



October 2015

DISCUSSION PAPER

Strategic Community Plan 2016 - 2026

Integrated Planning and Reporting
Framework

Shire of Wyalkatchem

INTEGRATED PLANNING FRAMEWORK – DISCUSSION PAPER
Shire of Wyalkatchem

Our Mission

We exist to deliver sustainable quality services that meet the needs of Wyalkatchem today and into the future.

Our Vision

That the Shire of Wyalkatchem is a local government that has the capacity and capability required to be productive, sustainable and inclusive in meeting the needs of our community.

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Introduction

Thank you for your interest in Wyalkatchem. This Discussion Paper is another step in consulting the community as the Shire of Wyalkatchem revises its plan for the District.

This District, like other regional centres, is coping with many challenges. Some of these are economic and many are related to dealing with changes in population. Some of them can be dealt with by working in a steady, strategic and purposeful manner. Some cannot because there are more than seven billion people in the world and they are making decisions that cannot be influenced by 500 or so people living in the Wheatbelt.

However, this Paper is not attempting to solve the insurmountable. It is asking the people of this District what do they think; what do they see as desirable in this place for the future; and, what is necessary to realise that future? This is important because it is an opportunity to contribute to shaping some real quality of life matters that will be addressed in the next ten years. Your contributions and ideas can influence what your Council implements and in that way, change what is done for now and for the years ahead. In this way, your partnership with Council is appreciated and valuable as Council will listen to your ideas and opinions and will work hard towards implementing what is best for all within the available means.

Your opinion and that of your family, friends and those you work with is important. Please read the document and discuss it with others and please provide the Shire with your feedback by 30 October 2015.

Thank you.

Ian McCabe
Chief Executive Officer
Shire of Wyalkatchem

Integrated Planning and Reporting Framework

The Western Australian State Government initiated reform of the local government sector in 2009. The stated aims included reducing the number of councils and providing better services to communities.¹

Government surveys had revealed that just 36% of councils undertook strategic planning and the government saw this as incompatible with good governance and the delivery of sustainable services.

The State Government made provision under Section 5.56 of the *Local Government Act 1995* for local governments to make planning for the future, including a Strategic Community Plan for a ten year period (regulation 19C) and a Corporate Business Plan (regulation 19D). A Strategic Community Plan was first prepared and authorised by the Shire of Wyalkatchem in July 2013. This can be viewed at the Shire's website or a print copy made available by contacting the Shire of Wyalkatchem. The Strategic Community Plan lays out a vision and strategies for a community for a period of ten years.

The Corporate Business Plan implements that community plan by allocating resources and actions in the Shire budget process. Corporate Business Plans were prepared in June 2014 and September 2015 and these may be viewed at the Shire's website or a print copy made on request at the Shire office, Honour Avenue Wyalkatchem.

Purpose of this Discussion Paper

The purpose of this Discussion Paper is to contribute to the revision of the first version of the Strategic Community Plan. In the two years since that document was published, there have been several surveys and other consultations in preparation for this revision. This Discussion Paper continues that consultation. Community groups and other stakeholders are asked to read this Paper and other material and consider how they see the future of Wyalkatchem – what do they think it will be like, what do they want it to be, what do we need to do together to influence those outcomes? Where Wyalkatchem is mentioned, it refers to the wider community, not just the local government.

Your opinion matters: please discuss what is contained in this Paper with your family and friends, business associates or anyone who has a positive contribution to make to the future of this community.

Please provide feedback to the Shire by any means convenient to you. You are welcome to write by mail or email or contribute to an online form at the Shire's website. Please make your submission by 30 October 2015.

¹ <http://www.dlg.wa.gov.au/Content/LG/LGReform/About.aspx>

Strategic Community Plan 2013-2023 (as adopted July 2013)

The Integrated Planning process is sequential. The Strategic Community Plan is written first, following a period of engagement with the community. Engagement is two-way process whereby the local government is contracted to the community to deliver on its aspirations. This requires the local government to demonstrate leadership because the community will not always be equipped to make decisions about all matters of concern. For this reason, community engagement does not mean implementation without question or modification – it could indeed mean that Council will not implement at this time - but the views and opinions of the community will have been listened to with a decision made not to implement at this time due to financial or other priorities taking precedent.

Elements of the Integrated Planning Framework



Source: Department of Local Government

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For the Strategic Community Plan to be compliant, the Advisory Standard of the Integrated Planning and Reporting Framework requires community engagement of 500 or 10% of residents (whichever is the lesser) across at least two documented mechanisms².

The 2013 plan is weighted toward those things the Shire will do as part of everyday work, what is referred to as operational tasks. This can mean the view taken is short term and does not address long-term issues (such as asset replacement, sustainability and health outcomes, for example) and consequently these will require a thorough re-assessment.

Moreover, there are many areas of community life not addressed by that document: the school and the role of education; history and the place of major events; arts and music and the place of culture; celebration of the first peoples and the role of major institutions such as churches. All aspects of community life are worthy of re-examination to determine the role of local government and the community in sustaining and improving life for all.

Mission, Vision and Values

The current Strategic Community Plan includes a Vision for the community in 2023:

‘In 2023 Wyalkatchem will be sustainable with growth in population supporting businesses, services and infrastructure; residents will be healthy, safe and caring, surrounded by welcoming public places and a valued natural and built environment.’

This vision statement says what will be the ideal for this community – the population will have grown and that this growth will support commerce and a good life for residents. What is necessary in the plan that follows it is to answer the questions that arise from the statement:

- How will population grow?
- How will services be provided?
- What will the environment be like and how do we achieve it?

It is difficult to be specific when answering such questions. Rather than be specific, giving dollars and timelines and the like, strategy is about providing direction and facilitating the process – it isn’t always about having the answer or providing the funding.

It is accepted practice to include a mission statement, as well as a vision and values, in business planning documents. In essence, planners identify some sense of why do we exist, where are we going and what will drive us to achieve these things. Statements like the mission and vision statements provide a framework and direction for enterprises such as a local government and the Shire has included such statements in all documents since 2014. These are:

² Advisory Standard, p.4

Our Mission

We exist to deliver sustainable quality services that meet the needs of Wyalkatchem today and into the future.

Our Vision

That the Shire of Wyalkatchem is a local government that has the capacity and capability required to be productive, sustainable and inclusive in meeting the needs of our community.

They are meant to be simple and direct. Our mission is why we are here, what we do and who do we do this for. The vision says what we will become in meeting those needs – capable, productive, sustainable and inclusive – we do these things for all.

Values are those things which drive and guide us in delivering on the above promises. Values are deceptively simple and can make immediate sense. An example is 'Respect' which enables us to work cohesively, respecting differences in opinion, ability, background, position in life and so on.

The Revised Strategic Community Plan 2016-2026

It is intended to prepare a draft revised Plan by March 2016 and complete public comment and Council discussion by May 2016. Any outcomes that will be included in the budget for 2016/17 will require Council approval and this will need to occur by 16 June 2016. The Plan will then apply from 1 July 2016 and will reference financial and workforce planning for the financial year 2016/17 to 2025/26, inclusive, that will implement that Plan. The identified priorities for this community will assist Council in planning and allocating resources for that period and will include a Corporate Business Plan and Long-Term Financial Plan and other supporting plans necessary to ensure successful implementation.

Vision for the Revised Strategic Community Plan 2016 -2026

The draft Vision adapts the current statement by altering the end date. The first question for this community is will the population grow – or is it more realistic to accept a (likely) decline, or something between – perhaps a stable population? Do you agree with this Vision? Do you want to add to it or make other changes?

Our Vision (draft):

In 2026 Wyalkatchem will be sustainable with growth in population supporting businesses, services and infrastructure; residents will be healthy, safe and caring, surrounded by welcoming public places and a valued natural and built environment.

Key Community Outcomes

The Vision Statement implies Seven Key Community Outcomes:

1. **Attaining population stability**; this means arresting the population decline;
2. **Addressing the demographic challenge of an ageing population**; this means having more people of working age or more people who are teenagers;
3. **Increasing community wealth**; this means keeping money in the district or increasing property values or creating better paid jobs or increasing the value of businesses;
4. **Improving local access to goods and services**; this means being able to access things we want without leaving the district;
5. **Improving our built and natural environment**; this means having a town that has better facilities, that attract new property purchasers or business owners and visitors; that we value the natural environment and protect it so that future generations can enjoy it and visitors are encouraged to share it;
6. **Achieving high community standards in mental and physical health**; this means that we improve the health outcomes of the population to the best extent possible;
7. **Achieve high levels in community participation**; this means we demonstrate clearly to each other and others that we care about each other and the place we live in and enjoy a safe place in which to live.

Do you agree with these Key Outcomes? Are there others not listed that you believe are important to ensuring the long term viability and quality of life of the community?

Social Performance Indicators

How will the Key Outcomes be achieved? In working with all levels of government, their agencies, business and community members, Wyalkatchem will create an environment where the reasonable provision of and access to the following Social Performance Indicators are maximised:

- a) A range in meaningful **employment** options with incomes that can sustain families and ensure access to services and social participation
- b) **Shopping and commercial services** that meet expectations in choice and quality while maximising local retention of wealth
- c) **Commerce, industry and investment** that creates opportunity of employment, facilitates trade and creates wealth: retail, trades, mechanical, agricultural and business services
- d) **Housing** choice that meets the needs of varying demographics at a reasonable cost and meets a reasonable standard
- e) Choice in **education** for all ages, interest and needs
- f) High standard of **medical, ancillary and related services** provided at reasonable cost whatever the circumstance
- g) World-standard **telecommunications** to connect relationships, business and learning

- h) **Sports, recreation and cultural activities** that support health outcomes and meet leisure expectations
- i) Preservation of our **heritage and lifestyle**
- j) A vibrant and inclusive **social infrastructure** (support for key groups and activities)
- k) High standard **community infrastructure and economic development** (waste services, transport and roads, footpaths, cemetery, animal control, townscape, parks and recreational and community assets,
- l) Responsive and well-resourced **emergency services**
- m) Preservation and rehabilitation of our **natural environment**
- n) **Connectedness and engagement** locally and with regional and metropolitan centres
- o) **Maximising opportunity** for any person to live in Wyalkatchem and contribute to the improvement of the community
- p) Promotion and development of **civic leadership**

Many of these will be required for community success in any one or all of the Key Outcomes. Are there others not listed?

Developing Strategies

The following is one suggested method. It is possible just to have a discussion and make lists of any ideas that flow from that but please share these with the Shire.

Step One.

Put your own business, organisation, club or other interests to one side and prepare to think of the issues, Key Outcomes and Social Performance Indicators (including any you would add) as a member responsible to the entire community of Wyalkatchem – what will be best for Wyalkatchem; print some copies of the ideas templates attached to this document to list what you think about and have a discussion with others – numbers generate a better discussion;

Step Two.

Go down the list of Key Outcomes (1-7) and try to answer the question ‘how do we achieve that?’ A clue may be in the Social Performance Indicators (a-p); for example, Outcome 1 ‘Attain Population Stability’ may be addressed by a), c) and d) – create jobs, attract industry and provide housing choice;

Step Three.

List actual tactics that deliver on that idea:

Using the above example, how do we create jobs, attract industry and provide housing choice?

Don't feel restricted – it's good to be imaginative and propose any idea – but keep the objective in mind: what's best for Wyalkatchem in the next ten years. Make a list, refer to the above points and provide this feedback to the Shire. Now.....

Step Four.

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Now, put your own hat back on and think of this problem from the point of view of your job role, your role as a parent or your role as a member of a community group. What is best for you and yours when addressing the same issues? List any ideas you come up with when thinking of the same problems.

Please add any further comments you see as relevant. Thank you.

Next Steps

Besides direct submissions, it is intended to have a number of meetings with interest groups or groups of individuals to have detailed discussions about these issues. Some of the key interest groups will include:

- The aged
- Youth
- Families
- Isolated persons / single member households
- Those living with disability or significant impairment
- Special interest groups (sports clubs, community groups, special interests)
- Agricultural property owners
- Town property owners
- Business operators, including those providing services to visitors
- The Council and Shire of Wyalkatchem
- Government sector service providers, local government partners and employees

All submissions generated by this Discussion Paper will be collated and included with other community feedback, such as the Community Survey and direct consultation with groups and individuals. This may take some time but it is hoped that a summary report to the community will occur prior to Christmas 2015.

A draft Community Plan will be released for public comment as early as possible in 2016. Public meetings will be held to allow for further comment prior to Council considering the plan for decision.

The draft plan will then go to Council as part of the budget process no later than May 2016 and be adopted by the end of the financial year. It will then take effect in July 2016.

Thank you for your interest and any contribution to this process.

Further information is available from the Shire website or by contacting the Shire office.

References

<http://www.dlg.wa.gov.au/Content/LG/LGReform/About.aspx>

Integrated Planning and Reporting, Framework and Guidelines
Department of Local Government
October 2010

Integrated Planning and Reporting, Advisory Standard
Department of Local Government
December 2011

Standards Australia: AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines