

SHIRE OF BRUCE ROCK
“A Vision for the Future”



Plan for the Future
2006-2010

FOREWORD:



Leads the Way

The Bruce Rock Shire Council proudly presents
its plan for the future.

This plan aims to improve the amenities provided by Council, while also building on the performances of the past to provide a lifestyle for the residents of the Bruce Rock Shire that is sustainable and unquestionably

"Leads the Way"

Cr. Stephen Strange
Shire President

OUR MISSION STATEMENT:

Bruce Rock Leads the Way

OUR VISION:

**To maintain and enhance the Bruce Rock lifestyle,
increase business and employment opportunities,
and achieve population growth.**

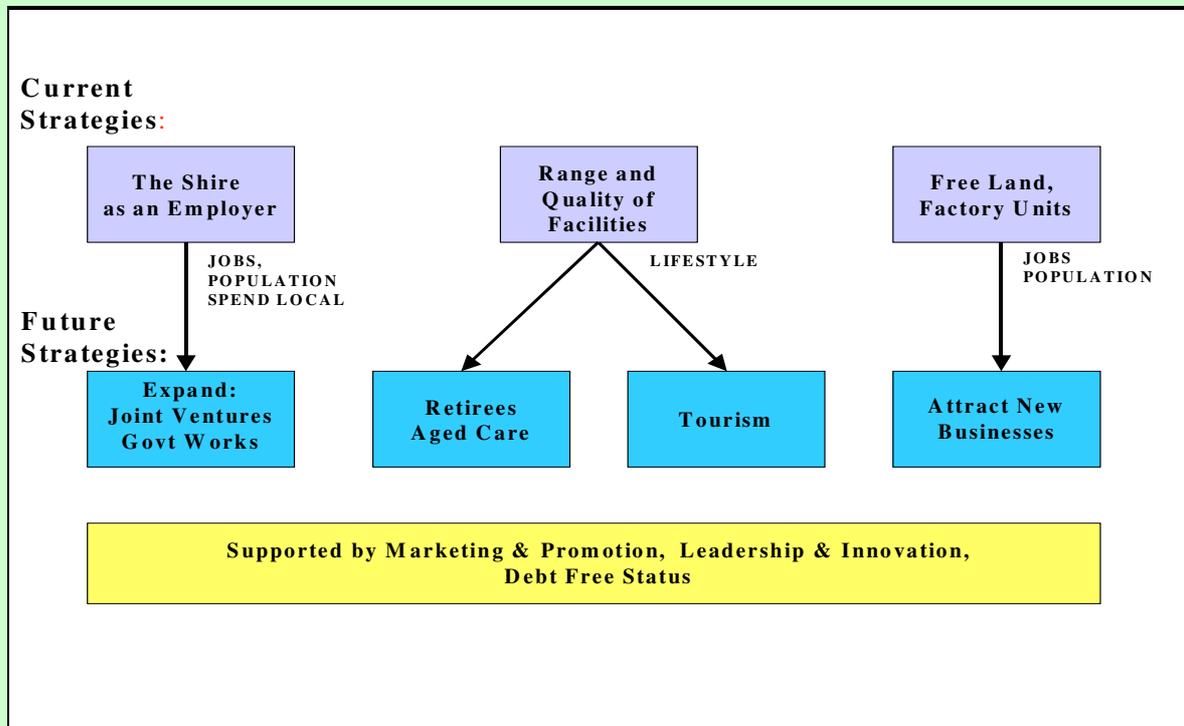
COMMUNITY CONSULTATION:

- ❖ **Plan advertised for Public Comment**
- ❖ **Plan available in Public Library**
- ❖ **Public Meeting to discuss Plan**

Adopted by Council / /

Reviewed by Council / /

STRATEGIC DIRECTION: THE BUILDING BLOCKS FOR THE VISION



The Strategic Direction builds on three major areas of innovation and achievement:

1. The Shire as an Employer:

Rather than using external contractors, the Shire has employed staff to carry out the wide-ranging building, concrete / town and road construction programs within the Shire. This strategy has brought new families to the Town, supported “buy local” policies, reduced building costs and, overall, achieved significant employment and economic benefit for the community.

We will further develop this strategy by expanding the Shire’s tendering for **government works, private sector contracts and joint ventures**.

2. The Range and Quality of Facilities:

The Shire has equal to the best facilities of any small town in the Wheatbelt, highlights being:

- The state-of-the art aquatic centre opened in 2004.
- The recreation centre catering for a range of indoor and outdoor sports, with a major focus on investing in our youth.
- Entertainment facilities - especially the amphitheatre and Shire Hall, and the manager we have employed to create a range of performances and events.

- The hospital and health services, including the medical centre, which provides a doctor, dentist, infant health nurse and other health professionals from one location.
- Education facilities, including the District High School, supported by initiatives such as the Shire building the Pre Primary classroom on site at the school after motivated community members lobbied to have a permanent classroom.
- Housing choices, including the retirement units with a hydrotherapy pool and accommodation for singles and families.
- Aged and frail aged services, including the permanent care unit at the hospital, constructed by Council after agreement was negotiated with the Health Department.
- The appeal of the main street, with shops fully occupied, and heritage buildings.

The lifestyle enabled by the quality and range of facilities positions the Shire to move strongly in two areas:

- Retaining **retirees and the aged** in the Shire, and attracting newcomers (including, potentially, Vietnam Veterans), by further developing housing and delivering “whole of life” security and continuity. Outcomes will be both population growth and new employment opportunities.
- Further developing **tourism** for the Shire and the region to achieve business and employment growth, with increased revenue coming into the Town.

3. Advertising Free Land and Building Factory Units:

The program of advertising free land not only gives the Shire a high profile and innovative reputation, but also attracts new families to the town, while the houses built on the free blocks provide jobs and economic growth.

Similarly, the construction of a range of factory units by Shire staff, and Shire support for existing businesses, provide a sound base for the future.

This positions the Shire to focus on both **attracting new enterprises and growing existing businesses** to supplement the sound farming base of the District - the overall aim being population growth and the retention and attraction of younger people to our community.

These strategies are supported by:

- A strong focus on **marketing and promotion** of Bruce Rock and its distinct opportunities.
- Ongoing **leadership by Council in innovative projects**, with the involvement of community and business, and a continuing emphasis on the development of knowledge and skills to undertake such initiatives.
- The flexibility to introduce leading-edge initiatives because of the **Shire’s debt free status**.

(The strategies are developed in more detail in the Priority Areas of the Strategic Plan.)

¹ Building on relationships established by the Annual Bruce Rock “Back to the Bush Reunion”.

CHALLENGES & ISSUES

The key challenges to be addressed in implementing the strategic direction are:

- Ensuring the State Government maintains the range and quality of **medical services** currently available in the Town.
- Changing city mindsets by **promoting the lifestyle benefits** of country towns and the specific advantages of Bruce Rock.
- Encouraging the Bruce Rock community to **shop and invest locally**.
- Encouraging **local businesses** to develop and grow to assist, and benefit from, strategies for tourism, retirees, aged care and population growth.
- **Retaining youth** and attracting back those young people who leave the area.
- Ensuring that the Shire maintains the standard of the **road network** and other infrastructure.
- Ensuring responsible stewardship of the **natural environment**.

In addition, key issues that impact on the Shire, and must be taken into consideration are:

- The political agendas of Federal and State governments, which can divert services and resources from rural areas.
- Cost shifting from State to Local Government and the increasing time spent on statutory matters.

PRIORITY AREAS

The remainder of the Strategic Plan is developed around four Priority Areas that aim to achieve the strategic direction and address the challenges and issues. The Priority Areas are:

1. LEADERSHIP & INNOVATION
2. LIFESTYLE
3. INFRASTRUCTURE
4. ORGANISATIONAL MANAGEMENT

LEADERSHIP & INNOVATION

Scope

The Priority Area of LEADERSHIP & INNOVATION includes job creation, population growth, tourism, and working collaboratively with business, community and the region.

Outcomes

This Priority Area focuses on achieving the following outcomes:

- Bruce Rock continues to grow and develop, and be alive with activity and excitement.
- Community confidence in a positive, sustainable future for Bruce Rock.

Council's Role

Council's role in achieving the outcomes is to:

- Provide leadership and direction, in consultation with the community.
- Provide facilities and support to encourage businesses growth.
- Enable access to free land to attract new residents to the Town.
- Develop a range of housing options to meet the needs of local people and attract newcomers.
- Carry out government and private sector works to increase employment opportunities and provide alternative revenue sources.
- Create partnerships for the benefit of the region and the Town.
- Lobby and negotiate with government on behalf of the Town.
- Develop the Tourism Strategy for the Shire.
- Maximise Councils Funding Opportunities.

Key Performance Indicators

The following information will assist in evaluating achievement of outcomes:

- Employment levels.
- Number and type of businesses in the town.
- Number and duration of caravan park stays.
- Trends in visitor numbers (based on perceptions by local businesses).
- The continuing external reputation of the Shire as leaders and innovators.

LEADERSHIP & INNOVATION (cont.)

Strategies & Action Plans

	Action Plan Completion	Action By/ Value
<p>1.1 Further develop facilities for retirees, aged and frail aged to enable our community to remain in the Shire, to attract new people, and to create jobs, by:</p> <p>a) Analysing demand and specific requirements for:</p> <ul style="list-style-type: none"> • A lifestyle / retirement estate (including targeting Vietnam Veterans). • Aged units. • Aged hostel. • Permanent care for frail aged. <p>b) Negotiating with the Health Department, Department of Veterans Affairs and other potential joint venture parties to develop / extend aged units, hostel and permanent care to meet demand.</p> <p>c) Identifying and negotiating with a developer for a lifestyle / retirement estate.</p>	<p>February 2007</p> <p>December 2007</p> <p>June 2007</p>	<p>CEO/ Lobbying</p> <p>CEO/ Lobbying</p> <p>CEO/ Lobbying</p>
<p>1.2 Achieve increased business growth and cash flow into the town from tourism by:</p> <p>a) Developing and implementing a Tourism Strategy for the Town, linked to Regional and Wheatbelt strategies, and including:</p> <ul style="list-style-type: none"> • Events • Natural attractions • Signage and information boards • A Hall of Fame • Bus routes • Developing the Telecentre into a Visitors' Centre. <p>b) Holding a combined meeting of tourism organisations, businesses and the Shire, focusing on the development of quality visitor accommodation and other tourism opportunities.</p>	<p>Implement from October 2006</p> <p>July 2006 (with annual review of progress in May)</p>	<p>CEO/ Tourist Committee/ \$20,000</p> <p>CEO/ Council Discussions</p>
<p>1.3 Attract new businesses and residents to the Town, by:</p> <p>a) Developing a DVD and other promotional materials to showcase the benefits of Bruce Rock (with links to the Shire's Website).</p>	<p>December 2006</p>	<p>CEO/ Public Relations Officer</p>

LEADERSHIP & INNOVATION (cont.)

	Action Plan Completion	Action By/ Value
b) Identifying and targeting key businesses and business organisations.	January 2007 onwards (with annual review in May)	CEO/ Council Discussions
c) Investigating new areas for industrial and residential land and carrying out the required negotiations (in conjunction with the adoption of the Town Planning Scheme).	August 2006	CEO/ Council Discussions
d) Negotiating with government in relation to concessions for headworks, freight and taxation to stimulate business growth.	December 2006	CEO/ Lobbying
e) Negotiating with government for the upgrade of power and the York - Merredin road in order to facilitate business growth.	Ongoing	CEO/ Lobbying
f) Negotiating with Telstra to enhance telecommunications to the Shire.	Ongoing	CEO/ Lobbying
g) Working with the Telecentre to develop training for workers in the region, and to maintain a register of casual workers willing to work in the Shire.	December 2006	DCEO/ Lobbying
h) Identify relevant funding opportunities.	Ongoing	DCEO

LIFESTYLE

Scope

The Priority Area of LIFESTYLE includes community facilities and services (provided by Council and others), support for community groups and clubs, communication with the community, emergency services, and community development.

Outcomes

This Priority Area focuses on achieving the following outcomes:

- A healthy, prosperous and safe community.
- Maintenance of first class community facilities and services.
- A harmonious community with a broad spectrum of age groups.

Council's Role

Council's role in achieving the outcomes is to:

- Develop and maintain Council facilities.
- Be proactive and at the forefront in preserving government facilities.
- Be involved with, and support, community groups.
- Consult with the community and keep them informed.

Key Performance Indicators

The following information will assist in evaluating achievement of outcomes:

- Level of community satisfaction with lifestyle.
- Level of community satisfaction with elected members.
- Level of utilisation of Council facilities and services.
- Level of voting in Council elections.

LIFESTYLE (cont.)

Strategies & Action Plans

	Action Plan Completion	Action By/ Value
2.1 Maintain and enhance the quality and range of Government services provided by:		
a) Meeting with the Health Department to: <ul style="list-style-type: none"> • Promote future demand for health care resulting from the Town's strategies for retirees, aged and population growth. • Ensure the present level of medical care is maintained. 	Ongoing	CEO/ Lobbying
b) Negotiating with government to ensure an adequate Police Service for the Town.	Ongoing	CEO/ Lobbying
c) Negotiating with government to provide regular transport to and from Perth.	July 2007	CEO/ Lobbying
2.2 Enhance access to community facilities by:		
a) Completing the Town's Disability Services Plan.	August 2006	CEO
b) Upgrading the Main Street to make it more accessible to the aged and people with disabilities.	2006/07	CEO/Works Crew \$300,000
c) Co-locating sporting groups, resolving issues of sports boundaries, and developing compatible programs of events: <ul style="list-style-type: none"> • Year 1: Construct Netball & Tennis courts. • Year 2/3: Upgrade recreation Centre • Year 4/5: Establish programs and further facilities to Develop the Recreation Grounds. 	5 year program from 2006	CEO/ Council/ Council Staff \$2,000,000
2.3 Enhance communication with the community by:		
a) Holding a gathering each year for new residents to introduce all Councillors and provide a Welcome Pack.	Ongoing	DCEO
b) Increasing community awareness of Council initiatives and the role of Council (including encouraging residents to nominate for Council and providing briefing sessions for Council nominees).	Ongoing	DCEO
2.4 Enhance community development programs by:		
a) Working with community groups to investigate an annual art prize and associated exhibition, organised by the community.	December 2006	DCEO
b) Working with the seniors group to explore opportunities for education for seniors.	December 2006	DCEO
c) Working with community to promote an active and healthy lifestyle.	Ongoing	CEO

INFRASTRUCTURE

Scope

The Priority Area of INFRASTRUCTURE includes Council buildings (including heritage requirements), roads, drains, footpaths, street lighting, street furniture, signage, parks, the airport, environmental management and waste management.

Outcomes

This Priority Area focuses on achieving the following outcomes:

- All infrastructure is developed and maintained to an appropriate standard to support the strategic direction of the Shire and the District's changing needs.
- The Shire promotes sound environmental practices.

Council's Role

Council's role in achieving the outcomes is to:

- Plan, fund, develop and maintain infrastructure.
- Access external sources of funds for infrastructure.
- Support voluntary emergency services' facilities (including LEMAC).
- Provide a Landcare Officer.
- Work in partnership with the Avon Catchment Council.

¹ LEMAC = Local Emergency Management Advisory Committee.

Key Performance Indicators

The following information will assist in evaluating achievement of outcomes:

- Level of community satisfaction with Council infrastructure.
- Level of community satisfaction with Council's Landcare and environmental management initiatives.
- The efficiency of infrastructure maintenance (benchmarked).

INFRASTRUCTURE (cont.)

Strategies & Action Plans

	Action Plan Completion	Action By/ Value
3.1 Plan and deliver infrastructure to support the strategic direction and meet community needs, by:		
a) Completing the Maintenance Plan for Council buildings and assessing resource requirements.	July 2007	EHO/Builder
b) Developing the annual program for roadworks and footpaths, including: <ul style="list-style-type: none"> Extending the length of bitumen. Addressing changes in traffic movements and accident black spots. 	May annually 2006/07 2007/08 (estimated)	CEO/ Construction Foreman 1,234,500 1,700,000
c) Resealing Town streets and all bitumen roads.	2006onwards	CEO/ Construction Foreman \$150,000 until finished
d) Maintain Councils plant and vehicles fleet to a standard that can provide council with the resources to complete its annual works programme	2006/07 2007/08 (estimated)	CEO/ Plant Mechanic 855,000 650,000
e) Working with the Museum Committee to plan for the redevelopment of the Museum.	December 2006	CEO/ \$20,000
3.2 Carry out initiatives to care for and enhance the natural environment, including:		
a) Liaising with local farmers to address environmental issues in accordance with best practice and the Landcare Strategic Plan (including identification of priority areas for funding).	Annual review in June	Land care Officer
b) Developing a plan for waste management, focusing on: <ul style="list-style-type: none"> Recycling Increasing the size of the rubbish tip. 	Ongoing	CEO/EHO 2006/7 \$20,000

ORGANISATIONAL MANAGEMENT

Scope

The Priority Area of ORGANISATIONAL MANAGEMENT includes management of Council staff, finances, plant and equipment, information technology, customer service, Councillor support, electoral processes and statutory compliance.

Outcomes

This Priority Area focuses on achieving the following outcomes:

- The efficient management of the organisation to achieve the outcomes of the Strategic Plan.
- Community satisfaction with the customer service provided by Council.
- Staff satisfaction and stability.
- Statutory compliance.

Key Performance Indicators

The following information will assist in evaluating achievement of outcomes:

- Level of achievement of the Strategic Plan.
- Level of community satisfaction with customer service.
- Level of staff satisfaction.
- Conformance to the Department of Local Government's financial reporting requirements.
- Statutory compliance.

STRUCTURE (cont.)

Strategies & Action Plans

	Action Plan Completion	Action By/ Value
4.1 Maximise resources by:		
a) Pursuing resource sharing opportunities and other avenues of cooperation with local Councils.	Ongoing: Bi-monthly meetings of neighbouring Councils	CEO/Shire President
4.2 Enhance knowledge and skills within the organisation and increase employment opportunities by		
a) Encouraging staff to further their relevant qualifications.	Annual review in June	DCEO
b) Enhancing Councillor development programs, including visits to neighbouring Councils.	Annual review in June	CEO
c) Maintaining apprenticeships and traineeships	Annual review in June	CEO
4.3 Promote a safe working environment by:		
a) Implementing the Occupational Health and Safety Plan.	Ongoing	EHO
4.4 Introduce processes to manage the Strategic Plan and report progress to the community, including:		
a) Cross-referencing Council's budget and all reports to the Strategic Plan.	Ongoing	CEO
b) Introducing processes to: <ul style="list-style-type: none"> • Measure and report against performance measures (including introducing a community survey). • Monitor and review the implementation of strategies and action plans and report to the community. • Review and update the Strategic Plan annually. 	From October 2006	CEO/Senior Staff