



shire of Ashburton  
from opportunity to community

# Strategic *Community Plan* 2022-2032





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## VISION AND VALUES

# opportunity to community

We will be a welcoming, sustainable, and socially active district, offering a variety of opportunities to community.

### We value:

#### Respect

We will acknowledge and listen to the diverse opinions and cultures of our community.

#### Openness

We will be honest, accountable, and transparent in how we do things.

#### Teamwork

We will focus on coordinating the effective and efficient delivery of services and projects.

#### Leadership

We will remain positive, and find opportunities to thrive, in all situations.

#### Excellence

We will be empowered to deliver achievable excellence in everything we do.

#### Health and Wellbeing

We will champion the health and wellbeing of our fellow employees and community members.



## Message from the Shire President

**I am pleased to present the Strategic Community Plan 2022-2032 for the Shire of Ashburton.**

This Plan is part of our continued commitment to maintain our focus to ensure the Shire of Ashburton will strive to work with the community to fulfill their needs and support their aspirations while acting with fairness and trusted leadership.

This Plan shares our vision and objectives, aligned to the community's expressed visions and aspirations for the future, and outlines how we will, over the next decade, work towards a brighter future, providing opportunity to community.

I thank the local community for their ongoing input, and to our key partners for their continued support. We are grateful to the community for their response and especially to those who took the time to provide comment and feedback into the strategic community planning process. Your responses provided valuable insight into the vision for the future of the district.

We believe we have captured the community aspirations and have reflected these in our vision and desired outcomes. As a Local Government we will work alongside, together, with the community, our strategic partners, and the State Government to deliver the strategies we have detailed in the Plan.

These past few years have brought immense challenges, and continue to do so, due to the worldwide COVID-19 pandemic. As a Local Government we have a responsibility to our community during an emergency event such as this, and as a Council we have and will continue to initiate measures to lighten the load and support our community.

Over recent years, not only have we provided support to the community, we have also increased our commitment to infrastructure and asset development to aid in stimulating economic benefits to local businesses and strengthening ties with industry, a position we continue through the life of this Plan.

During the development of the Strategic Community Plan, we have recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain and improve our infrastructure and current levels of services to community.



Cr Kerry White  
SHIRE PRESIDENT





## Integrated Framework

# Integrated Framework

In 2010, the Integrated Planning and Reporting Framework was introduced in Western Australia as part of the State Government's Local Government Reform Program. All Local Governments were required to have adopted all associated documents by 1 July 2013.

The documents, each outlined below, are collectively known as the Council's Plan for the Future and Council is required to have regard for these documents when forming each Annual Budget.

### Strategic Community Plan

The Strategic Community Plan is Council's primary 10+ years strategy and planning tool and is the principal guiding document for the Shire's strategic planning. Community engagement is a requirement in the delivery of this document.

### Corporate Business Plan

The Corporate Business Plan is an internal business planning tool which translates Council priorities into operations within the resources available. The Corporate Business Plan is 4+ years and is aligned to the Strategic Community Plan.

The Strategic Community Plan and Corporate Business Plan are informed by several other key plans and processes. The primary informing documents are as follows:

### Long-Term Financial Plan

The Long-Term Financial Plan informs the decision-making during the preparation and finalisation of the Strategic Community Plan and the Corporate Business Plan. It encompasses:

- projected revenue and expense
- planning assumptions used in developing the Plan
- factors most likely to influence the Plan
- high-level financial modelling for different scenarios
- links to the Workforce Plan, Asset Management Plan/s, and Service Delivery Plans, and
- methods for monitoring financial performance.

### Workforce Plan

The Workforce Plan addresses the human resourcing requirements of the Strategic Community Plan and the Corporate Business Plan.

The relevant strategies contained in the Workforce Plan are reflected in the Service Delivery Plans and the costs associated with delivering the Workforce Plan are included within the Long-Term Financial Plan.

### Asset Management Plan/s

The Asset Management Plan/s outlines all existing assets under the Shire's control, and any new assets proposed in the Strategic Community Plan and Service Delivery Plans.

The Plan includes specific actions required to improve Council's asset management capability and projected resource requirements and timeframes, which are reflected in both the Long-Term Financial Plan and Workforce Plan.

### Service Delivery Plans

Service Delivery Plans identify the principal activities to be undertaken by the Shire

to perform all its functions – including implementing the strategies established by the Strategic Community Plan – using the resources identified in the Long-Term Financial Plan, Workforce Plan and Asset Management Plan/s.

The Plans are designed as a single point of reference and encompass all plans, projects, activities, and funding allocations required to deliver the relevant Service.

Collectively, these documents help form the Integrated Planning and Reporting Framework. An illustration of the operability of the Framework is below.



# Area Profile



## Area Profile

**The Shire of Ashburton has an estimated resident population in 2021 of 13,500, with a population density of 0.13 persons per square kilometre.**

At over 100,000 square kilometres in size, the Shire is nearly half the size of the state of Victoria and considered one of the largest Local Governments in the world.

The Shire is in the Pilbara region of Western Australia, about 1,400 kilometres from Perth, and is bounded by the City of Karratha and the Town of Port Hedland to the north, the Shire of East Pilbara to the East, the Shire of Meekatharra, the Shire of Upper Gascoyne and the Shire of Carnarvon to the south, and the Shire of Exmouth and the Indian Ocean to the west.

### Settlement History

European settlement dates from the 1860s, with land used mainly for pastoral purposes. The township of Onslow was established as a coastal port in 1885. Significant development did not occur until the late 1960s when iron ore deposits were discovered, and offshore gas and oil production commenced.

The inland townships of Pannawonica, Paraburdoo and Tom Price were established between 1966 and 1970 as company towns for the nearby iron ore mines. The enumerated population of the Shire declined during the late 1990s, falling from about 8,500 in 1991 to under 7,000 in 2001. The population then increased substantially, particularly from 2006, rising to nearly 15,000 in 2011.

Although growth is expected to continue, as natural gas and iron ore mining expands, the main employing industries in the Shire (being the resources sector) have moved a significant portion of the workforce to "fly in fly out" (FIFO). These workers live in the Shire on a temporary basis and are generally not counted in official population statistics.

The accommodation of FIFO workers is varied, with some being housed at the site, or nearby, to the operational facilities, and others being housed in townships.

### Land Use

The Shire of Ashburton is predominantly rural, with townships at Onslow, Pannawonica, Paraburdoo and Tom Price, and several small remote Aboriginal communities.

Iron ore mining, and oil and gas production are the main industries. Rural land is characterised by open cut mines, large pastoral leases, and cattle stations. Salt processing, fishing and tourism are also important industries.

### Major Features

Major features of the Shire include Karijini National Park, Millstream Chichester National Park, Cane River Conservation Park, various Nature Reserves, the Ashburton River, the

Indian Ocean, Barrow Island, and the Mackerel Islands.

### Included Areas

The Shire includes the townships and localities of Cane, Chichester, Fortescue, Hamersley Range, Innawanga, Juna Downs, Karijini, Millstream, Mount Sheila, Mulga Downs, Nanutarra, Onslow, Pannawonica, Paraburdoo, Peedamulla, Rocklea, Talandji, Tom Price, Wittenuom and Yannarie.

### Aboriginal Residency

The Shire is home to approximately 1,000 Aboriginal peoples, living in several Aboriginal communities including Bellary, Wakathuni, Youngaleena, Ngurawaana, and Bindi Bindi.

Approximately 9% of the Aboriginal residents are older than 60 years of age, 53% children and youth (aged under 24 years old) and the remaining 38% being middle-aged (between 24 and 60 years of age).

Approximately 430 Aboriginal people are employed, 71% are working full-time and 29% part-time.

The district has a higher per capita employment status amongst Aboriginal peoples (65%) compared with the State average (54%).

### Heritage

After tens of thousands of years of occupancy by Aboriginal peoples, colonial pastoralists moved into the Ashburton region following exploration by Frank Gregory in 1862. A shipping enterprise established at the mouth of the Ashburton River, to service wool output in the area, led to

the gazettal of the Onslow town site in 1885, and the Ashburton Road Board was established there in 1887.

In 1888, proclamation of the Pilbara Goldfield brought many small-time prospectors to the region, and gold was discovered on the Ashburton River in 1889. The Ashburton Goldfield was a modest producer relative to other Western Australian goldfields. Among its consequences was an increase in government investment at Onslow. The port grew busier over the ensuing decades and, by the outbreak of the 1914-1918 war, four shipping companies were making regular calls.

Cyclonic weather gave rise to a cycle of battering down, destruction and reconstruction. The Onslow community proved resilient.

In the 1930 's Wittenuom became one of the first areas in WA to be the focus of large-scale, industrial mining. It was established as a private town in 1947, growing to become the Pilbara's largest town in the 1950's before the associated asbestos mine was closed in 1966. The Ashburton Road Board became the Shire of Ashburton in 1961, and its Council merged with the Tableland Shire Council in 1972 to form the Shire of West Pilbara.

## Area Profile



This was an exciting time for the region, witnessing the commencement of iron ore mining at Mount Tom Price in 1966, the establishment of Tom Price as a private town in 1967 (not gazetted until 1985) and the gazettal of Pannawonica and Paraburdoo in 1972 also as private towns.

Iron ore put the entire region firmly on the world's resources map. The Shire of West Pilbara was renamed the Shire of Ashburton in 1987, with Onslow retaining its mantle as the primary administrative centre until the transfer of the Council to Tom Price in 1990.

In the 21st century, the demand for iron ore and the development of offshore gas reserves promise the Shire continued economic prosperity. In 2020 the Shire of Ashburton's Gross Regional Product was estimated at \$35 billion, which represented 12% of the Western Australian Gross State Product.

With continued expansion of iron ore mining, gas production and emerging mineral mining (such as lithium and tantalum) there is no signs of the Shire's economic importance slowing.



## Onslow

Onslow is a growing resource hub of the "Coral Coast", supporting an active fishing and pearling industry, offshore oil works and a solar salt mine. Chevron Australia's Wheatstone natural gas development and the Onslow airport expansion are raising the profile of this once sleepy coastal town. Onslow is fast become a vibrant town and a great place to work, live and play and a highly attractive tourist destination.



## Pannawonica

Pannawonica is undergoing a renaissance thanks to the recent increase in mining activity, with improved housing, services, and community facilities. It comes alive every year for the Robe River Rodeo, with funds channelled back to the community. Pannawonica boasts a variety of social, sporting and community groups offering something of interest for everyone. As a closed town, Shire funding is restricted to a minor number of services.



## Paraburdoo

Paraburdoo is a close-knit community, housing many of the workers from the nearby Rio Tinto Iron Ore mine. Back-to-back Tidy Town awards show how proud residents are of their community. The town's friendliness, natural beauty and fast-improving services are attracting more families to live in Paraburdoo. Paraburdoo boasts a variety of social, sporting and community groups offering something of interest for everyone.



## Tom Price

Tom Price - life in WA's highest town is full of adventure. It is the gateway to the Hamersley Ranges and Karijini National Park. Tom Price residents love the great outdoors and take part in a huge range of activities, from arts and sport to volunteering. Tom Price boasts a variety of social, sporting and community groups offering something of interest for everyone.



# Our Community

Located in the spectacular and ancient Pilbara region of Western Australia, the Shire of Ashburton is one of the largest Local Governments, by land area, in the world. Comprising 105,647 km<sup>2</sup> from the oceans and reef system of the Mackerel Islands to the gorges and range of the Karijini National Park, the Shire is almost half the size of the State of Victoria.

The main centres of population are the administrative centres of Tom Price and Onslow, and the towns of Pannawonica and Paraburdo. The decommissioned town of Wittenoom also falls within the Shire's boundaries.

The Shire also encompasses the Aboriginal communities of Bindi Bindi, Wakathuni, Bellary, Youngaleena and Ngurawaana.

The Shire of Ashburton has an estimated resident population in 2021 of 13,500, which is an increase from an estimated population in 2015 of 11,000.

Our towns and communities are comprised of:

### Tom Price

- Town established in 1966
- Iron ore mining and tourism are the main industries
- Estimated population of 3,100 residents

### Onslow

- Town gazetted in 1885
- Gas extraction, salt processing, and tourism are the main industries
- Estimated population of 900 residents

### Pannawonica

- Town established in 1972, and is considered a closed town for mining purposes

- Iron ore mining is the main industry
- Estimated population of 750 residents

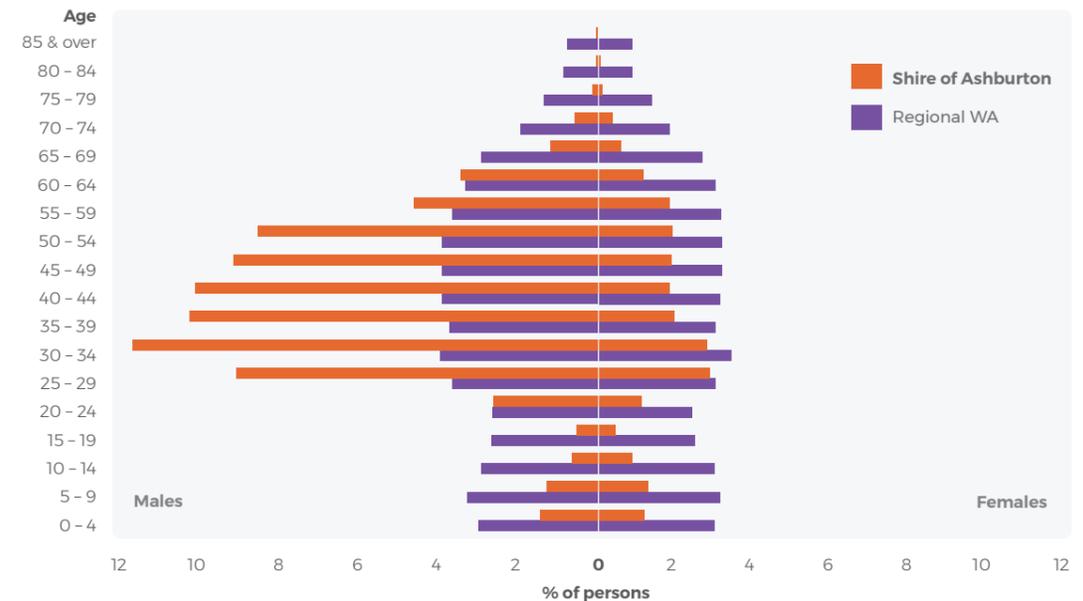
### Paraburdo

- Town established in 1970
- Iron ore mining is the main industry
- Estimated population of 1,450 residents

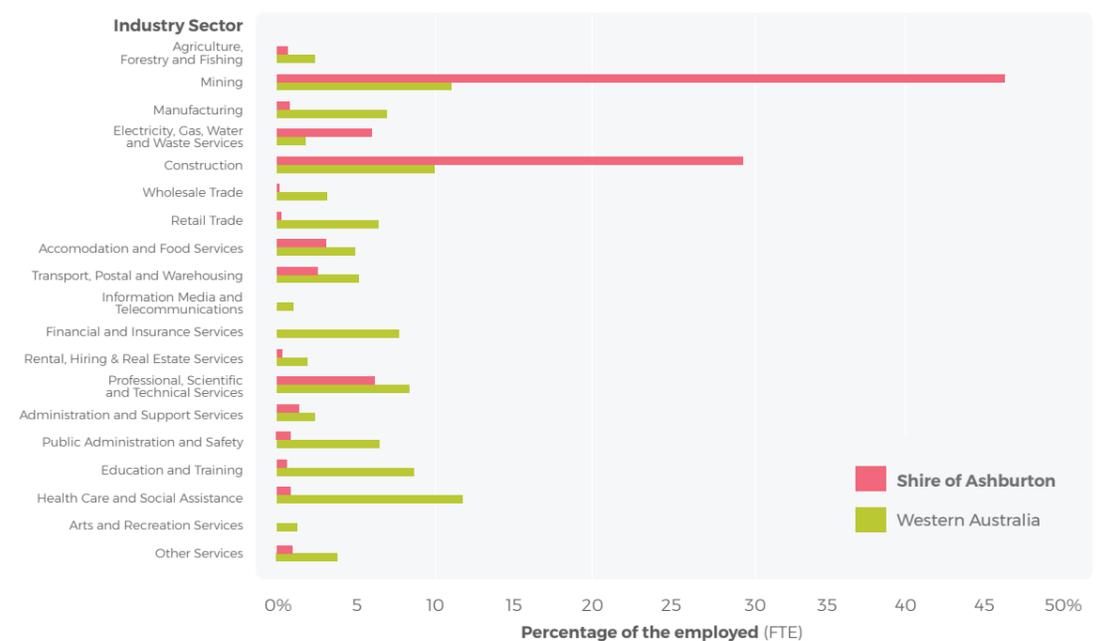
### Other Areas

- No actual towns exist (population resides in mining camps and Aboriginal communities)
- Pastoral activities, iron ore mining, and mineral mining are the main industries
- Estimated population of 7,300 residents

The graph below indicates the **population by age at the 2016 census**. Demographers forecast little change in the age-sex pyramid due to the prevalence of the mining and resource sector who continue to represent most of the population and continue to employ primarily males in their workforce.



The Shire of Ashburton's Gross Regional Product is estimated at \$39 billion, which represents 12% of Western Australia's Gross State Product. The graph below indicates the **percentage of the employed in each of the industry sectors**. Demographers forecast little change in the graph due to the prevalence of the mining and resource sector and the continuation of high demand for iron ore and other minerals found in the district.





# Community Engagement and Response

Community consultation was undertaken prior to the development of this Plan and included whole-of-area surveys (in-person and electronic) and workshops in each of the four Towns.

Results of these engagement processes were taken into consideration in the development of the Strategic Community Plan.

The feedback, suggestions and concepts identified and discussed through the community engagement has been the foundation and guiding influence in the development of this Plan. A summary of the community engagement responses is provided over the following pages.

## Community voice

The Shire of Ashburton regularly consults with community and stakeholders. The results of these instances of previous consultations have been considered during the major review and subsequent development of this Plan.

The engagement process used particularly for the development of this Plan was promoted and advertised extensively to the district of the Shire of Ashburton requesting community and stakeholder input.

A summary of the communications and engagement with the community follows.

## Promotion

- Shire official website
- Shire social media platforms (LinkedIn, Facebook)
- Official community noticeboards
- Display stalls at community events and activities

## Responses

- Open community workshops (December 2020)
- Community event and online surveys (July 2021 to October 2021)
- Community focus groups (November 2021 to December 2021)

State guidelines target 5% of the community population or 500 members of the community to be involved in the community engagement process, using a minimum of two (2) engagement methods.

Participation numbers fell short of the target at 415 participants.

Respondents rated their perspective of the importance and the perceived quality of the services in the district – both those delivered by the Shire and those delivered by other agencies.

## Community Engagement and Response

Based on the feedback, the relative importance and the perceived quality of the services, community facilities and infrastructure were determined.



## What we care about

The **5** areas our community values **MOST** are

- Public Safety
- Events
- Regional affordability
- Education
- Travel costs

The **5** areas our community values **LEAST** are

- Aged Care Services
- Arts and Culture
- Financial Management
- Indigenous Affairs
- Town Planning



# Plan Structure

## The plan

The Plan sets out the vision for the Shire's future, by capturing and shaping behaviours to deliver community aspirations.

A strategic objective has been developed for each of the four key aspirational themes of community interest, being:

<b>1. People</b>	<b>We will support opportunities for the community to be safe, socially active, and connected.</b>
<b>2. Place</b>	<b>We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.</b>
<b>3. Prosperity</b>	<b>We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.</b>
<b>4. Performance</b>	<b>We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.</b>

Desired outcomes for each objective have been determined and strategies to achieve those objectives established. In developing the Strategic Community Plan the Shire has had regard for the community's feedback, current and future resources, strategic performance indicators and demographic trends.

A pictorial reference is provided below illustrating the association between the various Integrated Planning and Reporting documents at right.

## Plan Structure



**We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.**

- Coordinated delivery of natural and built environment services and projects for the community
- Appropriate, inviting, and diverse employee accommodation and land management opportunities
- Attractive and sustainable townscapes offering opportunities for all communities
- Effective, compliant, and sustainable management of community assets and infrastructure
- Enhanced community opportunities for sustainable waste management
- Land use opportunities to benefit current and future communities
- Quality, well-maintained, and purposeful community facilities
- Safe and interconnected transport networks for the community

**We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.**

- Coordinated delivery of economic services and projects for the community
- Aviation transport opportunities for the community
- Clean, safe, and accessible communities
- Sustainable commerce and tourism opportunities

**We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.**

- Coordinated delivery of organisational leadership and performance excellence for the benefit of the community
- Appropriate, sustainable, and transparent management of community funds
- A range of effective opportunities for the community to receive information in a timely manner
- Information systems to aid delivery of services to the community are robust, reliable, and secure
- Safe, engaged, inclusive, and productive workplace culture
- Visionary community leadership with sound, diligent and accountable governance

## Objectives and outcomes

The four key aspirational themes included in the Plan provide the foundation of the delivery of services and projects to the community. A strategic objective has been defined for each of the four themes – **People, Place, Prosperity and Performance**. Each of the four objectives has several desired outcomes the Shire aims to progress over the life of this Plan.

The following summarises the desired outcomes of working towards the strategic objectives in achieving Council's vision. The information provided in the subsequent pages details the strategies to achieve these desired outcomes and the strategic performance indicators to provide a signal as to whether the Shire is meeting the objectives are contained thereafter.

**We will support opportunities for the community to be safe, socially active, and connected.**

- Coordinated delivery of social services and projects for the community
- Communities connected with opportunities
- Individual and community learning opportunities



# 1. People

**We will support opportunities for the community to be safe, socially active, and connected.**

The Shire will, in partnership with key agencies, help foster and strengthen community spirit which has been a driving force since the earliest days.

The outcomes and strategies relating to 'People' are outlined below.

## 1.1 Coordinated delivery of social services and projects for the community

- 1 Develop and maintain key social services partnerships, both internally and externally, to support Council's vision.
- 2 Lead and empower employees to seek and attain performance excellence.
- 3 Provide professional leadership and advice to assist Council.

## 1.2 Communities connected with opportunities

- 1 Foster and strengthen partnerships with local networks to drive social prosperity.
- 2 Drive community engagement to provide input to enhance opportunities aligned with community needs.
- 3 Provide, promote, and deliver social and cultural community celebrations, events, and activities.
- 4 Support and develop sustainable clubs and groups, providing opportunities for meaningful participation in arts, culture, sport, and recreation.

- 5 Recognise the uniqueness of the community, and the diverse cultures, and welcome all residents to participate in, share, and celebrate their backgrounds and traditions.
- 6 Encourage and provide a range of opportunities for residents to volunteer and build a sense of belonging in the community.

## 1.3 Individual and community learning opportunities

- 1 Provide libraries and support their use as community hubs and centres of information, learning, creativity, and innovation.
- 2 Encourage and provide programs to foster learning and participation in the community.
- 3 Provide accessible literature and life-long learning resources through library and information services which meet changing community expectations.
- 4 Provide safe and welcoming centres to help address social isolation in the community.

# 2. Place

**We will provide sustainable, purposeful, and valued built and natural environment opportunities for the community.**

The Shire recognises the significance of the natural environment and embraces the principles of sustainability and acknowledges the need to upgrade community infrastructure and public amenities, such as roads, streetscapes, and buildings, for the benefit of the community.

The outcomes and strategies relating to 'Place' are outlined below.

## 2.1 Coordinated delivery of natural and built environment services and projects for the community

- 1 Develop and maintain key natural and built environment services partnerships, both internally and externally, to support Council's vision.
- 2 Lead and empower employees to seek and attain performance excellence.
- 3 Provide professional leadership and advice to assist Council.

## 2.2 Appropriate, inviting, and diverse employee accommodation and land management opportunities

- 1 Manage and oversee compliance of land assembly and development.
- 2 Provide diversity for residential employee accommodation.

- 3 Assess mining and resource tenure and agreements to ensure the community is not negatively impacted.

## 2.3 Attractive and sustainable townscapes offering opportunities for all communities

- 1 Provide attractive, well-maintained streetscapes, verges, parks, and reserves.
- 2 Ensure parks, gardens, and open spaces are appropriately managed according to their need and use.
- 3 Maintain town centres for the enjoyment of locals and visitors, which the community can take pride in.

## 2.4 Effective, compliant, and sustainable management of community assets and infrastructure

- 1 Implementation of cost-effective contemporary Asset Management Practices aligned to international standards.
- 2 Develop, manage, and maintain Council's asset management framework to support organisational strategies.



- 3 Develop and deliver a fit-for-purpose asset maintenance management strategy and systems solution.
- 4 Develop effective and attainable long-term asset management programs.
- 5 Implementation of effective financial forecasting methodology to achieve Council's vision for the benefit of the community.

### 2.5 Enhanced community opportunities for sustainable waste management

- 1 Provide and facilitate community education and engagement programs to increase awareness of, and encourage the adoption of, specific, positive waste behaviours and attitudes.
- 2 Facilitate service reviews to assess alignment with better practice standards.
- 3 Develop processes for better management and control of waste within the community and local businesses.
- 4 Provide strategies and act to strengthen regional collaboration and cooperation in the delivery of waste management practices across the region.
- 5 Work with the community to develop an understanding of why waste avoidance, reuse and recycling are important in relation to environmental impact.

### 2.6 Land use opportunities to benefit current and future communities

- 1 Plan for diverse land, housing, and development opportunities.
- 2 Incorporate appropriate planning controls for land use planning and development.

- 3 Review and implement planning frameworks and strategies to ensure appropriate development outcomes.

### 2.7 Quality, well-maintained, and purposeful community facilities

- 1 Provide high-standard sport and recreation facilities across the Shire.
- 2 Maintain facilities in a strategic manner, ensuring community needs are met.
- 3 Look beyond the facility itself ensuring spaces link with other land uses, both on-site and surrounding areas.
- 4 Ensure, where possible, the access and inclusion of people with a disability is considered in facility and recreational design, ensuring everybody can participate.

### 2.8 Safe and interconnected transport networks for the community.

- 1 Improve road safety and connectivity to provide a safe and efficient road network.
- 2 Manage roads, pathways, and other transport infrastructure according to need and use.
- 3 Advocate for improvements to the region's State road network.
- 4 Advocate to, and partner with, State government and industry to improve Strategic Regional Roads.
- 5 Advocate for increased funding and equitable cost sharing arrangements for Strategic Regional Roads.



## 3. Prosperity

**We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.**

The Shire has tremendous opportunity to diversify employment opportunities for the community with access to developable land and potential partnerships with influential and international mining and resource sector giants.

The outcomes and strategies relating to 'Prosperity' are outlined below.

### 3.1 Coordinated delivery of economic services and projects for the community

- 1 Develop and maintain key economic services partnerships, both internally and externally, to support Council's vision.
- 2 Lead and empower employees to seek and attain performance excellence.
- 3 Provide professional leadership and advice to assist Council.

### 3.2 Aviation transport opportunities for the community

- 1 Improve the regional economic impact of the Onslow airport through building collaborative partnerships.
- 2 Focus on, and deliver, safe and enhanced services and facilities.
- 3 Deliver a business model of self-sufficiency using effective marketing, smart growth and revenue generating initiatives.
- 4 Promote opportunities for air services, aviation facilities, associated businesses, and future expansion.

### 3.3 Clean, safe, and accessible communities

- 1 Develop and maintain the Public Health Plan.
- 2 Review and maintain Local Emergency Management Arrangements for the community.
- 3 Lead, and partner with, other agencies on community safety and programs for community wellbeing.
- 4 Work with the community in maintaining safety and amenity in the district.
- 5 Work with key agencies, and the community, to promote positive crime prevention and safety initiatives.

### 3.4 Sustainable commerce and tourism opportunities

- 1 Support initiatives to add value to, and improve marketing of, local business.
- 2 Ensure Shire processes support the development of strong and sustainable local business opportunities.
- 3 Work collaboratively with tourism sector providers, Australia's North-West Tourism and Tourism WA to increase visitor spend, and length of stay, in the Shire.
- 4 Partner with the Pilbara Development Commission, key resource industry partners and State Government to target investment opportunities designed at stimulating more diversified business and economic development to benefit the community.





# 4. Performance

**We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.**

The Shire has the responsibility to provide the community with continued strategic leadership and high-level performance management, to maintain accountability and transparency, whilst managing competing demands and needs.

The outcomes and strategies relating to 'Performance' are outlined below.

## 4.1 Coordinated delivery of organisational leadership and performance excellence for the benefit of the community

- 1 Develop and maintain key leadership services partnerships, both internally and externally, to support Council's vision.
- 2 Lead and empower employees to seek and attain performance excellence.
- 3 Provide professional leadership and advice to assist Council.
- 4 Advocate for the community at Regional, State and Federal levels.

## 4.2 Appropriate, sustainable, and transparent management of community funds

- 1 Provide cost-effective financial management and value for money.
- 2 Ensure a financially sustainable, aware, and supportive organisation.
- 3 Plan effectively for financial sustainability.
- 4 Ensure financial transactions are accurate and timely.

## 4.3 A range of effective opportunities for the community to receive information in a timely manner

- 1 Grow awareness, understanding and engagement in Shire activities and Council decisions.
- 2 Regulate and provide information and community communication in accordance with statutory requirements, messaging, and branding standards.

- 3 Provide the community with relevant and timely information through a range of media.
- 4 Promote the Shire to the community.

## 4.4 Information systems to aid delivery of services to the community are robust, reliable, and secure

- 1 Provide continuous implementation of improvements in Information and Communication Technology solutions to best support the needs of Councillors, employees and, where appropriate, the community.

## 4.5 Safe, engaged, inclusive, and productive workforce culture

- 1 Enable a learning culture, and high performing and engaged teams, by building organisational capability through education, development, and empowerment of our workforce.
- 2 Implement and drive people programs to enhance attraction, engagement, and retention of the workforce.

- 3 Provide a high standard of workplace health and safety, including education, coaching and workplace support.
- 4 Ensure recruitment processes support the alignment of Shire values and is inclusive of diversity and people with disabilities.
- 5 Provide organisational and strategic workforce development opportunities.

## 4.6 Visionary community leadership with sound, diligent and accountable governance

- 1 Regulate and provide support to ensure Councillors and Shire officers deliver integrity and transparency in their behaviour, decision-making, and in compliance with codes of conduct.
- 2 Provide, and lead in the development of, meaningful policies and processes to ensure sound and compliant delivery of services to the community.
- 3 Deliver best practice governance and risk management.





## Measuring success

The Shire will develop specific measures of success for each of the outcomes listed as a key component of the Corporate Business Plan, which will inform the success of the Strategic Community Plan.

In overarching and general terms, Council and the Shire will be successful in delivering on the Strategic Community Plan when:

- Satisfaction with overall public facilities is maintained or improved
- Satisfaction with parks, reserves, and open spaces is maintained or improved

- Statutory asset management ratios are maintained at 'healthy' standards
- Patronage at events, and tourism numbers, increase
- Local business opportunities increase
- Statutory financial ratios are maintained at 'healthy' standards
- Employee retention rates are maintained or improved
- Community survey satisfaction levels are maintained or improved

## Identifying risk

The external and internal factors identified and considered during the preparation of this Plan are set out below.

### External factors

- Increasing community expectations in relation to service levels and service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to State Government Policy and Legislation
- Cost-shifting by Federal and State Government
- Reducing external funding for infrastructure and operations
- Changes in population and economic trends resulting in differing pressure on resources
- Changes in pastoral practices and any associated impacts

- Increasing community expectations and regulations in relation to waste management
- Climate change and the subsequent impact

### Internal factors

- Timing and actions contained in other strategic documentation
- Organisational size, structure, activities, and location
- Human resourcing levels and staff retention
- Organisational strategy and culture
- Financial capacity and consistency of funding
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records
- Organisational systems and processes

## Resourcing the Plan

The Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, from financial, workforce, and asset requirement perspectives.

Whilst future resource capacity is unknown, and subject to global and national economic

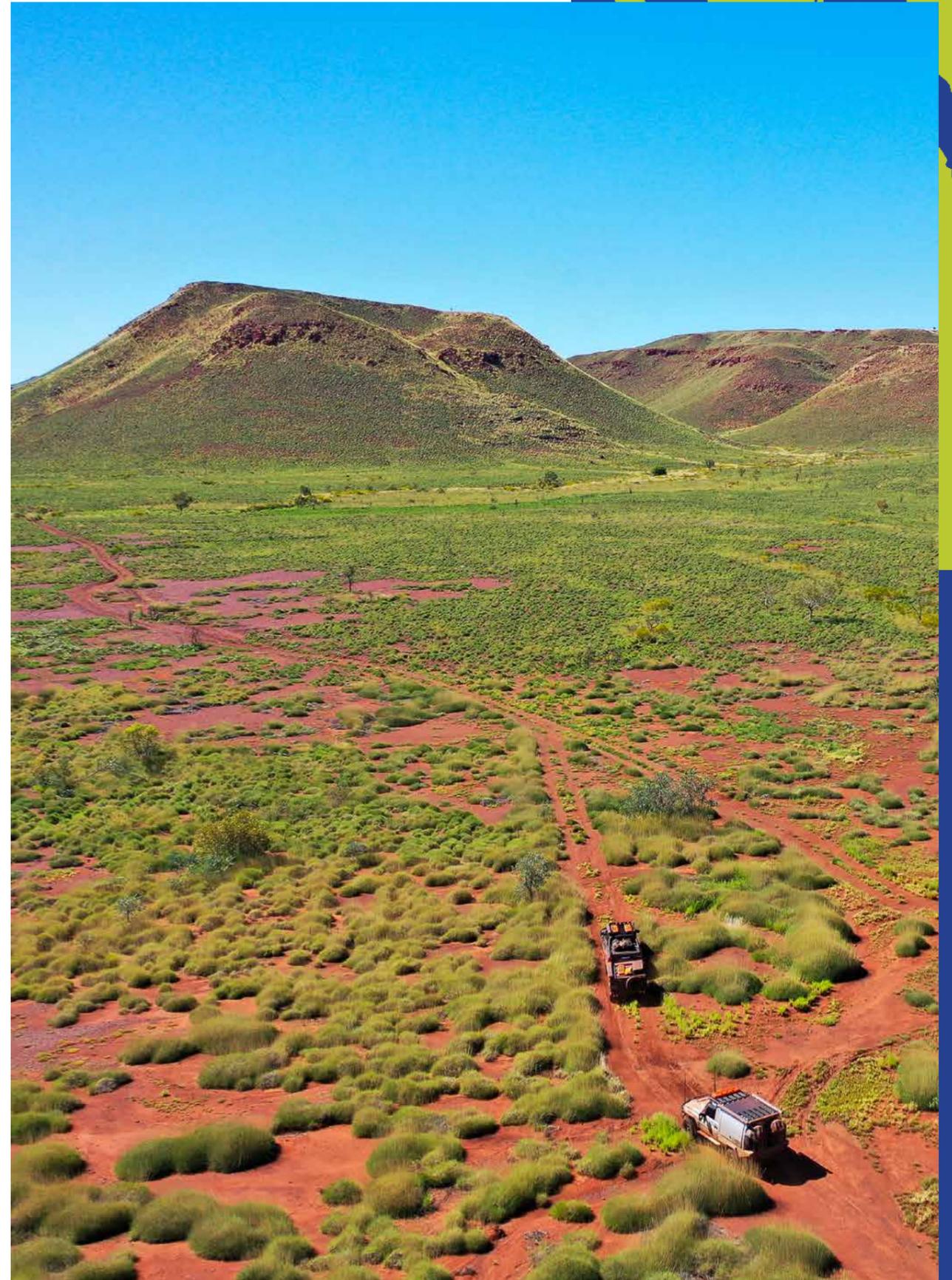
influences, expected future resource capacity was considered in the development of the Plan.

The future trends for some of the Shire's key resource indices are shown below.

Resource Index	Future Trend
Workforce	▲ Increasing
Infrastructure	▲ Increasing
Property, plant and equipment	▲ Increasing
Cash-backed reserve funds	▲ Increasing
Borrowings	▲ Increasing
Annual Rate Revenue	▲ Increasing
Annual Revenue	▲ Increasing
Annual Expense	▲ Increasing

Although all key resources indices are trending as increases (which is not always a negative aspect), in many instances the trends are marginal and are considered within acceptable limits.

Where possible and appropriate, opportunities to minimise or remove negative impacts to the community will be implemented.





**shire of Ashburton**  
from opportunity to community

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