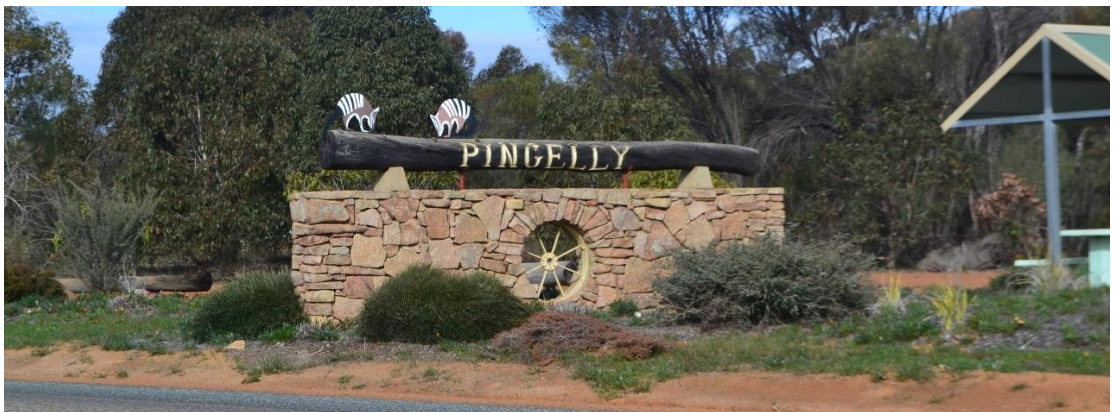




# PINGELLY 2023



2013 - 2023

STRATEGIC COMMUNITY PLAN

Adopted 9 October 2013

## ACKNOWLEDGEMENT

The Shire of Pingelly wish to acknowledge funding provided by the Department of Local Government and Communities and the Department of Regional Development through Royalties for Regions to support this project.



Government of **Western Australia**  
Department of Regional Development



ROYALTIES  
FOR REGIONS

The Strategic Community Plan was adopted at an ordinary meeting of the Council, held on 9 Oct 2013. It will be reviewed by 1 July 2014, then every two years thereafter, alternating between major and minor strategic reviews.



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Prepared with the assistance of



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## MESSAGE FROM THE PRESIDENT

I have much pleasure in presenting the Shire of Pingelly's Strategic Community Plan for the next 10 years. This is our first Strategic Community Plan under the new Western Australian Integrated Planning and Reporting framework.

This plan has enabled us to set goals for the future with and for our community. It provides direction and priorities for us to follow and will assist us to measure the effectiveness of our services and projects.

The process of setting the vision and strategic priorities is the community's opportunity to give more guidance to the Council than an election alone can give. We recognise that in ten years most of our current Councillors will have retired but the Council will continue to be guided by the vision and direction of the community, as refreshed every four years. This will provide a better basis for attracting funding and managing all our resources to achieve our goals as a community.

The goals that are outlined in the plan, we believe, will give a focus to all the activities of the Shire, and will allow us to move forward with greater confidence. The key areas of the plan are:

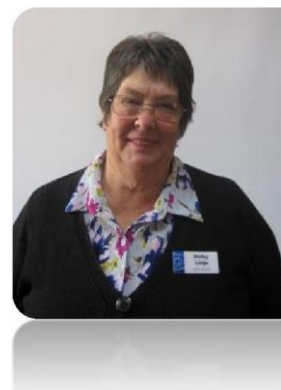
- 1 Community and Social Well-being
- 2 Natural and Built Environment
- 3 Local Economy/Business
- 4 Leadership and Governance

The Corporate Business Plan sets out what we will do to contribute to the vision and goals over the next four years. It will also set out an indicative budget and rates profile over that period. In this way we will ensure that implementation of the Strategic Community Plan is real and not just a "wish list".

We have an amazing opportunity to shape the future of this vibrant community. The Council is looking forward to working together with the community and others who have a stake in Pingelly's wellbeing to achieve the potential of this plan.

Cr Shirley Lange

PRESIDENT



## YOUR COUNCILLORS



**Cr. Shirley Lange**  
2009 - 2015



**Cr. Michael Dowdell**  
2009 - 2013



**Cr. Lee Steel**  
2009 - 2013



**Cr. Noel Cowcher**  
2009 - 2013



**Cr. Raymond Marshall**  
2009 - 2013



**Cr. William Mulroney**  
2011 - 2015



**Cr. David Freebairn**  
2011 - 2015



**Cr. John Price**  
2011 - 2015

## ABOUT THIS PLAN

This Strategic Community Plan has been developed to deliver clear direction as the Shire continues to provide leadership in a changing environment. This plan will support the development of improved services and outcomes for the Shire's community.

The *Strategic Community Plan 2013-2023* has been developed with reference to the plans and strategies of the Council, Regional and State plans, and input from a community engagement process.

The establishment of our common vision (where we want to be) and organisational mission (why we exist, whom we serve, what we deliver) has enabled the development of key goals (high level outcomes linked to achieving the vision) for the organisation, which have in turn provided the framework for development of outcomes (to attain goals) and strategies (methods of achieving outcomes to fulfill the mission).

Individual actions or processes will be developed to implement the strategies in this plan. These actions or processes are defined at the Shire's department and team level on an annual basis (Business Planning) and the diagram below illustrates the interrelationship of these parts of the Strategic Planning Process.

**The Strategic Planning Pyramid**



**The Planning Cycle**

The Strategic Community Plan is a ten year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in the diagram below. The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through the steps again). The plan is continuously looking ahead, so each review keeps a ten year horizon. This is to ensure that the best decisions are made in the short to medium term.

**The Planning Cycle**



## SHIRE SNAPSHOT

The Shire of Pingelly is a Local Government Area in the Wheatbelt region of Western Australia, about 160km southeast of Perth.



The Shire of Pingelly covers an area of 1,294km<sup>2</sup>, bounded by the Shires of Wandering, Brookton, Cuballing and Wickipin. The climate is Mediterranean with an average yearly rainfall of 453mm, which mainly falls during winter.

The Shire, with the town sites of Pingelly, Moorumbine and Dattening, has a total population of 1,163 (ABS 2011), of which 50.8% were male and 49.2% were female. Indigenous people made up 11.5% of the total population. The median age of the population in 2011 was 44 years.

From October 2007, the Shire was no longer divided into wards. The eight Councillors now represent the entire Shire.

The main economic activities of the region are agriculture and tourism. For agriculture, the focus is mainly on wheat, barley, oats, canola and lupins, and livestock farming. Other local industries include wineries, seed cleaning and clover harvesting.

Local tourist attractions include the Boyagin Rock Nature Reserve, Tutanning Flora and Fauna Reserve, Moorumbine Heritage Trail, Dryandra Woodland, Courthouse Museum, Pioneer Park, and the Cross.

## Town Profiles



Dattening is located 18km west of Pingelly. The area was initially known as Taylor's Well. The town was gazetted in 1908.

Moorumbine, situated 8km east of Pingelly, was the first townsite in this area, settled in 1864. The 'Moorumbine Heritage Trail' is a short walk or drive through the old townsite and features many sites of historical significance including the early settlers' cottages and St Patrick's Anglican Church which was consecrated in 1873 and is still in use today.



Moorumbine, situated 8km east of Pingelly, was the first townsite in this area, settled in 1864. The 'Moorumbine Heritage Trail' is a short walk or drive through the old townsite and features many sites of historical significance including the early settlers' cottages and St Patrick's Anglican Church which was consecrated in 1873 and is still in use today.







Pingelly is a town located in the Wheatbelt region of Western Australia, 158km from Perth via the Brookton Highway where it crosses the Great Southern Highway. The town is also located on the

Great Southern railway line. Pingelly is a key agricultural centre for a rich mixed farming district. Major features in the town include a hospital, , district primary school, bank, shopping facilities, accommodation (hotel, motel, caravan park), and Shire office. Plus medical facilities (doctor, hospital, chemist).

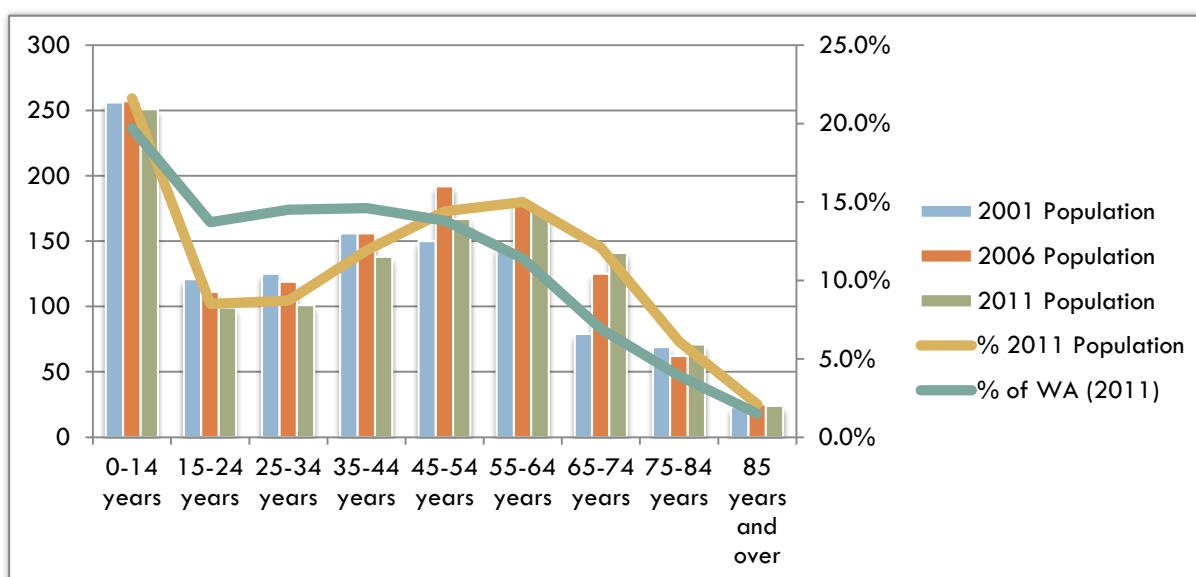
# STRATEGIC PROFILE

## Population

Pingelly Snapshot Code LGA57140 (LGA)		2006	2011
	<b>People</b>		
	Total population	1,168	1,163
	Male	585	591
	Female	583	572
	Aboriginal and Torres Strait Islander population	113 (9.7%)	134 (11.5%)
	Median Age	43	44
	<b>Families</b>		
	Total number of families	300	331
	<b>Private dwellings</b>		
	Total number of private dwellings	541	604
	Average people per household	2.4	2.4
	<b>Income and Outgoings</b>		
	Median weekly household income	\$635	\$763
	Median monthly mortgage repayments	\$542	\$1083
	Median weekly rent	\$80	\$124

ABS 2006 and 2011 Census of Population and Housing

The Shire’s population was relatively stable for the period 2006 to 2011. The resident population for the Shire was 1,163 people in 2011 compared to 1,168 in 2006. The gender distribution was 50.8% males 49.2% females. Aboriginal people made up 11.5% of the total population. The median age of people in the Shire in 2011 was 44 years.



ABS 2011 Census of Population and Housing Time Series Profile

Children aged 0-14 years made up 21.6% of the total population and people aged 65 years and over made up 20.3% of the total population. It is interesting to note the much higher percentage of the population 65 years and over in the Shire, in comparison to Western Australia as a whole.

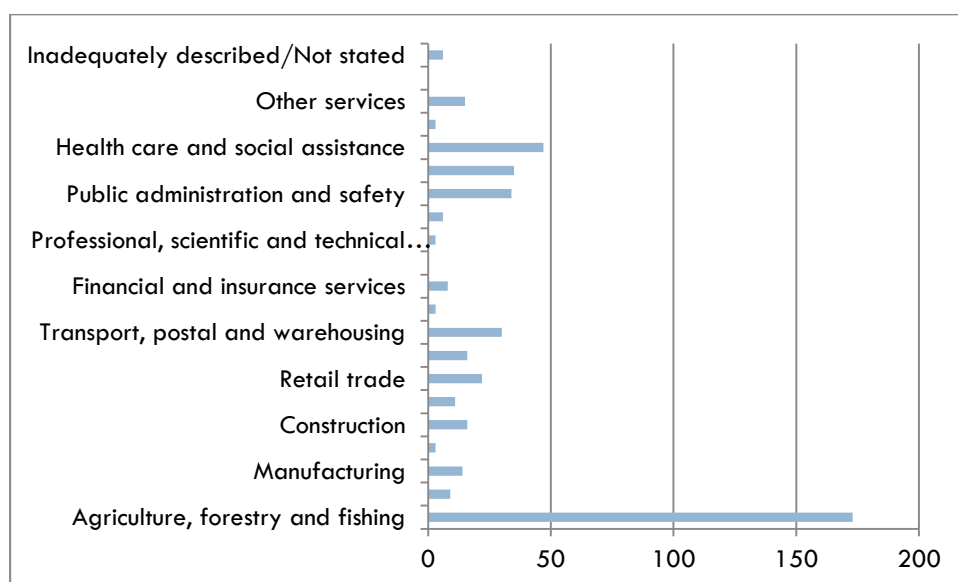
Analysis of the family composition shows that there were 32.9% couple families with children, 49.8% couple families without children and 16.3% one parent families. The single parents were made up of 21.2% male and 78.8% female. The average household size was 2.4 people.

## Economy

The size of the Shire's labour force in 2011 was 491 persons of which 143 were employed part-time (29.12%) and 276 were full time workers (56.21%). Analysis of the Shire's employment status in comparison to Western Australia in 2011 shows that there was a similar proportion of employed, ie 96.1% compared to 94.7% statewide. However, the Shire's unemployment rate increased by 2.6% from 2006 to 2010. The labour force participation rate refers to the proportion of the population over 15 years of age that was employed or actively looking for work. According to the 2011 ABS Census, in comparison to Western Australia, the labour force participation rate for the Shire was 54.1% compared to 68.3% statewide.

The top three industry sectors for employment in 2011 were Agriculture, Forestry and Fishing (38%), Health Care and Social Assistance (10%) and Transport Postal and Warehousing Retail Trade (6.2%). The total of these three industries employed 266 people or 54.2% of the total labour force. In comparison, Western Australia employed 3.8% in Agriculture, Forestry and Fishing, 9.84% in Health Care and Social Assistance and 4.2% in Transport.

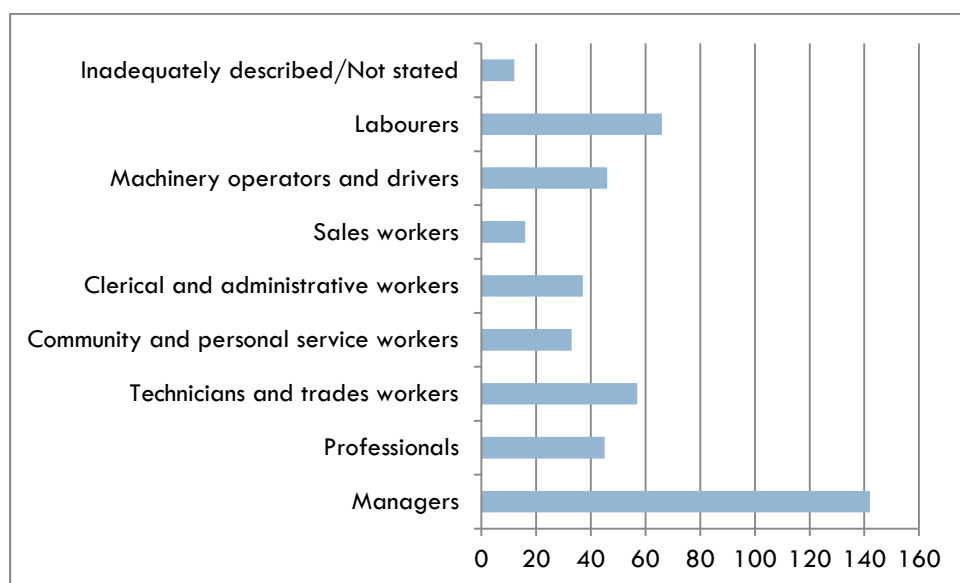
### Employment by Industry



ABS 2011 Census of Population and Housing

The top three occupations for employment in 2011 were Managers (144 persons or 31.6%), Labourers (64 persons or 14.1%) and Technicians and Trades Workers (55 persons or 12.1%).

### Employment by Occupation



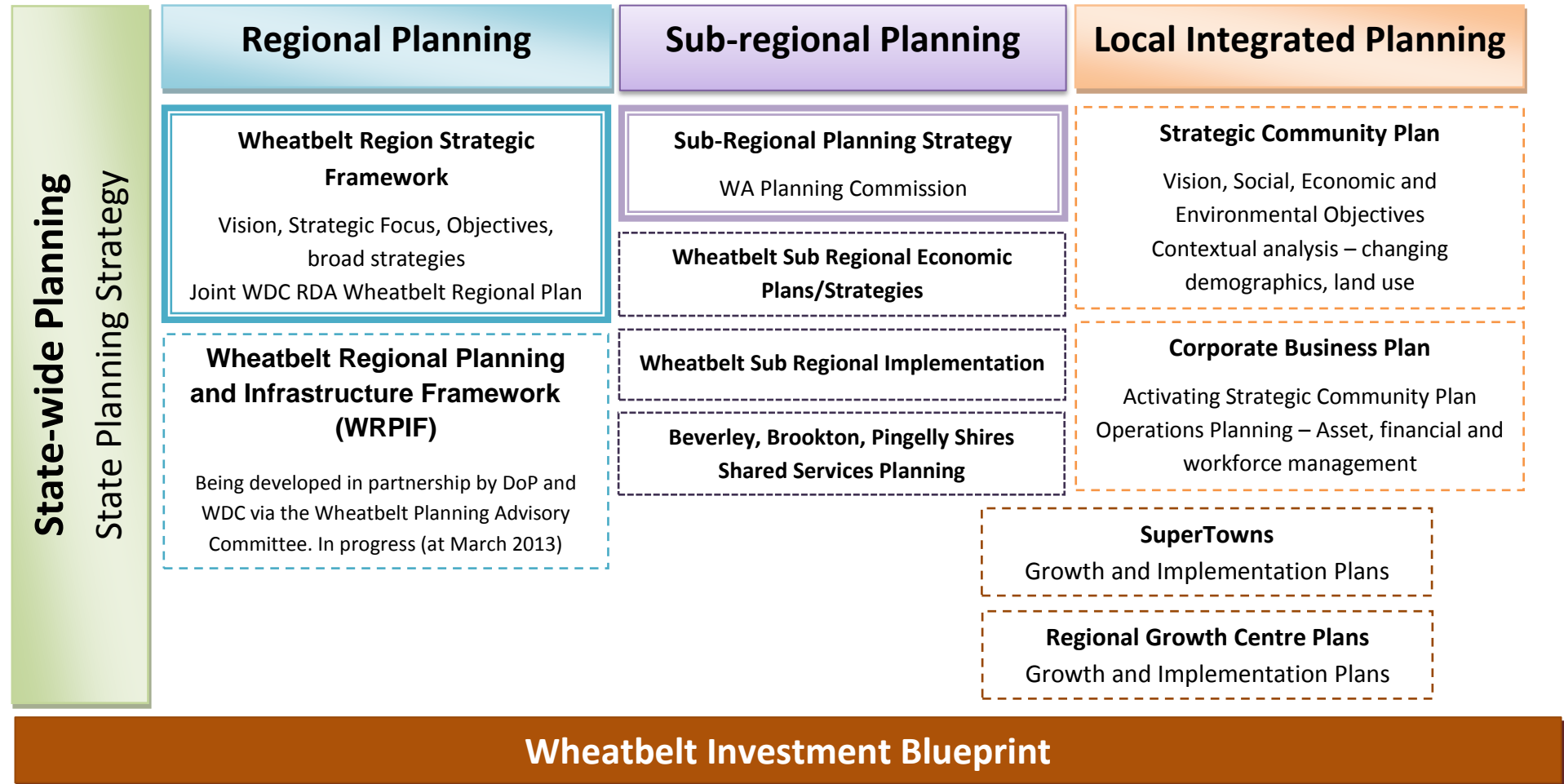
ABS 2011 Census of Population and Housing

In combination these three occupations accounted for 298 people in total or 63.8% of employed residents. In comparison, Western Australia employed 13.2% as Managers, 10.5% as Labourers and 14.4% as Technicians and Trades Workers.

### Other Agency Strategies and Plans

Pingelly doesn't exist in isolation from the rest of the Wheatbelt or the wider State (and beyond). Some of the key strategies and plans that influence the Shire's operating environment are shown in the diagram overleaf, including the sub-regional planning for shared services undertaken collaboratively among the Shires of Pingelly, Brookton and Beverley.

**Wheatbelt Planning Context 2013**



*Adapted from Wheatbelt Development Commission presentation to Wheatbelt Infrastructure Forum Series, 2012*

# COMMUNITY ENGAGEMENT

## Overview

Community engagement is a vital part of the Integrated Planning and Reporting Framework. There is a particular role for the community to develop a vision for the district and to express their aspirations and priorities. The Council is required to show that it has taken the community's preferences into account.

In Pingelly's case, a major community visioning and strategic direction exercise was undertaken a little over two years ago with a good level of participation. This was occasioned by the proposed merger with the Shire of Brookton. The Council considers that the results of this recent engagement remain valid.

Several meetings were held for the community to give feedback for the current round of strategic planning. However, these were poorly attended and the Council will seek to re-engage in the course of the strategic review with better promotion and a more compelling set of issues and options.

The following gives a recap of the process and results of the 2011 engagement on community visioning and strategic direction.

The engagement incorporated a place-based approach, with a focus on actively listening and capturing the unique strengths of Pingelly. Community members were asked a series of questions to understand their visions and aspirations, through two key engagements:

- Pingelly Giant Jigsaw<sup>1</sup>, 26 February 2011
- Pingelly Community Session, 2 March 2011

A community focus group was instrumental in designing the process. This helped to ensure it was relevant, practical and meaningful for the community.

Participation was positive. Approximately 80 people participated across the two events.

A community survey was also commissioned, which involved telephone interviews with 103 Pingelly residents from 25th February to 8th March 2011. This was a statistically valid representative sample.

The intent was to understand the unique characteristics, 'local identity' and aspirations of Pingelly. The following sections outline the key themes that emerged.

## Pingelly Community Vivid Description

The engagement revealed a vivid picture of the community's desired future. This is described below.

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<sup>1</sup> We believe this was a world first giant jigsaw for community engagement!

### ***Pingelly Community Vivid Description***

Pingelly is recognised as a welcoming, close-knit community – supported by quality services and facilities and strategic connections to its surrounding region. Our proud and cooperative community spirit drives innovation, attracts investment and breathes life into the town. Pingelly’s country charm, bush landscape and rural lifestyle provides a real alternative to city living, whilst leveraging its important links to Narrogin and Perth.

Our rejuvenated main street has come to life with greener streets, enhanced landscapes and new uses for much loved, but underutilised heritage properties. Our revitalisation is driven by grass roots innovation and motivated community groups.

A district retail centre services the needs of our broader region, but not at the expense of Pingelly’s small town feel. Our main street continues to reflect the unique character of our railway Wheatbelt heritage; just as our people do and always will reflect our cooperative community spirit and the mateship that binds us.

Our community events continue to be a driving force for our town. We attract regional events, whilst continuing to support local initiatives to leverage Pingelly’s tourism industry. Strategically located next to the Dryandra Woodlands, we promote our eco-tourism, indigenous heritage, and provide new visitors with great places to stay.

Pingelly’s steadfast agricultural industry has been enhanced through new and innovative farming techniques to support sustainable growth of hobby farming, power and water harvesting. We continue to leverage mining opportunities for fly in fly out workers and commuters and through State Government investment, provide new and exciting employment opportunities for youth and families – expanding our knowledge economy and retaining skilled workers.

## What’s Special (Values)

The community engagement findings identified four core elements as the essence of what makes Pingelly ‘special’. These were the community and its people, the lifestyle, being close to the city and the country environment. The results collated via the formal survey results were also generally reflected in the community session, as follows:

- Community/people (39%)
- The lifestyle (12%)
- Close to the city (17%)
- The country environment (28%)
- I’ve always lived here (6%)
- Other (15%)

## Greatest Wish (Visions and Aspirations)

Residents were asked to describe their greatest wish for the future. The Pingelly community had a significant focus on services and facilities, particularly the hospital and local recreational infrastructure, but also a focus on the community pulling together:

- Medical, hospital, pharmacy and emergency services
- Central sporting complex / facilities / pool
- Everybody working together to support the town

## The Natural and Built Environment

Community survey respondents were asked to describe how they would like the natural and built environment to be in their community, in 10-15 years' time. This revealed a high level of importance attached to the natural amenity of the Shire and pride of place:

- Remain as it is now / keep the rural aspect (20%)
- More parks / more open space (9%)
- Encourage development (3%)
- Better facilities / services / maintain services / facilities (18%)
- Keep it in a natural state / minimal development / no urban sprawl (5%)

## Economic Prosperity

Community survey respondents were asked to describe what economic prosperity would mean and how it would shape the community, in 10-15 years' time. The results in this area were particularly interesting. While economic development was not identified as a specific focus at the Pingelly community events, there was a high recognition amongst residents of the role of business support and the importance of promoting the Town and making it more attractive to drive economic prosperity. The survey results gave a greater indication that economic development was important to the Pingelly community.

The status of the agricultural industry was clearly top of mind for many Pingelly residents, which is highlighted by a significant proportion of those comments being categorised as 'other'.

The survey results are as follows:

- More businesses / maintain business / support businesses (54%)
- Promote population growth / Encourage people / families here / keep people here (20%)
- More/ maintain services / facilities (4%)
- More jobs / employment / better employment (9%)
- It's going to get worse (5%)
- Promote town/make it more attractive (13%)
- No changes, happy with how it is (3%)
- Other (10%)

## Cultural Vitality

Community survey respondents were asked to describe what cultural vitality would mean and how it would shape the community in 10-15 years' time. Pingelly residents supported more events and activities to bring people together. This is a very interesting finding, as community cohesion was identified as a concern at the workshop and street events. Furthermore, a number of residents highlighted cultural differences as an important issue in Pingelly.

- Stay the same / no changes / we don't need more 'cultural vitality' (16%)
- Events / activities / facilities to bring people together (41%)
- Promotion / crafts and history (6%)
- Cultures (ethnic groups) / differences are recognised / embraced (15%)
- Don't know / don't care (12%)
- Other (15%)

## Social Wellbeing

Community survey respondents were asked to describe what social well-being would mean and how it would shape the community in 10-15 years' time. Residents identified health and education as key services to the future social wellbeing. The perceived state of medical facilities may have influenced the responses given, as medical facilities and health services are highly valued, and were most often stated for social wellbeing. As highlighted above, health and medical facilities also featured as one of the most common responses in relation to the 'greatest wish for the future of Pingelly'.

The survey results are as follows:

- More medical facilities / health services are highly valued (45%)
- Education needs to be catered for / improved (22%)
- The community is safe / well policed / there is a focus on crime prevention (19%)
- Affordable housing / community housing / good standard of housing (13%)
- Stay the same / happy as it is / keep doing what you are doing (8%)
- More employment opportunities (2%)
- Adequate provision / medical / homecare / social services for the elderly (12%)
- Care for other community members / rural watch programmes (4%)
- Sort out racial issues / hope everyone gets along / treated equally (3%)
- Other (17%)

## VISION

Pingelly, a sustainable community, where natural beauty and economic diversity provide opportunities for all

## MISSION

To enhance the quality of life for the people of Pingelly through the provision of leadership, services and infrastructure (these roles are outlined below).

## VALUES

- Accountability
- Integrity
- Professionalism
- Team work
- Leadership

## LOCAL GOVERNMENT'S ROLES

Local governments operate under Statute but also with some discretion. The four primary roles the Shire of Pingelly has in contributing to the community vision are:

### ***Leadership, services and infrastructure***

Council has a role as civic leader in the community. With strong leadership and community support, the Council can achieve much more than just through its own direct service delivery. For example, forming an economic development strategy with business leaders and other stakeholders is an act of civic leadership, facilitating better outcomes through “joined up” strategy and action.

Another key aspect of the leadership role is influencing the decisions of others who do or can contribute to positive community outcomes in Pingelly. Advocacy to State government for recognition, funding, favorable policies or other forms of support is a good example of this role.

This includes services like parks and gardens, roads, footpaths, drainage, recreation and cultural facilities, events, and business services.

Some services are based on infrastructure like parks and playgrounds, roads and buildings. So maintenance and renewal of those infrastructure assets is a vital role.

Other services are non-asset based, such as events and business services.

In some cases, local government steps in to provide vital community services where there is a shortfall or absence in the market or in State or Commonwealth government provision. A common example of this in the Wheatbelt is subsidising medical services in one form or another.

Regulation is a special case of non-asset based service delivery. Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (eg licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation because they have the potential to impose costs or adverse effects on others (eg food poisoning, injuries or hazardous activities too close to population). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act. That is why local democracy is involved in deciding such matters.

Council has adopted the following strategic framework to guide the way it undertakes the roles outlined above.

## STRATEGIC PLAN FRAMEWORK

The table below provides an overview of the Council's strategic Goals and Outcomes.

**Strategic Plan Framework**

GOALS	A Healthy and Cohesive Community	Enhanced Natural and Built Environment	Prosperous and Sustainable Local Economy	Effective Governance and Organisation
OUTCOMES	<ul style="list-style-type: none"> <li>■ A cohesive and supportive community</li> <li>■ A safe community</li> <li>■ Access to recreation sporting and leisure opportunities</li> <li>■ Development and participation of young people</li> <li>■ Health and family support services that are accessible and meet the needs of the community</li> <li>■ Quality of life for the aged and disabled</li> </ul>	<ul style="list-style-type: none"> <li>■ Protection of the natural environment</li> <li>■ Assets and infrastructure that meet current and future needs</li> <li>■ Effective waste management</li> <li>■ Attractive streetscapes, open spaces, parks and gardens</li> <li>■ Safe and reliable transport infrastructure</li> <li>■ Shire of Pingelly buildings and facilities that meet community needs</li> </ul>	<ul style="list-style-type: none"> <li>■ A diverse and strong economic base</li> <li>■ Viable businesses providing local employment</li> <li>■ Infrastructure that supports economic development</li> <li>■ Sustainable population growth in Pingelly</li> </ul>	<ul style="list-style-type: none"> <li>■ Effective leadership and governance</li> <li>■ Skilled, effective and committed staff in a supportive environment</li> <li>■ Effective information and customer services</li> <li>■ A financially sustainable Shire</li> <li>■ Effective and efficient corporate and administrative services</li> </ul>



## Goal 1: A Healthy and Cohesive Community

Scope: Community participation, support, safety and well-being.

### Outcome 1.1 A cohesive and supportive community

- Strategy 1.1.1 Promote and support community and cultural events
- Strategy 1.1.2 Promote, support and work in partnership with community groups in attracting new volunteers
- Strategy 1.1.3 Upgrade the Community Centre facilities
- Strategy 1.1.4 Actively promote and assist community groups and clubs
- Strategy 1.1.5 Promote, support and work in partnership with indigenous groups
- Strategy 1.1.6 Continue to support the relationship with the Community Resource Centre and the Pingelly Development Association
- Strategy 1.1.7 Continue to support library services through the Community Resource Centre

### Outcome 1.2 A safe community

- Strategy 1.2.1 Support the community in emergency and fire management planning, preparedness, response and recovery in partnership with the Sgire of Wandering
- Strategy 1.2.2 Support crime prevention programs, including CCTV upgrade and expansion
- Strategy 1.2.3 Promote and support planning and activities that encourage a safe and responsible community
- Strategy 1.2.4 Advocate for appropriate lighting in streets and public places

### Outcome 1.3 Access to recreation, sporting and leisure opportunities

- Strategy 1.3.1 Maintain and improve sporting and recreation facilities
- Strategy 1.3.2 Promote sporting, recreation and leisure facilities and programs to encourage increased patronage
- Strategy 1.3.3 Implement the Sport and Recreation Plan in liaison with the community

## Outcome 1.4 Development and participation of young people

Strategy 1.4.1 Promote programs that assist in youth development and leadership

Strategy 1.4.2 Provide and promote appropriate and accessible facilities and activities for youth

Strategy 1.4.3: Support activities and programs for youth and children

Strategy 1.4.4: Provide facilities for children groups

Strategy 1.4.5: Support youth groups including the involvement of “Youthcare” in schools

Strategy 1.4.6: Continue to build partnerships with UWA

## Outcome 1.5: Health and family support services that are accessible and meet the needs of our community

Strategy 1.5.1: Advocate for improved medical and hospital services for Pingelly

Strategy 1.5.2: Advocate for improved health and family support services

Strategy 1.5.3: Advocate for appropriate access to services.

## Outcome 1.6: Quality of life for the aged and disabled

Strategy 1.6.1: Support and advocate for services and facilities that meet the needs of the aged and disabled

Strategy 1.6.2: Support the provision of active ageing activities for seniors

Strategy 1.6.3: Advocate for an improved Senior Citizens Centre

Strategy 1.6.4: Assist the expansion of Pingelly Cottage Homes with more independent living units

Strategy 1.6.5: Support independent life-style choices and advocate for improved ageing in place services



## Goal 2: Enhanced Natural and Built Environment

Scope: Protection and care of our natural and built environments.

### Outcome 2.1: Protection of the natural environment

- Strategy 2.1.1: Provide effective management and maintenance of the Shire of Pingelly's land and reserves
- Strategy 2.1.2: Promote and support community based environmental initiatives
- Strategy 2.1.3: Partner with relevant organisations to achieve conservation objectives
- Strategy 2.1.4: Promote the management and sustainable use of water

### Outcome 2.2: Assets and infrastructure that meet current and future needs

- Strategy 2.2.1: Develop and implement long-term Asset Management Plans for all Shire of Pingelly assets
- Strategy 2.2.2: Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure
- Strategy 2.2.3: Ensure the Shire is involved in exploring avenues for future use of the Hospital
- Strategy 2.2.4: Review and implement operational plans
- Strategy 2.2.5: Continue to manage town centre drainage for water harvesting

### Outcome 2.3: Effective waste management

- Strategy 2.3.1: Maintain the household waste collection and recycling services services
- Strategy 2.3.2: Convert the existing waste disposal site to a transfer station
- Strategy 2.3.3: Explore the feasibility of providing resources to 'man' the transfer station
- Strategy 2.3.4: Develop and implement integrated waste management programs in line with the State Government's waste management principles
- Strategy 2.3.5: Support Regional Waste Management Plan initiatives
- Strategy 2.3.6: Support the expansion of the deep sewer network

## Outcome 2.4: Attractive streetscapes, open spaces, parks and gardens

- Strategy 2.4.1: Manage and maintain the Shire of Pingelly's parks, gardens and open space at appropriate standards
- Strategy 2.4.2: Develop, maintain and enhance town streetscapes and public spaces
- Strategy 2.4.3: Maintain and improve amenities within our cemeteries in accordance to our community's needs
- Strategy 2.4.4 Support and encourage community volunteer groups
- Strategy 2.4.5 Advocate for underground power within the CBD

## Outcome 2.5: Appropriate development which is diverse in nature and protects local heritage

- Strategy 2.5.1: Provide supportive planning and development guidance and liaison on land developments
- Strategy 2.5.2: Ensure quality, consistent and responsive development and building assessment approval processes and enforcement
- Strategy 2.5.3: Actively work with other government bodies on state, regional planning and development issues
- Strategy 2.5.4: Support the conservation and maintenance of heritage buildings, heritage items and places of interest
- Strategy 2.5.5: Provide planning for responsible management, development and land use/environmental control in farming-zoned land

## Outcome 2.6: Safe and reliable transport infrastructure

- Strategy 2.6.1: Maintain and improve roads and footpaths at appropriate standards, including aged appropriate standards
- Strategy 2.6.2: Explore alternative heavy haulage routes and funding options
- Strategy 2.6.3: Improve drainage facilities to safeguard water and wastewater infrastructure assets in the region
- Strategy 2.6.4: Investigate and respond to road safety issues
- Strategy 2.6.5: Prepare a condition ratings report on roads inventory and determine strategies to address funding shortfalls

## Outcome 2.7: Shire of Pingelly buildings and facilities that meet community needs

- Strategy 2.7.1: Ensure Shire of Pingelly buildings, facilities and public amenities are provided and maintained at an appropriate standard and are appropriate to the services provided
- Strategy 2.7.2: Develop new buildings and facilities in accordance with asset management principles and based on a planned and prioritised approach
- Strategy 2.7.3: Promote the availability of Shire of Pingelly buildings and facilities for public use



## Goal 3: Prosperous and Sustainable Local Economy

Scope: A strong local economy that supports business and the community and contributes to employment opportunities.

### Outcome 3.1: A diverse and strong economic base

- Strategy 3.1.1: Support development and implementation of a Regional Economic Development Strategy
- Strategy 3.1.2: Explore ways to attract value adding and compatible new industries in Pingelly while nurturing and supporting the growth of existing businesses
- Strategy 3.1.3: Develop and review policy to facilitate and support industry development

### Outcome 3.2: Viable businesses providing local employment

- Strategy 3.2.1: Advocate for increased resources for business development
- Strategy 3.2.2: Promote Pingelly as a good business destination
- Strategy 3.2.3: Support the promotion and marketing of local businesses and tourism initiatives
- Strategy 3.2.4: Support employment and training programs for local business
- Strategy 3.2.5: Develop, maintain and strengthen relationships with local businesses
- Strategy 3.2.6: Maintain and improve caravan park facilities in Pingelly

### Outcome 3.3: Infrastructure that supports economic development

- Strategy 3.3.1: Promote release of serviced industrial, commercial and residential land
- Strategy 3.3.2: Advocate for improved provision of utility services across the region
- Strategy 3.3.3: Advocate for improved telecommunications infrastructure in the region

## Outcome 3.4: Sustainable population growth in Pingelly

Strategy 3.4.1: Identify and pursue opportunities to attract new residents

Strategy 3.4.2: Investigate and promote housing development

Strategy 3.4.3: Encourage variety in land use and housing to encourage population growth

Strategy 3.4.4: Utilise the website, electronic media and events to promote the benefits and point of difference of living in Pingelly.



## Goal 4: Effective Governance and Organisation

Scope: Civic leadership, effective governance and sound management that underpins the best possible community services and outcomes while remaining financially sustainable.

### Outcome 4.1: Effective leadership and governance

- Strategy 4.1.1: Provide leadership for the community in governance and local government reform matters
- Strategy 4.1.2: Support strategic alliances, stakeholder forums and advisory committees that assist the Shire in policy development and service planning
- Strategy 4.1.3: Strengthen the governance role of Councillors by informing, resourcing, training and supporting their role
- Strategy 4.1.4: Represent and promote the Shire of Pingelly at appropriate regional, State and Federal forums

### Outcome 4.2: Skilled, effective and committed staff in a supportive environment

- Strategy 4.2.1: Provide opportunities for the professional development of Shire staff members
- Strategy 4.2.2: Develop strategies for improved staff attraction and retention
- Strategy 4.2.3: Ensure safe work practices through implementation of appropriate Occupational, Health, Safety and Welfare practices
- Strategy 4.2.4: Implement an appropriate staff performance appraisal and development system
- Strategy 4.2.5: Maintain and develop human resource management policies, procedures and systems for current and future workforce needs
- Strategy 4.2.6: Regularly review and update Organisational Health and Safety policies and procedures, as per the Act.

## Outcome 4.3: Effective information and customer services

Strategy 4.3.1: Provide and promote responsive customer services

Strategy 4.3.2: Implement a program of continuous improvement in service delivery

Strategy 4.3.3: Ensure effective integration and management of information and communication technology systems

Strategy 4.3.4: Develop and implement a community engagement and communications strategy

## Outcome 4.4: A financially sustainable Shire

Strategy 4.4.1: Explore resource sharing opportunities with neighbouring Shires through the Region)

Strategy 4.4.2: Explore ways to increase Shire of Pingelly's grant funds and alternative sources of revenue

Strategy 4.4.3: Review rates model and ensure appropriateness for ongoing sustainability

## Outcome 4.5: Effective and efficient corporate and administrative services

Strategy 4.5.1: Provide a full range of financial services to support Shire's operations and to meet planning, reporting and accountability requirements

Strategy 4.5.2: Develop and maintain risk management policies and procedures

Strategy 4.5.3: Provide support services for works and plant operations

Strategy 4.5.4: Ensure Shire's administration and records systems are managed effectively and efficiently

Strategy 4.5.5: Develop, implement, maintain and review a Strategic Community Plan, a Corporate Business Plan, a Long Term Financial Plan, Asset Management Plans and a Workforce Plan.

## FINANCIAL IMPLICATIONS

### Financial Profile

The Shire of Pingelly seeks to maintain, and within tight constraints on its financial and other resources, improve service levels into the future while maintaining a healthy financial position.

Significant challenges are faced in simply maintaining services at the current level. The Shire faces cost increases it can not control of approximately 3.5% a year (Local Government Cost Index projections).

Asset management work indicates a potentially significant gap between what is required to maintain assets to an appropriate level and what is currently being spent. There is however not a high level of confidence in the quality of the asset information on which to base decisions.

In the current year (2013/14) the Council has elected to increase rates marginally higher than the LGCI increase. Higher increases in subsequent years are likely to be required.

Over the four year period of this plan the following matters are notable:

#### **Grants**

The Shire relies heavily on grants for operations and towards capital projects. This funding is coming under pressure as the State Government faces its own fiscal constraints. Funding from the Royalties for Regions programs is being cut. The Council has been fortunate in maintaining funding for projects in the current financial year this will reduce in future years.

#### **Financing**

The Shire has a low level of debt. The Council is prepared to consider debt funding where the case for it can be demonstrated and in this plan proposes to partially debt fund the upgrade of the Recreation Centre (\$1.1m). It is proposed the balance be funded by grants (if approved) and community fund raising.

#### **Assets**

Asset management plans have been prepared for all significant assets held by the Shire. These plans indicate significantly higher expenditure is required if the assets are to be maintained at an appropriate level to support the levels of service expected by the community.

The current plan and four year budgets are not based on the draft asset management plans. The Council requires a significantly greater level of confidence in the quality and reliability of the information in the plans. A process will be commenced at an early date to review all assets to ensure that the Council holds only those necessary to deliver services, that they are being appropriately utilised, and that the information held on which to make critical decisions reflects good practice in asset management.

## STRATEGIC COMMUNITY PLAN IMPLEMENTATION

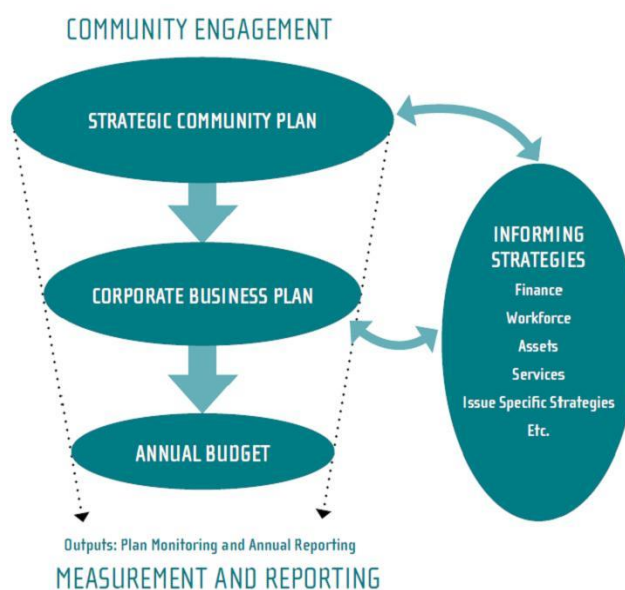
The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the Council’s Asset Management, Workforce and Long Term Financial Plans, in accordance with the Western Australia Integrated Planning and Reporting Framework (see diagram below).

The integration of asset, service and financial plans will mean that the Shire’s resource capabilities are matched to the Pingelly community’s needs.

Implementation of this Strategic Community Plan is achieved through the development of priority actions and projects as part of the Corporate Business Planning process.

Both plans will be monitored (see “Monitoring the Plan” section), which will provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set in the Strategic Community Plan.

### The Western Australia Integrated Planning and Reporting Framework



## Council Decision-making Criteria

These criteria show how Council will take its strategic framework into account when considering significant issues as it is implementing and adapting the Plan.

- Fit with our vision and strategic priorities
- The distribution of benefits across the community (and over time)
- Fit with our long term financial plan and how we will manage the costs over the lifecycle of the asset / project / service
- Level of risk, fit within our risk tolerance level and risk management requirements

## MONITORING THE PLAN

The indicators below will help Council and the community monitor progress towards achieving Pingelly's community vision and strategic goals. Some of them are in the direct control of the Shire while others are less so (colour coded for ease of reference). The Strategic Community Plan is more focused on community wellbeing indicators, whilst the Corporate Business Plan is more focused on performance indicators. Financial and asset ratios are common to both; they are vital indicators of sound governance and management. The indicators will be improved in the strategic review.

Key: Local Government level of control/ influence:

<b>H</b>	High: Policy areas that are in direct control of local government.
<b>M</b>	Medium: Issues that local government does not control but can influence.
<b>L</b>	Low: Areas that local government neither controls nor is likely to influence, but are of concern to the community and impact on community well-being.

Indicator	Desired Trend/Target	
<b>M</b>	The proportion of residents who volunteer in the community	Increasing
<b>M</b>	No. of people involved in sporting activities	Increasing
<b>L</b>	Level of crime	Reducing
<b>H</b>	Roads % of roads in satisfactory or better condition	Maintain
<b>L</b>	Business growth (TBA)	TBA
<b>M</b>	Strategic Community Plan - Community Participation No. participating in the community engagement for the development and review of the Strategic Community Plan.	Increasing
Financial Management		
<b>H</b>	Operating Surplus Ratio The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	10% or greater
<b>H</b>	Current Ratio The liquidity position of a local government that has arisen from the past years transactions.	1:1 or greater

H	<p>Debt Service Cover Ratio</p> <p>The ratio of cash available for debt servicing to interest, principal and lease payments.</p>	2 or greater
H	<p>Own Source Revenue Coverage Ratio</p> <p>An indicator of a local government's ability to cover its costs through its own revenue efforts.</p>	Between 40% and 60%
Asset Management		
H	<p>Asset Consumption Ratio</p> <p>The ratio highlights the aged condition of the local government's stock of physical assets.</p>	50% or greater
H	<p>Asset Sustainability Ratio</p> <p>This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.</p>	90% or greater
H	<p>Asset Renewal Funding Ratio</p> <p>This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without:</p> <ul style="list-style-type: none"> <li>– additional operating income;</li> <li>– reductions in operating expenses; or</li> <li>– an increase in net financial liabilities above that currently projected.</li> </ul>	Between 75% - 95%.