




# Integrated Strategic Plan

*Incorporating*  
Strategic Community Plan 2021-2031  
Corporate Business Plan 2021-2024





**Shire of Dowerin**

(08) 9631 1202

13 Cottrell Street

Dowerin WA 6461

[dowshire@dowerin.wa.gov.au](mailto:dowshire@dowerin.wa.gov.au)

[www.dowerin.wa.gov.au](http://www.dowerin.wa.gov.au)



SHIRE OF

**DOWERIN**

TIN DOG TERRITORY



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## Vision Statement

“A thriving and supportive rural community which offers lifestyle choices and opportunities for all”





## OUR COMMITMENT TO COMMUNITY

-  We will be open, fair and impartial in what we do
-  We will consult and engage with our community
-  We will encourage, welcome and value feedback
-  We will encourage and support the volunteers in our community
-  We will spend local as often as we can
-  We will treat people with respect
-  We will value our natural environment and treat it with importance

## THE NEWROC REGIONAL ALLIANCE

The Shire of Dowerin is a member of the North Eastern Wheatbelt Regional Organisation of Councils (NEWROC) Alliance consisting of seven Local Governments within the Northeast Wheatbelt.

The Dowerin Strategic Community Plan compliments the NEWROC Strategic Plan which summarises regional priorities and is available on the Shire website.

### Dowerin Statistics

Criteria	Dowerin
Area (Sq km's)	1867
Sealed Roads (km)	196
Unsealed Roads (km)	773
Population	697
No of Dwellings	410
No of Employees	34

### NEWROC Alliance Statistics

Criteria	Koorda	Mt Marshall	Mukinbudin	Nungarin	Trayning	Wyalkatchem
Area (Sq km's)	2662	10,134	3414	1145	1632	1743
Sealed Roads (km)	245	307	204	249	181	175
Unsealed Roads (km)	840	1440	732	390	594	508
Population	414	550	555	240	423	523
No of Dwellings	298	350	315	134	255	332
No of Employees	19	27	27	10	14	14





## HOW WE DEVELOPED THIS DOCUMENT

Our Integrated Strategic Plan reinforces our commitment to the people who live, work and visit our Shire and to regional co-operation and prosperity. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to reinforce our commitment to regional co-operation to source the funding and support required to address the priorities detailed in this document.

This document integrates the Strategic Community Plan and Corporate Business Plan elements of the WA Local Government Integrated Planning and Reporting (IPR) Framework and is supported by informing and issue specific plans and strategies that are shared on the Shire website.

It was developed based on;

1

The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.

4

Extensive community engagement on what is important to the people that live within our Shire.

2

Shire of Dowerin informing strategies

5

Current partnerships and projects already being delivered.

3

Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.

6

NEWROC Strategic Plan

## PROGRESS REPORTING

The Shire of Dowerin has adopted a traffic light system based on quarterly updates which report progress against identified priorities as detailed in the Shire Priorities section of the Plan. This information will be shared via a Council Item and on the Shire website. In addition, results are formally communicated to the community annually via the legislated end of financial year Annual Report.

## IPR REVIEWS

This Integrated Strategic Plan will be subjected to a major review requiring extensive community engagement in 2024 as legislated. In addition, community priorities will be reviewed and updated annually to reflect any changes to regional or local priorities, the budget and to service levels.

## SUMMARY OF COMMUNITY ENGAGEMENT

Engagement Activity	Date	Venue	Attendees
Community Coffee Chat	20 Oct 2020	Dowerin Community Club	7
Business Chatter	20 Oct 2020	Dowerin Community Club	10
Committee Graze and Greet (am)	21 Oct 2020	Dowerin Community Club	5
Committee Graze and Greet (pm)	21 Oct 2020	Dowerin Community Club	10
Elected Member Forum	21 Oct 2020	Shire Offices	9
Community Pie and Pint	21 Oct 2020	Dowerin Community Club	5
Shire Staff Brekky Huddle	22 Oct 2020	Dowerin Town Hall	25
Community Survey	12-29 Oct 2020	On-line & Hard Copy	70
<b>Total Reach</b>			<b>141</b>

## WHAT OUR COMMUNITY TOLD US

The following provides a summary of the key issues raised by community members at the various engagement forums.



The pride that local people and in particular long-term residents have in the town, the region and the Dowerin Field Days



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



The wide variety of sporting activities available and the potential for volunteer burnout with the pool of volunteers shrinking



The importance of meeting places for residents such as the local shops, sporting clubs and the community club



The shrinking population and the potential impact this could have on community facilities & services with a number of businesses in town facing closure



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



The lack of suitable rental accommodation to attract workers to the town



The importance of agriculture and rural services and the need to improve signage and rural gravel roads to support them



The importance of volunteering described by locals as part of the Dowerin DNA



## THE SHIRE'S ROLE AND RESPONSIBILITIES

The work of local government is varied and affects the day to day lives of those in our community.

This Plan lists the facilities and infrastructure that are maintained and renewed by the Shire of Dowerin and also provides a summary of the services that are delivered directly by the Shire.

In addition, the Shire advocates for many other services which whilst they do not fall under the requirements of a local government, Council endeavours to ensure that these services are maintained where possible.

- Childcare, which is the responsibility of the service provider, Regional Early Education & Development Inc;
- Health care which is the responsibility of WA Country Health and other health providers including both State and Federal Government;
- Major road upgrades and maintenance which are the responsibility of Main Roads;
- Privately owned infrastructure and buildings which are the responsibility of the owner;
- Reliable power supply which is the responsibility of Western Power; and
- Telecommunications and the internet which is the responsibility of service providers.

## HOW YOU CAN CONTRIBUTE

- Attend and support local activities and events
- Become a volunteer
- Develop leadership and problem-solving skills in young people
- Do regular exercise
- Drive safely
- Get involved in sporting and recreational activities
- Get to know your neighbours
- Have fun in our public spaces
- Join a community group
- Keep your town and Shire clean and tidy
- Learn about local history
- Look out for others
- Promote and celebrate our achievements
- Recycle
- Report infrastructure damage





## STRATEGIC PRIORITIES

Community members were asked to rank the following strategic priorities in order of importance to them with the resulting order being.

Strategy	Priority
Economic Development	95%
Tourism Development	88%
Safety & Security	87%
Access to Health Services	86%
Development of the Town Centre	85%
Promotion of Dowerin	83%
Facilities, services & care available for seniors	82%
Bush Fire Prevention & Control	78%
Services & Facilities for Youth	78%
Conservation & environmental	71%
Festivals, events, arts & cultural activities	69%
Access to services & facilities for people with disabilities	64%







# COMMUNITY ASPIRATIONS AND PRIORITIES

## Aspirations and Priorities

## We know we are succeeding when

### 1. Our Community:

*"We live in a diverse, healthy, safe and connected community"*

1.1. Provide access to programs and services that connect residents and meet the needs of our community	People from all walks of life and backgrounds feel supported and encouraged to participate
1.2. Support and maintain services that connect people, and promote an active and healthy community	Community surveys indicate high satisfaction with the services provided by the Shire
1.3. Encourage and support volunteers and community groups to grow an active volunteer base	Volunteering and participation in community groups increases
1.4. Continue to engage with and support the youth of Dowerin through projects, workshops, funding opportunities and promotion of youth leadership	Feedback indicates that young people feel valued and supported

### 2. Our Economy:

*"We are an attractive location to invest, live, play, visit and work"*

2.1. Attract investment, create jobs, and support small business growth	There is an increase in business activity and employment
2.2. Encourage, promote, and deliver activities and events that promote the Shire and the region	The Shire regularly hosts well attended activities and events which attract positive feedback

### 3. Our Infrastructure:

*"We have functional infrastructure that meets the needs of the community"*

3.1. Work with regional partners to advocate for improved services, energy reliability and telecommunications coverage	We have secured partnerships and funding to improve reliability of essential services
3.2. Sustainably manage assets and infrastructure	Maintenance and renewal of assets is environmentally and financially sustainable
3.3. Housing meets existing and future community needs for families and workers	There is increased availability of suitable housing

## Aspirations and Priorities

## We know we are succeeding when

### 4. Our Natural Environment:

*"We manage our natural environment appropriately managed to ensure a sustainable future for our community"*

4.1. Deliver a sustainable and progressive approach to natural resource and waste management

The natural environment and waste facilities are managed and maintained sustainably

### 5. Our Organisation:

*"We are recognised as a transparent, well governed, and effectively managed Local Government"*

5.1. Engage proactively with our community and provide quality customer service

Residents and community groups are confident that they are heard and treated fairly and with respect

5.2 Operate ethically professionally and in a transparent manner to our community and stakeholders

The Shire is viewed as a Local Government that does what it says it will do and provides regular updates

5.3 Ensure planning, reporting, and resourcing is in accordance with compliance and statutory requirements

External audits and reviews confirm compliance with relevant Local Government legislation

5.4 Advocate and lobby effectively on behalf of our community

We are able to influence decision making and source funding that benefits our community





# STRATEGIC CHALLENGES

## 1. Our Community:

*"We live in a diverse, healthy, and connected community"*

How do we adapt to changes in the way people live?

How do we attract and retain important health and wellbeing services?

How do we ensure fair and equal access to services across the community?

How do we ensure that people feel valued and part of our community?

How do we involve and partner with community stakeholders to deliver events and programs that provide the best possible community benefit?

How do we protect, manage, and preserve our heritage?

How do we better encourage and support volunteers?

## 2. Our Economy:

*"We are an attractive location to invest, live, play, visit and work"*

How do we grow our economy sustainably to attract families and business?

How do we improve local technology and communication platforms?

How do we reduce the number of people leaving the region for work or study opportunities?

How do we ensure we buy local as much as possible?

How do we capitalise on our location, infrastructure and people to encourage business investment?

How do we attract more visitors to our region and encourage them to stay longer?

## 3. Our Infrastructure:

*"We have functional assets and infrastructure that supports the community"*

How do we sustainably manage the maintenance and renewal of Shire assets?

How do we increase investment in infrastructure from all levels of government?

How do we improve our transport network?

How do we improve telecommunication and power coverage and reliability?

How do we increase the supply of quality accommodation for workers and families to attract them to Dowerin?

#### 4. Our Natural Environment:

*"We manage our natural environment appropriately managed to ensure a sustainable future for our community"*

How do we reduce energy consumption and increase the use of renewable sources?

How do we balance providing access to our unique natural environment while protecting it?

How do we improve our water supply, quality, and usage?

How do we reduce waste going to landfill and increase reuse and recycling?

#### 5. Our Organisation:

*"We are recognised as a transparent, well governed, and effectively managed Local Government"*

How do we balance the differing views and priorities within our community?

How do we ensure best value for money in everything we do?

How do we attract skilled and highly motivated people into our workforce?

How do we ensure we work together to provide the best possible customer service?

How do we continually improve the provision of shire services?

How do we ensure that decision makers have access to relevant information?

How do we communicate decisions made and the reasons for them?





## COMMUNITY ENGAGEMENT

### Purpose

To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.

### Guiding Principles

Taken from iap2 seven drivers of contemporary engagement practice:

- Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process
- Communicates to participants how their input impacts the decision
- Includes the promise that the public's contribution will influence the decision
- Provides participants with the information they need to participate in a meaningful way
- Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers
- Seeks out and facilitates the involvement of those potentially affected by or interested in a decision
- Seeks input from participants in designing how they participate

### Key Inputs

- Community Engagement Framework
- Various engagement techniques that are identified for each engagement activity such as community and stakeholder workshops, surveys, social media, face to face interviews, submissions, pop up engagement hubs

### How Reviewed

- By utilising feedback received to inform the decision-making process

### How Reported

- Consultation section of ordinary meeting of Council items
- Integrated Strategic Plan
- Summary of key engagement activities in the Annual Report



# RESOURCE MANAGEMENT

## Integrating Asset, Finance, and Workforce Planning

### Purpose

To use our people and resources to protect and enhance our infrastructure and natural environment and to deliver Shire services in a financially sustainable manner.

### Guiding Principles

- Demonstrated compliance
- Enhanced community consultation
- Improved management of risk
- Improved social responsibility
- Skilled and motivated workforce
- Sustainable financial performance
- Well informed investment decisions

### Key Inputs

- Asset condition data
- Community service level expectations
- Resourcing Plan
- Technical and quality requirements

### How Reviewed

- Annually to update financial modelling using current data
- Major review of the Resourcing Plan every 4 years

### How Reported

- Annual Report
- Asset Ratios
- Plant Replacement and Utilisation reporting
- Financial and strategic implications of Ordinary Meeting of Council items







## RISK MANAGEMENT

### Purpose

To ensure that relevant risks and opportunities have been identified, assessed, and mitigated as part of any decision or action.

### Guiding Principles

- Based on the best available information
- Clarifies uncertainty
- Facilitates continual improvement and enhancement of the organisation
- Integral part of organisational processes
- Informs decision making
- Systematic, structured, and timely
- Tailored to suit all environment types
- Takes human and cultural factors into account
- Transparent and adaptive to all areas of risk

### Key Inputs

- Governance Compliance Calendar
- Officer Reports
- Risk Reporting Framework

### How Reviewed

Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire.

- Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.
- Regulation 17 review every 3 years
- Risk Management profiling tool, reviewed quarterly
- The Audit & Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.

### How Reported

- Audit and Risk committee meeting minutes
- Risk section of ordinary Council meeting Items

## COMMUNITY FACILITIES

Facility	Service Objective	Legislated
Library	To provide library services that engage the local community and encourage learning and socialising	N
Playgrounds	To provide a safe and active space for children and families to enjoy	N
Public Toilets	To maintain public toilets so that they are clean, tidy, and usable	N
Reserves & Public Open Spaces	To maintain reserves relevant to current usage	N
Shire Office	To provide a welcoming space that provides services and information that meets the needs of the local community and visitors	N
Short Stay Accommodation	To provide a safe and inviting experience for visitors	N
Sport & Recreation Facilities	To partner with local community groups to manage and maintain facilities to an acceptable standard relevant to current usage	N
Streetscapes, Parks, & Gardens	To manage and maintain streetscapes parks, and gardens, so that they are attractive and well used	N
Town Hall	To provide a meeting place that is valued and well utilised	N

## COMMUNITY INFRASTRUCTURE

Infrastructure	Service Objective	Legislated
Drainage & Stormwater	To plan, renew and maintain infrastructure to the highest safety operating standard in a manner that meets the needs of our community	Y
Footpaths		Y
Refuse Site		Y
Roads		Y
Sewerage		Y



## SHIRE SERVICES

Service	Service Objective	Legislated
Aged Care	To provide a high level of aged care and assisted living support	N
Building and Planning	To ensure compliance with legislative requirements	Y
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects	Y
Customer Service	To provide a high level of customer service	Y
Economic Development	To promote the Shire and region as an attractive place to invest, live, play, visit and work	N
Fire & Emergency Services	To partner with relevant agencies and volunteers to maintain a high standard of emergency planning and preparedness	Y
Natural Resource Management	To conserve, enhance, promote, and rehabilitate the natural environment to ensure appropriate management and use	N
Public Health	To provide health services and a public health plan to ensure the health and wellbeing of residents and visitors	Y
Ranger Services	To monitor and enforce compliance with relevant legislation and local laws	Y
Tourism and Visitor Information	To attract people to our Shire and encourage them to stay longer	N
Volunteer Support	To actively support community groups and volunteers to participate in community driven activities	N
Waste & Recycling	To provide waste services throughout the shire which suit to the needs of the community while meeting legislative requirements	Y







## SHIRE PRIORITIES

### Our Community

*"We live in a diverse, healthy, and connected community"*

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
1.1	Provide access to programs and services that connect residents and meet the needs of our community	1.1.1	Continue to advocate, support and value service delivery to our community	x	x	x	x
		1.1.2	Source funding and co-ordinate delivery on initiatives that support arts, culture, and learning	x	x	x	x
		1.1.3	Actively work with our community to strengthen relations to enhance safety, wellbeing, and a sense of belonging	x	x	x	x
1.2	Support and maintain facilities that connect people, and promote an active and healthy community	1.2.1	Review and action the Shire Disability Access and Inclusion Plan (DAIP)	x	x	x	x
		1.2.2	Establish service levels in line with community expectations, budget, and workforce capacity	x	x	x	x
1.3	Encourage and support volunteers and community groups to strengthen an active volunteer base	1.3.1	Partner with community groups to develop and implement viable volunteer models	x	x	x	x
		1.3.2	Advocate and support volunteer networks to expand the volunteer base across the region with a focus on continuous improvement	x	x	x	x
		1.3.3	Continue to share and provide resources to community groups to encourage the capability and capacity of volunteers	x	x	x	x
1.4	Boost and continue to support the youth of Dowerin through projects, workshops, funding opportunities and promotion of youth leadership	1.4.1	Implement actions from the Youth Plan	x	x	x	x
		1.4.2	Maintain a strong supportive relationship with the Dowerin District High School to encourage youth development	x	x	x	x

## Our Economy

*"We are an attractive location to invest, live, play, visit and work"*

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
1.1	Attract investment, create jobs, and support small business growth	2.1.1	Proactively support the Dowerin Business Association and in partnership deliver identified initiatives	x	x	x	x
		2.1.2	Identify opportunities and strategies for attracting new businesses and expanding existing businesses	x	x	x	x
		2.1.3	Identify and implement initiatives to attract and retain population	x	x	x	x
		2.1.4	Implement a Marketing Plan that promotes the lifestyle and opportunities within Dowerin	x	x	x	x
1.2	Encourage, promote, and deliver activities and events that promote our region	2.2.1	Promote and develop tourism and maintain local attractions	x	x	x	x
		2.2.2	Investigate and implement opportunities to further develop Dowerin Short Stay Accommodation	x	x	x	x
		2.2.3	Partner with NEWTravel and Pioneer's Pathway to promote the region as a great place to visit	x	x	x	x



## Our Infrastructure

*"We have functional assets and infrastructure that supports the community"*

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
3.1	Work with regional partners to advocate for improved services, energy reliability and telecommunications coverage	3.1.1	Advocate for solutions to mobile blackspots and expansion of the NEWROC telecommunications network	x	x	x	x
		3.1.2	Advocate and seek funding for renewable power, emergency back up and a micro-grid that will complement current and sustainable power supplies within the region	x	x	x	x
3.2	Sustainably manage assets and infrastructure	3.2.1	Review and implement the Shire Strategic Resource Plan	x	x	x	x
		3.2.2	Review Shire facilities and develop a Community Facilities and Property Plan	x			
		3.2.3	Develop and implement a Masterplan for the upgrade of public spaces		x	x	x
3.3	Housing meets existing and future community need for families and workers	3.3.1	Investigate and implement opportunities for appropriate housing investment models for Dowerin		x	x	x

## Our Natural Environment:

*"We manage our natural environment appropriately managed to ensure a sustainable future for our community"*

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
4.1	Deliver a sustainable and progressive approach to natural resource and waste management	4.1.1	Develop and implement a Waste Management Strategy	x	x	x	x
		4.1.2	Develop and implement a Shire Water Management Plan		x	x	x
		4.1.3	Prepare management plans for Shire reserves		x		
		4.1.4	Develop and implement a Sewage Management Plan		x	x	x

## Our Organisation:

*"We are recognised as a transparent, well governed, and effectively managed Local Government"*

No	Community Priority	No	Actions	21 22	22 23	23 24	24 25
5.1	Engage proactively with our community and provide quality community service	5.1.1	Review and improve processes and systems to be more responsive to community needs and customer relations	x	x	x	x
		5.1.2	Continue to uphold our Customer Service Charter	x	x	x	x
		5.1.3	Undertake a community satisfaction survey every two years		x		x
5.2	Operate ethically professionally and in a transparent manner to our community and stakeholders	5.2.1	Continue to review and develop policy and frameworks that reflects our values and decision-making outcomes	x	x	x	x
		5.2.2	Improve communication to inform our community of decision-making criteria	x	x	x	x
5.3	Ensure planning, reporting, and resourcing is in accordance with compliance and statutory requirements	5.3.1	Continue to implement and monitor the Integrated Planning and Reporting milestones	x	x	x	x
		5.3.2	Continue to improve compliance with statutory and regulatory requirements	x	x	x	x
		5.3.3	Continue to foster a respectful, strong and supportive organisational culture	x	x	x	x
5.4	Advocate and lobby effectively on behalf of our community	5.4.1	Maximise the ability to advocate with members of Great Eastern Country Zone, North Eastern Wheatbelt Regional Organisation of Councils (NEWROC), and the WA Local Government Association	x	x	x	x
		5.4.2	Increase collaboration amongst stakeholders and surrounding local governments to identify opportunities that will improve local and regional service delivery	x	x	x	x





SHIRE OF  
**DOWERIN**  
TIN DOG TERRITORY



Visitor Information Centre



Air Strip



Dowerin Community Club



Field Day Office

