



SHIRE OF  
**DOWERIN**  
TIN DOG TERRITORY

# Building Dowerin 2035

## Strategic Community Plan 2025-2035







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# Our Vision

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

# Our Values

## COMMITTED

We work together to achieve common goals for our community, we are hardworking and driven to achieve excellence and positive impact

## TEAMWORK

We work collaboratively, show respect for each other, encourage open communication and we lead by example

## PROGRESSIVE

We are open-minded, we prepare for and accept change, and we are adaptable

## TRUST

We trust each other to provide a safe and supportive work environment, where everyone is included.

At the Shire of Dowerin, we believe that Committed Teams Propel Trust. Our staff and council are dedicated to serving our community with passion and resilience. Through strong teamwork, we collaborate openly and respectfully, ensuring everyone's voice is heard. We embrace a progressive mindset, welcoming innovation and change to build a sustainable future. Above all, we act with integrity and honesty, fostering trust with our community and each other. Together, these values guide our decisions and actions as we work to create a thriving and connected Shire.













# Our Purpose

Serving our community through responsive services, local leadership, and a connected, engaged future.

# Our Mission

## **COMMUNITY**

Our community is diverse, healthy and connected

## **ECONOMY**

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

## **ENVIRONMENT**

We manage our natural environment appropriately to ensure a sustainable future for the community

## **ORGANISATION**

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





# A Message from the Shire President & Chief Executive Officer

## SHIRE OF DOWERIN - TIN DOG TERRITORY AND THE HOME OF THE DOWERIN FIELD DAYS

Welcome to the Shire of Dowerin - a place where community spirit runs deep, people look out for one another, and progress is grounded in practical, local values.

We're proud to present our Integrated Strategic Plan - a roadmap shaped by the voices of our community and built on a strong foundation of trust, resilience and shared purpose. Celebrating our rural roots as Tin Dog Territory and home of the iconic Dowerin Field Days, our identity is uniquely regional, and our commitment to our people is stronger than ever.

This plan is developed through meaningful engagement and feedback from our residents - your voice helped shape this plan. While we may not be chasing big-city innovation, we are rich in something far more valuable: connection, grit and community pride.





Our focus moving forward is simple and clear:

- Maintain and improve essential infrastructure and services;
- Keep Dowerin clean, safe, and welcoming;
- Support local events, businesses and tourism in a way that benefits everyone;
- Create opportunities for people of all ages to participate, contribute and belong.

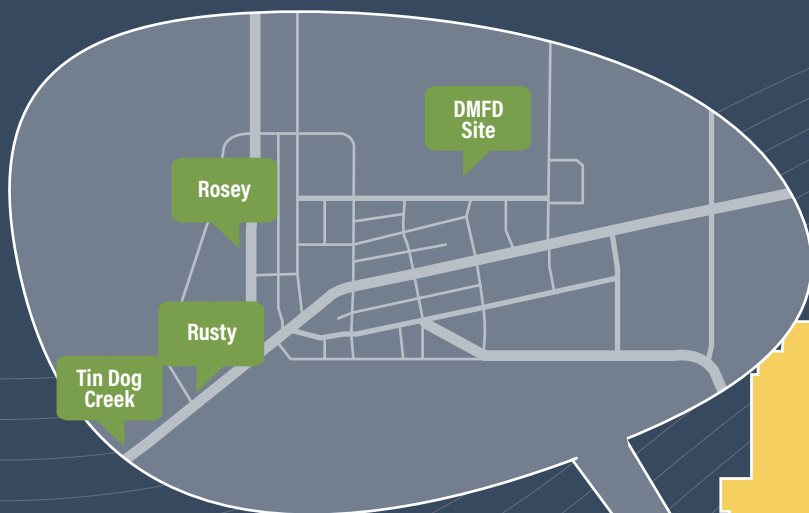
While we face the same challenges as many small towns, what sets Dowerin apart is our willingness to roll up our sleeves and work together. This plan is not just about ticking boxes – it's about making sure our Shire remains a place where people want to stay, raise a family, volunteer, and get involved.

As your Shire President and CEO, we are committed to delivering on this plan with transparency, accountability and care. We would like to thank everyone who took the time to share their ideas and opinions during the consultation period – and we look forward to continuing this journey with all of you.

**Cr. Robert Trepp**  
**Shire President**

**Manisha Barthakur**  
**Chief Executive Officer**





## The Shire



The Shire of Dowerin covers an area of approximately 1,867 square kilometres.



Over 25 hectares of land within the Shire are designated for recreational use.



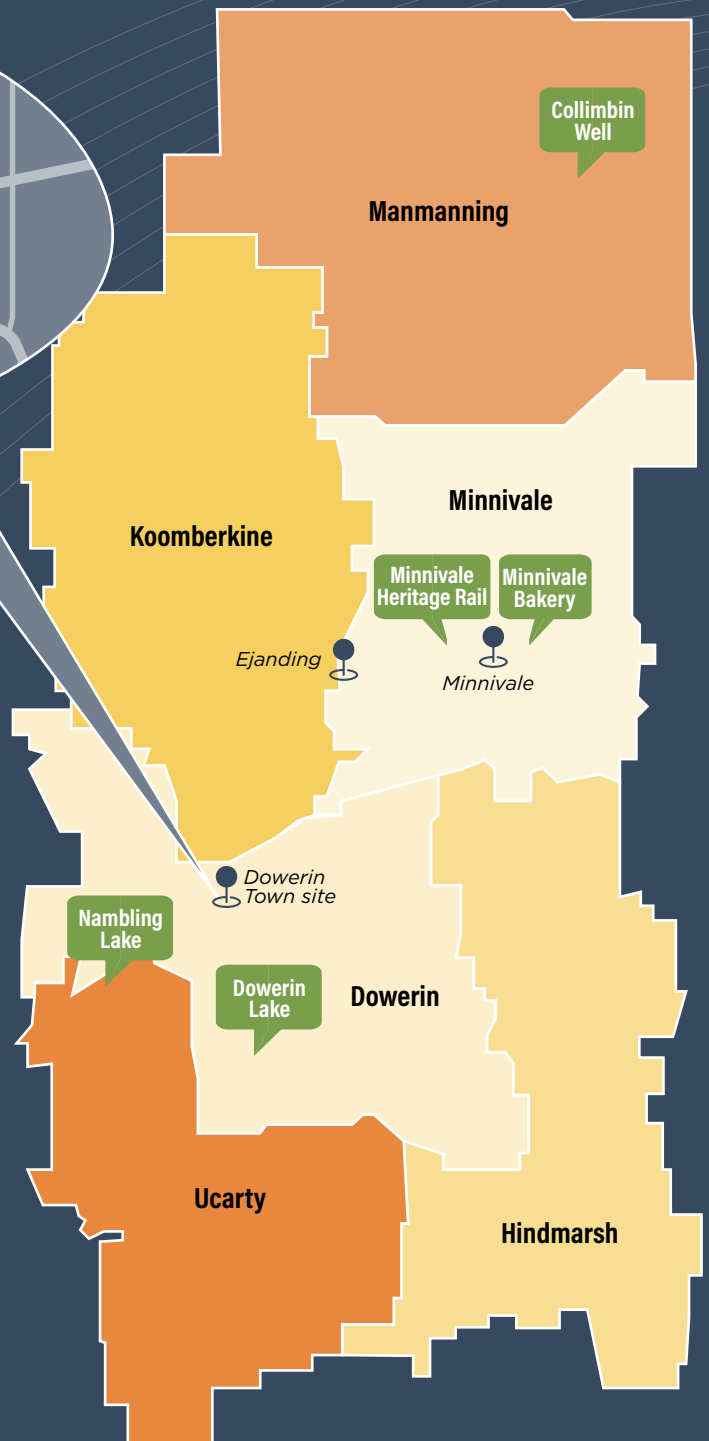
The Tin Dog Creek Walk Trail encompasses a 10-hectare natural bushland area



7.7kms of footpaths



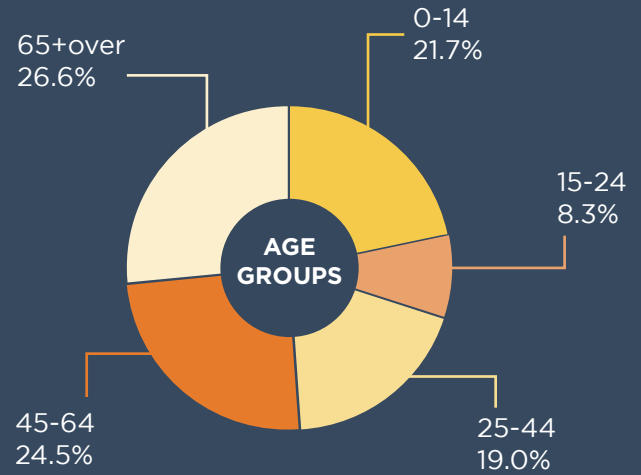
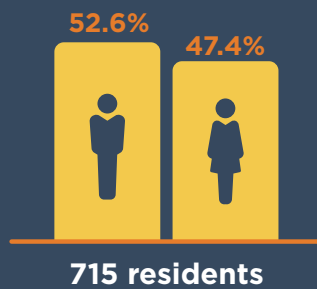
196kms of sealed roads  
773kms of unsealed roads





# Our Region

## OUR POPULATION



## INDUSTRIES



**Agriculture**  
36.1%



**Public Admin**  
5.9%



**Education**  
5.6%



**Construction**  
5.3%



**Retail**  
5.0%

## ECONOMIC

**130**

Businesses

**95%**

of the Shire's area is utilised by agricultural production

**\$50,500,000** Agricultural production (2020/2021)

**\$84,600,000** Regional exports (2022/2023)

## INTERNATIONAL DIVERSITY

81.1% population born in Australia



**England**  
4.4%



**Netherlands**  
0.9%



**South Africa**  
1.1%



**Philippines**  
0.9%



**Scotland**  
0.7%



# Elected Members

The Shire of Dowerin is governed by a Council comprising the Shire President and six Elected Members. Together, they represent the interests of the community and help shape its future through four-year terms.

Council provides strategic leadership for the Shire, drawing on community feedback to guide priorities and decisions. This direction is reflected through the Strategic Community Plan, Council meetings and committee work.

The Shire's administration, led by the Chief Executive Officer, puts Council's direction into action by delivering services, projects and initiatives that support and strengthen the community.



President

Cr Robert Trepp  
Term of office expires in 2027



Deputy President

Cr Nadine McMorran  
Term of office expires in 2025



Cr Wayne Allsopp  
Term of office expires in 2025



Cr Darrel Hudson  
Term of office expires in 2025



Cr Adam Metcalf  
Term of office expires in 2027



Cr Jason Sewell  
Term of office expires in 2027



Cr Bev Ward  
Term of office expires in 2025



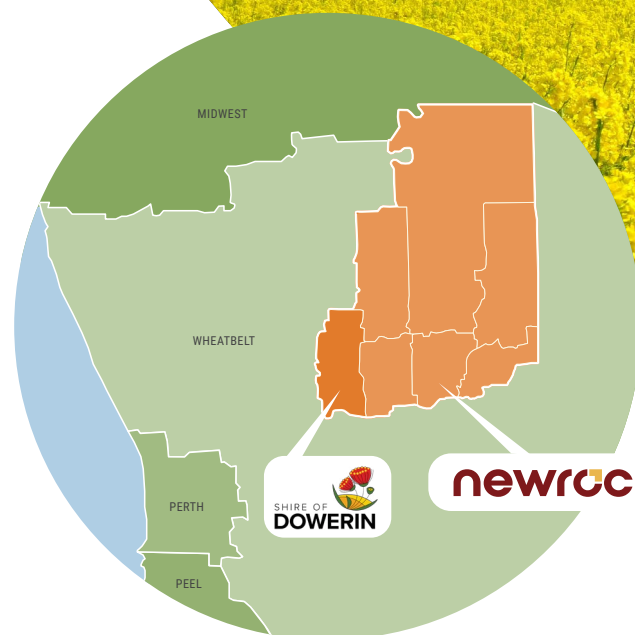




# The NEWROC

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

The Dowerin Strategic Integrated Plan complements the NEWROC Economic Development Plan which summarises regional priorities, those being:



PROGRAM	STRATEGY
Infrastructure and Service Delivery	1. NEWROC will advocate for investment from state and federal governments in critical, enabling and catalytic infrastructure and essential services including telecommunications, electricity, regional waste and health care
Tourism Sector Development	2. NEWROC will facilitate the development and growth of the tourism sector within the region. This may include tourism product development, visitor accommodation attraction, sector strategy and planning development and tourism asset and attraction investment.
Small Business Development	3. NEWROC will foster the creation, and growth of the small business sector within the region, by facilitating grant access, promoting small business establishment and encouraging small business networking and clustering.
Local Community Revitalisation	4. NEWROC will facilitate the revitalisation of and investment in local communities in the region including promoting precinct planning, community facility funding attraction and regional-level strategic planning.
Regional Brand Establishment	5. NEWROC will seek to establish a clear and compelling “brand” for the region to facilitate investment, business, funding, new resident visitor attraction and increase general State and national awareness of the region and associated Shires.





Criteria	Dowerin	Koorda	Mt Marshall	Mukinbudin	Nungarin	Trayning	Wyalkatchem
Area (Sq km's)	1867	2662	10,134	3414	1145	1632	1743
Sealed Roads (km)	196	245	307	204	249	181	175
Unsealed Roads (km)	773	840	1440	732	390	594	508
Population	715	361	459	579	255	298	470
No of Dwellings	410	298	350	315	134	255	332
No of Employees	34	19	27	27	10	14	14
No of Businesses	130	65	109	112	28	53	74
Value of Agricultural exports (\$m)	84.6	64.9	78.7	75.2	21.2	35.9	55.9
Primary School numbers	69	43	35	50	16	9	31
Secondary School numbers	33	7	11	31	7	11	14
Median household weekly income (\$)	1197	1341	1396	1547	1087	864	916



# Achievements since the last Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan (2021):

## SOCIAL

- ✓ Sourced funding and co-ordinated delivery on initiatives that support arts, culture, and learning
- ✓ Actively worked with our community to strengthen relations to enhance safety, wellbeing, and a sense of belonging
- ✓ Reviewed and made progress against our Disability Access and Inclusion Plan
- ✓ Supported volunteers through various initiatives
- ✓ Developed a Youth Plan
- ✓ Maintained a strong relationship with Dowerin DHS
- ✓ Partnership with the Shire of Goomalling for GP services

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## ECONOMIC

- ✓ Enhanced and developed the Dowerin Short Stay accommodation
- ✓ Actively participated in NEWTravel and Pioneer Pathways
- ✓ Participation in the NEWROC Worker Housing Study

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## ENVIRONMENT

- ✓ Investigated opportunities for improved waste management

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## CIVIC LEADERSHIP

- ✓ Undertook community satisfaction survey every two years
- ✓ Upheld Customer Service Charter
- ✓ Participation in regional groupings

## COMMUNITY ENGAGEMENT



## MEASUREMENT AND REPORTING

### HOW WE DEVELOPED THIS DOCUMENT

Our 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 Plan includes the Strategic Community Plan (10yrs) and Corporate Business Plan (4yr deliverables).

It was developed based on community engagement on what is important to the people that live within our Shire; input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for

their community; and current partnerships and projects already being delivered.

This Plan is part of the Integrated Planning and Reporting Framework that all Local Governments in Western Australia adhere to and is illustrated below:

ENGAGEMENT ACTIVITY	ATTENDEES
Community Workshop	100
Sporting and Community Groups Workshop	19
Resident and Ratepayer Survey	28
Sporting / Community Groups Survey	16
Business Survey and interviews	3
Total Engagement	166

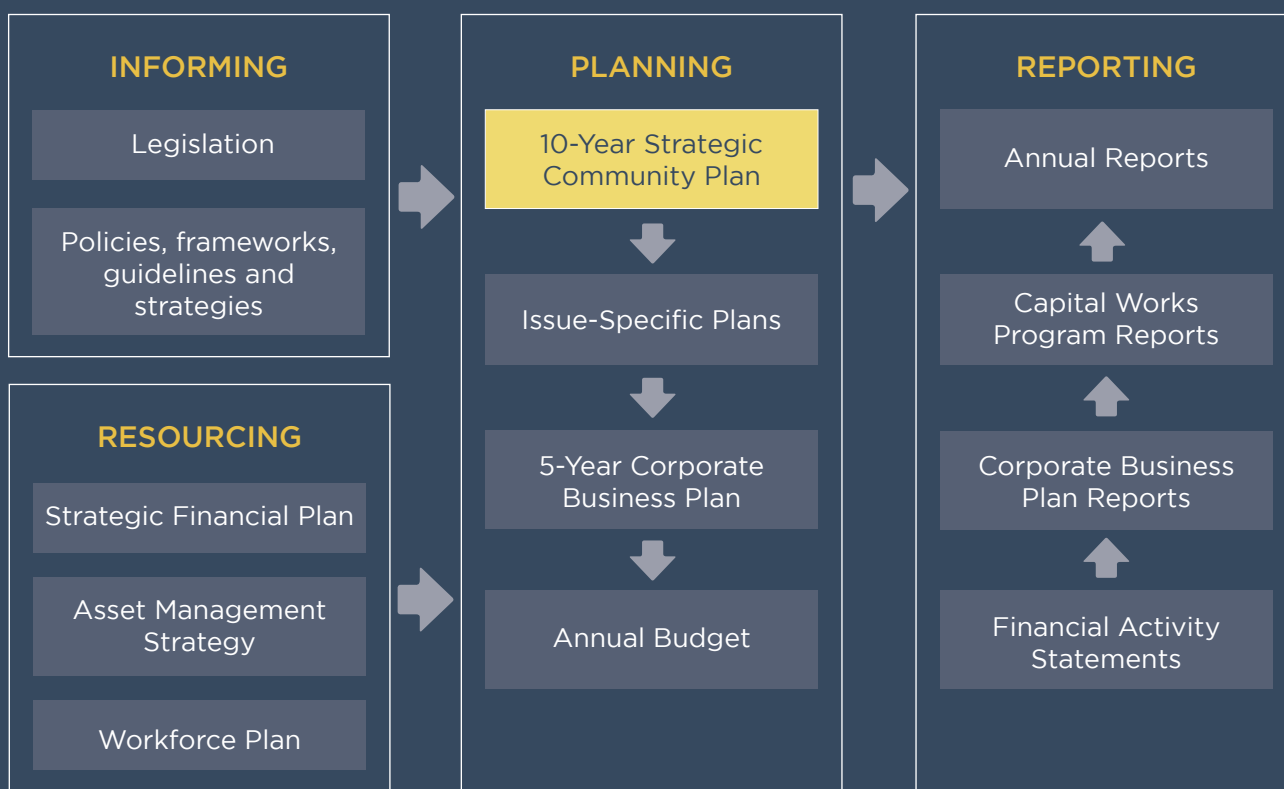


# Purpose of this Plan

*Dowerin 2035* is the Shire of Dowerin's strategic community plan, setting out our shared vision, goals, and priorities for the next ten years. It captures the community's aspirations and provides direction for future planning and service delivery. This plan forms the foundation for all other strategies and operational activities across the organisation. Under the Local Government Act 1995, all local governments in Western Australia are required to develop a ten-year strategic community plan.

## FRAMEWORK

*Dowerin 2035* is the Shire's highest-level planning document and forms a key part of the Integrated Planning and Reporting Framework. This framework also includes a range of supporting plans and strategies that guide our resourcing, service delivery, and progress reporting.



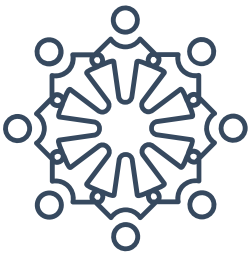






# How to use this Plan

Dowerin 2035 is a plan for everyone in our community — including residents, ratepayers, business owners, elected members, and the Shire's staff. It provides a shared direction and practical guidance for how we work together to shape the Shire's future.

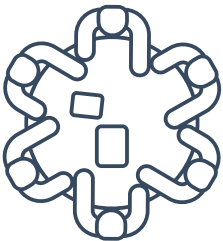


## COMMUNITY MEMBERS

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Residents, businesses, and other stakeholders can use this plan to:

- ▶ See how your input has helped shape the plan's direction
- ▶ Understand the key priorities identified by both the community and Council
- ▶ Gain insight into how local government makes decisions
- ▶ Reflect on how your own actions can contribute to positive outcomes for Dowerin

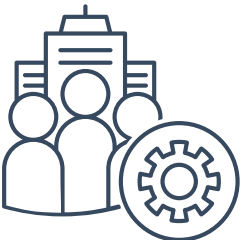


## ELECTED MEMBERS

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Councillors can use this plan to:

- ▶ Assess whether proposals and motions align with the community's long-term vision and goals
- ▶ Guide the allocation of funding and resources in line with strategic direction
- ▶ Ensure Council policies reflect and support the shared aspirations in this plan
- ▶ Monitor progress and performance across key focus areas



## SHIRE STAFF

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The Shire's workforce can use this plan to:

- ▶ Evaluate new initiatives and projects for alignment with strategic goals
- ▶ Deliver services and programs that respond to legislative obligations and community expectations
- ▶ Navigate competing priorities by considering which actions best support the plan's outcomes



## 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 2028/29 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.









# What our Community told us

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

- ▶ The pride that local people and in particular long-term residents have in the community.
- ▶ Consideration towards re-purposing, increasing use of and consolidating Shire assets.
- ▶ Coordinated and planned renewal and upgrade of sport facilities.
- ▶ The importance of parks, gardens and enhancement of open public spaces in the town centre.
- ▶ The potential for the pool of volunteers to continue to decline in sport, recreation and community groups.
- ▶ The importance of tourism and enhancing the visitor experience.
- ▶ The strong desire to see residential housing growth, land assembly and commercial growth.
- ▶ Sealed and gravel roads that are capable, efficient, safe and can accommodate the freight task.
- ▶ Preparing for renewable energy proponents.

# Our 10 year Plan on a page

There are four strategic pillars to our Strategic Integrated Plan. Within each pillar, there is a statement of strategic outcome and there are details of what we will focus on (strategic priorities), aside from our 'business as usual' approach and desire for continuous improvement. We will report against the strategic priorities.

Strategic Pillar	ECONOMY	COMMUNITY	ENVIRONMENT	CIVIC LEADERSHIP
<b>Statement of Strategic Outcome</b>	We are an attractive location to invest, live, play, visit and work	Our community is diverse, healthy, and connected	We manage our natural environment appropriately to ensure a sustainable future for our community	We are recognised as a transparent, well governed, and effectively managed Local Government
<b>Community Priorities</b>	1.1 Ensure the road network is safe and capable of the freight task 1.2 Facilitate growth of the local economy 1.3 Prioritise key economic drivers	2.1 Community connection, inclusiveness, and care for one another 2.2 Support and maintain facilities that promote an active and healthy lifestyle 2.3 There are local activities and opportunities for young people 2.4 Promote our experiences and attractions 2.5 We care and support seniors	3.1 Improve waste management 3.2 Protect and use natural resources sustainably	4.1 Deliver a high standard of governance and administration 4.2 Keep the community informed and seek their feedback 4.3 Advocate effectively on behalf of our community
<b>SGD Alignment</b>	8   9   11	3   4	6   7   13   15	16   17
4yr Delivery Plan				

Australia was one of 193 countries to commit to the Sustainable Development Goals (SDGs) by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations. Implementation of the Goals at a local level can enhance services to meet the needs of local communities. Each of the Shire of Dowerin's goals are aligned to the SDGs





### CURRENT INFORMING STRATEGIES

Annual Budget  
Town Planning Scheme  
Youth Plan  
Disability Access and Inclusion Plan  
NEWROC Economic Development Plan

### FUTURE INFORMING STRATEGIES

Road Hierarchy and Management Plan  
Workforce Plan  
Long Term Financial Plan  
Asset Management Plan  
Sport and Recreation Plan

Key **assumptions** in this Plan:

- ▶ Our population and rate base will remain stable;
- ▶ CPI will not exceed a 10yr average of 4%;
- ▶ External road contractors can be retained;
- ▶ We can attract external funding from Federal and State Government for capital projects;
- ▶ We can attract and retain a local, skilled workforce and the wages remain stable;
- ▶ Volunteers continue to offer their time and energy towards community priorities and emergency services;
- ▶ Agricultural production will be average;
- ▶ Average to increasing number of local natural disasters (bushfire, flood, storms);
- ▶ The provision of GP costs does not rise disproportionately;

We fulfill our vision, mission and purpose through the following roles:

**ADVOCATE:** We lead and represent the community on key issues

**PARTNER:** We collaborate with other organisations to deliver services and projects

**DELIVER:** We provide services and infrastructure

**FACILITATE:** We coordinate and enable other organisations

**REGULATION:** We enforce statutory requirements

# Strategic Risks & Challenges

## COMMUNITY

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- ▶ Population stabilisation and growth
- ▶ Ageing population
- ▶ Availability of volunteers and the number is reducing
- ▶ Succession planning at Council and in community leadership positions
- ▶ Children boarding away and families spending increased time in Perth
- ▶ Medical and primary health services (attraction, cost, delivery)

## ENVIRONMENT

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- ▶ Impact of renewable energy projects on the community and productive agricultural land
- ▶ Disaster preparedness and response

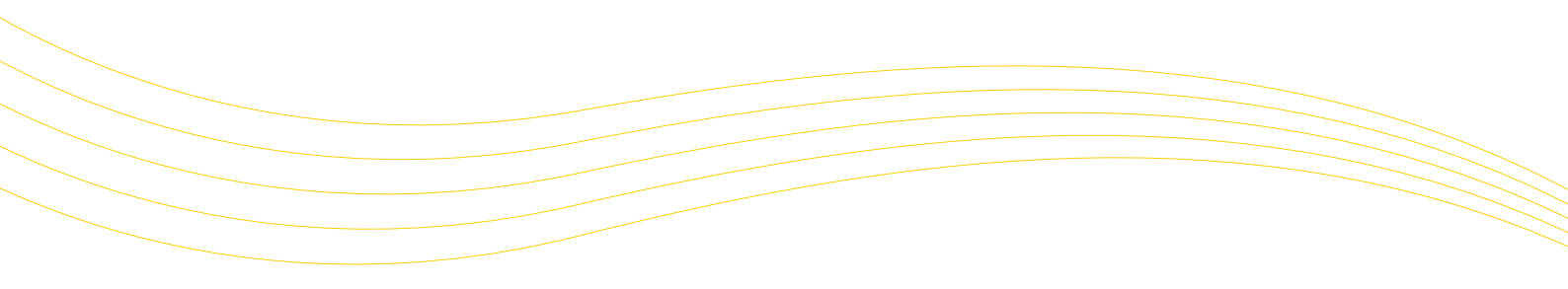
## ECONOMY

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- ▶ Secure supply of gravel
- ▶ Large freight task
- ▶ Accommodation shortfall (Shire and local businesses)
- ▶ Upkeep and expansion of Shire housing stock
- ▶ Main street buildings empty or allocated for storage

## CIVIC LEADERSHIP

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- ▶ Confidence in our financial plans
  - ▶ Past legacies
  - ▶ Conservative approach
  - ▶ ERP cost
  - ▶ Cybersecurity threats
  - ▶ Increased compliance in the sector
  - ▶ Maintenance costs for Shire facilities
  - ▶ Unused buildings that could be activated
  - ▶ Attraction of staff with specific skill sets for roles
- 





# Our Plan for the Future

## STRATEGIC PRIORITIES AND ACTIONS

## Our Community

*“Our community is diverse, healthy, and connected”*

NO	COMMUNITY PRIORITY	4 YEAR ACTIONS	OUR ROLE	25 26	26 27	27 28	28 29
1.1	Community connection, inclusiveness, and care for one another	a. Continue to advocate, support and value service delivery to our community.	Partner and Deliver	x	x	x	x
		b. Develop and implement a bike and footpath plan inclusive of ramp access at identified sites.	Partner and Deliver		x	x	
		c. Investigate upgrade to community bus to include improved disability and wheelchair access.	Deliver		x	x	
		d. Investigate options for the continued provision of GP services.	Deliver		x		
1.2	Support and maintain facilities that promote an active and healthy lifestyle	a. Review and demonstrate progress of the Shire Disability Access and Inclusion Plan (DAIP).	Deliver	x	x	x	x
		b. Investigate options for the purpose and role of the Town Hall and Lesser Hall.	Deliver	x	x		
		c. Develop a sport and recreation facilities plan for facility renewal and upgrades in partnership with clubs.	Partner and Deliver	x	x		
		d. Attract external funding to upgrade the Dowerin Aquatic Centre.	Partner and Deliver		x	x	x
		e. Maintain parks, gardens and open spaces in line with resourcing and community priorities.	Deliver	x	x	x	x



NO	COMMUNITY PRIORITY	4 YEAR ACTIONS	OUR ROLE	25 26	26 27	27 28	28 29
1.3	There are local activities and opportunities for young people	a. With community groups investigate and implement viable volunteer models.	Facilitate		x	x	x
		b. Support the CRC to implement actions from the Youth Plan and community engagement strategy.	Deliver	x	x	x	x
		c. Maintain a strong supportive relationship with the Dowerin District High School to encourage youth development.	Partner	x	x	x	x
1.4	We care for and support seniors	a. Investigate the 'Staying in Place' model.	Partner	x	x		
		b. Continue to be a member of CEACA and advocate for external funding for housing.	Partner and Deliver	x	x	x	x
		c. Continue delivery of the Home and Community Care service.	Partner and Deliver	x	x	x	x

# Our Economy

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

NO	COMMUNITY PRIORITY	4 YEAR ACTIONS	OUR ROLE	25 26	26 27	27 28	28 29
2.1	Ensure the road network is safe and capable of the freight task	a. Develop a Road Management Program.	Partner and Deliver	x			
		b. Develop and implement a Road Hierarchy.	Deliver	x	x	x	
		c. Develop and implement a Gravel Source Strategy and Policy.	Deliver	x	x	x	
		d. Enhance and maintain the road transport network.	Partner and Deliver	x	x	x	x





NO	COMMUNITY PRIORITY	4 YEAR ACTIONS	OUR ROLE	25 26	26 27	27 28	28 29
2.2	Facilitate growth of the local economy	a. Implement a Marketing Plan that promotes the lifestyle and opportunities within Dowerin.	Deliver		x	x	x
		b. Consult with the community and businesses to develop a community benefit framework for renewable energy and mining projects.	Deliver		x	x	x
		c. Develop a Main Street revitalisation strategy that promotes business opportunities, lifestyle and tourism.	Advocate	x	x		
		d. Collaboratively plan and deliver improvements to the main street, with assistance from the Dowerin Town Team.	Partner and Deliver	x	x	x	x
2.3	Prioritise key economic drivers	a. Identify and coordinate residential and industrial land assembly and headworks.	Deliver		x	x	x
		b. Attract external funding to re-purpose the Old Bowling Greens.	Partner and Deliver		x	x	x
		c. Collaborate with local groups and NEWROC to seek opportunities, funding and partnerships for the delivery of worker housing options.	Partner and Deliver	x	x	x	x
		d. Advocate for solutions to mobile blackspots and reliable power to telecommunications.	Advocate	x	x	x	x
2.4	Promote our experiences and attractions	a. Develop an events plan and associated marketing strategy for Dowerin.	Partner and Deliver	x	x	x	x
		b. Active participation in NEWTravel and Pioneer's Pathway to promote our attractions.	Partner and Deliver	x	x	x	x
		c. Enhance the local visitor experience, particularly the area around Rusty, Town Entries, Minnivale campgrounds, Railway museum and heritage walk trail experiences.	Partner and Deliver	x	x	x	x

# Our Environment

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

NO	COMMUNITY PRIORITY	4 YEAR ACTIONS	OUR ROLE	25 26	26 27	27 28	28 29
3.1	Improve waste management within the Shire	a. Work with NEWROC to improve local waste management infrastructure.	Partner and Deliver	x	x	x	x
3.2	Protect and use natural resources sustainably	a. Efficient resource consumption and collection including water, energy and non-renewable resources.	Deliver	x	x	x	x
		b. Manage weeds and pests, verge side vegetation and firebreaks.	Deliver	x	x	x	x
		c. Support emergency volunteers and Bushfire chief and team and explore a CESM opportunity.	Deliver	x	x	x	x











# Our Organisation

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

NO	COMMUNITY PRIORITY	4 YEAR ACTIONS	OUR ROLE	25 26	26 27	27 28	28 29
4.1	Deliver a high standard of governance and administration	a. Investigate the best option and budget for financial management systems for effective governance and administration of Council.	Deliver		x	x	
		b. Long term financial plans are implemented and monitored to assist with the timing and achievement of our goals.	Deliver	x			x
		c. Implement and monitor the annual budget to support timely progress toward strategic goals.	Deliver	x	x	x	x
		d. Investigate shared services and resourcing through partnerships.	Partner and Deliver	x	x	x	x
		e. Undertake a community satisfaction survey every two years.	Deliver		x		x
		f. Continue to implement, monitor and report against the Integrated Planning and Reporting milestones.	Deliver	x	x	x	x
4.2	Keep the community informed and seek their feedback	a. Develop and implement and review a Community Engagement Strategy.	Deliver	x			x
		b. Improve regular communication to inform our community of decisions, actions and upcoming activities.	Deliver	x	x	x	x
4.3	Advocate effectively on behalf of our community	a. Develop a robust advocacy strategy and maximise the ability to advocate with other government departments, key ministers /cabinet, with members of Great Eastern Country Zone, North Eastern Wheatbelt Regional Organisation of Councils(NEWROC), and the WA Local Government Association, development commissions etc.	Partner and Advocate	x	x	x	x



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SHIRE OF  
**DOWERIN**  
TIN DOG TERRITORY