'The Council and Staff of the Shire of Boddington, in partnership with the community, are committed to operating effectively and efficiently to provide quality lifestyle opportunities that encourage population growth and development'

MINUTES

For The Ordinary Meeting of Council Held At

5PM, TUESDAY 19 APRIL 2016

Council Chambers
39 Bannister Rd, Boddington

Hotham Williams Economic Development Alliance

Strategic Plan 2016-2020

DISCLAIMER

This Strategic Plan was prepared by the Hotham Williams Economic Development Alliance (HWEDA) and does not necessarily represent the views of the Local Government Authorities, its officers, employees or agents. Any representation, statement or opinion expressed or implied is made in good faith and on the basis that HWEDA are not liable for any damage or loss whatsoever which may occur as a result of action taken or not taken, as the case may be, in respect of any representation, statement, opinion or advice referred to herein. Professional advice should be obtained before applying the information contained in this document to particular circumstances.

The Hotham Williams Economic Development Alliance Strategic Plan 2016-2020 is intended to be read in conjunction with the Hotham Williams Economic Development Implementation Plan (2016).

ACKNOWLEDGMENTS

HWEDA wishes to acknowledge the support and assistance provided initially, by Sharon Moore of Labyrinth Consulting and subsequently by Joanne Burges from the WA Local Government Association and Rebekah Burges of TMR Consulting Services in the preparation and review of this Plan.

FURTHER INFORMATION

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INTRODUCTION

The Hotham Williams Economic Development Alliance (HWEDA) Strategic Plan was initially produced as a 'draft' in 2013 to assist in providing the group with a clear strategic direction for economic development in the Marradong Region.

A review of the 'Draft' began in September 2015 with a workshop, including an environmental scan to consider any significant changes that would influence the Alliance direction and more particularly the strategic nature of the activities undertaken.

As outlined further, this plan is highly cognisant of the strategic environment in which it exists and thus acknowledges and where possible aligns to state, regional and local Government aspirations.

The Hotham Williams Economic Development Alliance

HWEDA (Hotham Williams Economic Development Alliance) was established as part of the Boddington SuperTown Economic Development Strategy. The Alliance is a collaborative sub-regional group made up of the three communities of Williams, Wandering and Boddington.

In late 2012, the Shire of Boddington received $1.17m funding for 2 years to establish an Economic Development Unit at the Shire of Boddington, engage staff and implement an Economic Development Strategy for the sub-region. One of the outcomes of this funding, was to form a strategic alliance and to prioritise economic development resources within the region and provide ongoing economic input into Supertown Growth Plan. During the duration of the 2 year project, the Hotham-Williams Economic Development Alliance was established and commenced discussions around the economic development opportunities regionally.

HWEDA is an incorporated association with nominated membership from the three towns of Boddington, Wandering and Williams.

The business sector has representation from each town and additionally ex-officio representation from South 32 (previously BHP Billiton Worsley) and Newmont Boddington Gold.

The current membership of HWEDA is:

Cr Greg Cavanagh	Chair	Shire of Williams (Local Government Representative)
Cr Brenden Whitely		Shire of Wandering (Local Government Representative)
Cr Martin Glynn		Shire of Boddington (Local Government Representative)
Richard Atkins		Boddington (Business Representative)
Wade Gowland		Wandering (Business Representative)
Heather Rose		Williams (Business Representative)
Jenny Fisher		Newmont Boddington Gold (ex-officio)
Alysia Tringrove		South 32/Worsley (ex-officio)

Elected members are also supported by their respective CEOs and EDOs

Chris Littlemore	Chief Executive Officer, Shire of Boddington
Tahnee Forbes	Economic Development Officer, Shire of Boddington

Amanda O'Halloran	Chief Executive Officer, Shire of Wandering
Geoff McKeown	Chief Executive Officer, Shire of Williams
Heidi Cowcher	Economic Development Officer, Shire of Williams Executive Officer HWEDA

REGIONAL OVERVIEW

Comprised of the Boddington, Wandering and Williams Local Government Areas, the Hotham Williams region of Western Australia is home to almost 3,900 people spread across over 6,100 square kilometers and numerous townships. The Shire of Boddington is home to the largest number of people in the region, with over 2,500 residents.

Boddington

The Shire of Boddington is situated in the Peel region of Western Australia (WA), approximately 123 kilometres southeast of Perth and 92 kilometres southeast of Mandurah. The Shire is accessible from the north via the Albany Highway from Perth and via the Pinjarra Williams Road from Mandurah to the west.

The Shire covers a land area of 1,900 square kilometers and is home to an estimated resident population of 2,523 (ABS resident population estimates, 2014).

The economy of Boddington is supported primarily by mining. The Shire is home to two significant mines. Newmont Mining, owned Newmont Boddington Gold, which will be the largest gold mine in Australia upon completion; and South32/Worsley, one of the largest and lowest-cost bauxite mining and alumina refining operations in the world.

Due to its mining activities, the town is continually undergoing significant growth phases, largely dependent on the current state of the mining business in the Shire.

Williams

The Shire of Williams is located in the Wheatbelt region of WA, approximately 160 kilometres south of Perth along the Albany Highway. ABS estimates put the current population of the Shire at 932.

In addition to being a wool, livestock and grain producing area, recent years have seen the town expand in residential building, tourism related development and the establishment of an industrial area.

Wandering

The Shire of Wandering is located in the Wheatbelt region of WA, approximately 120km to the south-east of Perth along the Albany Highway.

With an estimated population of 438, the Shire of Wandering is the smallest local government in the sub-region, but what it lacks in size and population, it makes up for in terms of its vitality and thriving community. The primary industry supporting the Wandering economy is agriculture. In recent years the Shire has made significant improvements in its economic opportunities and pursuits in an attempt to improve the economic development opportunities for the shire and the wider sub-region.

Demographics

The current resident population of the Hotham Williams region is 3,893. The Shire of Boddington is by far the most populous of the Local Government's within this region accounting for approximately 65% of the total population. Population projections provided by the WA Planning Commission (refer to table 1)

indicate that the Boddington Shire will continue to experience strong growth over the next 10 years, while the same data suggests that the populations of the Shires of Wandering and Williams may decline over this same period. It is important to note that estimations of population growth or decline are based on worst case scenarios and do not take into consideration any economic development opportunities that may be in the pipeline and may have significant impacts on population statistics.

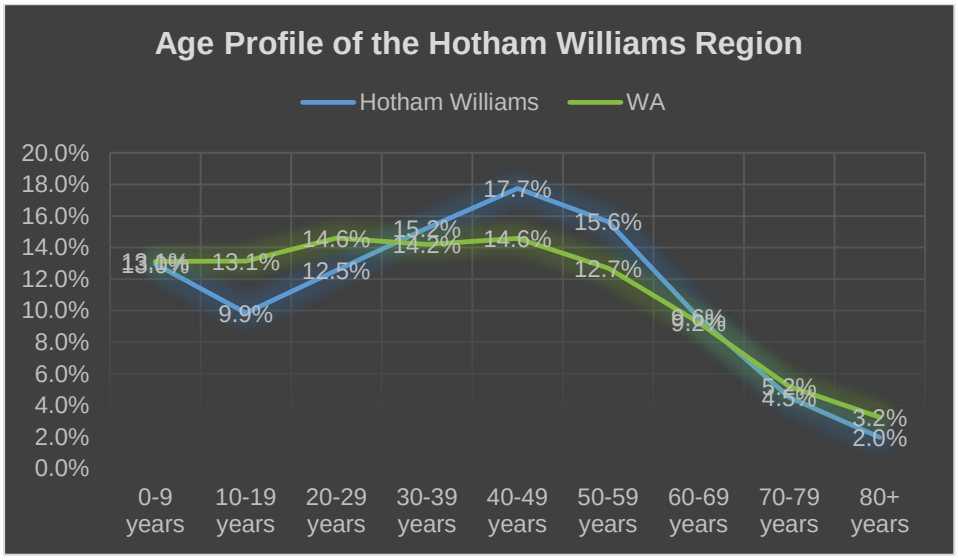
Table 1 Population of the Hotham Williams Region.

Local Government	2004	2014p	Change	Population Projections 2026	Predicted Change
Boddington	1382	2523	1141	3660	1137
Wandering	365	438	73	350	-88
Williams	932	932	0	890	-42

Source: Australian Bureau of Statistics (ABS) Regional Population Growth, Australia, cat. No. 3218.0 released 31 March 2015 and WA Planning Commission (2015) Band C Projections

The age profile of the Hotham Williams region indicates an above State average representation of people aged 40 to 59 years and an underrepresentation of young people with below State averages in the 10 to 19 and 20 to 29 age ranges. Around 10% of the region's population is aged 65 and over.

Figure1 Age profile of the Hotham Williams Region



Economy

The economy of the Hotham Williams region is founded on agricultural and mining activity. Whilst these are currently relatively stable and well performing industries, the global exposure of both of these sectors means that the regional economy has a higher risk profile. Poor commodity prices can and do have significant impacts. Mining features most prominently in the local Boddington economy with the presence of both gold and bauxite mining. Agriculture is the primary industry in Wandering and Williams, where a mix of crops and livestock are produced for domestic and international markets. Continuing improvements in the economic diversification, together with innovation measures in both sectors, will be

critical to addressing this risk and improving and strengthening the sustainability for the sub-region as a whole.

The Hotham Williams regional economy is at a distinct advantage, compared to many regions around the country, in that it has exposure to two separate foundational industries – agriculture and mining. This provides the region with greater levels of economic stability and sustainability in the long-term, however the global exposure of both of these sectors means that the regional economy also has a high risk profile.

Outside of mining and agriculture there are no other major industry sectors in the Hotham Williams region. This coupled with below State and National averages of small business creation and entrepreneurship has resulted in a region with low economic diversification.

Agriculture

From 1996/97 to 2011/13, the Hotham Williams' Region produced over 1.4 million tons of coarse grain agricultural commodities. Barley comprised approximately 37% of the region's produce, whilst oats formed the second highest share of produce at 23%. Canola and wheat both accounted for approximately one-fifth of the region's produce. Volume-wise, Wandering and Williams composed the majority of the region's grains production.

Across a 15 year assessment period, Boddington, Wandering and Williams all recorded average yields that were significantly higher than the averages for Agzone 3 (where the Hotham Williams Region is situated) and the State.

Mining

Mining features prominently in the local Boddington economy, with the presence of both gold and bauxite mining. Boddington Gold Mine, owned and operated by Newmont Mining, is one of the largest gold mines in Australia with an annual production of 696,000 ounces of gold and 69 million pounds of copper. As of October 2014, the mine had approximately 2,000 employees and contractors.

South 32/Worsley Alumina is one of the largest and lowest-cost bauxite mining and alumina refining operations in the world. Bauxite mining takes place in the forest and on agricultural land near Boddington. After crushing, the bauxite is transported to the alumina refinery near Collie via an overland conveyer system, where it is turned in to alumina powder and exported to international markets via the Bunbury Port.

Employment Characteristics

The Hotham Williams region is generally characterised as a low unemployment region. At the time of the 2011 Census, unemployment rates in Boddington, Williams and Wandering (refer to Table 1) were well below the State unemployment rate of 4.7%. All three Local Governments are known to have highly variable unemployment rates due to their small labour force and population sizes. In general terms, the unemployment levels are low as if people are not gainfully employed then they migrate away from the region as there is little else to retain them in these towns.

The most common occupations in the Boddington Local Government Area at the time of the 2011 Census were Technicians and Trades Workers (24.5%), Machinery Operators and Drivers (20.5%), Professionals (12.3%), Managers (10.8%), and Labourers (10.7%). Of the employed people in Boddington the vast majority (34.5%) worked in Metal Ore Mining. Other major sectors of employment include Heavy and Civil Engineering (5.6%), School Education (4.3%) and Sheep, Beef and Grain Farming (4.2%).

The most common occupations in the Williams Local Government Area included Managers (37.9%), Labourers (12.2%), Technicians and Trades Workers (11.8%), Machinery Operators and Drivers (9.6%), and

Professionals (8.5%). Sheep, Beef and Grain Farming was by far the biggest employment sector at 35.7% of the employed labour force. School Education (6.2%), Metal Ore Mining (3.7%) and Local Government Administration (3.5%) were other major industries for employment at the time of the 2011 Census.

The most common occupations in the Wandering Local Government Area include Managers (36.7%), Machinery Operators and Drivers (17.3%), Technicians and Trades Workers (11.8%), Clerical and Administrative Workers (11.4%), and Labourers (10.5%). As with the Shire of Williams, the largest industry of employment in Wandering at the time of the 2011 Census was Sheep, Beef and Grain Farming at 35.4%. Other major industries of employment were Metal Ore Mining (13.5%), Local Government Administration (5.5%) and School Education (4.6%).

Table 2 Labour Force Characteristics.

Local Government	Labour Force	% Employed Full-time	% Employed Part-time	% Unemployed
Boddington	1175	71.7	17	2.5
Williams	551	61.2	29.4	2.2
Wandering	241	68.5	22.4	2.1

Source: Australian Bureau of Statistics (ABS) 2011 Census of Population and Housing Quick Stats, last updated March 2013

Community & Connectedness

Major population servicing sectors such as health/medical services, education and retail are underrepresented in the Hotham Williams region. Limited access to health and education could be directly attributing to the below state averages of young people and those aged 80 years and above within the region as the groups most reliant upon these essential services have to leave the area to gain access to them.

All Local Governments in the Hotham Williams region have a high level of community engagement. This is a strong asset to the region and reflects a strong community response to addressing the service shortfalls that characterise sectors such as health and social assistance.

Transport Infrastructure

The region has strong connections to the rest of Western Australia through the Albany Highway. The Albany Highway provides direct connection back to metropolitan Perth, with travel times varying between 98 minutes from Boddington to 112 minutes from Williams. The Albany Highway also provides an important freight and tourist route; providing exporters with access to major port facilities at Fremantle and Bunbury and visitors' access to the South West and Great Southern regions of the State.

Telecommunications

Digital connectivity is limited, though is favorable compared to many regional parts of the State. Mobile phone coverage is comparatively high, though it is less ubiquitous in Wandering and black spots remain throughout the region. Household internet connectivity is also comparatively strong, with Boddington and Wandering having similar rates to the national average. However, the quality of broadband access is generally below average.

Education

Qualification and skills levels of workers living in the Hotham Williams region are below average. School and University completion rates are below national averages, though Technical training qualification rates

are broadly in line with national levels in Boddington and Wandering. English proficiency is also below average in Boddington, reflecting the ethnic and socio-economic composition of the population.

Table 3 Skills Profile of the Hotham Williams Region

Skills	Boddington	Wandering	Williams	Nation
Year 12 Qualified	29.2%	n/a	22.5%	46.1%
University Qualified	11.1%	10.5%	13.7%	22.8%
Technical Qualified	32.1%	32.4%	27.7%	31.6%
Early School Leavers	47.7%	56.2%	47.1%	42.2%

Source: ABS 2011 Census of Population and Housing

Regional Trends

- The economy of the region whilst being relatively stable, is highly dependent on its foundational industries of agriculture and mining. Industry diversification is necessary for long term sustainability and growth of the regional economy.
- Whilst diversification is necessary, building on Agriculture as a foundational industry is a key development opportunity for the Hotham Williams economy. Profiling the region as an existing source of quality food products and as a future growth and expansion area will secure the future of this region as an important contributor to agriculture and food production in WA.
- Unemployment in the region has traditionally remained lower than State and National Averages. High labour force participation, whilst desirable does limit the available labour pool within the region, necessitating the in-migration of workers to enable further industry growth in the region.
- The current skills profile of Hotham Williams' workers is low, with below average school completion and tertiary qualifications. Enhancing the skills base of the regions workforce and attracting new workers is therefore essential.
- Small business development in Hotham Williams is mediocre, with rates of business creation and operation well below State and National averages. Supporting the establishment and nurturing the growth of small businesses is key to realising the potential of Hotham Williams' strategic economic assets and comparative advantages.
- The population of the Hotham Williams region lacks a critical mass to support viable health, retail, education and other service sector offerings. The ability to provide core services is of particular importance in economic development as it acts as an attractor or detractor of new residents and workers to a region.
- Transport, logistics and manufacturing sectors are underrepresented in the Hotham Williams region's economy, despite the presence of major mining and agricultural activity and the strategic position of the region relative to port and arterial road infrastructure.
- Tourism is not a significant value adding sector to the Hotham Williams economy. Tourism can however, provide a valued source of non-local expenditure to the region. The demand for services and infrastructure resulting from tourism activity can also assist in improving the quality and capacity of local infrastructure assets by providing the critical mass of people required to justify investment.

POLICY & PLANNING FRAMEWORK

HWEDA acknowledges and is highly cognisant of the importance of clear linkages to State and Commonwealth Planning documents.

This Strategic Plan review has given due consideration and includes input from the following key regional documents:

- RDA Wheatbelt Regional Plan;
- RDA Peel Regional Plan
- State Planning Strategy;
- State Planning and Development Framework
- Wheatbelt Development Commission Regional Blueprint;
- Peel Development Commission Regional Blueprint;
- Strategic Community Plan Economic Development projects from the Shires of:
    - Boddington;
    - Wandering; and
    - Williams
- Boddington District Economic Development Strategy;
- Draft Boddington Tourism Strategy; and
- The work currently being undertaken as part of the Economic Development Implementation Strategy Project.

The State Planning Strategy, Wheatbelt Development Commission Blueprint and the Peel Development Commission Regional Investment Blueprint provide guidance with their key aspirations included in this Strategic Plan (refer to Appendix 1) as a point of reference. The following schematics outline these aspirations and assist in providing the key linkages between the State, region and Local levels of government, with a particular focus on economic development.

<table>
<tr><td colspan="3">VISION: SUSTAINED GROWTH AND PROSPERITY</td></tr>
<tr><td colspan="3">Diverse Liveable Connected Collaborative</td></tr>
<tr><td colspan="3">PRINCIPLES</td></tr>
<tr><td colspan="3">Community Infrastructure Economy Regional Development
Environment Governance</td></tr>
<tr><td colspan="3">STRATEGIC GOALS</td></tr>
<tr><td colspan="3">Global Competitiveness Strong and resilient regions Sustainable communities
Infrastructure planning and coordination Conservation</td></tr>
<tr><td colspan="3">STRATEGIC DIRECTIONS</td></tr>
<tr><td>1. Economic development
1.1 Resource economy
1.2 Knowledge transfer
1.3 Tourism
1.4 Agriculture and Food
1.5 Remote Settlements
1.6 Land Availability
1.7 Environment
1.8 Security</td><td>2. Physical infrastructure
2.1 Movement
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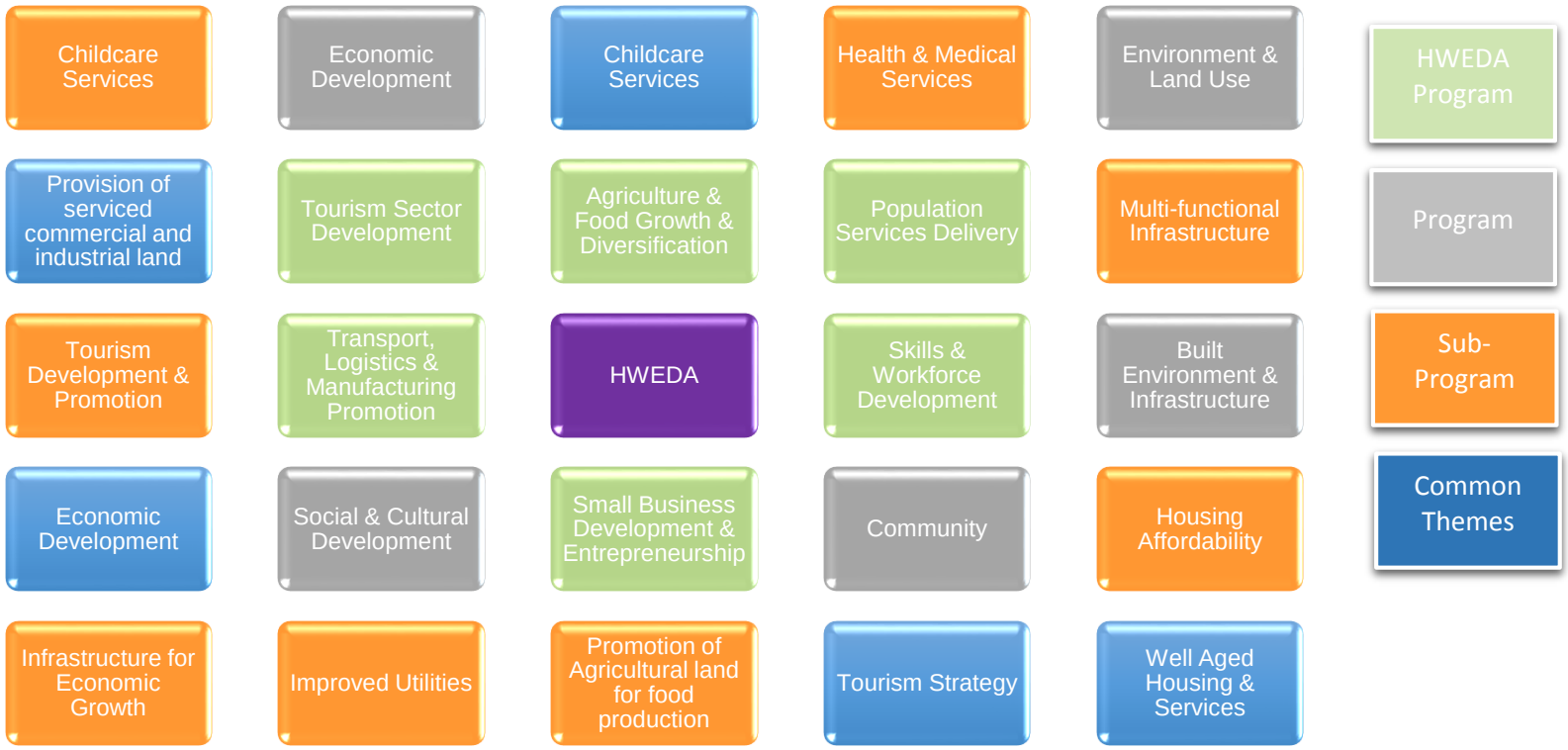
3.1 Spaces and places
3.2 Affordable living
3.3 Health and well being</td></tr>
<tr><td colspan="3">ACTION PLANNING</td></tr>
<tr><td colspan="3">Implementation Evaluation</td></tr>
</table>

Strategic Drivers

Analysis of individual Local Government Strategic Community Plans reveals many areas of commonality and may assist in formulating key strategic opportunities for the future:



STRATEGIC FRAMEWORK

Vision

The future of the Hotham-Williams economy will be determined by the capacity of its stakeholders to leverage the region's drivers, characteristics and capacity for growth. The following vision encapsulates this and will serve to remind the Alliance of its strategic intent and direction:

The Hotham-Williams region is dynamic, prosperous and sustainable. The region leverages its foundations in agriculture and mining to attract new residents, industries and businesses. The regional economy is diversified and globally competitive, supported by an entrepreneurial culture that welcomes investment and supports the creation of skills and high income employment opportunities.

This Vision is comprised of a series of discrete elements:

- ***The Hotham Williams Region is Dynamic, Prosperous and Sustainable ….***The Hotham Williams economy generates significant prosperity for local residents and communities in the long-term and is regarded as a dynamic and attractive place to live, work and play.
- ***…The Region leverages its foundations in agriculture and mining….*** The current strengths and comparative advantages of the Hotham Williams region for a strong and resilient base to the regional economy.
- ***…. To attract new residents, industries and businesses…*** The economic activity in the foundational industries are leveraged to help grow the population of the region and increase the number and type of industries and businesses that call the Hotham Williams region home.
- ***….The regional economy is diversified and globally competitive….*** Economic value added is generated by a range of sectors and businesses and industries in the region can compete effectively in national and global markets.
- ***….supported by entrepreneurial culture that welcomes investment ….*** Residential and business communities are entrepreneurial, continuously identifying and seeking investment opportunities in an ever changing global economic environment. New investment is welcomed and encouraged.
- ***… and supports the creation of skilled and high income employment opportunities….*** The generation of knowledge-intensive, high skilled employment opportunities is a priority for the region. This employment is traditionally higher paid and is more sustainable in an increasingly competitive global market.

Achieving each element of this vision is critical to ensuring the economic, social and environmental potential of the Hotham Williams region is realised and appropriate investment is attracted.

Mission

To promote and expand the economy of the District by undertaking purposeful and agreed joint initiatives and projects.

Objectives

The objectives of the Alliance are as follows:

1. To initiate, facilitate and coordinate activities to meet the business development needs and interests of:
    a. Existing corporations and other business enterprises that are members of the Alliance; and
    b. Corporations and other business enterprises investing in or considering investment in the region
2. Provide assistance to investors and potential investors in the Region through strategic introductions and non-financial assistance to appropriate sources of advice to encourage the economic development and promotion of the Region
3. Lobby government at all levels for the provision of government services, infrastructure, concessions and incentives which encourage and facilitate the economic development of the Region;
4. Strengthen the local government / business interface;
5. Market and promote the region as a destination to commercial/industry visitors and recreation visitors;
6. Generally conduct activities identified by the Alliance from time to time that meet the aims of regional economic development; and
7. Promote sustainable development through a balance between economic, environment and quality of life.

Values

- Integrity
- Responsibility and accountability
- Achievement
- Leadership
- Community
- Growth / Quality
- Creativity

Strategic Focus

HWEDA have identified six strategic focus areas. These focus areas were identified through the Hotham Williams Economic Development Implementation Plan, which was developed concurrently with this Strategic Plan. These focus areas will guide the activities of the Alliance over the period of this strategy and are as follows:

- Agriculture and food growth and diversification
- Population service delivery

- Skills and workforce development
- Small business development
- Transport, logistics and manufacturing promotion
- Tourism sector development

Action Agenda 2016-2020

The Action Agenda for HWEDA has been determined through a thorough review of the current economic climate of the Hotham Williams region and an assessment of the opportunity for growth and development of the region's economy in the near to long term. The strategies and actions identified here are further expanded upon in the Hotham Williams Economic Development Implementation Plan.

Agriculture Food Industry Growth and Diversification

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To grow, diversify and develop food production in the region. To enhance Hotham William's profile as a food producing region and the source of quality food products and supporting services.	Continued Promotion of Regional Agricultural Brand ('Marradong Country')	• Promote and Encourage Viticulture & Agricultural Diversification • Sustainable supply Chains • Boutique and Cottage Food Industry Development • Horticulture Sector Development Strategies • Establish Regional Food Council • Agriculture and Food Production Investment Prospectus and Targeted Outreach Program • Agriculture Growth Strategy	The diversification of agricultural and food production in the region and local economic value adding production.	DAFWA CBH Local and Regional Farmers Domestic and International Investors Local Government Identified local/regional agri-processing facilities/businesses Main Roads Austrade and State investment attraction and trade agencies

Population Services Delivery

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To improve the capacity and quality of core services required to support the residential population of the region. This includes health and medical services, convenience retail and community and support services.	Economic Development Resources Assessment	• Boddington Retirement Village Development • Boddington Leisure and Recreation Centre • CRC Digital Hubs • Local Health Service Support and Expansion • Key Worker and Short Term Accommodation • Wandering Aged Housing • Water supply to Quindanning residential subdivision	Improved capacity to provide core population services attracts new residents to the region and enables current residents to stay in the region.	State Government Local Government Not for profit and community groups Private health care providers Aged care providers Retailers and other commercial service providers

Skills and Workforce Development

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
Improve the skills base of the Hotham Williams population to increase the attractiveness of the regional workforce to new and emerging sectors while providing socio-economic, prosperity and quality of life benefits to residents from improved educational outcomes.	Workforce attraction marketing	• Regional childcare management analysis • Local industry training and apprenticeship opportunities • Regional Virtual training delivery models	The region has a suitably skilled workforce to underpin and drive the growth of the regional economy.	Local schools Department of Education Local Government Federal Department of Education and Training Registered Training Organisations Major local and Regional Employers Local business incubators Local and Regional Business Groups (Williams Business Group, Boddington BIAS)

Small Business Development & Entrepreneurship

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
Drive the establishment, growth and development of small business in the Hotham Williams region. Recognise the importance of a dynamic and entrepreneurial small business sector in driving income growth and job creation in the region	Website and Online business capability register	• Small business accelerator program • Establish a Regional Chamber of Commerce • NBN rollout and uptake strategy • Regional Telecommunications Project • State of Hotham-Williams Region report • Regional procurement policy • Small Business awards	Improved capacity of existing small business, greater integration with local supply chains and incubation of new small business in the region.	Major developers Local Government Major landholders Local and Regional Business Support Groups Federal Government (initiatives, incentives available) Mining - Newmont and South32 Relevant WA State Government Departments Industry Associations and support groups

Transport, Logistics and Manufacturing Promotion

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To establish Hotham Williams as a major transport and logistics hub in regional Western Australia; leveraging its strategic location on the Albany Highway, strong port access and regional freight requirements. To optimise the performance and accelerate the growth of key industrial precincts, integrate businesses into mining, agriculture and major project supply chains and be a location of choice for growing peri-urban materials and equipment manufacturing activity.	Economic Development Opportunity Reserve Fund	• Promote and facilitate the release of new industrial and commercial land • Industrial and Commercial Land Investment Prospectus • Investigate the feasibility of a regional waste facility • Headworks and Infrastructure Improvements • Albany Highway Upgrade and Maintenance • Commercial precinct development adjacent to Fuel Facility in Wandering	Hotham Williams' region is recognised as a strategic transport and logistics centre for southern WA.	Domestic and international investors CBH Local Government Relevant WA State Government Departments Local mines (Newmont and South32) Local and regional businesses including agricultural based businesses (primary producers) Main Roads Austrade and State Investment attraction and export agencies Landholders National transport and logistic companies State and local government utility and infrastructure providers Landcorp Development Commissions RDA Wheatbelt and Peel

Tourism Sector Development

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To establish and grow a quality experiential tourism sector that complements the core comparative advantages of the region. Recognise that tourism activity has the potential to inject expenditure into the regional economy from outside of the region to help support a higher quality and capacity of infrastructure and services.	Self-Drive Tourism Trails Development	• District wide tourism strategy • Redevelopment of Williams Lions Park • Develop Wandering Mission and other heritage assets • Tourism Development Investment Prospectus • Boddington Visitor Centre Development • QR Code App and HWpedia • Events Calendar • Agri-Tourism and Farm Stays • Grey Nomad Market	Increased tourism visitation supports higher quality services and infrastructure for local residents and businesses.	Local Government Local businesses Local tourism providers, Visitor Centres Relevant WA State Government Departments Newmont/South32 Tourism support industries

Monitoring & Review

Plan Responsibilities

This Plan will only be effective if it is driven in partnership with all stakeholders collaboratively. The Board of HWEDA has embraced the development and review of the Strategic Plan since the process to develop it first commenced in 2013. The achievement of identified outcomes will give the Alliance its own momentum which in turn will strengthen the continued opportunities for regional economic development.

This Strategic Plan is intrinsically linked to the Economic Development Implementation Plan that has been prepared concurrently with the 2015 review and update of this document. Once formally endorsed, it is hoped that a concerted and dedicated effort by all stakeholders will ensure its success as projects and activities are identified, developed and implemented.

The Strategic Plan together with the Economic Development Implementation Plan will shape and support future economic development opportunities and can be used to strengthen the economic argument when seeking any form of support for the implementation of a project, concept or initiative.

This Strategic Plan will be reviewed and updated regularly.

APPENDIX 1

Wheatbelt Roadmap for Growth

Vibrant Economy

Industry Development

- Emerging Industries
- Transforming Agriculture

Business Development

- Digitally and Asia ready

Skilled Workers

- Workforce Attraction
- Cross Industry Employment

Key Infrastructure

- Access to markets: road, Rail, air and ports; digital Capacity
- Land Assembly: Land, Power, water and sewerage
- Housing

Clever People

Innovation

- Innovative Networks
- Building R&D Capacity

Leadership

- Innovative Governance
- Leadership and Civic Engagement
- Volunteers

Lifelong Learning

- Participation and Achievement
- Pathways to Employment
- Aboriginal Enterprise
- International Students

Liveable Communities

Connected Settlements

- Strong and Connected Sub-Regional Centres and Hinterlands
- Public Transport

Service Delivery Reform

- Ageing
- Children's Services
- Family Services
- Health and Well-being
- Safety
- Services to Growth Areas

Community Amenity

- Culture and the Arts
- Heritage
- Housing
- Sport and Recreation

Valued Natural Amenity

Water, Landscape and Climate Change Management

Nature Based Industry

- Alternative Energy
- Nature Based Tourism

Marketing Wheatbelt Opportunities

- Targeted Marketing
- Influencing Key Decision Makers

Planning, Projects and Investment

- Infrastructure Co-ordination
- Agency Co-ordination
- Local Government Collaboration
- Supporting Proponents

PROGRESSIVE | PROSPEROUS | DYNAMIC

OUR BLUEPRINT VISION, THEMES AND FOCUS AREAS

THRIVING INDUSTRY

1.1	New and expanded market opportunities
1.2	Integrated network of prosperous regional communities

AGRICULTURE & FOOD INNOVATION

2.1	Innovative and sustainable agriculture and food practices
2.2	Peri urban food zone

TOURISM EXCELLENCE

3.1	Tourism growth through investment
3.2	Network of diverse adventures

CAPABLE PEOPLE

4.1	Boosting productivity
4.2	Pathways to employment

STRONG & RESILIENT COMMUNITIES

5.1	Secure housing
5.2	Age friendly communities
5.3	Targeted services
5.4	Sport and recreation
5.5	Arts and Culture

Hotham Williams Economic Development Alliance

Strategic Plan 2016-2020

DISCLAIMER

This Strategic Plan was prepared by the Hotham Williams Economic Development Alliance (HWEDA) and does not necessarily represent the views of the Local Government Authorities, its officers, employees or agents. Any representation, statement or opinion expressed or implied is made in good faith and on the basis that HWEDA are not liable for any damage or loss whatsoever which may occur as a result of action taken or not taken, as the case may be, in respect of any representation, statement, opinion or advice referred to herein. Professional advice should be obtained before applying the information contained in this document to particular circumstances.

The Hotham Williams Economic Development Alliance Strategic Plan 2016-2020 is intended to be read in conjunction with the Hotham Williams Economic Development Implementation Plan (2016).

ACKNOWLEDGMENTS

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FURTHER INFORMATION

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INTRODUCTION

The Hotham Williams Economic Development Alliance (HWEDA) Strategic Plan was initially produced as a 'draft' in 2013 to assist in providing the group with a clear strategic direction for economic development in the Marradong Region.

A review of the 'Draft' began in September 2015 with a workshop, including an environmental scan to consider any significant changes that would influence the Alliance direction and more particularly the strategic nature of the activities undertaken.

As outlined further, this plan is highly cognisant of the strategic environment in which it exists and thus acknowledges and where possible aligns to state, regional and local Government aspirations.

The Hotham Williams Economic Development Alliance

HWEDA (Hotham Williams Economic Development Alliance) was established as part of the Boddington SuperTown Economic Development Strategy. The Alliance is a collaborative sub-regional group made up of the three communities of Williams, Wandering and Boddington.

In late 2012, the Shire of Boddington received $1.17m funding for 2 years to establish an Economic Development Unit at the Shire of Boddington, engage staff and implement an Economic Development Strategy for the sub-region. One of the outcomes of this funding, was to form a strategic alliance and to prioritise economic development resources within the region and provide ongoing economic input into Supertown Growth Plan. During the duration of the 2 year project, the Hotham-Williams Economic Development Alliance was established and commenced discussions around the economic development opportunities regionally.

HWEDA is an incorporated association with nominated membership from the three towns of Boddington, Wandering and Williams.

The business sector has representation from each town and additionally ex-officio representation from South 32 (previously BHP Billiton Worsley) and Newmont Boddington Gold.

The current membership of HWEDA is:

Cr Greg Cavanagh	Chair	Shire of Williams (Local Government Representative)
Cr Brenden Whitely		Shire of Wandering (Local Government Representative)
Cr Martin Glynn		Shire of Boddington (Local Government Representative)
Richard Atkins		Boddington (Business Representative)
Wade Gowland		Wandering (Business Representative)
Heather Rose		Williams (Business Representative)
Jenny Fisher		Newmont Boddington Gold (ex-officio)
Alysia Tringrove		South 32/Worsley (ex-officio)

Elected members are also supported by their respective CEOs and EDOs

Chris Littlemore	Chief Executive Officer, Shire of Boddington
Tahnee Forbes	Economic Development Officer, Shire of Boddington

Amanda O'Halloran	Chief Executive Officer, Shire of Wandering
Geoff McKeown	Chief Executive Officer, Shire of Williams
Heidi Cowcher	Economic Development Officer, Shire of Williams Executive Officer HWEDA

REGIONAL OVERVIEW

Comprised of the Boddington, Wandering and Williams Local Government Areas, the Hotham Williams region of Western Australia is home to almost 3,900 people spread across over 6,100 square kilometers and numerous townships. The Shire of Boddington is home to the largest number of people in the region, with over 2,500 residents.

Boddington

The Shire of Boddington is situated in the Peel region of Western Australia (WA), approximately 123 kilometres southeast of Perth and 92 kilometres southeast of Mandurah. The Shire is accessible from the north via the Albany Highway from Perth and via the Pinjarra Williams Road from Mandurah to the west.

The Shire covers a land area of 1,900 square kilometers and is home to an estimated resident population of 2,523 (ABS resident population estimates, 2014).

The economy of Boddington is supported primarily by mining. The Shire is home to two significant mines. Newmont Mining, owned Newmont Boddington Gold, which will be the largest gold mine in Australia upon completion; and South32/Worsley, one of the largest and lowest-cost bauxite mining and alumina refining operations in the world.

Due to its mining activities, the town is continually undergoing significant growth phases, largely dependent on the current state of the mining business in the Shire.

Williams

The Shire of Williams is located in the Wheatbelt region of WA, approximately 160 kilometres south of Perth along the Albany Highway. ABS estimates put the current population of the Shire at 932.

In addition to being a wool, livestock and grain producing area, recent years have seen the town expand in residential building, tourism related development and the establishment of an industrial area.

Wandering

The Shire of Wandering is located in the Wheatbelt region of WA, approximately 120km to the south-east of Perth along the Albany Highway.

With an estimated population of 438, the Shire of Wandering is the smallest local government in the sub-region, but what it lacks in size and population, it makes up for in terms of its vitality and thriving community. The primary industry supporting the Wandering economy is agriculture. In recent years the Shire has made significant improvements in its economic opportunities and pursuits in an attempt to improve the economic development opportunities for the shire and the wider sub-region.

Demographics

The current resident population of the Hotham Williams region is 3,893. The Shire of Boddington is by far the most populous of the Local Government's within this region accounting for approximately 65% of the total population. Population projections provided by the WA Planning Commission (refer to table 1)

indicate that the Boddington Shire will continue to experience strong growth over the next 10 years, while the same data suggests that the populations of the Shires of Wandering and Williams may decline over this same period. It is important to note that estimations of population growth or decline are based on worst case scenarios and do not take into consideration any economic development opportunities that may be in the pipeline and may have significant impacts on population statistics.

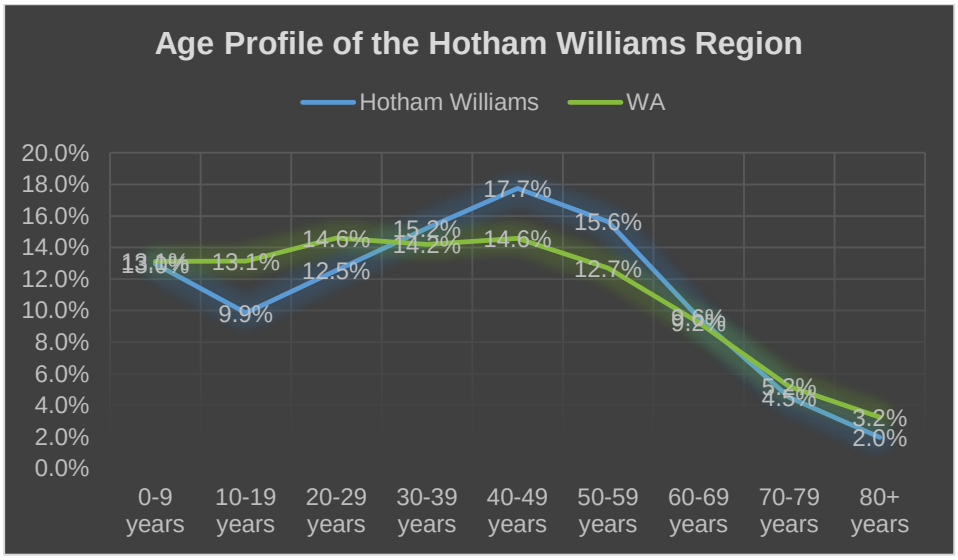
Table 1 Population of the Hotham Williams Region.

Local Government	2004	2014p	Change	Population Projections 2026	Predicted Change
Boddington	1382	2523	1141	3660	1137
Wandering	365	438	73	350	-88
Williams	932	932	0	890	-42

Source: Australian Bureau of Statistics (ABS) Regional Population Growth, Australia, cat. No. 3218.0 released 31 March 2015 and WA Planning Commission (2015) Band C Projections

The age profile of the Hotham Williams region indicates an above State average representation of people aged 40 to 59 years and an underrepresentation of young people with below State averages in the 10 to 19 and 20 to 29 age ranges. Around 10% of the region's population is aged 65 and over.

Figure1 Age profile of the Hotham Williams Region



Economy

The economy of the Hotham Williams region is founded on agricultural and mining activity. Whilst these are currently relatively stable and well performing industries, the global exposure of both of these sectors means that the regional economy has a higher risk profile. Poor commodity prices can and do have significant impacts. Mining features most prominently in the local Boddington economy with the presence of both gold and bauxite mining. Agriculture is the primary industry in Wandering and Williams, where a mix of crops and livestock are produced for domestic and international markets. Continuing improvements in the economic diversification, together with innovation measures in both sectors, will be

critical to addressing this risk and improving and strengthening the sustainability for the sub-region as a whole.

The Hotham Williams regional economy is at a distinct advantage, compared to many regions around the country, in that it has exposure to two separate foundational industries – agriculture and mining. This provides the region with greater levels of economic stability and sustainability in the long-term, however the global exposure of both of these sectors means that the regional economy also has a high risk profile.

Outside of mining and agriculture there are no other major industry sectors in the Hotham Williams region. This coupled with below State and National averages of small business creation and entrepreneurship has resulted in a region with low economic diversification.

Agriculture

From 1996/97 to 2011/13, the Hotham Williams' Region produced over 1.4 million tons of coarse grain agricultural commodities. Barley comprised approximately 37% of the region's produce, whilst oats formed the second highest share of produce at 23%. Canola and wheat both accounted for approximately one-fifth of the region's produce. Volume-wise, Wandering and Williams composed the majority of the region's grains production.

Across a 15 year assessment period, Boddington, Wandering and Williams all recorded average yields that were significantly higher than the averages for Agzone 3 (where the Hotham Williams Region is situated) and the State.

Mining

Mining features prominently in the local Boddington economy, with the presence of both gold and bauxite mining. Boddington Gold Mine, owned and operated by Newmont Mining, is one of the largest gold mines in Australia with an annual production of 696,000 ounces of gold and 69 million pounds of copper. As of October 2014, the mine had approximately 2,000 employees and contractors.

South 32/Worsley Alumina is one of the largest and lowest-cost bauxite mining and alumina refining operations in the world. Bauxite mining takes place in the forest and on agricultural land near Boddington. After crushing, the bauxite is transported to the alumina refinery near Collie via an overland conveyer system, where it is turned in to alumina powder and exported to international markets via the Bunbury Port.

Employment Characteristics

The Hotham Williams region is generally characterised as a low unemployment region. At the time of the 2011 Census, unemployment rates in Boddington, Williams and Wandering (refer to Table 1) were well below the State unemployment rate of 4.7%. All three Local Governments are known to have highly variable unemployment rates due to their small labour force and population sizes. In general terms, the unemployment levels are low as if people are not gainfully employed then they migrate away from the region as there is little else to retain them in these towns.

The most common occupations in the Boddington Local Government Area at the time of the 2011 Census were Technicians and Trades Workers (24.5%), Machinery Operators and Drivers (20.5%), Professionals (12.3%), Managers (10.8%), and Labourers (10.7%). Of the employed people in Boddington the vast majority (34.5%) worked in Metal Ore Mining. Other major sectors of employment include Heavy and Civil Engineering (5.6%), School Education (4.3%) and Sheep, Beef and Grain Farming (4.2%).

The most common occupations in the Williams Local Government Area included Managers (37.9%), Labourers (12.2%), Technicians and Trades Workers (11.8%), Machinery Operators and Drivers (9.6%), and

Professionals (8.5%). Sheep, Beef and Grain Farming was by far the biggest employment sector at 35.7% of the employed labour force. School Education (6.2%), Metal Ore Mining (3.7%) and Local Government Administration (3.5%) were other major industries for employment at the time of the 2011 Census.

The most common occupations in the Wandering Local Government Area include Managers (36.7%), Machinery Operators and Drivers (17.3%), Technicians and Trades Workers (11.8%), Clerical and Administrative Workers (11.4%), and Labourers (10.5%). As with the Shire of Williams, the largest industry of employment in Wandering at the time of the 2011 Census was Sheep, Beef and Grain Farming at 35.4%. Other major industries of employment were Metal Ore Mining (13.5%), Local Government Administration (5.5%) and School Education (4.6%).

Table 2 Labour Force Characteristics.

Local Government	Labour Force	% Employed Full-time	% Employed Part-time	% Unemployed
Boddington	1175	71.7	17	2.5
Williams	551	61.2	29.4	2.2
Wandering	241	68.5	22.4	2.1

Source: Australian Bureau of Statistics (ABS) 2011 Census of Population and Housing Quick Stats, last updated March 2013

Community & Connectedness

Major population servicing sectors such as health/medical services, education and retail are underrepresented in the Hotham Williams region. Limited access to health and education could be directly attributing to the below state averages of young people and those aged 80 years and above within the region as the groups most reliant upon these essential services have to leave the area to gain access to them.

All Local Governments in the Hotham Williams region have a high level of community engagement. This is a strong asset to the region and reflects a strong community response to addressing the service shortfalls that characterise sectors such as health and social assistance.

Transport Infrastructure

The region has strong connections to the rest of Western Australia through the Albany Highway. The Albany Highway provides direct connection back to metropolitan Perth, with travel times varying between 98 minutes from Boddington to 112 minutes from Williams. The Albany Highway also provides an important freight and tourist route; providing exporters with access to major port facilities at Fremantle and Bunbury and visitors' access to the South West and Great Southern regions of the State.

Telecommunications

Digital connectivity is limited, though is favorable compared to many regional parts of the State. Mobile phone coverage is comparatively high, though it is less ubiquitous in Wandering and black spots remain throughout the region. Household internet connectivity is also comparatively strong, with Boddington and Wandering having similar rates to the national average. However, the quality of broadband access is generally below average.

Education

Qualification and skills levels of workers living in the Hotham Williams region are below average. School and University completion rates are below national averages, though Technical training qualification rates

are broadly in line with national levels in Boddington and Wandering. English proficiency is also below average in Boddington, reflecting the ethnic and socio-economic composition of the population.

Table 3 Skills Profile of the Hotham Williams Region

Skills	Boddington	Wandering	Williams	Nation
Year 12 Qualified	29.2%	n/a	22.5%	46.1%
University Qualified	11.1%	10.5%	13.7%	22.8%
Technical Qualified	32.1%	32.4%	27.7%	31.6%
Early School Leavers	47.7%	56.2%	47.1%	42.2%

Source: ABS 2011 Census of Population and Housing

Regional Trends

- The economy of the region whilst being relatively stable, is highly dependent on its foundational industries of agriculture and mining. Industry diversification is necessary for long term sustainability and growth of the regional economy.
- Whilst diversification is necessary, building on Agriculture as a foundational industry is a key development opportunity for the Hotham Williams economy. Profiling the region as an existing source of quality food products and as a future growth and expansion area will secure the future of this region as an important contributor to agriculture and food production in WA.
- Unemployment in the region has traditionally remained lower than State and National Averages. High labour force participation, whilst desirable does limit the available labour pool within the region, necessitating the in-migration of workers to enable further industry growth in the region.
- The current skills profile of Hotham Williams' workers is low, with below average school completion and tertiary qualifications. Enhancing the skills base of the regions workforce and attracting new workers is therefore essential.
- Small business development in Hotham Williams is mediocre, with rates of business creation and operation well below State and National averages. Supporting the establishment and nurturing the growth of small businesses is key to realising the potential of Hotham Williams' strategic economic assets and comparative advantages.
- The population of the Hotham Williams region lacks a critical mass to support viable health, retail, education and other service sector offerings. The ability to provide core services is of particular importance in economic development as it acts as an attractor or detractor of new residents and workers to a region.
- Transport, logistics and manufacturing sectors are underrepresented in the Hotham Williams region's economy, despite the presence of major mining and agricultural activity and the strategic position of the region relative to port and arterial road infrastructure.
- Tourism is not a significant value adding sector to the Hotham Williams economy. Tourism can however, provide a valued source of non-local expenditure to the region. The demand for services and infrastructure resulting from tourism activity can also assist in improving the quality and capacity of local infrastructure assets by providing the critical mass of people required to justify investment.

POLICY & PLANNING FRAMEWORK

HWEDA acknowledges and is highly cognisant of the importance of clear linkages to State and Commonwealth Planning documents.

This Strategic Plan review has given due consideration and includes input from the following key regional documents:

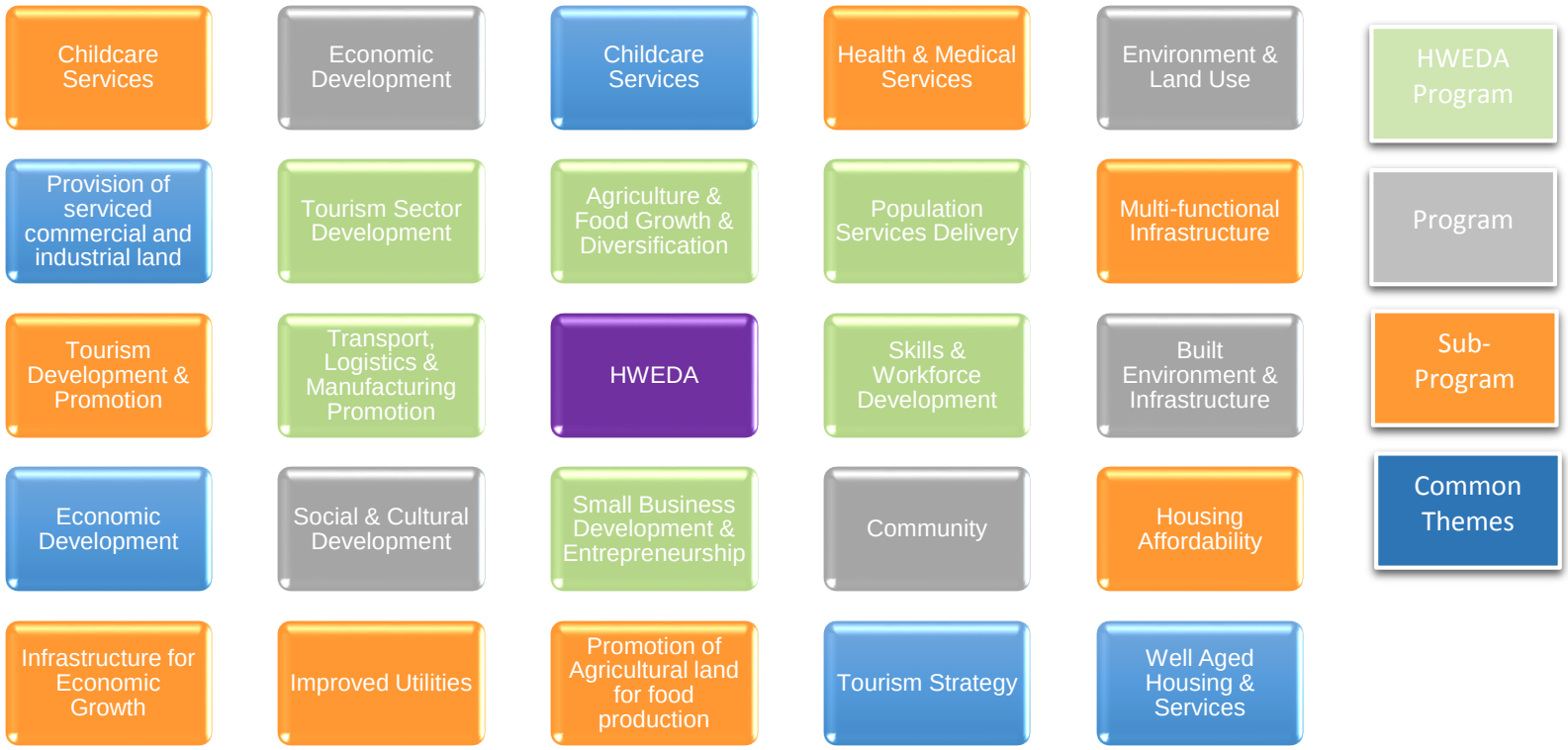
- RDA Wheatbelt Regional Plan;
- RDA Peel Regional Plan
- State Planning Strategy;
- State Planning and Development Framework
- Wheatbelt Development Commission Regional Blueprint;
- Peel Development Commission Regional Blueprint;
- Strategic Community Plan Economic Development projects from the Shires of:
    - Boddington;
    - Wandering; and
    - Williams
- Boddington District Economic Development Strategy;
- Draft Boddington Tourism Strategy; and
- The work currently being undertaken as part of the Economic Development Implementation Strategy Project.

The State Planning Strategy, Wheatbelt Development Commission Blueprint and the Peel Development Commission Regional Investment Blueprint provide guidance with their key aspirations included in this Strategic Plan (refer to Appendix 1) as a point of reference. The following schematics outline these aspirations and assist in providing the key linkages between the State, region and Local levels of government, with a particular focus on economic development.

<table>
<tr><td colspan="3">VISION: SUSTAINED GROWTH AND PROSPERITY</td></tr>
<tr><td colspan="3">Diverse Liveable Connected Collaborative</td></tr>
<tr><td colspan="3">PRINCIPLES</td></tr>
<tr><td colspan="3">Community Infrastructure Economy Regional Development
Environment Governance</td></tr>
<tr><td colspan="3">STRATEGIC GOALS</td></tr>
<tr><td colspan="3">Global Competitiveness Strong and resilient regions Sustainable communities
Infrastructure planning and coordination Conservation</td></tr>
<tr><td colspan="3">STRATEGIC DIRECTIONS</td></tr>
<tr><td>1. Economic development
1.1 Resource economy
1.2 Knowledge transfer
1.3 Tourism
1.4 Agriculture and Food
1.5 Remote Settlements
1.6 Land Availability
1.7 Environment
1.8 Security</td><td>2. Physical infrastructure
2.1 Movement
2.2 Water
2.3 Energy
2.4 Waste
2.5 Telecommunications</td><td>3. Social Infrastructure
3.1 Spaces and places
3.2 Affordable living
3.3 Health and well being</td></tr>
<tr><td colspan="3">ACTION PLANNING</td></tr>
<tr><td colspan="3">Implementation Evaluation</td></tr>
</table>

Strategic Drivers

Analysis of individual Local Government Strategic Community Plans reveals many areas of commonality and may assist in formulating key strategic opportunities for the future:



STRATEGIC FRAMEWORK

Vision

The future of the Hotham-Williams economy will be determined by the capacity of its stakeholders to leverage the region's drivers, characteristics and capacity for growth. The following vision encapsulates this and will serve to remind the Alliance of its strategic intent and direction:

The Hotham-Williams region is dynamic, prosperous and sustainable. The region leverages its foundations in agriculture and mining to attract new residents, industries and businesses. The regional economy is diversified and globally competitive, supported by an entrepreneurial culture that welcomes investment and supports the creation of skills and high income employment opportunities.

This Vision is comprised of a series of discrete elements:

- ***The Hotham Williams Region is Dynamic, Prosperous and Sustainable ….***The Hotham Williams economy generates significant prosperity for local residents and communities in the long-term and is regarded as a dynamic and attractive place to live, work and play.
- ***…The Region leverages its foundations in agriculture and mining….*** The current strengths and comparative advantages of the Hotham Williams region for a strong and resilient base to the regional economy.
- ***…. To attract new residents, industries and businesses…*** The economic activity in the foundational industries are leveraged to help grow the population of the region and increase the number and type of industries and businesses that call the Hotham Williams region home.
- ***….The regional economy is diversified and globally competitive….*** Economic value added is generated by a range of sectors and businesses and industries in the region can compete effectively in national and global markets.
- ***….supported by entrepreneurial culture that welcomes investment ….*** Residential and business communities are entrepreneurial, continuously identifying and seeking investment opportunities in an ever changing global economic environment. New investment is welcomed and encouraged.
- ***… and supports the creation of skilled and high income employment opportunities….*** The generation of knowledge-intensive, high skilled employment opportunities is a priority for the region. This employment is traditionally higher paid and is more sustainable in an increasingly competitive global market.

Achieving each element of this vision is critical to ensuring the economic, social and environmental potential of the Hotham Williams region is realised and appropriate investment is attracted.

Mission

To promote and expand the economy of the District by undertaking purposeful and agreed joint initiatives and projects.

Objectives

The objectives of the Alliance are as follows:

1. To initiate, facilitate and coordinate activities to meet the business development needs and interests of:
    a. Existing corporations and other business enterprises that are members of the Alliance; and
    b. Corporations and other business enterprises investing in or considering investment in the region
2. Provide assistance to investors and potential investors in the Region through strategic introductions and non-financial assistance to appropriate sources of advice to encourage the economic development and promotion of the Region
3. Lobby government at all levels for the provision of government services, infrastructure, concessions and incentives which encourage and facilitate the economic development of the Region;
4. Strengthen the local government / business interface;
5. Market and promote the region as a destination to commercial/industry visitors and recreation visitors;
6. Generally conduct activities identified by the Alliance from time to time that meet the aims of regional economic development; and
7. Promote sustainable development through a balance between economic, environment and quality of life.

Values

- Integrity
- Responsibility and accountability
- Achievement
- Leadership
- Community
- Growth / Quality
- Creativity

Strategic Focus

HWEDA have identified six strategic focus areas. These focus areas were identified through the Hotham Williams Economic Development Implementation Plan, which was developed concurrently with this Strategic Plan. These focus areas will guide the activities of the Alliance over the period of this strategy and are as follows:

- Agriculture and food growth and diversification
- Population service delivery

- Skills and workforce development
- Small business development
- Transport, logistics and manufacturing promotion
- Tourism sector development

Action Agenda 2016-2020

The Action Agenda for HWEDA has been determined through a thorough review of the current economic climate of the Hotham Williams region and an assessment of the opportunity for growth and development of the region's economy in the near to long term. The strategies and actions identified here are further expanded upon in the Hotham Williams Economic Development Implementation Plan.

Agriculture Food Industry Growth and Diversification

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To grow, diversify and develop food production in the region. To enhance Hotham William's profile as a food producing region and the source of quality food products and supporting services.	Continued Promotion of Regional Agricultural Brand ('Marradong Country')	• Promote and Encourage Viticulture & Agricultural Diversification • Sustainable supply Chains • Boutique and Cottage Food Industry Development • Horticulture Sector Development Strategies • Establish Regional Food Council • Agriculture and Food Production Investment Prospectus and Targeted Outreach Program • Agriculture Growth Strategy	The diversification of agricultural and food production in the region and local economic value adding production.	DAFWA CBH Local and Regional Farmers Domestic and International Investors Local Government Identified local/regional agri-processing facilities/businesses Main Roads Austrade and State investment attraction and trade agencies

Population Services Delivery

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To improve the capacity and quality of core services required to support the residential population of the region. This includes health and medical services, convenience retail and community and support services.	Economic Development Resources Assessment	• Boddington Retirement Village Development • Boddington Leisure and Recreation Centre • CRC Digital Hubs • Local Health Service Support and Expansion • Key Worker and Short Term Accommodation • Wandering Aged Housing • Water supply to Quindanning residential subdivision	Improved capacity to provide core population services attracts new residents to the region and enables current residents to stay in the region.	State Government Local Government Not for profit and community groups Private health care providers Aged care providers Retailers and other commercial service providers

Skills and Workforce Development

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
Improve the skills base of the Hotham Williams population to increase the attractiveness of the regional workforce to new and emerging sectors while providing socio-economic, prosperity and quality of life benefits to residents from improved educational outcomes.	Workforce attraction marketing	• Regional childcare management analysis • Local industry training and apprenticeship opportunities • Regional Virtual training delivery models	The region has a suitably skilled workforce to underpin and drive the growth of the regional economy.	Local schools Department of Education Local Government Federal Department of Education and Training Registered Training Organisations Major local and Regional Employers Local business incubators Local and Regional Business Groups (Williams Business Group, Boddington BIAS)

Small Business Development & Entrepreneurship

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
Drive the establishment, growth and development of small business in the Hotham Williams region. Recognise the importance of a dynamic and entrepreneurial small business sector in driving income growth and job creation in the region	Website and Online business capability register	• Small business accelerator program • Establish a Regional Chamber of Commerce • NBN rollout and uptake strategy • Regional Telecommunications Project • State of Hotham-Williams Region report • Regional procurement policy • Small Business awards	Improved capacity of existing small business, greater integration with local supply chains and incubation of new small business in the region.	Major developers Local Government Major landholders Local and Regional Business Support Groups Federal Government (initiatives, incentives available) Mining - Newmont and South32 Relevant WA State Government Departments Industry Associations and support groups

Transport, Logistics and Manufacturing Promotion

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To establish Hotham Williams as a major transport and logistics hub in regional Western Australia; leveraging its strategic location on the Albany Highway, strong port access and regional freight requirements. To optimise the performance and accelerate the growth of key industrial precincts, integrate businesses into mining, agriculture and major project supply chains and be a location of choice for growing peri-urban materials and equipment manufacturing activity.	Economic Development Opportunity Reserve Fund	• Promote and facilitate the release of new industrial and commercial land • Industrial and Commercial Land Investment Prospectus • Investigate the feasibility of a regional waste facility • Headworks and Infrastructure Improvements • Albany Highway Upgrade and Maintenance • Commercial precinct development adjacent to Fuel Facility in Wandering	Hotham Williams' region is recognised as a strategic transport and logistics centre for southern WA.	Domestic and international investors CBH Local Government Relevant WA State Government Departments Local mines (Newmont and South32) Local and regional businesses including agricultural based businesses (primary producers) Main Roads Austrade and State Investment attraction and export agencies Landholders National transport and logistic companies State and local government utility and infrastructure providers Landcorp Development Commissions RDA Wheatbelt and Peel

Tourism Sector Development

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To establish and grow a quality experiential tourism sector that complements the core comparative advantages of the region. Recognise that tourism activity has the potential to inject expenditure into the regional economy from outside of the region to help support a higher quality and capacity of infrastructure and services.	Self-Drive Tourism Trails Development	• District wide tourism strategy • Redevelopment of Williams Lions Park • Develop Wandering Mission and other heritage assets • Tourism Development Investment Prospectus • Boddington Visitor Centre Development • QR Code App and HWpedia • Events Calendar • Agri-Tourism and Farm Stays • Grey Nomad Market	Increased tourism visitation supports higher quality services and infrastructure for local residents and businesses.	Local Government Local businesses Local tourism providers, Visitor Centres Relevant WA State Government Departments Newmont/South32 Tourism support industries

Monitoring & Review

Plan Responsibilities

This Plan will only be effective if it is driven in partnership with all stakeholders collaboratively. The Board of HWEDA has embraced the development and review of the Strategic Plan since the process to develop it first commenced in 2013. The achievement of identified outcomes will give the Alliance its own momentum which in turn will strengthen the continued opportunities for regional economic development.

This Strategic Plan is intrinsically linked to the Economic Development Implementation Plan that has been prepared concurrently with the 2015 review and update of this document. Once formally endorsed, it is hoped that a concerted and dedicated effort by all stakeholders will ensure its success as projects and activities are identified, developed and implemented.

The Strategic Plan together with the Economic Development Implementation Plan will shape and support future economic development opportunities and can be used to strengthen the economic argument when seeking any form of support for the implementation of a project, concept or initiative.

This Strategic Plan will be reviewed and updated regularly.

APPENDIX 1

Wheatbelt Roadmap for Growth

Vibrant Economy

Industry Development

- Emerging Industries
- Transforming Agriculture

Business Development

- Digitally and Asia ready

Skilled Workers

- Workforce Attraction
- Cross Industry Employment

Key Infrastructure

- Access to markets: road, Rail, air and ports; digital Capacity
- Land Assembly: Land, Power, water and sewerage
- Housing

Clever People

Innovation

- Innovative Networks
- Building R&D Capacity

Leadership

- Innovative Governance
- Leadership and Civic Engagement
- Volunteers

Lifelong Learning

- Participation and Achievement
- Pathways to Employment
- Aboriginal Enterprise
- International Students

Liveable Communities

Connected Settlements

- Strong and Connected Sub-Regional Centres and Hinterlands
- Public Transport

Service Delivery Reform

- Ageing
- Children's Services
- Family Services
- Health and Well-being
- Safety
- Services to Growth Areas

Community Amenity

- Culture and the Arts
- Heritage
- Housing
- Sport and Recreation

Valued Natural Amenity

Water, Landscape and Climate Change Management

Nature Based Industry

- Alternative Energy
- Nature Based Tourism

Marketing Wheatbelt Opportunities

- Targeted Marketing
- Influencing Key Decision Makers

Planning, Projects and Investment

- Infrastructure Co-ordination
- Agency Co-ordination
- Local Government Collaboration
- Supporting Proponents

PROGRESSIVE | PROSPEROUS | DYNAMIC

OUR BLUEPRINT VISION, THEMES AND FOCUS AREAS

THRIVING INDUSTRY

1.1	New and expanded market opportunities
1.2	Integrated network of prosperous regional communities

AGRICULTURE & FOOD INNOVATION

2.1	Innovative and sustainable agriculture and food practices
2.2	Peri urban food zone

TOURISM EXCELLENCE

3.1	Tourism growth through investment
3.2	Network of diverse adventures

CAPABLE PEOPLE

4.1	Boosting productivity
4.2	Pathways to employment

STRONG & RESILIENT COMMUNITIES

5.1	Secure housing
5.2	Age friendly communities
5.3	Targeted services
5.4	Sport and recreation
5.5	Arts and Culture

Our Plan

to develop the

Hotham Williams

Regional Economy

RPS

Shire of BODDINGTON Flowing with Natural Beauty

PEEL Development Commission

Wheatbelt Development Commission

marradong COUNTRY

WANDERING SHIRE COUNCIL

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Introduction

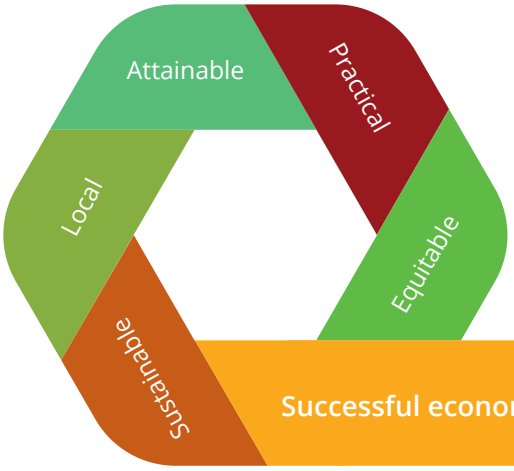
What is Economic Development?

The economic development of a region is critical for maintaining and enhancing prosperity and quality of life of residents. Rising costs of living and increased competition and economic, social and environmental pressures drive the need for regional economies to grow, expand and diversify.

The traditional goals and objectives of economic development include:

- attracting new residents
- creating new jobs
- increasing worker and household incomes
- helping new business to establish and grow
- encouraging new investment
- increasing the capacity and quality of regional services and facilities

Economic development is not about encouraging economic growth for its own sake. Economic growth, poorly managed, can result in a range of perverse outcomes, including income inequality, a lack of social cohesion, environmental impacts and industry imbalances.



Sustainable – Providing long-term, recurring benefits to the community

Equitable – Providing benefits to a wide range of groups and cohorts within the community

Practical – Achieving real tangible outcomes

Local – Generating benefits for local businesses, residents and the community

Attainable – With goals and objectives that are supported by evidence

Successful economic development must be characterised by the above attributes:

Any initiative, action, project or investment, which helps to grow the economy in a manner that enhances the quality of life and prosperity of residents in the long-term, is a form of economic development. While investment in physical infrastructure, facilities and equipment is the most tangible form of economic development, changes in policies and plans, improved promotion or marketing or the implementation of incentives and other soft support can often have greater impacts on regional economies.

Driving Growth in the Hotham Williams Region

Growing the prosperity of the Hotham Williams Region and its residents and communities must be a priority. Comprised of the Boddington, Wandering and Williams Local Government Areas, the Hotham Williams region of Western Australia is home to almost 3,900 people spread across over 6,100 square kilometres and numerous townships. The shire of Boddington is home to the largest number of people in the region, with over 2,500 residents.

The region is located approximately 200km from the Perth CBD and is characterised by a mix of peri-urban, agricultural and mining communities. The region itself is strategically located on the Albany Highway, providing strong road accessibility north to Perth and to southern and south western parts of the State.

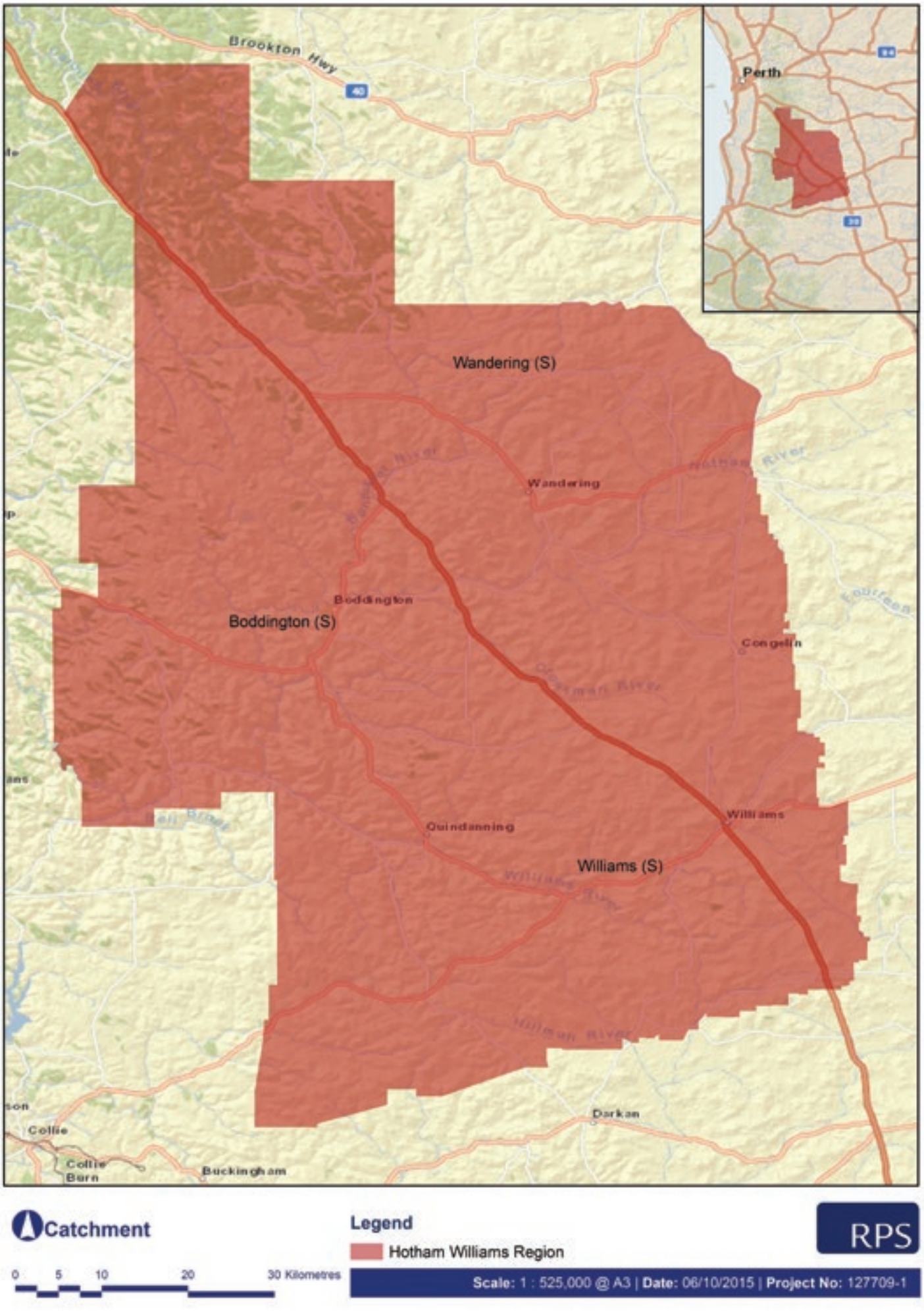


Figure 1 Hotham Williams Region

Need for an Economic Development Implementation Strategy

These unique characteristics present many challenges and opportunities to the growth and diversification of the Hotham Williams regional economy. Policies, projects and investments are required to address these challenges and leverage these opportunities for the benefits of industry, business, communities and residents.

All levels of Government play an ongoing role in economic development and facilitation, through the delivery of infrastructure and the establishment and maintenance of policies and plans that attract and support private investment and activity. However, increasingly constrained fiscal resources, coupled with growing economic competition from around Australia and the world, means it is essential that any actions and investment by Government are delivered in a coordinated and integrated fashion.

Government however, can only do so much to facilitate and grow local economies. Jobs, incomes and economic value add are primarily created by the private sector. Business and industry are the principal drivers of economic activity, through investments in new commercial developments and opportunities. Similarly, community and not-for-profit groups can play a significant role in regional economic development. The delivery of health, social assistance, sport and recreation and education services not only provides residents in local communities with an enhanced quality of life, but also generate economic activity.

Finally, it is important to recognise that the goal of economic development does not vest with any single institution, industry or community group. It is the responsibility of all residents and all parts of the community. Successful regional economies are the ones characterised by high levels of community leadership, a culture of entrepreneurship and a general "can do" attitude.

Understanding the complementary role of public, private and not-for-profit sectors and the broader community in the development and growth of a regional economy is critical to its success and to the prosperity of local economies.

Figure 2 Partners in Regional Economic Development

Structure of the Strategy

This Economic Development Implementation Strategy establishes a framework for coordinated investment in the region. It includes:

- consideration of existing policy and plans related to the region's economy,
- identifies the major drivers, challenges and opportunities for the region
- establishes a vision for the Hotham Williams economy.
- identifies a series of economic development programs for delivery by stakeholders and specific actions, projects and investments required to realise the region's economic potential.

The structure of the Strategy is outlined below. This structure not only seeks to provide an evidence-based framework to support the preparation of investment prospectuses and funding submissions, but establishes a cohesive, compelling and positive narrative of the economic opportunities and potential of the region.

Figure 3 Hotham Williams Economic Development Implementation Strategy Structure

A Vision for the Hotham Williams Region

Vision Statement

The future of the Hotham Williams economy will be determined by the capacity of stakeholders to leverage the region's drivers, characteristics and capacity for growth. The following vision is proposed for the Hotham Williams region.

"The Hotham Williams region is dynamic, prosperous and sustainable. The region leverages its foundations in agriculture and mining to attract new residents, industries and businesses. The regional economy is diversified and globally competitive, supported by an entrepreneurial culture that welcomes investment and supports the creation of skilled and high income employment opportunities."

This Vision is comprised of a series of discrete elements:

- **The Hotham Williams Region is Dynamic, Prosperous and Sustainable…** The Hotham Williams economy generates significant prosperity for local residents and communities in the long-term and is regarded as a dynamic and attractive place to live, work and play.
- **The Region leverages its foundations in agriculture and mining…** The current strengths and comparative advantages of the Hotham Williams region for a strong and resilient base to the regional economy.
- **To attract new residents, industries and businesses…** The economic activity in the foundational industries are leveraged to help grow the population of the region and increase the number and type of industries and businesses that call the Hotham Williams region home.
- **The regional economy is diversified and globally competitive…** Economic value added is generated by a range of sectors and businesses and industries in the region can compete effectively in national and global markets.
- **supported by entrepreneurial culture that welcomes investment…** Residential and business communities are entrepreneurial, continuously identifying and seeking investment opportunities in an ever changing global economic environment. New investment is welcomed and encouraged.
- **and supports the creation of skilled and high income employment opportunities.** The generation of knowledge-intensive, high skilled employment opportunities is a priority for the region. This employment is traditionally higher paid and is more sustainable in an increasingly competitive global market.

Achieving each element of this vision is critical to ensuring the economic, social and environmental potential of the Hotham Williams region is realised and appropriate investment is attracted.

Aspirational Population Target

Benefits and Challenges of Growth

The Hotham Williams Region is characterised by a small residential population. The lack of a critical mass is regarded as a significant barrier to realising the economic, social and environmental potential of the Region. Just as population growth drives the growth of the economy through increased expenditure and demand for population services, so too can the economy drive the need for more residents.

Population growth, like economic growth, should never be pursued simply for the sake of growth itself. A Region can experience perverse impacts and outcomes from rapid population growth if it is not pursued in a strategic and effective manner. These impacts can include rising cost of living, reduced amenity and quality of life, poor access to essential services and facilities and declining population retention and attraction.

Instead, a balance must be continually struck between economic, social and environmental sustainability if the quality of living and prosperity of residents and businesses is to be maintained and enhanced.

Aspirational but Achievable

Current State Government population projections indicate that the population of the Hotham Williams region will continue to grow in line with historical averages to 2026, averaging a growth rate of 2.0% to reach around 5,000 people. However, if the Hotham Williams economy is to reach its full potential, a larger population, customer base and labour force will be required. The identification of Boddington as a SuperTown by the State Government in 2011, coupled with the economic drivers of the region, mean a higher population growth target is achievable.

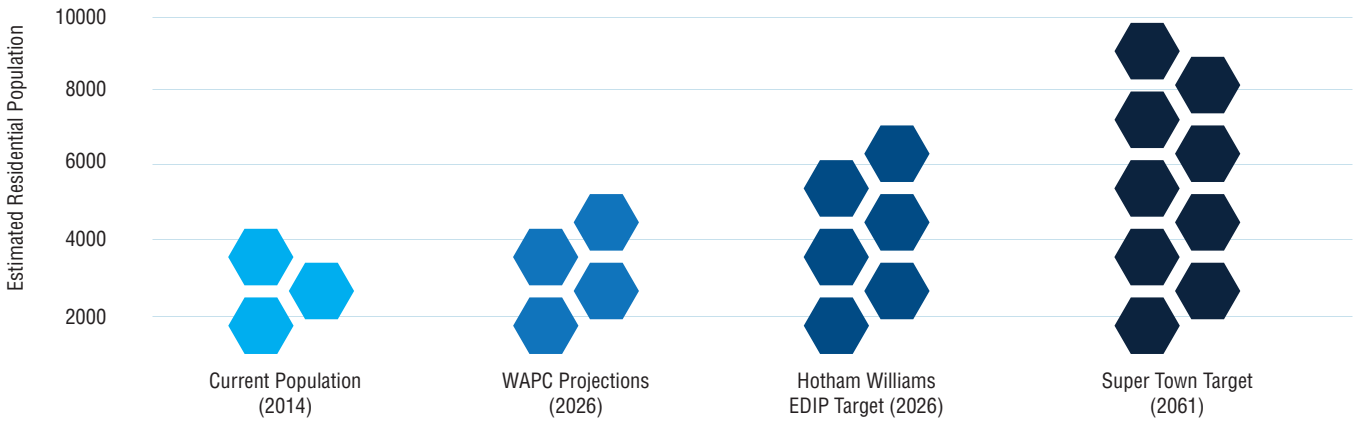


Figure 4 Population Projections and Targets for the Hotham Williams Region

The Boddington SuperTown Growth Plan identified a population target of up to 10,000 people in the broader Hotham Williams region by 2051. RPS considers the higher end of this target to be appropriate to reach the critical mass of residents required to enhance the sustainability of the regional economy and community.

RPS recommends that a medium term population target of 6,500 people by 2026 should be established. This growth is regarded as aspirational but achievable, building upon existing economic activity and leveraging economic assets.

Such growth would further enhance the viability of major community services, infrastructure and facilities, help to drive the demand for a wider and higher quality range of retail offering, improve the efficiencies of Government administration and services and the capacity for local businesses to establish and expand.

Policy and Planning Framework

This Economic Development Implementation Strategy seeks to build upon previous research, planning and policy analysis undertaken by stakeholders on the regional economy. It recognises that considerable evidence on the drivers, opportunities and challenges of the Hotham Williams regional economy already exists.

The existing economic policy and planning framework of the Hotham Williams regional economy has been reviewed to provide an evidentiary base for this Strategy. Key policies and plans reviewed include:

- Boddington SuperTown Growth Plan (2012);
- Boddington Economic Development Strategy (2012);
- Wheatbelt South Sub-Regional Economic Strategy (2014);
- Greater Narrogin Region - Economic Development and Implementation Strategy (2014);
- Wheatbelt Blueprint (2015);
- Peel Blueprint (November 2014);
- Wandering Community Strategic Plan (2013 - 2023);
- Williams 2022 - A Strategic Community Plan;
- Wheatbelt Regional Planning and Infrastructure Framework (2014);
- Western Australian Regional Development Trust Annual Report 2012-13; and
- Wheatbelt Region Strategic Framework (2012).

A full outline of each of these plans and policies is included in Appendix 1.
A summary of the key findings and issues from this review is outlined in the table below.

Increase the critical mass and diversity of residents in major regional communities;

Improve the viability and diversity of population services;

Enhance service delivery to, and economic and skills development opportunity for, Aboriginal youth and communities;

Promote better population and worker retention, including both youth and aged cohorts;

Maximise the benefits of technology and innovation;

Improve the brand and profile of the region;

Better leverage access to Albany Highway to promote transport and logistics;

Facilitate cross industry employment and skills transfers, particularly between agriculture and mining sectors;

Leverage mining and infrastructure investment supply chains and capture benefits locally;

Promote revitalisation of major town centres including leveraging built heritage;

Encourage greater tourist visitation and associated economic activity in the region;

Improve and encourage greater involvement of the community in regional economic development;

Increase supplies of appropriate and affordable housing; and

Improve and enhance the skills base of the regional labour force.

Assessing the Hotham Williams Economy

The growth and development of the Hotham Williams economy in the long-term will depend on its capacity to use its unique attributes and characteristics to leverage emerging economic opportunities. An assessment of the region's capacity to capture emerging opportunities has been undertaken using the "Four Cs Assessment" approach for regional economic development.

The four "Cs" approach provides the critical analysis required to identify and understand the strength and direction of a region's economy. The four "Cs" are:

- Capital – human capital, particularly skills and education;
- Communities – economically, environmentally and socially sustainable communities and population growth;
- Connections – access to international, national and regional markets; and
- Competitiveness – business competitiveness.

A benefit of this approach is that it enables the identification of comparative advantages to exploit, and impediments to regional development to be overcome.

Human Capital

Human capital refers to the skill, knowledge and experience possessed by an individual or population and is viewed in terms of the value people contribute to the development and growth of communities and organisations. It is a fundamental input to economic activity and crucial to regional competitiveness and resilience.

The availability of a highly skilled and educated workforce enables businesses and organisations to respond to changing environments, address challenges and pursue commercial opportunities. Conversely, a lack of access to appropriate human capital can constrain the growth of local enterprises and discourage new business creation.

It is imperative that a region support the development of its human capital. This support not only provides for existing economic needs, but also allows the region to prepare for the future. Increasing a region's knowledge capacity and skill set can provide a stimulus for substantial economic and socio-economic shifts.

Table 2 Human Capacity Indicators, Hotham Williams Local Government Statistical areas

Area of Focus	Indicator	Boddington	Wandering	Williams	Nation
Population	Population (2014)	2,523	438	932	NA
	Population Growth (2004-2014)	82.6%	20.0%	0%	29.9%
	Population Aged 0-14	15.4%	21.0%	20.3%	19.1%
	Population Aged 65+	6.8%	15.3%	12.9%	9.3%
Workforce Participation	Participation Rate	47.6%	70.4%	96.8%	65.6%
	Skilled labour	23.1%	45.6%	45.9%	34.2%
Skills	Year 12 Qualified	29.2%	n/a	22.5%	46.1%
	University Qualified	11.1%	10.5%	13.7%	22.8%
	Technical Qualified	32.1%	32.4%	27.7%	31.6%
	English Proficiency	83.2%	97.0%	95.8%	92.0%
	Early School Leavers	47.7%	56.2%	47.1%	42.2%

Population and Demographics

The population of the Hotham Williams region lacks a critical mass. Highly concentrated in the Shire of Boddington, population growth over the past decade has reinforced the current concentration of residents in and around the Boddington township. However, the population profiles of Wandering and Williams have been broadly stable, with Wandering experiencing 20% population growth over the decade to 2014. This is slower than the national average. But the fact none of the Local Government Areas in the Hotham Williams region experienced population decline over the past decade is in stark contrast to many parts of regional Australia and reflects the general resilience of the region.

The age profile of the region also varies, with Boddington possessing a larger working age population and Wandering and Williams having larger shares of both youth and older age cohorts. Despite this diverse age profile, the issue of population retention has been consistently raised in previous policies and plans. This includes youth and young worker, family and mature household and retiree/pensioner retention.

Workers and Skills

Participation by workers in the labour market is particularly strong in the Wandering and Williams Shires, where agriculture is the most prominent sector. Farming communities are commonly characterised by high levels of labour force participation, as well as skilled labour, as family-based farms and associated farm manager occupations characterise the local labour force. The local economy in Boddington is characterised by a much lower level of participation in the labour market with less than half of adults aged 15+ employed or seeking a job. This reflects high levels of welfare dependence, particularly among Aboriginal households, highlighting significant disparity in the prosperity of households in the Boddington community, depending on their level of exposure to mining activity.

Qualification and skills levels of workers living in the Hotham Williams region are also below average. School and University completion rates are below national averages, though Technical training qualification rates are broadly in line with national levels in Boddington and Wandering. English proficiency is also below average in Boddington, reflecting the ethnic and socio-economic composition of the population.

Conclusions

Overall, the Human Capital characteristics of the Hotham Williams regions are moderate, though with significant internal variations across the region across a number of indicators. The rapidly growing, socio-economically diverse, mining-related population of Boddington contrasts with the more stable, agriculturally-based workforces of Wandering and Williams. This dichotomy in the human capital profiles in the region means a single set of actions and investments across the Hotham Williams would likely be ineffective. Instead, a package of actions tailored to the unique drivers and challenges of each area is required.

Sustainable Communities

Sustainability is the capacity to endure. A sustainable community is one that has economic, social and environmental diversity and resilience. It does not rely on one industry alone but leverages from the economy's mix of industries, human capital quality, its natural assets and comparative advantage to become competitive and buoyant. Sustainable communities are inclusive, accessible, healthy and safe with access to a range of employment, housing, cultural, educational and recreational opportunities. In essence, a sustainable community is a place where people want to live and work, now and into the future. The objectives of sustainable communities can be grouped under three key areas:

- Economic sustainability;
- Community vibrancy and diversity; and
- Health and educational access.

Table 3 Sustainable Communities Indicators, Hotham Williams Region

Area of Focus	Indicator	Boddington	Wandering	Williams	Nation
Economic Sustainability	Income source-own business (2010/11)	$15,410	$21,732	$15,453	$23,458
	Unemployment Rate (2011)	1.5%	4.6%	2.5%	4.1%
	Youth Unemployment (2011)	3.4%	22.2%	9.6%	12.2
	Welfare Dependence	25.3%	n/a	13.1%	9.8%
	Median Personal Income (2011)	$1314	$738	$611	$662
	Median Household Income (2011)	$1908	$1298	$1107	$1415
	Economic Diversification	0.10	0.12	0.13	0.57
	Mining Location Quotient [1]	8.06	-	-	-
	Agriculture Location Quotient	0.90	27.12	20.80	-
	Health and Social Assistance Location Quotient	0.23	-	0.26	-
	Retail Location Quotient	0.17	0.54	0.61	-
Community Vibrancy and Diversity	Leadership Capacity	23.1	44.3	46.4	34.9
	Volunteer Activity	19.9	31.5	36.3	17.7
	Senior Dependency Ratio	10.8%	26.7%	25.4%	14.2%
Health and Educational Access	Adult Health Risks	37.8	60.0	68.5	4.7
	Access to Allied Health Services (%)	3.9	5.7	5.7	11.0
	Access to Medical Facility (km)	7.2	23.8	31.2	38.9
	Access to Primary Education Services (km)	28.5	0	6.7	24.0
	Access to Secondary Education Services (km)	5.9	32.3	32.7	23.3

[1] *A Location Quotient is a measure of the relative importance or significant of an industry to a local region. It is calculated by comparing an industry's share of employment in a region with that same industry's share of employment in Australia. It is represented as a ratio, with Australia scoring a ratio of 1.0 across all industries.*

Unemployment and Incomes

The Hotham Williams region is generally characterised as a low unemployment region. In 2011, the unemployment rates of both Boddington and Williams were well below the State average, though all three Local Governments have highly variable unemployment rates due to their small labour force and population sizes. Despite this, youth unemployment is a major issue in Wandering, with 22.2% of young people seeking employment in 2011 unable to find a job locally. However, it is also noted that in general terms, if residents are unable to find employment that they are less likely to remain in these communities, but rather move to other areas where they are able to find employment.

Household incomes in the region are below the national average but higher than many other regions of the State. The exposure of the region to mining activity and associated wages in the Boddington Shire drives a higher overall household income. Despite this, welfare dependence, in Boddington and Williams are both well above the national average and this is likely mirrored in Wandering (data is not available for the Local Government area due to the small population size), pointing to major issues of income inequality and the capacity of the local economy to fully capture the benefits of major investments.

Mining and Agriculture

As expected, mining figures prominently in the local Boddington economy, being 8 times more important to Boddington than the national average. This reflects the presence of gold and bauxite mining in the region, including Boddington Gold Mine (owned by Newmont Mining) and South 32/Worsley Alumina.

Gold and Alumina

Situated within the Saddleback greenstone belt in Western Australia, Boddington is one of Australia's largest gold mines. Producing both gold and copper concentrate, Boddington Gold Mine is located 16 kilometres from the rural farming town of Boddington, Western Australia and 120 kilometres from Perth, Western Australia. Operated solely by Newmont Mining, the mine was initially a $2.4 billion three-way joint venture between Newmont, AngloGold Ashanti and Newcrest Mining. Newmont acquired Newcrest's shares in 2006 and AngloGold Ashanti's shares in 2009. Commercial production began in 2009, with the milestone of two million ounces of gold production reached in August 2012. As of December 2014, the surface mine had an annual production of 696,000 ounces of gold and 69 million pounds of copper. The life of the mine is expected to exceed 20 years, with attributable life-of-mine gold production projected to be greater than 5.7 million ounces. As of October 2014, the mine had approximately 2,000 employees and contractors.

Worsley is one of the largest and lowest-cost bauxite mining and alumina refining operations in the world. The business is a joint venture between South32, Japan Alumina Associates (Australia) and Sojitz Alumina Pty Ltd. Bauxite mining takes place in forest and on agricultural land near Boddington. Bauxite Mining is a continuous process of excavation and rehabilitation, with the ultimate aim of re-establishing the forest ecosystem. After crushing, the bauxite is transported to the alumina refinery near Collie via an overland conveyor system that stretches more than 50km making it one of the longest of its kind in the Southern Hemisphere. The resulting alumina powder is then carried by rail to the Bunbury Port where it is exported to smelters throughout the world, the majority destined for South Africa, United Arab Emirates, New Zealand and Canada.

In contrast, agriculture is the most prominent industry in both Wandering and Williams, with location quotients of 27 and 20 respectively. Both Wandering and Williams are located within the Wheatbelt region, one of Australia's primary grain growing regions, producing and exporting grain across the world.

From 1996/97 to 2011/13, the Hotham Williams Region produced over 1.4 million tonnes of coarse grain agricultural commodities. Barley comprised approximately 37% of the region's produce, whilst oats formed the second highest share of produce at 23%. Canola and wheat both accounted for approximately one-fifth of the region's produce. Volume-wise, Wandering and Williams composed the majority of the region's grains production. Across a 15 year assessment period, Boddington, Wandering and Williams all recorded average yields that were significantly higher than the averages for Agzone 3 (where the Hotham Williams Region is situated) and the State.

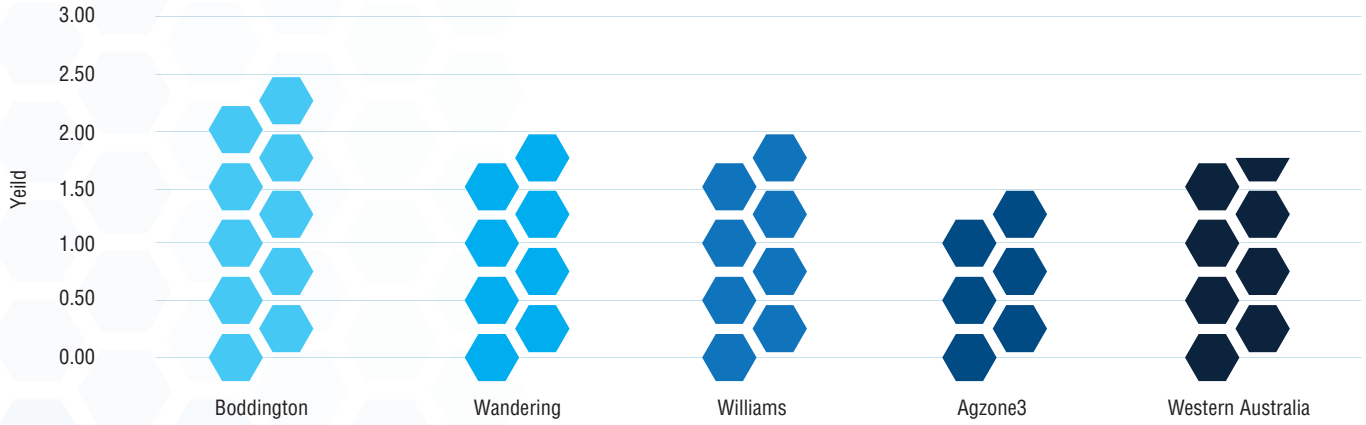


Figure 5 Average Yield, Hotham Williams Region and Western Australia, 1996/97 to 2010/11

Annual rainfall patterns within the region have heavily influenced agricultural production. During 2001, 2006 and 2010, the lowest millimetres of rainfall were recorded. This corresponded to tonnages delivered below 44,000. Similarly, historically high millimetres of rainfall were recorded in 2011, corresponding to 138,658 tonnages of grain delivered in 2011/12.

Agricultural production in the region is highly concentrated in the Shires of Wandering and Williams. Stand-out commodities produced in these LGAs (as a proportion of the State), are outlined in the following table.

Table 4 Stand-out Agricultural Commodities, Shares of State, 2010/11

Agricultural Commodity	Wandering	Williams
Total hay (ha)	0.4%	3.9%
Oats for grain (ha)	3.1%	7.0%
Barley for grain (ha)	0.5%	1.3%
All cereals for other purposes (ha)	0.7%	6.8%
Canola (ha)	0.6%	1.8%
Total sheep (no.)	1.2%	3.2%
Other oranges - trees 6 years and over (no.)	-	5.1%
Pistachios - total trees (no.)	-	23.2%
Undercover cut flowers (m2)	5.3%	-

As expected, Wandering and Williams both possessed high shares in oats for grain, all cereals for other purposes and total sheep. In terms of investment, there is a genuine opportunity for Wandering in horticulture, given its high shares in undercover cut flowers. As for Williams, there is an established pistachio tree sector, with the LGA responsible for over one-fifth of the State's production.

Population Services

Major population servicing sectors such as health and retail are underrepresented in the Hotham Williams region, despite being two of the largest employing sectors nationally. This is reflected in below average levels of economic diversification.

The sustainability of Hotham Williams's communities will be significantly influenced by the level of community vibrancy. In this area, all Local Governments perform favourably in volunteer activity, showing a high level of community engagement. This is a strong asset to the region and reflects a strong community response to addressing the service shortfalls that characterised sectors such as health and social assistance. Boddington however scores below average under leadership capacity, highlighting an important gap in the social capital of the largest community in the region.

Confirming the results of previous analysis, the access by residents and households to critical health and education services are substandard with the region ranking poorly in terms of access to allied health services and medical facilities. This is particularly concerning given the region is also characterise by high shares of the population with adult health risks (similar to much of regional Australia) and high senior dependency ratios in Wandering and Williams. The need to deliver quality health services to small populations is a critical challenge for much of Western Australia and requires a response that integrates the use of advanced technologies with changes in health service delivery models.

Conclusions

Overall, the Hotham Williams region has a comparatively stable economy founded largely on agricultural and mining activity. However, the global exposure of both of these sectors means the regional economy has a higher risk profile. Improving the economic diversification of the region will be critical to addressing this risk and improving the sustainability and longevity of the prosperity of local households. This however represents challenges as the small size of the population undermines the viability of traditional health and education service delivery models. A combination of community-based responses and the application of advanced technologies are required to address this issue. This should leverage the established culture of volunteering to promote greater local private and not-for-profit sector responses to this growing area of need.

Connectivity

Access and connection with global markets is critical to the growth of business, employment, incomes and the broader economy. Trade with other locations within the state, nation and around the world is the most effective way for a region to exploit its comparative advantages and competitiveness to generate prosperity for local residents. Access to markets comprises both physical access, including through efficient transport infrastructure, as well as business relationships and networks including trading partners, clients and labour. Improving access to markets broadens trade, allows competitive industries to grow and can increase the availability of goods and services.

Table 5 Connectivity Indicators, Hotham Williams

Area of Focus	Indicator	Boddington	Wandering	Williams	Nation
Digital Connectivity	Broadband Connections (QA score)	5.2	2.0	4.1	NA
	Mobile Coverage (%)	89.0	65.0	80.0	80.0
	Household Internet Connectivity (%)	79.2	78.0	75.1	79.0
Freight Infrastructure Access & Capacity	Port Access (km)	88.5	100.5	115.8	141.6
	Road Infrastructure (km)	10.5	13.0	8.0	19.4
	Rail Infrastructure (km)	50.6	39.7	34.0	35.6

Connectivity is a challenge for many parts of regional WA. Fortunately, the Hotham Williams region has strong connections to national and global economic centres as well as moderate levels of digital connectivity. The region has strong connections to the rest of Western Australia through the Albany Highway. The Albany Highway provides direct connection back to metropolitan Perth, with travel times varying between 98 minutes from Boddington to 112 minutes from Williams. The Albany Highway also provides an important freight and tourist route; providing exporters with access to major port facilities at Fremantle and Bunbury and visitors' access to the South West and Great Southern regions of the State.

Digital connectivity is more limited, though is favourable compared to many regional parts of the State. Mobile phone coverage is comparatively high, though it is less ubiquitous in Wandering and black spots remain throughout the region. Household internet connectivity is also comparatively strong, with Boddington and Wandering scoring similar rates to the national average. However, the quality of broadband access is generally below average. Boddington scored the highest with 5.2 out of 10, with Wandering recording a quality score of 2.0 – the lowest possible score.

Competitiveness

Countries, regions, communities and organisations must become more competitive if they are to maintain their economic position and respond to challenges such as perceived productivity gaps, competition for mobile investment, rapid adoption of new technology and electronic commerce.

The OECD defines a competitive region as one that can attract and maintain successful firms and maintain or increase standards of living for the region's inhabitants. This means that skilled labour and investment will gravitate away from uncompetitive regions towards more competitive ones.

Diamond Assessment Model

The competitiveness of a region can be readily assessed through the application of Porter's Diamond Model of Competitive Advantage. Developed by Michael Porter in his book, The Competitive Advantage of Nations, the Diamond Model represents a form of economic SWOT analysis. The Diamond Model was originally developed to analyse competitiveness at a national level but has since been widely applied to regions and industry clusters.

Adjustments have been made to this model to reflect the assessment of a region, rather than a nation or organisation. This adjusted model is illustrated in the following diagram.

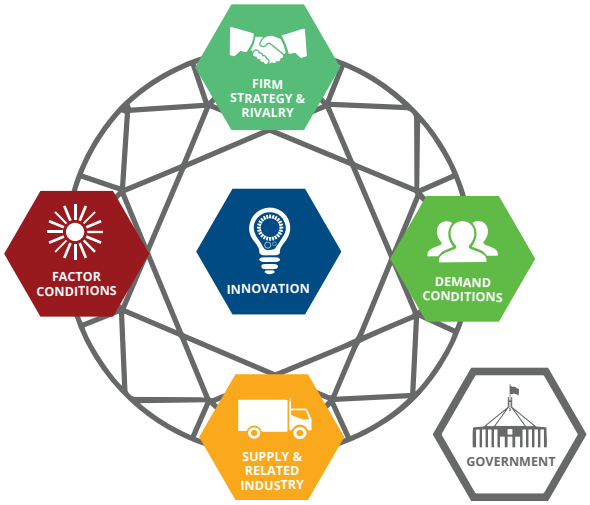


Figure 6 Adjusted Porter's Diamond Model

The adjusted Diamond Model applied in this Economic Development Strategy is comprised of five core, interrelated determinants of regional competitiveness:

- **Factor Conditions –** refers to the factors of production such as land, climate/environment, resources, labour and infrastructure and their relative quality, accessibility and suitability;
- **Demand Conditions –** refers to the state of the market for the goods and services. Strong markets with sophisticated and quality focused consumers provide businesses with incentive to innovate and grow into exporting firms while access to enabling infrastructure (e.g. ports, airports, roads) provides businesses with access to regional and international markets;
- **Related and Supporting Industries –** refers to the depth and diversity of businesses that input into the supply chain of the principal activity. Can include direct inputs to production as well as activities that enhance business performance and operation (e.g. a high amenity location that supports the attraction and retention of skilled labour);
- **Firm Strategy, Structure and Rivalry –** represents the impact of local competition on propensity of businesses to innovate and the suitability of their strategies and corporate structures to facilitate this innovation; and
- **Innovation –** includes core facilities, technologies, processes and services that support innovation by industry such as proximity to research and development capacity (like a university), access to quality telecommunications technology and the emergence of new business models (such as ecommerce, crowd sourced financing and cloud computing).

Government also plays an important role in supporting and facilitating the economic competitiveness of a region. The results of the competitiveness assessment for Hotham Williams are outlined in the following table.

Table 6 Industry Competitiveness Summary, Hotham Williams Region

	Advantages	Challenges
Factor Conditions	Inner regional location adjacent to metropolitan Perth. Established agricultural region. Established mining region with economically demonstrated resources. Strategic location atop Albany Highway. Strong access to road and port infrastructure.	Travel times to Perth from more southern parts of the region too long for regular commute.
Demand Conditions	Infrastructure and mining expenditure supporting local supply chains. Local population demand for core services Strong links to global markets through road and port infrastructure. Close proximity to major tourism regions of the South West and Great Southern. Above average incomes in Boddington Shire.	High exposure to global market volatility. Lack of population critical mass in individual townships. High level of welfare dependence and associated lower income profiles. Limited small business participation in major procurement and supply chain projects
Related & Supporting Industries	Boddington identified as SuperTown. Growth Plan with associated investment and development potential. Strong transport and logistics potential.	Limited and constrained mining supply chain service capacity at present Lack of small business creation and dynamism Limited access to core services such as health, education and retail.
Firm Strategy, Structure & Rivalry	Strong exposure of mining and agriculture sectors to domestic and local competition. Strong volunteering culture in the region, supporting community service delivery.	Lack of small business creation and dynamism. Limited business competition in population serving sectors undermining customer choice
Innovation	Presence of major mining activity. Presence of agricultural activity. Strong potential for use of technology in driving population service delivery. Strong potential for integration of digital technology into small business development.	Lack of small business support and incubation Lack of small business establishment and growth that constrains business innovation Broadband connectivity poor.

Implications for the Hotham Williams Economy

The Hotham Williams region is currently facing a critical challenge. The population of the region lacks a critical mass to support viable health, retail, education and other service sector offering, but such offering is required in order to help attract and retain new residents. This "population trap" confronts all growing regions and requires innovative responses, targeted investment and an entrepreneurial private sector and community to help the region reach the next population threshold.

The economy of the Hotham Williams region is very fortunate, compared to many regions around the country, in that it has exposure to two separate foundational industries – agriculture and mining. This provides the region with greater levels of economic stability and sustainability in the long-term. Despite both of these sectors being impacted by movement in global markets, the existence of two foundational sectors represents a distinct advantage for the region that must be leveraged. Outside of these sectors, the current level of economic diversification is low. Population-related services are limited and the region lacks any major tourist attractors. Increasing the diversification of the local economy must be a priority of the region.

Diversification strategies and actions can include:

- Investment in enabling infrastructure that help to facilitate the establishment of new businesses;
- Increasing local business integration with mining, agriculture and infrastructure supply chains; and/or
- The direct attraction and retention of new industries, including implementing incentive frameworks.

All three types of strategies and actions are required if the prosperity of households and workers in the region is to be enhanced and maintained.

The region also possesses a range of favourable spatial and accessibility characteristics. It is located relatively close to metropolitan Perth, particularly the northern part of the region. This provides the opportunity for areas within the region to integrate into and service a major metropolitan area. The Albany Highway also provides significant advantages, providing direct access to Perth, as well as to the South West and Great Southern regions. Leveraging these accessibility characteristics is essential to increase investment in the transport and logistics and tourism sectors.

The economic success of the region in the long-term will ultimately be determined by its residents and workers. According to ABS statistics, the current skills profile of Hotham Williams workers is low, with below average school completions and tertiary education attendance and qualifications (particularly outside agriculture). The most sustainable and highest paying sectors in the Australian economy are those where knowledge, intellectual property, innovation and technology drive growth. Enhancing the skills base of the region is therefore essential to supporting the development and growth of a local knowledge intensive sector. This can be achieved through:

- the attraction of skilled workers to the region,
- increased focus on school completion and
- post-school education pathways, and lifelong and ongoing professional education and training for mature workers.

However, no investment, project or action will be successful if the Hotham Williams community does not accept and embrace the potential opportunities for growth available to the region. The region currently possesses a strong volunteering culture but the leadership capacity of many communities is low. Similarly, the level of small business creation and broader entrepreneurship is poor which constrains economic and income growth. Greater emphasis must be placed on small business development, incubation and entrepreneurship if new sectors and industries are to be established and the overall dynamism of the regional economy is to be increased.

Economic Enablers

To secure economic prosperity for the Hotham Williams region, the Hotham Williams Economic Development Alliance (HWEDA) will focus its actions around five fundamental economic enablers.

Land

The timely release of, and access to land is imperative to economic development. Access to serviced, strategically located and available land will increase the attractiveness of the Hotham-Williams region as an investment destination.

Focus for Action: Comprehensive assessment of local assets and a targeted outreach program to attract new industry.

Infrastructure

Infrastructure is a critical enabler of economic development and is essential to leveraging private sector investment. Infrastructure includes transport networks and telecommunications systems, which are critical to business activities.

Focus for Action: Investing in infrastructure that will improve the productivity and efficiency of existing business and facilitate the establishment of new business.

Human Capital

A skilled and available workforce is necessary for economic development as it provides the labour and expertise that businesses need to operate and grow. The attraction of new labour, increased skill and capacity of the local workforce and unlocking jobs for the unemployed and under-employed should be a focus for economic development.

Focus for Action: The attraction and retention of skilled workers to the region and improved training and educational pathways.

Innovation

Innovation and adaptation to an ever changing global environment, are important elements of a resilient and thriving economy. This includes growth and diversification in the way that existing products and services are made or delivered as well as the creation of new products and services.

Focus for Action: Use of technology to facilitate information and ideas sharing and encouraging innovation through targeted incentives.

Investment

Securing external investment and reinvesting wealth locally delivers the capacity for long term economic development. External investment in capital, equipment and/or program delivery (e.g. training and development programs) facilitates the entry of new business while reinvesting wealth in the region enables the expansion of existing local business.

Focus for Action: Strengthening local supply chains and influencing local procurement as well as seeking external investment in strategic, high impact projects.

Economic Development Programs

The future prosperity of the Hotham Williams region and its residents and communities must be supported by a coordinated, integrated and innovative series of economic development programs. These programs should seek to maximise the return to Government, the private sector and the community from the finite investment and resources available. Resources should be targeted at projects, actions and investments that will address pressing needs and challenges that currently constrain growth, and that leverage the comparative advantages and natural competitiveness of the region.

RPS, in collaboration with HWEDA, has identified a series of Economic Development Programs, which will guide future economic development activity and investment into the region. These programs include:

- Agriculture and Food Industry Growth and Diversification;
- Population Services Delivery;
- Skills and Workforce Development;
- Small Business Development and Entrepreneurship;
- Transport, Logistics And Manufacturing Promotion; and
- Tourism Sector Development.

Each of these broad programs is focused on a specific industry or issue and provides a framework for the coordination of a range of similarly targeted actions and initiatives. This approach ensures that any investments made by stakeholders in the development of the Hotham Williams economy are coordinated and prioritised and delivered as part of a broader suite of activities.

The actions identified under each program are aligned to the five fundamental economic enablers.

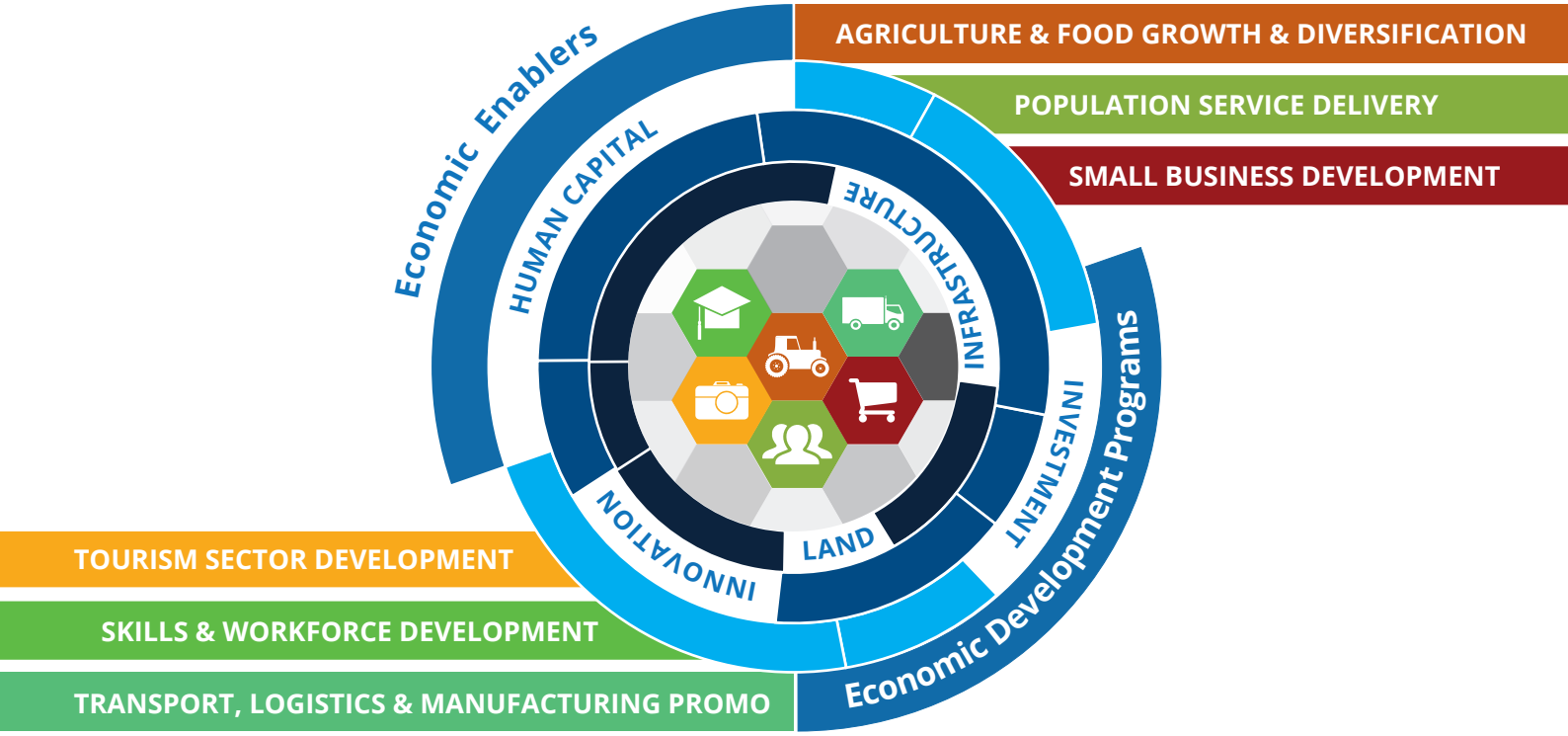


Figure 7 Relationship between Economic Enablers and Economic Development Programs for the Hotham Williams Region

AGRICULTURE AND FOOD INDUSTRY GROWTH AND DIVERSIFICATION

Program Purpose

This Program covers actions designed to grow, diversify and develop food production in the region. It seeks to enhance Hotham Williams' profile as a food producing region and the source of quality food products and supporting services and industries.

Program Scope

- improvements to regional infrastructure supporting agricultural operations and connectivity
- value adding and investment attraction initiatives
- regional food branding and agriculture industry coordination

Relevant Challenges and Advantages

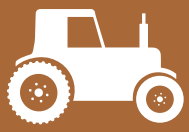
This Program seeks to build upon the role of Agriculture as a foundational industry and sector of the Hotham Williams economy by increasing value adding, product diversity and exports. This will help to generate employment opportunities for Hotham Williams' residents, generate new business opportunities and leverage the region's strategic position in inner regional Western Australia.

Actions

- Promote and Encourage Viticulture and Agricultural Diversification
- Continued Promotion of Regional Agricultural Brand ('Marradong Country')
- Sustainable Supply Chains
- Boutique and Cottage Food Industry Development
- Horticulture Sector Development Strategies
- Establish Regional Food Council
- Agriculture and Food Production Investment Prospectus and Targeted Outreach Program
- Agriculture Growth Strategy

Key Stakeholders

- DAFWA
- CBH
- Local and Regional Farmers
- Domestic and International Investors
- Local Government
- Identified local/regional agri-processing facilities /businesses
- Main Roads
- Austrade and State investment attraction and trade agencies.



POPULATION SERVICES DELIVERY

Program Purpose

This Program aims to improve the capacity and quality of core services required to support the residential population of the region. This includes health and medical services, convenience retail and community and support services. This program also aims to showcase the social capital of communities within the Hotham-Williams region and to leverage this to attract new residents to the area.

Program Scope

- Implement new service delivery models through the use of digital technologies
- Collocate and merger different services to develop service hubs in major regional communities (as appropriate)
- Support implementation of (or advocate for) tele-based service models to provide local residents with access to tertiary level services without the need to travel to metropolitan Perth.

Relevant Challenges and Advantages

This Program recognises that the growth of the Hotham Williams economy is constrained by a lack of population critical mass and that attracting and retaining new residents will require improvements in the capacity and quality of a range of population services. The strategic use of technology within coordinated service delivery models will assist to improve population service delivery viability and quality until such time as the increase in population size reaches the necessary critical mass to support more traditional solutions.

Actions

- Boddington Retirement Village Development
- CRC Digital Hubs
- Local Health Service Support and Expansion
- Economic Development Resources Assessment
- Key Worker and short term accommodation
- Wandering Aged Housing
- Water supply to Quindanning

Key Stakeholders

- DAFWA
- CBH
- Local and Regional Farmers
- Domestic and International Investors
- Local Government
- Identified local/regional agri-processing facilities /businesses
- Main Roads
- Austrade and State investment attraction and trade agencies.
- Water Corporation

SMALL BUSINESS DEVELOPMENT & ENTREPRENUERSHIP

Program Purpose

This Program will drive the establishment, growth and development of small businesses in the Hotham Williams Region. It recognises the importance of a dynamic and entrepreneurial small business sector in driving income growth and job creation in the region. The Small Business Development Program seeks to promote collaboration, innovation, technology adoption, growth acceleration and major project supply chain integration.

Program Scope

- Investigating potential major redevelopment locations and precincts in Hotham Williams Region
- Promoting greater business collaboration
- Encouraging new and innovative ways of working and doing business
- Facilitating take up and use of new technologies and systems
- Encourage accelerated business growth and development through access to early finance and capital and business mentoring.
- Promoting a culture in Hotham Williams that acknowledges and rewards business excellence
- Promoting integration of small businesses into major project and industry supply chains.

Relevant Challenges and Advantages

Small business development is fundamental to the growth of the Hotham Williams economy. Small businesses are the primary employment generator in Australia and operate across all industries and sectors of the economy. Supporting the establishment and nurturing the growth of small businesses is key to realising the potential of Hotham Williams's strategic economic assets and comparative advantages. Small business development can also drive a change in the culture of the Hotham Williams community to one that embraces and celebrates innovation and entrepreneurship.

Small business development in Hotham Williams is mediocre, with rates of business creation and operation well below State and national averages. As major employment generators, the growth of Hotham Williams's small business sector is key to improving the access of Hotham Williams workers to quality jobs.

Actions

- Website and Online business capability register
- Small business accelerator program
- Establish a Regional Chamber of Commerce
- NBN rollout and uptake strategy
- Regional Telecommunications Project
- State of Hotham-Williams Region report
- Regional Procurement policy
- Small Business awards

Key Stakeholders

- Department of State Development
- Department of Regional Development
- Local Government
- Development Commissions
- Local and Regional businesses
- Local industry and business groups (Williams Business Group and Boddington BIAS)
- NBN Co and Telstra
- Federal Department of Communications

SKILLS AND WORKFORCE DEVELOPMENT

Program Purpose

This Program seeks to improve the skills base of the Hotham Williams population to improve the attractiveness of the regional workforce to new and emerging sectors while providing socio-economic, prosperity and quality of life benefits to residents from improved educational outcomes.

Program Scope

- Investigation and promotion of non-traditional education and qualification pathways, particularly for adult workers (including lifelong learning initiatives)
- Increasing industry and education institution integration and collaboration
- Encourage improved school completion rates
- Establish regionally tailored post-school education and training pathways
- Improve English literacy and proficiency among non-English speaking populations.
- Encourage and promote multi-lingual education and training with a focus on languages prominent in the region and of major export markets.

Relevant Challenges and Advantages

This Program recognises that the future strength of the Hotham Williams economy will depend on the skills of its residents and workers. The region currently has a below average skills base with a high share of unskilled workers.
This raises serious concerns regarding the sustainability of prosperity for these workers and for the economy as a whole. Greater diversity and depth of skills is also required to support the establishment of new businesses and sectors.

Actions

- Workforce attraction marketing
- Regional Child Care Management Analysis
- Local industry training and apprenticeship opportunities
- Regional Virtual training delivery models

Key Stakeholders

- Local schools
- Department of Education
- Local Government
- Federal Department of Education and Training
- Registered Training Organisations
- Major local and Regional Employers
- Local business incubators
- Local and Regional Business Groups (Williams Business Group, Boddington BIAS)
- RDA Wheatbelt & Peel

TOURISM SECTOR DEVELOPMENT

Program Purpose

This Program seeks to establish and grow a quality experiential tourism sector that complements the core comparative advantages of the region. It recognises that tourism activity has the potential to inject expenditure into the regional economy from outside of the region to help support a higher quality and capacity of infrastructure and services.

Program Scope

- Establish a stock of tourism activities, amenities, accommodation and assets
- Development of promotional and branding material to communicate the unique offerings of the region.
- Integrate tourism into foundation industries including development of industrial and agri-tourism.
- Development of online and technology-based tourism information services and activities.
- Identify opportunities for increased and improved tourist accommodation options.

Relevant Challenges and Advantages

Tourism is an important contributor to the Shire of Williams economy but is not a significant value adding sector to the Hotham Williams economy overall. Employment also tends to be seasonal and low paid. However, tourism activity can have a significant benefit to a regional economy by providing an additional source of non-local expenditure. The demand for services and infrastructure resulting from tourism activity can assist to improve the quality and capacity of that infrastructure that otherwise could not be supported or justified by the local population. Tourism can also have a positive impact on the brand and profile of the region, supporting increased migration and business and investment attraction.

Actions

- District wide tourism strategy
- Redevelopment of the Williams Lions Park
- Develop Wandering Missions and other heritage assets
- Tourism Development Investment Prospectus
- Self-Drive Tourism Trails Development
- Boddington Visitor Centre Development
- QR Code App and HWpedia
- Events Calendar
- Agri-Tourism and Farm Stays
- Grey Nomad Market

Key Stakeholders

- Current tourism providers
- Domestic and international investors
- Local Government
- Aboriginal Communities
- Austrade and State investment attraction and export agencies
- Visitor Centres
- Tourism WA
- Events WA

TRANSPORT, LOGISTICS AND MANUFACTURING PROMOTION

Program Purpose

This Program seeks to establish Hotham Williams as a major transport and logistics hub in regional Western Australia; leveraging its strategic location on the Albany Highway, strong port access and regional freight requirements. It seeks to optimise the performance and accelerate the growth of key industrial precincts, integrate businesses into mining, agriculture and major project supply chains and be a location of choice for growing peri-urban materials and equipment manufacturing activity.

Program Scope

- Improving recognition (through signage and branding) of major industrial areas and precincts to passing travellers and the broader market.
- Identifying and capturing supply chain opportunities for major industries and infrastructure
- Promoting investment in critical transport assets and infrastructure

Relevant Challenges and Advantages

Transport, logistics and manufacturing sectors are underrepresented in the Hotham Williams economy, despite the presence of major mining and agricultural activity and the strategic position of the region relative to port and arterial road infrastructure. The development of all of these sectors is critical to driving the growth and diversification of the Hotham Williams economy and generation of new job opportunities for local residents and workers.

Actions

- Promote and facilitate the release of new industrial and commercial land
- Industrial and Commercial Land Investment Prospectus
- Investigate the feasibility of a regional waste facility
- Headworks and Infrastructure Improvements
- Albany Highway Upgrade and Maintenance
- Commercial precinct development adjacent to Fuel Facility in Wandering
- Economic Development Opportunity Reserve Fund

Key Stakeholders

- Domestic and international investors
- CBH
- Mining companies
- Main Roads
- Austrade and State investment attraction and export agencies
- Landholders
- Industrial tenants
- National transport and logistic companies
- State and Local government utility and infrastructure providers
- Landcorp
- Development Commissions
- RDA Wheatbelt and Peel

Role of the Alliance

The HWEDA is an incorporated association, established as part of the Boddington SuperTown Economic Development Strategy. The Alliance is comprised of elected members of the Shires of Boddington, Wandering and Williams as well as representatives of the business sector within each of these Local Government areas.

The HWEDA **has the potential to positively contribute to and facilitate a co-ordinated and integrated approach to regional economic development.** The Alliance is however, just one player amongst many in the complex environment of economic development and see their primary role as strategic enablers rather than direct delivers of economic development.

The HEWDA will continually reassess its role and effectiveness as an economic development enabler for the Hotham Williams region and seek to strengthen and leverage off its interrelationships with other stakeholders, particularly Local and State Government agencies, industry and the local business sector.

Investment Action Plan

Purpose of the Investment Action Plan

This Strategy provides the evidence-base, vision and framework for the successful development of a dynamic, prosperous and diversified Hotham Williams economy over the next decade. Achieving this vision will require coordinated investment and effort by all stakeholders in the community.

A practical and applied Investment Action Plan is needed to detail and profile specific actions and investments required to achieve the goals and objectives of the Implementation Strategy. This Plan, developed by the HWEDA in partnership with RPS, will build upon and expand the Economic Development Programs outlined in this Strategy, focusing on defining and profiling specific and targeted actions and investment for delivery by Councils, State Government, the private sector and other stakeholders.

A key focus of the Investment Action Plan will be making potential initiatives "investment ready" – whether that be investment by Government or by the private sector. This will include the preparation of investment prospectuses and business cases for securing capital funding as well as identifying potential in-kind support and contributions.

The Investment Action Plan should also become a core input into the decision making of Councils, guide the investment decisions of other stakeholders and establish the practical elements of the collaborative, innovative and dynamic Hotham Williams economy envisaged in this Strategy.

A copy of the Investment Action Plan is included in Appendix 2.

Flagship Projects

The Investment Action Plan identifies some 50 projects and actions. Under each of the economic development program areas the HWEDA have identified a "flagship" project which will be the focus for investment in the near term. Flagship projects have been determined by an assessment of both impact and achievability.

Flagship Projects

Agriculture and food growth and diversification

Project: Continued Promotion of Regional Agricultural Brand

Description: Continue to promote and advocate the regional brand 'Marradong Country' that was established as part of the Boddington Supertown project. Identify the unique opportunities and advantages of the region and potential markets in which the brand will have impact.

Indicative Cost: Integrated with funding for a regional food council

Population Services Delivery

Project: Economic Development Resources Assessment

Description: Conduct an audit of Local and State Government-owned lands and surplus property (e.g. shire owned real estate that is underutilised and could be repurposed) that could be used to support residential, commercial or industrial development.

Indicative Cost: $150,000

Small Business Development & Entrepreneurship

Project: Website & Online Business Capability Register

Description: Re-establishment of a 'Marradong Country' regional website, promoting the region. Development of an online capability register for businesses operating within the region. Targeted at capturing supply-chain opportunities in mining, construction and infrastructure projects sector.

Indicative Cost: $85,000

Skills & Workforce Development

Project: Workforce Attraction Marketing

Description: Profiling and marketing of the region to attract and retain a suitably skilled and experienced workforce. Focus on attracting skilled workers to fill gaps in the current regional workforce and meet the needs of existing industry. Work with businesses to identify required skills and promote the region to regional and metro WA and select national markets.

Indicative Cost: Integrated with funding for tourism marketing

Tourism Sector Development

Project: Self Drive Tourism Trails Development

Description: Develop a self-drive tourism trail for the region. Draw upon results of the District-Wide Tourism Strategy and associated audit of tourism assets to establish half-day, full-day and multi-day drives. In the medium term, consider incorporating content of drives into a mobile/app platform, incorporating information from the QR App.

Indicative Cost: $75,000

Transport, logistics & manufacturing promotion

Project: Economic Development Opportunity Reserve Fund

Description: Establish a HWEDA Economic Development Reserve Fund. Funds invested could be used to provide financial incentives to entice new industry development for co-investment in business ventures to enable industrial land developments or match funding for grants.

Indicative Cost: $30,000

Appendix 1.

Policy and Planning Framework

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Boddington SuperTown Growth Plan (2012)	Hames Sharley (WA) Pty Ltd with Syme Marmion & Co	Boddington growth plan was created to assist Boddington district in supporting population growth expected for the next 40 years. Its main focus is transforming the Boddington, Williams and Wandering in a liveable, workable and touristic place, with the improvement of land, creation entertainment and leisure options, creation of jobs and a sustainable economic development. This plan identifies the community necessity, as well as establishes the challenges involving the town growth, using the DPSIR framework.	• Improvement of commercial and retail will increase the range of items and diversity • Aged care and Retirement will retain people in the town, as well as better housing conditions and land affordability • Improvement of working conditions will attract young families from other towns and also retain residents. • Construction of a medical centre and improvement of health care will maximize quality of life. • Increasing service and facilities will retain workers from mining in Boddington	**Committed Projects** • Retirement Village • Leisure and Recreation Centre • Youth Centre Replace • Shire Depot Relocation • Water pipeline to Ranford (water supply that enables land division) **Future Projects** • Economic Development Strategy (Syme Marmion, 2012) • The Local Planning Strategy • Affordable Land in Boddington • Key-Worker Housing Stage One Implementation • Activate Main Street • Develop retail / accommodation
Boddington Economic Development Strategy (2012)	Syme Marmion & Co	The seven core industries with business focus areas and economic growth opportunities include: 1. Value adding to mining and resource industries, 2. Primary agricultural production, 3. Gourmet food/fine wine, health and wellbeing products derived from the land, 4. Construction industries, 5. Tourism from nature to town heritage, 6. Population and personal services, and 7. Creative industries. Three scenarios for Boddington • Business as Usual • SuperTown growth scenario • Aspirational target	• A sustainable community • Economic activity and employ-ment opportunities • Maximisation of the benefits of technology and innovation • Integrated transport and key infrastructure linkages • Marketing and strengthening of identity	**Committed Projects** • Boddington Gold Mine 2012 tours (Post-mining) **Future Projects** • Southern Inland Health Initiative • Digital Communities Initiative - NBN • Aged care accommodation • Recreation centre • Youth centre • Main street upgrade • Active recreation space standards (Playing fields, aquatic centre, indoor recreation centre skate park, BMX track) • Passive Recreation space standards (local parks and playgrounds) • Specific standards (change rooms, clubrooms, beach facilities, golf course) • Social/cultural (community centre, local community centre, library, seashore centre, child care centre) • Community health centre • District wide tourism strategy

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Wheatbelt South Sub-Regional Economic Strategy (2014)	RPS Group WDC	Wheatbelt South supports a critical mass of residential population which in turn supports higher education, health, aged care and social services in major centres. Tourism, food related supply chain services and lifestyle and retirement sectors are prominent contributors to the economy alongside broad-acre agriculture and livestock being the primary contributor. Comprises of peri-urban and rural lifestyle. Agriculture, tourism and rural living are the focus of this document.	• Wandering and Williams do not have a significant production of grain compared to Kulin, Lake Grace and Kondinin, however Williams has the second largest number of sheep in the region. • Williams and Wandering are too small for health and education amenities. • Lifestyle, amenity and retirement, however, are possibilities for expansion due to the close proximity to Narrogin and Perth which are well-serviced. • Tourism is a possibility for Williams and Wandering for the close proximity to Perth and gateway to the region. • Wandering - Promote facilities and the release of new industrial and commercial land. • Williams - Coordinate a marketing strategy to promote that availability of residential and light industrial land.	**Committed Projects** Wandering • Promote and facilitate the release of new industrial and commercial land Williams • Support modification of the Shire of Williams' Planning Policy to enable renewal of heritage buildings for retail and commercial occupancy • Promote the availability of residential and light industrial land **Future Projects** Wandering • Investigate the feasibility of a regional waste facility • Investment toward commercial precinct development Williams • Continue to build strong network and working relationships with Boddington Mine companies • Investigate redevelopment of Lions Park to capture drive through visitors. • Investigate the redevelopment and facility upgrades at the recreation centre
Western Australian Regional Development Trust Annual Report 2012-13	Government of WA	Offers advice from '10-'11 and '11-'12 as well as recommendations and advice for the '12-'13 period, along with internal governance measures.	• Targeted and sustained long-term effort to assist the large cohort of younger Aboriginal people to move from school to work and from welfare into economic participation, offers the greatest development potential: in order to break cycles • Need for holistic and coordinated regional planning: relevant to negotiating outcomes that are mutually beneficial for the three HWEDA towns • Royalties for regions budget allocations focussed on: • Regional land and food strategy and planning • Investment in regional strategic corridors • Retaining aged populations in the country: high priority in the area: • Regional business and industry innovation and support • Energy supplementation • Housing: Department of Housing suggests an extreme housing shortage in the regional sector with regional growth widening the gap: other projects identified are to do with releasing land for development in this area	**Future Projects that will impact the HWEDA region:** • Peel Wastewater Pipeline Project: deliver waste water from the Gordon Road Wastewater Treatment Plant to the Alcoa Refinery and other potential industrial and agricultural users (Boddington) - received $51 845 in 2010 to study from RFR • PortLink, linking the ports in Goldfields-Esperance, the Mid West and the Pilbara through an inter-modal hub in Kalgoorlie. It would be excluding the HWEDA region potentially meaning freight traffic would be redirected through the state resulting in less (freight) traffic through the region.

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Wheatbelt Blueprint (2015)	Wheatbelt Development Commission	The Blueprint is the road map that will assist the region to deliver on its potential. Stating: "The Wheatbelt is a key contributor to Western Australia's prosperity. The Region's prime location, diverse economy, clever people, vibrant communities and unique natural environment offer a high quality of life and will attract global innovators and investors." The document is focussed on 6 key areas for action: (1) Vibrant Economy (2) Clever People (3) Connected Communities (4)Valued Natural Amenities (5) Marketing Wheatbelt Opportunities (6) Effective Partnerships	• Agricultural growth • Cross Industry Employment • Physical and social connectivity • Support for population growth of all demographics • Increased employment • Engaged youth • Cultural representation • Improved educational and health support for young families and the aged • Preservation of natural amenities • Multifaceted growth of the region • Local government coordination - mutually beneficial solutions	**Future Projects** • Waste management developments (Wandering) • Develop heritage assets as places for Aboriginal enterprise and healing, e.g. Wandering Missions -> relevance to tourism and reconciliation • Develop emerging industry strategies for intensive agriculture, transport and logistics, renewable energy, aviation and population services (aged care, health, education and tourism) -> in particular viticulture in the Wandering region • Conduct residential and industrial land audits and invest in identified priorities • Encourage Community Resource Centres to take a lead role on volunteer support and coordination -> promoting digital connectivity in the region • Implement targeted marketing for workforce and visitor attraction
Peel Blueprint (November 2014)	Wandering Shire Council	The shire would like to have 'a healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful.' The goals to achieve this vision are: • a caring and involved community, • a robust and diverse rural economy, • development that preserves the rural landscape, • well-planned and delivered infrastructure and services, and • A strong and effective organisation.	• provide facilities that support the community and its participation for people of all ages, • devise solutions to attract and retain visitors to the Shire, • devise solutions that allow for sustaining and growth of businesses and the industry sector, • devise solutions to accommodate a strong and resilient agricultural sector, • provide vibrant rural planning and development strategies, • improve waste facilities, • provide solutions for well-constructed, maintained and utilised infrastructure, that supports future community needs, and • Devise solutions for well-utilised and cost-effective services.	**Future Projects** *Community* • Community programs and community Centre Precinct development into multipurpose facility, • Promotion and assistance of community and cultural events, groups and clubs, youth programs and activities, aged services, facilities and activities. *Economy* • Tourist destination promotion, • Services and infrastructure for tourism, • New industrial and commercial land release, and facilitation of new industries, • Improvement of utility services, • Promotion for significance of shire in agriculture, and attracting agricultural businesses. *Environment* • Promote diversity in land use planning, • promotion of agricultural land for food production, • Future town site strategy, • Management of existing waste facility, • Research regional waste facility. *Infrastructure* • maintenance and development of roads, • management of Shire-owned land, facilities and buildings,

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Williams 2022 - A Strategic Community Plan	Williams Shire Council	The community plan is basically focused on three objectives, which are Land use and the environment, economic development, social and cultural development and civic leadership. What they would like to have for economy is industrial section development, improvement of market to attract people and employees into the town and development of tourism. In terms of community, they want improvement of facilities, creation of better health care and housing conditions and also cultural development. Lastly, regarding environment they want to achieve sustainability in agriculture, which acquired with education and engagement of community in controlling pests and weeds, sustainable using of water and consciousness of burning and clearing lands.	• Improved tourism • Encouragement of population growth for youth and aged. • More opportunities for youth to gain life skills, community consciousness and leadership. • Add and expand facilities for community and visitors • Improved cultural representation • Preservation of landscape • Increased community engagement	**Future Projects** *Economy:* • Market Williams • Establish a Chamber of Commerce that creates a network of support for business in the town • Develop and promote tourism *Housing:* • Cost-effective residential land development release and investment for young and casual workforce. *Aged care and Senior:* • aged housing • Support services • Aged care employment opportunities *Health and medical care:* • Expansion and maintenance of health services attract long-term GP • suitable resourcing strategy • Viability of a pharmacy *Child and youth services:* • Increase engagement and retainment of youth through activities, space (playground), facilities upgrade and partnership with primary schools *Cultural development:* • Greater internal and external communication connectivity *Environment:* • Maintenance program for cleanliness of town via education and idea-sharing • Regulation: weeds, verges, burning and clearing, • landscape maintenance, • water sustainability programs, and • Reintroduce the Natural Resource Management Officer. *Roads:* • Bypass • Maintenance and improvement of local roads, cycle and walking tracks, verges and footpaths

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Wheatbelt Regional Planning and Infrastructure Framework (2014)	Western Australian Planning Commission	The region would like • Infrastructure that responds to local knowledge and values, accommodates its linkages to other Wheatbelt regions, improves interconnectedness of settlements, assists and promotes sustainable growth and caters for community needs, recognises current and changing demographics of the region, and seeks to attract and retain a diverse population; • a diverse and adaptive economy that increases contribution to the WA economy, benefits from innovation in the primary production sector, and diversifies establishment and growth of new industries; • Environmental values that support local, cultural and social development of region, and are manageable by current and future generations.	HWEDA goals include • Develop and implement sub-regional planning strategies • Develop strategy to guide investment in education services and infrastructure • Implement strategies to address youth-related issues • Support a greater range of cultural events and programs • Implementing initiatives that develop collaborative partnerships across government in conjunction with Aboriginal people in design and delivery of services • Devise a strategy to bring about sustainable long-term growth in communities and to achieve industry and employment growth • Review current and projected employment needs, and identify strategies to ensure education and training needs match employment needs and community aspirations • Develop and implement a program to preserve, enhance and develop tourism and recreation experiences and infrastructure • Prepare a strategy to acknowledge, manage and improve environmental values and to promote sustainable outcomes.	**Committed** *Transport* • Grain Freight Strategy- Upgrade of Tier 1 and 2 networks • Road network upgrades for Tier 3 *Infrastructure* • Water supply upgrades *Communications* • NBN • Regional Mobile Communications Project *Health and Education* • Southern Inland Health Initiative • CY O'Connor Institute Campus at Narrogin • Ongoing improvement of primary, district and secondary schools **Future direction** *Transport* • Road upgrade - Albany Highway *Infrastructure* • Water supply upgrades • Wastewater treatment plant upgrades • Sewerage program *Health and education* • health facilities and services in identified growth areas • trade training centres in schools program *Infrastructure studies* • Provide and/or upgrade aged care and retirement services • Strategic Waste Project
Greater Narrogin Region - Economic Development and Implementation Strategy (2014)	Govt. of WA Landcorp WDC	Six guiding principles in promoting growth, well-being, a sustainable future, improved land use and development for the area. Creating a vibrant economy, strengthening the community, creating sustainable build form and housing, delivering successful infrastructure management, protecting and enhancing the natural environment and ensuring successful governance Accommodating a population of 20,000 in Greater Narrogin by 2050. Encouraging workforce relocation, business growth, attracting new residents and providing attractive community amenities.	• A sustainable community • Economic activity and employment opportunities • Maximisation of the benefits of technology and innovation • Integrated transport and key infrastructure linkages • Marketing and strengthening of identity	**Committed Projects** • Boddington Gold Mine 2012 tours (Post-mining) **Future Projects** • Southern Inland Health Initiative • Digital Communities Initiative - NBN • Aged care accommodation • Recreation centre • Youth centre • Main street upgrade • Active recreation space standards (Playing fields, aquatic centre, indoor recreation centre skate park, BMX track) • Passive Recreation space standards (local parks and playgrounds) • Specific standards (change rooms, clubrooms, beach facilities, golf course) • Social/cultural (community centre, local community centre, library, seashore centre, child care centre) • Community health centre • District wide tourism strategy

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Wheatbelt Region Strategic Framework (2012)	Wheatbelt Development Commission and RDA Wheatbelt	This framework aims to ensure that key stakeholders in the region have a common strategic framework as a basis for influencing policy direction and implementing initiatives that will contribute to the sustainability of the region by outlining economic, social and environmental strategies and actions.	• Skilled workers of all ages are attracted and retained in the region which gives the residents economic independence. • Key strategic infrastructure is identified, maintained and where necessary new investments are made. • Better networked and inclusive communities. • Improved health, education, and youth/children's services in the Wheatbelt. • Enhancement of employment, lifestyle opportunities and community safety. • Natural assets are valued and managed properly and water management improved. Making greater use of renewable natural resources.	**Future direction** *Economy* • Wheatbelt Employment Strategy • Wheatbelt Workforce *Development Plan* • Educations, Skills & Jobs Plan (DEEWR) • Wheatbelt Infrastructure Planning • WDC Employment *Support Strategy* • CANWA Engagement and Governance Strategy • Regional & Remote Economic Development Training Program • Local Economic Development *Planning activity* • Department of Regional Development & Lands, Wheatbelt Regional Centre's Development Program (Super Towns) • DAFWA Strategic Horticulture Precincts project • Road Planning (Department of Transport) • State Freight Planning Strategy (Department of Transport) *Liveable Communities* • Education development - look at viability of school clustering • Wheatbelt Youth Leadership Development • Local Emergency Management Plans *Valued Natural Amenity* • Re-evaluate land use (commercial, residential, industrial etc.) • Water and waste programs

Appendix 2.

HWEDA Investment Action Plan

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
AGRICULTURE AND FOOD GROWTH AND DIVERSIFICATION	Promote and Encourage Viticulture and Agricultural Diversification.	Research and promote the feasibility of quality viticulture production in the Marradong Region, as appropriate. Consider opportunities for diversification of current industries. Confirm environmental suitability and attractiveness of the region and likely competitiveness and unique product offering. Identify potential sites / locations suitable for viticulture. Promote investment by WA and international wineries in the region.	Wandering Williams Boddington	Facilitate the diversification of agricultural and food production in the region.	• Alliance • DAFWA • CBH • Local and Regional Farmers • Domestic and International Investors • Local Governments • Identified local/regional agri-processing facilities /businesses • Austrade and State investment attraction and trade agencies.	Medium	$100,000 for initial feasibility and opportunity promotion material.
	Continued Promotion of Regional Agricultural Brand	Continue to promote and advocate the regional brand 'Marradong Country' that was established as part of the Boddington Supertown project. Identify the unique opportunities and advantages of the region and potential markets in which the brand will have impact.	Regional	Promote the 'Marradong Country' brand of the Hotham Williams region as a quality food producing region for domestic and international markets.		High	Potential to source funding from Regional Food Council.
	Sustainable Supply Chains	Promote development of intra-regional supply chains in the agriculture and food sector. Include efforts to encourage use of locally grow grain in feedlots.	Wandering Williams	Encourage and promote economic self-sufficiency and regional value adding.		Low	Advocacy Only
	Boutique and Cottage Food Industry Development	Identify and investigate opportunities to attract and encourage investment in boutique and cottage food industry. Includes unique agricultural, food manufacturing and retailing opportunities, based on local production. Investigate the feasibility and demand for co-operative food hub and distribution network to enable cottage food producers to access broader markets by sharing freight and handling/storage fees.	Regional	Facilitate the diversification of agricultural and food production in the region. Encourage local economic value adding.		Medium	$100,000 for opportunity identification and feasibility analysis
	Horticulture Sector Development Strategies	Identify and promote investment in the horticulture sector. Focus on both boutique and intensive horticulture opportunities and leverage the region's proximity to metropolitan region of Perth.	Regional	Facilitate the diversification of agricultural and food production in the region.		Low	$50,000 for strategy development.

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
AGRICULTURE AND FOOD GROWTH AND DIVERSIFICATION	Establish Regional Food Council	Consider the establishment of a Food Council for the region. Delegate responsibility to the Council for the promotion of the region as a quality food producer, the coordination of export market opportunities and the establishment of the region food brand.	Regional	Facilitate the diversification of agricultural and food production in the region. Promote the 'Marradong Country' region of the Hotham Williams as a quality food producing region for domestic and international markets.	• Alliance • DAFWA • CBH • Local and Regional Farmers • Domestic and International Investors • Local Governments • Identified local/regional agri-processing facilities /businesses • Austrade and State investment attraction and trade agencies.	Medium	$500,000 over 3 years (may include improvement in brand marketing and promotion)
	Agriculture and Food Production Investment Prospectus and Targeted Outreach Program	Prepare a prospectus for private sector investment in agriculture and food production in the region. The prospectus should establish the value proposition and competitiveness of the region for supporting agriculture, horticulture and food production, as well as identify specific sites/locations. Prepare the prospectus in a concise, stylised document, suitable for marketing and investment attraction activities. Develop a targeted outreach program to compliment the prospectus which includes identifying a list of potential developers and devising a comprehensive marketing strategy to entice these developers to the region.	Alliance	Facilitate the diversification of agricultural and food production in the region. Promote the 'Marradong Country' region of the Hotham Williams as a quality food producing region for domestic and international markets. Promotion of region as place to invest.		Medium	$40,000 including external graphic design
	Agriculture Growth Strategy	Strategy to include a comprehensive analysis of global and domestic agricultural growth sectors. This analysis should incorporate consultation with domestic industry leaders such as Coles, Woolworths, Aldi, IGA etc. Conduct a mapping exercise to overlay industry development requirements (power, water, lot size and proximity to transport networks) in order to be able to facilitate and support growth opportunities. Identification of target industries and actions required to entice investment will form the crux of this strategy.	Alliance	Agriculture development in the region is based on a comprehensive assessment of future growth markets and aligns with the regions comparative advantages and natural assets.		Medium	TBA

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
POPULATION SERVICES DELIVERY	Boddington Retirement Village Development	Encourage external investment opportunities for the retirement village in the Shire of Boddington Focus on proposal to establish assisted independent living units to address gap between independent living and permanent hospital based care. Confirm overall regional market size and purchasing power and work with the market to test overall project viability. Promote and market the development to prospective WA and national investors.	Boddington	Provide health and accommodation support to a local ageing population. Provide high quality services for the local population.	• Local and regional health, and community services providers. • State Govermnent health and community agencies • Local Governments • CRCs • Domestic and national property developers • Water Corporation	High	$20,000 for market assessment, feasibility testing.
	Local Health Service Support and Expansion	Leverage Government investment in health services through SIHI to improve the quality of health care in the region. Include a focus on improving local accessibility to both GP and specialist health care options, and securing funding for small hospital redevelopments, telehealth and residential aged care.	Williams Boddington	Provide health and accommodation support to a local ageing population. Provide high quality services for the local population.		High	Advocacy only
	CRC Digital Hubs	Continue to promote the use of CRCs as Digital Hubs for business and the community. Promote strong NBN integration and broadband access through CRCs with NBN Co and Department of Communications. Support the development of a local ideas exchange enabled through CRC websites. An ideas exchange allows the public to post, share, discuss and fine-tune ideas for social and economic development.	Regional	Increase the dynamism of the regional economy. Continue to provide high quality services for the local population. Continue to provide quality services and facilities for visitors and tourists.		Low	Advocacy
	Economic Development Resources Assessment	Conduct an audit of Local and State Government-owned lands and surplus property (eg: shire owned land that is underutilised and could be re-purposed) that could be used to support residential, commercial or industrial development. Focus on identifying key sites across the region and prioritising sites for development based on current zoning, infrastructure servicing and environmental and other constraints. Identify optimal development / disposal models and potential social and community benefit outcomes that could be facilitated through joint venture and other collaborative development models.	Regional	Increase the economic development opportunities for the region. Increased residential, commercial, industrial land availability.		Medium	$150,000 for full audit (including environmental analysis)

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
POPULATION SERVICES DELIVERY	Key worker and short term accommodation	Conduct survey to identify needs. Determine location required for investment. Consider sourcing funding and/or investment for the establishment of accommodation as required. Leverage the strategic location of the region and its close proximity to the Perth metropolitan area to attract a potential 'commuter' workforce, if appropriate. Identify accommodation needs as required and ensure delivery.	Regional	Provide affordable accommodation to attract and retain a skilled workforce. Provide accommodation to meet needs / demands of short term / itinerant / seasonal workers. Future of potential to retain these workers as permanent residents if the lifestyle is attractive.	• Local and regional health, and community services providers. • State Govermnent health and community agencies • Local Governments • CRCs • Domestic and national property developers • Water Corporation	Medium	TBD
	Wandering Aged Housing	Develop 4 aged care units with opportunities for expansion in the future. Promotion of Wandering as a retirement opportunity (safe, small community, close proximity to Perth). Project linked into Narrogin Regional Aged Care Project.	Wandering	Provide opportunity for the provision of accommodation to support an ageing population (retention of existing residents) AND provide opportunity to attract new residents to a quiet lifestyle (population attraction).		Medium	TBD
	Water supply to Quindanning	Provision of a quality, cost effective reticulated water supply to the proposed residential 12 lot subdivision at Quindanning	Williams	Provision of serviced residential land to entice population growth in the region		Medium	TBD

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SMALL BUSINESS DEVELOPMENT & ENTREPR'SHIP	Website and Online Business Capability Register	Re-establishment of a 'Marradong Country' regional website, promoting the region. Development of an online capability register for businesses operating within the region. Target opportunities at capturing supply-chain opportunities in mining, construction and infrastructure projects sector. Includes development of a regularly updated database of business names, locations and capabilities through the business survey and establishment of an online portal for use by major project proponents to identify local procurement capabilities and opportunities. Establish a single regional online portal that consolidates information on business and development opportunities, community and tourism events, investment opportunities and other key economic and social development information.	Alliance	Promote the capabilities of the region's business and industry to help secure major contracts and integrate in project supply chains. Raise the profile of the region and encourage the use of local businesses.	• Department of State Development • Department of Regional Development • Development Commissions • Local Government • Local & Regional businesses • Local industry and business groups and chambers (Williams Business Group & Boddington BIAS group) • NBN Co and Telstra • Federal Department of Communications	High	$85,000

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SMALL BUSINESS DEVELOPMENT & ENTREPR'SHIP	Small Business Accelerator Program	Establishment of an integrated program of training, marketing and business management support for select small business to encourage rapid and accelerated growth. The program would operate annually for a small number (3-5) of businesses who would then "graduate" back into the community. Can be offered as a prize under a Small Business Awards. Can be expanded into a full incubation program including subsidised business premises in the future.	Alliance	Promote and support the development of small businesses in the region. Encourage innovation and research to drive business productivity and export growth. Promote and market the region as being "open for business" by celebrating successful small businesses.	• Department of State Development • Department of Regional Development • Development Commissions • Local Government • Local & Regional businesses • Local industry and business groups and chambers (Williams Business Group & Boddington BIAS group) • NBN Co and Telstra • Federal Department of Communications	Low	$250,000 annually.
	Establish a Regional Chamber of Commerce	Consider the establishment of a Regional Chamber of Commerce. Catalysed by the Alliance. The Chamber should transition in the short-term to a members-based Chamber and provide a clear and consolidated voice to all levels of Government of the needs and challenges facing businesses in the region.	Regional	Promote and support the development of small businesses in the region.		Low	$250,000 initially and $75,000 annually for 5 years
	NBN Rollout and Uptake Strategy	Support a coordinated strategy for the rollout and uptake of fast broadband to be delivered by the NBN. Promote the opportunities that the NBN presents for the region generally, and for local businesses and industry particular. Identify potential NBN champions in the region to promote the opportunities presented by the NBN. Support the integration of NBN into CRC Digital Hubs, small business accelerator and virtual training hubs.	Alliance	Promote and support the development of small businesses in the region. Encourage innovation and research to drive business productivity and export growth. Improve connections of businesses to markets and customers, through enabling transport and communications infrastructure.		High	Advocacy Only
	Regional Telecommunications Project	Continue to identify and address current "black spots" and other poor mobile coverage areas in the region, particularly along Albany Highway (ensuring that these are appropriately registered on the Black Spot Register). Support the WA Department of Commerce to identify priority investment projects in the region. Continue to support and advocate for strong, reliable regional mobile communications to support businesses across tourism, agriculture, mining and the freight industry as well as the wider community.	Alliance	Encourage innovation and research to drive business productivity and export growth. Improve connections of businesses to markets and customers, through enabling transport and communications infrastructure.		High	Advocacy Only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SMALL BUSINESS DEVELOPMENT & ENTREPR'SHIP	State of the Hotham-Williams Region Report	Commission a regular 'barometer report' to track the state of the Hotham Williams regional economy over time. Use an online survey of local businesses, identify key performance issues, challenges and opportunities and to identify ways Government can facilitate and support growth. Support with key metrics on the region's economic and social performance and integrate with other tools including NIEIR's State of the States and Regional Australia Institutes indexes. Publish and promote Report to both local and regional businesses, Government agencies and prospective investors and developers.	Alliance	Promote and support the development of small businesses in the region.	• Department of State Development • Department of Regional Development • Development Commissions • Local Government • Local & Regional businesses • Local industry and business groups and chambers (Williams Business Group & Boddington BIAS group) • NBN Co and Telstra • Federal Department of Communications	Low	$150,000 initially then $50,000 annually.
	Regional Procurement Policy	Establish and encourage the adoption of a uniform local procurement policy across businesses and Local Government in the region. Focus on prioritising local industry and business input to major project supply chains, within the scope allowed by competition policy. Link with Online Business Capability Register to promote the capacity and experience of local business and industry	Williams Boddington Wandering	Promote and support the development of small businesses in the region. Reinvest wealth locally. Encourage innovation and research to drive business productivity and export growth. Promote and market the region as being "open for business" by celebrating successful small businesses.		Medium	Policy only.
	Small Business Awards	Run an annual awards competition awarding and acknowledging successful small businesses in the region. Provide a number of categories/ awards focused on new businesses, business growth, innovation and exports. Run the awards as a high profile evening event and provide winners with a number of potential benefits including small business accelera-tor participation, small grants, business mentoring etc.	Alliance	Promote and support the development of small businesses in the region. Encourage innovation and research to drive business productivity and export growth. Promote and market the region as being "open for business" by celebrating successful small businesses. Support in collaboration with Regional Chamber of Commerce and allow the opportunity to feed into statewide awards programs to continue to raise the profile of the region.		Low	$250,000 annually

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SKILLS AND WORKFORCE DEVELOPMENT	Workforce Attraction Marketing	Profiling and marketing of the region to attract and retain a suitably skilled and experienced workforce. Focus on attracting skilled workers to fill gaps in the current regional workforce and meet the needs of existing industry. Work with businesses to identify required skills and promote the region to regional and metro WA and select national markets.	Regional	Attract and retain a suitably skilled workforce to underpin and drive the growth of the regional economy.	• Local schools • Department of Education • Local Government • Federal Department of Education and Training • Registered Training Organisations • Major local and Regional Employers • Local business incubators • Local and Regional Business Groups (Williams Business Group, Boddington BIAS) • RDA Wheatbelt & Peel	High	Funding integrated with visitor attraction marketing
	Regional Child Care Management Analysis	Work with Department of Communities and the Shire of Brookton who are currently testing the viability of a regional childcare governance model for the Wheatbelt. Determine if these learnings are transferable to the Shire of Boddington (Peel) and Shire of Williams (Wheatbelt) who both have childcare services for their towns. Focus on opportunities to improve the viability of child care offerings in the region, by shifting management burdens to a central organisation. Particularly important opportunity for community and not-for-profit child care operators.	Regional	Encourage increased workforce participation by key groups, including women, youth and Indigenous groups.		Medium	Advocacy Only
	Local Industry Training and Apprenticeship Opportunities	Establish a working group with education and training providers and major employers and industry representatives to establish a clear pathway for the take up of training and apprenticeship opportunities. Develop a register of local trainees and apprentices. Map training requirements to identify common modules and coordinate delivery locally where applicable. Identify Regional Training Organisations who would be willing to travel to the region to deliver training modules locally. Focus on guiding students into trade-related careers relevant to the local industry structure and economy, including mining, transport, agriculture and construction sectors.	Regional	Develop the local workforce to support business and industry and drive local economic development. Encourage improved post-school education, training and employment opportunities for the region's youth. Reduced cost implications for trainees/apprentices having to travel to Perth for training; reduced lost time from workplace. Reduced impact on local businesses, which may encourage more take up of trainees and apprentices being employed.		Low	Advocacy Only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SKILLS AND WORKFORCE DEVELOPMENT	Regional Virtual Training Delivery Models (related to previous)	Improve local student and worker access to high quality secondary and post-school training through the use of virtual delivery models. Create virtual training hubs across the region, to allow students to access post-school training options in a dedicated environment. Work with post-school education and training providers to customise education content for the region.	Regional	Develop the local workforce to support business and industry and drive local economic development. Encourage improved post-school education, training and employment opportunities for the region's youth.	• Local schools • Department of Education • Local Government • Federal Department of Education and Training • Registered Training Organisations • Major local and Regional Employers • Local business incubators • Local and Regional Business Groups (Williams Business Group, Boddington BIAS) • RDA Wheatbelt & Peel	Low	Advocacy Only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TOURISM SECTOR DEVELOPMENT	District wide tourism strategy	Prepare a tourism strategy for the Hotham-Williams region. Undertake an audit of current, potential and latent tourism assets, amenities, attractions and accommodations (e.g. 4As). Profile current tourism markets for the region and identify niche opportunities and tourism products. Identify key actions and investments required to facilitate development of the tourism industry. Potentially collocate with small business network hubs and CRC digital hubs to improve overall hub viability.	Alliance	Promote tourism visitation to the region in unique and niche markets. Leverage tourism visitation to support higher quality services and infrastructure for local residents and businesses.	• Current tourism providers • Domestic and international investors • Local Government • Aboriginal Communities • Austrade and State investment attraction and export agencies • Visitor Centres • Tourism WA • Events WA	Low	$75,000 for Strategy development suitable for public release.
	Redevelopment of the Williams Lions Park	Redevelop Lions Park in Williams to make it a useable, attractive and amenable place to stop. This is a major stopover point on the Albany Highway for travellers.	Williams	Leverage tourism visitation to support higher quality services and infrastructure for local residents and businesses.		High	$1.5m (estimated) Advocacy only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TOURISM SECTOR DEVELOPMENT	Develop Wandering Mission and other heritage assets	Draw upon heritage tourism assets identified in the District-Wide Tourism Strategy to develop a strategy for the maintenance, enhancement and utilisation of such assets for tourism and community uses. Pilot program with the development of Wandering Mission. Partner with local Aboriginal and Indigenous groups to investigate opportunities for the Mission to be established as an Aboriginal Enterprise. Investigate and pursue State and Federal Government funding sources, particularly funds targeting regional Australia and Aboriginal development.	Wandering	Promote tourism visitation to the region in unique and niche markets. Support Aboriginal enterprises in the tourism sector to improve economic participation and quality of living of local Indigenous groups. Leverage existing economic assets and industries to support niche tourism developments and attractions.	• Current tourism providers • Domestic and international investors • Local Government • Aboriginal Communities • Austrade and State investment attraction and export agencies • Visitor Centres • Tourism WA • Events WA	Medium	TBD. Funding could be sought from Federal Government.
	Tourism Development Investment Prospectus	Prepare a prospectus for private sector investment in tourism development in the region. The prospectus should establish the value proposition and competitiveness of the region for supporting tourism development, as well as identify specific sites/locations and opportunities. Demonstrate feasibility of development as well as the potential availability of support from State and Local Governments. Prepare the prospectus in a concise, stylised document, suitable for marketing and investment attraction activities.	Alliance	Promote tourism visitation to the region in unique and niche markets.		Low	$40,000 including external graphic design
	Self-Drive Tourism Trails Development	Develop a self-drive tourism trail for the region. Draw upon results of the District-Wide Tourism Strategy and associated audit of tourism assets to establish half-day, full-day and multi-day drives. In the medium term, consider incorporating content of drives into a mobile/app platform, incorporating information from the QR App.	Alliance	Promote tourism visitation to the region in unique and niche markets. Leverage tourism visitation to support higher quality services and infrastructure for local residents and businesses.		High	$75,000 including development of website and brochures etc
	Boddington Visitor Centre Development	Development the Visitor Centre in Boddington. The Shire of Boddington has received $200,000 in funding to repurpose an existing building on the foreshore into a Boddington Community Hub that will include a visitor centre, social enterprise café and community library.	Boddington	To promote tourism visitation to Boddington and the wider region. Leverage tourism visitation to the town and the wider region		High	Boddington Shire to implement. HWEDA to provide advocacy support.

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TOURISM SECTOR DEVELOPMENT	QR Code App and HWpedia	Using the information that has previously been collated on the tourism activities, attractions and amenities in the region, develop a QR based app linked to the regional website. Include short-profiles on each attraction, including historical / heritage, environmental, industrial and economic attractions. Upload tourism content into a QR Code App format in the short-term and potential integrate with Self-Drive Tourism Trail app. Also upload content into a HWpedia web platform (similar to Freopedia).	Alliance	Promote tourism visitation to the region in unique and niche markets. To be developed in conjunction with website and self-drive tourist trail project. Very long term project, but has potential to significantly impact on economic development through promotion of tourism opportunities in the region.	• Current tourism providers • Domestic and international investors • Local Government • Aboriginal Communities • Austrade and State investment attraction and export agencies • Visitor Centres • Tourism WA • Events WA	Low	$150,000 to establish QR Code App and HWpedia platforms and $35,000 annually for maintenance. Content developed progressively
	Events Calendar	Establish a whole-of-region events calendar. Include events calendar on the website.	Alliance	Promote tourism visitation to the region in unique and niche markets. Develop in conjunction with website.		Medium	As part of website project.
	Agri-Tourism and Farm Stays	Target opportunities for agri-tourism and farm stays in the region. Identify specific agri-tourism opportunities in the region and profile potentially markets for these opportunities. Provide support and incentives to farmers and food producers to develop tourism-related offerings. Demonstrate feasibility and value add benefits to the producers / farmers. Focus on short-stay accommodation and food-related attraction development. Potential opportunity to integrate tourism activity into emerging viticulture opportunities.	Williams Wandering Boddington	Promote tourism visitation to the region in unique and niche markets. Leverage existing economic assets and industries to support niche tourism developments and attractions.		Low	$20,000 for opportunity identification and feasibility assessment.
	Grey Nomad Market	Target opportunities to service “grey nomad” tourists. Leverage exposure to Albany Highway and established, state wide grey nomad tourism drives and destinations. Continue to support the establish-ment of RV friendly spaces and caravan rest areas, day trip attractions, café and restaurant offerings and visitor information and services.	Alliance	Promote tourism visitation to the region in unique and niche markets. Leverage existing economic assets and industries to support niche tourism developments and attractions.		Low	Advocacy only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TRANSPORT, LOGISTICS AND MANUFACTURING PROMOTION	Promote and facilitate the release of new industrial and commercial land	Demonstrate potential demand for commercial and industrial land in the Hotham-Williams region and test viability and feasibility of development. Identify potential sites and ensure planning and development controls are suitable to facilitate and attract investment. Partner with LandCorp to investigate potential development support funding and delivery opportunities to facilitate	Wandering Williams Boddington	Ensure an effective supply of industrial and commercial land to support industry growth and employment generation. Position the region as a strategic transport and logistics centre in the region.	• Domestic and International Investors • CBH • Mining companies • Main Roads • Austrade and State investment attraction and export agencies • Landholders • Industrial tenants • National transport and logistics companies • State and Local Government utility and infrastructure providers. • LandCorp • Development Commissions (grant funding) • RDA Wheatbelt and Peel.	Medium	Advocacy only
	Industrial and Commercial Land Investment Prospectus	Prepare a prospectus for private sector investment in industrial and commercial land and development in the region. The prospectus should establish the value proposition and competitiveness of the region for supporting commercial and industrial development, as well as identify specific sites/locations. Demonstrate feasibility of development as well as the potential availability of support from State and Local Governments. Prepare the prospectus in a concise, stylised document, suitable for marketing and investment attraction activities.	Alliance	Position the region as a strategic transport and logistics centre in the region.		Medium	$40,000 including external graphic design
	Headworks and Infrastructure Improvements	Identify a full plan of headwork service and infrastructure improvements required for the region. Include both current infrastructure shortfalls and prospective requirements based on projected population growth and economic development opportunities. Prioritise infrastructure improvements based on economic and social returns (cost benefit analysis and impact assessments). Advocate investment by State and Federal Governments and coordinate investment by Local Governments in whole-of-region infrastructure as required. Investigate potential co-investment opportunities with private sector, particularly major land developers and industry, with a focus on economically enabling infrastructure items.	Alliance	Ensure an effective supply of industrial and commercial land to support industry growth and employment generation.		Medium	Costs vary between individual items. $100,000 for improvement plan.

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TRANSPORT, LOGISTICS AND MANUFACTURING PROMOTION	Albany Highway Upgrade and Maintenance	Advocate to State and Federal Governments for the continuous upgrade and maintenance of Albany Highway. Analyse the economic and social contribution of the highway, including enabling tourism, agriculture, mining and transport and logistics sectors. Present evidence and analysis to State and Federal Governments and use as basis for funding submissions and guiding Government infrastructure investment priorities.	Alliance	Ensure an effective supply of industrial and commercial land to support industry growth and employment generation.	• Domestic and International Investors • CBH • Mining companies • Main Roads • Austrade and State investment attraction and export agencies • Landholders • Industrial tenants • National transport and logistics companies • State and Local Government utility and infrastructure providers. • LandCorp • Development Commissions (grant funding) • RDA Wheatbelt and Peel.	Low	Advocacy only
	Economic Development Opportunity Reserve Fund	Establish a HWEDA Economic Development Reserve Fund. Funds invested could be used to provide financial incentives to entice new industry development for co-investment in business ventures to enable industrial land developments or match funding for grants.	Alliance	Ensure a small pool of funds is available to draw on to undertake economic development enabling projects or actions		High	$10,000 per local government to establish Trust. Could be matched with grant funding for applicable projects.
	Commercial precinct development adjacent to Fuel Facility in Wandering	Establish an incubator / shopettes that enable small, emerging businesses to have the opportunity to establish in the Wandering townsite. It is Council's intent to built up to 3 in the first instance, with funds secured through grant applications and other government support. Rental conditions would be favourable to encourage investment and service in the Wandering region.	Alliance	Significant road traffic utilises the Wandering-Narrogin Road on a daily basis (up to 500 vehicles per day). Wandering has little capacity currently to harness the economic potential of this traffic. Future opportunities for growth exist with the development of the Dryandra Woodlands National Park and HWEDA tourism Strategy.		High	$450,000 (estimated)

Appendix 3.

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Social Health Atlas, Public Health Information Development Unit referenced by the Regional Australia Institute's Insights Australia Regional Competitiveness Index.

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1. DECLARATION OF OPENING:

The Shire President, Cr Allert declared the meeting open at 5:10pm.

2. ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE:

2.1.1 Attendance

Cr J Allert	President
Cr N Crilly	
Cr E Hoek	
Cr T Collins	
Cr S Manez	
Cr D Smart	
Mr C Littlemore	Chief Executive Officer
Mr G Bartle	Director of Corporate & Community Services
James Rendell	Manager Financial Services
P Haas	Principal Environmental Health Officer, Building Surveyor
Ms T Bryant	Executive Assistant

15 members of the public attended the meeting.

2.1.2 Apologies

Cr M Glynn	Deputy Shire President

2.1.3 Leave of Absence

Nil

3. DISCLOSURE OF FINANCIAL INTEREST:

Cr Hoek declared a Proximity Interest in Item 8.3.1 in that she owns property adjacent to potential site described in Pt 3 of the resolution. Any impact would be extremely minimal to value of her property at 43 Bannister Road Boddington.

Cr Hoek declared a Financial Interest in Item 8.5.3 in that she is employed by the Boddington Community Resource Centre who is the applicant.

Cr Collins declared a Financial Interest in Item 8.6.3 in that she is employed as a Real Estate Agent.

4. PUBLIC QUESTION TIME:

4.1 RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE:

Nil

4.2 WRITTEN QUESTIONS PROVIDED IN ADVANCE:

Nil

4.3 PUBLIC QUESTIONS FROM THE GALLERY:

Crossman Natural Fertiliser Project

Mr Paul Easton asked the following:

Has council considered that should the Fertiliser Project be safe enough and low impact enough as suggested in the planning application, that it should be located in an existing industrial estate, which will be in fitting with the activities proposed, and closer to the employment base it will require to operate, which will significantly cut down the risks associated with extra vehicle movements on rural roads and fatigue management of the workforce?

CEO replied that Council does have industrial land but in this case the development is actually too large for current industrial land. Council can make the decision where the proponent could go, but it is still up to them where they want to go.

Does the council understand that the proposed site is within direct line of sight of the fully operating Armoin Nature Park, and that visitors of the park have stated that they would choose not to visit the area should the Fertiliser Project be constructed as proposed?

Cr Allert replied that his understanding was that the project was hidden well behind trees.

Also is Council aware that we have asked Beacon Consulting International and representatives to meet with us multiple times? Both upon hearing the possibility of the proposed site being considered for the Crossman Natural Fertilizer Project and immediately after seeing the Shire's notification of the Development Application and that on all occasions have been given assurances to meet with us to address our concerns but they have failed to live up to that assurance.

Cr Allert replied that Council will see what they can do about this, and would like to take up Mrs Easton's offer to come and visit your site.

Sarah Easton asked the following questions:

How is the company going to mitigate on-flow pollution from the truck tyres coming in and out of the shed?

How is the odour going to be tracked on neighbouring properties?

What happens when there is an odour issue on neighbouring properties? What is the process for reporting and what steps are taken to mitigate? How can these be proven successful?

CEO replied that he understands their concerns and has rung DER (Department of Environment Regulation) regarding odour, but unlike noise which can be tracked by a meter, odour can't. DER does take this seriously and are instigating various methods of tracking.

The proponents want this venture to be a showpiece as they want to roll it out in other places around the country, and in doing so would not want any complaints regarding this venture.

Boundary Change

Mr Keith Davies stated that regarding the comments on Item 8.6.4. My question is to ask Council to consider the following:

Para 1 on the Agenda Item - Where are the savings in expenditure?

Mr Davies then went on to read his concerns about the Agenda item.

5. PETITIONS/DEPUTATIONS/PRESENTATIONS/ SUBMISSIONS:

Nicole Samulkiewicz Health Promotion Office from Southern Wheatbelt Primary Health Service gave a presentation on the AEDC (Australian Early Development Census).

This presentation covered:

- Why early years?
  - Brain development
  - Child development early years
  - Common problems that that being in early childhood
- About the Network
- Achievements of the Network
- Measuring Network effectiveness
- Celebrating success
- Future of the Network
- Early years and the Boddington Shire.

6. CONFIRMATION OF MINUTES:

6.1.1	Annual Electors Meeting of Council held on Tuesday 8 March 2016

COUNCIL RESOLUTION 23/16 Moved Cr Collins

That the minutes of the Annual Electors Meeting of Council held on Tuesday 8 March 2016 be confirmed as a true record of proceedings.

Seconded Cr Crilly Carried 6/0

6.1.2	Ordinary Meeting of Council held on Tuesday 15 March 2016

COUNCIL RESOLUTION 24/16 Moved Cr Crilly

That the minutes of the Ordinary Meeting of Council held on Tuesday 15 March 2016 be confirmed as a true record of proceedings.

Seconded Cr Collins Carried 6/0

6.1.3	Confidential Special Meeting to Consider Boddington Recreation Centre Tender RFT 02/2015-16 held on Tuesday 29 March 2016

COUNCIL RESOLUTION 25/16 Moved Cr Crilly

That the minutes of the Confidential Special Meeting of Council held on Tuesday 29 March 2016 to Consider Boddington Recreation Centre Tender RFT 02/2015-16 of Council held on Tuesday 8 March 2016 be confirmed as a true record of proceedings.

Seconded Cr Collins Carried 6/0

7. ANNOUNCEMENTS BY PRESIDING MEMBER WITHOUT DISCUSSION:

Nil

8. REPORTS OF OFFICERS AND COMMITTEES:

8.1 PLANNING CONSULTANT:

Nil

8.2 MANAGER FINANCIAL SERVICES:

8.2.1 Monthly Financial Statements – March 2016

Disclosure of Interest:	Nil
Date:	11 April 2016
Author:	J Rendell – Manager Financial Services
Attachments:	8.2.1A Financial Statements – March 2016

Summary

Council is to consider Monthly Financial Reports for 31 March 2016.

Background

In accordance with Local Government (Financial Management) Regulations 1996 Council is to adopt Monthly Financial Report including the Operating Statement, Statement of Financial Position at the end of each month. Council has also wishes to consider a summary of financial reconciliations on a monthly basis.

Councillors have the opportunity to query financials before the meeting to satisfy themselves before the item comes before Council.

Comment

The Operating Statement, Statement of Financial Position, Statement of Cash flow, Statement of Financial Activity and Summary of Reconciliations are submitted for the month of March 2016.

Financial Summary

FINANCIAL SUMMARY YEAR TO DATE MARCH 2016

The following is provided to assist in the understanding of Councils financial position. It is emphasised that the revised budget has been updated into the reports and comparatives and comments are relative to the revised budget.

OPERATING RESULT

REVENUE

Revenue is only 0.3% or $19k unfavourable to YTD budget. Within the main items the following is noted:-

- **Operating Grants** is 6.9% or $40k unfavourable to budget:-
  - $22k unfavourable in relation to Childcare financed by Newmont, this is only a timing variance as an invoice will be raised in the next month.
  - $17k unfavourable for the Rural living expo
  - $8k unfavourable for the SES operating grant, this is only a timing variance
  - $7k favourable other grants.
- **Fees & Charges** is 2.9% or $23k favourable to budget.
- **Interest Earnings** is 6% or $7k unfavourable to budget.

- **Other Revenue** is 5% or $6k favourable to budget.

EXPENDITURE

Expenditure is 6% or $293k favourable to YTD budget. Within the main items the following is noted:-

- **Employee costs** are 5% or $92k favourable to budget:-
  - Salaries is favourable to budget by $68k
  - Superannuation is $6k favourable to budget
  - Training is $18k favourable to budget, this activity is expected to increase over the latter months of this financial year.

- **Materials and contracts** are collectively 16% or $207k favourable to budget:-
  - Asset valuation and other consultancies are $60k favourable to budget, this is considered as a timing difference.
  - Internal admin and overhead charges which is $147k favourable to budget.

- **Utility charges** are 10% or $23k unfavourable to budget, this is only considered as a timing variance.

- **Depreciation** is being allocated at budget, this is due to a re-alignment of the asset register in accordance with the revaluation of infrastructure assets. The revaluation has been completed and included in the Annual Financial Report.
  - Once the consolidation of the asset register is completed and the budget forecast exercise completed, the real variance and budget amounts will be reflected.

- **Interest expense** is 2% or $2k favourable to budget, this is a timing difference as the budget has been established based on actual projected repayments within this financial year.

- **Other expenditure is** 27% or $20k favourable to budget.
  - Council related expenditure which is $16k or 27% favourable to budget, mainly due to Fringe Benefits Tax which will be allocated in the latter months

FINANCIAL SUMMARY YEAR TO DATE MARCH 2016

NET RESULT

The net result shows an 8% or $135k favourable result to budget, due to total revenue being $19k unfavourable and expenditure being $154k favourable to budget.

CAPITAL ITEMS

Capital revenue is 21% or $173k unfavourable to budget, due to:-

- $154k unfavourable from Roads grants, with commensurate savings in capital expenditure
- $50k unfavourable from Visitor Centre grant
- $33k favourable from swimming pool grant.

These items are considered as timing differences.

Capital expenditure is 23% or $326k favourable to budget, mainly due to:-

- $17k favourable for other plant and equipment
- $12k unfavourable for Land & buildings
- $150k favourable for Other infrastructure
- $170k favourable for Roads infrastructure.

These items are considered as timing differences.

FUNDING ITEMS

Repayment of loan principal; is 1% or $1k favourable to budget, this is a timing difference as the budget has been established based on actual projected repayments within this financial year.

RESERVE ITEMS

It is noted that this line item is allocated at year end and there has been a budget change endorsed by Council in respect of transfers out of $10k, relating to the Community Grants expenditure.

CASH & INVESTMENTS

Cash and investments sits at $8.16M, this represents a downturn of $40k from the previous month, mainly due to cash outlays being higher than receipts by $325k partly offset by proceeds of $285k from the sale of a retirement unit, not budgeted. It is emphasised however that the majority of funds is tagged as "restricted" and therefore cannot form part of Council's unrestricted or free cash. Historically these restrictions are identified at the end of each financial year.

Statutory Environment - Local Government (Financial Management) Regulations 1996

OFFICER'S RECOMMENDATION – 8.2.1

COUNCIL RESOLUTION 26/16 Moved Cr Smart

That Council adopt the:

1. monthly financial statements for the period ending 31 March 2016; and

2. summary of reconciliations for the period ending 31 March 2016.

Seconded Cr Collins Carried 6/0

SHIRE OF BODDINGTON

For the period ended **31-Mar-16**

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Comprehensive Income Statement by Nature/type	2
Comprehensive Income Statement by Programme	3
Rate Setting Statement	4
Statement of Financial Position	5
Capital Expenditure by Asset type	6
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SHIRE OF BODDINGTON
SUMMARY OF FINANCIAL ACTIVITY
For the period ended 31-Mar-16

	2015/16 Budget Approved	2015/16 Budget Current	YTD	Actual YTD	Variance YTD	% Variance YTD
Revenue						
Rates	3,924,679	3,921,794	3,921,794	3,921,794	0	0.0%
Operating Grants, Subsidies and Contributions	2,112,096	660,935	579,953	539,836	-40,117	-6.9%
Fees and Charges	1,010,597	1,010,597	793,440	816,386	22,946	2.9%
Interest Earnings	86,185	175,077	113,776	106,467	-7,309	-6.4%
Other Revenue	383,081	139,792	104,751	110,378	50,252	48.0%
Profit from Asset Sales	-	34,909	26,181	70,806	44,625	170.4%
OPERATING INCOME	**7,516,638**	**5,943,104**	**5,539,895**	**5,565,665.96**	**70,396**	**1.3%**
Expenses						
Employee Costs	-2,482,042	-2,289,398	-1,745,253	1,653,226	92,027	5.3%
Materials and Contracts	-3,256,525	-1,693,122	-1,276,468	1,069,545	206,923	16.2%
Utility Charges	-305,026	-305,026	-234,058	257,043	-22,985	-9.8%
Depreciation on Non-Current Assets	-1,303,395	-1,303,395	-977,472	977,472	-	0.0%
Interest Expenses	-157,346	-135,642	-95,319	96,864	-1,545	-1.6%
Insurance Expenses	-243,333	-201,879	-201,862	203,171	-1,309	-0.6%
Loss on Asset Sales	-92,630	-	-	11,109	-11,109	
Other Expenditure	-147,021	-145,451	-73,910	53,807	20,103	27.2%
OPERATING EXPENDITURE	**-7,987,318**	**-6,073,914**	**-4,604,342**	**4,322,237**	**282,105**	**6.1%**
Net Result	**-470,680**	**-130,809**	**935,553**	**1,243,429**	**352,501**	**37.7%**
Adjustments for Non-Cash Items						
Depreciation	1,303,395	1,303,395	977,472	977,472	-	0.0%
Loss on Asset Disposals	92,630	-	-	11,109	11,109	
(Profit) on Asset Disposals	-	-34,909	-26,181	70,806	-44,625	
Movement in Balance sheet items	231,273	356,861	356,861	-	-356,861	-100.0%
	1,627,298	**1,625,347**	**1,308,152**	**917,775**	**-390,377**	**-29.8%**
Net Result before funding and Capex items	**1,156,618**	**1,494,538**	**2,243,705**	**2,161,204**	**-37,876**	**-1.7%**
Capital Income and Expenditure						
Non-operating Grants & contributions	1,594,729	1,811,365	814,661	641,406	-173,255	21.3%
Purchase Land & Buildings	-5,155,859	-5,155,859	-402,525	413,888	-11,363	-2.8%
Purchase Plant & Equipment	-183,867	-403,537	-388,557	371,414	17,143	4.4%
Purchase Roads, Streets & Bridges	-918,734	-918,734	-486,964	316,981	169,983	34.9%
Purchase Other Infrastructure	-90,000	-150,000	-120,000	30,000	150,000	125.0%
Proceeds from Asset Sales	234,500	89,500	67,125	355,729	288,604	430.0%
Net Capital Items	**-4,519,231**	**-4,727,265**	**-516,260**	**75,147**	**441,113**	**85.4%**
Funding Items						
Proceeds from New loans	-	-	-	-	-	
Repayment of Loan Principal	-327,463	-327,463	-234,127	232,969	1,158	0.5%
Self Supporting Loan Principal Income	-	-	-	-	-	
Total Funding Items	**-327,463**	**-327,463**	**-234,127**	**232,969**	**1,158**	**0.5%**
Reserve Items						
Transfers to Reserves	-41,160	-31,228	-	-	-	
Transfers from Reserves	584,844	586,332	-	-	-	
Net Reserve movement	**543,684**	**555,104**	**-**	**-**	**-**	
Amount used to fund Operations	**-3,146,392**	**-3,005,086**	**1,493,318**	**1,853,088**	**404,394**	**27.1%**

SHIRE OF BODDINGTON
STATEMENT OF COMPREHENSIVE INCOME BY NATURE/TYPE
For the period ended 31-Mar-16

	2015/16 Budget Approved	2015/16 Budget Current	YTD	Actual YTD	Variance YTD	% Variance YTD
Revenue						
Rates	3,924,679	3,921,794	3,921,794	3,921,794	0	0.0%
Operating Grants, Subsidies and Contributions	2,112,096	660,935	579,953	539,836	40,117	-6.9%
Fees and Charges	1,010,597	1,010,597	793,440	816,386	22,946	2.9%
Interest Earnings	86,185	175,077	113,776	106,467	7,309	-6.4%
Other Revenue	383,081	139,792	104,751	110,378	5,627	5.4%
OPERATING INCOME	**7,516,638**	**5,908,195**	**5,513,714**	**5,494,860**	**18,854**	**-0.3%**
Expenses						
Employee Costs	(2,482,042)	(2,289,398)	(1,745,253)	(1,653,226)	92,027	5.3%
Materials and Contracts	(3,256,525)	(1,693,122)	(1,276,468)	(1,069,545)	206,923	16.2%
Utility Charges	(305,026)	(305,026)	(234,058)	(257,043)	(22,985)	-9.8%
Depreciation on Non-Current Assets	(1,303,395)	(1,303,395)	(977,472)	(977,472)	-	0.0%
Interest Expenses	(157,346)	(135,642)	(95,319)	(96,864)	(1,545)	-1.6%
Insurance Expenses	(243,333)	(201,879)	(201,862)	(203,171)	(1,309)	-0.6%
Other Expenditure	(147,021)	(145,451)	(73,910)	(53,807)	20,103	27.2%
OPERATING EXPENDITURE	**(7,894,688)**	**(6,073,914)**	**(4,604,342)**	**(4,311,128)**	**293,214**	**6.4%**
	(378,050)	**(165,718)**	**909,372**	**1,183,732**	**274,360**	**30.2%**
Non-Op. Grants, Subsidies and Contributions	(2,727,508)	(2,510,872)	814,661	641,406	(173,255)	-21.3%
Profit on Asset Disposals	-	34,909	26,181	70,806	44,625	
Loss on Asset Disposals	(92,630)	-	-	(11,109)	(11,109)	#DIV/0!
OTHER	**(2,820,138)**	**(2,475,963)**	**840,842**	**701,103**	**(139,739)**	**-16.6%**
NET RESULT	**(3,198,188)**	**(2,641,681)**	**1,750,214**	**1,884,835**	**134,621**	**7.7%**
Other Comprehensive Income						
Changes on Revaluation of Non-Current Assets	-	-	-	-	-	
Total Other Comprehensive Income	-	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME	**(3,198,188)**	**(2,641,681)**	**1,750,214**	**1,884,835**	**134,621**	**7.7%**

SHIRE OF BODDINGTON
STATEMENT OF COMPREHENSIVE INCOME BY PROGRAM
For the period ended 31-Mar-16

	2015/16 Budget Approved	2015/16 Budget Current	YTD	Actual YTD	Variance YTD	% Variance YTD
Revenue						
Governance	62,000	69,600	52,164	57,684	5,520	10.6%
General Purpose Funding	4,227,798	4,193,992	4,116,747	4,114,178	- 2,569	-0.1%
Law, Order, Public Safety	110,415	255,165	227,581	215,927	- 11,654	-5.1%
Health	28,640	28,640	21,465	16,053	- 5,412	-25.2%
Education and Welfare	395,639	397,639	298,188	397,009	98,821	33.1%
Housing	19,550	19,550	14,643	13,194	- 1,449	-9.9%
Community Amenities	264,920	299,829	270,749	252,171	- 18,578	-6.9%
Recreation and Culture	135,700	126,996	77,652	68,827	- 8,825	-11.4%
Transport	151,400	151,400	151,316	146,629	- 4,687	-3.1%
Economic Services	2,065,576	323,293	251,655	216,177	- 35,478	-14.1%
Other Property and Services	55,000	77,000	57,735	67,818	10,083	17.5%
	7,516,638	**5,943,104**	**5,539,895**	**5,565,666**	**25,771**	**0.5%**
Expenses excluding Finance Costs						
Governance	- 23,977	134,577	131,029	- 122,314	- 253,343	193.3%
General Purpose Funding	- 17,000	- 2,525	- 1,890	- 1,510	380	20.1%
Law, Order, Public Safety	- 398,069	- 496,317	- 362,888	- 322,705	40,183	11.1%
Health	- 342,894	- 332,406	- 251,240	- 196,939	54,301	21.6%
Education and Welfare	- 654,684	- 634,457	- 482,985	- 439,800	43,185	8.9%
Housing	23,814	30,139	21,108	- 73,601	- 94,709	448.7%
Community Amenities	- 794,059	- 735,864	- 553,088	- 470,779	82,309	14.9%
Recreation and Culture	- 1,227,934	- 1,210,423	- 953,877	- 827,012	126,865	13.3%
Transport	- 2,363,574	- 2,199,861	- 1,653,326	- 1,465,453	187,873	11.4%
Economic Services	- 2,016,409	- 590,985	- 467,511	- 415,743	51,768	11.1%
Other Property and Services	- 15,187	117,721	74,578	120,907	46,329	-62.1%
	- 7,829,972	**- 5,920,402**	**- 4,500,090**	**- 4,214,949**	**285,141**	**6.3%**
Finance Costs						
Governance	- 53,772	- 51,424	- 25,711	- 26,834	1,123	-4.4%
General Purpose Funding	-	-	-	-	-	
Law, Order, Public Safety	-	-	-	-	-	
Health	-	-	-	-	-	
Education and Welfare	- 13,084	- 12,934	- 12,397	- 12,532	135	-1.1%
Housing	- 43,364	- 42,703	- 23,713	- 24,552	839	-3.5%
Community Amenities	-	-	-	-	-	
Recreation and Culture	- 43,995	- 43,347	- 40,211	- 40,960	749	-1.9%
Transport	- 3,131	- 3,104	- 2,220	- 2,410	190	-8.5%
Economic Services	-	-	-	-	-	
Other Property and Services	-	-	-	-	-	
	- 157,346	**- 153,512**	**- 104,252**	**- 107,288**	**3,036**	**-2.9%**
Non Operating Grants, Subsisies and Contributions						
Law, Order, Public Safety	163,610	377,930	377,930	375,479	- 2,451	
Education and Welfare	- 4,290,710	- 4,290,710	31,527	31,527	- 0	0.0%
Recreation and Culture	640,000	610,000	-	33,000	33,000	
Transport	709,592	699,908	355,204	201,400	- 153,804	-43.3%
Economic Services	50,000	92,000	50,000	-	- 50,000	-100.0%
Other Property and Services	-	-	-	-		
	- 2,727,508	**- 2,510,872**	**814,661**	**641,406**	**- 173,255**	**-21.3%**
NET RESULT	**- 3,198,188**	**- 2,641,681**	**1,750,214**	**1,884,835**	**134,621**	**7.7%**

SHIRE OF BODDINGTON
RATE SETTING STATEMENT
For the period ended 31-Mar-16

	2015/16 Budget Approved	2015/16 Budget Current	YTD	Actual YTD	Variance YTD	% Variance YTD
Revenue						
Operating Grants, Subsidies and Contributions	2,112,096	660,935	579,953	539,836	- 40,117	-6.9%
Fees and Charges	1,010,597	1,010,597	793,440	816,386	22,946	2.9%
Interest Earnings	86,185	175,077	113,776	106,467	- 7,309	-6.4%
Other Revenue	383,081	139,792	104,751	110,378	5,627	5.4%
Profit from Asset Sales	-	34,909	26,181	70,806	44,625	170.4%
Total Operating Revenue excluding Rates	**3,591,959**	**2,021,310**	**1,618,101**	**1,643,872**	**25,771**	**-1.6%**
Expenses						
Employee Costs	- 2,482,042	- 2,289,398	- 1,745,253	- 1,653,226	92,027	5.3%
Materials and Contracts	- 3,256,525	- 1,693,122	- 1,276,468	- 1,069,545	206,923	16.2%
Utility Charges	- 305,026	- 305,026	- 234,058	- 257,043	- 22,985	-9.8%
Depreciation on Non-Current Assets	- 1,303,395	- 1,303,395	- 977,472	- 977,472	-	0.0%
Interest Expenses	- 157,346	- 135,642	- 95,319	- 96,864	- 1,545	-1.6%
Insurance Expenses	- 243,333	- 201,879	- 201,862	- 203,171	- 1,309	-0.6%
Loss on Asset Sales	- 92,630	-	-	- 11,109	- 11,109	#DIV/0!
Other Expenditure	- 147,021	- 145,451	- 73,910	- 53,807	20,103	27.2%
Operating Expenditure	**- 7,987,318**	**- 6,073,914**	**- 4,604,342**	**- 4,322,237**	**282,105**	**6.1%**
Operating Result Excluding Rates Income	**- 4,395,359**	**- 4,052,603**	**- 2,986,241**	**- 2,678,365**	**307,876**	**10%**
Adjustments for Non-Cash Items						
Depreciation	1,303,395	1,303,395	977,472	977,472	-	0.0%
(Profit)/Loss on Asset Disposals	92,630	- 34,909	- 26,181	- 59,697	- 33,516	-128.0%
Movement in Balance sheet items	231,273	59,468	356,861	-	- 356,861	100.0%
	1,627,298	**1,327,954**	**1,308,152**	**917,775**	**- 390,377**	**29.8%**
Capital Income and Expenditure						
Purchase of Capital Expenditure	- 6,348,460	- 6,628,130	- 1,398,046	- 1,072,282	325,764	23.3%
Non-operating Grants & contributions	1,594,729	1,811,365	814,661	641,406	- 173,255	21.3%
Proceeds from Asset Sales	234,500	89,500	67,125	355,729	288,604	-430.0%
	- 4,519,231	**- 4,727,265**	**- 516,260**	**- 75,147**	**441,113**	**85.4%**
Funding& Reserve Items						
Proceeds from New loans	-	-	-	-	-	
Repayment of Loan Principal	- 327,463	- 327,463	- 234,127	- 232,969	1,158	0.5%
Self Supporting Loan Principal Income	-	-	-	-	-	
Transfers to Reserves	- 41,160	- 31,228	-	-	-	
Transfers from Reserves	584,844	586,332	-	-	-	
	216,221	**227,641**	**- 234,127**	**- 232,969**	**1,158**	0.5%
Estimated Surplus/(Deficit) July 1 B/Fd.	3,146,392	4,891,974	4,891,974	4,891,974	-	-
Estimated Surplus/(Deficit) June 30 C/Fd.	-	1,589,495	1,589,495	1,589,495	-	-
Amount required from General Rate	**- 3,924,679**	**- 3,921,794**	**874,003**	**1,233,773**	**359,770**	41.2%

SHIRE OF BODDINGTON
STATEMENT OF FINANCIAL POSITION
For the period ended 31-Mar-16

	YTD Actual
CURRENT ASSETS	
Cash and Cash Equivalents	$8,165,720.31
Equity Reserve Investments	$2,250.68
Trade & Other Receivables	$536,129.92
Inventories	$2,043.69
TOTAL CURRENT ASSETS	**$8,706,144.60**
NON CURRENT ASSETS	
Property Plant & Equipment	$21,441,283.90
Land Held for Resale	$272,538.88
Infrastructure	$45,148,632.64
TOTAL NON CURRENT ASSETS	**$66,862,455.42**
TOTAL ASSETS	**$75,568,600.02**
CURRENT LIABILITIES	
Trade & Other Payables	$169,766.57
Employee Provisions	$284,977.63
Borrowings	$94,493.33
Trusts	$202,871.74
TOTAL CURRENT LIABILITIES	**$752,109.27**
NON CURRENT LIABILITIES	
Trade & Other Payables - Specific	$300,000.00
Borrowings	$2,805,609.95
Employee Provisions	$42,082.60
TOTAL NON CURRENT LIABILITIES	**$3,147,692.55**
TOTAL LIABILITIES	**$3,899,801.82**
EQUITY	
Retained Earnings	$28,020,952.66
Reserves Cash Backed	$1,311,228.45
Revaluation Reserve	$40,451,782.41
Retained Earnings - Current Year Surplus	$1,884,834.68
TOTAL EQUITY	**$71,668,798.20**
TOTAL LIABILITIES & EQUITY	**$75,568,600.02**

HIRE OF BODDINGTON as at 31/3/2016
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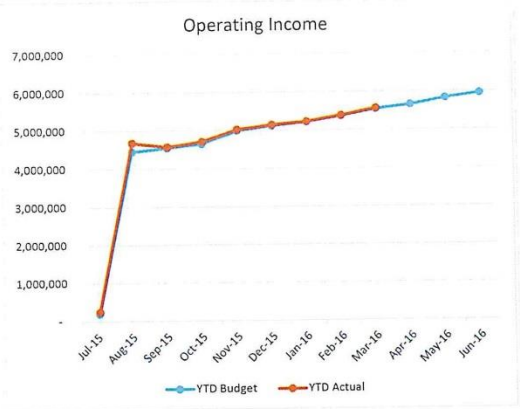
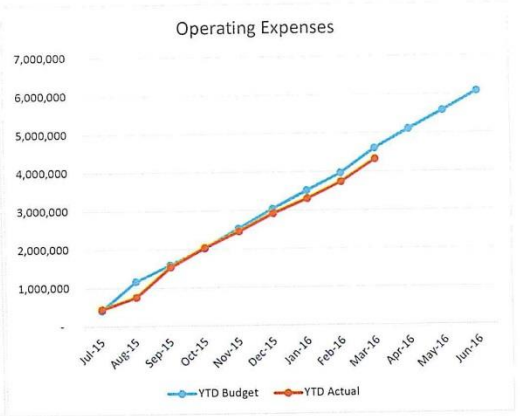
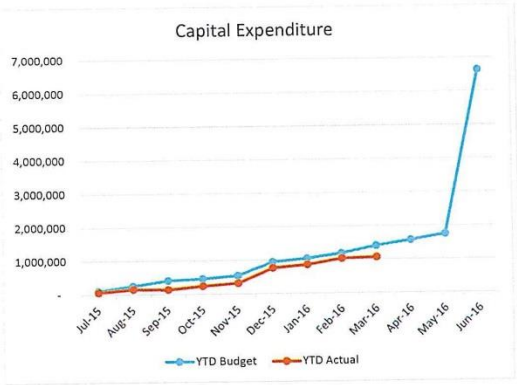
SHIRE OF BODDINGTON
CAPITAL EXPENDITURE BY ASSET CLASS
For the period ended 31-Mar-16

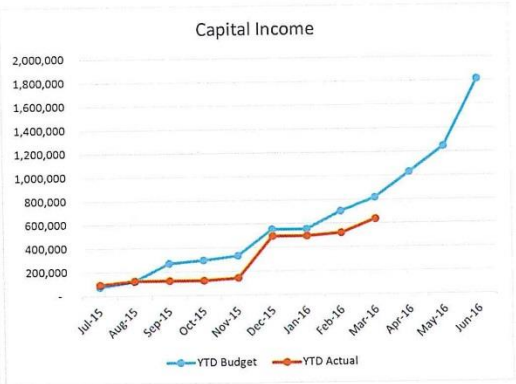
COA	Description	Asset Type	Original Budget	Current Budget	YTD Budget	YTD Actual
3051300	Ablution additions, Boddington, Marradong, Quindanning	Land & Buildings	$25,110.00	$25,110.00	$25,110.00	$25,110.00
3083300	YOUTH CENTRE	Land & Buildings	$227,449.00	$227,449.00	$227,449.00	$203,506.03
3091520	20 PRUSSIAN WAY	Land & Buildings	$6,000.00	$6,000.00	$6,000.00	$5,885.00
3113070	COMMUNITY CLUB - LAND & BUILDINGS	Land & Buildings	$6,000.00	$6,000.00	$6,000.00	$0.00
3113090	BOWLING CLUB - SYNGREEN	Land & Buildings	$60,000.00	$60,000.00	$60,000.00	$66,000.00
3113200	RECREATION CENTRE	Land & Buildings	$4,600,000.00	$4,600,000.00	$0.00	$110,689.65
3132000	CARAVAN PARK IMPROVEMENTS - LAND & BUILDINGS	Land & Buildings	$1,300.00	$1,300.00	$1,300.00	$1,250.00
3132008	VISITOR CENTRE	Land & Buildings	$230,000.00	$230,000.00	$76,666.00	$1,447.04
		Land & Buildings Total	**5,155,859**	**5,155,859**	**402,525**	**413,888**
3102201	NEW REFUSE SITE	Other Infrastructure	$40,000.00	$40,000.00	$40,000.00	$0.00
3105050	NICHE WALL - BODDINGTON CEMETERY	Other Infrastructure	$20,000.00	$20,000.00	$20,000.00	$0.00
3135205	DROUGHT PROOFING	Other Infrastructure	$0.00	$60,000.00	$60,000.00	$0.00
3112213	SWIMMING POOL - INFRASTRUCTURE	Other Infrastructure	$30,000.00	$30,000.00	$0.00	-$30,000.00
		Other Infrastructure Total	**90,000**	**150,000**	**120,000**	**- 30,000**
3042209	COMPUTER EQUIPMENT	Plant & Equip	$15,917.00	$15,917.00	$11,937.00	$1,485.00
3051210	Marradong Brigade - Plant & Equipment	Plant & Equip	$5,000.00	$5,000.00	$5,000.00	$5,000.00
3051220	Fire Tender Boddington	Plant & Equip	$131,000.00	$350,670.00	$350,670.00	$350,369.05
3051230	Crossman Brigade - Plant & Equipment	Plant & Equip	$5,000.00	$5,000.00	$5,000.00	$5,000.00
3051240	Equipment - Fire Management Planning	Plant & Equip	$0.00	$0.00	$0.00	$2,359.55
3123202	Traffic Counter	Plant & Equip	$8,750.00	$8,750.00	$8,750.00	$0.00
3123205	PURCH - MOWER	Plant & Equip	$7,200.00	$7,200.00	$7,200.00	$7,200.00
3127102	Hydraulic Auger	Plant & Equip	$11,000.00	$11,000.00	$0.00	$0.00
		Plant & Equip Total	**183,867**	**403,537**	**388,557**	**371,414**
3121086	Main Roads Bridge Program	Roads Infrastructure	$41,142.00	$41,142.00	$41,142.00	$0.00
3121090	ROAD CONST. - Other	Roads Infrastructure	$354,092.00	$354,092.00	$265,572.00	$187,813.29
3121705	MAIN STREET UPGRADE	Roads Infrastructure	$225,000.00	$225,000.00	$25,000.00	$153.10
3121800	ROAD CONST. - RRG	Roads Infrastructure	$274,500.00	$274,500.00	$137,250.00	$128,810.12
3121803	FOOTPATHS	Roads Infrastructure	$24,000.00	$24,000.00	$18,000.00	$204.13
		Roads Infrastructure Total	**918,734**	**918,734**	**486,964**	**316,981**
		Grand Total	**6,348,460**	**6,628,130**	**1,398,046**	**1,072,282**

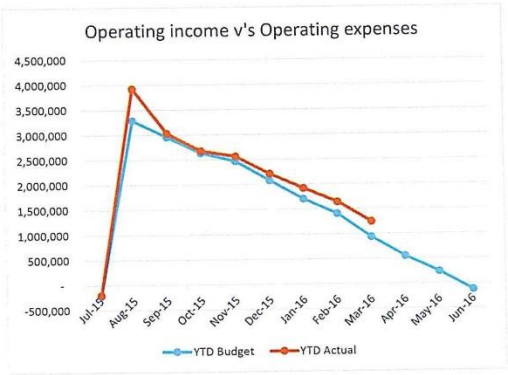
SHIRE OF BODDINGTON
GRAPHICAL DISCLOSURE OF FINANCIAL PERFORMANCE
For the period ended 31-Mar-16

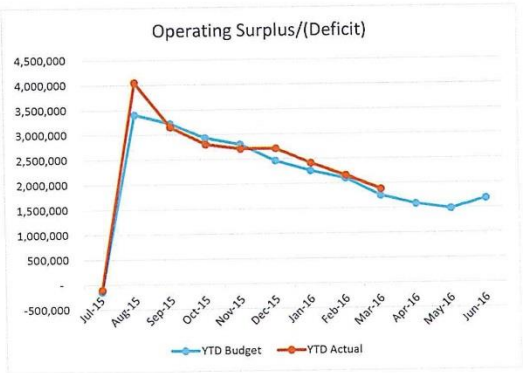












8.3 PRINCIPAL ENVIRONMENTAL HEALTH OFFICER/ BUILDING SUPERVISOR:

Cr Hoek declared a Proximity Interest in Item 8.3.1 in that she owns property adjacent to potential site described in Pt 3 of the resolution. Any impact would be extremely minimal to value of her property at 43 Bannister Road Boddington.

8.3.1 Stall Holder - Food

Location:	Various Locations within Boddington Shire
Applicant:	Garry & Tammy Ventris and Jessica Koch-Owen T/A Red Zeppelin Catering
File Ref. No:	ADM0165
Date:	12 April 2016
Author:	Peter Haas – Principal Environmental health Officer/Building Surveyor
Attachments:	Letter of application for a mobile food business Locations applied for

Summary

To seek Council approval to trade in a public place

Background

An application to trade from a food van in public places as nominated has been received. The applicants are Garry & Tammy Ventris T/A Red Zeppelin Catering who wish sell food via their food van.

As part of their application they have nominated areas they wish to trade from and as such they seek Council's approval for a Permit as a Stallholder under the auspice of the Shire of Boddington Activities On Thoroughfares And Trading In Thoroughfares And Public Places Local Law.

They have specified the areas and events under (c) of their application they wish to trade from and have stated the hours they wish to operate will vary from day to day with demand. They have stated that they wish to set up service after the hotel has stopped serving meals and other food outlets have closed negating any competition with established food premises.

It should be noted that the Food Business has been registered under the Food Act

Comment

The legislation that covers this situation is the Activities On Thoroughfares And Trading In Public Places Local Law Part 5 Stallholders & Traders which requires a Permit to carry out a Trader or Stallholder activity.

Council need to approve the permit with or without conditions.

The condition requirements that can be place on permits are outlined below.

6.3 Conditions which may be imposed on a permit

The local government may approve an application for a permit subject to conditions relating to -

(a) the payment of a fee;

(b) the duration and commencement of the permit;

(c) the commencement of the permit being contingent on the happening of an event;

(d) the rectification, remedying or restoration of a situation or circumstance reasonably related to the application;

(e) the approval of another application for a permit which may be required by the local government under any written law;

(f) the area of the district to which the permit applies;

(g) where a permit is issued for an activity which will or may cause damage to a public place, the payment of a deposit or bond against such damage;

(h) the obtaining of public risk insurance in an amount and on terms reasonably required by the local government; and

(i) the provision of an indemnity from the permit holder indemnifying the local government in respect of any injury to any person or any damage to any property which may occur in connection with the use of the public place by the permit holder.

6.4 Imposing conditions under a policy

(1) In this clause –

"policy" means a policy of the local government adopted by the Council containing conditions subject to which an application for a permit may be approved under clause 6.2(1)(a).

(2) Under clause 6.2(1)(a) the local government may approve an application subject to conditions by reference to a policy.

(3) The local government is to give a copy of the policy, or the part of the policy which is relevant to the application for a permit, with the form of permit referred to in clause 6.2(2).

(4) An application for a permit is to be taken not to have been approved subject to the conditions contained in a policy until the local government gives the permit holder a copy of the policy or the part of the policy which is relevant to the application.

(5) Sections 5.94 and 5.95 of the Act shall apply to a policy and for that purpose a policy is to be taken to be information within section 5.94(u)(i) of the Act.

6.5 Compliance with and variation of conditions

(1) Where an application for a permit has been approved subject to conditions, or where a permit is to be taken to be subject to conditions under this local law, the permit holder shall comply with each of those conditions.

(2) The local government may vary the conditions of a permit, and the permit holder shall comply with those conditions as varied.

There is no policy that covers this type of activity under the Policy Manual other than Policy 10.12 Busking within Boddington which deals with buskers (an activity that takes place on thoroughfares and public places), so guidance for conditioning of a permit cannot be gained from this source.

Further, I would not recommend issuing a Permit without any conditions being placed on it and as such I would recommend the following conditions be placed on any Permit. To this

end I have spelled out the areas as outlined by the applicants with recommended conditions following:

Area near foreshore park : the carpark area behind the old School (caravan overflow grassed area – Refer to Map 1 attached
Conditions – Applicant would like timings and days of operation to be flexible due to the amount of patrons utilising this service and timings and days is an unknown and would depend on the numbers located in the area at the time. I would recommend that operation be restricted to weekends and public holidays just to be able to put on some controls and as such would need Council input into what, if any condition/s need to be placed on the Permit. Regards days and timings. I have spoken to the Applicant and this is one of the areas that they feel needs to be looked at.

Area near to the information bay near Crossman Road turnoff, in the grassed area behind the information bay – Refer Map 1
Conditions – The Applicant wishes to cater for persons camping in the RV area and passing trade. Parking on the grassed area would be out of the question because it is reticulated and parking in this area may damage the sprinklers. Area suggested to park the stall is the area immediately in front of the concrete table and chairs adjacent to the totem poles. I would recommend trading be as per the Foreshore area.

Boddington Hotel Car Park (if approved by the hotel owners) otherwise an area close to the Old Bakery in the parking bays with service to the footpath (night service only) – Refer Map 2.
Conditions – Preference would be to have the Applicant locate in the hotel carpark because locating in the parking bays adjacent to the Old bakery may disturb residents located in the area and may interfere with traffic traversing along Bannister Road. The Applicant has stated verbally they have spoken to the lessees of the hotel and that they would give their permission to set up in the hotel carpark. After 10.oopm and only if the hotel carpark was not full. The Applicant would like to trade after 8 pm when the food premises have finished their food service on Thursdays and Fridays. And as such the 10.00pm required by the hotel would not suit. I have recommended trading take place after 8.00pm in the hotel carpark but the applicant will need to be mindful of the requirements of the owners and persons in control of the land. The Applicant may need to locate another site or Council approve operation from the parking bays along Bannister Road as nominated.

South 32 carparks Marradong or Saddleback, already approved by the mine – Refer Maps 3 & 4
Conditions – The Applicant wishes to trade in these areas at lunch times and at shift changes at 6 am and 6 pm. I can not fore see any issue with this and would recommend accordingly subject to a letter being received form the mine stating as such.

Sites within the Shire of Boddington that could be identified and approved by the Shire on request
Conditions- This will need to be judged by Council on its merits and upon application

Local events and festivals as requested by organisers
Conditions – Notification by submission of the requisite form as already required for other food stalls to be forwarded as needed

Rallies such as caravan, motorcycle where there is a need for extra catering
Conditions – Same conditions for local events and festivals

Addressing tourist demand for catering as required at various events
Conditions – Same conditions for local events and festivals

Filling gaps when other organisations are in need for catering, i.e; Football Club, Bowling Club, Bowling Club events
Conditions – Same conditions for local events and festivals
Other areas as identified and discussed with the Shire
Conditions – Areas will need to be identified and dealt with accordingly

I would not recommend that the Applicant be granted a permit without any conditions being attached limiting areas and hours of trade. It should be noted that since this application was received that I have had discussions with two other parties interested in doing similar albeit not the same type of food items.

In determining a permit and any conditions put there upon Council should be mindful of Clause 5.5 of the Activities On Thoroughfares And Trading In Thoroughfares And Public Places Local Law

5.5 Relevant considerations in determining application for permit

(1) In determining an application for a permit for the purposes of this Division, the local government is to have regard to –
  (a) any relevant policies of the local government;
  (b) the desirability of the proposed activity;
  (c) the location of the proposed activity;
  (d) the principles set out in the Competition Principles Agreement; and
  (e) such other matters as the local government may consider to be relevant in the circumstances of the case.

(2) The local government may refuse to approve an application for a permit under this Division on any one or more of the following grounds –
  (a) that the applicant has committed a breach of any provision of this local law or of any written law relevant to the activity in respect of which the permit is sought;
  (b) that the applicant is not a desirable or suitable person to hold a permit;
  (c) that –
    (i) the applicant is an undischarged bankrupt or is in liquidation;
    (ii) the applicant has entered into any composition or arrangement with creditors; or
    (iii) a manager, an administrator, a trustee, a receiver, or a receiver and manager has been appointed in relation to any part of the applicant's undertakings or property; or
  (d) that the needs of the district, or the part for which the permit is sought, are adequately catered for by established shops or by persons who have valid permits to carry on trading or to conduct a stall; or
  (e) such other grounds as the local government may consider to be relevant in the circumstances of the case.

It should be noted that this venture is untried and untested within this Shire and the Applicants may wish to try varying the times or days of operation. It may be prudent for Council to delegate to the Chief Executive Officer to approve or not approve any variation to the conditions on the Permit requested by the Applicant once they commence operation.

Strategic Implications

It is recommended that some thought be given to this issue as this application may be the first of many others that may come to Council for approval. Currently there is only one stall holder trading within the Shire and that is the fish van that is located in the hotel carpark every Wednesday afternoon.

With other stalls wishing to trade the areas where they can trade from may become a premium.

It should also be taken into account the effect such stalls may have on existing businesses. The delegation to the Chief Executive Officer to vary conditions placed on the permit will allow a more immediate response to changing circumstances.

Statutory Environment

Parts 5 & 6 of the Shire of Boddington Activities on Thoroughfares and Trading In Thoroughfares and Public Places Local Law

Policy Implications

There is no policy other than Policy 10.12 Busking within Boddington that pertains to this local law

Financial Implications

Revenue gain by permit fees

Economic Implications

The start-up of another business in town purchasing products from other local businesses will be a further boost to the economic activity within the Shire.

The provision of such a stall will fill the need for visitors, residents and others traversing and living in the area wishing to purchase food after hours.

Social Implications - Nil
Environmental Considerations - Nil

Consultation

With Council at Councillor information session 5 April.
Garry Ventris – 12 April Clarification of days and timings requested.

Options

Council may:

1. Grant a Permit – No Conditions;
2. Grant a Permit with Conditions nominated in Officer's Recommendation;
3. Grant a Permit varying Conditions nominated in Officer's Recommendation; or
4. Not Grant a Permit.

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION – ITEM 8.3.1

COUNCIL RESOLUTION

That Council allow the issue of a Stallholders Permit to Garry and Tammy Ventris T/A Red Zeppelin Catering to trade in the following areas:

1. Foreshore Carpark Wuraming Avenue Boddington. Conditions – Trading restricted to weekends and public holidays;

2. Information Bay/Memorial Park Bannister Road Boddington. Condition – Stall to be located in the area adjacent to the totem poles in front of the concrete seating. Trading restricted to weekends and public holidays;

3. Boddington Hotel Carpark Bannister Road Boddington. Conditions – Written permission from lessees of the hotel to be forwarded to the Shire. Trade restricted to after 8.00pm Thursdays and Fridays;

4. South 32 Carparks at the Saddleback and Marradong mines. Conditions – Trade to take place at lunch times and at change of shifts at 6.00am & 6.00pm seven days a week. Written permission form the mine management to be forwarded to the Shire;

5. At any events, festivals, rallies, sporting games, races that take place within the Shire boundaries. Conditions – Permission from the organisers to be gained and notification via the Application To Sell Food From A Temporary Food Stall form being sent to the Shire.

Council delegate to the Chief Executive Officer to approve or not approve any variation to the area/s to set up the stall and any conditions as well as any variation to the current conditions.

OFFICER'S RECOMMENDATION – 8.3.1

ALTERNATIVE RESOLUTION

COUNCIL RESOLUTION 27/16 Moved Cr Collins

That Council allow the issue of a Stallholders Permit to Garry and Tammy Ventris T/A Red Zeppelin Catering to trade in the following areas:

1. Foreshore Carpark Wuraming Avenue Boddington. Conditions – Trading restricted to weekends and public holidays;

2. Information Bay/Memorial Park Bannister Road Boddington. Condition – Stall to be located in the area adjacent to the totem poles in front of the concrete seating. Trading restricted to weekends and public holidays;

3. South 32 Carparks at the Saddleback and Marradong mines. Conditions – Trade to take place at lunch times and at change of shifts at 6.00am & 6.00pm seven days a week. Written permission form the mine management to be forwarded to the Shire;

4. Albany Highway and Crossman Road area subject to Main Roads approval.

Council delegate to the Chief Executive Officer to approve or not approve any variation to the area/s to set up the stall and any conditions as well as any variation to the current conditions.

Seconded Cr Manez Carried 6/0

Letter of Application for a mobile food business – Shire of Boddington

(a) state the full name and address of the applicant;

Garry and Tammy Ventris T/A Red Zeppelin Catering

(b) specify the proposed number of assistants to be engaged by the applicant in conducting the stall, as well as their names and addresses if already engaged;

Garry Ventris - Tammy Ventris : 81 River Rd Boddington
Jessica Koch- Owen : 81 River Rd Boddington

(c) specify the proposed location of the stall;

1) Area near to the foreshore park: the car park area or area behind the old School (caravan overflow grassed area).

2) Area near to the information bay near Crossman rd turnoff , in the grassed area behind the information bay
3) Boddington hotel car park (if approved by the hotel owners) otherwise an area close to the Old Bakery in the parking bays with service to the footpath(Night service only)
4) South 32 car parks Marradong or Saddle Back , already approved by the mine
5) sites within the Shire of Boddington that could be identified and approved by the shire on request
6) local events and festivals as requested by organisers
7) Rallies such as caravan , motorcycle where there is a need for extra catering
8) Addressing tourist demand for catering as required at various events
9) Filling gaps when other organisations are in need for catering , ie: Football Club, Boddington Club, Bowling Club events.
10) Other areas as identified and discussed with the shire

(d) specify the period of time for which the permit is sought, together with the proposed days and hours of operation;

Operation hours will vary from day to day with demand, at this stage we would service South 32 on a Monday to Friday basis at lunch time
I would also envisage that we would also set up at the foreshore area during the mornings and possible weekends or on a as required basis
We would also set up for service after the hotel has stopped serving meals and other food outlets have closed on a Wednesday and Thursday night for late meals for the hotel patrons
Other hours and days would be on a as required by demand basis

(e) specify the proposed goods or services to be sold or hired or offered for sale or hire from the stall;

Cooked/ prepared food, Coffee and soft drinks
Please note that our menu will vary greatly from what is currently offered at other food outlets in town

(f) be accompanied by an accurate plan and description of the proposed stall.

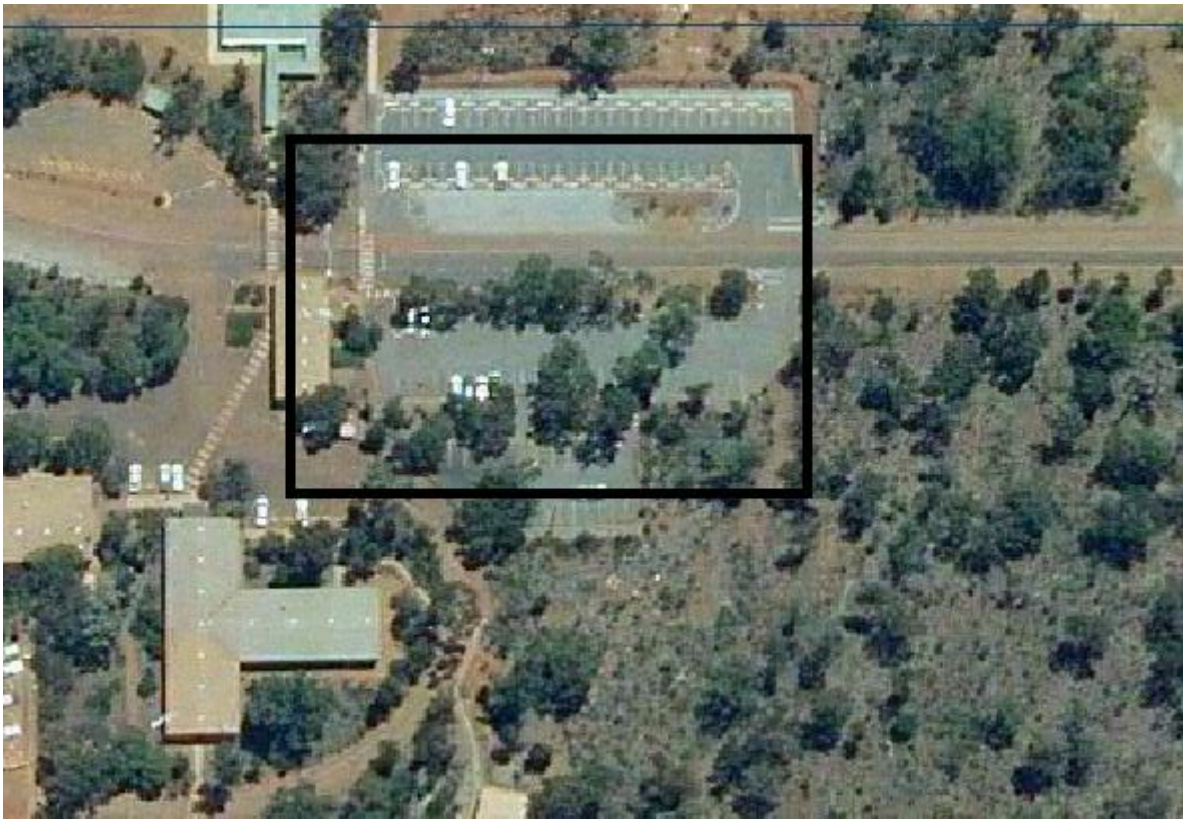
The food outlet is a mobile food van 20' in length which has its own power
The van is equipped with:
Freezer
Fridges
Refrigerated salad bar
Grill
Deep fryers
Coffee machine(full espresso offering 10 variants of coffees)
Bain Marie
On board water tanks (fresh and grey)
Sinks with hot and cold running water
2 large exhaust fans
Air conditioned
Pictures attached

Garry And Tammy Ventris
31 March 2016
Red Zeppelin Catering

Home: 9883 9225
Garry: 0447 773124
Tammy: 0418 938731

Map 1 Foreshore

Map 2 Hotel Carpark



Map 3 Mt Saddleback Carpark

Map 4 Marradong Carpark

Mr P Haas left Chambers at 6:08pm.

8.4 MANAGER WORKS & SERVICES:

Nil

8.5 DIRECTOR CORPORATE & COMMUNITY SERVICES:

8.5.1 List of Payments – March 2016

Disclosure of Interest:	Nil
Date:	12 April 2016
Author:	G Bartle
Attachments:	8.5.1A List of Payments

Summary

The Local Government (Financial Management) Regulations 1996 require the preparation of a List of Payments made from the Council's bank accounts.

Background

A list of the payments made in each month is to be prepared and presented to a meeting of Council in the following month.

This list of payments is to be reviewed by Council separately from the monthly financial statements. This will ensure that the requirement of the Financial Regulations for the list of payments made in one month to be presented to the Council meeting in the following month, will be met even if the financial statements are not presented to that meeting.

Councillors have the opportunity to query or inspect invoices before the meeting to satisfy themselves before the item comes before Council.

Comment

The List of Payments for the month of March is presented in Attachment 8.5.1A.

Statutory Environment

Local Government (Financial Management) Regulations 1996

13. Payments from municipal fund or trust fund by CEO, CEO's duties as to etc.

(1) If the local government has delegated to the CEO the exercise of its power to make payments from the municipal fund or the trust fund, a list of accounts paid by the CEO is to be prepared each month showing for each account paid since the last such list was prepared —
  (a) the payee's name; and
  (b) the amount of the payment; and
  (c) the date of the payment; and
  (d) sufficient information to identify the transaction.

(2) A list of accounts for approval to be paid is to be prepared each month showing —
  (a) for each account which requires council authorisation in that month —
    (i) the payee's name; and

(ii) the amount of the payment; and
(iii) sufficient information to identify the transaction; and

(b) the date of the meeting of the council to which the list is to be presented.

(3) A list prepared under subregulation (1) or (2) is to be —

(a) presented to the council at the next ordinary meeting of the council after the list is prepared; and

(b) recorded in the minutes of that meeting.

Policy Implications - Nil

OFFICER'S RECOMMENDATION – 8.5.1

COUNCIL RESOLUTION 28/16 Moved Cr Smart

That Council adopts the list of payments for the period ending 31 March 2016; at Attachment 8.5.1A.

Seconded Cr Crilly Carried 6/0

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LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
1108	08/03/2016	BUILDING & CONSTRUCTION INDUSTRY TRAINING FUND	BCITF LEVY FEBRUARY 16	91.30
1109	08/03/2016	SHIRE OF BODDINGTON	BRB LEVY FEBRUARY 16	51.50
1110	08/03/2016	BUILDERS REGISTRATION BOARD OF WA	BRB LEVY FEBRUARY 16	396.55
EFT15962	10/03/2016	KYLIE ANNE BATT	REFUND S/PIPE KEY BOND	110.00
EFT15999	22/03/2016	P & D SULLIVAN	REFUND KEY BOND FOR TOWN DAM.	110.00
EFT15926	02/03/2016	JENNIFER ROSSEN - THE SAND CASTLE GIRL	EXPO - DISPLAY SAND SCULPTURE	4,500.00
EFT15927	04/03/2016	T-QUIP	PARTS - BOTH TORO MOWERS	607.70
EFT15928	04/03/2016	CROSSMAN HOT WATER & PLUMBING	REPAIRS - PAVILLION $341; OLD SCHOOL $112; 2X RESIDENCES $421; FORESHORE WC $284	1,158.30
EFT15929	04/03/2016	ALLAN PETER ROBINSON	COURIER CHARGES - FERTILISER	77.00
EFT15930	04/03/2016	EDGE PLANNING & PROPERTY	TOWN PLANNING FEE 7-20/2/16 15.25 HRS	1,878.80
EFT15931	04/03/2016	BODDINGTON CRICKET CLUB	REFUND FACILITY FEES PAVILION	187.00
EFT15932	04/03/2016	PAUL WATSON PATRICK	REPAIRS - FIRE TENDER $768; POLE SAW $438; VOLVO $198; TOROS X2 $831; TIPPER $94; MF TRACTOR $878;CENTRAL PK EQUIPMENT $148	3,355.05
EFT15933	04/03/2016	COURIER AUSTRALIA TOLL IPEC	COURIER CHARGES CLEANING SUPPLIES	25.29
EFT15934	04/03/2016	COLOR CONTRAST DECORATORS	EXTERIOR PAINTING -TOWN HALL; DRS; TOILET BLOCK	2,420.00
EFT15935	04/03/2016	BODDINGTON REAL ESTATE PTY LTD	RENT - 7/63 BANNISTER RD (FINAL)	1,516.66
EFT15936	04/03/2016	COUNTRY SPARKY SERVICES	REPLACE FAULTY TOWN OVAL SUBMERSIBLE PUMP	2,906.48
EFT15937	04/03/2016	BODDINGTON FOOTBALL CLUB	EXPO - LIQUOR LICENCE	224.00
EFT15938	04/03/2016	WANDERING SMASH REPAIRS	BT011 INSURANCE CLAIM EXCESS	300.00
EFT15939	04/03/2016	MAPTO INC.	ANNUAL FUNDING FOR MAPTO INC	5,500.00
EFT15940	04/03/2016	GOLDEN GLASS	REPAIR GLASS DOOR - 46 JOHNSTONE ST	451.00
EFT15941	04/03/2016	WATERLOGIC AUSTRALIA PTY LTD	WATER UNITS RENTAL CHAMBERS & STAFF KITCHENS	352.00

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT15942	04/03/2016	SIMON'S MARKET CAFE	FOOD SUPPLIES - ELC	56.19
EFT15943	04/03/2016	TOTAL GREEN RECYCLING	E-WASTE RECYCLING COLLECTION SERVICE	556.38
EFT15944	04/03/2016	STAFF REIMBURSEMENT	COOKING IMPLEMENTS;TOY CONTAINERS;TABLECLOTH MATERIALS	220.60
EFT15945	04/03/2016	ROBERT ALBERT MUNRO JONES	FIREFIGHTER REIMBURSEMENT (ESL GRANT FUNDED)	90.85
EFT15946	04/03/2016	CHILD AUSTRALIA	EDUCATION LEADERS FORUM - MGR ELC (GRANT FUNDED)	95.00
EFT15947	04/03/2016	STAFF REIMBURSEMENT	MEALS FOR IT VISION RATES PROCESSING TRAINING	86.40
EFT15948	04/03/2016	PERTH SAFETY PRODUCTS PTY LTD	100X PLASTIC GUIDE POSTS	1,100.00
EFT15949	04/03/2016	DMC CLEANING CORPORATION PTY LTD	CLEANING SERVICES FEB 2016	11,331.15
EFT15950	04/03/2016	MAMA KIN C/o BUTLER BROWN TOURING TRUST	BALANCE - RURAL LIVING EXPO 2016	8,250.00
EFT15951	04/03/2016	SHARAN MANEZ	COUNCILLOR ALLOWANCE 20/10/15-31/12/15	1,320.00
EFT15952	04/03/2016	MARTIN SHANE GLYNN	COUNCILLOR ALLOWANCE 20/10/15-31/12/15	2,000.00
EFT15953	04/03/2016	NARROGIN FRUIT MART	CATERING - BODDINGTON EARLY YEARS NETWORK	50.00
EFT15954	04/03/2016	BOUNCE-ABOUT PARTY HIRE	BOUNCY CASTLE HIRE - RURAL LIVING EXPO 2016	840.00
EFT15955	04/03/2016	STAFF REIMBURSEMENT	IT VISION CONFERENCE -FUEL & MEALS	185.00
EFT15956	04/03/2016	AVON WASTE	RUBBISH BIN COLLECTION SERVICES F/E 16/2/16	5,603.81
EFT15957	04/03/2016	JASON SIGN MAKERS	ROAD SIGNAGE; POSTS & BRACKETS	2,786.08
EFT15958	04/03/2016	PRINTSYNC BUSINESS SOLUTIONS	STAPLES & CARTRIDGE FOR PHOTOCOPIER	267.98
EFT15959	04/03/2016	THOMPSON BUILDING INDUSTRIES	REMOVE 2X FLUES & REPLACE - CARAVAN PARK HEATER & HOT WATER	2,422.00
EFT15960	04/03/2016	A & P REID CONTRACTING	CONSTRUCT TURN AROUND - TOWN DAM $3025; BACKFILL TELSTRA REPAIR $385;REPAIR WORK DARKAN.QUIND RD $2080; DIG GRAVE $1265	6,755.01
EFT15961	09/03/2016	CALTEX AUSTRALIA PETROLEUM PTY LTD	PRIZES FOR IRSA ROAD SAFETY COMPETITION	761.00
EFT15963	14/03/2016	T-QUIP	TORO PARTS FOR BOTH MOWERS	2,581.25

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT15964	14/03/2016	AUSTRALIA POST	POSTAGE CHARGES FEBRUARY 2016	828.62
EFT15965	14/03/2016	OFFICEWORKS BUSINESS DIRECT	STATIONERY & CLEANING SUPPLIES - ELC & ADMIN	903.05
EFT15966	14/03/2016	BODDINGTON TYRE SERVICE	6 NEW TYRES IZUZU TIPPER	1,310.00
EFT15967	14/03/2016	WILLIAMS COMMUNITY NEWSPAPER	ADVERTISING - RURAL LIVING EXPO	25.00
EFT15968	14/03/2016	ABCO PRODUCTS PTY LTD	COMMERCIAL CLEANING SUPPLIES	151.94
EFT15969	14/03/2016	BODDINGTON HARDWARE	WORKS & SERVICES SUPPLIES FEBRUARY 2016	1,565.05
EFT15970	14/03/2016	EDGE PLANNING & PROPERTY	TOWN PLANNING FEES 24.5 HRS 21/2/16-5/3/16	3,099.25
EFT15971	14/03/2016	PAUL WATSON PATRICK	REBUILD GEARBOX TORO 1	493.90
EFT15972	14/03/2016	PAGETT & CO	RETIREMENT VILLAGE 2ND STAGE LEASE REFORMS DOCUMENTATION	3,740.00
EFT15973	14/03/2016	PENELOPE ANNE JOHN	CROSSOVER CONTRIBUTION 1153 BANNISTER RD	630.00
EFT15974	14/03/2016	ECOMIST SWAN	COMMERCIAL CLEANING SUPPLIES	84.70
EFT15975	14/03/2016	BODDINGTON IGA	TEACHERS WELCOME /COUNCILLORS/ADMIN/DEPOT SUPPLIES	370.03
EFT15976	14/03/2016	BAILEYS FERTILISERS	GRANULATED FERTILISER - PARKS	1,358.50
EFT15977	14/03/2016	COURIER AUSTRALIA TOLL IPEC	COURIER CHARGES TOTO PARTS	32.02
EFT15978	14/03/2016	ARCHIVEWISE	OFFSITE STORAGE FEES FEBRUARY 2016	158.49
EFT15979	14/03/2016	COUNTRY SPARKY SERVICES	POWER POINTS ICU 2 $371;EMERGENCY LIGHTING TEST SHIRE PROPERTIES $2125;SERVICE AIR CONDS SHIRE PROPERTIES $3217; TOWN FIRE SHED $423;PUMP REPAIR $209; CARAVAN PK LIGHTS $171	6,517.08
EFT15980	14/03/2016	KLEENHEAT GAS - DR ERASMUS RESIDENCE	ANNUAL CYLINDER FEE - DR ERASMUS RESIDENCE (RECOVERABLE)	69.30
EFT15981	14/03/2016	WANDERING SMASH REPAIRS	REPAIRS - DR ERASMUS VEHICLE	222.50
EFT15982	14/03/2016	BODDINGTON IGA - ELC ACCOUNT	ELC FOOD SUPPLIES FEBRUARY 2016	238.24
EFT15983	14/03/2016	JA REID & MC REID	EXPO - STRAW BALES FOR SAFETY BARRIERS	382.50
EFT15984	14/03/2016	BODDINGTON MINI SKIPS	STREET BIN COLLECTION SERVICE FEBRUARY 2016	2,112.92

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT15985	14/03/2016	TOTAL GREEN RECYCLING	E-WASTE RECYCLING SERVICE	545.38
EFT15986	14/03/2016	STAFF REIMBURSEMENT	ELC SUPPLY	33.58
EFT15987	14/03/2016	CLARKEYS CARPENTRY	MINOR REPAIRS TO ICU 1&2;TOWN HALL;MEDI CENTRE;KEN AUSTIC SQU; 3 PECAN; CARAVAN PK; CEO RES	1,402.50
EFT15988	14/03/2016	STAFF REIMBURSEMENT	FUEL REIMBURSEMENT DARKAN	50.00
EFT15989	14/03/2016	QUALITY INN	ACCOMMODATION J. RENDELL IT VISION CONFERENCE	179.00
EFT15990	14/03/2016	MARANAL FARM	EXPO - REFUND EXHIBITOR FEE MARANEL FARM	140.00
EFT15991	14/03/2016	TARRYN JADE ELIZABETH HAAS	PREPARATION MATERIAL - RURAL LIVING EXPO	100.00
EFT15992	14/03/2016	AYLA EILEEN DENISE HAAS	PREPARATION MATERIAL - RURAL LIVING EXPO	100.00
EFT15993	14/03/2016	REMY MICHELLE WILLIAMS	ASSISTANCE PROVIDED - RURAL LIVING EXPO 12/3/16	437.50
EFT15994	14/03/2016	BODDINGTON SERVICE STATION	SERVICES - BT 61; BT3773; BT 78	835.25
EFT15995	14/03/2016	GREG DAY MOTORS	FEBRUARY 2016 FUEL ALL SHIRE VEHICLES, PLANT & EQUIPMENT	5,126.42
EFT15996	14/03/2016	IT VISION	FEB 2016 PAYROLL SERVICE $1698; IT VISION RATES TRAINING X2 $1925	3,623.13
EFT15997	14/03/2016	BODDINGTON STORE	STATIONERY	205.55
EFT15998	14/03/2016	THOMPSON BUILDING INDUSTRIES	CULVERT REPAIRS WILLIAM STREET	1,100.00
EFT16000	23/03/2016	BODDINGTON MEDICAL CENTRE	OUTDOOR STAFF AUDIO TESTING	660.00
EFT16001	23/03/2016	HERITAGE TANKS	INSTAL 375KL WATER TANK	11,500.00
EFT16002	23/03/2016	ABCO PRODUCTS PTY LTD	COMMERCIAL CLEANING SUPPLIES	274.69
EFT16003	23/03/2016	JOHN ROBERT ALLERT	COUNCILLOR ALLOWANCEM 1/1/16-31/3/16	4,898.00
EFT16004	23/03/2016	PRIME MEDIA GROUP LTD (GWN7)	ADVERTISING - RURAL LIVING EXPO	5,209.60
EFT16005	23/03/2016	COURIER AUSTRALIA TOLL IPEC	COURIER CHARGES -SIGNS,CLEANING,SAFETY EQUIPMENT	157.44
EFT16006	23/03/2016	ALLEASING PTY LTD	SERVER & EQUIPMENT QTLY LEASE 1/4/16-30/6/16	7,051.47

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT16007	23/03/2016	VIDO'S TURF SUPPLIES	WINTERGREEN TURF - COVER CRICKET PITCH FOR FOOTBALL SEASON	445.50
EFT16008	23/03/2016	ENZED FREMANTLE	HOSES & FITTINGS -HINO TRUCK & MF TRACTOR	579.01
EFT16009	23/03/2016	STAFF REIMBURSEMENT	RESOURCES FOR MESSY PLAYDAY	175.42
EFT16010	23/03/2016	BODDINGTON MOTEL	ACCOMMODATION FOR SPONSORS/SPEAKERS - RURAL LIVING EXPO	1,150.00
EFT16011	23/03/2016	TOURISM MARKETING & PROMOTIONS	EC DEV - BROCHURE DISTRIBUTION	622.50
EFT16012	23/03/2016	ALLWORK CIVIL	PAINT PARKING BAYS	495.00
EFT16013	23/03/2016	COALCLIFF PLANT HIRE & CIVIL CONTRACTING	HIRE ROLLER - HARVEY QUINDANNING RD	2,945.25
EFT16014	23/03/2016	LITTLE ENVY CAFE	CATERING - WELCOME TO TEACHERS	200.00
EFT16015	23/03/2016	RED OAK DESIGNS AUSTRALIA	PROGRAM DESIGN - RURAL LIVING EXPO	450.00
EFT16016	23/03/2016	STAFF REIMBURSEMENT	HOME INTERNET AS PER EMPLOYMENT CONTRACT 5 MONTHS	200.00
EFT16017	23/03/2016	AEC GROUP	NSRF 50% PROJECT FINALISATION	8,250.00
EFT16018	23/03/2016	RMS (AUST) PTY LTD	REMOTE TRAINING - CARAVAN PARK MANAGERS	104.50
EFT16019	23/03/2016	ENTROPY PTY LTD	CHALK FOR MESSY PLAY DAY	69.75
EFT16020	23/03/2016	STAFF REIMBURSEMENT	RENEWAL WORKING WITH CHILDREN CARD- ELC	82.00
EFT16021	23/03/2016	PHIL & JILL BARKER	WORKING DOG DEMONSTRATIONS - RURAL LIVING EXPO	500.00
EFT16022	23/03/2016	TERRY VINCENT SALMERI	HAY BALES - RURAL LIVING EXPO	1,265.00
EFT16023	23/03/2016	PRO-MET EXPRESS	DELIVERY CHARGES LIBRARY	112.45
EFT16024	23/03/2016	AVON WASTE	RUBBISH COLLECTION SERVICE F/E 1/3/16	5,598.93
EFT16025	23/03/2016	BODDINGTON SPORTS & COMMUNITY CLUB	BEYN 3X EAT, PLAY, THRIVE SESSIONS	225.00
EFT16026	23/03/2016	BELL FIRE EQUIPMENT CO PTY LTD	6 MTHLY SERVICE AGREEMENT - FIRE EXTINGUISHERS ALL PROPERTIES	1,770.21
EFT16027	23/03/2016	LIONS CLUB OF BODDINGTON INC.	WC CLEANING SERVICES - RURAL LIVING EXPO	500.00

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
EFT16028	23/03/2016	BODDINGTON COMMUNITY NEWSLETTER	ADVERTISING - RURAL LIVING EXPO	40.00
EFT16029	23/03/2016	JR & A HERSEY PTY LTD	SAFETY EQUIPMENT - DEPOT- REPLACE SLINGS & SHACKLES	500.09
EFT16030	23/03/2016	JASON SIGN MAKERS	SIGNAGE- PLAQUE KEN AUSTIC SQU;ADVISORY SIGNS, POSTS & BRACKETS	1,873.30
EFT16031	23/03/2016	BODDINGTON COMMUNITY RESOURCE CENTRE	SHARED SERVICES CONTRIBUTION -POWER & GAS	702.00
EFT16032	23/03/2016	BODDINGTON SES	PURCHASES, SUPPLIES & CONSUMABLES (ELS GRANT FUNDED)	3,515.98
EFT16033	23/03/2016	PHONOGRAPHIC PERFORMANCE COMPANY	ANNUAL LICENCE FEE - TOWN HALL	85.00
EFT16034	23/03/2016	A & P REID CONTRACTING	PATH FOR GOPHER - IC UNIT 1	400.00
EFT16035	23/03/2016	THE LOCK MAN SECURITY	SUPPLY GMK KEY	23.96
EFT16036	24/03/2016	ALINTA SALES	ELECTRICITY CHARGES 12/2-11/3/16- POOL & CARAVAN PARK	2,990.61
EFT16037	24/03/2016	STAFF REIMBURSEMENT	HOME INTERNET & 50% ELECTRICITY AS PER EMPLOYMENT CONTRACT	302.05
EFT16038	24/03/2016	STAFF REIMBURSEMENT	SUPPLIES FOR MESSY PLAY DAY	45.40
EFT16039	24/03/2016	AUSTRALIAN TAXATION OFFICE	BAS JANUARY 2016 & FEBRUARY 2016	15,788.00
17513	04/03/2016	SHIRE OF BODDINGTON	PAYROLL DEDUCTIONS FEBRUARY 2016	810.00
17514	14/03/2016	CANNING BRIDGE AUTO LODGE	2X NIGHTS ACCOMMODATION X2 PAX - ITVISION RATES TRAINING	520.00
17515	14/03/2016	STEELINGAMY	REFUND EXHIBITOR FEE EXPO - STEELINGAMY	153.00
17516	23/03/2016	JOHN CHRISTOPHER GOODHEW	CROSSOVER CONTRIBUTION	630.00
DD8893.1	01/03/2016	WESTNET	INTERNET CHARGES - MEDICAL CENTRE	39.95
DD8893.2	01/03/2016	SYNERGY	ELECTRICITY CHARGES - CENTRAL PARK	14.75
DD8900.1	02/03/2016	TELSTRA	MOBILE PHONE CHARGES - SES (ESL GRANT FUNDED)	145.62

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
DD8900.2	02/03/2016	PRINTSYNC BUSINESS SOLUTIONS	COPIER CHARGES -4/1/16-10/2/16	718.48
DD8903.1	03/03/2016	SYNERGY	ELECTRICITY CHARGES - SHIRE OFFICE 19/1/16-15/2/16	1,633.30
DD8907.1	07/03/2016	MOTORPLAN PTY LTD	CEO VEHICLE LEASE	1,885.66
DD8907.2	04/03/2016	WESTNET	INTERNET CHARGES - POOL & SHIRE	169.90
DD8911.1	08/03/2016	TELSTRA	MOBILE PHONE CHARGES - ALL SHIRE UNITS	616.75
DD8918.1	02/03/2016	NAB BUSINESS VISA	CREDIT CARD PURCHASES FEB 2016-FUEL $171; BLINDS ELC (GRANT FUND) $3688;ACCOM TRELLIS TRAINING (RECOV) $1732;EXPO $697;ELC SHELVES $357;TOURISM $269;COUNCILLORS REFRESHMENTS $119; FEES $39	7,081.73
DD8923.1	13/03/2016	WA LG SUPERANNUATION PLAN	SUPERANNUATION PAY 13/3/16	11,396.64
DD8923.2	13/03/2016	BT SUPER FOR LIFE	SUPERANNUATION PAY 13/3/16	78.31
DD8923.3	13/03/2016	EMPLOYEE'S SMSF	SUPERANNUATION PAY 13/3/16	864.92
DD8923.4	13/03/2016	REST SUPERANNUATION FUND	SUPERANNUATION PAY 13/3/16	277.41
DD8923.5	13/03/2016	AMP RETIREMENT SAVINGS ACCOUNT	SUPERANNUATION PAY 13/3/16	126.58
DD8923.6	13/03/2016	AUSTRALIAN SUPER (WESTSCHEME)	SUPERANNUATION PAY 13/3/16	934.79
DD8923.7	13/03/2016	PRIME SUPER PTY LTD	SUPERANNUATION PAY 13/3/16	192.53
DD8923.8	13/03/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION PAY 13/3/16	142.26
DD8923.9	13/03/2016	MLC MASTERKEY SUPER	SUPERANNUATION PAY 13/3/16	208.25
DD8925.1	15/03/2016	CANON FINANCE	PHOTOCOPIER LEASE MARCH 2016	157.30
DD8929.1	18/03/2016	SYNERGY	ELECTRICITY CHARGES -PARKS (2) FIRE SHED (1) $160;4 RESIDENCES $1649 ($1193 RECOV); Drs/MEDI CENTRE $2256 (RECOV $2256);NBG LEASE $687 (RECOV)	4,752.15

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
DD8932.2	21/03/2016	SYNERGY	ELECT CHARGES - TOWN HALL/PAVILION/FORESHORE/ELC/DEPOTS$3420; NEWSLETTER $221 (RECOV); SES $850 (ESL GRANT FUNDED); 25/46 JOHNSTONE $752 ($348 RECOV)	5,243.45
DD8932.3	21/03/2016	TELSTRA	PHONE CHARGES - SES LANDLINES (ESL GRANT FUNDED)	236.07
DD8936.1	22/03/2016	SYNERGY	ELECTRICITY CHARGES - RETIREMENT VILLAGE COMMON AREAS	106.10
DD8936.2	22/03/2016	TELSTRA	PHONE CHARGES - EHO RESIDENCE	44.72
DD8944.1	27/03/2016	WA LG SUPERANNUATION PLAN	PAYROLL DEDUCTIONS 27/3/16	11,169.22
DD8944.2	27/03/2016	BT SUPER FOR LIFE	SUPERANNUATION PAY 27/3/16	101.84
DD8944.3	27/03/2016	EMPLOYEE'S SMSF	SUPERANNUATION PAY 27/3/16	864.92
DD8944.4	27/03/2016	REST SUPERANNUATION FUND	SUPERANNUATION PAY 27/3/16	277.41
DD8944.5	27/03/2016	AMP RETIREMENT SAVINGS ACCOUNT	SUPERANNUATION PAY 27/3/16	126.58
DD8944.6	27/03/2016	AUSTRALIAN SUPER (WESTSCHEME)	SUPERANNUATION PAY 27/3/16	943.16
DD8944.7	27/03/2016	PRIME SUPER PTY LTD	SUPERANNUATION PAY 27/3/16	343.20
DD8944.8	27/03/2016	HOSTPLUS SUPERANNUATION FUND	SUPERANNUATION PAY 27/3/16	88.07
DD8944.9	27/03/2016	MLC MASTERKEY SUPER	SUPERANNUATION PAY 27/3/16	208.26
DD8947.1	31/03/2016	KLEENHEAT GAS	BULK LPG GAS - CARAVAN PARK; LPG RETIREMENT VILLAGE	299.76
DD8947.2	24/03/2016	SYNERGY	ELECTRICITY CHARGES - STREET LIGHTS 25/1/16-24/2/16	3,227.95
DD8947.3	29/03/2016	SYNERGY	ELECTRICITY CHARGES - MARRADONG FIRE SHED	200.65
DD8947.4	31/03/2016	SYNERGY	ELECTRICITY CHARGES - TV TOWER	651.55
DD8947.5	24/03/2016	TELSTRA	ACCESS CHARGES - DESKTOP MESSAGING X6 23/12/15 - 27/2/16	660.56

LIST OF PAYMENTS – MARCH 2016				
CHQ/EFT	DATE	NAME	DESCRIPTION	AMOUNT
DD8947.6	29/03/2016	TELSTRA	PHONE CHARGES - ALL SHIRE LOCATIONS $1580; HACC /MEDI CENTRE $256 (RECOV)	1,835.72
DD8947.7	31/03/2016	TELSTRA	MOBILE PHONE CHARGES - SES (ESL GRANT FNDED)	327.32
DD8947.8	29/03/2016	WATER CORPORATION	WATER FEES & CHARGES - ICU'S $1008; STAFF RESIDENCES $3483; DRS $2453; PARK $2297	9,241.11
DD8947.9	30/03/2016	WATER CORPORATION	WATER CHARGES - STANDPIPES $1397; BCRC/MEMORIAL PK/CARAVAN PK $6396	7,792.66
DD8923.10	13/03/2016	POLARIS HEIGHTS PTY LTD SUPERANNUATION FUND	SUPERANNUATION PAY 13/3/16	108.12
DD8944.10	27/03/2016	POLARIS HEIGHTS PTY LTD	SUPERANNUATION PAY 27/3/16	112.08
DD8947.10	31/03/2016	WATER CORPORATION	WATER CHARGES - PARKS/GDNS/OVALS $4716; TOWN STANDPIPE $1862; POOL $1820;RETIREMENT $812; ELC/DEPOT/ADMIN $870;TOWN HALL $228; MEDI CENTRE/NEWMONT/CEMENT $1519 (RECOV)	11,827.18
010316	02/03/2016	WESTERN AUSTRALIAN TREASURY CORPORATION	LOAN NO. 100 P&I - CHILDCARE CENTRE	12,031.87
150316	16/03/2016	WESTERN AUSTRALIAN TREASURY CORPORATION	LOAN NO. 102 P&I - GRADER	9,936.60
150316	16/03/2016	WESTERN AUSTRALIAN TREASURY CORPORATION	LOAN NO. 106 P&I - RECREATION CENTRE	42,709.40
			TOTAL PAYMENTS	347,772.65

8.5.2 LOAF – RSL Flagpole

Applicant:	RSL
File Ref. No:	ADM0261
Disclosure of Interest:	Nil
Date:	12 April 2016
Author:	Emma Knox – Community Services
Attachments:	Nil

Summary

The Boddington Returned Services League (RSL) is seeking funding to compensate for the recent purchase and installation of a flagpole. As the flagpole was purchased in December 2015 and installed in January 2016 the application meets policy criterion pertaining to retrospective funding (preceding round closed on 30 November 2015).

Background

The RSL is a service organisation, their strategic objective is to provide support to retired veterans, serving members and their families. The old flagpole was a safety hazard.

Comment

The RSL hall is utilised extensively within the Boddington community. The RSL holds several community events on an annual basis, including hosting the ANZAC ceremony. The installation of the new flagpole represents veteran pride and acknowledges the contribution of our servicemen and women, both currently serving, retired and departed.

In accordance with the Policy, the RSL have provided copies of their bank statements and these indicate that their funds have significantly depleted due to the recent acquisition and installation of the flag pole.

The total project cost totalled $1749.00 with $550.00 contributed in kind by current members of the RSL by way of labour, administration and flagpole transportation from Perth. The total amount being applied for by the RSL is $583.00.

The support for this funding application will assist the RSL in hosting their annual ANZAC Day Breakfast held after the dawn service.

SELECTION CRITERIA

Criteria met	1. Strongly supports the strategic and community development plan for the Shire • Support community initiated and owned projects • Support community events and activities • Develop new recreation and leisure opportunities • Work in partnership with community groups
Criteria met	2. Meets one third of total funds basis as LOAF will supply up to one third of the project, with community groups/organisations supplying at least a third of the cash required and the other third to be made of cash or in-kind donation.
Criteria met	3. Is a new initiative or innovative idea for one-off establishment grants or the purchase of new minor equipment to support an existing service; and the project will enhance the provision of new or enhanced local facilities.
Criteria met	4. Sustainable project and sustainable benefits for the community.
Criteria met	5. Originates from an organisation that has not received previous funding through the LOAF program.
Not applicable	6. Previous funding has been satisfactorily acquitted.
Criteria met	7. Project meets general grant conditions and those specific to their funding program.
Criteria met	8. Relevant grant application form has been satisfactorily completed.

PROJECT RATING - The selection criteria is the basis for the project rating and would be assessed as follows.

high recommendation	meets a minimum of 7 of the 8 selection criteria	100% of funds requested are allocated
medium/high recommendation	meets a minimum of 6 of the 8 selection criteria	75% of funds requested are allocated
medium recommendation	meets a minimum of 5 of the 8 selection criteria	50% of funds requested are allocated
not recommended	meets less than 4 of the 8 selection criteria	0% of funds requested are allocated

Strategic Implications

The Shire's Strategic Plan highlights the importance of building an inclusive and supportive community.

Statutory Environment

Safety concerns of previous flagpole could have potentially caused some public liability issues.

Policy Implications

Policy 9.8 – Local Organisation Assistance Fund ("LOAF") provides funds to projects conducted by local organisations in the proportion of one third council contribution and two thirds applicant contribution, up to a maximum of $1500 contributed by Council.

Financial Implications

All funding can be sourced from the LOAF fund.

Economic Implications - Nil

Social Implications

The social benefits of this project support the Shire's strategic vision of inclusion to enable Boddington residents to commemorate observance days safely.

Environmental Considerations - Nil

Consultation

RSL members were consulted prior to purchasing and installing the new flagpole. The primary driver to replace was due to safety issues.

Options

Council may:

1. Approve the funding of $583.00;
2. Approve the funding at a lessor amount; or
3. Not approve the funding, giving reasons

Voting Requirements – Simple Majority

OFFICER'S RECOMMENDATION ITEM 8.5.2

COUNCIL RESOLUTION 28/16 Moved Cr Smart

That Council adopts the list of payments for the period ending 31 March 2016; at Attachment 8.5.1A.

Seconded Cr Crilly Carried 6/0

8.5.3 LOAF – Women's Networking Forum

Applicant:	Boddington Community Resource Centre Inc.
File Ref. No:	ADM0261
Disclosure of Interest:	Nil
Date:	12 April 2016
Author:	Emma Knox – Community Services
Attachments:	Nil

Summary

The BCRC (Boddington Community Resource Centre) have applied for LOAF to host a series of Women's Network Forum's to be held on the last Thursday of each month from April through until September 2016. The total project cost has been estimated at $7,890.00 and the BCRC have requested $1500.00 from the LOAF program. The strategic objectives of the program are to provide opportunities for local women to develop their career pathways, personal and professional networks. The forums will also incorporate inspirational and pertinent guest speakers suited to the strategic objectives of the program.

Background

The BCRC has evolved into a vibrant community hub from its commencement in May 2003. Incumbent projects include but are not limited to the Act-Belong-Commit Music Festival, Friday Night Festival & Street Parade, Welcome to Boddington Morning Tea's and the International Women's Day Dinner.

The project benefits will bring together professional and non-professional women to share their knowledge and form networks. It will also support Boddington's inclusion strategy by supporting women who may feel isolated living within the community.

Although these forums extend to non-professional (stay at home mothers) women, a significant gap has been identified within the community for professional women to network. Working women in Boddington do not have access to parenting network groups such as Playgroup or the Boddington Family Support Group due to their work commitments. This program seeks to bridge that gap by creating that platform.

Empirical studies have been conducted on the benefits of networking with strong evidence to suggest these platforms can contribute to psychological wellbeing by creating a sense of belonging, self-worth and security.

Comment

The BCRC is used extensively within the Boddington community and several women have expressed an interest to support an event of this nature. This forum will benefit the BIAS program by creating a platform for likeminded professionals to network and capitalise on a diverse set of skills.

The Shire of Boddington will be acknowledged for their contribution via promotional material and verbally on the event night/s.

SELECTION CRITERIA

Criteria met	1. Strongly supports the strategic and community development plan for the Shire • support community initiated and owned projects • support community events and activities • develop new recreation and leisure opportunities, and • work in partnership with community groups
Criteria met	2. Meets one third of total funds basis as LOAF will supply up to one third of the project, with community groups/organisations supplying at least a third of the cash required and the other third to be made of cash or in-kind donation.
Criteria met	3. Is a new initiative or innovative idea for one-off establishment grants or the purchase of new minor equipment to support an existing service; and the project will enhance the provision of new or enhanced local facilities.
Criteria met	4. Sustainable project and sustainable benefits for the community.
Not applicable	5. Originates from an organisation that has not received previous funding through the LOAF program.
Not met	6. Previous funding has been satisfactorily acquitted.
Criteria met	7. Project meets general grant conditions and those specific to their funding program.
Criteria met	8. Relevant grant application form has been satisfactorily completed.

PROJECT RATING - The selection criteria is the basis for the project rating and would be assessed as follows.

high recommendation	meets a minimum of 7 of the 8 selection criteria	100% of funds requested are allocated
medium/high recommendation	meets a minimum of 6 of the 8 selection criteria	75% of funds requested are allocated

medium recommendation	meets a minimum of 5 of the 8 selection criteria	50% of funds requested are allocated
not recommended	meets less than 4 of the 8 selection criteria	0% of funds requested are allocated

Strategic Implications

The Shire's Strategic Plan highlights the importance of building an inclusive and supportive community.

Statutory Environment - Nil

Policy Implications

Policy 9.8 – Local Organisation Assistance Fund ("LOAF") provides funds to projects conducted by local organisations in the proportion of one third council contribution and two thirds applicant contribution, up to a maximum of $1500 contributed by Council. The application falls within Policy guidelines.

Financial Implications

Funding will be provided via the LOAF program, income generated from the event and applicant contributions.

Economic Implications

Economic benefits exist as local business have the potential to grow as a direct benefit from the network.

Social Implications

The social benefits of this project support the Shire's strategic vision of inclusion.

Environmental Considerations - Nil

Consultation

Surveys identified Thursday evening as the most suitable night as there would be minimal disruption to existing social events.

Options

Council may:

1. Approve the funding of $1125.00;
2. Approve the funding at a lessor amount; or
3. Not approve the funding, giving reasons

Voting Requirements

Simple Majority

OFFICER'S RECOMMENDATION ITEM 8.5.3

COUNCIL RESOLUTION	30/16	Moved Cr Collins

It is recommended that $1125.00 (75% of requested amount) be approved.

Seconded	Cr Manez	Carried	5/0

8.5.4 LOAF – Boddington Junior Netball Association

Applicant:	Boddington Junior Netball Association
File Ref. No:	ADM0261
Disclosure of Interest:	Nil
Date:	13 April 2016
Author:	Emma Knox – Community Services
Attachments:	Nil

Summary

The Boddington Netball Association (Applicant) are seeking funds to purchase a standardised netball uniform. The Applicant intends to lease uniforms out to its players and depreciate the cost over a five year period.

The netball season is from May to August. The uniform lease costs will be incorporated into club fees and include a $10.00 bond, refundable upon uniforms being handed back in August. Uniforms will then be dry cleaned and stored in readiness for the following season.

Background

The Applicant is a strong sporting group within the community. Current uniforms are outdated and inferior to other towns such as Narrogin. They are not reflective of the Boddington colours and therefore do not adequately represent the community. Further to this, there is not enough variation in sizing and most junior players do not have suitably fitted uniforms.

Three junior netballers have recently been selected to join the Narrogin Academy Team. During trials, the netballers are required to wear their team uniforms. New uniforms reflective of Boddington's spirit would further enhance the confidence of the junior players, encouraging more to try out for the Academy. The new uniforms would increase the player's self-confidence and self-esteem. Netball provides an excellent opportunity for children to be engaged in sport and be a member of a club- providing a sense of bonding and belonging.

The Applicant sought a quotation from a supplier to purchase 20 uniforms consisting of a netball dress, Velcro tabs and a sport jacket. The quoted amount was $2,717.25 and these are considered reasonable costs to overcome the barrier of participation by providing a suitable uniform that proudly represents Boddington.

Comment

The Applicant has successfully secured a donation of $1,000.00 from Kuhmo Tyres via their distributor, Boddington Tyres. They are also willing to contribute $902.25 from their own funds. If successful, the Shire of Boddington will be recognised by the Applicant via social media and the Bodd News. The Applicant is requesting council funding to the total amount of $815.00.

Selection Criteria

Criteria met	1. Strongly supports the strategic and community development plan for the Shire • Support community initiated and owned projects • Support community events and activities • Develop new recreation and leisure opportunities • Work in partnership with community groups
Criteria met	2. Meets one third of total funds basis as LOAF will supply up to one third of the project, with community groups/organisations supplying at least a third of the cash required and the other third to be made of cash or in-kind donation.
Criteria met	3. Is a new initiative or innovative idea for one-off establishment grants or the purchase of new minor equipment to support an existing service; and the project will enhance the provision of new or enhanced local facilities.
Criteria met	4. Sustainable project and sustainable benefits for the community.
Criteria met	5. Originates from an organisation that has not received previous funding through the LOAF program.
Not applicable	6. Previous funding has been satisfactorily acquitted.
Criteria met	7. Project meets general grant conditions and those specific to their funding program.
Criteria met	8. Relevant grant application form has been satisfactorily completed.

SELECTION CRITERIA

PROJECT RATING - The selection criteria is the basis for the project rating and would be assessed as follows.

high recommendation	meets a minimum of 7 of the 8 selection criteria	100% of funds requested are allocated
medium/high recommendation	meets a minimum of 6 of the 8 selection criteria	75% of funds requested are allocated
medium recommendation	meets a minimum of 5 of the 8 selection criteria	50% of funds requested are allocated
not recommended	meets less than 4 of the 8 selection criteria	0% of funds requested are allocated

Strategic Implications

The Shire's Strategic Plan highlights the importance of building an inclusive and supportive community. The new uniforms would be an excellent representation of the new Recreation Centre when completed.

Statutory Environment - Nil.

Policy Implications

Policy 9.8 – Local Organisation Assistance Fund ("LOAF") provides funds to projects conducted by local organisations in the proportion of one third council contribution and two thirds Applicant contribution, up to a maximum of $1,500 contributed by Council.

Financial Implications

100% of funding can be sourced from the LOAF program, Applicant contributions and supplier donation.

Economic Implications - Nil.

Social Implications

The social benefits of this project support the Shire's strategic vision of inclusion. The new uniforms will enable the team to overcome the barriers of full participation by providing appropriate colours and fitted uniforms, meaning the team can represent Boddington with pride.

Environmental Considerations - Nil.

Consultation

The Applicant has consulted with committee members and team players regarding the inadequacy of the incumbent uniform. The committee was unanimous in its decision to purchase new uniforms.

Options

Council may:

1. Approve the funding of $815.00;
2. Approve the funding at a lessor amount; or
3. Not approve the funding, giving reasons

Voting Requirements - Simple Majority

OFFICER'S RECOMMENDATION ITEM 8.5.4

COUNCIL RESOLUTION 31/16 Moved Cr Collins

It is recommended that the maximum amount of $815.00 be approved for this application.

Seconded Cr Manez Carried 6/0

8.6 CHIEF EXECUTIVE OFFICER:

8.6.1 Action Sheet

Disclosure of Interest: Nil
Date: 15 April 2016
Author: Chris Littlemore

Purpose of Report

To bring forward Councillors information the Action Report with actions taken on previous Council resolutions.

Meeting Date	Resolution Number	Responsible Officer	Subject	Date Completed	Comments Current Status
15/12/15	125/15	CEO	South 32 Land Acquisition		Documents with South 32
15/12/15	126/15	CEO	Boddington Dam Acquisition		In Progress
19/1/16	03/16	PEHO	Local Emergency Management Arrangements	Not all have been handed out yet.	Waiting until LEMC Mtg to hand out document
15/03/16	21/16	CEO	Shire Boundary Adjustment		Report in this Agenda

For information only.

8.6.2 HWEDA Economic Development Implementation Plan and Strategic Plan

File Ref. No:	ADM 0715
Disclosure of Interest:	Nil
Date:	9 May 2016
Author:	Chris Littlemore
Attachments	8.6.2A HWEDA Economic Development Implementation Plan and Strategic Plan (Separate Attachments)

Summary

Council is to note HWEDA Economic Development Implementation Plan and Strategic Plan.

Background

At the recent Hotham Williams Economic Development Alliance (HWEDA) Meeting a number of important documents were adopted. As a member of this organisation the Shire of Williams has key role to play in assisting to implement these plans and ensure their strategies and outcomes are realised.

Comment

The two documents that chart the future for HWEDA are:
1. HWEDA Economic Development Implementation Plan; and
2. HWEDA Strategic Plan.

HWEDA was established as part of the Boddington SuperTown Economic Development Strategy. The Alliance is a collaborative sub-regional group made up of the three communities of Williams, Wandering and Boddington.

In late 2012, the Shire of Boddington received $1.17m funding for 2 years to establish an Economic Development Unit at the Shire of Boddington, engage staff and implement an Economic Development Strategy for the sub-region. One of the outcomes of this funding was to form a strategic alliance and to prioritise economic development resources within the region and provide ongoing economic input into Supertown Growth Plan.

During the 2 year project, the Hotham-Williams Economic Development Alliance was established and commenced discussions around the economic development opportunities regionally. HWEDA is an incorporated association with nominated membership from the three towns.

Although HWEDA does not necessarily represent the views of the local governments directly it is appropriate that this Shire support the organisation by noting the existence the documents and recognising that the strategies and outcomes have direct benefit to this community. They can also be used by the local government when opportunities arise to apply for external funding.

Copies of both plans are attachments to this Agenda.

Strategic Implications These documents are significant instruments to lobby for economic development funds in the sub-region.

Statutory Environment - N/A
Policy Implications - N/A
Financial Implications – Council has supported HWEDA financially.
Economic Implications – Positive but unmeasured.
Social Implications – N/A.
Environmental Considerations – N/A

Consultation - Extensive including a University of WA student team project involving Councillors from the three shires.

Options

Council can resolve to:

1. adopt the Officer's Recommendation/s;
2. adopt the Officer's Recommendation/s with further amendments; or
3. not accept the Officer's Recommendation/s, giving reasons.

Voting Requirements - Simple Majority

OFFICER'S RECOMMENDATION – ITEM 8.6.2

COUNCIL RESOLUTION 32/16 Moved Cr Crilly

That Council notes that the Hotham Williams Economic Development Alliance has adopted an Economic Development Implementation Plan and a Strategic Plan, and welcomes their implementation to the benefit of the communities of Boddington, Wandering and Williams.

Seconded Cr Hoek Carried 6/0

Noted: Cr Allert was disappointed that Marradong Country was not mentioned in either the Development Implementation Plan or the Strategic Plan after an enormous amount of money being poured into the plan.

Cr Collins declared a Financial Interest in Item 8.6.3 in that she is employed as a Real Estate Agent and left Chambers at 6:19pm.

8.6.3 Sale of Council House

File Ref. No:	A287
Disclosure of Interest:	Nil
Date:	13 April 2016
Author:	Chris Littlemore

Summary

Council to consider the sale of 25 Johnstone St Boddington.

Background

In line with the draft Housing Policy, consideration has been given to the best course of action for the currently vacant house at 25 Johnstone St Boddington. As per Council policy, both local real estate agents were requested to inspect the property and advise the likely selling price.

One of the agents advised that given the age and condition of the property, the best course of action would be to list the property for sale. This advice is consistent with an officer report to a recent Councillor Information session.

Professional advice from a Registered Valuer indicates that the advice from the abovementioned real estate agent is correct, the property should be sold.

Comment

Council could sell the property using one of three methods, auction, tender or sale by negotiation, or a combination of these.

The Local Government Act makes outright sale by negotiation difficult as can be seen from the following.
If Council chooses to sell by negotiation, prior to accepting any offer, it must give local public notice of the proposed disposition —

(i) describing the property concerned; and
(ii) giving details of the proposed disposition; and
(iii) inviting submissions to be made to the local government before a date to be specified in the notice, being a date not less than 2 weeks after the notice is first given.

If Council chooses this method, any offer could not be accepted by Council for some considerable time after it was received.

A more practical option is for Council to offer the property by tender. If no suitable offer is received, Council can then list the property with local agents at a nominated price.

Policy Implications – Nil
Statutory Environment - Local Government Act Section 3.58
Financial Implications - Council can allocate funds received to a Housing Replacement Reserve.
Economic Implications - Nil
Social Implications – Nil
Environmental Considerations – Nil
Consultation - Local Real Estate Agents were consulted

Options

Council can:
1. Accept the Officer's Recommendation;
2. Amend the Officer's Recommendation; or
3. Not accept the Officer's Recommendation giving reasons.

Voting Requirements – Simple Majority

OFFICER RECOMMENDATION – ITEM 8.6.3

COUNCIL RESOLUTION Moved Cr Crilly

That Council offer the property at 25 Johnstone St Boddington by public tender in accordance with section 3.58(2)(b) of the Act.

Seconded Cr Smart

MOVED Cr Hoek

That the item lay on the table until next Council Meeting. Reason being that the Housing Policy is not completed yet.

Seconded Cr Manez Carried 3/2

Cr Crilly wanted his vote against this be recorded.

Cr Collins entered Chambers at 6:23pm.

8.6.4 Boundary Change

File Ref. No:	A134
Disclosure of Interest:	Nil
Date:	13 April 2016
Author:	Chris Littlemore

Summary

Council is to consider a petition for boundary change at Quindanning.

Background

Mr Davies presented a petition for a boundary change at the February Council Meeting. He has also sought support from Williams Shire as the other shire affected by the proposal.

Williams Shire have requested Boddington Shire advise whether it supports or opposes the petition.

Comment

The change proposed by Mr Davies would result in lost rates of $13,500 from the 10 properties affected.

Mr Davies submission relies on a notion that the Quindanning community is somehow divided. Experience from the Hotham fires 12 months ago indicates that this community is a very united one. They came together as a community to protect their homes. The local brigade has members from both shires and is very functional.

Mr Davies also alludes to some growth in the community requiring planning changes. The primary problem is potable water supply not being available. Water Corp advises that they are unable to assure the water available at Quindanning is of a consistent quality for drinking without installing treatment facilities. This would require considerable expense. A boundary change will not alter this.

Discussions with Council's consultant planner indicate that there is perhaps a more laid back attitude to planning considerations in the Wheatbelt planning office, however in a practical sense there is little difference for landholders on one side of the shire boundary or other. The current Local Planning Strategy, draft LPS and Boddington SuperTown Growth Plan (page 53) do not support creation of additional rural lifestyle lots at Quindanning.

Community of interest is a consideration in recommending a boundary change. Quindanning is 33km from Boddington Township and 34km from Williams Township. Many Quindanning residents work or are involved in community life in Boddington. There is probably a similar work/community life interaction with Williams. This is not definitive in terms of support for change.

As far as community support from the two shires, Quindanning Race Club receives support from both Councils and an extensive commitment from the Boddington Lions Club. That reserve is currently under the control of Boddington. Boddington also maintains the Quindanning Cemetery. Under the proposed change, Boddington keeps the cemetery and loses the Race Club reserve.
On the Race Club Reserve there is also the Quindanning Volunteer Bush Fire Brigade building. This brigade was instrumental in assisting with the Hotham fires which were predominantly in Boddington Shire. Control from headquarters in Boddington provided

superior coordination compared to the alternative of relaying requests through Williams Volunteer Bush Fire Brigade command.

Boddington Hospital services the people of Quindanning as the closest facility.

The Boddington Medical Centre is the closest doctor and coincidently supplies a doctor to Williams on a weekly basis.

Despite the public support demonstrated by the Davies' petition, there is no justification for Council's support for the change.

Council's earlier resolution to forward the petition to the Local Government Advisory Board has yet to be acted upon as the petition did not outline the reasons for the proposal.

Any proposal needs to set out clearly the nature of the proposal, the reasons for making the proposal and the effects of the proposal on local governments. The petition, Mr Davies correspondence and this report would probably suffice, should Mr Davies choose to submit the proposal to the Local Government Advisory Board.

Strategic Implications – The proposal has negative consequences for bush firefighting in Boddington Shire.

Statutory Environment N/A
Policy Implications - N/A

Financial Implications – The loss of $13,500 in rates revenue is significant.
Economic Implications – N/A.
Social Implications – No adverse social implications of allowing the status quo to remain.
Environmental Considerations – N/A

Consultation Williams Shire has indicated that without Boddington Shire support, they are unlikely to support the petition.

Options

Council can resolve to:

1. Adopt the recommendation/s;
2. Adopt the recommendation/s with further amendments; or
3. Not accept the recommendation/s, giving reasons.

Voting Requirements - Simple Majority

OFFICER'S RECOMMENDATION – ITEM 8.6.4

COUNCIL RESOLUTION 33/16 Moved Cr Crilly

That Council:

1. Advise Mr Davies that it does not support his petition.

2. Takes no further action in respect of its resolution to forward the petition to the Local Government Advisory Board.

Seconded Cr Hoek Carried 4/2

9. ELECTED MEMBERS' MOTION OF WHICH PREVIOUS MOTION HAS BEEN GIVEN:

Nil

10. URGENT BUSINESS WITHOUT NOTICE WITH THE APPROVAL OF THE PRESIDENT OR MEETING:

Nil at this time.

11. CONFIDENTIAL ITEM:

Nil

12. CLOSURE OF MEETING:

With no further business to discuss the Shire President, Cr Allert, closed the meeting at 6.25pm.

These minutes were confirmed by the Council as a true and accurate record at the Ordinary Council Meeting held on Tuesday 17 May 2016.

.....
J R ALLERT
(President)

Our Plan

to develop the

Hotham Williams

Regional Economy

RPS

Shire of BODDINGTON Flowing with Natural Beauty

PEEL Development Commission

Wheatbelt Development Commission

marradong COUNTRY

WANDERING SHIRE COUNCIL

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ACKNOWLEDGMENTS

The Hotham Williams Economic Development Alliance (HWEDA) wish to acknowledge the work of RPS in preparing this Strategy. HWEDA also acknowledges the contributions made by TMR Consulting Services.

The development of this Plan was made possible through funding from the Wheatbelt Development Commission and Peel Development Commission through the Royalties for Regions Community Chest Fund 2014/15.

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Strategic Plan 2016-2020

DISCLAIMER

This Strategic Plan was prepared by the Hotham Williams Economic Development Alliance (HWEDA) and does not necessarily represent the views of the Local Government Authorities, its officers, employees or agents. Any representation, statement or opinion expressed or implied is made in good faith and on the basis that HWEDA are not liable for any damage or loss whatsoever which may occur as a result of action taken or not taken, as the case may be, in respect of any representation, statement, opinion or advice referred to herein. Professional advice should be obtained before applying the information contained in this document to particular circumstances.

The Hotham Williams Economic Development Alliance Strategic Plan 2016-2020 is intended to be read in conjunction with the Hotham Williams Economic Development Implementation Plan (2016).

ACKNOWLEDGMENTS

HWEDA wishes to acknowledge the support and assistance provided initially, by Sharon Moore of Labyrinth Consulting and subsequently by Joanne Burges from the WA Local Government Association and Rebekah Burges of TMR Consulting Services in the preparation and review of this Plan.

FURTHER INFORMATION

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INTRODUCTION

The Hotham Williams Economic Development Alliance (HWEDA) Strategic Plan was initially produced as a 'draft' in 2013 to assist in providing the group with a clear strategic direction for economic development in the Marradong Region.

A review of the 'Draft' began in September 2015 with a workshop, including an environmental scan to consider any significant changes that would influence the Alliance direction and more particularly the strategic nature of the activities undertaken.

As outlined further, this plan is highly cognisant of the strategic environment in which it exists and thus acknowledges and where possible aligns to state, regional and local Government aspirations.

The Hotham Williams Economic Development Alliance

HWEDA (Hotham Williams Economic Development Alliance) was established as part of the Boddington SuperTown Economic Development Strategy. The Alliance is a collaborative sub-regional group made up of the three communities of Williams, Wandering and Boddington.

In late 2012, the Shire of Boddington received $1.17m funding for 2 years to establish an Economic Development Unit at the Shire of Boddington, engage staff and implement an Economic Development Strategy for the sub-region. One of the outcomes of this funding, was to form a strategic alliance and to prioritise economic development resources within the region and provide ongoing economic input into Supertown Growth Plan. During the duration of the 2 year project, the Hotham-Williams Economic Development Alliance was established and commenced discussions around the economic development opportunities regionally.

HWEDA is an incorporated association with nominated membership from the three towns of Boddington, Wandering and Williams.

The business sector has representation from each town and additionally ex-officio representation from South 32 (previously BHP Billiton Worsley) and Newmont Boddington Gold.

The current membership of HWEDA is:

Cr Greg Cavanagh	Chair	Shire of Williams (Local Government Representative)
Cr Brenden Whitely		Shire of Wandering (Local Government Representative)
Cr Martin Glynn		Shire of Boddington (Local Government Representative)
Richard Atkins		Boddington (Business Representative)
Wade Gowland		Wandering (Business Representative)
Heather Rose		Williams (Business Representative)
Jenny Fisher		Newmont Boddington Gold (ex-officio)
Alysia Tringrove		South 32/Worsley (ex-officio)

Elected members are also supported by their respective CEOs and EDOs

Chris Littlemore	Chief Executive Officer, Shire of Boddington
Tahnee Forbes	Economic Development Officer, Shire of Boddington

Amanda O'Halloran	Chief Executive Officer, Shire of Wandering
Geoff McKeown	Chief Executive Officer, Shire of Williams
Heidi Cowcher	Economic Development Officer, Shire of Williams Executive Officer HWEDA

REGIONAL OVERVIEW

Comprised of the Boddington, Wandering and Williams Local Government Areas, the Hotham Williams region of Western Australia is home to almost 3,900 people spread across over 6,100 square kilometers and numerous townships. The Shire of Boddington is home to the largest number of people in the region, with over 2,500 residents.

Boddington

The Shire of Boddington is situated in the Peel region of Western Australia (WA), approximately 123 kilometres southeast of Perth and 92 kilometres southeast of Mandurah. The Shire is accessible from the north via the Albany Highway from Perth and via the Pinjarra Williams Road from Mandurah to the west.

The Shire covers a land area of 1,900 square kilometers and is home to an estimated resident population of 2,523 (ABS resident population estimates, 2014).

The economy of Boddington is supported primarily by mining. The Shire is home to two significant mines. Newmont Mining, owned Newmont Boddington Gold, which will be the largest gold mine in Australia upon completion; and South32/Worsley, one of the largest and lowest-cost bauxite mining and alumina refining operations in the world.

Due to its mining activities, the town is continually undergoing significant growth phases, largely dependent on the current state of the mining business in the Shire.

Williams

The Shire of Williams is located in the Wheatbelt region of WA, approximately 160 kilometres south of Perth along the Albany Highway. ABS estimates put the current population of the Shire at 932.

In addition to being a wool, livestock and grain producing area, recent years have seen the town expand in residential building, tourism related development and the establishment of an industrial area.

Wandering

The Shire of Wandering is located in the Wheatbelt region of WA, approximately 120km to the south-east of Perth along the Albany Highway.

With an estimated population of 438, the Shire of Wandering is the smallest local government in the sub-region, but what it lacks in size and population, it makes up for in terms of its vitality and thriving community. The primary industry supporting the Wandering economy is agriculture. In recent years the Shire has made significant improvements in its economic opportunities and pursuits in an attempt to improve the economic development opportunities for the shire and the wider sub-region.

Demographics

The current resident population of the Hotham Williams region is 3,893. The Shire of Boddington is by far the most populous of the Local Government's within this region accounting for approximately 65% of the total population. Population projections provided by the WA Planning Commission (refer to table 1)

indicate that the Boddington Shire will continue to experience strong growth over the next 10 years, while the same data suggests that the populations of the Shires of Wandering and Williams may decline over this same period. It is important to note that estimations of population growth or decline are based on worst case scenarios and do not take into consideration any economic development opportunities that may be in the pipeline and may have significant impacts on population statistics.

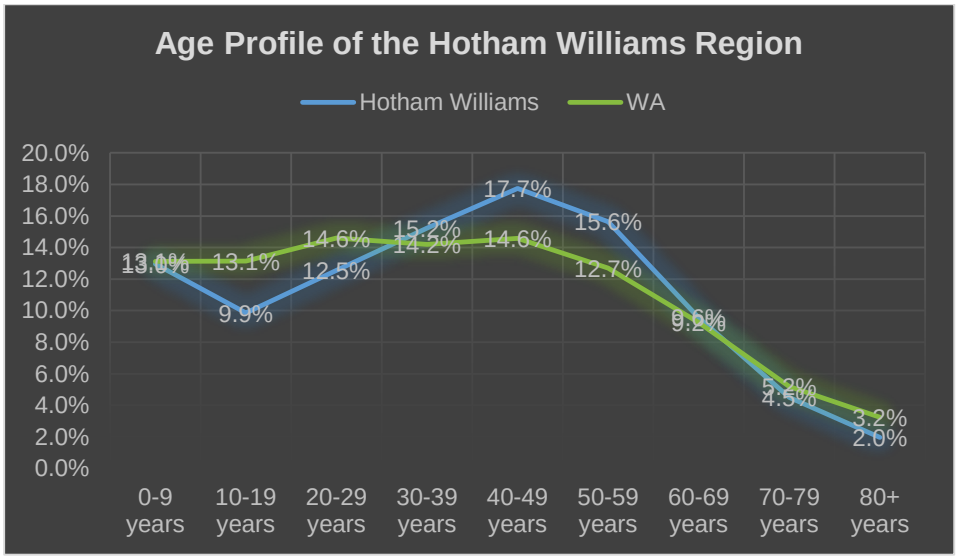
Table 1 Population of the Hotham Williams Region.

Local Government	2004	2014p	Change	Population Projections 2026	Predicted Change
Boddington	1382	2523	1141	3660	1137
Wandering	365	438	73	350	-88
Williams	932	932	0	890	-42

Source: Australian Bureau of Statistics (ABS) Regional Population Growth, Australia, cat. No. 3218.0 released 31 March 2015 and WA Planning Commission (2015) Band C Projections

The age profile of the Hotham Williams region indicates an above State average representation of people aged 40 to 59 years and an underrepresentation of young people with below State averages in the 10 to 19 and 20 to 29 age ranges. Around 10% of the region's population is aged 65 and over.

Figure1 Age profile of the Hotham Williams Region



Economy

The economy of the Hotham Williams region is founded on agricultural and mining activity. Whilst these are currently relatively stable and well performing industries, the global exposure of both of these sectors means that the regional economy has a higher risk profile. Poor commodity prices can and do have significant impacts. Mining features most prominently in the local Boddington economy with the presence of both gold and bauxite mining. Agriculture is the primary industry in Wandering and Williams, where a mix of crops and livestock are produced for domestic and international markets. Continuing improvements in the economic diversification, together with innovation measures in both sectors, will be

critical to addressing this risk and improving and strengthening the sustainability for the sub-region as a whole.

The Hotham Williams regional economy is at a distinct advantage, compared to many regions around the country, in that it has exposure to two separate foundational industries – agriculture and mining. This provides the region with greater levels of economic stability and sustainability in the long-term, however the global exposure of both of these sectors means that the regional economy also has a high risk profile.

Outside of mining and agriculture there are no other major industry sectors in the Hotham Williams region. This coupled with below State and National averages of small business creation and entrepreneurship has resulted in a region with low economic diversification.

Agriculture

From 1996/97 to 2011/13, the Hotham Williams' Region produced over 1.4 million tons of coarse grain agricultural commodities. Barley comprised approximately 37% of the region's produce, whilst oats formed the second highest share of produce at 23%. Canola and wheat both accounted for approximately one-fifth of the region's produce. Volume-wise, Wandering and Williams composed the majority of the region's grains production.

Across a 15 year assessment period, Boddington, Wandering and Williams all recorded average yields that were significantly higher than the averages for Agzone 3 (where the Hotham Williams Region is situated) and the State.

Mining

Mining features prominently in the local Boddington economy, with the presence of both gold and bauxite mining. Boddington Gold Mine, owned and operated by Newmont Mining, is one of the largest gold mines in Australia with an annual production of 696,000 ounces of gold and 69 million pounds of copper. As of October 2014, the mine had approximately 2,000 employees and contractors.

South 32/Worsley Alumina is one of the largest and lowest-cost bauxite mining and alumina refining operations in the world. Bauxite mining takes place in the forest and on agricultural land near Boddington. After crushing, the bauxite is transported to the alumina refinery near Collie via an overland conveyer system, where it is turned in to alumina powder and exported to international markets via the Bunbury Port.

Employment Characteristics

The Hotham Williams region is generally characterised as a low unemployment region. At the time of the 2011 Census, unemployment rates in Boddington, Williams and Wandering (refer to Table 1) were well below the State unemployment rate of 4.7%. All three Local Governments are known to have highly variable unemployment rates due to their small labour force and population sizes. In general terms, the unemployment levels are low as if people are not gainfully employed then they migrate away from the region as there is little else to retain them in these towns.

The most common occupations in the Boddington Local Government Area at the time of the 2011 Census were Technicians and Trades Workers (24.5%), Machinery Operators and Drivers (20.5%), Professionals (12.3%), Managers (10.8%), and Labourers (10.7%). Of the employed people in Boddington the vast majority (34.5%) worked in Metal Ore Mining. Other major sectors of employment include Heavy and Civil Engineering (5.6%), School Education (4.3%) and Sheep, Beef and Grain Farming (4.2%).

The most common occupations in the Williams Local Government Area included Managers (37.9%), Labourers (12.2%), Technicians and Trades Workers (11.8%), Machinery Operators and Drivers (9.6%), and

Professionals (8.5%). Sheep, Beef and Grain Farming was by far the biggest employment sector at 35.7% of the employed labour force. School Education (6.2%), Metal Ore Mining (3.7%) and Local Government Administration (3.5%) were other major industries for employment at the time of the 2011 Census.

The most common occupations in the Wandering Local Government Area include Managers (36.7%), Machinery Operators and Drivers (17.3%), Technicians and Trades Workers (11.8%), Clerical and Administrative Workers (11.4%), and Labourers (10.5%). As with the Shire of Williams, the largest industry of employment in Wandering at the time of the 2011 Census was Sheep, Beef and Grain Farming at 35.4%. Other major industries of employment were Metal Ore Mining (13.5%), Local Government Administration (5.5%) and School Education (4.6%).

Table 2 Labour Force Characteristics.

Local Government	Labour Force	% Employed Full-time	% Employed Part-time	% Unemployed
Boddington	1175	71.7	17	2.5
Williams	551	61.2	29.4	2.2
Wandering	241	68.5	22.4	2.1

Source: Australian Bureau of Statistics (ABS) 2011 Census of Population and Housing Quick Stats, last updated March 2013

Community & Connectedness

Major population servicing sectors such as health/medical services, education and retail are underrepresented in the Hotham Williams region. Limited access to health and education could be directly attributing to the below state averages of young people and those aged 80 years and above within the region as the groups most reliant upon these essential services have to leave the area to gain access to them.

All Local Governments in the Hotham Williams region have a high level of community engagement. This is a strong asset to the region and reflects a strong community response to addressing the service shortfalls that characterise sectors such as health and social assistance.

Transport Infrastructure

The region has strong connections to the rest of Western Australia through the Albany Highway. The Albany Highway provides direct connection back to metropolitan Perth, with travel times varying between 98 minutes from Boddington to 112 minutes from Williams. The Albany Highway also provides an important freight and tourist route; providing exporters with access to major port facilities at Fremantle and Bunbury and visitors' access to the South West and Great Southern regions of the State.

Telecommunications

Digital connectivity is limited, though is favorable compared to many regional parts of the State. Mobile phone coverage is comparatively high, though it is less ubiquitous in Wandering and black spots remain throughout the region. Household internet connectivity is also comparatively strong, with Boddington and Wandering having similar rates to the national average. However, the quality of broadband access is generally below average.

Education

Qualification and skills levels of workers living in the Hotham Williams region are below average. School and University completion rates are below national averages, though Technical training qualification rates

are broadly in line with national levels in Boddington and Wandering. English proficiency is also below average in Boddington, reflecting the ethnic and socio-economic composition of the population.

Table 3 Skills Profile of the Hotham Williams Region

Skills	Boddington	Wandering	Williams	Nation
Year 12 Qualified	29.2%	n/a	22.5%	46.1%
University Qualified	11.1%	10.5%	13.7%	22.8%
Technical Qualified	32.1%	32.4%	27.7%	31.6%
Early School Leavers	47.7%	56.2%	47.1%	42.2%

Source: ABS 2011 Census of Population and Housing

Regional Trends

- The economy of the region whilst being relatively stable, is highly dependent on its foundational industries of agriculture and mining. Industry diversification is necessary for long term sustainability and growth of the regional economy.
- Whilst diversification is necessary, building on Agriculture as a foundational industry is a key development opportunity for the Hotham Williams economy. Profiling the region as an existing source of quality food products and as a future growth and expansion area will secure the future of this region as an important contributor to agriculture and food production in WA.
- Unemployment in the region has traditionally remained lower than State and National Averages. High labour force participation, whilst desirable does limit the available labour pool within the region, necessitating the in-migration of workers to enable further industry growth in the region.
- The current skills profile of Hotham Williams' workers is low, with below average school completion and tertiary qualifications. Enhancing the skills base of the regions workforce and attracting new workers is therefore essential.
- Small business development in Hotham Williams is mediocre, with rates of business creation and operation well below State and National averages. Supporting the establishment and nurturing the growth of small businesses is key to realising the potential of Hotham Williams' strategic economic assets and comparative advantages.
- The population of the Hotham Williams region lacks a critical mass to support viable health, retail, education and other service sector offerings. The ability to provide core services is of particular importance in economic development as it acts as an attractor or detractor of new residents and workers to a region.
- Transport, logistics and manufacturing sectors are underrepresented in the Hotham Williams region's economy, despite the presence of major mining and agricultural activity and the strategic position of the region relative to port and arterial road infrastructure.
- Tourism is not a significant value adding sector to the Hotham Williams economy. Tourism can however, provide a valued source of non-local expenditure to the region. The demand for services and infrastructure resulting from tourism activity can also assist in improving the quality and capacity of local infrastructure assets by providing the critical mass of people required to justify investment.

POLICY & PLANNING FRAMEWORK

HWEDA acknowledges and is highly cognisant of the importance of clear linkages to State and Commonwealth Planning documents.

This Strategic Plan review has given due consideration and includes input from the following key regional documents:

- RDA Wheatbelt Regional Plan;
- RDA Peel Regional Plan
- State Planning Strategy;
- State Planning and Development Framework
- Wheatbelt Development Commission Regional Blueprint;
- Peel Development Commission Regional Blueprint;
- Strategic Community Plan Economic Development projects from the Shires of:
    - Boddington;
    - Wandering; and
    - Williams
- Boddington District Economic Development Strategy;
- Draft Boddington Tourism Strategy; and
- The work currently being undertaken as part of the Economic Development Implementation Strategy Project.

The State Planning Strategy, Wheatbelt Development Commission Blueprint and the Peel Development Commission Regional Investment Blueprint provide guidance with their key aspirations included in this Strategic Plan (refer to Appendix 1) as a point of reference. The following schematics outline these aspirations and assist in providing the key linkages between the State, region and Local levels of government, with a particular focus on economic development.

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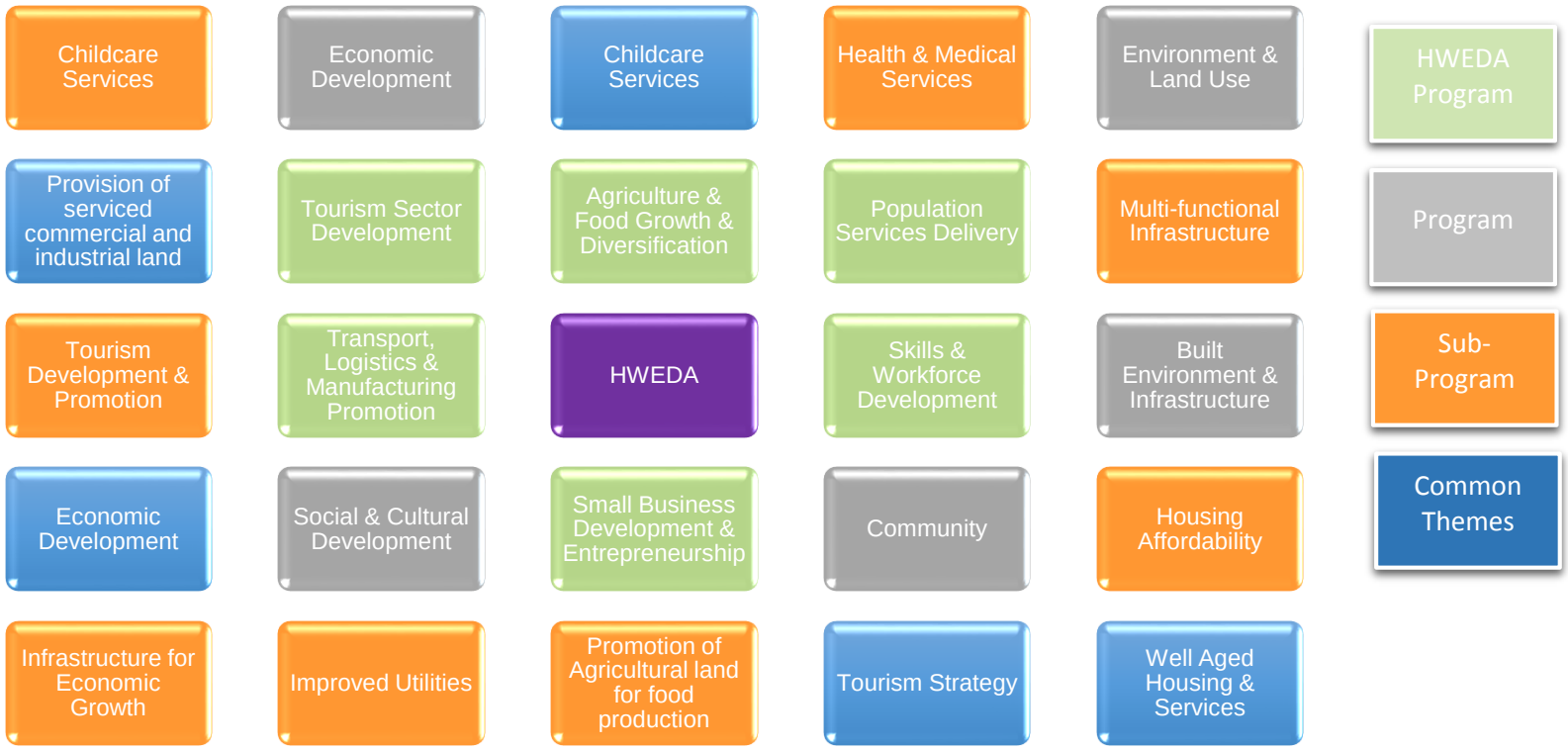
</table>

Strategic Drivers

Analysis of individual Local Government Strategic Community Plans reveals many areas of commonality and may assist in formulating key strategic opportunities for the future:



STRATEGIC FRAMEWORK

Vision

The future of the Hotham-Williams economy will be determined by the capacity of its stakeholders to leverage the region's drivers, characteristics and capacity for growth. The following vision encapsulates this and will serve to remind the Alliance of its strategic intent and direction:

The Hotham-Williams region is dynamic, prosperous and sustainable. The region leverages its foundations in agriculture and mining to attract new residents, industries and businesses. The regional economy is diversified and globally competitive, supported by an entrepreneurial culture that welcomes investment and supports the creation of skills and high income employment opportunities.

This Vision is comprised of a series of discrete elements:

- ***The Hotham Williams Region is Dynamic, Prosperous and Sustainable ….***The Hotham Williams economy generates significant prosperity for local residents and communities in the long-term and is regarded as a dynamic and attractive place to live, work and play.
- ***…The Region leverages its foundations in agriculture and mining….*** The current strengths and comparative advantages of the Hotham Williams region for a strong and resilient base to the regional economy.
- ***…. To attract new residents, industries and businesses…*** The economic activity in the foundational industries are leveraged to help grow the population of the region and increase the number and type of industries and businesses that call the Hotham Williams region home.
- ***….The regional economy is diversified and globally competitive….*** Economic value added is generated by a range of sectors and businesses and industries in the region can compete effectively in national and global markets.
- ***….supported by entrepreneurial culture that welcomes investment ….*** Residential and business communities are entrepreneurial, continuously identifying and seeking investment opportunities in an ever changing global economic environment. New investment is welcomed and encouraged.
- ***… and supports the creation of skilled and high income employment opportunities….*** The generation of knowledge-intensive, high skilled employment opportunities is a priority for the region. This employment is traditionally higher paid and is more sustainable in an increasingly competitive global market.

Achieving each element of this vision is critical to ensuring the economic, social and environmental potential of the Hotham Williams region is realised and appropriate investment is attracted.

Mission

To promote and expand the economy of the District by undertaking purposeful and agreed joint initiatives and projects.

Objectives

The objectives of the Alliance are as follows:

1. To initiate, facilitate and coordinate activities to meet the business development needs and interests of:
    a. Existing corporations and other business enterprises that are members of the Alliance; and
    b. Corporations and other business enterprises investing in or considering investment in the region
2. Provide assistance to investors and potential investors in the Region through strategic introductions and non-financial assistance to appropriate sources of advice to encourage the economic development and promotion of the Region
3. Lobby government at all levels for the provision of government services, infrastructure, concessions and incentives which encourage and facilitate the economic development of the Region;
4. Strengthen the local government / business interface;
5. Market and promote the region as a destination to commercial/industry visitors and recreation visitors;
6. Generally conduct activities identified by the Alliance from time to time that meet the aims of regional economic development; and
7. Promote sustainable development through a balance between economic, environment and quality of life.

Values

- Integrity
- Responsibility and accountability
- Achievement
- Leadership
- Community
- Growth / Quality
- Creativity

Strategic Focus

HWEDA have identified six strategic focus areas. These focus areas were identified through the Hotham Williams Economic Development Implementation Plan, which was developed concurrently with this Strategic Plan. These focus areas will guide the activities of the Alliance over the period of this strategy and are as follows:

- Agriculture and food growth and diversification
- Population service delivery

- Skills and workforce development
- Small business development
- Transport, logistics and manufacturing promotion
- Tourism sector development

Action Agenda 2016-2020

The Action Agenda for HWEDA has been determined through a thorough review of the current economic climate of the Hotham Williams region and an assessment of the opportunity for growth and development of the region's economy in the near to long term. The strategies and actions identified here are further expanded upon in the Hotham Williams Economic Development Implementation Plan.

Agriculture Food Industry Growth and Diversification

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To grow, diversify and develop food production in the region. To enhance Hotham William's profile as a food producing region and the source of quality food products and supporting services.	Continued Promotion of Regional Agricultural Brand ('Marradong Country')	• Promote and Encourage Viticulture & Agricultural Diversification • Sustainable supply Chains • Boutique and Cottage Food Industry Development • Horticulture Sector Development Strategies • Establish Regional Food Council • Agriculture and Food Production Investment Prospectus and Targeted Outreach Program • Agriculture Growth Strategy	The diversification of agricultural and food production in the region and local economic value adding production.	DAFWA CBH Local and Regional Farmers Domestic and International Investors Local Government Identified local/regional agri-processing facilities/businesses Main Roads Austrade and State investment attraction and trade agencies

Population Services Delivery

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To improve the capacity and quality of core services required to support the residential population of the region. This includes health and medical services, convenience retail and community and support services.	Economic Development Resources Assessment	• Boddington Retirement Village Development • Boddington Leisure and Recreation Centre • CRC Digital Hubs • Local Health Service Support and Expansion • Key Worker and Short Term Accommodation • Wandering Aged Housing • Water supply to Quindanning residential subdivision	Improved capacity to provide core population services attracts new residents to the region and enables current residents to stay in the region.	State Government Local Government Not for profit and community groups Private health care providers Aged care providers Retailers and other commercial service providers

Skills and Workforce Development

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
Improve the skills base of the Hotham Williams population to increase the attractiveness of the regional workforce to new and emerging sectors while providing socio-economic, prosperity and quality of life benefits to residents from improved educational outcomes.	Workforce attraction marketing	• Regional childcare management analysis • Local industry training and apprenticeship opportunities • Regional Virtual training delivery models	The region has a suitably skilled workforce to underpin and drive the growth of the regional economy.	Local schools Department of Education Local Government Federal Department of Education and Training Registered Training Organisations Major local and Regional Employers Local business incubators Local and Regional Business Groups (Williams Business Group, Boddington BIAS)

Small Business Development & Entrepreneurship

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
Drive the establishment, growth and development of small business in the Hotham Williams region. Recognise the importance of a dynamic and entrepreneurial small business sector in driving income growth and job creation in the region	Website and Online business capability register	• Small business accelerator program • Establish a Regional Chamber of Commerce • NBN rollout and uptake strategy • Regional Telecommunications Project • State of Hotham-Williams Region report • Regional procurement policy • Small Business awards	Improved capacity of existing small business, greater integration with local supply chains and incubation of new small business in the region.	Major developers Local Government Major landholders Local and Regional Business Support Groups Federal Government (initiatives, incentives available) Mining - Newmont and South32 Relevant WA State Government Departments Industry Associations and support groups

Transport, Logistics and Manufacturing Promotion

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To establish Hotham Williams as a major transport and logistics hub in regional Western Australia; leveraging its strategic location on the Albany Highway, strong port access and regional freight requirements. To optimise the performance and accelerate the growth of key industrial precincts, integrate businesses into mining, agriculture and major project supply chains and be a location of choice for growing peri-urban materials and equipment manufacturing activity.	Economic Development Opportunity Reserve Fund	• Promote and facilitate the release of new industrial and commercial land • Industrial and Commercial Land Investment Prospectus • Investigate the feasibility of a regional waste facility • Headworks and Infrastructure Improvements • Albany Highway Upgrade and Maintenance • Commercial precinct development adjacent to Fuel Facility in Wandering	Hotham Williams' region is recognised as a strategic transport and logistics centre for southern WA.	Domestic and international investors CBH Local Government Relevant WA State Government Departments Local mines (Newmont and South32) Local and regional businesses including agricultural based businesses (primary producers) Main Roads Austrade and State Investment attraction and export agencies Landholders National transport and logistic companies State and local government utility and infrastructure providers Landcorp Development Commissions RDA Wheatbelt and Peel

Tourism Sector Development

Strategy	Flagship Project	Other Key Activities	Desired Outcome	Stakeholders
To establish and grow a quality experiential tourism sector that complements the core comparative advantages of the region. Recognise that tourism activity has the potential to inject expenditure into the regional economy from outside of the region to help support a higher quality and capacity of infrastructure and services.	Self-Drive Tourism Trails Development	• District wide tourism strategy • Redevelopment of Williams Lions Park • Develop Wandering Mission and other heritage assets • Tourism Development Investment Prospectus • Boddington Visitor Centre Development • QR Code App and HWpedia • Events Calendar • Agri-Tourism and Farm Stays • Grey Nomad Market	Increased tourism visitation supports higher quality services and infrastructure for local residents and businesses.	Local Government Local businesses Local tourism providers, Visitor Centres Relevant WA State Government Departments Newmont/South32 Tourism support industries

Monitoring & Review

Plan Responsibilities

This Plan will only be effective if it is driven in partnership with all stakeholders collaboratively. The Board of HWEDA has embraced the development and review of the Strategic Plan since the process to develop it first commenced in 2013. The achievement of identified outcomes will give the Alliance its own momentum which in turn will strengthen the continued opportunities for regional economic development.

This Strategic Plan is intrinsically linked to the Economic Development Implementation Plan that has been prepared concurrently with the 2015 review and update of this document. Once formally endorsed, it is hoped that a concerted and dedicated effort by all stakeholders will ensure its success as projects and activities are identified, developed and implemented.

The Strategic Plan together with the Economic Development Implementation Plan will shape and support future economic development opportunities and can be used to strengthen the economic argument when seeking any form of support for the implementation of a project, concept or initiative.

This Strategic Plan will be reviewed and updated regularly.

APPENDIX 1

Wheatbelt Roadmap for Growth

Vibrant Economy

Industry Development

- Emerging Industries
- Transforming Agriculture

Business Development

- Digitally and Asia ready

Skilled Workers

- Workforce Attraction
- Cross Industry Employment

Key Infrastructure

- Access to markets: road, Rail, air and ports; digital Capacity
- Land Assembly: Land, Power, water and sewerage
- Housing

Clever People

Innovation

- Innovative Networks
- Building R&D Capacity

Leadership

- Innovative Governance
- Leadership and Civic Engagement
- Volunteers

Lifelong Learning

- Participation and Achievement
- Pathways to Employment
- Aboriginal Enterprise
- International Students

Liveable Communities

Connected Settlements

- Strong and Connected Sub-Regional Centres and Hinterlands
- Public Transport

Service Delivery Reform

- Ageing
- Children's Services
- Family Services
- Health and Well-being
- Safety
- Services to Growth Areas

Community Amenity

- Culture and the Arts
- Heritage
- Housing
- Sport and Recreation

Valued Natural Amenity

Water, Landscape and Climate Change Management

Nature Based Industry

- Alternative Energy
- Nature Based Tourism

Marketing Wheatbelt Opportunities

- Targeted Marketing
- Influencing Key Decision Makers

Planning, Projects and Investment

- Infrastructure Co-ordination
- Agency Co-ordination
- Local Government Collaboration
- Supporting Proponents

PROGRESSIVE | PROSPEROUS | DYNAMIC

OUR BLUEPRINT VISION, THEMES AND FOCUS AREAS

THRIVING INDUSTRY

1.1	New and expanded market opportunities
1.2	Integrated network of prosperous regional communities

AGRICULTURE & FOOD INNOVATION

2.1	Innovative and sustainable agriculture and food practices
2.2	Peri urban food zone

TOURISM EXCELLENCE

3.1	Tourism growth through investment
3.2	Network of diverse adventures

CAPABLE PEOPLE

4.1	Boosting productivity
4.2	Pathways to employment

STRONG & RESILIENT COMMUNITIES

5.1	Secure housing
5.2	Age friendly communities
5.3	Targeted services
5.4	Sport and recreation
5.5	Arts and Culture

Introduction

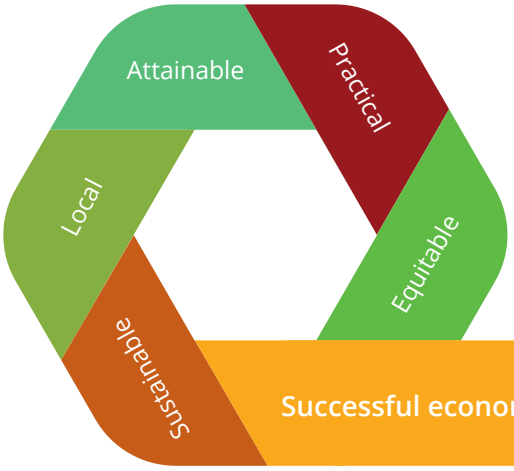
What is Economic Development?

The economic development of a region is critical for maintaining and enhancing prosperity and quality of life of residents. Rising costs of living and increased competition and economic, social and environmental pressures drive the need for regional economies to grow, expand and diversify.

The traditional goals and objectives of economic development include:

- attracting new residents
- creating new jobs
- increasing worker and household incomes
- helping new business to establish and grow
- encouraging new investment
- increasing the capacity and quality of regional services and facilities

Economic development is not about encouraging economic growth for its own sake. Economic growth, poorly managed, can result in a range of perverse outcomes, including income inequality, a lack of social cohesion, environmental impacts and industry imbalances.



Sustainable – Providing long-term, recurring benefits to the community

Equitable – Providing benefits to a wide range of groups and cohorts within the community

Practical – Achieving real tangible outcomes

Local – Generating benefits for local businesses, residents and the community

Attainable – With goals and objectives that are supported by evidence

Successful economic development must be characterised by the above attributes:

Any initiative, action, project or investment, which helps to grow the economy in a manner that enhances the quality of life and prosperity of residents in the long-term, is a form of economic development. While investment in physical infrastructure, facilities and equipment is the most tangible form of economic development, changes in policies and plans, improved promotion or marketing or the implementation of incentives and other soft support can often have greater impacts on regional economies.

Driving Growth in the Hotham Williams Region

Growing the prosperity of the Hotham Williams Region and its residents and communities must be a priority. Comprised of the Boddington, Wandering and Williams Local Government Areas, the Hotham Williams region of Western Australia is home to almost 3,900 people spread across over 6,100 square kilometres and numerous townships. The shire of Boddington is home to the largest number of people in the region, with over 2,500 residents.

The region is located approximately 200km from the Perth CBD and is characterised by a mix of peri-urban, agricultural and mining communities. The region itself is strategically located on the Albany Highway, providing strong road accessibility north to Perth and to southern and south western parts of the State.

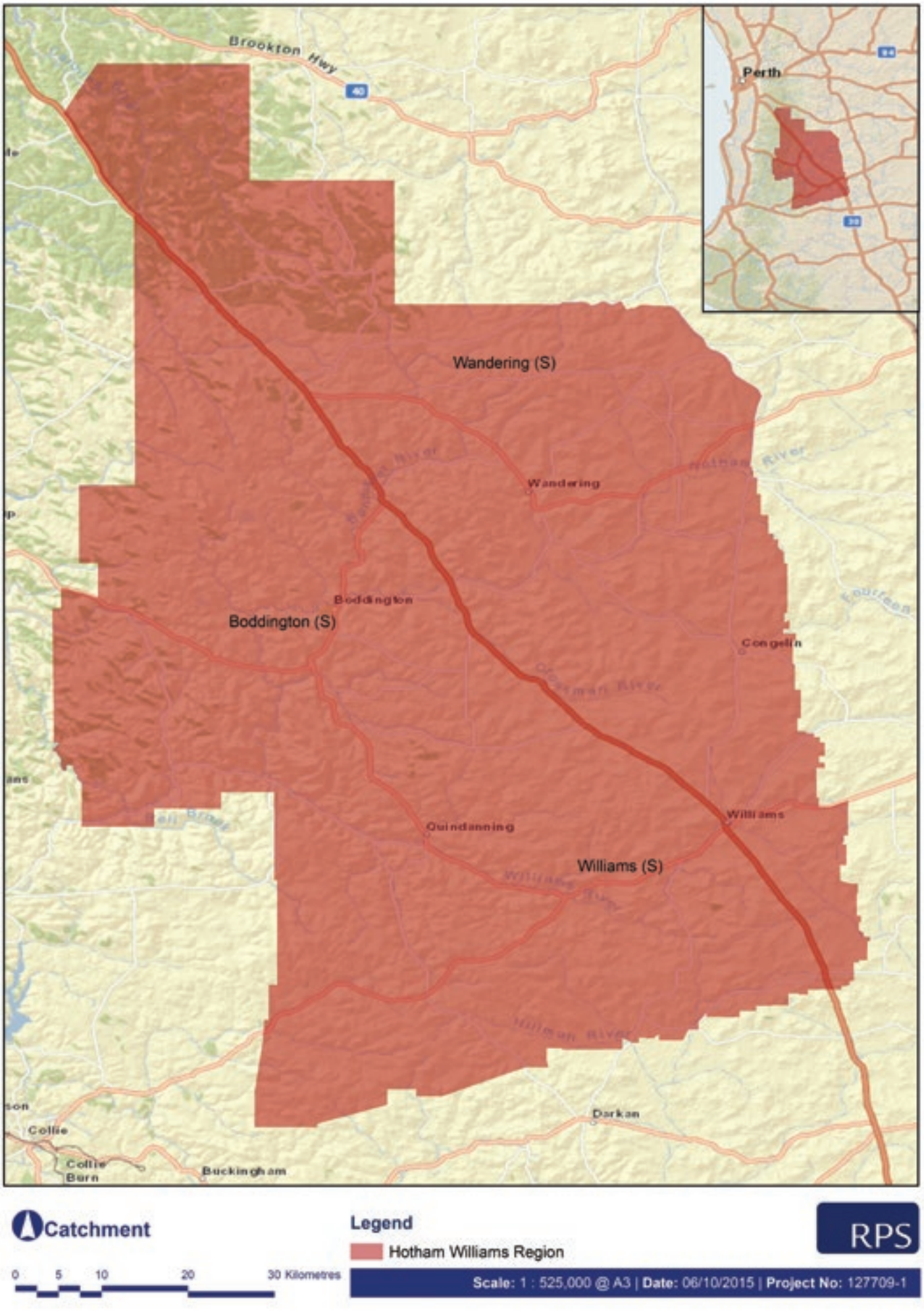


Figure 1 Hotham Williams Region

Need for an Economic Development Implementation Strategy

These unique characteristics present many challenges and opportunities to the growth and diversification of the Hotham Williams regional economy. Policies, projects and investments are required to address these challenges and leverage these opportunities for the benefits of industry, business, communities and residents.

All levels of Government play an ongoing role in economic development and facilitation, through the delivery of infrastructure and the establishment and maintenance of policies and plans that attract and support private investment and activity. However, increasingly constrained fiscal resources, coupled with growing economic competition from around Australia and the world, means it is essential that any actions and investment by Government are delivered in a coordinated and integrated fashion.

Government however, can only do so much to facilitate and grow local economies. Jobs, incomes and economic value add are primarily created by the private sector. Business and industry are the principal drivers of economic activity, through investments in new commercial developments and opportunities. Similarly, community and not-for-profit groups can play a significant role in regional economic development. The delivery of health, social assistance, sport and recreation and education services not only provides residents in local communities with an enhanced quality of life, but also generate economic activity.

Finally, it is important to recognise that the goal of economic development does not vest with any single institution, industry or community group. It is the responsibility of all residents and all parts of the community. Successful regional economies are the ones characterised by high levels of community leadership, a culture of entrepreneurship and a general "can do" attitude.

Understanding the complementary role of public, private and not-for-profit sectors and the broader community in the development and growth of a regional economy is critical to its success and to the prosperity of local economies.

Figure 2 Partners in Regional Economic Development

Structure of the Strategy

This Economic Development Implementation Strategy establishes a framework for coordinated investment in the region. It includes:

- consideration of existing policy and plans related to the region's economy,
- identifies the major drivers, challenges and opportunities for the region
- establishes a vision for the Hotham Williams economy.
- identifies a series of economic development programs for delivery by stakeholders and specific actions, projects and investments required to realise the region's economic potential.

The structure of the Strategy is outlined below. This structure not only seeks to provide an evidence-based framework to support the preparation of investment prospectuses and funding submissions, but establishes a cohesive, compelling and positive narrative of the economic opportunities and potential of the region.

Figure 3 Hotham Williams Economic Development Implementation Strategy Structure

A Vision for the Hotham Williams Region

Vision Statement

The future of the Hotham Williams economy will be determined by the capacity of stakeholders to leverage the region's drivers, characteristics and capacity for growth. The following vision is proposed for the Hotham Williams region.

"The Hotham Williams region is dynamic, prosperous and sustainable. The region leverages its foundations in agriculture and mining to attract new residents, industries and businesses. The regional economy is diversified and globally competitive, supported by an entrepreneurial culture that welcomes investment and supports the creation of skilled and high income employment opportunities."

This Vision is comprised of a series of discrete elements:

- **The Hotham Williams Region is Dynamic, Prosperous and Sustainable…** The Hotham Williams economy generates significant prosperity for local residents and communities in the long-term and is regarded as a dynamic and attractive place to live, work and play.
- **The Region leverages its foundations in agriculture and mining…** The current strengths and comparative advantages of the Hotham Williams region for a strong and resilient base to the regional economy.
- **To attract new residents, industries and businesses…** The economic activity in the foundational industries are leveraged to help grow the population of the region and increase the number and type of industries and businesses that call the Hotham Williams region home.
- **The regional economy is diversified and globally competitive…** Economic value added is generated by a range of sectors and businesses and industries in the region can compete effectively in national and global markets.
- **supported by entrepreneurial culture that welcomes investment…** Residential and business communities are entrepreneurial, continuously identifying and seeking investment opportunities in an ever changing global economic environment. New investment is welcomed and encouraged.
- **and supports the creation of skilled and high income employment opportunities.** The generation of knowledge-intensive, high skilled employment opportunities is a priority for the region. This employment is traditionally higher paid and is more sustainable in an increasingly competitive global market.

Achieving each element of this vision is critical to ensuring the economic, social and environmental potential of the Hotham Williams region is realised and appropriate investment is attracted.

Aspirational Population Target

Benefits and Challenges of Growth

The Hotham Williams Region is characterised by a small residential population. The lack of a critical mass is regarded as a significant barrier to realising the economic, social and environmental potential of the Region. Just as population growth drives the growth of the economy through increased expenditure and demand for population services, so too can the economy drive the need for more residents.

Population growth, like economic growth, should never be pursued simply for the sake of growth itself. A Region can experience perverse impacts and outcomes from rapid population growth if it is not pursued in a strategic and effective manner. These impacts can include rising cost of living, reduced amenity and quality of life, poor access to essential services and facilities and declining population retention and attraction.

Instead, a balance must be continually struck between economic, social and environmental sustainability if the quality of living and prosperity of residents and businesses is to be maintained and enhanced.

Aspirational but Achievable

Current State Government population projections indicate that the population of the Hotham Williams region will continue to grow in line with historical averages to 2026, averaging a growth rate of 2.0% to reach around 5,000 people. However, if the Hotham Williams economy is to reach its full potential, a larger population, customer base and labour force will be required. The identification of Boddington as a SuperTown by the State Government in 2011, coupled with the economic drivers of the region, mean a higher population growth target is achievable.

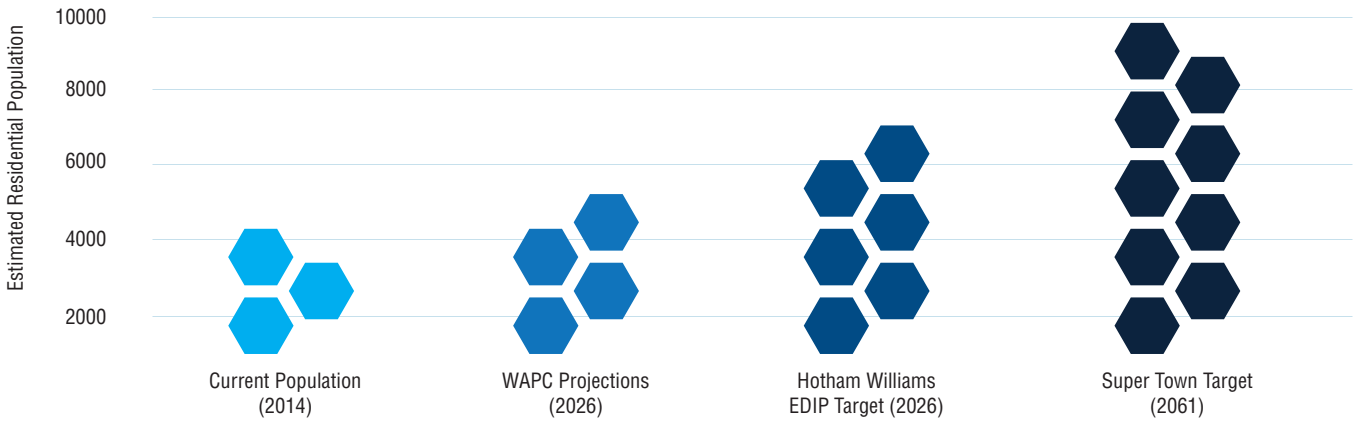


Figure 4 Population Projections and Targets for the Hotham Williams Region

The Boddington SuperTown Growth Plan identified a population target of up to 10,000 people in the broader Hotham Williams region by 2051. RPS considers the higher end of this target to be appropriate to reach the critical mass of residents required to enhance the sustainability of the regional economy and community.

RPS recommends that a medium term population target of 6,500 people by 2026 should be established. This growth is regarded as aspirational but achievable, building upon existing economic activity and leveraging economic assets.

Such growth would further enhance the viability of major community services, infrastructure and facilities, help to drive the demand for a wider and higher quality range of retail offering, improve the efficiencies of Government administration and services and the capacity for local businesses to establish and expand.

Policy and Planning Framework

This Economic Development Implementation Strategy seeks to build upon previous research, planning and policy analysis undertaken by stakeholders on the regional economy. It recognises that considerable evidence on the drivers, opportunities and challenges of the Hotham Williams regional economy already exists.

The existing economic policy and planning framework of the Hotham Williams regional economy has been reviewed to provide an evidentiary base for this Strategy. Key policies and plans reviewed include:

- Boddington SuperTown Growth Plan (2012);
- Boddington Economic Development Strategy (2012);
- Wheatbelt South Sub-Regional Economic Strategy (2014);
- Greater Narrogin Region - Economic Development and Implementation Strategy (2014);
- Wheatbelt Blueprint (2015);
- Peel Blueprint (November 2014);
- Wandering Community Strategic Plan (2013 - 2023);
- Williams 2022 - A Strategic Community Plan;
- Wheatbelt Regional Planning and Infrastructure Framework (2014);
- Western Australian Regional Development Trust Annual Report 2012-13; and
- Wheatbelt Region Strategic Framework (2012).

A full outline of each of these plans and policies is included in Appendix 1.
A summary of the key findings and issues from this review is outlined in the table below.

Increase the critical mass and diversity of residents in major regional communities;

Improve the viability and diversity of population services;

Enhance service delivery to, and economic and skills development opportunity for, Aboriginal youth and communities;

Promote better population and worker retention, including both youth and aged cohorts;

Maximise the benefits of technology and innovation;

Improve the brand and profile of the region;

Better leverage access to Albany Highway to promote transport and logistics;

Facilitate cross industry employment and skills transfers, particularly between agriculture and mining sectors;

Leverage mining and infrastructure investment supply chains and capture benefits locally;

Promote revitalisation of major town centres including leveraging built heritage;

Encourage greater tourist visitation and associated economic activity in the region;

Improve and encourage greater involvement of the community in regional economic development;

Increase supplies of appropriate and affordable housing; and

Improve and enhance the skills base of the regional labour force.

Assessing the Hotham Williams Economy

The growth and development of the Hotham Williams economy in the long-term will depend on its capacity to use its unique attributes and characteristics to leverage emerging economic opportunities. An assessment of the region's capacity to capture emerging opportunities has been undertaken using the "Four Cs Assessment" approach for regional economic development.

The four "Cs" approach provides the critical analysis required to identify and understand the strength and direction of a region's economy. The four "Cs" are:

- Capital – human capital, particularly skills and education;
- Communities – economically, environmentally and socially sustainable communities and population growth;
- Connections – access to international, national and regional markets; and
- Competitiveness – business competitiveness.

A benefit of this approach is that it enables the identification of comparative advantages to exploit, and impediments to regional development to be overcome.

Human Capital

Human capital refers to the skill, knowledge and experience possessed by an individual or population and is viewed in terms of the value people contribute to the development and growth of communities and organisations. It is a fundamental input to economic activity and crucial to regional competitiveness and resilience.

The availability of a highly skilled and educated workforce enables businesses and organisations to respond to changing environments, address challenges and pursue commercial opportunities. Conversely, a lack of access to appropriate human capital can constrain the growth of local enterprises and discourage new business creation.

It is imperative that a region support the development of its human capital. This support not only provides for existing economic needs, but also allows the region to prepare for the future. Increasing a region's knowledge capacity and skill set can provide a stimulus for substantial economic and socio-economic shifts.

Table 2 Human Capacity Indicators, Hotham Williams Local Government Statistical areas

Area of Focus	Indicator	Boddington	Wandering	Williams	Nation
Population	Population (2014)	2,523	438	932	NA
	Population Growth (2004-2014)	82.6%	20.0%	0%	29.9%
	Population Aged 0-14	15.4%	21.0%	20.3%	19.1%
	Population Aged 65+	6.8%	15.3%	12.9%	9.3%
Workforce Participation	Participation Rate	47.6%	70.4%	96.8%	65.6%
	Skilled labour	23.1%	45.6%	45.9%	34.2%
Skills	Year 12 Qualified	29.2%	n/a	22.5%	46.1%
	University Qualified	11.1%	10.5%	13.7%	22.8%
	Technical Qualified	32.1%	32.4%	27.7%	31.6%
	English Proficiency	83.2%	97.0%	95.8%	92.0%
	Early School Leavers	47.7%	56.2%	47.1%	42.2%

Population and Demographics

The population of the Hotham Williams region lacks a critical mass. Highly concentrated in the Shire of Boddington, population growth over the past decade has reinforced the current concentration of residents in and around the Boddington township. However, the population profiles of Wandering and Williams have been broadly stable, with Wandering experiencing 20% population growth over the decade to 2014. This is slower than the national average. But the fact none of the Local Government Areas in the Hotham Williams region experienced population decline over the past decade is in stark contrast to many parts of regional Australia and reflects the general resilience of the region.

The age profile of the region also varies, with Boddington possessing a larger working age population and Wandering and Williams having larger shares of both youth and older age cohorts. Despite this diverse age profile, the issue of population retention has been consistently raised in previous policies and plans. This includes youth and young worker, family and mature household and retiree/pensioner retention.

Workers and Skills

Participation by workers in the labour market is particularly strong in the Wandering and Williams Shires, where agriculture is the most prominent sector. Farming communities are commonly characterised by high levels of labour force participation, as well as skilled labour, as family-based farms and associated farm manager occupations characterise the local labour force. The local economy in Boddington is characterised by a much lower level of participation in the labour market with less than half of adults aged 15+ employed or seeking a job. This reflects high levels of welfare dependence, particularly among Aboriginal households, highlighting significant disparity in the prosperity of households in the Boddington community, depending on their level of exposure to mining activity.

Qualification and skills levels of workers living in the Hotham Williams region are also below average. School and University completion rates are below national averages, though Technical training qualification rates are broadly in line with national levels in Boddington and Wandering. English proficiency is also below average in Boddington, reflecting the ethnic and socio-economic composition of the population.

Conclusions

Overall, the Human Capital characteristics of the Hotham Williams regions are moderate, though with significant internal variations across the region across a number of indicators. The rapidly growing, socio-economically diverse, mining-related population of Boddington contrasts with the more stable, agriculturally-based workforces of Wandering and Williams. This dichotomy in the human capital profiles in the region means a single set of actions and investments across the Hotham Williams would likely be ineffective. Instead, a package of actions tailored to the unique drivers and challenges of each area is required.

Sustainable Communities

Sustainability is the capacity to endure. A sustainable community is one that has economic, social and environmental diversity and resilience. It does not rely on one industry alone but leverages from the economy's mix of industries, human capital quality, its natural assets and comparative advantage to become competitive and buoyant. Sustainable communities are inclusive, accessible, healthy and safe with access to a range of employment, housing, cultural, educational and recreational opportunities. In essence, a sustainable community is a place where people want to live and work, now and into the future. The objectives of sustainable communities can be grouped under three key areas:

- Economic sustainability;
- Community vibrancy and diversity; and
- Health and educational access.

Table 3 Sustainable Communities Indicators, Hotham Williams Region

Area of Focus	Indicator	Boddington	Wandering	Williams	Nation
Economic Sustainability	Income source-own business (2010/11)	$15,410	$21,732	$15,453	$23,458
	Unemployment Rate (2011)	1.5%	4.6%	2.5%	4.1%
	Youth Unemployment (2011)	3.4%	22.2%	9.6%	12.2
	Welfare Dependence	25.3%	n/a	13.1%	9.8%
	Median Personal Income (2011)	$1314	$738	$611	$662
	Median Household Income (2011)	$1908	$1298	$1107	$1415
	Economic Diversification	0.10	0.12	0.13	0.57
	Mining Location Quotient [1]	8.06	-	-	-
	Agriculture Location Quotient	0.90	27.12	20.80	-
	Health and Social Assistance Location Quotient	0.23	-	0.26	-
	Retail Location Quotient	0.17	0.54	0.61	-
Community Vibrancy and Diversity	Leadership Capacity	23.1	44.3	46.4	34.9
	Volunteer Activity	19.9	31.5	36.3	17.7
	Senior Dependency Ratio	10.8%	26.7%	25.4%	14.2%
Health and Educational Access	Adult Health Risks	37.8	60.0	68.5	4.7
	Access to Allied Health Services (%)	3.9	5.7	5.7	11.0
	Access to Medical Facility (km)	7.2	23.8	31.2	38.9
	Access to Primary Education Services (km)	28.5	0	6.7	24.0
	Access to Secondary Education Services (km)	5.9	32.3	32.7	23.3

[1] *A Location Quotient is a measure of the relative importance or significant of an industry to a local region. It is calculated by comparing an industry's share of employment in a region with that same industry's share of employment in Australia. It is represented as a ratio, with Australia scoring a ratio of 1.0 across all industries.*

Unemployment and Incomes

The Hotham Williams region is generally characterised as a low unemployment region. In 2011, the unemployment rates of both Boddington and Williams were well below the State average, though all three Local Governments have highly variable unemployment rates due to their small labour force and population sizes. Despite this, youth unemployment is a major issue in Wandering, with 22.2% of young people seeking employment in 2011 unable to find a job locally. However, it is also noted that in general terms, if residents are unable to find employment that they are less likely to remain in these communities, but rather move to other areas where they are able to find employment.

Household incomes in the region are below the national average but higher than many other regions of the State. The exposure of the region to mining activity and associated wages in the Boddington Shire drives a higher overall household income. Despite this, welfare dependence, in Boddington and Williams are both well above the national average and this is likely mirrored in Wandering (data is not available for the Local Government area due to the small population size), pointing to major issues of income inequality and the capacity of the local economy to fully capture the benefits of major investments.

Mining and Agriculture

As expected, mining figures prominently in the local Boddington economy, being 8 times more important to Boddington than the national average. This reflects the presence of gold and bauxite mining in the region, including Boddington Gold Mine (owned by Newmont Mining) and South 32/Worsley Alumina.

Gold and Alumina

Situated within the Saddleback greenstone belt in Western Australia, Boddington is one of Australia's largest gold mines. Producing both gold and copper concentrate, Boddington Gold Mine is located 16 kilometres from the rural farming town of Boddington, Western Australia and 120 kilometres from Perth, Western Australia. Operated solely by Newmont Mining, the mine was initially a $2.4 billion three-way joint venture between Newmont, AngloGold Ashanti and Newcrest Mining. Newmont acquired Newcrest's shares in 2006 and AngloGold Ashanti's shares in 2009. Commercial production began in 2009, with the milestone of two million ounces of gold production reached in August 2012. As of December 2014, the surface mine had an annual production of 696,000 ounces of gold and 69 million pounds of copper. The life of the mine is expected to exceed 20 years, with attributable life-of-mine gold production projected to be greater than 5.7 million ounces. As of October 2014, the mine had approximately 2,000 employees and contractors.

Worsley is one of the largest and lowest-cost bauxite mining and alumina refining operations in the world. The business is a joint venture between South32, Japan Alumina Associates (Australia) and Sojitz Alumina Pty Ltd. Bauxite mining takes place in forest and on agricultural land near Boddington. Bauxite Mining is a continuous process of excavation and rehabilitation, with the ultimate aim of re-establishing the forest ecosystem. After crushing, the bauxite is transported to the alumina refinery near Collie via an overland conveyor system that stretches more than 50km making it one of the longest of its kind in the Southern Hemisphere. The resulting alumina powder is then carried by rail to the Bunbury Port where it is exported to smelters throughout the world, the majority destined for South Africa, United Arab Emirates, New Zealand and Canada.

In contrast, agriculture is the most prominent industry in both Wandering and Williams, with location quotients of 27 and 20 respectively. Both Wandering and Williams are located within the Wheatbelt region, one of Australia's primary grain growing regions, producing and exporting grain across the world.

From 1996/97 to 2011/13, the Hotham Williams Region produced over 1.4 million tonnes of coarse grain agricultural commodities. Barley comprised approximately 37% of the region's produce, whilst oats formed the second highest share of produce at 23%. Canola and wheat both accounted for approximately one-fifth of the region's produce. Volume-wise, Wandering and Williams composed the majority of the region's grains production. Across a 15 year assessment period, Boddington, Wandering and Williams all recorded average yields that were significantly higher than the averages for Agzone 3 (where the Hotham Williams Region is situated) and the State.

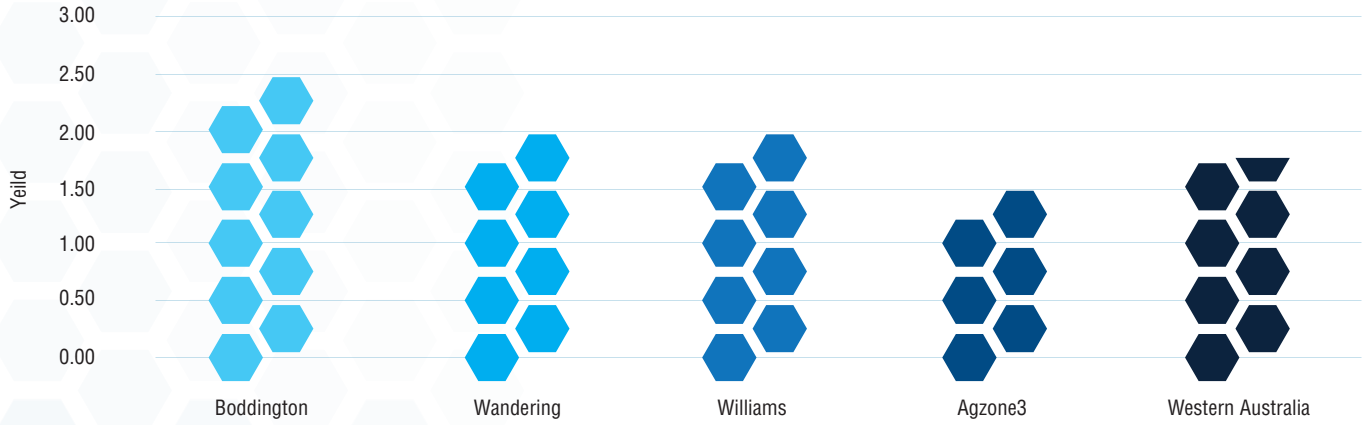


Figure 5 Average Yield, Hotham Williams Region and Western Australia, 1996/97 to 2010/11

Annual rainfall patterns within the region have heavily influenced agricultural production. During 2001, 2006 and 2010, the lowest millimetres of rainfall were recorded. This corresponded to tonnages delivered below 44,000. Similarly, historically high millimetres of rainfall were recorded in 2011, corresponding to 138,658 tonnages of grain delivered in 2011/12.

Agricultural production in the region is highly concentrated in the Shires of Wandering and Williams. Stand-out commodities produced in these LGAs (as a proportion of the State), are outlined in the following table.

Table 4 Stand-out Agricultural Commodities, Shares of State, 2010/11

Agricultural Commodity	Wandering	Williams
Total hay (ha)	0.4%	3.9%
Oats for grain (ha)	3.1%	7.0%
Barley for grain (ha)	0.5%	1.3%
All cereals for other purposes (ha)	0.7%	6.8%
Canola (ha)	0.6%	1.8%
Total sheep (no.)	1.2%	3.2%
Other oranges - trees 6 years and over (no.)	-	5.1%
Pistachios - total trees (no.)	-	23.2%
Undercover cut flowers (m2)	5.3%	-

As expected, Wandering and Williams both possessed high shares in oats for grain, all cereals for other purposes and total sheep. In terms of investment, there is a genuine opportunity for Wandering in horticulture, given its high shares in undercover cut flowers. As for Williams, there is an established pistachio tree sector, with the LGA responsible for over one-fifth of the State's production.

Population Services

Major population servicing sectors such as health and retail are underrepresented in the Hotham Williams region, despite being two of the largest employing sectors nationally. This is reflected in below average levels of economic diversification.

The sustainability of Hotham Williams's communities will be significantly influenced by the level of community vibrancy. In this area, all Local Governments perform favourably in volunteer activity, showing a high level of community engagement. This is a strong asset to the region and reflects a strong community response to addressing the service shortfalls that characterised sectors such as health and social assistance. Boddington however scores below average under leadership capacity, highlighting an important gap in the social capital of the largest community in the region.

Confirming the results of previous analysis, the access by residents and households to critical health and education services are substandard with the region ranking poorly in terms of access to allied health services and medical facilities. This is particularly concerning given the region is also characterise by high shares of the population with adult health risks (similar to much of regional Australia) and high senior dependency ratios in Wandering and Williams. The need to deliver quality health services to small populations is a critical challenge for much of Western Australia and requires a response that integrates the use of advanced technologies with changes in health service delivery models.

Conclusions

Overall, the Hotham Williams region has a comparatively stable economy founded largely on agricultural and mining activity. However, the global exposure of both of these sectors means the regional economy has a higher risk profile. Improving the economic diversification of the region will be critical to addressing this risk and improving the sustainability and longevity of the prosperity of local households. This however represents challenges as the small size of the population undermines the viability of traditional health and education service delivery models. A combination of community-based responses and the application of advanced technologies are required to address this issue. This should leverage the established culture of volunteering to promote greater local private and not-for-profit sector responses to this growing area of need.

Connectivity

Access and connection with global markets is critical to the growth of business, employment, incomes and the broader economy. Trade with other locations within the state, nation and around the world is the most effective way for a region to exploit its comparative advantages and competitiveness to generate prosperity for local residents. Access to markets comprises both physical access, including through efficient transport infrastructure, as well as business relationships and networks including trading partners, clients and labour. Improving access to markets broadens trade, allows competitive industries to grow and can increase the availability of goods and services.

Table 5 Connectivity Indicators, Hotham Williams

Area of Focus	Indicator	Boddington	Wandering	Williams	Nation
Digital Connectivity	Broadband Connections (QA score)	5.2	2.0	4.1	NA
	Mobile Coverage (%)	89.0	65.0	80.0	80.0
	Household Internet Connectivity (%)	79.2	78.0	75.1	79.0
Freight Infrastructure Access & Capacity	Port Access (km)	88.5	100.5	115.8	141.6
	Road Infrastructure (km)	10.5	13.0	8.0	19.4
	Rail Infrastructure (km)	50.6	39.7	34.0	35.6

Connectivity is a challenge for many parts of regional WA. Fortunately, the Hotham Williams region has strong connections to national and global economic centres as well as moderate levels of digital connectivity. The region has strong connections to the rest of Western Australia through the Albany Highway. The Albany Highway provides direct connection back to metropolitan Perth, with travel times varying between 98 minutes from Boddington to 112 minutes from Williams. The Albany Highway also provides an important freight and tourist route; providing exporters with access to major port facilities at Fremantle and Bunbury and visitors' access to the South West and Great Southern regions of the State.

Digital connectivity is more limited, though is favourable compared to many regional parts of the State. Mobile phone coverage is comparatively high, though it is less ubiquitous in Wandering and black spots remain throughout the region. Household internet connectivity is also comparatively strong, with Boddington and Wandering scoring similar rates to the national average. However, the quality of broadband access is generally below average. Boddington scored the highest with 5.2 out of 10, with Wandering recording a quality score of 2.0 – the lowest possible score.

Competitiveness

Countries, regions, communities and organisations must become more competitive if they are to maintain their economic position and respond to challenges such as perceived productivity gaps, competition for mobile investment, rapid adoption of new technology and electronic commerce.

The OECD defines a competitive region as one that can attract and maintain successful firms and maintain or increase standards of living for the region's inhabitants. This means that skilled labour and investment will gravitate away from uncompetitive regions towards more competitive ones.

Diamond Assessment Model

The competitiveness of a region can be readily assessed through the application of Porter's Diamond Model of Competitive Advantage. Developed by Michael Porter in his book, The Competitive Advantage of Nations, the Diamond Model represents a form of economic SWOT analysis. The Diamond Model was originally developed to analyse competitiveness at a national level but has since been widely applied to regions and industry clusters.

Adjustments have been made to this model to reflect the assessment of a region, rather than a nation or organisation. This adjusted model is illustrated in the following diagram.

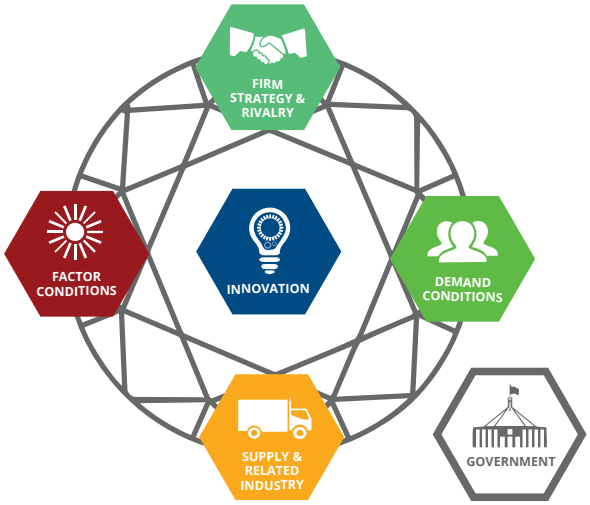


Figure 6 Adjusted Porter's Diamond Model

The adjusted Diamond Model applied in this Economic Development Strategy is comprised of five core, interrelated determinants of regional competitiveness:

- **Factor Conditions –** refers to the factors of production such as land, climate/environment, resources, labour and infrastructure and their relative quality, accessibility and suitability;
- **Demand Conditions –** refers to the state of the market for the goods and services. Strong markets with sophisticated and quality focused consumers provide businesses with incentive to innovate and grow into exporting firms while access to enabling infrastructure (e.g. ports, airports, roads) provides businesses with access to regional and international markets;
- **Related and Supporting Industries –** refers to the depth and diversity of businesses that input into the supply chain of the principal activity. Can include direct inputs to production as well as activities that enhance business performance and operation (e.g. a high amenity location that supports the attraction and retention of skilled labour);
- **Firm Strategy, Structure and Rivalry –** represents the impact of local competition on propensity of businesses to innovate and the suitability of their strategies and corporate structures to facilitate this innovation; and
- **Innovation –** includes core facilities, technologies, processes and services that support innovation by industry such as proximity to research and development capacity (like a university), access to quality telecommunications technology and the emergence of new business models (such as ecommerce, crowd sourced financing and cloud computing).

Government also plays an important role in supporting and facilitating the economic competitiveness of a region. The results of the competitiveness assessment for Hotham Williams are outlined in the following table.

Table 6 Industry Competitiveness Summary, Hotham Williams Region

	Advantages	Challenges
Factor Conditions	Inner regional location adjacent to metropolitan Perth. Established agricultural region. Established mining region with economically demonstrated resources. Strategic location atop Albany Highway. Strong access to road and port infrastructure.	Travel times to Perth from more southern parts of the region too long for regular commute.
Demand Conditions	Infrastructure and mining expenditure supporting local supply chains. Local population demand for core services Strong links to global markets through road and port infrastructure. Close proximity to major tourism regions of the South West and Great Southern. Above average incomes in Boddington Shire.	High exposure to global market volatility. Lack of population critical mass in individual townships. High level of welfare dependence and associated lower income profiles. Limited small business participation in major procurement and supply chain projects
Related & Supporting Industries	Boddington identified as SuperTown. Growth Plan with associated investment and development potential. Strong transport and logistics potential.	Limited and constrained mining supply chain service capacity at present Lack of small business creation and dynamism Limited access to core services such as health, education and retail.
Firm Strategy, Structure & Rivalry	Strong exposure of mining and agriculture sectors to domestic and local competition. Strong volunteering culture in the region, supporting community service delivery.	Lack of small business creation and dynamism. Limited business competition in population serving sectors undermining customer choice
Innovation	Presence of major mining activity. Presence of agricultural activity. Strong potential for use of technology in driving population service delivery. Strong potential for integration of digital technology into small business development.	Lack of small business support and incubation Lack of small business establishment and growth that constrains business innovation Broadband connectivity poor.

Implications for the Hotham Williams Economy

The Hotham Williams region is currently facing a critical challenge. The population of the region lacks a critical mass to support viable health, retail, education and other service sector offering, but such offering is required in order to help attract and retain new residents. This "population trap" confronts all growing regions and requires innovative responses, targeted investment and an entrepreneurial private sector and community to help the region reach the next population threshold.

The economy of the Hotham Williams region is very fortunate, compared to many regions around the country, in that it has exposure to two separate foundational industries – agriculture and mining. This provides the region with greater levels of economic stability and sustainability in the long-term. Despite both of these sectors being impacted by movement in global markets, the existence of two foundational sectors represents a distinct advantage for the region that must be leveraged. Outside of these sectors, the current level of economic diversification is low. Population-related services are limited and the region lacks any major tourist attractors. Increasing the diversification of the local economy must be a priority of the region.

Diversification strategies and actions can include:

- Investment in enabling infrastructure that help to facilitate the establishment of new businesses;
- Increasing local business integration with mining, agriculture and infrastructure supply chains; and/or
- The direct attraction and retention of new industries, including implementing incentive frameworks.

All three types of strategies and actions are required if the prosperity of households and workers in the region is to be enhanced and maintained.

The region also possesses a range of favourable spatial and accessibility characteristics. It is located relatively close to metropolitan Perth, particularly the northern part of the region. This provides the opportunity for areas within the region to integrate into and service a major metropolitan area. The Albany Highway also provides significant advantages, providing direct access to Perth, as well as to the South West and Great Southern regions. Leveraging these accessibility characteristics is essential to increase investment in the transport and logistics and tourism sectors.

The economic success of the region in the long-term will ultimately be determined by its residents and workers. According to ABS statistics, the current skills profile of Hotham Williams workers is low, with below average school completions and tertiary education attendance and qualifications (particularly outside agriculture). The most sustainable and highest paying sectors in the Australian economy are those where knowledge, intellectual property, innovation and technology drive growth. Enhancing the skills base of the region is therefore essential to supporting the development and growth of a local knowledge intensive sector. This can be achieved through:

- the attraction of skilled workers to the region,
- increased focus on school completion and
- post-school education pathways, and lifelong and ongoing professional education and training for mature workers.

However, no investment, project or action will be successful if the Hotham Williams community does not accept and embrace the potential opportunities for growth available to the region. The region currently possesses a strong volunteering culture but the leadership capacity of many communities is low. Similarly, the level of small business creation and broader entrepreneurship is poor which constrains economic and income growth. Greater emphasis must be placed on small business development, incubation and entrepreneurship if new sectors and industries are to be established and the overall dynamism of the regional economy is to be increased.

Economic Enablers

To secure economic prosperity for the Hotham Williams region, the Hotham Williams Economic Development Alliance (HWEDA) will focus its actions around five fundamental economic enablers.

Land

The timely release of, and access to land is imperative to economic development. Access to serviced, strategically located and available land will increase the attractiveness of the Hotham-Williams region as an investment destination.

Focus for Action: Comprehensive assessment of local assets and a targeted outreach program to attract new industry.

Infrastructure

Infrastructure is a critical enabler of economic development and is essential to leveraging private sector investment. Infrastructure includes transport networks and telecommunications systems, which are critical to business activities.

Focus for Action: Investing in infrastructure that will improve the productivity and efficiency of existing business and facilitate the establishment of new business.

Human Capital

A skilled and available workforce is necessary for economic development as it provides the labour and expertise that businesses need to operate and grow. The attraction of new labour, increased skill and capacity of the local workforce and unlocking jobs for the unemployed and under-employed should be a focus for economic development.

Focus for Action: The attraction and retention of skilled workers to the region and improved training and educational pathways.

Innovation

Innovation and adaptation to an ever changing global environment, are important elements of a resilient and thriving economy. This includes growth and diversification in the way that existing products and services are made or delivered as well as the creation of new products and services.

Focus for Action: Use of technology to facilitate information and ideas sharing and encouraging innovation through targeted incentives.

Investment

Securing external investment and reinvesting wealth locally delivers the capacity for long term economic development. External investment in capital, equipment and/or program delivery (e.g. training and development programs) facilitates the entry of new business while reinvesting wealth in the region enables the expansion of existing local business.

Focus for Action: Strengthening local supply chains and influencing local procurement as well as seeking external investment in strategic, high impact projects.

Economic Development Programs

The future prosperity of the Hotham Williams region and its residents and communities must be supported by a coordinated, integrated and innovative series of economic development programs. These programs should seek to maximise the return to Government, the private sector and the community from the finite investment and resources available. Resources should be targeted at projects, actions and investments that will address pressing needs and challenges that currently constrain growth, and that leverage the comparative advantages and natural competitiveness of the region.

RPS, in collaboration with HWEDA, has identified a series of Economic Development Programs, which will guide future economic development activity and investment into the region. These programs include:

- Agriculture and Food Industry Growth and Diversification;
- Population Services Delivery;
- Skills and Workforce Development;
- Small Business Development and Entrepreneurship;
- Transport, Logistics And Manufacturing Promotion; and
- Tourism Sector Development.

Each of these broad programs is focused on a specific industry or issue and provides a framework for the coordination of a range of similarly targeted actions and initiatives. This approach ensures that any investments made by stakeholders in the development of the Hotham Williams economy are coordinated and prioritised and delivered as part of a broader suite of activities.

The actions identified under each program are aligned to the five fundamental economic enablers.

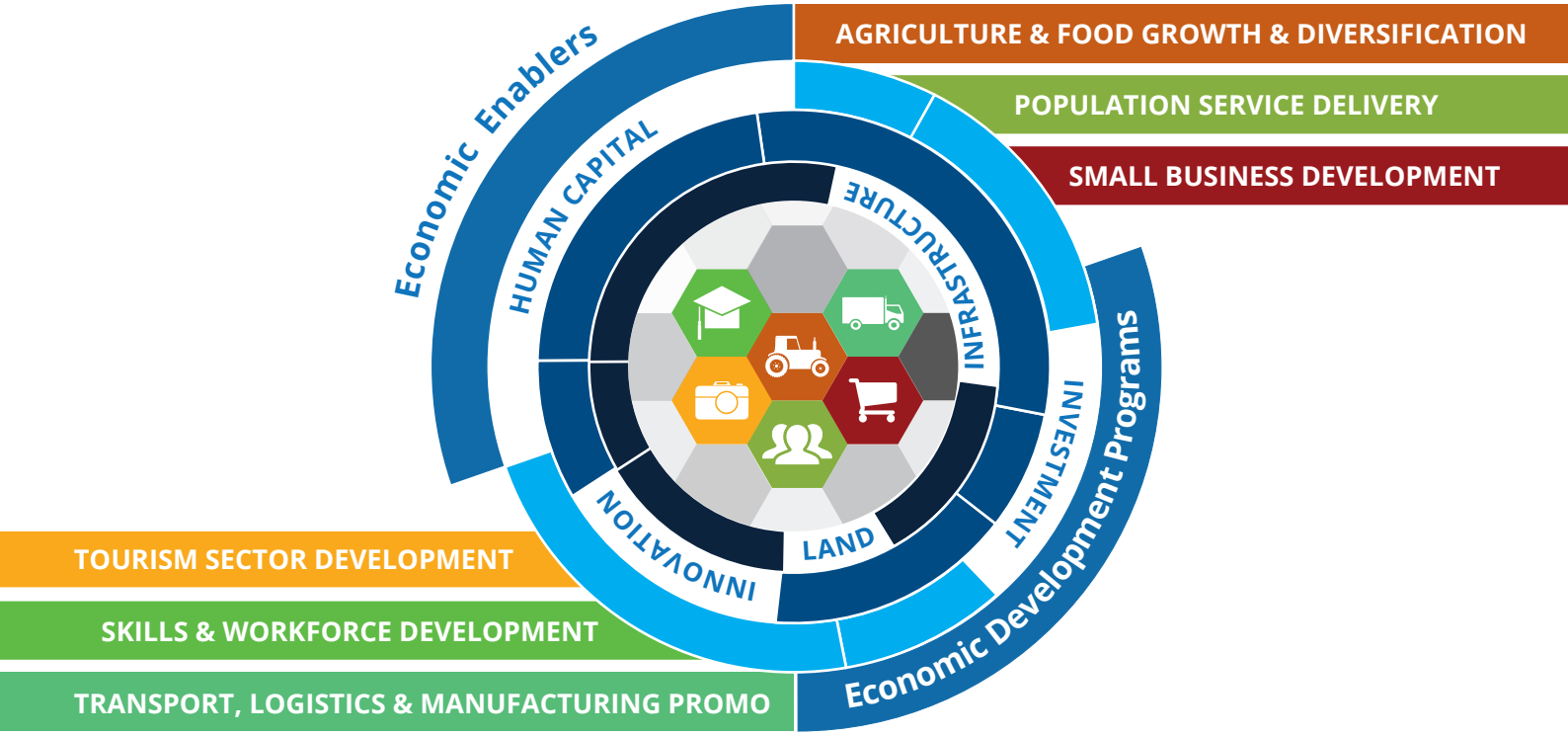


Figure 7 Relationship between Economic Enablers and Economic Development Programs for the Hotham Williams Region

AGRICULTURE AND FOOD INDUSTRY GROWTH AND DIVERSIFICATION

Program Purpose

This Program covers actions designed to grow, diversify and develop food production in the region. It seeks to enhance Hotham Williams' profile as a food producing region and the source of quality food products and supporting services and industries.

Program Scope

- improvements to regional infrastructure supporting agricultural operations and connectivity
- value adding and investment attraction initiatives
- regional food branding and agriculture industry coordination

Relevant Challenges and Advantages

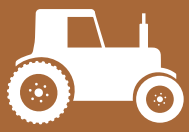
This Program seeks to build upon the role of Agriculture as a foundational industry and sector of the Hotham Williams economy by increasing value adding, product diversity and exports. This will help to generate employment opportunities for Hotham Williams' residents, generate new business opportunities and leverage the region's strategic position in inner regional Western Australia.

Actions

- Promote and Encourage Viticulture and Agricultural Diversification
- Continued Promotion of Regional Agricultural Brand ('Marradong Country')
- Sustainable Supply Chains
- Boutique and Cottage Food Industry Development
- Horticulture Sector Development Strategies
- Establish Regional Food Council
- Agriculture and Food Production Investment Prospectus and Targeted Outreach Program
- Agriculture Growth Strategy

Key Stakeholders

- DAFWA
- CBH
- Local and Regional Farmers
- Domestic and International Investors
- Local Government
- Identified local/regional agri-processing facilities /businesses
- Main Roads
- Austrade and State investment attraction and trade agencies.



POPULATION SERVICES DELIVERY

Program Purpose

This Program aims to improve the capacity and quality of core services required to support the residential population of the region. This includes health and medical services, convenience retail and community and support services. This program also aims to showcase the social capital of communities within the Hotham-Williams region and to leverage this to attract new residents to the area.

Program Scope

- Implement new service delivery models through the use of digital technologies
- Collocate and merger different services to develop service hubs in major regional communities (as appropriate)
- Support implementation of (or advocate for) tele-based service models to provide local residents with access to tertiary level services without the need to travel to metropolitan Perth.

Relevant Challenges and Advantages

This Program recognises that the growth of the Hotham Williams economy is constrained by a lack of population critical mass and that attracting and retaining new residents will require improvements in the capacity and quality of a range of population services. The strategic use of technology within coordinated service delivery models will assist to improve population service delivery viability and quality until such time as the increase in population size reaches the necessary critical mass to support more traditional solutions.

Actions

- Boddington Retirement Village Development
- CRC Digital Hubs
- Local Health Service Support and Expansion
- Economic Development Resources Assessment
- Key Worker and short term accommodation
- Wandering Aged Housing
- Water supply to Quindanning

Key Stakeholders

- DAFWA
- CBH
- Local and Regional Farmers
- Domestic and International Investors
- Local Government
- Identified local/regional agri-processing facilities /businesses
- Main Roads
- Austrade and State investment attraction and trade agencies.
- Water Corporation

SMALL BUSINESS DEVELOPMENT & ENTREPRENUERSHIP

Program Purpose

This Program will drive the establishment, growth and development of small businesses in the Hotham Williams Region. It recognises the importance of a dynamic and entrepreneurial small business sector in driving income growth and job creation in the region. The Small Business Development Program seeks to promote collaboration, innovation, technology adoption, growth acceleration and major project supply chain integration.

Program Scope

- Investigating potential major redevelopment locations and precincts in Hotham Williams Region
- Promoting greater business collaboration
- Encouraging new and innovative ways of working and doing business
- Facilitating take up and use of new technologies and systems
- Encourage accelerated business growth and development through access to early finance and capital and business mentoring.
- Promoting a culture in Hotham Williams that acknowledges and rewards business excellence
- Promoting integration of small businesses into major project and industry supply chains.

Relevant Challenges and Advantages

Small business development is fundamental to the growth of the Hotham Williams economy. Small businesses are the primary employment generator in Australia and operate across all industries and sectors of the economy. Supporting the establishment and nurturing the growth of small businesses is key to realising the potential of Hotham Williams's strategic economic assets and comparative advantages. Small business development can also drive a change in the culture of the Hotham Williams community to one that embraces and celebrates innovation and entrepreneurship.

Small business development in Hotham Williams is mediocre, with rates of business creation and operation well below State and national averages. As major employment generators, the growth of Hotham Williams's small business sector is key to improving the access of Hotham Williams workers to quality jobs.

Actions

- Website and Online business capability register
- Small business accelerator program
- Establish a Regional Chamber of Commerce
- NBN rollout and uptake strategy
- Regional Telecommunications Project
- State of Hotham-Williams Region report
- Regional Procurement policy
- Small Business awards

Key Stakeholders

- Department of State Development
- Department of Regional Development
- Local Government
- Development Commissions
- Local and Regional businesses
- Local industry and business groups (Williams Business Group and Boddington BIAS)
- NBN Co and Telstra
- Federal Department of Communications

SKILLS AND WORKFORCE DEVELOPMENT

Program Purpose

This Program seeks to improve the skills base of the Hotham Williams population to improve the attractiveness of the regional workforce to new and emerging sectors while providing socio-economic, prosperity and quality of life benefits to residents from improved educational outcomes.

Program Scope

- Investigation and promotion of non-traditional education and qualification pathways, particularly for adult workers (including lifelong learning initiatives)
- Increasing industry and education institution integration and collaboration
- Encourage improved school completion rates
- Establish regionally tailored post-school education and training pathways
- Improve English literacy and proficiency among non-English speaking populations.
- Encourage and promote multi-lingual education and training with a focus on languages prominent in the region and of major export markets.

Relevant Challenges and Advantages

This Program recognises that the future strength of the Hotham Williams economy will depend on the skills of its residents and workers. The region currently has a below average skills base with a high share of unskilled workers.
This raises serious concerns regarding the sustainability of prosperity for these workers and for the economy as a whole. Greater diversity and depth of skills is also required to support the establishment of new businesses and sectors.

Actions

- Workforce attraction marketing
- Regional Child Care Management Analysis
- Local industry training and apprenticeship opportunities
- Regional Virtual training delivery models

Key Stakeholders

- Local schools
- Department of Education
- Local Government
- Federal Department of Education and Training
- Registered Training Organisations
- Major local and Regional Employers
- Local business incubators
- Local and Regional Business Groups (Williams Business Group, Boddington BIAS)
- RDA Wheatbelt & Peel

TOURISM SECTOR DEVELOPMENT

Program Purpose

This Program seeks to establish and grow a quality experiential tourism sector that complements the core comparative advantages of the region. It recognises that tourism activity has the potential to inject expenditure into the regional economy from outside of the region to help support a higher quality and capacity of infrastructure and services.

Program Scope

- Establish a stock of tourism activities, amenities, accommodation and assets
- Development of promotional and branding material to communicate the unique offerings of the region.
- Integrate tourism into foundation industries including development of industrial and agri-tourism.
- Development of online and technology-based tourism information services and activities.
- Identify opportunities for increased and improved tourist accommodation options.

Relevant Challenges and Advantages

Tourism is an important contributor to the Shire of Williams economy but is not a significant value adding sector to the Hotham Williams economy overall. Employment also tends to be seasonal and low paid. However, tourism activity can have a significant benefit to a regional economy by providing an additional source of non-local expenditure. The demand for services and infrastructure resulting from tourism activity can assist to improve the quality and capacity of that infrastructure that otherwise could not be supported or justified by the local population. Tourism can also have a positive impact on the brand and profile of the region, supporting increased migration and business and investment attraction.

Actions

- District wide tourism strategy
- Redevelopment of the Williams Lions Park
- Develop Wandering Missions and other heritage assets
- Tourism Development Investment Prospectus
- Self-Drive Tourism Trails Development
- Boddington Visitor Centre Development
- QR Code App and HWpedia
- Events Calendar
- Agri-Tourism and Farm Stays
- Grey Nomad Market

Key Stakeholders

- Current tourism providers
- Domestic and international investors
- Local Government
- Aboriginal Communities
- Austrade and State investment attraction and export agencies
- Visitor Centres
- Tourism WA
- Events WA

TRANSPORT, LOGISTICS AND MANUFACTURING PROMOTION

Program Purpose

This Program seeks to establish Hotham Williams as a major transport and logistics hub in regional Western Australia; leveraging its strategic location on the Albany Highway, strong port access and regional freight requirements. It seeks to optimise the performance and accelerate the growth of key industrial precincts, integrate businesses into mining, agriculture and major project supply chains and be a location of choice for growing peri-urban materials and equipment manufacturing activity.

Program Scope

- Improving recognition (through signage and branding) of major industrial areas and precincts to passing travellers and the broader market.
- Identifying and capturing supply chain opportunities for major industries and infrastructure
- Promoting investment in critical transport assets and infrastructure

Relevant Challenges and Advantages

Transport, logistics and manufacturing sectors are underrepresented in the Hotham Williams economy, despite the presence of major mining and agricultural activity and the strategic position of the region relative to port and arterial road infrastructure. The development of all of these sectors is critical to driving the growth and diversification of the Hotham Williams economy and generation of new job opportunities for local residents and workers.

Actions

- Promote and facilitate the release of new industrial and commercial land
- Industrial and Commercial Land Investment Prospectus
- Investigate the feasibility of a regional waste facility
- Headworks and Infrastructure Improvements
- Albany Highway Upgrade and Maintenance
- Commercial precinct development adjacent to Fuel Facility in Wandering
- Economic Development Opportunity Reserve Fund

Key Stakeholders

- Domestic and international investors
- CBH
- Mining companies
- Main Roads
- Austrade and State investment attraction and export agencies
- Landholders
- Industrial tenants
- National transport and logistic companies
- State and Local government utility and infrastructure providers
- Landcorp
- Development Commissions
- RDA Wheatbelt and Peel

Role of the Alliance

The HWEDA is an incorporated association, established as part of the Boddington SuperTown Economic Development Strategy. The Alliance is comprised of elected members of the Shires of Boddington, Wandering and Williams as well as representatives of the business sector within each of these Local Government areas.

The HWEDA **has the potential to positively contribute to and facilitate a co-ordinated and integrated approach to regional economic development.** The Alliance is however, just one player amongst many in the complex environment of economic development and see their primary role as strategic enablers rather than direct delivers of economic development.

The HEWDA will continually reassess its role and effectiveness as an economic development enabler for the Hotham Williams region and seek to strengthen and leverage off its interrelationships with other stakeholders, particularly Local and State Government agencies, industry and the local business sector.

Investment Action Plan

Purpose of the Investment Action Plan

This Strategy provides the evidence-base, vision and framework for the successful development of a dynamic, prosperous and diversified Hotham Williams economy over the next decade. Achieving this vision will require coordinated investment and effort by all stakeholders in the community.

A practical and applied Investment Action Plan is needed to detail and profile specific actions and investments required to achieve the goals and objectives of the Implementation Strategy. This Plan, developed by the HWEDA in partnership with RPS, will build upon and expand the Economic Development Programs outlined in this Strategy, focusing on defining and profiling specific and targeted actions and investment for delivery by Councils, State Government, the private sector and other stakeholders.

A key focus of the Investment Action Plan will be making potential initiatives "investment ready" – whether that be investment by Government or by the private sector. This will include the preparation of investment prospectuses and business cases for securing capital funding as well as identifying potential in-kind support and contributions.

The Investment Action Plan should also become a core input into the decision making of Councils, guide the investment decisions of other stakeholders and establish the practical elements of the collaborative, innovative and dynamic Hotham Williams economy envisaged in this Strategy.

A copy of the Investment Action Plan is included in Appendix 2.

Flagship Projects

The Investment Action Plan identifies some 50 projects and actions. Under each of the economic development program areas the HWEDA have identified a "flagship" project which will be the focus for investment in the near term. Flagship projects have been determined by an assessment of both impact and achievability.

Flagship Projects

Agriculture and food growth and diversification

Project: Continued Promotion of Regional Agricultural Brand

Description: Continue to promote and advocate the regional brand 'Marradong Country' that was established as part of the Boddington Supertown project. Identify the unique opportunities and advantages of the region and potential markets in which the brand will have impact.

Indicative Cost: Integrated with funding for a regional food council

Population Services Delivery

Project: Economic Development Resources Assessment

Description: Conduct an audit of Local and State Government-owned lands and surplus property (e.g. shire owned real estate that is underutilised and could be repurposed) that could be used to support residential, commercial or industrial development.

Indicative Cost: $150,000

Small Business Development & Entrepreneurship

Project: Website & Online Business Capability Register

Description: Re-establishment of a 'Marradong Country' regional website, promoting the region. Development of an online capability register for businesses operating within the region. Targeted at capturing supply-chain opportunities in mining, construction and infrastructure projects sector.

Indicative Cost: $85,000

Skills & Workforce Development

Project: Workforce Attraction Marketing

Description: Profiling and marketing of the region to attract and retain a suitably skilled and experienced workforce. Focus on attracting skilled workers to fill gaps in the current regional workforce and meet the needs of existing industry. Work with businesses to identify required skills and promote the region to regional and metro WA and select national markets.

Indicative Cost: Integrated with funding for tourism marketing

Tourism Sector Development

Project: Self Drive Tourism Trails Development

Description: Develop a self-drive tourism trail for the region. Draw upon results of the District-Wide Tourism Strategy and associated audit of tourism assets to establish half-day, full-day and multi-day drives. In the medium term, consider incorporating content of drives into a mobile/app platform, incorporating information from the QR App.

Indicative Cost: $75,000

Transport, logistics & manufacturing promotion

Project: Economic Development Opportunity Reserve Fund

Description: Establish a HWEDA Economic Development Reserve Fund. Funds invested could be used to provide financial incentives to entice new industry development for co-investment in business ventures to enable industrial land developments or match funding for grants.

Indicative Cost: $30,000

Appendix 1.

Policy and Planning Framework

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Boddington SuperTown Growth Plan (2012)	Hames Sharley (WA) Pty Ltd with Syme Marmion & Co	Boddington growth plan was created to assist Boddington district in supporting population growth expected for the next 40 years. Its main focus is transforming the Boddington, Williams and Wandering in a liveable, workable and touristic place, with the improvement of land, creation entertainment and leisure options, creation of jobs and a sustainable economic development. This plan identifies the community necessity, as well as establishes the challenges involving the town growth, using the DPSIR framework.	• Improvement of commercial and retail will increase the range of items and diversity • Aged care and Retirement will retain people in the town, as well as better housing conditions and land affordability • Improvement of working conditions will attract young families from other towns and also retain residents. • Construction of a medical centre and improvement of health care will maximize quality of life. • Increasing service and facilities will retain workers from mining in Boddington	**Committed Projects** • Retirement Village • Leisure and Recreation Centre • Youth Centre Replace • Shire Depot Relocation • Water pipeline to Ranford (water supply that enables land division) **Future Projects** • Economic Development Strategy (Syme Marmion, 2012) • The Local Planning Strategy • Affordable Land in Boddington • Key-Worker Housing Stage One Implementation • Activate Main Street • Develop retail / accommodation
Boddington Economic Development Strategy (2012)	Syme Marmion & Co	The seven core industries with business focus areas and economic growth opportunities include: 1. Value adding to mining and resource industries, 2. Primary agricultural production, 3. Gourmet food/fine wine, health and wellbeing products derived from the land, 4. Construction industries, 5. Tourism from nature to town heritage, 6. Population and personal services, and 7. Creative industries. Three scenarios for Boddington • Business as Usual • SuperTown growth scenario • Aspirational target	• A sustainable community • Economic activity and employ-ment opportunities • Maximisation of the benefits of technology and innovation • Integrated transport and key infrastructure linkages • Marketing and strengthening of identity	**Committed Projects** • Boddington Gold Mine 2012 tours (Post-mining) **Future Projects** • Southern Inland Health Initiative • Digital Communities Initiative - NBN • Aged care accommodation • Recreation centre • Youth centre • Main street upgrade • Active recreation space standards (Playing fields, aquatic centre, indoor recreation centre skate park, BMX track) • Passive Recreation space standards (local parks and playgrounds) • Specific standards (change rooms, clubrooms, beach facilities, golf course) • Social/cultural (community centre, local community centre, library, seashore centre, child care centre) • Community health centre • District wide tourism strategy

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Wheatbelt South Sub-Regional Economic Strategy (2014)	RPS Group WDC	Wheatbelt South supports a critical mass of residential population which in turn supports higher education, health, aged care and social services in major centres. Tourism, food related supply chain services and lifestyle and retirement sectors are prominent contributors to the economy alongside broad-acre agriculture and livestock being the primary contributor. Comprises of peri-urban and rural lifestyle. Agriculture, tourism and rural living are the focus of this document.	• Wandering and Williams do not have a significant production of grain compared to Kulin, Lake Grace and Kondinin, however Williams has the second largest number of sheep in the region. • Williams and Wandering are too small for health and education amenities. • Lifestyle, amenity and retirement, however, are possibilities for expansion due to the close proximity to Narrogin and Perth which are well-serviced. • Tourism is a possibility for Williams and Wandering for the close proximity to Perth and gateway to the region. • Wandering - Promote facilities and the release of new industrial and commercial land. • Williams - Coordinate a marketing strategy to promote that availability of residential and light industrial land.	**Committed Projects** Wandering • Promote and facilitate the release of new industrial and commercial land Williams • Support modification of the Shire of Williams' Planning Policy to enable renewal of heritage buildings for retail and commercial occupancy • Promote the availability of residential and light industrial land **Future Projects** Wandering • Investigate the feasibility of a regional waste facility • Investment toward commercial precinct development Williams • Continue to build strong network and working relationships with Boddington Mine companies • Investigate redevelopment of Lions Park to capture drive through visitors. • Investigate the redevelopment and facility upgrades at the recreation centre
Western Australian Regional Development Trust Annual Report 2012-13	Government of WA	Offers advice from '10-'11 and '11-'12 as well as recommendations and advice for the '12-'13 period, along with internal governance measures.	• Targeted and sustained long-term effort to assist the large cohort of younger Aboriginal people to move from school to work and from welfare into economic participation, offers the greatest development potential: in order to break cycles • Need for holistic and coordinated regional planning: relevant to negotiating outcomes that are mutually beneficial for the three HWEDA towns • Royalties for regions budget allocations focussed on: • Regional land and food strategy and planning • Investment in regional strategic corridors • Retaining aged populations in the country: high priority in the area: • Regional business and industry innovation and support • Energy supplementation • Housing: Department of Housing suggests an extreme housing shortage in the regional sector with regional growth widening the gap: other projects identified are to do with releasing land for development in this area	**Future Projects that will impact the HWEDA region:** • Peel Wastewater Pipeline Project: deliver waste water from the Gordon Road Wastewater Treatment Plant to the Alcoa Refinery and other potential industrial and agricultural users (Boddington) - received $51 845 in 2010 to study from RFR • PortLink, linking the ports in Goldfields-Esperance, the Mid West and the Pilbara through an inter-modal hub in Kalgoorlie. It would be excluding the HWEDA region potentially meaning freight traffic would be redirected through the state resulting in less (freight) traffic through the region.

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Wheatbelt Blueprint (2015)	Wheatbelt Development Commission	The Blueprint is the road map that will assist the region to deliver on its potential. Stating: "The Wheatbelt is a key contributor to Western Australia's prosperity. The Region's prime location, diverse economy, clever people, vibrant communities and unique natural environment offer a high quality of life and will attract global innovators and investors." The document is focussed on 6 key areas for action: (1) Vibrant Economy (2) Clever People (3) Connected Communities (4)Valued Natural Amenities (5) Marketing Wheatbelt Opportunities (6) Effective Partnerships	• Agricultural growth • Cross Industry Employment • Physical and social connectivity • Support for population growth of all demographics • Increased employment • Engaged youth • Cultural representation • Improved educational and health support for young families and the aged • Preservation of natural amenities • Multifaceted growth of the region • Local government coordination - mutually beneficial solutions	**Future Projects** • Waste management developments (Wandering) • Develop heritage assets as places for Aboriginal enterprise and healing, e.g. Wandering Missions -> relevance to tourism and reconciliation • Develop emerging industry strategies for intensive agriculture, transport and logistics, renewable energy, aviation and population services (aged care, health, education and tourism) -> in particular viticulture in the Wandering region • Conduct residential and industrial land audits and invest in identified priorities • Encourage Community Resource Centres to take a lead role on volunteer support and coordination -> promoting digital connectivity in the region • Implement targeted marketing for workforce and visitor attraction
Peel Blueprint (November 2014)	Wandering Shire Council	The shire would like to have 'a healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful.' The goals to achieve this vision are: • a caring and involved community, • a robust and diverse rural economy, • development that preserves the rural landscape, • well-planned and delivered infrastructure and services, and • A strong and effective organisation.	• provide facilities that support the community and its participation for people of all ages, • devise solutions to attract and retain visitors to the Shire, • devise solutions that allow for sustaining and growth of businesses and the industry sector, • devise solutions to accommodate a strong and resilient agricultural sector, • provide vibrant rural planning and development strategies, • improve waste facilities, • provide solutions for well-constructed, maintained and utilised infrastructure, that supports future community needs, and • Devise solutions for well-utilised and cost-effective services.	**Future Projects** *Community* • Community programs and community Centre Precinct development into multipurpose facility, • Promotion and assistance of community and cultural events, groups and clubs, youth programs and activities, aged services, facilities and activities. *Economy* • Tourist destination promotion, • Services and infrastructure for tourism, • New industrial and commercial land release, and facilitation of new industries, • Improvement of utility services, • Promotion for significance of shire in agriculture, and attracting agricultural businesses. *Environment* • Promote diversity in land use planning, • promotion of agricultural land for food production, • Future town site strategy, • Management of existing waste facility, • Research regional waste facility. *Infrastructure* • maintenance and development of roads, • management of Shire-owned land, facilities and buildings,

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Williams 2022 - A Strategic Community Plan	Williams Shire Council	The community plan is basically focused on three objectives, which are Land use and the environment, economic development, social and cultural development and civic leadership. What they would like to have for economy is industrial section development, improvement of market to attract people and employees into the town and development of tourism. In terms of community, they want improvement of facilities, creation of better health care and housing conditions and also cultural development. Lastly, regarding environment they want to achieve sustainability in agriculture, which acquired with education and engagement of community in controlling pests and weeds, sustainable using of water and consciousness of burning and clearing lands.	• Improved tourism • Encouragement of population growth for youth and aged. • More opportunities for youth to gain life skills, community consciousness and leadership. • Add and expand facilities for community and visitors • Improved cultural representation • Preservation of landscape • Increased community engagement	**Future Projects** *Economy:* • Market Williams • Establish a Chamber of Commerce that creates a network of support for business in the town • Develop and promote tourism *Housing:* • Cost-effective residential land development release and investment for young and casual workforce. *Aged care and Senior:* • aged housing • Support services • Aged care employment opportunities *Health and medical care:* • Expansion and maintenance of health services attract long-term GP • suitable resourcing strategy • Viability of a pharmacy *Child and youth services:* • Increase engagement and retainment of youth through activities, space (playground), facilities upgrade and partnership with primary schools *Cultural development:* • Greater internal and external communication connectivity *Environment:* • Maintenance program for cleanliness of town via education and idea-sharing • Regulation: weeds, verges, burning and clearing, • landscape maintenance, • water sustainability programs, and • Reintroduce the Natural Resource Management Officer. *Roads:* • Bypass • Maintenance and improvement of local roads, cycle and walking tracks, verges and footpaths

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Wheatbelt Regional Planning and Infrastructure Framework (2014)	Western Australian Planning Commission	The region would like • Infrastructure that responds to local knowledge and values, accommodates its linkages to other Wheatbelt regions, improves interconnectedness of settlements, assists and promotes sustainable growth and caters for community needs, recognises current and changing demographics of the region, and seeks to attract and retain a diverse population; • a diverse and adaptive economy that increases contribution to the WA economy, benefits from innovation in the primary production sector, and diversifies establishment and growth of new industries; • Environmental values that support local, cultural and social development of region, and are manageable by current and future generations.	HWEDA goals include • Develop and implement sub-regional planning strategies • Develop strategy to guide investment in education services and infrastructure • Implement strategies to address youth-related issues • Support a greater range of cultural events and programs • Implementing initiatives that develop collaborative partnerships across government in conjunction with Aboriginal people in design and delivery of services • Devise a strategy to bring about sustainable long-term growth in communities and to achieve industry and employment growth • Review current and projected employment needs, and identify strategies to ensure education and training needs match employment needs and community aspirations • Develop and implement a program to preserve, enhance and develop tourism and recreation experiences and infrastructure • Prepare a strategy to acknowledge, manage and improve environmental values and to promote sustainable outcomes.	**Committed** *Transport* • Grain Freight Strategy- Upgrade of Tier 1 and 2 networks • Road network upgrades for Tier 3 *Infrastructure* • Water supply upgrades *Communications* • NBN • Regional Mobile Communications Project *Health and Education* • Southern Inland Health Initiative • CY O'Connor Institute Campus at Narrogin • Ongoing improvement of primary, district and secondary schools **Future direction** *Transport* • Road upgrade - Albany Highway *Infrastructure* • Water supply upgrades • Wastewater treatment plant upgrades • Sewerage program *Health and education* • health facilities and services in identified growth areas • trade training centres in schools program *Infrastructure studies* • Provide and/or upgrade aged care and retirement services • Strategic Waste Project
Greater Narrogin Region - Economic Development and Implementation Strategy (2014)	Govt. of WA Landcorp WDC	Six guiding principles in promoting growth, well-being, a sustainable future, improved land use and development for the area. Creating a vibrant economy, strengthening the community, creating sustainable build form and housing, delivering successful infrastructure management, protecting and enhancing the natural environment and ensuring successful governance Accommodating a population of 20,000 in Greater Narrogin by 2050. Encouraging workforce relocation, business growth, attracting new residents and providing attractive community amenities.	• A sustainable community • Economic activity and employment opportunities • Maximisation of the benefits of technology and innovation • Integrated transport and key infrastructure linkages • Marketing and strengthening of identity	**Committed Projects** • Boddington Gold Mine 2012 tours (Post-mining) **Future Projects** • Southern Inland Health Initiative • Digital Communities Initiative - NBN • Aged care accommodation • Recreation centre • Youth centre • Main street upgrade • Active recreation space standards (Playing fields, aquatic centre, indoor recreation centre skate park, BMX track) • Passive Recreation space standards (local parks and playgrounds) • Specific standards (change rooms, clubrooms, beach facilities, golf course) • Social/cultural (community centre, local community centre, library, seashore centre, child care centre) • Community health centre • District wide tourism strategy

Name of Document (and Date)	Author / Org	Summary (100) of the document	Reference and Implications for HWEDA	Projects, Actions or Initiatives identified
Wheatbelt Region Strategic Framework (2012)	Wheatbelt Development Commission and RDA Wheatbelt	This framework aims to ensure that key stakeholders in the region have a common strategic framework as a basis for influencing policy direction and implementing initiatives that will contribute to the sustainability of the region by outlining economic, social and environmental strategies and actions.	• Skilled workers of all ages are attracted and retained in the region which gives the residents economic independence. • Key strategic infrastructure is identified, maintained and where necessary new investments are made. • Better networked and inclusive communities. • Improved health, education, and youth/children's services in the Wheatbelt. • Enhancement of employment, lifestyle opportunities and community safety. • Natural assets are valued and managed properly and water management improved. Making greater use of renewable natural resources.	**Future direction** *Economy* • Wheatbelt Employment Strategy • Wheatbelt Workforce *Development Plan* • Educations, Skills & Jobs Plan (DEEWR) • Wheatbelt Infrastructure Planning • WDC Employment *Support Strategy* • CANWA Engagement and Governance Strategy • Regional & Remote Economic Development Training Program • Local Economic Development *Planning activity* • Department of Regional Development & Lands, Wheatbelt Regional Centre's Development Program (Super Towns) • DAFWA Strategic Horticulture Precincts project • Road Planning (Department of Transport) • State Freight Planning Strategy (Department of Transport) *Liveable Communities* • Education development - look at viability of school clustering • Wheatbelt Youth Leadership Development • Local Emergency Management Plans *Valued Natural Amenity* • Re-evaluate land use (commercial, residential, industrial etc.) • Water and waste programs

Appendix 2.

HWEDA Investment Action Plan

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
AGRICULTURE AND FOOD GROWTH AND DIVERSIFICATION	Promote and Encourage Viticulture and Agricultural Diversification.	Research and promote the feasibility of quality viticulture production in the Marradong Region, as appropriate. Consider opportunities for diversification of current industries. Confirm environmental suitability and attractiveness of the region and likely competitiveness and unique product offering. Identify potential sites / locations suitable for viticulture. Promote investment by WA and international wineries in the region.	Wandering Williams Boddington	Facilitate the diversification of agricultural and food production in the region.	• Alliance • DAFWA • CBH • Local and Regional Farmers • Domestic and International Investors • Local Governments • Identified local/regional agri-processing facilities /businesses • Austrade and State investment attraction and trade agencies.	Medium	$100,000 for initial feasibility and opportunity promotion material.
	Continued Promotion of Regional Agricultural Brand	Continue to promote and advocate the regional brand 'Marradong Country' that was established as part of the Boddington Supertown project. Identify the unique opportunities and advantages of the region and potential markets in which the brand will have impact.	Regional	Promote the 'Marradong Country' brand of the Hotham Williams region as a quality food producing region for domestic and international markets.		High	Potential to source funding from Regional Food Council.
	Sustainable Supply Chains	Promote development of intra-regional supply chains in the agriculture and food sector. Include efforts to encourage use of locally grow grain in feedlots.	Wandering Williams	Encourage and promote economic self-sufficiency and regional value adding.		Low	Advocacy Only
	Boutique and Cottage Food Industry Development	Identify and investigate opportunities to attract and encourage investment in boutique and cottage food industry. Includes unique agricultural, food manufacturing and retailing opportunities, based on local production. Investigate the feasibility and demand for co-operative food hub and distribution network to enable cottage food producers to access broader markets by sharing freight and handling/storage fees.	Regional	Facilitate the diversification of agricultural and food production in the region. Encourage local economic value adding.		Medium	$100,000 for opportunity identification and feasibility analysis
	Horticulture Sector Development Strategies	Identify and promote investment in the horticulture sector. Focus on both boutique and intensive horticulture opportunities and leverage the region's proximity to metropolitan region of Perth.	Regional	Facilitate the diversification of agricultural and food production in the region.		Low	$50,000 for strategy development.

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
AGRICULTURE AND FOOD GROWTH AND DIVERSIFICATION	Establish Regional Food Council	Consider the establishment of a Food Council for the region. Delegate responsibility to the Council for the promotion of the region as a quality food producer, the coordination of export market opportunities and the establishment of the region food brand.	Regional	Facilitate the diversification of agricultural and food production in the region. Promote the 'Marradong Country' region of the Hotham Williams as a quality food producing region for domestic and international markets.	• Alliance • DAFWA • CBH • Local and Regional Farmers • Domestic and International Investors • Local Governments • Identified local/regional agri-processing facilities /businesses • Austrade and State investment attraction and trade agencies.	Medium	$500,000 over 3 years (may include improvement in brand marketing and promotion)
	Agriculture and Food Production Investment Prospectus and Targeted Outreach Program	Prepare a prospectus for private sector investment in agriculture and food production in the region. The prospectus should establish the value proposition and competitiveness of the region for supporting agriculture, horticulture and food production, as well as identify specific sites/locations. Prepare the prospectus in a concise, stylised document, suitable for marketing and investment attraction activities. Develop a targeted outreach program to compliment the prospectus which includes identifying a list of potential developers and devising a comprehensive marketing strategy to entice these developers to the region.	Alliance	Facilitate the diversification of agricultural and food production in the region. Promote the 'Marradong Country' region of the Hotham Williams as a quality food producing region for domestic and international markets. Promotion of region as place to invest.		Medium	$40,000 including external graphic design
	Agriculture Growth Strategy	Strategy to include a comprehensive analysis of global and domestic agricultural growth sectors. This analysis should incorporate consultation with domestic industry leaders such as Coles, Woolworths, Aldi, IGA etc. Conduct a mapping exercise to overlay industry development requirements (power, water, lot size and proximity to transport networks) in order to be able to facilitate and support growth opportunities. Identification of target industries and actions required to entice investment will form the crux of this strategy.	Alliance	Agriculture development in the region is based on a comprehensive assessment of future growth markets and aligns with the regions comparative advantages and natural assets.		Medium	TBA

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
POPULATION SERVICES DELIVERY	Boddington Retirement Village Development	Encourage external investment opportunities for the retirement village in the Shire of Boddington Focus on proposal to establish assisted independent living units to address gap between independent living and permanent hospital based care. Confirm overall regional market size and purchasing power and work with the market to test overall project viability. Promote and market the development to prospective WA and national investors.	Boddington	Provide health and accommodation support to a local ageing population. Provide high quality services for the local population.	• Local and regional health, and community services providers. • State Govermnent health and community agencies • Local Governments • CRCs • Domestic and national property developers • Water Corporation	High	$20,000 for market assessment, feasibility testing.
	Local Health Service Support and Expansion	Leverage Government investment in health services through SIHI to improve the quality of health care in the region. Include a focus on improving local accessibility to both GP and specialist health care options, and securing funding for small hospital redevelopments, telehealth and residential aged care.	Williams Boddington	Provide health and accommodation support to a local ageing population. Provide high quality services for the local population.		High	Advocacy only
	CRC Digital Hubs	Continue to promote the use of CRCs as Digital Hubs for business and the community. Promote strong NBN integration and broadband access through CRCs with NBN Co and Department of Communications. Support the development of a local ideas exchange enabled through CRC websites. An ideas exchange allows the public to post, share, discuss and fine-tune ideas for social and economic development.	Regional	Increase the dynamism of the regional economy. Continue to provide high quality services for the local population. Continue to provide quality services and facilities for visitors and tourists.		Low	Advocacy
	Economic Development Resources Assessment	Conduct an audit of Local and State Government-owned lands and surplus property (eg: shire owned land that is underutilised and could be re-purposed) that could be used to support residential, commercial or industrial development. Focus on identifying key sites across the region and prioritising sites for development based on current zoning, infrastructure servicing and environmental and other constraints. Identify optimal development / disposal models and potential social and community benefit outcomes that could be facilitated through joint venture and other collaborative development models.	Regional	Increase the economic development opportunities for the region. Increased residential, commercial, industrial land availability.		Medium	$150,000 for full audit (including environmental analysis)

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
POPULATION SERVICES DELIVERY	Key worker and short term accommodation	Conduct survey to identify needs. Determine location required for investment. Consider sourcing funding and/or investment for the establishment of accommodation as required. Leverage the strategic location of the region and its close proximity to the Perth metropolitan area to attract a potential 'commuter' workforce, if appropriate. Identify accommodation needs as required and ensure delivery.	Regional	Provide affordable accommodation to attract and retain a skilled workforce. Provide accommodation to meet needs / demands of short term / itinerant / seasonal workers. Future of potential to retain these workers as permanent residents if the lifestyle is attractive.	• Local and regional health, and community services providers. • State Govermnent health and community agencies • Local Governments • CRCs • Domestic and national property developers • Water Corporation	Medium	TBD
	Wandering Aged Housing	Develop 4 aged care units with opportunities for expansion in the future. Promotion of Wandering as a retirement opportunity (safe, small community, close proximity to Perth). Project linked into Narrogin Regional Aged Care Project.	Wandering	Provide opportunity for the provision of accommodation to support an ageing population (retention of existing residents) AND provide opportunity to attract new residents to a quiet lifestyle (population attraction).		Medium	TBD
	Water supply to Quindanning	Provision of a quality, cost effective reticulated water supply to the proposed residential 12 lot subdivision at Quindanning	Williams	Provision of serviced residential land to entice population growth in the region		Medium	TBD

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SMALL BUSINESS DEVELOPMENT & ENTREPR'SHIP	Website and Online Business Capability Register	Re-establishment of a 'Marradong Country' regional website, promoting the region. Development of an online capability register for businesses operating within the region. Target opportunities at capturing supply-chain opportunities in mining, construction and infrastructure projects sector. Includes development of a regularly updated database of business names, locations and capabilities through the business survey and establishment of an online portal for use by major project proponents to identify local procurement capabilities and opportunities. Establish a single regional online portal that consolidates information on business and development opportunities, community and tourism events, investment opportunities and other key economic and social development information.	Alliance	Promote the capabilities of the region's business and industry to help secure major contracts and integrate in project supply chains. Raise the profile of the region and encourage the use of local businesses.	• Department of State Development • Department of Regional Development • Development Commissions • Local Government • Local & Regional businesses • Local industry and business groups and chambers (Williams Business Group & Boddington BIAS group) • NBN Co and Telstra • Federal Department of Communications	High	$85,000

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SMALL BUSINESS DEVELOPMENT & ENTREPR'SHIP	Small Business Accelerator Program	Establishment of an integrated program of training, marketing and business management support for select small business to encourage rapid and accelerated growth. The program would operate annually for a small number (3-5) of businesses who would then "graduate" back into the community. Can be offered as a prize under a Small Business Awards. Can be expanded into a full incubation program including subsidised business premises in the future.	Alliance	Promote and support the development of small businesses in the region. Encourage innovation and research to drive business productivity and export growth. Promote and market the region as being "open for business" by celebrating successful small businesses.	• Department of State Development • Department of Regional Development • Development Commissions • Local Government • Local & Regional businesses • Local industry and business groups and chambers (Williams Business Group & Boddington BIAS group) • NBN Co and Telstra • Federal Department of Communications	Low	$250,000 annually.
	Establish a Regional Chamber of Commerce	Consider the establishment of a Regional Chamber of Commerce. Catalysed by the Alliance. The Chamber should transition in the short-term to a members-based Chamber and provide a clear and consolidated voice to all levels of Government of the needs and challenges facing businesses in the region.	Regional	Promote and support the development of small businesses in the region.		Low	$250,000 initially and $75,000 annually for 5 years
	NBN Rollout and Uptake Strategy	Support a coordinated strategy for the rollout and uptake of fast broadband to be delivered by the NBN. Promote the opportunities that the NBN presents for the region generally, and for local businesses and industry particular. Identify potential NBN champions in the region to promote the opportunities presented by the NBN. Support the integration of NBN into CRC Digital Hubs, small business accelerator and virtual training hubs.	Alliance	Promote and support the development of small businesses in the region. Encourage innovation and research to drive business productivity and export growth. Improve connections of businesses to markets and customers, through enabling transport and communications infrastructure.		High	Advocacy Only
	Regional Telecommunications Project	Continue to identify and address current "black spots" and other poor mobile coverage areas in the region, particularly along Albany Highway (ensuring that these are appropriately registered on the Black Spot Register). Support the WA Department of Commerce to identify priority investment projects in the region. Continue to support and advocate for strong, reliable regional mobile communications to support businesses across tourism, agriculture, mining and the freight industry as well as the wider community.	Alliance	Encourage innovation and research to drive business productivity and export growth. Improve connections of businesses to markets and customers, through enabling transport and communications infrastructure.		High	Advocacy Only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SMALL BUSINESS DEVELOPMENT & ENTREPR'SHIP	State of the Hotham-Williams Region Report	Commission a regular 'barometer report' to track the state of the Hotham Williams regional economy over time. Use an online survey of local businesses, identify key performance issues, challenges and opportunities and to identify ways Government can facilitate and support growth. Support with key metrics on the region's economic and social performance and integrate with other tools including NIEIR's State of the States and Regional Australia Institutes indexes. Publish and promote Report to both local and regional businesses, Government agencies and prospective investors and developers.	Alliance	Promote and support the development of small businesses in the region.	• Department of State Development • Department of Regional Development • Development Commissions • Local Government • Local & Regional businesses • Local industry and business groups and chambers (Williams Business Group & Boddington BIAS group) • NBN Co and Telstra • Federal Department of Communications	Low	$150,000 initially then $50,000 annually.
	Regional Procurement Policy	Establish and encourage the adoption of a uniform local procurement policy across businesses and Local Government in the region. Focus on prioritising local industry and business input to major project supply chains, within the scope allowed by competition policy. Link with Online Business Capability Register to promote the capacity and experience of local business and industry	Williams Boddington Wandering	Promote and support the development of small businesses in the region. Reinvest wealth locally. Encourage innovation and research to drive business productivity and export growth. Promote and market the region as being "open for business" by celebrating successful small businesses.		Medium	Policy only.
	Small Business Awards	Run an annual awards competition awarding and acknowledging successful small businesses in the region. Provide a number of categories/ awards focused on new businesses, business growth, innovation and exports. Run the awards as a high profile evening event and provide winners with a number of potential benefits including small business accelera-tor participation, small grants, business mentoring etc.	Alliance	Promote and support the development of small businesses in the region. Encourage innovation and research to drive business productivity and export growth. Promote and market the region as being "open for business" by celebrating successful small businesses. Support in collaboration with Regional Chamber of Commerce and allow the opportunity to feed into statewide awards programs to continue to raise the profile of the region.		Low	$250,000 annually

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SKILLS AND WORKFORCE DEVELOPMENT	Workforce Attraction Marketing	Profiling and marketing of the region to attract and retain a suitably skilled and experienced workforce. Focus on attracting skilled workers to fill gaps in the current regional workforce and meet the needs of existing industry. Work with businesses to identify required skills and promote the region to regional and metro WA and select national markets.	Regional	Attract and retain a suitably skilled workforce to underpin and drive the growth of the regional economy.	• Local schools • Department of Education • Local Government • Federal Department of Education and Training • Registered Training Organisations • Major local and Regional Employers • Local business incubators • Local and Regional Business Groups (Williams Business Group, Boddington BIAS) • RDA Wheatbelt & Peel	High	Funding integrated with visitor attraction marketing
	Regional Child Care Management Analysis	Work with Department of Communities and the Shire of Brookton who are currently testing the viability of a regional childcare governance model for the Wheatbelt. Determine if these learnings are transferable to the Shire of Boddington (Peel) and Shire of Williams (Wheatbelt) who both have childcare services for their towns. Focus on opportunities to improve the viability of child care offerings in the region, by shifting management burdens to a central organisation. Particularly important opportunity for community and not-for-profit child care operators.	Regional	Encourage increased workforce participation by key groups, including women, youth and Indigenous groups.		Medium	Advocacy Only
	Local Industry Training and Apprenticeship Opportunities	Establish a working group with education and training providers and major employers and industry representatives to establish a clear pathway for the take up of training and apprenticeship opportunities. Develop a register of local trainees and apprentices. Map training requirements to identify common modules and coordinate delivery locally where applicable. Identify Regional Training Organisations who would be willing to travel to the region to deliver training modules locally. Focus on guiding students into trade-related careers relevant to the local industry structure and economy, including mining, transport, agriculture and construction sectors.	Regional	Develop the local workforce to support business and industry and drive local economic development. Encourage improved post-school education, training and employment opportunities for the region's youth. Reduced cost implications for trainees/apprentices having to travel to Perth for training; reduced lost time from workplace. Reduced impact on local businesses, which may encourage more take up of trainees and apprentices being employed.		Low	Advocacy Only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
SKILLS AND WORKFORCE DEVELOPMENT	Regional Virtual Training Delivery Models (related to previous)	Improve local student and worker access to high quality secondary and post-school training through the use of virtual delivery models. Create virtual training hubs across the region, to allow students to access post-school training options in a dedicated environment. Work with post-school education and training providers to customise education content for the region.	Regional	Develop the local workforce to support business and industry and drive local economic development. Encourage improved post-school education, training and employment opportunities for the region's youth.	• Local schools • Department of Education • Local Government • Federal Department of Education and Training • Registered Training Organisations • Major local and Regional Employers • Local business incubators • Local and Regional Business Groups (Williams Business Group, Boddington BIAS) • RDA Wheatbelt & Peel	Low	Advocacy Only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TOURISM SECTOR DEVELOPMENT	District wide tourism strategy	Prepare a tourism strategy for the Hotham-Williams region. Undertake an audit of current, potential and latent tourism assets, amenities, attractions and accommodations (e.g. 4As). Profile current tourism markets for the region and identify niche opportunities and tourism products. Identify key actions and investments required to facilitate development of the tourism industry. Potentially collocate with small business network hubs and CRC digital hubs to improve overall hub viability.	Alliance	Promote tourism visitation to the region in unique and niche markets. Leverage tourism visitation to support higher quality services and infrastructure for local residents and businesses.	• Current tourism providers • Domestic and international investors • Local Government • Aboriginal Communities • Austrade and State investment attraction and export agencies • Visitor Centres • Tourism WA • Events WA	Low	$75,000 for Strategy development suitable for public release.
	Redevelopment of the Williams Lions Park	Redevelop Lions Park in Williams to make it a useable, attractive and amenable place to stop. This is a major stopover point on the Albany Highway for travellers.	Williams	Leverage tourism visitation to support higher quality services and infrastructure for local residents and businesses.		High	$1.5m (estimated) Advocacy only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TOURISM SECTOR DEVELOPMENT	Develop Wandering Mission and other heritage assets	Draw upon heritage tourism assets identified in the District-Wide Tourism Strategy to develop a strategy for the maintenance, enhancement and utilisation of such assets for tourism and community uses. Pilot program with the development of Wandering Mission. Partner with local Aboriginal and Indigenous groups to investigate opportunities for the Mission to be established as an Aboriginal Enterprise. Investigate and pursue State and Federal Government funding sources, particularly funds targeting regional Australia and Aboriginal development.	Wandering	Promote tourism visitation to the region in unique and niche markets. Support Aboriginal enterprises in the tourism sector to improve economic participation and quality of living of local Indigenous groups. Leverage existing economic assets and industries to support niche tourism developments and attractions.	• Current tourism providers • Domestic and international investors • Local Government • Aboriginal Communities • Austrade and State investment attraction and export agencies • Visitor Centres • Tourism WA • Events WA	Medium	TBD. Funding could be sought from Federal Government.
	Tourism Development Investment Prospectus	Prepare a prospectus for private sector investment in tourism development in the region. The prospectus should establish the value proposition and competitiveness of the region for supporting tourism development, as well as identify specific sites/locations and opportunities. Demonstrate feasibility of development as well as the potential availability of support from State and Local Governments. Prepare the prospectus in a concise, stylised document, suitable for marketing and investment attraction activities.	Alliance	Promote tourism visitation to the region in unique and niche markets.		Low	$40,000 including external graphic design
	Self-Drive Tourism Trails Development	Develop a self-drive tourism trail for the region. Draw upon results of the District-Wide Tourism Strategy and associated audit of tourism assets to establish half-day, full-day and multi-day drives. In the medium term, consider incorporating content of drives into a mobile/app platform, incorporating information from the QR App.	Alliance	Promote tourism visitation to the region in unique and niche markets. Leverage tourism visitation to support higher quality services and infrastructure for local residents and businesses.		High	$75,000 including development of website and brochures etc
	Boddington Visitor Centre Development	Development the Visitor Centre in Boddington. The Shire of Boddington has received $200,000 in funding to repurpose an existing building on the foreshore into a Boddington Community Hub that will include a visitor centre, social enterprise café and community library.	Boddington	To promote tourism visitation to Boddington and the wider region. Leverage tourism visitation to the town and the wider region		High	Boddington Shire to implement. HWEDA to provide advocacy support.

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TOURISM SECTOR DEVELOPMENT	QR Code App and HWpedia	Using the information that has previously been collated on the tourism activities, attractions and amenities in the region, develop a QR based app linked to the regional website. Include short-profiles on each attraction, including historical / heritage, environmental, industrial and economic attractions. Upload tourism content into a QR Code App format in the short-term and potential integrate with Self-Drive Tourism Trail app. Also upload content into a HWpedia web platform (similar to Freopedia).	Alliance	Promote tourism visitation to the region in unique and niche markets. To be developed in conjunction with website and self-drive tourist trail project. Very long term project, but has potential to significantly impact on economic development through promotion of tourism opportunities in the region.	• Current tourism providers • Domestic and international investors • Local Government • Aboriginal Communities • Austrade and State investment attraction and export agencies • Visitor Centres • Tourism WA • Events WA	Low	$150,000 to establish QR Code App and HWpedia platforms and $35,000 annually for maintenance. Content developed progressively
	Events Calendar	Establish a whole-of-region events calendar. Include events calendar on the website.	Alliance	Promote tourism visitation to the region in unique and niche markets. Develop in conjunction with website.		Medium	As part of website project.
	Agri-Tourism and Farm Stays	Target opportunities for agri-tourism and farm stays in the region. Identify specific agri-tourism opportunities in the region and profile potentially markets for these opportunities. Provide support and incentives to farmers and food producers to develop tourism-related offerings. Demonstrate feasibility and value add benefits to the producers / farmers. Focus on short-stay accommodation and food-related attraction development. Potential opportunity to integrate tourism activity into emerging viticulture opportunities.	Williams Wandering Boddington	Promote tourism visitation to the region in unique and niche markets. Leverage existing economic assets and industries to support niche tourism developments and attractions.		Low	$20,000 for opportunity identification and feasibility assessment.
	Grey Nomad Market	Target opportunities to service “grey nomad” tourists. Leverage exposure to Albany Highway and established, state wide grey nomad tourism drives and destinations. Continue to support the establish-ment of RV friendly spaces and caravan rest areas, day trip attractions, café and restaurant offerings and visitor information and services.	Alliance	Promote tourism visitation to the region in unique and niche markets. Leverage existing economic assets and industries to support niche tourism developments and attractions.		Low	Advocacy only

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TRANSPORT, LOGISTICS AND MANUFACTURING PROMOTION	Promote and facilitate the release of new industrial and commercial land	Demonstrate potential demand for commercial and industrial land in the Hotham-Williams region and test viability and feasibility of development. Identify potential sites and ensure planning and development controls are suitable to facilitate and attract investment. Partner with LandCorp to investigate potential development support funding and delivery opportunities to facilitate	Wandering Williams Boddington	Ensure an effective supply of industrial and commercial land to support industry growth and employment generation. Position the region as a strategic transport and logistics centre in the region.	• Domestic and International Investors • CBH • Mining companies • Main Roads • Austrade and State investment attraction and export agencies • Landholders • Industrial tenants • National transport and logistics companies • State and Local Government utility and infrastructure providers. • LandCorp • Development Commissions (grant funding) • RDA Wheatbelt and Peel.	Medium	Advocacy only
	Industrial and Commercial Land Investment Prospectus	Prepare a prospectus for private sector investment in industrial and commercial land and development in the region. The prospectus should establish the value proposition and competitiveness of the region for supporting commercial and industrial development, as well as identify specific sites/locations. Demonstrate feasibility of development as well as the potential availability of support from State and Local Governments. Prepare the prospectus in a concise, stylised document, suitable for marketing and investment attraction activities.	Alliance	Position the region as a strategic transport and logistics centre in the region.		Medium	$40,000 including external graphic design
	Headworks and Infrastructure Improvements	Identify a full plan of headwork service and infrastructure improvements required for the region. Include both current infrastructure shortfalls and prospective requirements based on projected population growth and economic development opportunities. Prioritise infrastructure improvements based on economic and social returns (cost benefit analysis and impact assessments). Advocate investment by State and Federal Governments and coordinate investment by Local Governments in whole-of-region infrastructure as required. Investigate potential co-investment opportunities with private sector, particularly major land developers and industry, with a focus on economically enabling infrastructure items.	Alliance	Ensure an effective supply of industrial and commercial land to support industry growth and employment generation.		Medium	Costs vary between individual items. $100,000 for improvement plan.

Program	Action/Project	Description	Location	Rationale	Principal Stakeholders	Priority	Indicative Cost
TRANSPORT, LOGISTICS AND MANUFACTURING PROMOTION	Albany Highway Upgrade and Maintenance	Advocate to State and Federal Governments for the continuous upgrade and maintenance of Albany Highway. Analyse the economic and social contribution of the highway, including enabling tourism, agriculture, mining and transport and logistics sectors. Present evidence and analysis to State and Federal Governments and use as basis for funding submissions and guiding Government infrastructure investment priorities.	Alliance	Ensure an effective supply of industrial and commercial land to support industry growth and employment generation.	• Domestic and International Investors • CBH • Mining companies • Main Roads • Austrade and State investment attraction and export agencies • Landholders • Industrial tenants • National transport and logistics companies • State and Local Government utility and infrastructure providers. • LandCorp • Development Commissions (grant funding) • RDA Wheatbelt and Peel.	Low	Advocacy only
	Economic Development Opportunity Reserve Fund	Establish a HWEDA Economic Development Reserve Fund. Funds invested could be used to provide financial incentives to entice new industry development for co-investment in business ventures to enable industrial land developments or match funding for grants.	Alliance	Ensure a small pool of funds is available to draw on to undertake economic development enabling projects or actions		High	$10,000 per local government to establish Trust. Could be matched with grant funding for applicable projects.
	Commercial precinct development adjacent to Fuel Facility in Wandering	Establish an incubator / shopettes that enable small, emerging businesses to have the opportunity to establish in the Wandering townsite. It is Council's intent to built up to 3 in the first instance, with funds secured through grant applications and other government support. Rental conditions would be favourable to encourage investment and service in the Wandering region.	Alliance	Significant road traffic utilises the Wandering-Narrogin Road on a daily basis (up to 500 vehicles per day). Wandering has little capacity currently to harness the economic potential of this traffic. Future opportunities for growth exist with the development of the Dryandra Woodlands National Park and HWEDA tourism Strategy.		High	$450,000 (estimated)

Appendix 3.

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