 Advocate for critical infrastructure to enable growth, in particular superfast broadband to enable participation in the digital economy, and an extension to the power network to enable future economic growth
- 2.11 Advocate for local mining operators to employ locals, particularly local young people



IDEAS AND INITIATIVES

- Establish local Chamber of Commerce
- Rural Expo

OUTCOME

Boddington has a vibrant local economy which provides for the needs of residents and visitors, and delivers diverse employment options.



OUR STRATEGY FOR 2019 – 2029

PILLAR 3: A HEALTHY, CLEAN, GREEN AND SUSTAINABLE ENVIRONMENT

A natural environment that is attractive, sustainable and protected

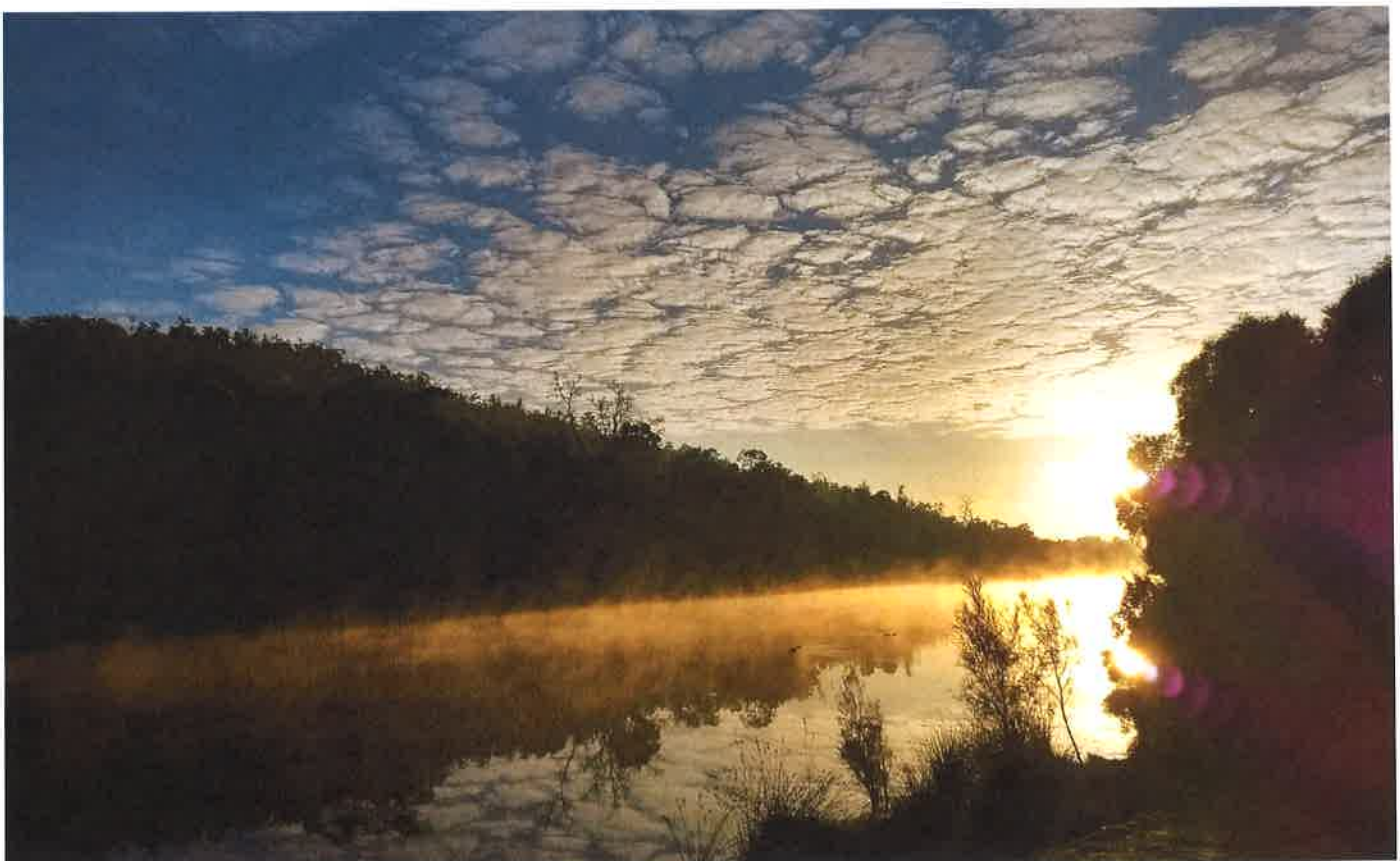
- 3.1 Increase planting of native flora on public and private land
- 3.2 Streetscaping and tree planting on Shire land to enhance canopy cover
- 3.3 Support sustainable natural resource management
- 3.4 Carbon emissions from Shire activities are minimised and offset

IDEAS AND INITIATIVES

- Support Peel Harvey Catchment council
- Native plant subsidy scheme for residents
- Consider carbon neutral target
- Solar power on Shire buildings

OUTCOME

Boddington's rural landscape is enhanced with native vegetation, providing canopy cover and food sources for native animals and birds, with viable natural waterways, and a reducing carbon footprint.



OUR STRATEGY FOR 2019 – 2029

PILLAR 3: A HEALTHY, CLEAN, GREEN AND SUSTAINABLE ENVIRONMENT

Waste is managed in the most sustainable way possible

- 3.5 Explore waste re-use opportunities as a diversion from landfill
- 3.6 Promote and upgrade recycling opportunities
- 3.7 Educate the community on waste best practice
- 3.8 Adopt best practice domestic waste disposal strategies as possible

IDEAS AND INITIATIVES

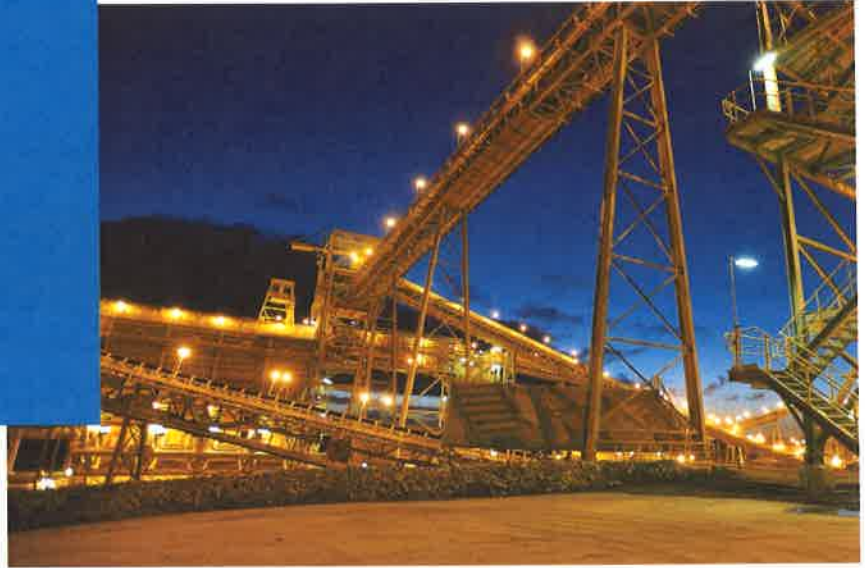
- Container Deposit Scheme collection point
- Tip Shop
- Community waste education programs

OUTCOME

The Boddington community is supported to manage waste by Reducing, Re-using, Recycling prior to disposal in landfill.



OUR FUTURE CHALLENGES AND OPPORTUNITIES



INCREASING AND DIVERSIFYING RESIDENTIAL POPULATION

With a current residential population of 1,844 people and a median age of 39, there is an opportunity to increase the number of people living in the Shire of Boddington, as well as diversify the age profile. A larger population means a more viable base for the retention of local services and the local economy.

In 2012, the Boddington Supertown Growth Plan foreshadowed this opportunity, and recommended a population target for the Boddington District (including Williams and Wandering) of 7,000 people by 2051, requiring an additional 4,500 of these living people in Shire of Boddington. The interim population target for Boddington was 3,500 by 2031, which would require the establishment of an additional 357 households in the Shire by 2051.

This population increase would be driven by three key strategies:

1. Expansion of the economic base
2. In-bound migration of people with no direct economic link to the district
3. Increase the number of 'local' mining employees

Underpinning the success of these strategies is the provision of a high standard of services, as well as the attraction of living in a vibrant and connected community.

EXPANSION OF OUR ECONOMIC BASE

There are current opportunities to expand the economic base of the Boddington region, both to protect against potential future mining downturns, automation, or the movement of operations as the local ore base is exhausted.

The North Bannister industrial precinct has the potential to accommodate new and expanded agri-business industries, particularly if there is an investment in electricity infrastructure. With Boddington's vicinity to the major population centres of Perth and Mandurah, tourism also provides a significant opportunity for economic activation.

As part of the Hotham Williams Economic Development Association, the marketing and development of tourism in 'Marradong Country' has the potential to bring larger numbers of day and weekend visitors to the region, if it is adequately supported by recreational and accommodation options.

Building on existing assets such as the Boddington Rodeo, Medieval Fayre and Feast and the extensive sculpture public art competition and prize, Boddington is well positioned to develop a unique offering to the domestic tourism market.



ATTRACTION OF NEW RESIDENTS

The attraction of new populations who are motivated more by lifestyle than by employment is also a growth opportunity for the Shire of Boddington. The availability of quality medical care as well as the proximity to major population centres, the peaceful natural environment, and character nature of the town have the potential to attract older retirees and those seeking to live a semi-rural lifestyle.

A secondary population target could be virtual workers, who are not bound by geographical constraints. A key consideration would be the availability of superfast broadband.

INCREASING MINING EMPLOYEES LIVING LOCALLY

Currently, the vast majority of mining employees are employed on a Drive-In, Drive-Out (DIDO) basis, residing in mining camps while they are at work.

Research has shown that this lifestyle can have negative impacts on mental health and wellbeing particularly for those workers who have young families.

With a credible local public school offering K - 10 education, affordable housing and numerous community groups and activities, Boddington offers an alternative to the DIDO experience for families seeking to live a more peaceful and connected lifestyle.

This strategy would require collaboration with the mining companies operating in the Shire as their current policies do not provide support for employees who wish to select this alternative.

OUR LOCAL GOVERNMENT

IN ORDER TO DELIVER ON THE ASPIRATIONS OF THE BODDINGTON COMMUNITY, THE SHIRE OF BODDINGTON AS AN ORGANISATION MUST BE EFFICIENT, EFFECTIVE, VALUES-DRIVEN AND CLEAR ON ITS VISION AND PURPOSE.

OUR VALUES

We seek to have all employees think and act according to six values. These values influence our workforce culture and assist our staff to deliver quality customer service.

Transparency: Being open and accountable

Honesty: Acting with integrity and building trust

Respect: Being tolerant, helpful and showing empathy and care for others

Dedication: The continual pursuit of excellence

Proactivity: Forward thinking and being positive

Cohesiveness: Teamwork, unity and shared ownership

EFFECTIVE, STRATEGIC COMMUNITY LEADERSHIP

To continue to deliver on community expectations, the Shire of Boddington seeks to:

- Attract diverse Elected Members who represent, promote and reflect the composition of the community
- Ensure all local government representatives and employees have a comprehensive understanding of their roles and responsibilities
- Engage the community in decision making on key strategic initiatives
- Communicate frequently and effectively
- Cooperate with neighbouring shires for efficient use of resources



REFERENCES & ACKNOWLEDGEMENTS

The Shire of Boddington wishes to acknowledge and thank the ratepayers and residents of Boddington for their continued feedback and input into the Strategic Community Surveys that have been undertaken to assist the Shire of Boddington in formulating a Strategic Community Plan that meets the needs of the local community now and for the future. For your valuable input and engagement with the process, the Shire of Boddington thanks you.

Community Advisory Groups, community members and stakeholders have engaged and contributed to the development of the Shire of Boddington's Strategic Community Plan 2019 - 2029, with significant input also being contributed by Council, management and staff of the Shire.

The following documents and sources have been referenced in preparation of the Shire of Boddington Strategic Community Plan 2019 - 2029:

Shire of Boddington website: www.boddington.wa.gov.au

Australian Bureau of Statistics: www.abs.gov.au

Community Advisory Panel Findings (14 stakeholder groups)

Boddington Strategic Community Plan 2017 - 2027

Shire of Boddington Strategic Community Survey Results 2019

Shire of Boddington 2019 Key Areas of Focus - 2019 Desktop Review

Research Solutions 2017 Perceptions Survey Results (March/April 2017)

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