



Integrated Strategic Plan

2022 - 2032



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Shire Vision

Welcome from the Shire President

The Shire of Victoria Plains has completed a major review of our Strategic Community Plan. This is your plan and presents our community's vision for the next 10 years, 2022-2032. I thank the many community members who provided input and feedback. The passion you have for our Shire is inspiring. Together with our Shire Workforce, Council will work hard to achieve these goals and objectives. We hope you will join us on the journey and help us focus on the priorities of Victoria Plains.

Cr Pauline Bantock
President

Key Aims of the Plan

- Renewal and maintenance of **roads and footpaths**
- **Joint planning** with local organisations and leaders in the community to help achieve goals
- Improvements to **townsite aesthetics and business districts**
- Development of **tourism infrastructure and servicing**
- Supporting **services for seniors**
- Supporting our **emergency services and club volunteers**
- Quality **Shire owned accommodation**
- Advocacy on the **retention of schools** and **improved power, water and telecommunications services**
- **Bushfire** prevention, preparation and control
- **Engagement and communication** with residents

Key Achievements since the 2017/18 – 2027/28 Strategic Plan

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

- ✓ Adopted a community engagement policy and communications strategy
- ✓ Established a process to capture works requests so we can maintain our infrastructure efficiently
- ✓ Lobbied for improved water and power supplies
- ✓ Increased access to recycling within the Shire
- ✓ Improved our tourism opportunities by securing funding for a new amenity block at the Bolgart Caravan Park
- ✓ Guided the health and wellbeing of our community through the pandemic

- ✓ Supported our volunteers and community groups through unusual circumstances and legislative changes

Our Commitments

We will listen, consult and engage with our communities

We will encourage, welcome and value constructive feedback

We will unite our communities

We will work together as a team and be empathetic of each other's responsibilities and commitments

We will lead and govern to the best of our ability

We will demonstrate ownership of decisions we make

Our Demographics Tell Us

Where we are now

- **910**¹ people call the local government area home
- **Our population** growth rate is -0.86%²
- **Median age** is 45yrs
- **Our community:** 235 families with children
- **We have an ageing population:** The percentage of the resident population from 0 – 19yrs is under the State average, but 45 to 85 years and over is noticeably higher than the State average.
- **We have varied levels of affluence in the community:** family (\$1,602/wk) and household income (\$1,225/wk) is below WA and Australian averages, but personal weekly (\$706) income is above the Australian average (below State average). Average annual income is \$45.5K
- **We have low unemployment:** 3.6%³ compared to state average of 7.8%
- **65.7% of our workforce is full time**
- **We have high car ownership rates:** because we have no public transport access. We like to walk to work and social activities but also our geographical isolation requires us to travel longer distances
- **We have high volunteerism:** 30.3% of residents undertake voluntary work, well above the state (19%) and national average (19%)⁴
- **Business entries and exits** as a proportion of total businesses was 6.6% (since last Census)
- **1008 Socio-Economic Indexes for Areas (SEIFA)** which indicates minimal disadvantage in the Shire

Where we will be in 10yrs

- **Population may decline by 2031:** Predicted population of 820⁵

¹ Census 2016

² INSIGHT RAI

³ INSIGHT RAI

⁴ INSIGHT RAI

⁵ 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 Victoria Plains 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 2024 and a major review requiring extensive community engagement in 2026 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

Engagement Activity	Details	Attendees
Staff Workshop	Facilitated discussion	12
Community Workshop – 1 Calingiri	Facilitated discussion	5
Community Workshop x 2 - Yerecoin	Facilitated discussion	6
Community Workshop 3 - Bolgart	Facilitated discussion	8
Community Workshop 4 – Mogumber	Facilitated discussion	17
Drop in session – Calingiri	Informal	6
Drop in session - Yerecoin	Informal	9
Drop in session - Bolgart	Informal	5
Councillor Workshop and Senior Staff	Facilitated discussion	8
Constituent phone calls and submissions to consultant	Informal	13
Community Survey	Online and hardcopy	96
TOTAL REACH		183

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
Access to, support and advocacy for local health services		
Provision and maintenance of community buildings, halls and 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		
Streetscapes, 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, facilities and support		
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 space		
Provision and maintenance of roads, grading, sealing		
Services and facilities for families and early learning years		
Waste collection, minimisation, management and sustainability		
Access, support and development of housing options locally		
Provision of footpaths, cycleways and trails for access and recreation		
Development of education, training and services locally		
Consultation, engagement and communication		

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

- Consistent, clear and transparent **communication** to the community by the Shire
- The **care for one another** were recurring reasons that people value living in the Shire
- Communities are **safe and friendly**
- Desire to **attract tourists, support businesses** and improve the **townscapes**
- **Attracting permanent and transient populations** to use local schools, businesses etc
- The **retention of schools** and improved services for **water, power and telecommunications**
- The **importance of volunteering** and the strong desire to work with the Shire to achieve common goals
- The **importance of agriculture** to the local economy and the need to maintain road networks
- **Care for our seniors** and services to support them
- Responsible, collaborative and transparent **leadership**

Community Priorities 2022 - 2032

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
1. COMMUNITY	
1.1 Healthy, connected and safe communities	Achieve and update the Disability Access Inclusion Plan
	Achieve and update the Aged Friendly Community Plan
	Maintain and extend the footpath network
	Achievement towards our Public Health Plan
1.2 Inclusive community activities, events and initiatives	Well attended local events and activities
	Volunteers and community groups feel supported
	Community Development Officer jointly plans and works with local groups
	We increase the number and diversity of sport, recreation, learning and cultural events
1.3 Recreational, social and heritage spaces are safe and are activated	Sport and recreation facilities are planned, maintained and developed in a coordinated manner, aligned with community need
	Shire owned community buildings and places of interest are well maintained and used
1.4 Support emergency services planning, risk mitigation, response and recovery	We collaboratively plan service delivery and respond to emergency situations (LEMC)
	Emergency service volunteers are supported and the community understands how to respond to emergencies / natural disasters

2. ECONOMY

2.1 We understand traditional and emerging industries across the Shire	Townsite amenities are welcoming and attractive
	Our population increases
	Reduction in the number of mobile black spots across the Shire
	Demonstrated progress with stakeholders for the permanent supply of water to the town of Mogumber
	We are business friendly and industrial land is utilised
	We can attract and retain staff because we maintain and increase our housing stock
	Communities and opportunities are promoted by the Shire
	We forward plan for emerging industries
2.2 Safe and efficient transport network enables economic growth	Local benefits are delivered through our active participation in the Wheatbelt Secondary Freight Network
	Safe and well maintained connection to Great Northern Hwy
	Road plant and equipment enables achievement of the 10yr Road Plan
	Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)
2.3 Visitors have a positive experience across our communities	Our parks and community spaces are green, tidy and accessible
	Visitors receive timely and accurate information about attractions and amenities
	Clean, accessible and modern public toilets

	Caravan Parks are attractive, expanded and well utilised
STRATEGIC PRIORITIES	
WE KNOW WE ARE SUCCEEDING WHEN	
3. ENVIRONMENT	
3.1 Maintain a high standard of environmental health and waste services	Community satisfaction with waste management services and sites
	Compliance with environmental health legislation
3.2 Conservation of our natural environment and resources	Responsive and a high standard of Ranger services
	Nature reserves in our control are managed and protected
	Shire water resources are efficient, equitable and we advocate for improvements in the network

STRATEGIC PRIORITIES	
WE KNOW WE ARE SUCCEEDING WHEN	
4. CIVIC LEADERSHIP	
4.1 Forward planning and implementation of plans to achieve community priorities	Performance against targets are regularly reported to the community
	We attend meetings of key local and regional organisations to jointly plan for our community
	Demonstrated progress towards achievement of the Corporate Business Plan
4.2 Shire communication is regular, clear and transparent	Residents and community groups believe they are being listened to and fairly treated
	Positive feedback through our customer survey
	Council and Staff work closely with the community to successfully achieve projects or outcomes that deliver upon priorities
	External audits and reviews confirm compliance

4.3 Proactive and well governed Shire	We have sound financial management policies and attract external funding to help achieve our goals
	Councilors attend training and feel supported in their role
	Council is supported by a skilled team

Strategic Risks for the Shire of Victoria Plains:

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

INTERNAL RISKS	EXTERNAL RISKS
Increasing compliance on local governments	Access to skilled labour
Asset management and preservation	Increasing costs of contractors and low availability
Meeting community expectations	Health pandemic / endemic
Attracting qualified staff	Increasing reliance and compliance on volunteers
Retaining staff	Poor telecommunications infrastructure and services
Reliance on external government funding	Natural disasters
Allocation of resources to achieve our goals	Closure of schools (linked to population)
Limited resources	Cost of borrowing
Managing compliance with community priorities	Local Government Reform
Council cohesion	Small population, rate base dispersed
	Volunteer fatigue
	Larger agribusinesses

Date of Adoption

The Integrated Strategic Community Plan 2022-2032 was adopted by Council on 3 August 2032