Shire of Boddington
Strategic Community Plan
2013 - 2023
ACKNOWLEDGEMENT

The Shire of Boddington wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.

The Strategic Community Plan has been developed as part of the Local Government Integrated Planning and Reporting Framework and is endorsed by the Shire of Boddington.

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**FOREWORD**

**From the Shire President**

This Plan shares our visions and aspirations for the future of Boddington and outlines how we will, over the ensuing years, work towards achieving the best possible outcomes for the entire community. Through strong leadership, innovation and effective governance your Councillors will actively support the goals identified within this Plan.

Our Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by the community. We are also developing a Corporate Business Plan, which will ensure the Shire’s priorities and resources are aligned to the Strategic Community Plan, and the strategies are delivered.

This Plan has been formed with local community input and I would like to take this opportunity to thank everyone for their enthusiastic responses and commitment in attending the community consultation meetings. Your responses provided a valuable insight into the development of our community’s visions and aspirations for the future.

These aspirations were captured and then used to determine what our desired outcomes will be. We will work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have outlined in this plan. As we look to the future, our Strategic Community Plan will guide Council’s priority setting and decision making. It will also be the primary driver for all other planning undertaken by the Shire.

**John Allert**  
*Shire President*
From the Chief Executive Officer

The Shire of Boddington Strategic Community Plan is an overarching document developed to embody the aspirations and goals of the Boddington community. It is a forward planning document that aligns our community’s vision with clear strategic outcomes ensuring our current needs and our future growth meet community expectations.

The Plan will guide Council decisions and Shire Staff activities over the next decade. It will assist in prioritising key community projects, ensure the provision of essential community services and support significant partnerships in developing the growth potential of Boddington. It provides a solid framework, ensuring the Shire’s resources are used efficiently in a coordinated manner on initiatives and projects that the community has advised are important to them.

As our population continues to grow, Council needs to be ready to meet the challenges that lie in the years ahead. At the Shire we are committed to working closely with Council, our community, businesses and visitors to ensure we continue to meet their many and diverse needs. The introduction of the SuperTowns initiative has seen new opportunities become available allowing for Boddington to grow and develop both socially and economically.

The Shire of Boddington will be actively involved in developing indicators to ensure the community is kept informed on the progress being made to achieve the desired outcomes.

We are committed to excellence and continuous improvement with sound policies that provide us with the necessary resources and framework to deliver our commitments efficiently and effectively.

Gary Sherry
Chief Executive Officer
YOUR COUNCILLORS

Cr John Allert
Shire President
Retiring 2013

Cr Dennis Veitch
Shire Deputy President
Retiring 2013

Cr Paul Carrots
Retiring 2013

Cr Neville Crilly
Retiring 2015

Cr Gregory Day
Retiring 2013

Cr Julie Goodgame
Retiring 2015

Cr Elizabeth Hoek
Retiring 2015
**ABOUT THIS PLAN**

The Shire of Boddington Strategic Community Plan 2013 – 2022 has been developed to deliver a clear strategic direction as the Shire continues to provide leadership in a changing environment. This plan will support the development of improved services and outcomes for the community of the Shire of Boddington by providing the Council with a planned approach to leadership.

The Strategic Community Plan is a requirement under the *Local Government Act 1995* (WA) and is designed to align community aspirations with long term Local Government strategies and resourcing.

The Strategic Community Plan 2013 – 2022 has been developed with reference to the plans and strategies of the Shire, in conjunction with relevant Regional and State plans, demographic, economic and environmental profiling data and input from a community consultation process.

A series of community, elected member and staff workshops were undertaken which included the identification of issues, aspirations and opportunities across the quadruple bottom line (community, economy, environment and governance), a review of findings from an environmental scan and a discussion of key challenges facing the Shire over the next 10 years.

In combination, stakeholder and community consultation in the lead up to development of the Strategic Community Plan, involved an estimated 30 participants.

There was also community engagement on the future of Boddington as part of the SuperTown consultation process during 2011 and 2012, in particular:

- Community Workshops – 70 participants
- Community Visioning Workshops - 60 participants
- Youth Visioning Workshop – 15 participants
The Strategic Community Plan provides a high level aspirational Vision statement, together with an organisational Mission statement (why we exist, whom we serve and what we deliver). These high level statements provide a context for Goals (high level outcomes linked to achieving the Vision), which have in turn provided the strategic framework for the Outcomes (to attain Goals) and Strategies (specific activities to achieve the Outcomes).

Specific actions and projects to implement the Strategies identified in the Strategic Community Plan are developed as part of the Shire’s Business Planning process. These are defined at the Business Unit level and link the Strategic Plan to Council operations, with the capacity of its current resources and the anticipated capacity of its future resources in mind.

The diagram below illustrates the interrelationship of the components of the Strategic Planning process.
The Shire of Boddington is situated in the Peel region of Western Australia, 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 kilometres.

The Shire has no separate wards and all seven Shire Councillors are elected from a single, district ward. The Shire of Boddington borders the local government authorities of Collie, Harvey, Waroona, Murray, Wandering and Williams.

The Shire’s main localities are Boddington, Ranford, Marradong, and Quindanning.

The Shire of Boddington is preparing for significant and continuing physical and cultural transformation with the reopening of the Boddington Gold Mine and its selection as part of the Western Australian State Government SuperTowns initiative. Boddington is one of only nine regional towns that are being supported by the State Government under this initiative to increase its population by more than the State average, in accordance with the SuperTowns Growth Plan. This will be achieved by facilitating economic growth and improved services and facilities.
Population growth within the Shire is already evident, with its total population having increased by 61.4% in the years between 2006 and 2011, from 1,379 persons to 2,226 (ABS Census 2006, 2011).

Historically, the district was largely dependent on the agricultural sector. Although agriculture still features as a prominent industry today with broad acre mixed grain, livestock and other agricultural pursuits, new opportunities have emerged such as plantation timber, whilst Bauxite and gold mining are likely to be the catalyst for significant future growth and change.

The Shire also supports a local tourism industry, with around half of the Shire’s land area covered by State Forest, predominantly jarrah and marri. This is ideal for hiking, camping, picnics, birdwatching and viewing the wildflowers in Spring.
**LOCALITIES**

**Boddington**
Boddington is located 11 kilometres from the Albany Highway on the banks of the Hotham River. Boddington is the municipal centre of the Shire and, with a population of 1,908, supports the provision of many services including a TAFE Centre, district high school, accommodation (caravan park, motel and hotel), bank, post office, district hospital as well as shopping and recreational facilities.

**Ranford**
Ranford is a residential location of around 184 people and is approximately 2.5 kilometres northeast of Boddington on Crossman Road. The townsite was based around the Tannin Extracts Factory built there in the late 1930s. Today, Ranford is largely an historic site, relying on Boddington for its services. A large pool at the end of River Road offers canoeing and other water activities.

**Marradong**
Marradong is located approximately 7.3 kilometres south of Boddington at the intersection of the Bannister Marradong Road and Pinjarra-Williams Road. Marradong was the major centre in the region until the 1920s. Today, the locality is mostly inhabited by local farmers primarily producing wool, lamb, beef, oats, barley, lupins, canola and timber. The St. Alban’s Anglican Church and cemetery in Marradong date back to 1894.

**Quindanning**
Quindanning is located approximately halfway between Boddington and Williams along the Pinjarra-Williams Road. The settlement was first recorded in 1835 and in 1907 a townsite was surveyed and gazetted. Currently, the town has a hotel, church, community hall and a racecourse, the latter of which is used annually for the Quindanning Picnic Race Day.
In the years 2006 to 2010, the Shire of Boddington experienced significant population growth, in particular between 2010 and 2011, with the resident population increasing by 31.6% from 1,692 to 2,226, following the re-starting of mining operations at the Boddington Gold Mine in July 2009. This is in marked contrast to Western Australia’s average population growth over the same period of 2.9%.

The Shire’s percentage of residents aged between 0–14 and 15–24 years of age in 2011 was lower than the Western Australian average. This may be attributed in part to residents in the adolescent age category leaving the Shire to pursue educational opportunities elsewhere. In contrast, the Shire has a relatively high proportion of residents aged between 25 to 54 years, reflecting employment in the mine, either directly or in the provision of services.
The effect of employment in the mine can also be seen in the gender distribution, 62.4% male and 37.6% female in 2011, compared with the Western Australian average of 50.3% male and 49.7% female. The gender distribution in 2006 was closer to the State average at 51.6% male and 48.4% female.

Aboriginal and Torres Strait Islander people make up approximately 3.1% of the Shire’s population, consistent with wider Western Australia.

An analysis of family composition in the Shire in 2011 indicates that of the families in Boddington, 46% are couples with children, 41.7% are couples without children, 10.9% are one parent families and other families accounted for 1.3%.

The most common occupations in the Shire include Technicians and Trade Workers (24.5%) and Machinery Operators and Drivers (20.5%). These two occupations cumulatively account for 45% of employed persons over the age of 15 years. In comparison, the same occupations on average across Western Australia account for 24.3% of employed residents.

The Shire had a relatively low unemployment rate in 2011 at 2.5%, in comparison to Western Australia’s 4.7%.

Of the 1,175 persons reported as being in the labour force in the 2011, 843 (71.7%) were employed full time and 200 (17%) were employed part time. Of all employed persons aged 15 years and over, 67.6% work 40 or more hours per week, which is significantly higher than the 47.9% Western Australian average, and may reflect longer hours in the mining industry.
The most significant industry of employment within the Shire in 2011, was Metal Ore Mining, employing 34.5% of employed people aged 15 years or over. Heavy and Civil Engineering Construction constituted 5.6% of employed persons whilst School Education and Sheep, Beef Cattle and Grain Farming made up 4.3% and 4.2% respectively. In comparison, the Western Australian employment figures indicate that on average, 3.3% were employed in Metal Ore Mining, 1.4% in Heavy and Civil Engineering and 1.4% in Sheep, Beef Cattle and Grain Farming.

The effect of mining employment can also be seen in the Shire’s median personal weekly income in 2011 of $1,207. This was nearly double Western Australia’s median personal weekly income of $662 and more than double Australia’s $577. The Shire’s median weekly personal income in 2006 was $473, compared with the Australia’s $466.

In 2011, 34.1% of the population were attending an educational institution. Of these, 21.7% were in primary school, 10% were in secondary school and 3.7% in a technical institution. The Shire had a relatively low proportion of persons attending a university or tertiary institution (2.4%), compared with 13.5% across Western Australia.
VISION

A vibrant and connected community, providing employment and lifestyle opportunities, a beautiful environment, and easy access to the city.

MISSION

To provide the leadership, facilities, infrastructure and services that will serve the needs of our community.

CORE VALUES

- Transparency – by being open and accountable.
- Honesty – by acting with integrity and building trust.
- Respect – by being tolerant, helpful and showing empathy and care for others.
- Dedication – in the continual pursuit of excellence.
- Proactivity – through forward thinking and being positive.
- Cohesiveness – through teamwork, unity and shared ownership.
Strategic Drivers

The following key drivers of population, community and economic development for the 10 years to 2022 have been identified for the Shire of Boddington:

- **Mining** – key employment and population generating industry.
- **Health** – access to hospital, aged care, medical and specialist services.
- **Education** – access to a full range of primary and high school facilities and education programs.
- **Shopping** – access to a broader range of local retailing outlets.
- **Tourism** – need for attractions linked to the mine and natural environment, supported by more short stay accommodation.
- **Access** – a better transport link to Perth could increase the resident population.
- **Recreation** – access to a range of quality facilities and programs for children, youth and adults.
- **Housing** – availability and affordability of housing would attract more people to the Shire.
### Strategic Plan Framework

The table below provides an overview of the Shire’s strategic Goals and Outcomes.

<table>
<thead>
<tr>
<th>Strategic Focus:</th>
<th>Community</th>
<th>Natural Environment</th>
<th>Built Environment and Infrastructure</th>
<th>Local Economy and Business</th>
<th>Governance and Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goals:</strong></td>
<td>1. A strong, healthy and safe community.</td>
<td>2. A clean, green and sustainable environment.</td>
<td>3. A built environment and infrastructure that supports a growing community.</td>
<td>4. A thriving and diverse economy.</td>
<td>5. Good governance and an effective and efficient organisation.</td>
</tr>
<tr>
<td><strong>Outcomes:</strong></td>
<td>• An inclusive and supportive community.</td>
<td>• A protected natural environment.</td>
<td>• Appropriate land use and development.</td>
<td>• A diversified economic base.</td>
<td>• Good governance and strategic leadership.</td>
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<tr>
<td></td>
<td>• Health, education and family support services that meet the needs of the community.</td>
<td>• Water resources sustainability.</td>
<td>• Attractive parks, gardens and streetscapes.</td>
<td>• A growing business sector.</td>
<td>• Effective and efficient corporate and administrative services.</td>
</tr>
<tr>
<td></td>
<td>• Access to sport, recreation and leisure opportunities that support a healthy lifestyle.</td>
<td>• Sustainable waste management.</td>
<td>• Sustainable asset and infrastructure base.</td>
<td>• A strong Central Business District.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• A safe community.</td>
<td></td>
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</tbody>
</table>
Goal 1: A strong, healthy and safe community.

Scope: Access to services and facilities that support health, education, sport, recreation, safety and well-being of the community.
Outcome 1.1: An inclusive and supportive community.

Strategy 1.1.1: Support appropriate community initiated and owned projects.

Strategy 1.1.2: Promote and support community events, arts and cultural activities.

Strategy 1.1.3: Work in partnership with community groups to encourage volunteerism.

Strategy 1.1.4: Ensure people with disabilities can access and use Shire facilities and services.

Strategy 1.1.5: Advocate for affordable housing and adequate government employee housing.

Outcome 1.2: Health, education and family support services that meet the needs of the community.

Strategy 1.2.1: Advocate for appropriate facilities and services for families and children.

Strategy 1.2.2: Advocate for provision of suitable health and medical facilities and services.

Strategy 1.2.3: Facilitate the provision of childcare services.

Strategy 1.2.4: Advocate for improved education facilities and services.

Strategy 1.2.5: Facilitate the provision of a range of aged care facilities.

Strategy 1.2.6: Provide public and environmental health services in accordance with legislative requirements.
Outcome 1.3: Access to sport, recreation and leisure opportunities that support a healthy lifestyle.

Strategy 1.3.1: Provide and promote sport, recreation and leisure facilities and programs.

Strategy 1.3.2: Develop and manage new youth, recreation and leisure centre facilities.

Strategy 1.3.3: Assist sport and recreation clubs and groups.

Strategy 1.3.4: Provide a network of shared use paths connecting residential areas and trip attractors in Boddington and Ranford.

Outcome 1.4: A safe community.

Strategy 1.4.1: Collaborate with law enforcement authorities to support crime prevention programs.

Strategy 1.4.2: Participate in emergency and fire management planning, preparedness, response and recovery arrangements.

Strategy 1.4.3: Advocate for funding for appropriate lighting in streets and public places.

Strategy 1.4.4: Provide animal management services in accordance with legislative requirements.
GOAL 2: A CLEAN, GREEN AND SUSTAINABLE ENVIRONMENT.

Scope: Protection and management of the Shire’s natural resources and minimisation of the impact of waste on the environment.
Outcome 2.1: A protected natural environment.

Strategy 2.1.1: Support the preservation and regeneration of natural habitats including Shire managed reserves.

Strategy 2.1.2: Support community based environmental groups in protection initiatives and accessing professional resources.

Strategy 2.1.3: Collaborate with the Department of Environment and Conservation on nature reserve management.

Outcome 2.2: Water resources sustainability.

Strategy 2.2.1: Protect and enhance rivers, waterways and water catchments.

Strategy 2.2.2: Advocate for the rehabilitation of the town dam.

Strategy 2.2.3: Identify and develop water harvesting and waste water reuse opportunities.
Outcome 2.3: Sustainable waste management.

**Strategy 2.3.1:** Provide waste collection and landfill management services for the community.

**Strategy 2.3.2:** Pursue the opportunity for green waste recycling.

**Strategy 2.3.3:** Increase community awareness on effective waste management practices.
GOAL 3: A BUILT ENVIRONMENT AND INFRASTRUCTURE THAT SUPPORTS A GROWING COMMUNITY.

Scope: Provision of planning services, assets and infrastructure, parks, gardens and open spaces for community use.
Outcome 3.1: Appropriate land use and development.

  Strategy 3.1.1: Ensure appropriate planning controls for land use and development through the administration of the local planning scheme and strategies.

  Strategy 3.1.2: Support the conservation and maintenance of heritage buildings, sites and places of interest.

Outcome 3.2: Attractive parks, gardens and streetscapes.

  Strategy 3.2.1: Provide and maintain parks, gardens and public spaces for community use.

  Strategy 3.2.2: Plan and provide for upgraded facilities for parks and public spaces.

  Strategy 3.2.3: Maintain and enhance town streetscapes.
Outcome 3.3: Sustainable asset and infrastructure base.

Strategy 3.3.1: Develop and implement long-term Asset Management Plans for all Council assets.

Strategy 3.3.2: Maintain Shire drainage systems and undertake appropriate flood mitigation measures.

Strategy 3.3.3: Maintain and further develop roads, footpaths and river crossings at appropriate standards.

Strategy 3.3.4: Ensure Council buildings, facilities and public amenities are provided and maintained at an appropriate standard.

Strategy 3.3.5: Provide and maintain the community’s cemetery.

Strategy 3.3.6: Develop and manage the new Shire administration centre and works depot.

Strategy 3.3.7: Ensure service related machinery, vehicles and equipment are provided and maintained in accordance with asset management principles.
**Goal 4: A thriving and diverse economy.**

Scope: Planning, promotion, advocacy and support for local industries and businesses.
Outcome 4.1: A diversified economic base.

- **Strategy 4.1.1**: Develop and implement an economic development plan.
- **Strategy 4.1.2**: Promote and support local industry development initiatives.
- **Strategy 4.1.3**: Ensure the provision of serviced commercial and industrial land.
- **Strategy 4.1.4**: Develop and implement a tourism strategy that capitalises on Boddington’s mining and environmental assets.

Outcome 4.2: A growing business sector.

- **Strategy 4.2.1**: Encourage business investment by providing incentives for start-up retail businesses.
- **Strategy 4.2.2**: Support and promote the development of small and home based business enterprises.
- **Strategy 4.2.3**: Promote information technology business opportunities utilising the high speed broadband network.
- **Strategy 4.2.4**: Facilitate the development of key worker housing for local businesses.
Outcome 4.3: A strong Central Business District

Strategy 4.3.1: Facilitate a more diverse commercial hub in the town centre.

Strategy 4.3.2: Facilitate the development of vacant main street land.

Strategy 4.3.3: Upgrade the streetscape and advocate for undergrounding of power in the main street.
GOAL 5: GOOD GOVERNANCE AND AN EFFECTIVE AND EFFICIENT ORGANISATION.

Scope: Governance, corporate and administrative services, statutory compliance and customer services.
**Outcome 5.1: Good governance and strategic leadership.**

- **Strategy 5.1.1:** Collaborate with key stakeholders to review and progress the Boddington Super Town Growth Plan.

- **Strategy 5.1.2:** Promote good governance and cohesiveness amongst Councillors by informing, resourcing, skilling and supporting their role.

- **Strategy 5.1.3:** Improve community perception of the Council through better communication and engagement.

- **Strategy 5.1.4:** Represent and promote the Shire in Regional, State and National forums.

- **Strategy 5.1.5:** Promote collaboration with other Councils on a local and regional level.

**Outcome 5.2: Effective and efficient corporate and administrative services.**

- **Strategy 5.2.1:** Provide and promote responsive customer services.

- **Strategy 5.2.2:** Support professionalism in staff and a safe workplace through human resource management policies, procedures and services.

- **Strategy 5.2.3:** Provide financial services to support the Shire’s operations and meet internal and external customer requirements.
Strategy 5.2.4: Ensure compliance with statutory obligations.

Strategy 5.2.5: Ensure information and communications services meet the needs of the organisation.

Strategy 5.2.6: Manage integrated planning and reporting in accordance with Local Government regulations.
RESOURCE CAPACITY

The table below highlights the trend in the population and resourcing position of the Shire of Boddington over the 5 year period between the last two Census’, 2006 and 2011.

<table>
<thead>
<tr>
<th>Resource Profile</th>
<th>2006 (06/07 where applicable) (Census Year)</th>
<th>2011 (11/12 where applicable) (Census Year)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td>1,379</td>
<td>2,226</td>
</tr>
<tr>
<td><strong>Number of Electors</strong></td>
<td>983</td>
<td>974</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>22 Full Time, 14 Part Time/Casual 26 FTE</td>
<td>23 Full Time, 18 Part Time/Casual 28 FTE</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>$2,742,259</td>
<td>$6,960,969</td>
</tr>
<tr>
<td><strong>Rates</strong></td>
<td>$1,151,898</td>
<td>$3,255,526</td>
</tr>
<tr>
<td><strong>Financial Assistance Grants</strong></td>
<td>$215,099</td>
<td>$274,099</td>
</tr>
<tr>
<td><strong>Other Grants</strong></td>
<td>$1,308,554</td>
<td>$2,262,643</td>
</tr>
<tr>
<td><strong>Capital Expenditure</strong></td>
<td>$1,546,454</td>
<td>$2,050,864</td>
</tr>
<tr>
<td><strong>Operational Expenditure</strong></td>
<td>$3,225,511</td>
<td>$5,340,469</td>
</tr>
<tr>
<td><strong>Value of Assets</strong></td>
<td>$11,828,509</td>
<td>$27,523,365</td>
</tr>
</tbody>
</table>
The Shire of Boddington’s population growth was substantial from 2006 to 2011. During this time demand for residential accommodation in Boddington remained strong as there were few vacant residential buildings within the Shire. The rate of future population increases will be determined by the rate of construction of new residential dwellings.

The Shire continues to be in a strong financial position, resulting from significant increases in income from 2006 to 2011. The increased operational income represents substantially increased rate income from gold mining operations in Boddington and from the construction of new residential property.

Council has been very successful in obtaining significant outside funding for the majority of the Council’s infrastructure construction projects such as the Boddington Health Centre, Boddington Retirement Village, Boddington Shire Depot and Shire Administration Centre. It is anticipated that planned future infrastructure provision, will continue to attract strong levels of outside grant funding. This is also more likely with Boddington’s status as a SuperTown.

Whilst to date the Shire of Boddington’s total workforce has not altered at the rate of increase in Shire revenue or local population, expanded service provision resulting from the completion of new infrastructure construction will require modest increases in staff numbers in the short to medium term. Areas where staff increases are most likely to occur will be in Community Services, particularly from new operations at the Boddington Early Learning Centre, and in the Works area of Parks and Gardens. It is expected that these new positions will be offset by new income or accommodated within the existing operating budget.

The Shire’s Corporate Business Plan 2012-2016 details the actions and projects aligned to the strategies of the Strategic Community Plan 2013-2023. The associated operational and capital expenses have been identified over the 4 year period of the Corporate Business Plan and the 10 year period of the Long Term Financial Plan, and reconciled against the Shire’s revenue streams for the same period. This verifies that the Strategic Community Plan can be appropriately actioned and funded through the Corporate Business Plan and the Long Term Financial Plan. Both these Plans reference the Shire’s Asset Management Plan and the Workforce Plan.
**Performance Measurement**

The following strategic measures or key performance indicators will be monitored and reported annually, to track the Shire’s progress in achieving the outcomes identified in the Strategic Community Plan.

<table>
<thead>
<tr>
<th>Goal 1: A strong, healthy and safe community</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcomes:</strong></td>
<td></td>
</tr>
<tr>
<td>Outcome 1.1: An inclusive and supportive community.</td>
<td>Rate of community volunteering.</td>
</tr>
<tr>
<td>Outcome 1.2: Health, education and family support services that meet the needs of the community.</td>
<td>Community satisfaction with access to adequate health and medical facilities.</td>
</tr>
<tr>
<td>Outcome 1.3: Access to sport, recreation and leisure opportunities that support a healthy lifestyle.</td>
<td>Community satisfaction with access to adequate educational facilities.</td>
</tr>
<tr>
<td>Outcome 1.4: A safe community.</td>
<td>Community satisfaction with recreation facilities.</td>
</tr>
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<td></td>
<td>Community satisfaction with recreation pathways.</td>
</tr>
<tr>
<td></td>
<td>Community perception of safety and security in public places.</td>
</tr>
<tr>
<td></td>
<td>Number of offences against public property.</td>
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<tr>
<td></td>
<td>Percentage of scheduled inspections of health food premises undertaken.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2: A clean, green and sustainable environment</th>
<th>Key Performance Indicators</th>
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</thead>
<tbody>
<tr>
<td><strong>Outcomes:</strong></td>
<td></td>
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<tr>
<td>Outcome 2.1: A protected natural environment.</td>
<td>Community satisfaction with the Shire’s management of its natural vegetation areas.</td>
</tr>
<tr>
<td>Outcome 2.2: Water resources sustainability.</td>
<td>Community satisfaction with the Shire’s advocacy for improved water resources.</td>
</tr>
<tr>
<td>Outcome 2.3: Sustainable waste management.</td>
<td>Percentage change in the Shire’s water consumption.</td>
</tr>
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<td></td>
<td>Percentage of community waste diverted from landfill.</td>
</tr>
<tr>
<td></td>
<td>Community satisfaction with domestic waste collection.</td>
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</table>
### Goal 3: A built environment and infrastructure that supports a growing community

**Outcomes:**
- Outcome 3.1: Appropriate land use and development.
- Outcome 3.2: Attractive parks, gardens and streetscapes.
- Outcome 3.3: Sustainable asset and infrastructure base.

**Key Performance Indicators**
- Number of building (dwelling) approvals.
- Value of building (dwelling) approvals.
- Community satisfaction with Council’s conservation of heritage buildings and sites.
- Community satisfaction with parks, gardens and public spaces.
- Asset consumption ratio.
- Asset sustainability ratio.
- Asset renewal funding ratio.

### Goal 4: A thriving and diverse economy

**Outcomes:**
- Outcome 4.1: A diversified economic base.
- Outcome 4.2: A growing business sector.
- Outcome 4.3: A strong Central Business District

**Key Performance Indicators**
- Number of building (commercial/industrial) approvals.
- Value of building (commercial/industrial) approvals.
- Percentage of small to medium sized businesses aware of Council’s business support initiatives.
- Community satisfaction with Council’s CBD revitalisation initiatives.

### Goal 5: Good governance and an effective and efficient organisation

**Outcomes:**
- Outcome 5.1: Good governance and strategic leadership.
- Outcome 5.2: Effective and efficient corporate and administrative services.

**Key Performance Indicators**
- Community satisfaction with Council’s support and advocacy for the community.
- Community satisfaction with Council’s engagement and communication with the community.
- Community satisfaction with customer services.
- Operating surplus/(debt) ratio.
- Rates coverage ratio.
- Staff turnover.
STRATEGIC PLAN IMPLEMENTATION AND REVIEW

Local Government Integrated Planning and Reporting Framework

The Strategic Community Plan drives the development of the Corporate Business Plan, both of which are integrated with and informed by the Council’s Asset Management, Workforce and Long Term Financial Plans. Together they form the Local Government Integrated Planning and Reporting Framework.

The integration of strategic, business, asset, service and financial plans means the Shire’s resources are aligned to the strategic directions and aspirations of the Shire of Boddington and its community.

Implementation of this Strategic Plan is achieved through the corporate and service level actions and projects that are identified through the Corporate Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.

A strategic review of the Strategic Community Plan is scheduled for completion in June 2015 ie two years from adoption by Council.

A full review of the Strategic Community Plan with community consultation is scheduled for completion in June 2017 ie four years from adoption by Council.