

# Shire of Menzies

## Strategic Community Plan 2020 - 2030



# Contents

<b>Foreword</b>	<b>1</b>
<b>Strategic Community Planning</b>	<b>1</b>
<b>About Menzies</b>	<b>2</b>
<b>Our Community's Voice</b>	<b>3</b>
<b>Local Economy</b>	<b>4</b>
<b>Community</b>	<b>5</b>
<b>Civic Leadership</b>	<b>6</b>
<b>Heritage</b>	<b>7</b>
<b>Services and Facilities</b>	<b>8</b>
<b>Resource Capacity</b>	<b>8</b>
<b>Strategic Risk Management</b>	<b>9</b>
<b>References and Acknowledgement</b>	<b>9</b>

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***Our Vision:***

***To be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.***



# Foreword

We are pleased to present the Shire of Menzies Draft Strategic Community Plan 2020 - 2030. This Plan is part of our continued commitment to maintain our focus to ensure the Shire of Menzies community is 'a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.

The Shire of Menzies community were invited to share their vision, aspirations and objectives for the future of the Shire of Menzies during the initial development of the Strategic Community Plan 2013 - 2023. In early 2020 a community survey was launched, and community workshops advertised as part of the major review of the Strategic Community Plan, however due to the COVID-19 Pandemic this engagement process was postponed.

In the interim and whilst in the current restricted situation, to maintain our strategic direction and focus, the elected members and staff have drawn on their ongoing communications and engagement with our communities to update the Strategic Community Plan.

The Strategic Community Plan will have a major review in conjunction with community consultation, at the earliest opportunity once COVID-19 restrictions are lifted and it is safe for our community.



During this difficult time, we are committed to supporting the Federal and State Government's initiatives to protect the safety of our community. As a local government, we will work in partnership with the community and other key stakeholders, to deliver the outcomes in this Plan, developed to meet the community's aspirations for our district, using the strategies detailed in this Strategic Community Plan.

Over recent years, the Shire of Menzies has undertaken infrastructure developments, which will be of on-going benefit to our resident population, local business and visitors to Menzies. During the development of this Plan, we recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain our infrastructure and continue current levels of services to the community.

Greg Dwyer, Shire President  
Pascoe Durtanovich, Acting Chief Executive Officer

# Strategic Community Planning

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, being a Strategic Community Plan and Corporate Business Plan. Local governments are required to have regard for these plans when forming their annual budget.

The Strategic Community Plan is Council’s principal 10-year strategy and planning tool, guiding the remainder of the Shire’s strategic planning. Community engagement is central to the Strategic Community Plan.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

This Plan outlines how the Shire will, over the long term, work towards a bright future for the community, as it seeks to achieve its vision inspired by the community’s aspirations and objectives.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered.

The Strategic Community Plan strategies are prioritised, and actions applied after assessment of available resources through the development of a Corporate Business Plan. The core components of this Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by financial projections.

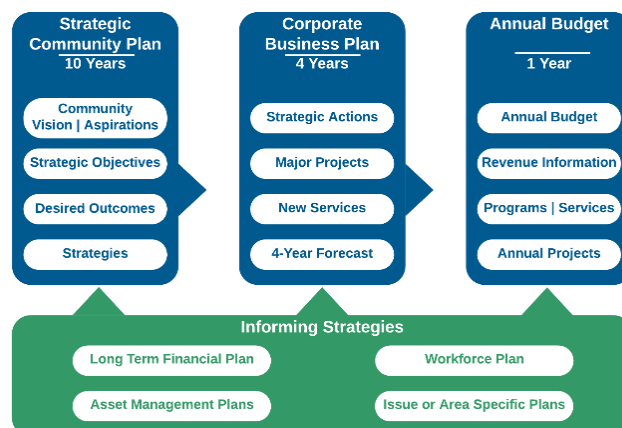
The Shire of Menzies intends to use the Strategic Community Plan in several ways, including:

- 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 by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community’s key priorities, and the way we intend 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.

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

The strategies are prioritised, and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic performance indicators will be used to report back to the community on the Shire’s performance in achieving the outcomes.

## The Integrated Planning Structure



## About Menzies

The Shire of Menzies covers 124,110 square kilometres in the Eastern Goldfields of Western Australia, 730kms east of Perth. The Shire’s administration centre is in the townsite of Menzies, a mining and pastoral town.

Menzies, like many towns in Western Australia was born in and boomed during the gold rush days of the 1890’s. The first gold discovery in the Menzies area has been credited to a prospecting party led by James Speakman in 1891.

Menzies was proclaimed a Municipality on the 20 December 1895 and the first Council was elected on 20 January 1896. According to the writings of Warden Owen, it was estimated that in 1896 the population was 10,000, half of whom resided in the town and the other half in the surrounding land.

In the late 1890s and early 1900s Menzies was the administration centre of the North Coolgardie Goldfields. There were some twenty small towns in this area: Davyhurst, Mulline, Mt Ida, Kookynie, Niagara, Yarri, Yerilla and Edjudina to name a few. From around 1905 the gold mining industry experienced a downturn and most of these towns literally disappeared. Menzies has survived but is just a shadow of its former self, and the pub at Kookynie is the only reminder of a once thriving community.

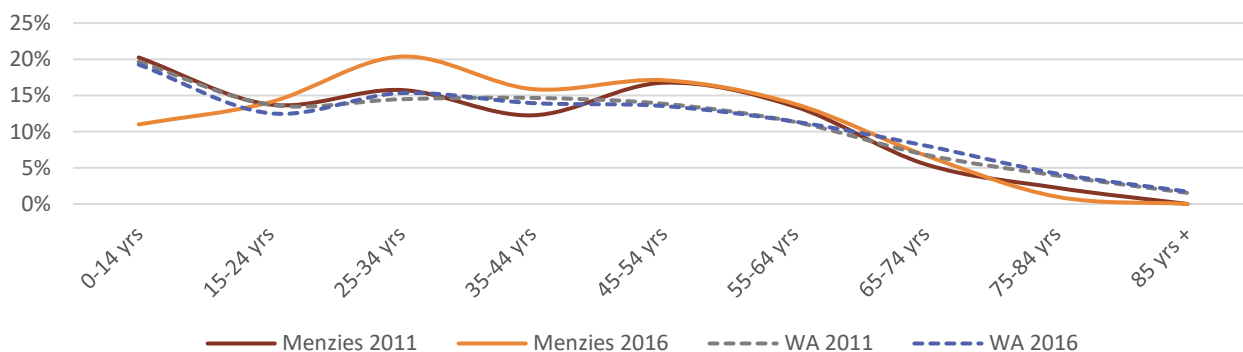
The population by 1910 had fallen below 1,000 and the decline of Menzies had begun. The 1980’s and the 1990’s saw another gold mining revival in Western Australia, and the future looked brighter.

The current community is serviced by ancillary medical services, a local school offering pre-primary to Year 7 and distance education for high school, a community halls and meeting rooms, and recreational facilities. Vital tourist accommodation is provided by a caravan park and two hotels.

In 2016, the Shire of Menzies’s population on the night of the census was 490<sup>1</sup>, this is an increase from the 400 estimated population at the time of the 2011 census. A further approximately 150 people live in the Tjuntjuntjara Community near the South Australian border.

The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Menzies (represented by the red (2011) and yellow (2016) lines) and Western Australia (represented by the grey (2011) and blue (2016) dotted lines).

In comparison to the Western Australia demographic (reflected by the dotted grey and blue lines), the Shire has a lower proportion of younger residents in the 0-14 and over 65 age ranges. The number of people aged from 15 - 64 years is higher than the State average, mainly due to the high level of mining activity in the region and associated employment.



<sup>1</sup> Australian Bureau of Statistics, Menzies (S) (LGA55390) 2016 Census of Population and Housing, viewed 25 September 2019

## Our Community's Voice

The community's input is vital to the strategic planning for the Shire of Menzies. The Shire planned to undertake a detailed engagement project, seeking our community's input in developing the new Strategic Community Plan. Due to the current COVID-19 situation, this engagement has been postponed with the intent to be undertaken as soon as it is safe to do so. Our key focus at the present is ensuring the health and wellbeing of our district.

The Council are committed to maintain our strategic focus and delivery of services for our community. In developing this Draft Strategic Community Plan, our elected members and staff reviewed and considered the community engagement pieces undertaken previously across the organisation, the ongoing conversations with our communities and key stakeholders. Drawing on this knowledge to ensure this Plan is aligned to what our community's desire for the Shire of Menzies.

We also retained the knowledge gained through the extensive community consultation undertaken in 2013, as part of the development of the Strategic Community Plan 2013 - 2023. There have been multiple community engagement projects undertaken since this major engagement. The results of these community engagements were taken into consideration during the review for the Draft Strategic Community Plan early in 2020 and subsequent development of this Draft Strategic Community Plan 2020 - 2030. Further community engagement is planned for later in 2020 to ensure the Strategic Community Plan continues to align with community's aspirations, however as highlighted above, the health and wellbeing of our communities in the current COVID-19 situation is our priority and this engagement program will be planned to occur in a safe manner.

The engagement processes previously undertaken included a key focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to services and facilities provided by the Shire of Menzies.

The following pages reflect the strategic goals developed based on our communities' expressed aspirations.

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

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

- **Local Economy:** Sustainable local economy encouraged
- **Community:** Maintain a Strong Sense of Community
- **Civic Leadership:** Active Civic Leadership Achieve; and
- **Heritage:** Heritage and Natural Assets Conserved

The tables on the following pages detail the strategies developed to achieve the desired outcomes and the strategic performance indicators to provide a signal of whether the Shire is meeting the objectives and will be monitored and reported.

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations expressed by our community. Detailed actions for these will be outlined in the Shire's Corporate Business Plan.

## Local Economy

The community understands the important role the mining industry plays in the economic prosperity of the district, however identified this does not always extend to support of local small business and community.

There is a desire for further development of local business and industry, encouraging greater employment opportunities, however the community recognise the remote location, transport and the associated high cost of living are critical issues to these operators.

Encouraging interest from tourists to visit and travel through the area is seen as desirable with development of services and infrastructure to cater for these is necessary.

Objective Sustainable local economy encouraged			
Outcome		Strategy	
1.1	Land Development: Adequate land for commercial, industrial and residential purposes	1.1.1	Facilitate land availability for development
		1.1.2	Ensure Town planning scheme is effective
		1.1.3	Encourage industry growth
1.2	Mining Partnership: Working in partnership with the local mining industry to formalise service levels and funding arrangements to deliver mutual benefits	1.2.1	Provide effective transport network
		1.2.2	Work with key stakeholders to formalise service levels and funding arrangements
1.3	Emerging Industries: Collaborate and support local emerging industries such as sandalwood crops and industrial potash production to deliver mutual benefits	1.3.1	Encourage local emerging industries
1.4	Reliable Utilities: Lobby State Government service providers for reliable access to power and water with the capacity to meet future demand	1.4.1	Lobby for reliable and adequate access to utilities
1.5	Safe and Useable Road Network: Provide all seasons access to major roads where practicable	1.5.1	Provide all seasons access to major roads
1.6	Commercial and Industrial Growth: Facilitate Commercial and Service Industry Growth	1.6.1	Facilitate commercial and service industry growth
1.7	Tourism Growth: Promote and develop Menzies as a regional place to visit	1.7.1	Promote and develop Menzies as a regional place to visit

### Measuring our progress

Indicator	Target
Council facility   local business visitors	Increase in number of visitors
Alternate energy sources available	Maintain   increase connections to Council facilities
Development   building approvals	Increase in applications and approvals



## Community

The community highly values their heritage and the sense of home, family and community. There is a strong desire to protect and retain the heritage and traditions of the area and increase awareness of this history both to residents and visitors.

Core services and facilities are essential and acknowledged need to continue to develop community leadership and promote opportunities for involvement in community and volunteer groups and activities to build a stronger community.

Objective		Maintain a strong sense of community	
Outcome		Strategy	
2.1	Health and Wellbeing: Ensure community health and wellbeing by: managing cactus, domestic animals and stray stock; adequate access to health services; appropriate power, water, sanitation and septic infrastructure	2.1.1	Support pest and weed control within the district
		2.1.2	Seek adequate medical and health services
		2.1.3	Ensure appropriate power, water, sanitation and septic infrastructure
2.2	Essential Services: Adequate and appropriate essential services are available. Continue to recognize and support volunteers: encourage community initiatives; provide opportunities to acknowledge the valuable contribution of volunteers	2.2.1	Support provision of emergency services and encourage community volunteers
2.3	Recreational Facilities: Logical and affordable recreation facilities	2.3.1	Maintain and enhance recreation facilities
2.4	Connected Community: Strengthen community cohesiveness and participation. Continue to develop the main street in Menzies. Encourage large scale events that celebrate local life and attract visitors. Continue to provide facilities for visiting services, community members and visitors, such as a Community Resource Centre	2.4.1	Actively promote and support community events and activities within the district
		2.4.2	Community services and infrastructure meeting the needs of the district
2.5	Community Needs and Services: Ensure access to quality services to meet changing needs within the community	2.5.1	Facilitate community safety, security and well being
2.6	Quality Built Environment: Logical and affordable upgrades and maintenance of infrastructure and assets	2.6.1	Ongoing assessment of services and infrastructure
2.7	Increased Capacity and Accommodation Choices: Construction of a variety of new housing. Provision of caravan and camping facilities	2.7.1	Support the community to address housing issues as well as enhancing and maintaining local attractions and associated infrastructure
2.8	Community Identity: Maintain effective representation of the local community's identity: continue to develop the main street in Menzies; increase communication and tourism signage throughout the Shire; review Shire logo and promotional materials	2.8.1	Effective representation of the local community identity

### Measuring our progress

Indicator	Target
Local volunteer base	Maintain   Increase
Community activities   events	Maintain   Increase
Partnerships with private and public bodies	Maintain   Increase

## Civic Leadership

The community would like the Shire to continue to service the needs of the district. This Strategic Community Plan will provide the mechanism to ensure services delivered are aligned to community's expectations.

The Council is committed to strategic forward thinking and 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.

Objective Active Civic Leadership Achieved			
Outcome	Strategy		
3.1	Sustainability: Improve the sustainability of the Shire of Menzies	3.1.1	Provide strategic leadership
3.2	Continued use of the Regional Records Facility whilst preparing for the return of Shire records to Menzies Lady Shenton Building record storage; implementation of standard internal record keeping	3.2.1	Maintain a high level of corporate governance, responsibility and accountability
3.3	Reliable Emergency Services: Support local Bushfire Brigades and St Johns Ambulance Sub-Centre	3.3.1	Advocate and actively support emergency management and services
3.4	Sustainable Shire Workforce: Develop workforce capability to retain and attract the right people to do the work	3.4.1	Maintain organisational policies and strategies for the attraction and retention of quality employees
3.5	Sustainable Resource Management: Ensure resources are managed effectively. Prepare timely accurate reports on the Shire's activities, budgets, plans and performance	3.5.1	Sustainable Resource Management: Ensure resources are managed effectively. Prepare timely accurate reports on the Shire's activities, budgets, plans and performance
3.6	Council and Community Leadership: Provide leadership and advocacy on behalf of the community	3.6.1	Provide leadership to the community, staff and wider region
3.7	Community Engagement: Continue to engage in effective communication and collaboration with community members. Shire representatives involved in local initiatives with community groups. Review plans with community consultation in alignment with community engagement policy	3.7.1	Effective communication and engagement with community
		3.7.2	Promote and advocate for the community and district

### Measuring our progress

Indicator	Target
Elected members representation	Maintain participation on boards and committees
Strategic plans and reports	Maintain currency
Statutory financial ratios	Maintain healthy ratios

# Heritage

The community values its location and precious heritage and is committed to help protect these into the future. The heritage buildings and community facilities were identified as important to retain.

Maintaining a welcoming look and streetscape of the town is viewed as highly desirable, whilst recognising this needs to be a joint endeavour. Opportunities to improve the built environment exist, increasing amenities within the townsite and at natural attractions.

Objective Heritage and Natural Assets Conserved			
Outcome		Strategy	
4.1	Natural Environment Conserved: Protect and preserve natural environment	4.1.1	Protect and preserve our natural environment
4.2	“Inside Australia” and Lake Ballard Protected: Manage and maintain the Lake Ballard Reserve	4.2.1	Manage and maintain the Lake Ballard Reserve
4.3	Niagara Dam Protected: Manage and maintain the Niagara Dam and camping area where practicable	4.3.1	Manage and maintain the Niagara Dam and camping area
4.4	Sculptures in Town to Attract and Inform: Increase the number and maintain sculptures in Menzies and Kookynie	4.4.1	Enhance and maintain local attractions and infrastructure
4.5	Preservation of Indigenous Culture and Heritage: Work with Menzies Aboriginal Corporation and Tjuntjuntjara community to appropriately preserve indigenous culture and heritage	4.5.1	Preserve our culture and heritage
4.6	Built Environment Preserved: Restore and maintain historical buildings and places as financially able	4.6.1	Maintain our heritage assets

## Measuring our progress

Indicator	Target
Statutory asset management ratios	Improve   Maintain healthy ratios
Infrastructure maintenance and renewal	In line with budget



## Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in 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 Menzies.

Services   Facilities   Support	Strategy
Customer service	3.6.1
Community consultation   engagement	3.7.1
Strategic planning	3.1.1
Town planning	1.1.2
Economic development	1.1.3   1.3.1   1.6.1
Lake Ballard Reserve	4.2.1
Tourism management	1.7.1   2.4.2
Event management	2.4.1
Emergency services   fire control	2.2.1   3.3.1
Ranger services	2.1.3
Natural resource management	4.1.1
Rubbish kerbside collection	2.1.3
Building control	2.1.3
Health administration   inspection	2.1.3
Parks   gardens   reserves	2.4.1   2.4.2
Town beautification   landscaping	2.4.1   2.8.1
Sport   recreation facilities	2.3.1
Council buildings   heritage assets	4.6.1
Caravan park	2.7.1
Airstrip	2.6.1
Library   library services   Post office	2.4.2   2.5.1
Visitor Centre   Community Resource Centre	1.7.1
Cemetery management	2.6.1
Roads infrastructure	1.2.1, 1.5.1
Street lighting	1.4.1
Public toilets	1.7.1
Waste management facility	2.1.3
Medical   health services	2.1.2   2.5.1
Youth services	2.4.2
Aged   disabled services	2.4.2
Indigenous relations	1.2.2   4.5.1
Support for volunteers	3.3.1

## Resource Capacity

This Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. Whilst future resource capacity is not currently known, expected future resource capacity was considered in the development of this Strategic Community Plan.

At 30 June 2019, the Shire had the following estimated current resource profile. Future resource capacity is partially dependent on other levels of government, however the following long term trends expected in each resource level are provided in the table below.

Resource	At 30 June 2019 <sup>2</sup>	Expected Future Trend
Workforce	21 FTE	Stable
Infrastructure	\$117.3m	Stable
Property, Plant and Equipment	\$9.4m	Stable
Cash Backed Reserves	\$8.5m	Stable
Borrowings	\$0m	Stable
Annual Rates Revenue	\$3.1m	Stable
Annual Revenue	\$6.8m	Stable
Annual Expenditure	\$6.1m	Stable

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

<sup>2</sup> Shire of Menzies 2018-19 Annual Financial Statements

## Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Menzies operates, relative to risk, to understand the environment in which the Shire seeks to achieve its strategic objectives. The factors identified and considered during the preparation of this Plan are:

### External Factors

- Increasing community expectations in relation to service levels and service delivery
- Demand for resourcing due to potential expansion in service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Changes in mining and pastoral practices and the associated social impacts
- Climate change and subsequent response
- COVID-19 Pandemic

### Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan
- The timing and actions contained in the Council's Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

## References and Acknowledgement

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Menzies Draft Strategic Community Plan 2020 – 2030;
- Council website: [www.menzies.wa.gov.au](http://www.menzies.wa.gov.au);
- Shire of Menzies Corporate Business Plan 2019-2023; and
- Shire of Menzies Draft Strategic Resource Plan 2020 – 2035.

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### Disclaimer

This Plan has been prepared for the exclusive use of the Shire of Menzies.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Menzies, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Menzies.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

### Document Management

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