



***Strategic Community Plan
2016 - 2026***

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Vision

The Shire of Laverton will strive to work with the community to fulfil their needs and support their aspirations while acting with fairness and demonstrating leadership.

Aspirations and Values

Our community identified the following aspirations and values:

- An oasis for locals and visitors;
- Oasis in the desert;
- A harmonious and sustainable community;
- A healthy and vibrant place to live, work and visit;
- A place we are proud of;
- A memorable destination; and
- A thriving green and attractive hub



Foreword

We are proud to present the Shire of Laverton Strategic Community Plan 2016 -2026. The Plan shares our aspirations as a community over the next ten years and beyond, shaping the delivery of services and projects undertaken by the Shire.

This Plan could not have been produced without the input of the local community, and we are grateful to the community for their response and especially to those who took the time to provide input into the Plan. Your responses gave us valuable insight into your aspirations for the future.

We believe we have captured the community's aspirations and have reflected these in our desired outcomes. We will work as a local government, in partnership with the community and other key stakeholders to deliver these outcomes using the strategies detailed in this Plan.

We look forward to continuing our focus of working with the Laverton community to fulfil their needs and support their aspirations while acting with fairness and demonstrating leadership.

Patrick Hill
Shire President

April 2016



Contents of the Plan

Based on the community engagement, the Plan sets out the vision for the Shire's future and captures the community's aspirations and values.

A guiding strategic objective has been developed for each of four key areas of community interest, being: social, economic, environmental and civic leadership. The desired outcomes for each objective have also been determined. Strategies to meet the objectives were established after considering the capacity of the Shire's current resources and anticipated resource capacity along with future demographics.

For each strategic objective the following information has been provided:

- a summary of the major issues highlighted by the community;
- a selection of the community's comments;
- tables of strategies to achieve the desired outcomes; and
- key performance measures to monitor achievement of desired outcomes.

How the Plan will be used

This Plan shares the community vision and aspirations for the future and outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Laverton community.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community. The Plan is ultimately the primary driver for all other planning undertaken by the Shire.

The Shire of Laverton intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources to demonstrate how specific projects align with the aspirations of our community, and within the strategic direction outlined in the Strategic Community Plan;
- Inform potential investors and developers of our community's key priorities, and the ways in which we want to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision, values and aspirations.

Importantly, plans are only effective if there are adequate resources dedicated to ensure they can be delivered.

The strategies will be prioritised and actions applied, after a further assessment of available resources, through the development of a Corporate Business Plan. This Plan should be read in conjunction with the Shire's Corporate Business Plan. Key performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.

Laverton Community

Community Heritage:

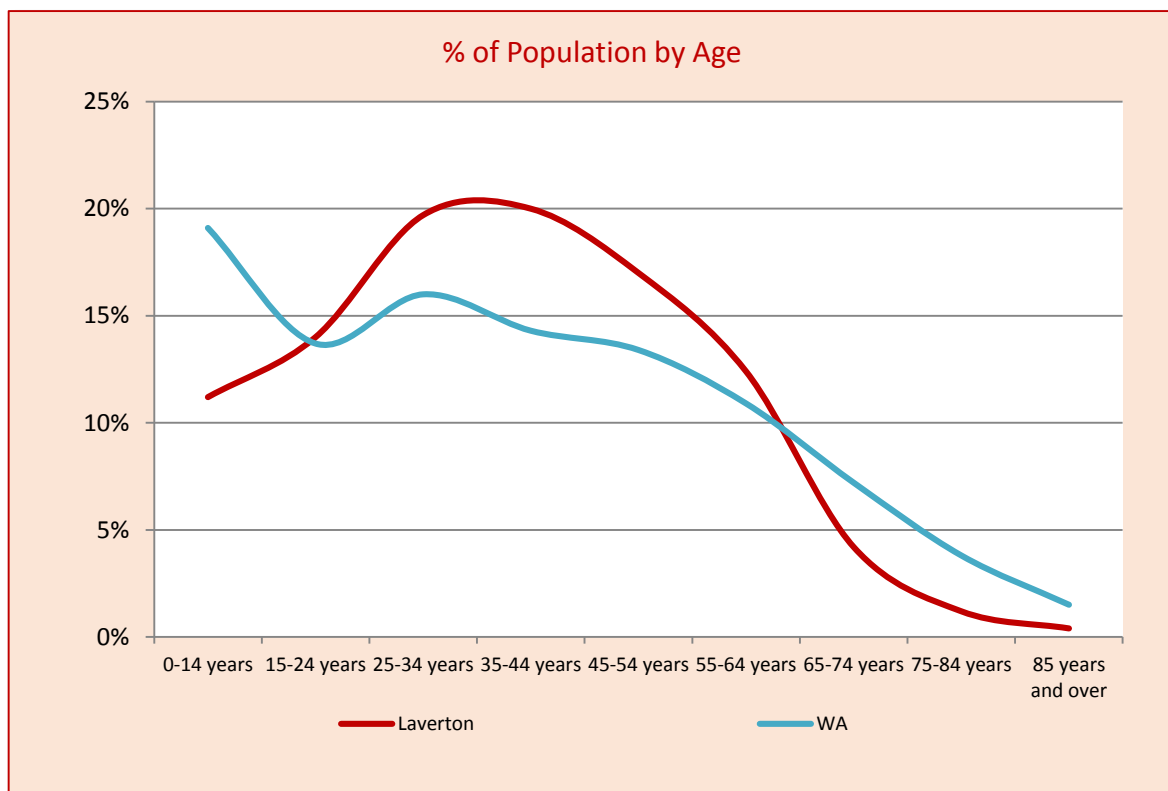
Home to the Wangkatja people for many thousands of years, the Laverton region has a rich cultural history. The first European explorers, including Sir John Forrest, began to traverse the region in the nineteenth century. Named in 1900 after Dr Charles Laver, a keen prospector who rode his bicycle from Coolgardie to the area, Laverton was a booming gold mining town with a reputation of being 'the wildest town in the west'. It developed as the centre for commercial (both mining and pastoral) and social activity in the area until the late 1950s, when the train-line closed and many of the mines followed.

By the late 1960s, Laverton was in population decline. However, in 1969 a huge nickel deposit was discovered in the Laverton area, prompting the famous Poseidon Nickel stock market boom. This deposit was developed by Western Mining Corporation (WMC) into the Windarra Nickel Project, which mined and processed nickel for over 20 years. During this period, the town site was completely redesigned by WMC.

Laverton Today

Approximately 1,350 people create the current resident community of the Shire, and the Shire is host to a large number of Fly in Fly out (FIFO) workers with an estimated FIFO workforce in excess of 3,000.

The Shire's resident population is comprised of 69.9% male and 30.1% female residents. The Shire has a higher percentage of working age residents between the ages of 25-64 years than the State average, reflective of the impact of the mining industry within the Shire. The statistics indicate that there is a far lower proportion of elderly (65+ years) in the Shire, which suggests residents retire to areas outside of the Shire. This is a consideration for the Shire when planning the services provided to the community.



Laverton Natural and Built Environment

The Natural Landscape

Located on the western edge of the Great Victorian Desert, the Shire of Laverton is the western point of the Outback Way that leads travelers straight into Australia's red heart, through Warburton to Uluru, Alice Springs and on to Winton in Queensland. The Shire of Laverton covers an area of 183,198 square kilometres.

The flora in the Shire is generally sparse, however there is a variety of different flora types in the area. Predominately mulga shrub land or mulga woodlands and spinifex grass, as well as some saltbush and bluebush. Although most of the Shire is semi-arid, it still supports a variety of native and feral fauna, including the spinifex hopping mouse, mallee fowl, wedgetail eagle, emus, parrots, bats, snakes, lizards and brine shrimp in Lake Carey. The wildflower season attracts many visitors to the area each year.

The Built Environment

Situated 960 kilometres northeast of Perth, Laverton is the centre of administration and community services in the Shire. It has 4,442 km of unsealed road which services the pastoral and mining communities.

The mining and processing of mineral resources remain the primary industry within the Shire, hosting major gold mines such as Granny Smiths, Sunrise Dam, Regis Resources and numerous junior miners. Nickel mining is also strong with the Murrin Murrin minesite being Australia's largest nickel producer. The Mount Weld Rare Earths mine is said to be one of the world's richest rare earth deposits.

The community is serviced by ancillary medical services, a local school, community resource centre and recreation facilities. There is also a regular commercial air service (Monday, Wednesday and Friday) and a regular weekly passenger bus service (inbound Thursday and outbound Friday).



Community Engagement

The Laverton community were asked to share their visions and aspirations for the future, and invited to participate in the review and update of the Strategic Community Plan.

Surveys were distributed via mail to over 100 local residents. The campaign was promoted and advertised on local notice boards and the Shire of Laverton website, with a link provided on the Shire website. A community workshop was held in the Shire Council Chambers on 30th March 2016. Responses were received from 36 individuals either completing the survey or attending the community workshop.

The community was asked what they consider most special about the Shire of Laverton. It is evident that they value the wide open spaces, fresh air and the remote location. The friendly and welcoming community spirit is highly regarded along with the history of the area.

When asked about a vision for the future, the most common responses included a desire for Laverton to develop into a vibrant, welcoming and safe town with a thriving youth and young adult population and active healthy community sporting, arts and cultural programs. There is also a desire for growth in industry and tourism.

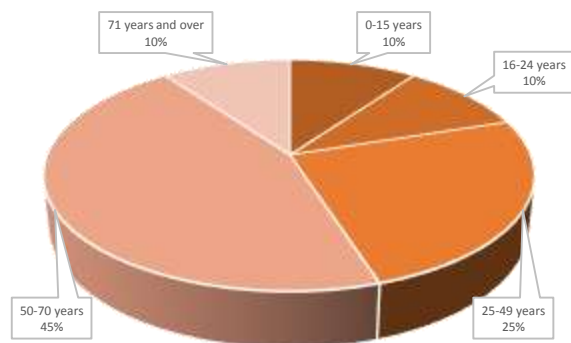


Community Response

The community surveys have provided a valuable insight into the key issues and aspirations as identified by the local residents. Importantly for the Council, these views have established clear priorities and subsequently shaped the visions, values, objectives and strategies documented in this report.

Community response:

- 36 members of the community responded
- The responses were from a range of age groups, as represented in the adjacent diagram

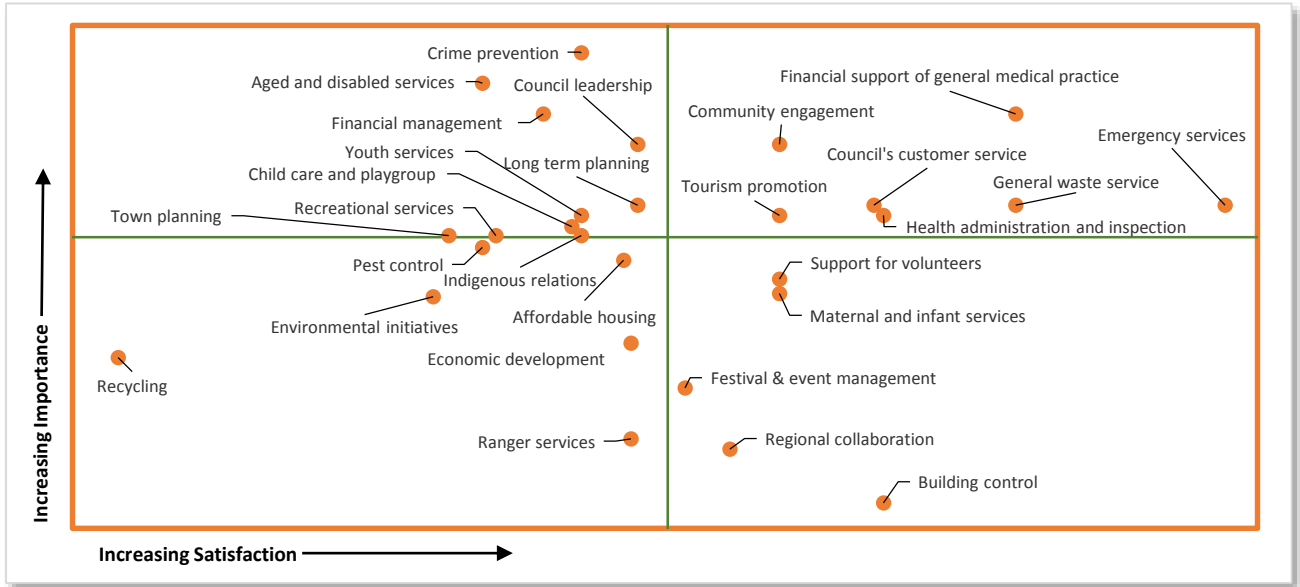


Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services. Based on the survey results, workshop discussions and the comments received from the community during the consultation period, the Shire has summarised the services and facilities according to their importance and satisfaction as advised by the community.

Community Response (continued)

Shire Services

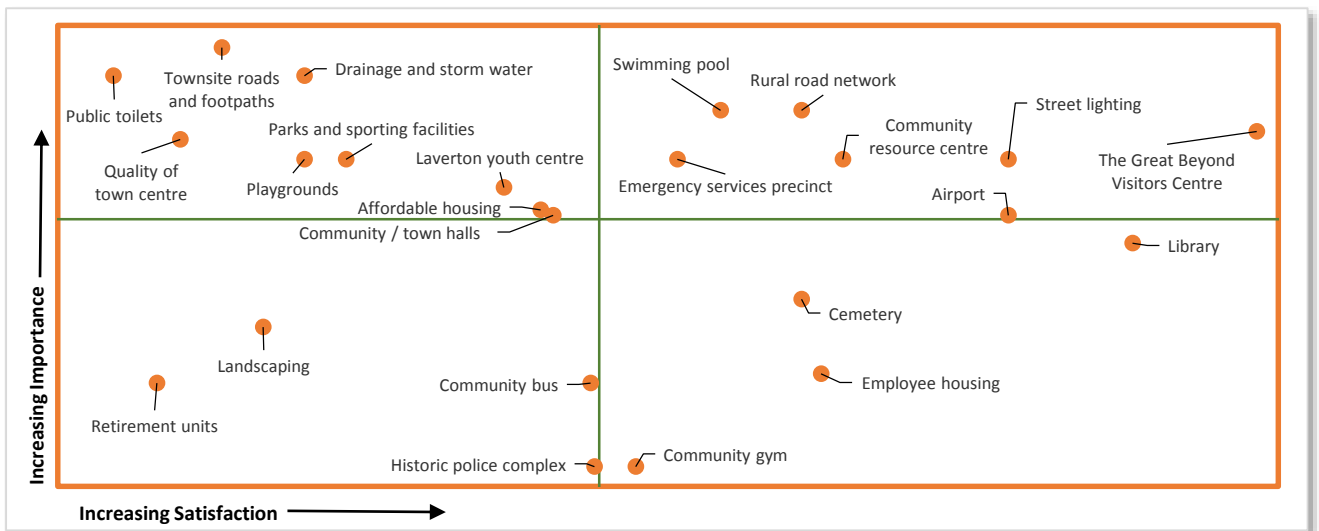
The relative importance and satisfaction of Shire services is reflected in the chart below, with the level of importance and satisfaction rating of each service plotted as an orange dot. The green lines show the average importance (horizontal line) and average satisfaction (vertical line) of the services.



The services showing in the top left quadrant are the services with the highest community priority and lowest level of satisfaction.

Shire Facilities and Assets

The relative importance and satisfaction of Shire assets is reflected in the chart below, with the level of importance and satisfaction rating of each asset plotted as an orange dot. The green lines show the average importance (horizontal line) and average satisfaction (vertical line) of the asset.



The facilities and assets showing in the top left quadrant are the services with the highest community priority and lowest level of satisfaction.

Summary of Objectives and Outcomes

The Shire of Laverton delivers services to its community in line with four key objectives set out within this Plan, being: social, economic, environment and civic leadership.

Each of the four objectives has a number of desired outcomes Council is aiming to achieve over the 10+ years of this Plan.

The following table summarises the strategic objectives of achieving the vision and the desired outcomes of working toward these objectives. The tables on the following pages detail the strategies developed to achieve these desired outcomes.

	Objectives	Outcomes
SOCIAL	<i>Proud, spirited, harmonious and connected community</i>	<ul style="list-style-type: none"> A strong sense of community pride and ownership
ECONOMIC	<i>Prosperous local economy attracting businesses, opportunities and people</i>	<ul style="list-style-type: none"> Sustainable tourism Improved economic development opportunities
ENVIRONMENT	<i>Revitalised, green, welcoming and safe natural and built environment</i>	<ul style="list-style-type: none"> Safe and efficient transport network Modern, well maintained Other Built Infrastructure Clean, safe and tidy environment
CIVIC LEADERSHIP	<i>A financially strong and knowledgeable Shire, leading an empowered community</i>	<ul style="list-style-type: none"> Effective communication and stakeholder engagement Organisational Development Improved planning

Social Objective - Proud, spirited, harmonious and connected community

Community Feedback

The Laverton community values its small town character including its welcoming and friendly community. In order to retain these important traits, the community acknowledge unity is essential. Anti- social behavior and apathy were highlighted as ongoing concerns which must be proactively addressed.

Developing and maintaining an adequate standard of services to meet the needs of the local community along with adequate social infrastructure is noted as a high priority.

Social Opportunities

Core services, and facilities for youth and families are essential to provide a good incentive to attract and retain youth and families in the town.

The community acknowledge they need to continue to develop leadership groups and promote opportunities for involvement in sporting, community and volunteer groups to build a stronger Laverton.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 1.1 A strong sense of community pride and ownership

- | | |
|-------|---|
| 1.1.1 | Encourage community participation |
| 1.1.2 | Enhance community safety |
| 1.1.3 | Maintain and develop community spaces and resources |
| 1.1.4 | Develop youth, family and community services |



Economic Objective - Prosperous local economy attracting businesses, opportunities and people

Community Feedback

The Laverton community understands the important role the mining industry plays in the economic prosperity of the district. Member of the community recognise the district is well placed to grow and provide enhanced tourism services and infrastructure, providing it can leverage a range of opportunities and overcome key constraints.

Economic Opportunities

Developing infrastructure which leverages off the attributes of the district for the economic prosperity of the community is key to the district's future. With an increase in interest from tourists to visit and travel through the area, development of services and infrastructure to cater for this is necessary. Given the established mining community in the area and potential for growth, encouraging this sector to continue to expand their involvement is viewed as advantageous.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 2.1 Sustainable tourism

- | | |
|-------|---|
| 2.1.1 | Develop tourism strategy |
| 2.1.2 | Continue to provide and enhance tourism services and infrastructure |

Outcome 2.2 Improved economic development opportunities

- | | |
|-------|---|
| 2.2.1 | Continue to work with industry for the economic development of the district |
| 2.2.2 | Develop Economic Development Plan |

"To develop into a vibrant town where people want to visit.."
Community Comment

"My greatest desire for Laverton is to see growth in industry, keep the town alive"
Community Comment

Environment Objective - Revitalised, green, welcoming and safe natural and built environment

Community Feedback

The community values its remote location and heritage assets and is committed to help protect these into the future.

Key services that support protection of the natural and built environment were also highlighted as ongoing concerns.

Environmental Opportunities

Planning to ensure there is adequate consideration of the social and environmental impacts of future needs and development is required to achieve balanced growth for the community, whilst protecting and enhancing the environment and community lifestyle.

Opportunities to improve the built environment exist, increasing amenities and accommodation for more small businesses were also identified as desirable endeavors.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 3.1 Safe and efficient transport network

- | | |
|-------|--|
| 3.1.1 | Upgrade Great Central Road to all weather status |
| 3.1.2 | Maintain and improve road network |
| 3.1.3 | Maintain and upgrade Airport |

Outcome 3.2 Modern, well maintained other built infrastructure

- | | |
|-------|---|
| 3.2.1 | Preserve heritage assets for future generations |
| 3.2.2 | Well maintained service provision buildings |
| 3.2.3 | Well maintained parks, gardens, sport and recreation facilities |
| 3.2.4 | Support the development of short stay accommodation facilities |

Outcome 3.3 Clean, safe and tidy environment

- | | |
|-------|---|
| 3.3.1 | Encourage community to keep Laverton clean and tidy |
| 3.3.2 | Effective biosecurity management within the Shire |
| 3.3.3 | Effective flood mitigation strategies |
| 3.3.4 | Effective law, order and public safety |

Civic Leadership Objective - A financially strong and knowledgeable Shire, leading an empowered community

Community Feedback

The community wants the Shire to be able to advocate for better services and infrastructure, on its behalf.

Civic Leadership Opportunities

This Strategic Community Plan will provide the mechanism to ensure services delivered are aligned to community's expectations. By continuing to strive to be forward thinking, and having strong representation providing good leadership, the Shire will proactively communicate and acknowledge local feedback to ensure the services delivered are representative of the community's needs.

In addition to focusing on continually improving the quality of service, the Shire will work to leverage partnerships and have greater collaboration, including regional collaboration. Efforts will be maximized to advocate and lobby for funding, resources and better services and attract investment.

Desired Outcomes and Strategies

The following desired outcomes and strategies have been identified as being required to achieve this objective.

Outcome 4.1 Clean, safe and tidy environment

-
- | | |
|-------|--|
| 4.1.1 | Develop communications strategy |
| 4.1.2 | Effective community and stakeholder engagement |

Outcome 4.2 Organisational Development

-
- | | |
|-------|---|
| 4.2.1 | Continued professional development of Elected Members and Staff |
| 4.2.2 | Provide high level of services |

Outcome 4.3 Improved planning

-
- | | |
|-------|---|
| 4.3.1 | Continue to review and improve organisational plans |
| 4.3.2 | Seek high level of statutory compliance |

Services and Facilities

Services and facilities provided by the Shire are linked with the relevant strategy of the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Laverton.

Services/Facilities	Associated Strategic Reference	Services/Facilities	Associated Strategic Reference
Community Facilities		Shire Services	
Parks and sporting facilities	1.1.3	Council's customer service	4.2.2
Recreational services	1.1.3	Long term planning	3.2.2 4.3.1
Library	1.1.3	Financial management	3.2.2 4.3.2
Community/town halls	1.1.3	Community engagement	1.1.1 1.1.3 4.1.2
Playgrounds	3.2.3	Economic development	2.2.1 2.2.2
Public toilets	3.2.2	Festival and event management	1.1.1
Swimming pool	1.1.3	Emergency services	4.3.2
Historic police complex	3.2.1	Environmental initiatives	3.3.1 3.3.2
The Great Beyond	3.2.2	Regional collaboration	1.1.2 4.1.2
Visitors Centre	3.2.2	Council leadership	1.1.2 4.1.2
Cemetery	3.2.2	General waste services	3.3.1
Community Resource Centre	1.1.4	Building control	3.2.2
Laverton Youth Centre	1.1.4	Tourism promotion	2.1.1 2.1.2
Community Gym	3.2.3	Town planning	2.2.1 3.2.1
Infrastructure		Ranger services	3.3.4
Townsite roads and footpaths	3.1.2	Health administration and inspection	3.3.1
Rural road network	3.1.1 3.1.2	Pest control	3.3.2 3.3.2
Street lighting	3.1.2	Recycling	3.3.1
Employee housing	3.2.2	Support for volunteers	1.1.1 4.1.2
Airport	3.1.3	Affordable housing	3.2.4
Quality of town centre	1.1.3	Child care and playgroup	1.1.4
Drainage and storm water	3.1.2	Landscaping	1.1.3
Retirement units	1.1.4	Community bus	1.1.3
Community Services			
Maternal and infant services	1.1.4		
Youth services	1.1.4		
Aged and disabled services	1.1.4		
Crime prevention	3.3.4		
Indigenous relations	1.1.1		
Emergency services precinct	3.3.4		
Financial support of General Medical Practice	1.1.4		

Resource Capacity

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not currently known, expectations of relative future resource capacity were considered.

Current Resource Capacity

At the 30 June 2015 the Shire had the following resource profile.¹

Resource	Level
Workforce	44 FTE
Infrastructure Assets	\$37,386,642
Property, Plant and Equipment	\$13,121,850
Cash Backed Reserves	\$3,925,443
Borrowings	\$1,132,100
Annual Rates Revenue	\$3,438,073
Annual Revenue	\$7,495,506
Annual Expenditure	\$6,853,414

Future Resource Capacity

Future resource capacity is partially dependent on other levels of government however, the following long term trends are expected in each resource level.

Resource	Relative Future Level
Workforce	Stable
Infrastructure Assets	Stable
Property, Plant and Equipment	Stable
Cash Backed Reserves	Stable
Borrowings	Reducing
Annual Rates Revenue	Stable
Annual Revenue	Increasing above inflation
Annual Expenditure	Increasing above inflation

Development of Asset Management Plans, a Workforce Plan and Long Term Financial Plans will further influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.

¹ Draft Annual Financial Report 2014-15

Measuring Success

The aim of this Plan is to align the community’s visions and aspirations for the future of the Shire of Laverton to the Shire’s objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

As part of the formulation of this Plan, the community was asked to provide feedback on the level of importance and satisfaction with the services the Shire provides.

Key performance measures provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The measures for each objective are provided in the table below.

	Objectives	Key Performance Measures
SOCIAL	<i>Proud, spirited, harmonious and connected community</i>	<ul style="list-style-type: none"> • Crime rates • Community participation rates
ECONOMIC	<i>Prosperous local economy attracting businesses, opportunities and people</i>	<ul style="list-style-type: none"> • Population statistics • No. of business licences • Vacancy rates (business and residential) • No. of building approvals
ENVIRONMENT	<i>Revitalised, green, welcoming and safe natural and built environment</i>	<ul style="list-style-type: none"> • Area protected from flooding • Percentage of waste placed in landfill • Energy usage statistics
CIVIC LEADERSHIP	<i>A financially strong and knowledgeable Shire, leading an empowered community</i>	<ul style="list-style-type: none"> • Financial ratios • Long term financial viability • Employee retention levels • Volunteer levels

References and Acknowledgements

Acknowledgement and a thank you is made to the people of the Shire of Laverton for their time and effort in being a part of our community engagement and for their invaluable input into our Strategic Community Plan.

The Shire of Laverton Strategic Community Plan 2016-2026, has been developed by engaging the community and other stakeholders. Council's Elected Members, management and staff have also had input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources was made during the preparation of the Plan:

Shire of Laverton Strategic Community Plan 2013;
Council Website: <http://www.laverton.wa.gov.au>;
Shire of Laverton Community Safety Plan 2016-2020;
Australian Bureau of Statistics; and
Shire of Laverton Draft Annual Financial Report 2014-15.

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