



Strategic Community Plan

2020 - 2030



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VISION STATEMENT

Shire of Wyalkatchem:
*To be a socially interactive
and inclusive community
that embraces our rural
character and sense of
community.*



Executive Message



Cr Quentin Davies
Shire President

It is with great pleasure to present the Shire of Wyalkatchem's Strategic Community Plan 2020-2030.

Our Strategic Community Plan identifies our vision, aspirations and priorities for the future. It provides the framework on how we should allocate resources, balancing our aspirations against our capacity.

This plan could not have been developed without the input of the local community and I thank everyone who took the time to provide input into the Plan.

Through the consultation process, the community provided valuable insights into the challenges and opportunities in our Shire and important focus areas for Council.

The community revealed that there is a strong appetite for the Shire to be more involved in driving tourism and economic development in our business sector to ensure the future sustainability of the community.

There was also a strong theme of building stronger partnerships, assisting in developing solutions, engaging and supporting groups and organisations.

There is no doubt there are some big challenges in our community. Together we can strive to achieve our community's vision.



Taryn Dayman
Chief Executive Officer

Shire Profile

The Shire of Wyalkatchem is an “outer regional”¹ Local Government area, located 194km north-east of Perth. The Shire covers an area of 1,595 square kilometres with the main residential centre being the town of Wyalkatchem. The Shire has an estimated resident population of 498¹. The population is both declining and ageing.

Agriculture accounts for 60% of businesses in Wyalkatchem, which is reflected in the employment profile of the Shire, with 35% of all employed persons in the Shire working in this industry.

Wyalkatchem Trends²

- Declining population
- Ageing population
- Continual increase in median age
- Increase in couples without children
- Decrease in young children (0-14 years)
- Increase in older generation (55+)
- Below average single parent families
- High percentage of retirees (both not working)
- Above average unemployed
- Higher than average voluntary work
- Lower than average median weekly rent
- Below average median weekly income – Households, Personal and Families
- High percentage of residents who live and work in the area

¹Australian Bureau of Statistics 2018 Estimated Resident Population by Local Government Area

²Australian Bureau of Statistics. 2016 and 2011 Census, Wyalkatchem (S) WA(LGA)



Census Snapshot

Median age

53 ↑ (3)

Regional WA - 41 ↑
Western Australia 36 ↔
Australia 38 ↑

Aged between 0 and 14 years

14.4% ↓ (-4.5%)

Regional WA - 19.7% ↓
Western Australia 19.2% ↔
Australia 18.7% ↓

Aged between 15 and 34 years

16.3% ↑ (8%)

Regional WA - 22.7% ↓
Western Australia 28% ↔
Australia 27.2% ↔

Aged between 35-49 years

14.9% ↓ (3.5%)

Regional WA - 19.3% ↓
Western Australia 21% ↓
Australia 20.3% ↓

Aged between 50-69 years

32.6% ↑ (4.7%)

Regional WA - 26.9% ↑
Western Australia 22.7% ↑
Australia 23.4% ↑

Aged between over 70 years

21.9% ↑ (2.6%)

Regional WA - 11.4% ↑
Western Australia 9.3% ↑
Australia 10.7% ↑

Males

53.2% ↑ (2.1%)

Regional WA - 50.6% ↔
Western Australia 50% ↔
Australia 49.3% ↔

Females

46.8% ↓ (-2.1%)

Regional WA - 49.4% ↔
Western Australia 50% ↔
Australia 50.7% ↔

Indigenous population

1.6% ↓ (-1.5%)

Regional WA - 5.7 ↔
Western Australia 3.1% ↔
Australia 2.8% ↔

Born in Australia

76.7% ↓ (-1.3%)

Regional WA - 73% ↓
Western Australia 60.3% ↓
Australia 66.7% ↓

Couples with Children

32.2% ↓ (-4.7%)

Regional WA - 39.9 ↓
Western Australia 45.3% ↔
Australia 44.7% ↔

Couples without Children

55.7% ↑ (8%)

Regional WA - 44.5 ↑
Western Australia 38.5% ↔
Australia 37.8% ↑

Median weekly household income

\$837 ↑ (\$63)

Regional WA - \$1311 ↑
Western Australia \$1595 ↑
Australia \$1438 ↑

Unemployment

9.2% ↑ (7.4%)

Regional WA - 6.3% ↑
Western Australia 7.8% ↑
Australia 6.9% ↑

Voluntary Work

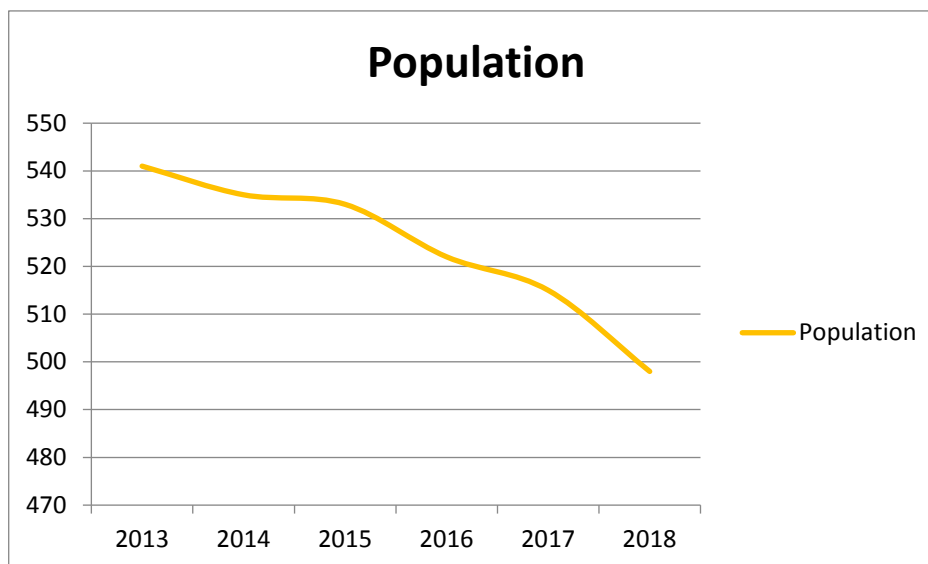
34.2% ↓ (2.7%)

Regional WA - 24.9% ↑
Western Australia 19% ↑
Australia 19% ↑

Demographic Trend

In 2018, the Shire of Wyalkatchem estimated resident population was 498¹. Since 2013, the Shire of Wyalkatchem has seen a steady decline in population. Retaining population within the district has been considered when formulating this Strategic Community Plan.

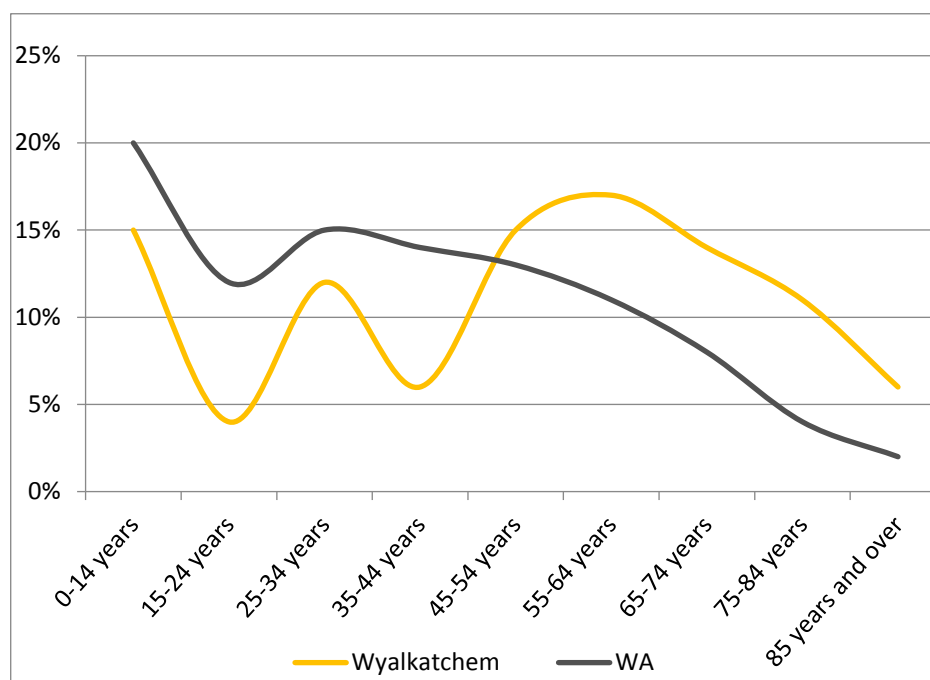
Population by Years



The chart below reflects the percentage of the 2018 resident population within each age grouping for the Shire of Wyalkatchem (represented by the orange line) and Western Australia (represented by the grey line) grouping.

This reflects that the Shire of Wyalkatchem has a lower proportion of people under the age of 45 years and a higher proportion of people over the age of 55 years when compared to the Western Australian Average.

% of Population by Age Group - 2018



¹Australian Bureau of Statistics 2018 Estimated Resident Population by Local Government Area

What is the Strategic Community Plan

The Strategic Community Plan is the Shire's long-term plan for the future. It helps Council to ensure that local government service delivery is consistent with and supports the community's aspirations for the Shire.

A strategic objective has been developed for each of four identified key areas of community interest, being Economic; Environmental; Community and Leadership. Desired outcomes have been determined to achieve each of the objectives after considering the Shire's current and future resources, demographic trends and internal and external influences.

The Strategic Community Plan guides decision making through the Corporate Business Plan and Annual Budget. It helps to determine priorities for the delivery of services, projects and programs.

All local governments within Western Australia are required to plan their services using this Framework. The Strategic Community Plan, Corporate Business Plan and Annual Budget form part of the core section of the Shire's Integrated Planning and Reporting Framework. The Shire's Asset Management Plan, Long Term Financial Plan and Workforce Plan are Informing Strategy documents which support the Framework.



How we will use this plan

This plan outlines how the Shire will work towards the Shire's vision inspired by the community's aspirations for the future.

The plan will influence how the Shire uses its resources to deliver services to the community. The plan forms the primary driver for all other planning undertaken by the Shire.

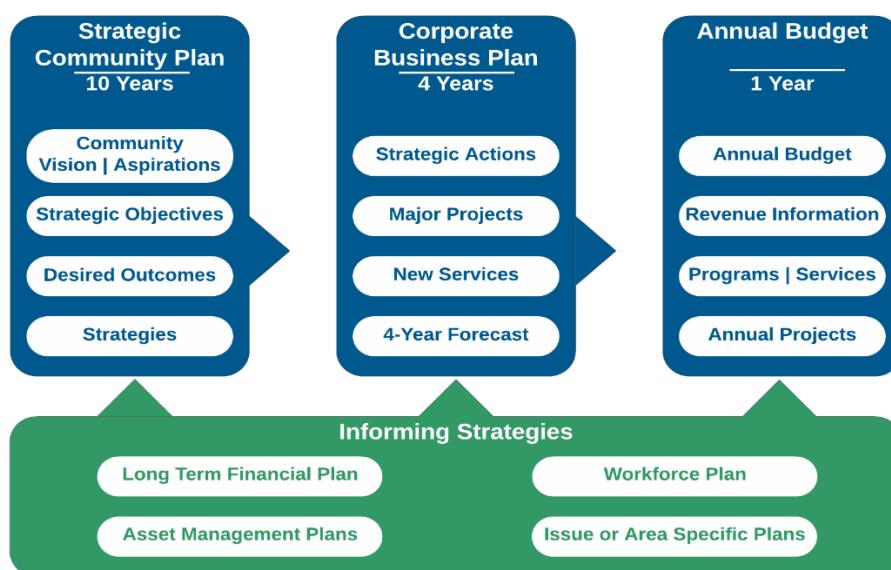
The plan will provide guidance to Council in several ways including:

- 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 communities 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 ensure 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.

Diagram: The Integrated Planning Structure



How we developed the Strategic Community Plan



Community Survey

33 Participants



Phone Interviews

28 Participants



Community Workshops

47 Participants

The Strategic Community Plan review process commenced in July 2019 and sought to obtain the community's aspirations, vision and objectives for the future, as well as obtaining feedback in relation to Shire services and facilities.

The Community was engaged through multiple platforms including surveys, phone interviews and community workshops. A total of 108 participants (22% of the shires population) participated in the engagement.

The community engagement has provided valuable insight into the key issues and aspirations of the community. Importantly, these views help Council to establish clear priorities and subsequently shape the visions, objectives and strategies.

33 surveys were completed. Most survey responses were from persons aged between 24-48 years (42%). Very few (9%) young people aged 16-24 completed the survey.

Community Engagement

What you told us

Survey participants were asked to rate on a five-point scale, the importance (not important at all to extremely important) and perceived Shire performance (unsatisfactory to excellent) on core services related to the focus area including Social and Wellbeing, Economic, Environment (Natural & Built) and Leadership. The following graph maps out Relative Importance and Satisfaction with the Shire's Services and Facilities using weighted scores from surveys received.

Relative Importance and Satisfaction with the Shire's Services and Facilities



Improvement & Priorities

The community engagement invited comments and suggestions on new services and suggestions for improvement that the Shire could consider when updating the Plan. The theme of the comments received were:

- Consult and engage the community;
- Provide a greater level of support to all community groups;
- Improve services and activities for young people;
- Focus on attracting and retaining the population.

The survey asked respondents to list the top three priorities for Wyalkatchem in the future. The top five priorities, based on the frequency of comparable comments were:

- Attraction and retention of the population (particularly families);
- Economic development (new business, support for existing businesses) and employment creation;
- Aged care and support services;
- Tourism development;
- Retention of existing services and infrastructure and improvement in service delivery (youth services and activities and medical/health services).



Engagement Summary

Clear and consistent themes emerged through the community engagement, which provided the suggested forward-looking focus for the Shire of Wyalkatchem.



Population Growth

- Attract more people (particularly families)
- Promote Wyalkatchem as a great place to live through targeted branding/marketing



Service Delivery Reform

- Youth activities and programs (informal & formal)
- Aged care support and services
- Better access to health, education, social and recreational opportunity



Economic Development & Employment Creation

- Support existing businesses
- Create new industry opportunity
- Create local jobs for local people



Local Tourism

- Capitalise on tourism potential through improved branding/marketing
- Improve accessibility to short-stay accommodation (i.e. caravan park)



Community Support & Engagement

- Build relationships and provide greater support to all community groups/organisations
- Improve communications and engagement with the community

Our Aspirations

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

Shire of Wyalkatchem Vision

To be a socially interactive and inclusive community that embraces our rural character and sense of community

Aspirations has been developed for each of four key themes of community interest

ASPIRATIONS

- Inclusive and engaged community that is healthy, safe and active
- A sustainable and growing local economy
- A natural and built environment that supports a connected, active and safe community
- Accountable, effective and engaged leaders

Definitions

VISION

An inspiring but achievable statement which says where we want to be in 2030

ASPIRATION

Overarching aim that moves us closer to our vision

GOAL

How we will achieve our aspirations as a community

MEASURE OF SUCCESS

How we will measure progress in achieving our goals



ASPIRATION

Inclusive and engaged community that is healthy, safe and active

OUR COMMUNITY WANTS



Services for the aged



Active, engaged and social community



Childcare and youth services

Goal 1

A safe and healthy community

IT WILL BE ACHIEVED BY:

- Supporting emergency services
- Improving the community emergency readiness
- Support & advocate for appropriate & accessible health services

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback & complaints
- Emergency readiness
- Health Service meets the needs of the community
- Outcomes of the Disability Access & Inclusion Plan have been implemented

Goal 2

An active, engaged and social community

IT WILL BE ACHIEVED BY:

- Support and engage agencies to enhance local services and activities for all members of the community
- Facilitate, encourage and support community events
- Provide community venues, & open spaces that facilitate opportunities for the community to connect
- Partner with key stakeholders to achieve an increase in active participation for all ages
- Provision of library services

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback & complaints
- Number of events and social activities
- Number of programs catering for all ages
- Library services are well utilised
- Community Grants Program

Goal 3

A community for all ages

IT WILL BE ACHIEVED BY:

- Advocating & supporting aged persons accommodation, facilities and services
- Implement Aged Friendly Plan
- Facilitate provision of child care services
- Develop & implement a youth strategy

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback & complaints
- Outcomes from Aged Friendly Plan implemented
- Childcare services operational
- Youth strategies implemented

ASPIRATION

A sustainable and growing local economy.

OUR COMMUNITY WANTS



*Capitalise
tourism
potential*



*Support local
businesses, create
new industry and
local jobs*



Upgrade Main Street

Goal 4 Increase visitors to our region

IT WILL BE ACHIEVED BY:

- Promote, develop tourism & maintain/enhance local attractions
- Collaborate with our partners to promote local and regional tourism initiatives
- Provide facilities to encourage tourist and resident visitation
- Work with the community to develop & promote tourism initiatives
- Encouraging visitors into the town centre

MEASURE OF SUCCESS

- Visitors to the Shire
- Community satisfaction
- Written feedback & complaints

Goal 5 Growth in business opportunity

IT WILL BE ACHIEVED BY:

- Engage with & support local business community
- Support new industry, business, investment & diversity while encouraging growth of local businesses
- Encourage community to support local business
- Support traineeships & workplace training opportunities
- Town planning strategies support industry growth

MEASURE OF SUCCESS

- Number of business in the Shire
- Number of programs supporting trainees and youth
- Business satisfaction
- Written feedback & complaints

Goal 6 Essential services and infrastructure are available to support the community and local economy

IT WILL BE ACHIEVED BY:

- Advocate for improved access to telecommunication infrastructure
- Continue to improve internet infrastructure and connectivity
- Advocate for improved access to reliable power supply
- Develop, review & implement town centre and townscape revitalisation plans

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback & complaints
- Reliable telecommunications
- Reliable power supply
- Town centre revitalised

ASPIRATION

A natural and built environment that supports a connected, active and safe community.

OUR COMMUNITY WANTS



Vibrant playgrounds

Goal 7

We have vibrant, active public open spaces and buildings with high levels of utilisation and functionality

IT WILL BE ACHIEVED BY:

- Improve asset management practices in a manner that optimises life and function
- Developing, maintaining & enhancing town streetscape and public spaces
- Providing quality amenities & accessible public spaces for our community
- Conserve the Shire's natural environment

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback and complaints
- Use of community facilities
- Asset ratios meets required standards



Creating meeting points

Goal 8

Our built environment responds to the accessibility and connectivity needs of all

IT WILL BE ACHIEVED BY:

- Improving safety on road, cycle and footpath networks
- Developing & planning community infrastructure to improve use & social interaction
- Implement Aged Friendly Plan
- Implement the Disability Access and Inclusion Plan (DAIP)

MEASURE OF SUCCESS

- Community satisfaction
- Outcomes from Aged Friendly Plan implemented
- Outcomes from the DAIP implemented



Improve Waste Services

Goal 9

Sustainable management of resources

IT WILL BE ACHIEVED BY:

- Providing effective & efficient Waste Management Services
- Encouraging recycling & support recycling initiatives and programs
- Increase availability of water catchment and treatment options, waste re-use and recycling.
- Preservation of significant heritage properties & precincts
- Manage the natural environment within available resources

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback and complaints
- Number of re-use water initiatives
- Number of recycling initiatives and programs
- Waste facilities are compliant

ASPIRATION

Accountable, effective and engaged leaders

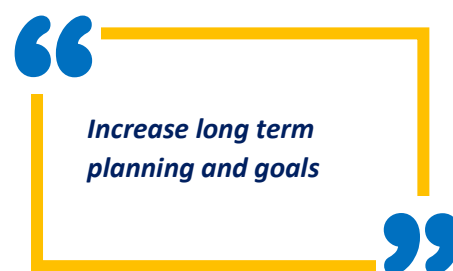
OUR COMMUNITY WANTS



Improved community communications & engagement



Supporting & partnering community groups



Increase long term planning and goals

Goal 10

Transparent, accountable and effective governance

IT WILL BE ACHIEVED BY:

- Ensuring a well-informed Council makes good decisions for the community
- Ensuring sound financial management and plans for the Shire's long term financial sustainability
- High quality corporate governance, accountability and compliance
- Maintaining Integrated Strategic and Operational plans

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback and complaints
- Adherence to compliance Calendar and statutory requirements
- Long Term Financial Plans
- Annual Report & Audit
- Integrated Planning and Reporting

Goal 11

Community and customer service focus

IT WILL BE ACHIEVED BY:

- Effective communication and engagement with the community, including local groups and organisations
- Providing high quality customer and community focused services and programs across the organisation
- Implement and review the Workforce Plan, including staff recruitment, development and retention program

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback and complaints
- Community participation in community engagement processes
- Elected members represented locality

Goal 12

Form strategic partnerships and advocate for the community

IT WILL BE ACHIEVED BY:

- Developing strategic partnerships with regional, State & Federal governments
- Ensuring that the Shire of Wyalkatchem is well positioned to meet future needs

MEASURE OF SUCCESS

- Community satisfaction
- Written feedback and complaints
- Documented advocacy and lobbying
- Collaborative initiatives undertaken
- Number of Partnerships established

Services and Facilities

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

Services	Social	Economic	Environment	Leadership
Aged Seniors' Services	3.1			
Aged person accommodation	3.1			
Building approval process control				10.3
Caravan Park		4.3		
Cemetery			7.2 7.3	
Childcare playgroup	3.3			
Community engagement				11.1
Community halls	2.3		7.1 8.2	
Council buildings heritage assets			7.11 8.2 9.4	
CRC visitors centre		4.2 4.4 4.5		
Customer service				11.2
Economic development		4.1 5.1 5.2 5.3 5.4		
Emergency services	1.1 1.2			
Festival event support	2.2			
Health administration inspection				10.3
Library library services	2.5			
Maternal infant services	1.1			
Medical health services	1.1			
Medical facilities	1.1			
Natural resource management			7.4	
Parks gardens reserves			7.2	
Public toilets			7.3	
Ranger services				10.3
Regional collaboration				12.1 12.2
Roads infrastructure			8.1	
Rubbish recycling kerbside collection			9.1 9.2	
Sport recreation facilities			7.1 8.2	
Strategic planning				10.4 11.3
Street lighting			8.1	
Support for volunteers	1.1 2.1			11.1
Tourism management		4.1 4.2 4.3 4.4		
Town beautification landscaping		6.4		
Town planning		5.5		
Waste management			9.1 9.2	
Youth services	3.4			

Resource Capacity

This Strategic Community Plan has been developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not known, expectations of relative future resource capacity were considered in the development of this plan.

Current Resource Capacity

As at 30 June 2019, the Shire had the following current resource profile³. 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	Current	Future Trend
Workforce	14 FTE	Stable
Infrastructure Assets	\$50,463,833	Stable Increasing
Property, Plant and Equipment	\$10,673,005	Stable
Cash Back Reserves	\$3,193,483	Stable Increasing
Borrowings	\$237,933	Reducing
Annual Rates Revenue	\$1,283,475	Stable Increasing
Annual Revenue	\$3,801,762	Stable Increasing
Annual Expenditure	\$3,811,110	Stable Increasing

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.

³Shire of Wyalkatchem Annual Financial Report 2018-2019

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Wyalkatchem operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

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

External Factors	Internal Factors
Increasing community expectations in relation to service levels and service delivery.	The objectives and strategies contained in the Council's current Strategic Community Plan.
Rapid changes in information technology changing the service delivery environment.	The timing and actions contained in the Council's Corporate Business Plan.
Increased compliance requirements due to Government Policy and Legislation.	Organisational size, structure, activities and location.
Cost shifting by Federal and State Governments.	Human resourcing levels and staff retention.
Reducing external funding for infrastructure and operations.	Current organisational strategy and culture.
Increasing population and economic development resulting in greater pressure on the natural environment and its resources.	The financial capacity of the Shire.
Changes in agricultural practices and the associated social impacts.	Allocation of resources to achieve strategic outcomes.
Increasing community expectations and regulations in relation to waste management.	Maintenance of corporate records.
Climate change and subsequent response.	Current organisational systems and processes.

References and acknowledgements

We thank the Wyalkatchem community for their time and effort in being a part of our community engagement and for their valuable input into our Strategic Community Plan.

The Shire of Wyalkatchem Strategic Community Plan 2020-2030 has been developed by engaging the community and other stakeholders.

The community engagement process was facilitated by Wheatbelt Business Network and Council Staff.

A great deal of information contained in this plan has been derived from documents in the public domain and liaison with key stakeholders.

We have also made reference to the following documents and websites during the preparation of the plan.

- Community Engagement Report (November 2019), developed by Wheatbelt Business Network
- Shire of Wyalkatchem website
- Australian Bureau of Statistics
- Department of Local Government, Sport and Cultural Industries
- Shire of Wyalkatchem 2023 Strategic Community Plan

For further details on the Strategic Community Plan
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