

Shire of Kent Community Strategic Plan 2017 –2027



Shire of Kent
24 – 26 Richmond Street
NYABING WA 6341

Review of the Plan

In accordance with statutory requirements the Strategic Community Plan is reviewed and updated on a four year review cycle including community consultation, with a desktop review being undertaken every two years.

Date of Adoption: 15 August 2018 (Resolution 4945)

Date of Review: 16 December 2020 (Resolution OCM2021/059)

OCM2021/059 - COUNCIL RESOLUTION

MOVED Cr TD Borgward / Cr KV Johnston

That Council endorses the changes proposed to the Strategic Community Plan 2017-2027 resulting from the minor review conducted in accordance with Section 5.56(1) of the Local Government Act 1995.

CARRIED 7/0

By Absolute Majority

Contents

Foreword.....	4
Integrated Planning and Reporting Framework	5
What is the Strategic Community Plan	6
Structure of the Plan.....	6
How the Plan will be used.....	7
Profile of the Shire of Kent.....	7
Natural and Built Environment	8
Community Engagement	9
Community Response	10
Objectives and Community Priorities	11
Economic Objective	12
Social Objective.....	13
Environment Objective	14
Civic Leadership Objective	15
Resource Capacity.....	16
Current Resource Capacity.....	16
Future Resource Capacity	16
Strategic Risk Management	17
Measuring Success.....	18
References and Acknowledgements.....	19

Our Vision:

“A community that places a high value on essential services; communications and technology infrastructure, improved social connectedness; community involvement and participation, a need to retain and grow the population, and to strengthen economic prosperity through the diversification of the local economy.”

The Shire in the future is described as:

- * A place with a sense of community, one that is thriving, vibrant, engaging and connected.*
- * A place that nurtures its youth and aging population;*
- * A place that has a range of services and facilities meeting our needs.*
- * A place that is growing and has employment opportunities, through local industry, which is based on the Shires local comparative advantages.”*



Our Mission: Provide leadership, direction and opportunities for the community.

Key Principles: In achieving the Vision and Mission, we will set achievable goals and work with the community to maintain a reputation of openness, honesty and accountability. In doing so, we will:

- * respect the points of view of individuals and groups;*
- * build on existing community involvement;*
- * encourage community leadership; promote resilience, self-reliance and initiative;*
- * recognise and celebrate achievement;*
- * support the principles of social justice;*
- * acknowledge the value of staff and volunteers*

Foreword

We are proud to present the Shire of Kent Community Strategic Plan 2017 - 2027. The Plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Kent community.

This Plan could not have been produced without the input of the local community. 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 we have detailed in this Plan.

We look forward to continuing our focus to ensure the community is a socially interactive and inclusive community.'

Scott Crosby
Shire President

Rick Miller
Chief Executive Officer

Integrated Planning and Reporting Framework

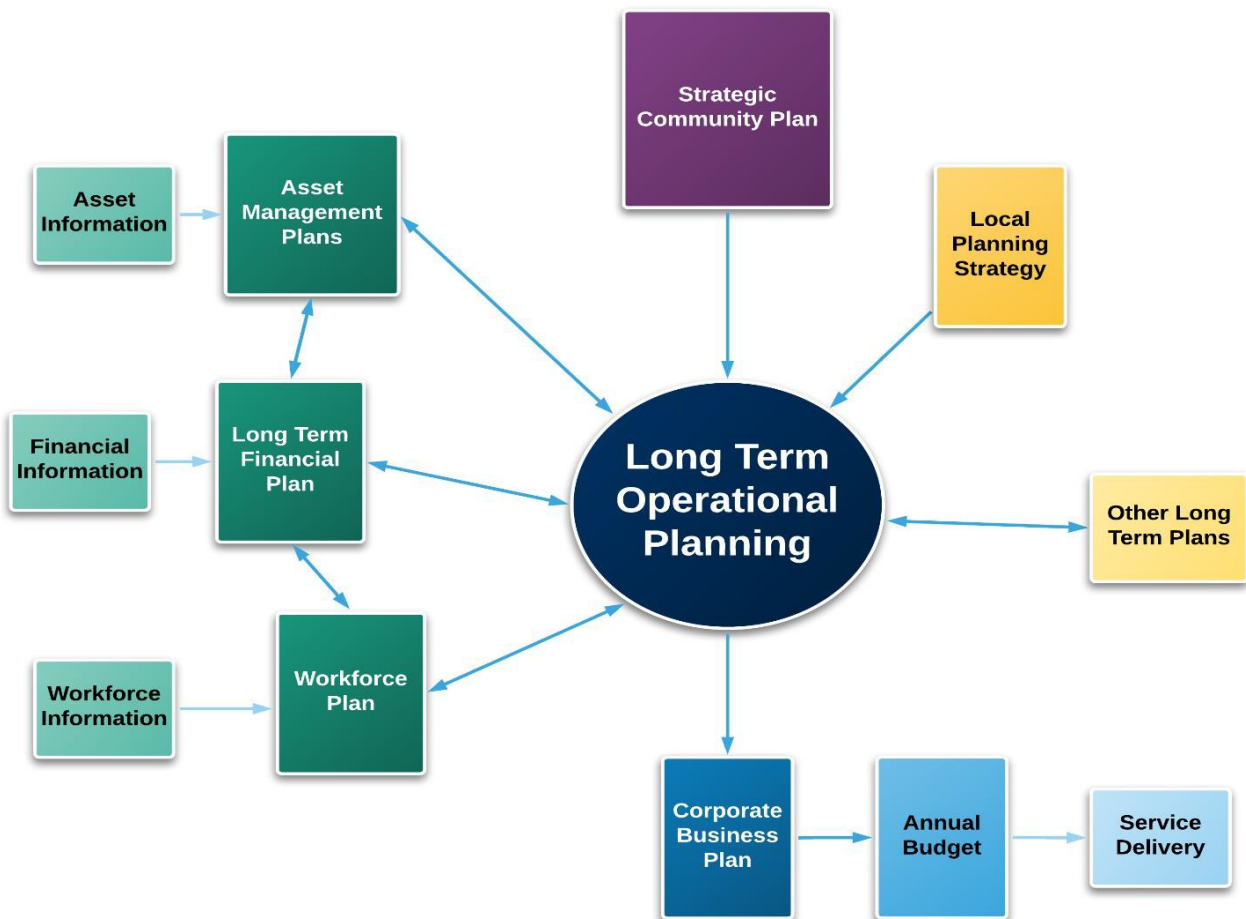
All local governments are required to prepare a Plan for the Future for their district under *Section 5.56(1) of the Local Government Act 1995*. The Plan for the Future comprises the following two key strategic documents¹:

Community Strategic Plan – Council’s principal 10-year strategy and planning tool. It is the principal guiding document for the remainder of the Shire’s strategic planning documents as community engagement is central to the Plan.²

Corporate Business Plan/5 Year Budget – Council’s five-year planning document. The core components of this Plan include a five-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.²

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key strategy documents and processes shown in the following diagram.

Diagram: The Strategic Planning Framework



¹Local Government (Administration) Regulations 1996, Paragraph 19BA.

²Department of Local Government and Communities, Integrated Planning and Reporting: Framework and Guidelines, September 2016

What is the Community Strategic Plan

The Community Strategic Plan is the highest level planning document in the Integrated Planning and Reporting process. This Plan is designed to be a 'living' document that guides the development of the Shire of Kent community for at least the next ten years.

One of the key features of the Community Strategic Plan is community engagement and the part it plays in influencing the Shire's strategic direction as it seeks to achieve the community's long term vision and aspirations.

Strategic planning is a recurring process, requiring constant refinement and review. Every second year a minor review is scheduled to occur which will alternate with a comprehensive review every four years.

Structure of the Plan

Based on community engagement, the 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 the four key themes of the community interest, being:

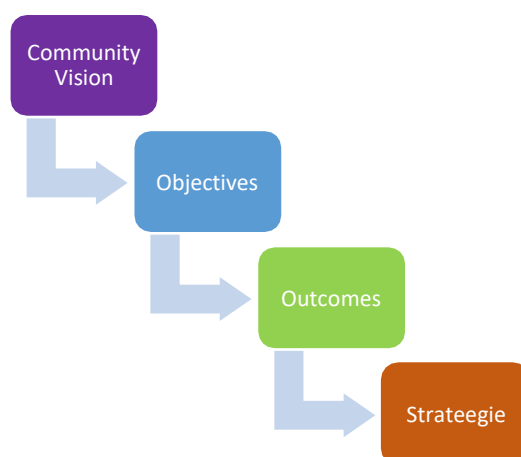
- **Economic:** Support growth and progress, locally and regionally;
- **Social:** To provide community facilities and promote social interaction;
- **Environment:** Protect and enhance our natural and built environment; and
- **Civic Leadership:** Continually enhance the Shire's organisational capacity to service the needs of a growing community.

Desired outcomes for each objective have been determined and strategies to meet the objectives established. This occurred after considering future demographics and the Shire's current and future resources and capacity.

For each strategic objective, the following information has been provided:

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

The document is prepared in a manner where an objective is formed with outcomes aligned and the final step is strategies that are identified.



How the Plan will be used

This Plan outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Kent community as it seeks to achieve its vision inspired by the community's aspirations for the future.

Looking to the future, the Community Strategic 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 Shire of Kent intends to use the Community Strategic Plan in several ways, including:

- Guide Council priority-setting and decision-making;
- 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 framework to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community and within the strategic direction of the Shire;
- Inform potential investors and developers of the 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, values and aspirations.

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/5 Year Budget. Key performance indicators will be used to report back to the community on the Shire's performance in achieving the outcome.

Profile of the Shire of Kent

The Shire of Kent is a small progressive rural community in the Great Southern Region of Western Australia, just over 300km south east of Perth. With a population of approximately 559 the Shire is small in number but large in size at more the 1.5 times the size of the Perth metropolitan area.

The Shire of Kent is predominantly a farming community and has a number of farm support services as well. While the Shire of Kent embraces its farming history the community does look for ways to diversify its economy, enhance its community facilities and services and seeks to meet the vision and aspirations of all people living within its boundaries.

HISTORY

The Shire was first established in 1923 as the Kent Road Board, with a name change to the Nyabing-Pingrup Road Board in 1955. This name was retained until 1961 when it became the Shire of Nyabing - Pingrup, with a further name change in 1973 the current name of Shire of Kent. The name 'Kent' apparently comes from the commissariat officer of Dr. T Wilson's expedition of 1829. The Shire incorporates the two towns of Nyabing and Pingrup, with Nyabing being officially gazetted on 24 December 1912, and Pingrup on 9 May 1924. The first white men to visit the area were sandalwood cutters with the first lease of 2000 acres being taken around Cairlocup lagoon by Jon Hassell in 1873.

COUNCIL

The Shire of Kent consists of 8 Councillors representing the whole Shire with no wards. Ordinary Meetings of the full Council are held on the third Wednesday of every month, with the exception of January. Council is determined to maintain its own identity through any future Local Government reform process.

TOWNS

The principal centres in the Shire are the towns of Nyabing (Pop approx 120) and Pingrup (Pop approx 80). Nyabing is approximately 320km south east of Perth and Pingrup a further 40km east of Nyabing. Both communities are renowned as being close knit, friendly, crime free and family orientated.

EDUCATION AND FACILITIES

Both towns provide excellent education to Year 6, shopping and recreation facilities. Medical and further education facilities are available in Katanning, 60km to the west of Nyabing and in Lake Grace 50km to the north of Pingrup. The Shire has excellent sporting facilities in both Pingrup and Nyabing, with most of these facilities being provided by the Shire, in conjunction with different sporting organisations. The facilities include football, netball, basketball, hockey, tennis, golf and cricket in both towns, whilst Nyabing also has a Pistol Club and a Bowling Club as well. The Pingrup Race Club also holds an annual race day in March of each year.

SHIRE REGION

The Shire of Kent covers an area of 6,534 square kilometres, and is predominantly an agricultural area. With an average rainfall of 375mm (15 inches) the area produces wheat, barley and canola as well as other grains and legumes. The Shire area is also involved in the sheep industry, which produces a wool clip of around 2 million kilograms (ABS 2006).

Natural and Built Environment

The Natural Landscape

The Shire of Kent is located approximately 320 kilometres south east of Perth, 187 kilometres north, north east of Albany and 60 kilometres east of Katanning. The district is bordered by the Shires of Dumbleyung, Gnowangerup, Jerramungup, Lake Grace and Katanning to the west.

Located in the Great Southern Region of Western Australia, the Shire of Kent covers an area of 6,552km² of agricultural farmland, natural reserves, crown land and town sites. Kent has a Mediterranean style climate characterised by hot, dry summers and cool, wet winters. While there are a number of reserves throughout the Shire the largest and best known is the Lake Magenta Wildlife Sanctuary and the Lake Bryde Reserve has been a popular recreational and wildlife reserve for many years.

The Built Environment

With the Nyabing townsite being officially gazetted in 1912 and Pingrup in 1924, there was a long period of population growth as the farming families grew and the required support services grew alongside. This has been followed by a contraction of the population due to farm aggregation, increased mechanization and machine sizes in farming and other advances in technological methods in farming which has reduced the requirement for staff on farm. In 2001 the Shire had a population of nearly 800 persons it is now around 600 which demonstrates the significance of the various factors that have seen the decline in numbers.

The Built Environment (Cont)

This however does not mean that the community is any less proactive and committed to preserving its facilities, services and lifestyle. The Shire has a Progress Association in each town both of which have been extremely busy over many years actively seeking out opportunities to enhance the amazing country lifestyle enjoyed by the residents of the Shire. Where appropriate the Council assists and supports these groups and the other community and sporting groups which share the objectives of making the Shire of Kent a great place to live.

Community Engagement

The 2017 Strategic Community Plan review process commenced in mid 2017 and focused on obtaining feedback in relation to Shire services and facilities.

The community engagement was promoted and advertised in the local newsletters, the Nyabing News, the Pingrup Post, on the Shire of Kent website and Facebook page with a link to the electronic survey which was also provided through community email and a mailout copy of the survey was also sent.

Historically, the Council held community workshops in each town, however on this occasion it has chosen to engage with up to six community groups directly across the Shire to gain a different perspective. The survey was used to measure the satisfaction levels with Councils performance as well as seek out ideas for future projects and services, understand the aspirations of the community and to provide guidance to the Council with regard to longer term direction. The engagement with the community groups was designed to tackle different demographics to find common goals across the entire community.

Community Response

The community engagement has provided valuable insight into the key issues and aspirations as identified by the local residents and ratepayers. Importantly for the Council, these views helped establish clear priorities and subsequently shaped the visions, values, objectives and strategies documented in this report. The community survey responses were from a range of age groups, as represented in the chart below.

The age demographic of survey respondents is reflected in the chart below. 56% of respondents were female and 44% Male.

2017 COMMUNITY NEEDS SURVEY	
Respondents by Age Group	
Answer Options	Response Percent
<15	0.0%
15-19	0.0%
20-24	0.0%
25-29	2.4%
30-34	7.3%
35-39	17.1%
40-44	4.9%
45-49	19.5%
50-54	19.5%
55-59	7.3%
60-64	7.3%
65-69	7.3%
70-74	2.4%
75-79	0.0%
80-84	2.4%
85+	2.4%

How the community saw the council's current and forward planning pursuits.

2017 COMMUNITY NEEDS SURVEY	
Overall, how do you think Council is meeting and planning for the needs of the Shire of Kent (Current and Future)?	
Answer Options	Response Percent
Very Good	23.8%
Good	54.8%
Average	19.0%
Poor	2.4%
Very Poor	0.0%

Objectives and Community Priorities

The Shire of Kent has set out four key objectives within this Plan as it delivers services to the community. An objective has been defined for each of four key themes, being: Social; Economic; Environment; and Civic Leadership.

Each of the four objectives contain the desired outcomes the Shire is aiming to achieve over the 10+ years of this Plan.

The desired outcomes were developed after consideration of the community response and other external factors including available planning by other government agencies.

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

Objectives		Community Outcomes
ECONOMIC	<i>Support growth and progress, locally and regionally</i>	<ul style="list-style-type: none"> • Growth in business and/or employment opportunities • Increased tourism activity • An effective well-maintained transport network • Agriculture opportunities maintained and developed
SOCIAL	<i>To provide community facilities and promote social interaction</i>	<ul style="list-style-type: none"> • Expansion of youth services and facilities • Maintaining a healthy and safe community • Existing strong community spirit and pride to be fostered, promoted and encouraged • Cultural and heritage diversity is recognised • A broad range of quality education services and facilities servicing the region
ENVIRONMENT	<i>Conserve, protect and enhance our natural and built environment</i>	<ul style="list-style-type: none"> • A preserved natural environment • Effective waste services • Efficient use of resources • A well-maintained built environment
CIVIC LEADERSHIP	<i>Continually enhance the Shire's organisational capacity to service the needs of our community</i>	<ul style="list-style-type: none"> • An efficient and effective organisation • An employer of choice

Economic Objective

Support growth and progress, locally and regionally

Community Feedback

The Kent community values its agricultural industry and local support businesses whilst remaining open to new development and industry.

Creating economic growth and employment opportunities is challenging for the district and increased promotion of the region is seen as a priority to facilitate growth.

Economic Aspirations and Opportunities

The Kent community would like to see an increase in economic diversity with growth of education and tourism in the district. This creates many opportunities for cultural tours and eco-tourism. The development of infrastructure to support economic prosperity is viewed by the community as key to the district's future.

Retaining the youth within the district through the availability of employment opportunities is considered essential for the growth and progress of the region.

Maintaining and improving the transport network throughout the district is seen as essential to the continued economic prosperity.

The continued lobbying for the provision and improvement of telecommunications and technology available to our farming and business operators is seen as an important part of future business and employment growth strategies.

Comments from the Community:

"More industrial land ideally would encourage development within our towns"

"To expand its economic base and employment opportunities..."

"Council should facilitate information, contacts and community services which provide the requirements necessary in starting up a new business."

Social Objective

To provide community facilities and promote social interaction

Community Feedback

There is clearly a strong sense of community in the Shire of Kent which is highly valued. High quality sporting and recreational facilities available in Kent are well recognised and assist in the sense of community and general well-being of residents.

Social Aspirations and Opportunities

The residents and ratepayers as a whole aspire to retain a strong sense of community and engage the youth to retain them in the district.

There is a strong independent culture and resilience within the community. The potential to grow social events and to provide for youth activities and facilities were highlighted by the community as important.

These features provide opportunities for higher levels of social interaction through sporting and community events. Community is highly valued, with the potential to increase awareness and events in this area.

Growth of both the regional education and health services is viewed as not only providing economic benefits but more importantly social benefits for all of the community.

Public Health

The Shire of Kent will provide contemporary recreational facilities that promote health and wellbeing through play and exercise, and where possible in a "Sun Smart" fashion. We will continue support for the infant health clinics in both towns and maintain and enhance mosquito control programs. The Shire will also continue to support higher level health planning through its normal environmental health services and through its endeavours to attract visiting allied health service providers to the district. The Council will also continue to advocate for improved mental health services and age appropriate housing where possible.

Comments from the Community:

"Increased housing of any capacity is beneficial to our communities. It's encouraging of new residents and services."

"Community events - yes! It's what brings our community together - vital for our well-being."

"Good selfless people create good communities"

"I think it's more important to retain younger people in our community."

"I'm pleased that our Council is supportive of any presented community event..."

Environment Objective

Conserve, protect and enhance our natural and built environment

Community Feedback

The community appreciates and values the natural environment and particularly the amazing natural reserve areas.

Environment Aspirations and Opportunities

The community aspires to protect and preserve its nature reserves to develop walking trails, parks and gardens and maintaining its sports facilities. To achieve a balanced maintenance regime for the community, planning is required to ensure adequate consideration of the social and environmental impacts of future development.

There are opportunities to further develop the built environment and provide increased community facilities and services as the need arises, whilst protecting the natural environment.

The Council will continue to pursue funding for NRM services to the district and facilitate where possible the collaboration between NRM groups to achieve economies for the benefit of the entire region. We will seek to embrace sustainability principles where there are long term benefits for our community and the region in general.

Comments from the Community:

“Our sporting facilities are great...”

“The parks are a perfect meeting place for youth.”

“Nature based adventure playground would be a huge incentive for families to stop.”

Civic Leadership Objective

Continually enhance the Shire’s organisational capacity to service the needs our community

Community Feedback

The Kent community values its small-town character, including a welcoming and friendly community. To retain these important traits, the community acknowledges unity is essential.

Civic Leadership Aspirations and Opportunities

Continuing to build an efficient effective organisation with strong communication is clearly a community and Council aspiration. The community wants the Shire to continue to advocate for increased services and infrastructure on its behalf.

Comments from the Community:

“I think we have a very good Shire Council.”

“Good governance and enhanced communications”

Resource Capacity

This Community Strategic Plan was 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.

Current Resource Capacity

At the 30 June 2017, the Shire had the following resource profile⁴.

Resource	Level
Workforce	24 FTE
Infrastructure Assets	\$236,204,148
Property, Plant and Equipment	\$11,128,475
Cash Backed Reserves	\$2,162,047
Borrowings	\$506,050
Annual Rates Revenue	\$2,151,219
Annual Revenue	\$6,986,610
Annual Expenditure	\$4,566,925

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	Increasing
Borrowings	Reducing
Annual Rates Revenue	Stable
Annual Revenue	Stable
Annual Expenditure	Stable

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

⁴ Shire of Kent 2016-17 Annual Financial Reports

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Kent 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 this 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 Community Strategic 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.
Resource development and the associated social impacts.	The financial capacity of the Shire.
Increasing community expectations and regulations in relation to waste management.	Allocation of resources to achieve strategic outcomes.
Government responses in relation to social services.	Maintenance of corporate records.
Climate change and subsequent response.	Current organisational systems and processes.

Measuring Success

The aim of this Plan is to align the community's visions and aspirations for the future of the Shire of Kent to the Council'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
ECONOMIC	<i>Support growth and progress, locally and regionally</i>	<ul style="list-style-type: none"> • Completion of a long term housing & accommodation strategy • New business activity • Community survey and asset management data regarding roads • Completed caravan park upgrades and tourism strategy
SOCIAL	<i>To provide community facilities and promote social interaction</i>	<ul style="list-style-type: none"> • Social media activity • Community participation levels in recreation activities and events • Population retention • Youth participation
ENVIRONMENT	<i>Conserve, protect and enhance our natural and built environment</i>	<ul style="list-style-type: none"> • Compliance with statutory reviews required by the various Planning Frameworks • Improved cemetery, entry statement & footpath presentation • Statutory asset management ratios • Effective long term waste & resource recovery strategies in place
CIVIC LEADERSHIP	<i>Continually enhance the Shire's organisational capacity to service the needs of a growing community</i>	<ul style="list-style-type: none"> • Statutory financial ratios • Employee retention rates • Volunteer levels • Continued resource sharing activities

References and Acknowledgements

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

The Shire of Kent Community Strategic Plan 2017 - 2027, 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 Kent Community Strategic Plan 2013 - 2023;

Council website: www.kent.wa.gov.au;

Australian Bureau of Statistics;

Shire of Kent Annual Financial Report 2016 - 2017.

Review of the Plan

In accordance with statutory requirements the Community Strategic Plan is reviewed and updated on a four- year review cycle including community consultation, with a desktop review being undertaken every two years.

Prepared by the staff of the Shire of Kent:

Document Management

Status:	Draft V1.1
Date of Adoption:	15 August 2018
Date of Review:	16 December 2020
Reason for Update	Changes as a result of the Minor Review including the transfer of Facilities, Services and the list of Community Priorities and Actions to the Corporate Business Plan

For further details on the Strategic Community Plan please contact:

Shire of Kent
24 – 26 Richmond Street
PO Box 25
NYABING WA 6341

P: 08 9829 1051
F: 08 9829 1083
E: admin@kent.wa.gov.au
www.kent.wa.gov.au