

# Shire of Kent

## Strategic Community Plan 2023 - 2033

### Shire Vision

A PROUD, INCLUSIVE AND GROWING COMMUNITY

### Our Mission

We demonstrate proactive leadership; work cooperatively with others; facilitate sustainable opportunities for our community and we are an employer of choice.



## Welcome from the Shire President

It gives me great pleasure to deliver the Shire of Kent's Community Strategic Plan for the 2023 – 2033 period. This plan sets the priorities and strategic direction for the next ten years.

Legislation requires all local governments to produce a plan for the future that considers the community's aspirations, vision and objectives. Extensive community consultation was undertaken in the development of this plan and I would like to sincerely thank those that came along to meetings, completed surveys and spoke with consultants. Your input is vital in the strength and success of this plan.

Some of the major initiatives into the future includes:

- Support in emergency services planning, risk mitigation, response and recovery;
- Actively improve townscape aesthetics and streetscape;
- Promote tourism through local trails and signage;
- Continue to lobby for mobile communication black spots across the Shire to be reduced;
- Maintain a high standard across waste and recycling services.

Council will continue to actively participate, promote and work with local and regional organisations to achieve successful outcomes for our communities.

**Scott Crosby**  
**SHIRE PRESIDENT**

## Key Achievements since the 2017 – 2027 Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan review.

### **Economic** – *support growth and progress, locally and regionally*

- New ablutions and camp kitchen at Nyabing Caravan Park.
- New camp kitchen, cement pads and landscaping works at Pingrup Caravan Park.
- MOU with CBH for Short-term accommodation units at Pingrup Caravan Park.
- Construction of the Pingrup Silo Trail to include signage, viewing platform and lights.

### **Social** – *To provide community facilities and promote social interaction*

- Increased social media activity through Facebook and emails.
- Council support for Beasts in the Bush, Pingrup Races and other community events.
- Thanks a Volunteer dinner in 2023; well supported Women Having a Whirl program.
- Installation of Jumping Pillows in both Nyabing and Pingrup.
- Upgrades to Pingrup Pavilion including ablutions.

### **Environment** – *Conserve, protect and enhance our natural and built environment*

- Finalisation of Waste Transfer Station in Pingrup.
- Installation of automated gates with CCTV at both Nyabing and Pingrup Refuse Sites.
- Completion of a Strategic Waste Management Plan.
- Black Cockatoo and Wild Dog Programs; fencing rehabilitation projects.

### **Civic Leadership** – *Continually enhance the Shire's organisational capacity to service the needs of a growing community*

- Maintain good governance practices to ensure compliance



## Our Commitments

*We have a can-do attitude.*

*We engage and work with our community to achieve our goals.*

*We take pride in our work. We do it once and we do it right.*

*We are consistent in our decision making and operations.*

*We forward plan and manage our resources in a responsible manner.*

*We communicate in an open, transparent, and accountable way.*





## Our Demographics

### Where we are now (2023)



- **491<sup>1</sup> people** call the local government area home, with 78% of people born in Australia and 0.6% being First Nations people
- **Median age** is 39yrs<sup>2</sup>
- **Our community:** 119 families with children
- **We have a high proportion of children:** The percentage of the resident population from 0 – 9yrs is well over the State average (0-4yrs is 9.1% compared to 6.1% and 5-9yrs is 9.3% compared to 6.5%)
- **We have a high proportion of middle-aged people:** The percentage of residents aged 40yrs to 54yrs is well above the state average
- **We have high volunteerism:** 34.6% of residents undertake voluntary work, well above the state (19%) and national average (19%)<sup>3</sup>
- **1063 Socio-Economic Indexes for Areas (SEIFA)** which indicates an element of minimal advantage in the Shire (base is 1046)<sup>4</sup>



- **We have varied affluence in our communities:** family (\$2,187/wk) and household income (\$1,784/wk) is below WA averages, but personal weekly (\$1,103) income is above the State average<sup>5</sup>. Average wage is \$39,363<sup>6</sup>
- **We have low unemployment:** 1.5%<sup>7</sup> compared to state average of 7.8%
- **Labour participation:** 70.5% of our residents are engaged in the workforce, 73.5% of our workforce is full time<sup>8</sup> with Grain-Sheep or Grain-Beef Cattle farming being the largest industry
- **We have high car ownership rates:** because we have no public transport access and our geographical isolation requires us to travel longer distances to access services
- **Business entries and exits:** Start of 2021/22 there were 128 businesses, at the end there was 145<sup>9</sup>

### Where we will be in 10yrs

- **Population may decline by 2031:** Predicted population of 455<sup>10</sup>
- **Ageing population** as the higher proportion of locals in the 40-54 age group move into retirement

<sup>1</sup> Census 2021

<sup>2</sup> Census 2021

<sup>3</sup> Census 2021

<sup>4</sup> SEIFA 2016

<sup>5</sup> Census 2021

<sup>6</sup> INSIGHT RAI

<sup>7</sup> Census 2021

<sup>8</sup> Census 2021

<sup>9</sup> ABS 2021/22 Business Count

<sup>10</sup> WA Tomorrow Band C Report 11



## How We Developed this Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit our communities. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.

### Progress Reporting

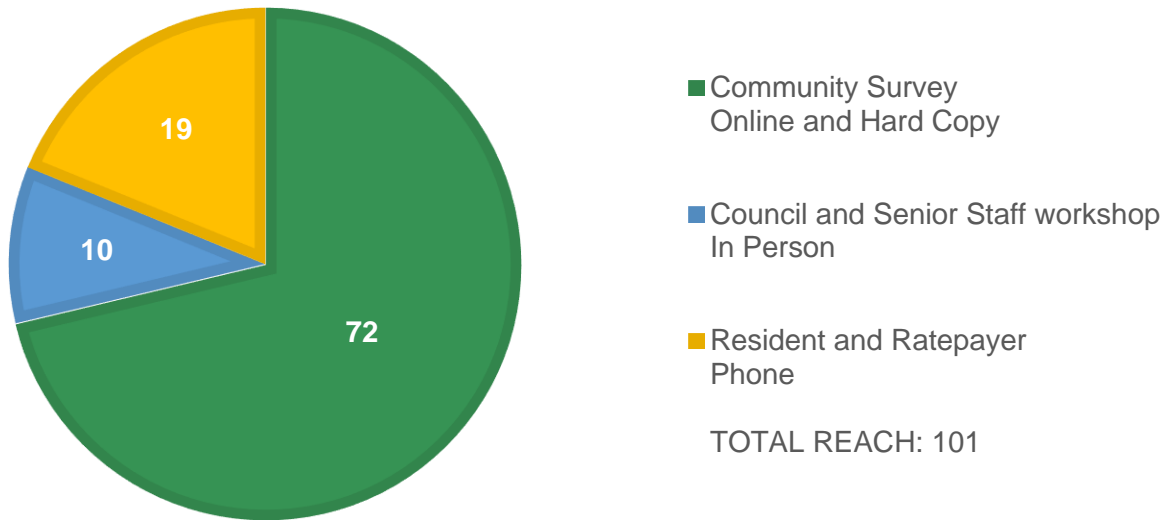
The Shire of Kent has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire website. In addition, results are formally communicated to the community annually via the legislated Annual Report.

### IPR Reviews

This Strategic Community Plan will be subjected to a minor review in 2025 and a major review requiring extensive community engagement in 2027 as legislated. In addition, the Corporate Business Plan will be reviewed and updated annually to reflect any changes to priorities, service levels and the budget.



## Summary of Community Engagement



## Strategic Priorities

Community members were asked to rank the following strategic priorities in order of importance to them with the resulting order being.

	Medium Priority	High Priority
Provision and maintenance of community buildings, halls and public toilets	●●	
Access to services and facilities for Indigenous and culturally diverse groups	●●	
Access to services and facilities for people with disabilities	●●	
Bush fire prevention and control		●●●
Natural disaster management and adverse events planning	●●	
Conservation and environmental management including biodiversity, climate change, weed control, water conservation	●●	
Streetscape, amenity improvement, lighting and development of Town Centres		●●●
Economic and tourism development		●●●
Facilities, services and care available for Seniors	●●	
Delivery and support for events, arts and cultural activities	●●	



Sport and Recreation activities and facilities	● ●	
Support for community groups, volunteers and clubs		● ● ●
Heritage and conservation of history	● ●	
Safety, security and ranger services		● ● ●
Services and facilities for youth	● ●	
Provision of parks, play spaces and public open spaces		● ● ●
Provision and maintenance of roads, grading and sealing		● ● ●
Services and facilities for families and early learning years	● ●	
Waste collection, minimization, management and sustainability	● ●	
Access, support and developments of housing options locally		● ● ●
Provision of footpaths and trails for access and recreation		● ● ●
Consultation, engagement and communication		● ● ●

Emerging issues raised by community members at the various engagement forums:

- Communities are **safe and friendly** and people value these living qualities
- The importance to maintain, renew and construct quality **road infrastructure**
- The desire to **attract tourists, support and facilitate business growth** and improve **townscapes**
- The importance of **local education facilities and services**
- The desire for improved **telecommunications**
- The **importance of sustaining volunteers** particularly in the delivery of emergency services
- The need to **care for our seniors** and facilitate services to support them
- Continued **positive communication and engagement** with the Shire Councillors and staff



## Community Priorities 2023 - 2033

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>1. COMMUNITY</b>	
<b>1.1 Our communities are healthy, connected and safe communities</b>	Residents and visitors feel safe in our communities
	Achievement towards strategies in the Disability Access Inclusion Plan
	Achievement towards strategies in the Aged Friendly Community Plan
	Improvement and extension of the footpath networks
	Achievement towards strategies in our Public Health Plan
<b>1.2 Inclusive community activities, events, services and initiatives</b>	Local events and activities are diverse and well attended
	Volunteers and community groups feel supported
	We promote and support the Nyabing Community Hub and Pingrup Community Resource Centre endeavours
<b>1.3 Well maintained community spaces and infrastructure</b>	Sport and recreation facilities and surfaces are maintained and aligned with club need
	Shire owned community buildings and heritage spaces are well maintained, accessible and activated
	Cemetery aesthetics and facilities are enhanced
<b>1.4 Support emergency services planning, risk mitigation, response and recovery</b>	Response to emergency situations (LEMC) involves collaborative planning and delivery
	Emergency service volunteers are resourced and feel supported





STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>2. ECONOMY</b>	
<b>2.1 Coordinated delivery of economic services and projects</b>	We engage and assist communities and businesses to actively improve their townscape aesthetics and streetscapes
	The number of mobile black spots across the Shire are reduced
	We are a small business friendly local government that procures locally when we can
	Shire housing stock is continually improved and expanded to help attract a skilled workforce
	Advocate and investigate community land/housing opportunities that improve socio-economic liveability within the Shire.
	Industrial land is available and developed aligned to need
	Town Planning Scheme is updated
<b>2.2 Access to local education pathways</b>	Retention of local schools
	Residents can access local childcare services for respite and participation in the workforce
<b>2.3 Safe and efficient transport network enables economic growth</b>	Road plant and equipment enables achievement of the 10yr Road Plan
	Less impact on our roads due to weather events and increased vehicle tonnage
	Agricultural freight movement is safe
<b>2.3 Visitors have a positive experience across our Shire</b>	Our parks, gardens and community spaces are green, tidy and accessible
	Local economic benefits are delivered through our participation in Great Southern Treasures
	Tourism infrastructure in particular trails and signage improve the visitor experience
	Caravan Parks and camping areas are attractive, modern and well utilised









STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>3. ENVIRONMENT</b>	
<b>3.1 Maintain a high standard of environmental health and waste services</b>	<p>Refuse and transfer sites are clean and safe to access</p> <p>Community is educated about waste avoidance, reduction and reuse</p> <p>Community has access to recycling facilities and services</p>
<b>3.2 Conservation of our natural environment and resources</b>	<p>Responsive and a high standard of Ranger services</p> <p>Nature reserves in our control are managed and protected</p> <p>Standpipes are efficient and equitable</p> <p>Storm water is captured and used effectively, reducing damage to local assets</p> <p>Shire assets can access local renewable energy supply</p> <p>We actively forward plan and implement strategies for adverse natural events</p>













STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
<b>4. CIVIC LEADERSHIP</b>	
<b>4.1 Forward planning and implementation of plans to achieve community priorities</b>	<p>Residents and community groups believe they are being listened to and feedback is actioned in line with the budget</p> <p>We have positive feedback on performance towards our Customer Service Charter</p> <p>We actively participate and work with local and regional organisations to deliver benefit to our communities</p> <p>Demonstrated progress and reporting against the achievement of the Integrated Strategic Community Plan</p>
<b>4.2 Proactive and well governed Shire</b>	<p>External audits and reviews confirm compliance</p> <p>We have sound financial management policies and attract external funding to help achieve our goals</p> <p>Councilors attend training and feel supported in their role</p> <p>Council is supported by a skilled team</p>



## Strategic Risks for the Shire of Kent:

The following risks were identified by Council and mitigation of these risks are included in the Integrated Strategic Community Plan, Workforce Plan, Asset Management Plan and Long Term Financial Plan.

INTERNAL RISKS	
 Asset management and preservation	 Retaining staff
 Extensive road network (asset maintenance and renewal)	 Reliance on external government funding for projects
 Attracting qualified staff	 Limited resources

EXTERNAL RISKS	
 Decreasing population	 Impact of weather on our road network
 Multiple town sites and managing expectations	 Volunteer fatigue and number of volunteers available
 Increasing compliance on local governments	 Increasing compliance on emergency services volunteers
 Access to skilled labour	 Reducing number of volunteer ambulance officers
 Local government reform	 Access to education (attraction and retention of population)
 Small population, rate base dispersed	 Work health and safety compliance