



Shire of Pingelly
Strategic Community Plan
2020 - 2030

Adopted July 2019

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FOREWORD

I am proud to present the Shire of Pingelly's 2020-2030 Strategic Community Plan.

The community has played a major part in the development of this Plan and on behalf of the Council I want to thank everyone who participated in this most important process to chart the future of the Shire.



The members of the community enthusiastically engaged in writing the poem about the vision for the future (see page 22) and gave us a powerful and persuasive vision – *Growing, Inclusive, Resilient*. There is a determination in the community to see Pingelly progress. The Council has a bold target of achieving an increase in the population to take us 1,600 during the term of this plan. This is contrary to the recent trends and the predictions of the Australian Bureau of statistics and the WA Planning Commission but it is an indication of the Council's belief in the capabilities of the community and it reflects the confidence of the funding partners in our recent capital development program that has seen marvellous facilities created for the benefit of our people now and in the future.

The community sees economic development, a future for young people, addressing the needs of older folk and arresting the population decline as key issues for the future. The Plan tackles these issues with its focus on building on the key achievements of the past, strengthening its already strong commitment to engagement and partnership with the community and key stakeholders, and focusing on economic development, short-term accommodation, growing community and branding and marketing.

The Council also wants work closely with Aboriginal leaders to come together in harmony and work towards improved outcomes for Aboriginal and non-Aboriginal people. To this end the plan has provision for the development of a Reconciliation Action Plan by early 2020.

A lot of hard work has been invested in this Plan by the community, the Council and Shire staff. Its success will depend on the strength and commitment of the community to creating the positive future that has been painted. The Council is totally committed to continuing to do its part in achieving the community's vision.

William Mulroney
President, Shire of Pingelly

INTRODUCTION

Welcome to the Shire of Pingelly's Strategic Community Plan. The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will need to focus on to achieve our aspirations. It is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Plan will be used to:

- guide Council decision-making and priority setting
- engage local residents and ratepayers, local businesses, community groups, and other local stakeholders that contribute to the future of our community
- inform decision-making with respect to other partners and agencies, including the Federal and State Governments, regional bodies and other local governments in our region
- provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations and strategic direction of our community and Council
- inform future partners of our key priorities, and the ways in which we seek to grow and develop
- provide a framework for monitoring progress against the community's vision and aspirations

The Strategic Community Plan maps out the Council's intentions for the next ten years, but it is important to note that circumstances can change over the period. Events beyond the Shire's control, such as major storms, or changes to State or Federal government policies may require the Council to rethink the timing of projects, or to reallocate funding to address new issues. The formal planning cycle (see diagram on page 6) allows for regular review and Council has the capacity to review annual budgets. This Strategic Community Plan and the accompanying Corporate Business Plan set the direction for the Shire's future and the Council's service levels and projects.

The draft plan was adopted on 17 July 2019. It will be reviewed following the October 2019 local government elections and every 2 years thereafter. The two-yearly cycles will alternate between a mini strategic review and a major strategic review.

KEY POINTS OF THE PLAN

SUSTAINED PROGRESS

Over recent years, the Shire of Pingelly has focused on a series of key "game changers" which we believe will underpin our future success as a community. Clear strategic direction and strong community support has enabled us to achieve over \$20 million investment in our future since our first Strategic Community Plan (2013-2023).

Three major projects were the Pingelly Recreation and Cultural Centre (PRACC), Pingelly Age Appropriate Accommodation (PAAA) and the Health Centre. These projects are building blocks towards our vision for the future. Each project reflects the innovation and community partnerships that have become the hallmark of how we work together as a Shire and community.

At the same time the Shire is constantly mindful of the importance of roads, footpaths, parks, gardens, library and other assets, facilities and services that create the foundation for a thriving district. This presents a challenge when balancing costs to maintain and renew assets against the desire for new assets, all in the ability and willingness of households and businesses to pay rates.

In developing this plan, the question was – where to next? What is the right balance of consolidating our asset base and further investments? How do we make the most of the asset base we now have?

After extensive community engagement and deliberation, the strategic priorities outlined below have been identified by the Council for emphasis over the next ten years, and especially over the next four years.

STRATEGIC PRIORITIES

The following priorities will influence the Shire’s ongoing service delivery and asset stewardship roles, and create the focus for major new investment decisions. They will be regularly reviewed through the two yearly Strategic Reviews.

Growing Community

Pingelly has a largely stable population but in the last few years has lost some families with young children. At the same time, there is a gradual increase in the number and proportion of older people, living mainly in the town of Pingelly, and an increase in the proportion of single person households. We believe we can achieve a growing and balanced population, in order to develop the community we want, with a healthy economy and the services and quality of life we desire. Over the next ten years we have set a bold goal of increasing the population to 1600 people, with a focus on attracting and retaining young families.

We will do this while also working to make sure Pingelly is an attractive place for older residents, by providing an age friendly community, with access to the services and accommodation they need. We are exploring innovative models for ageing in place, which will also provide benefits to the local economy, particularly through employment and increased demand for local goods and services.

[An increased focus on young people is key to the demographic and economic diversification of Pingelly, and linked to both population growth, an increase in social capital and community wellbeing. Additional emphasis will be placed on youth engagement, particularly for the 11-17 year age bracket, and youth retention \(18-25 years\).](#)

Economic Development

Farming is the primary economic activity within our district. But if the population is to prosper, business and job creation activities, either linked to or complementing farming activity, need to be developed. It is important that the community leverages off its advantages, for example economic activity linked to the PRACC, or carves out niche businesses built around peoples’ knowledge and skills, or around the agricultural base.

Good quality education opportunities and linkages are key to Pingelly’s future. The Shire, along with its neighbours, needs to explore innovative education models which will deliver the quality of education locally in the pre-school and school years, and links students to longer-term tertiary education and the training pathways they might ultimately pursue.

It is also essential that with population growth comes access to suitable, affordable housing which gives people choice and signals a confidence in the future. This includes housing for older people, something which has been a focus over the last four years, as well as housing choice for families, accommodation for seasonal and other workers, and more housing for smaller households. It is important that everyone has access to good quality housing.

Branding and Marketing

Promoting Pingelly as a district where the community is open to opportunities, innovative and welcoming is essential to many community aspirations, particularly population growth and economic development. Showing determination and a clear meaningful vision builds confidence and interest among people who might choose to visit, live here, or invest. That confidence can be expressed in many ways, from having an active centre, to branding and shared messages to the wider world. It is important that this message is well thought through and conveyed in a range of ways by the whole community.

KEY CAPITAL PROJECTS FOR DELIVERY

Over the last three years the Shire has undertaken or supported three key projects: development of the PRACC, delivery of Stage 1 of the PAAA and the development of the Health Centre. While the Shire will undertake a number of capital projects over the next ten years, the overall focus will be on consolidating these new initiatives and leveraging further benefit from them. The key projects planned over the next ten years are:

- re-development of the liquid waste storage/ treatment site to ensure full compliance
- further improvement of drainage systems to allow for improved water harvesting for the oval and subsequent extension of collection capacity
- roads upgrade and renewal program
- completion of upgrades of footpaths to make it easier for pedestrians and pram access
- footpath/cycleway from the school to the PRACC
- small upgrades to Pingelly townsite playgrounds

INNOVATION AND COMMUNITY PARTNERSHIPS

The Shire of Pingelly community, supported by the Council, has developed close community involvement in discussions about the future, has explored and used community-based partnerships for community management or advisory working groups around key facilities, and has generally fostered openness and involvement. This innovative approach has been matched by a community driven advocacy for new resources and public facilities. While the Shire can provide leadership and a link to key external agencies, the fact that they are reflecting a strong, united, community base with a clear sense of direction and a strong voice, has been essential to that success. This will continue to be a focus for the future.

FINANCIAL PROFILE

The level of capital development undertaken by the Council over the last five years was ambitious. It has been a major undertaking by a small Shire but it is a measure of the confidence in the leadership of the Shire and the support from the community that the program has been funded through a combination of Federal and State grants, loans and cash from the local government. Over the period of development Shire funds were invested in the new facilities and that meant that some other works or projects were required to be scaled back or delayed. Now that the projects have been completed or are nearing completion there will be a rebalancing of resource allocation and some catch-up in activities that were scaled back. The next few years are a time of consolidation and focus on leveraging the greatest possible return, both economically and socially from the investments made.

The Council will ensure that the strategies identified in this Plan are implemented in a manner that is financially sustainable, minimising as far as possible the financial impost on the local community while improving the financial position of the Shire over time.

A great deal of detailed work has been undertaken on developing fully costed four-year budgets for the Corporate Business Plan and the ten-year budgets for the Long Term Financial Plan, in fact the detailed modeling has been undertaken for a fifteen year horizon. This work shows that while the next four years will be tight requiring strong financial management and careful prioritisation, over the long term the Council will be able to invest in maintenance and renewals of infrastructure and facilities and continue to provide key local services whilst remaining affordable for ratepayers.

Bearing in mind the aspirations of the Plan and the financial constraints, the following approach is being adopted:

Prioritisation

Complete the necessary works associated with the PRACC. Plan for the next stage of the Pingelly Age Appropriate Housing development.

Generally maintain service levels with targeted increases in limited areas particularly where this can be achieved without significant cost increases.

Improve asset management by continuing the process of establishing robust true maintenance costs and optimising the scale and timing of asset replacement and renewal.

Partnerships

Build on the successful Pingelly partnerships approach with the community to achieve more through the pooling of resources and alignment of effort towards common goals.

Revenue

Be “grant ready” by developing plans and business cases for priority projects and programs. Explore ways to generate revenue to reduce the reliance on rates and grants.

Increase rates above the rate of inflation for a period of time to enable financial repositioning to a sustainable footing.

WESTERN AUSTRALIA LOCAL GOVERNMENT INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is shown in the diagram below. The purpose is to ensure that Council decisions deliver the best results for the community with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community’s vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

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. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The plan is therefore 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 Corporate Business Plan shows detailed implementation for the next four years.

The “Informing Strategies” – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced. The Annual Budget relates to that year of the Corporate Business Plan. Any necessary adjustments are made through the Annual Budget process.

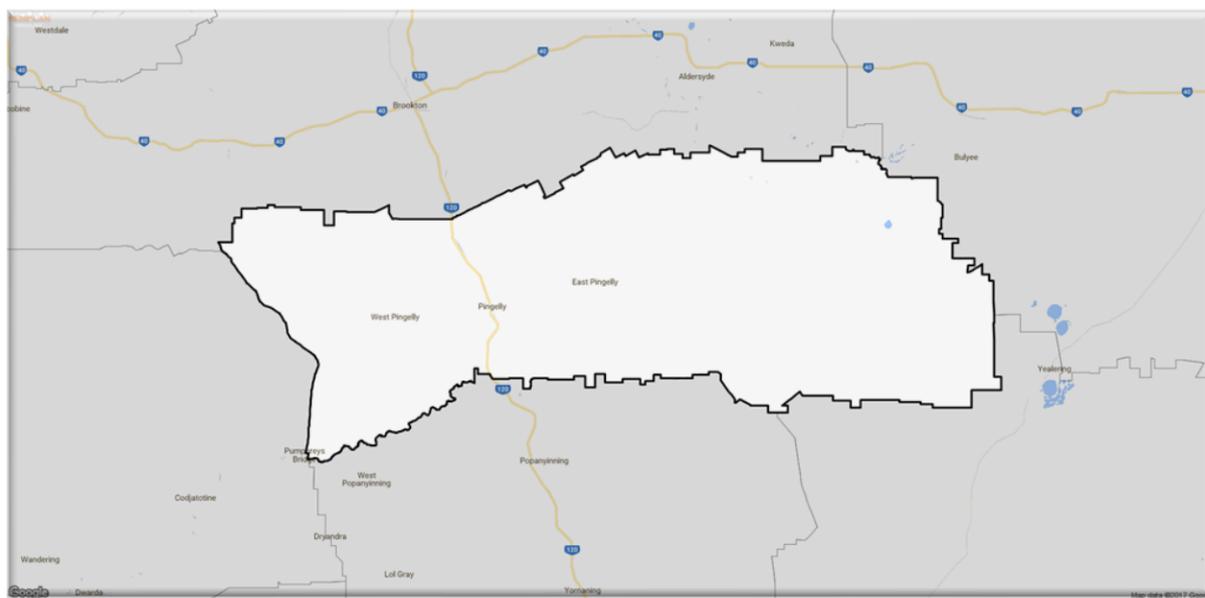
Figure 1: The Planning Cycle



ECONOMIC AND COMMUNITY PROFILE

INTRODUCTION

The Shire of Pingelly is a Local Government Area in the Wheatbelt Region of the Western Australia, located about 160km southeast of Perth. It covers an area of 1,294 km² and is bounded by the Shires of Wandering, Brookton, Cuballing and Wickpin. The climate is Mediterranean with an average yearly rainfall of 439.7mm which mainly falls during winter. The main localities are the townsites of Pingelly, Moorumbine and Dattening.



Source: <http://mapbuilder.remplan.com.au/> Retrieved 17 November 2017

POPULATION

The 2016 census recorded the Shire's population at 1,146, a reduction of 18 people from 2011.¹

Table 1: Shire Population 2006 – 2016

2006	2011	2016	2018
1,169	1,164	1,146	1,152

Source: Australian Bureau of Statistics: Census of Population and Housing 2006, 2011, 2016 and 2018 preliminary estimate Retrieved July 2018

¹ The ABS adjusts data on a random basis to deal with small sample sizes and protect privacy. Therefore totals may not always match detailed data in the tables provided.

POPULATION FORECASTS

The WA Planning Commission's WA Tomorrow Population Report No 11 outlines the following population projections for the Shire of Pingelly and its neighbouring LGAs (Band C forecasts).

Table 2: Population Forecasts 2021, 2026 and 2031

	2016 Census	2021 projection	2026 projection	2031 projection
Pingelly	1146	1130	1090	1025
Brookton	975	955	895	830
Cuballing	863	825	795	770
Wandering	444	430	420	390
Wickepin	718	665	625	580

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2016. Retrieved 15 July 2019: WA Planning Commission's Population Report No 11 - WA Tomorrow (2019)

AGE DISTRIBUTION

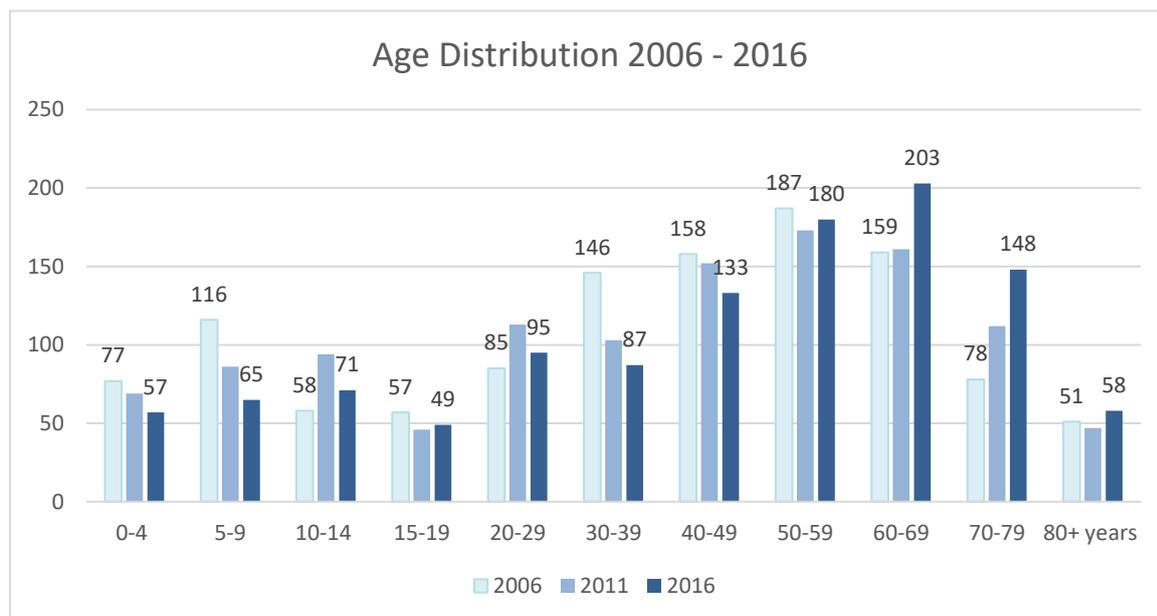
The median age for the Shire is 50 years, up six years from 44 years in 2011. Table 3 and Figure 2 show an ageing profile with a reduction of children under the age of 14 years and an increase of people between 60 and 80 years. The number of people over the age of 80 years has increased slightly.

Table 3: Age Distribution 2006 - 2016

Age (yrs):	2006		2011		2016	
	Nos	%	Nos	%	Nos	%
0-4	77	6.5	69	5.9	57	5.0
5-9	116	9.9	86	7.4	65	5.7
10-14	58	4.9	94	8.1	71	6.2
15-19	57	4.9	46	4.0	49	4.3
20-29	85	7.2	113	9.7	95	8.3
30-39	146	12.4	103	8.8	87	7.6
40-49	158	13.5	152	13.4	133	11.6
50-59	187	15.9	173	14.9	180	15.7
60-69	159	13.6	161	13.8	203	17.7
70-79	78	6.6	112	9.7	148	12.9
80+ years	51	4.3	47	4.3	58	5.0
Total	1,169	100	1,164	100.0	1,146	100.0

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

Figure 2: Age Distribution 2006-2016



Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 14 November 2017

HOUSEHOLDS AND FAMILIES

Table 4 shows a shift in household structure with a reduction in the number of family households (couples, households including children and dependents) and an increase in non-family households, particularly single person households. This shift is reflected in the population statistics seen above with an overall decrease in younger age groups.²

Table 4: Household Type 2011 and 2016

Household type	2011	2016	Difference No.	Difference %
Families	327	299	-28	-8.5%
Non-families	138	147	9	6.5%
Total	465	446	-19	-4.1%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019

² As noted above, the ABS adjusts data on a random basis to deal with small sample sizes and protect privacy. Therefore, totals do not always match detailed data in tables provided.

ABORIGINAL/TORRES STRAIT ISLANDER STATUS

The 2016 Census records 143 people who are Aboriginal or Torres Strait Islander living in the Shire of Pingelly, representing 12.5% of the population and a high proportion when compared with the WA average of 3%. This compares with 111 in 2006 and 135 people in 2011.

Table 5: 2016 Aboriginal/Torres Strait Islander Status

Aboriginal/Torres Strait Islander	Number	Percent
Total Aboriginal or Torres Strait Islander	143	12.4%
Non-Indigenous	886	77.2%
Not Stated	122	10.4%
Total	1,146	100.0%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

COUNTRY OF BIRTH

The 2016 Census shows that there has been a slight increase in the proportion of residents that were born outside of Australia (from 8% to 13%). Table 5 shows the countries of birth of the Shire's residents, based on the top 50 countries identified in the 2011 Census.

Table 6: 2016 Country of Birth of Residents in the Shire of Pingelly

Country of Birth	Number
Australia	855
Country of Birth Not stated	142
England	72
New Zealand	29
Born elsewhere(e)	11
Netherlands	7
Italy	6
Germany	4
Indonesia	3
Scotland	3
United States of America	3
Total	1,146

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019 Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

SOCIO ECONOMIC INDEXES FOR AREAS (SEIFA) SCORES

SEIFA is a suite of indexes that have been created by the Australian Bureau of Statistics (ABS) from social and economic Census information. A low SEIFA score indicates relatively greater disadvantage in general. In 2016, the latest index, shows a SEIFA score for the Shire of Pingelly of 908 (cf 2011 907). Pingelly is the most disadvantaged among its neighbours.

Table 7: 2011 SEIFA scores in Shire of Pingelly and Neighbouring Local Government Areas

Local Government Area	SEIFA Score	Rank within Western Australia	Rank within neighbouring LGAs
Wandering	1004	71	5
Cuballing	988	61	4
Wickepin	983	55	3
Brookton	938	23	2
Pingelly	908	13	1

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019

QUALIFICATIONS

Table 6 shows education qualifications for 2016. Apart from those with Certificate Level qualifications, the percentage of the population with education qualifications is well below the Western Australian state average.

Table 8: Qualifications 2016.

Education Qualification Level	Pingelly (Persons)	Pingelly (% of district population)	Western Australia (% of State population)
Postgraduate Degree Level	5	0.4%	3%
Graduate Diploma /Graduate Certificate Level	7	0.6%	2%
Bachelor Degree Level	42	3.7%	12%
Advanced Diploma and Diploma Level	68	5.9%	7%
Certificate Level:	172	15.0%	16%
Level of education inadequately described	6	0.5%	1%
Level of education not stated	152	13.2%	8%
Total	451	39.3%	49%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

WORKFORCE

According to the 2016 Census, the District has a workforce of 452 people or 39% of the total resident population. Of these, 40 people were unemployed (8.8% of the total workforce) but looking for full time or part time work.

OCCUPATIONS

The largest employed group are Managers followed by Labourers and Community and Personal Services Workers. Within this classification, the largest number of residents reported they worked as Farmers or Farm Managers.

Comparisons with Western Australia show that the Shire has a higher proportion of Managers and a significantly lower proportion of Professionals (9.2% compared with 20.5% for Western Australia).

Table 9: 2016 Occupations in the Shire of Pingelly

Occupations	Pingelly		Western Australia
	No.	%	%
Managers	136	33.0%	12.0%
Labourers	51	12.2%	9.7%
Technicians and Trades Workers	47	11.3%	16.2%
Machinery Operators and Drivers	44	10.6%	7.5%
Clerical and Administrative Workers	42	10.1%	13.0%
Community and Personal Service Workers	35	8.4%	10.6%
Professionals	31	7.4%	20.5%
Sales Workers	20	4.8%	8.8%

Source: [Australian Bureau of Statistics](#), Census of Population and Housing 2011, 2016. Retrieved 15 Jul 2019. Please note this table is based on Place of Work, which is a different basis to that used for the workforce data above

The main industry of employment is in agriculture, forestry and farming. (See Table 10 below). The highest proportion of the District's workforce is employed in the Agriculture, Forestry and Fishing industry (35%), Public Administration and Safety (10%), Health Care and Social Assistance (8.9%), Education and Training industry (8.5%) and Transport, Postal and Warehousing (5.9%).

Table 10: Industry by Employment 2016

	Total	%
Agriculture, Forestry and Fishing	148	35.0%
Public Administration and Safety	40	10.0%
Health Care and Social Assistance	37	8.9%
Education and Training	36	8.5%
Transport, Postal and Warehousing	25	5.9%
Wholesale Trade	21	5.0%
Retail Trade	21	5.0%

	Total	%
Construction	17	4.0%
Professional, Scientific and Technical Services	16	3.8%
Mining	12	2.9%
Accommodation and Food Services	10	2.4%
Other Services	5	1.2%
Financial and Insurance Services	4	0.9%
Manufacturing	3	0.7%
Electricity, Gas, Water and Waste Services	3	0.7%
Administrative and Support Services	3	0.7%
Arts and Recreation Services	3	0.7%
Information Media and Telecommunications	-	-
Rental, Hiring and Real Estate Services	-	-
Inadequately described/Not stated	16	3.7%
Total³	417	100%

Source: [Australian Bureau of Statistics](https://www.abs.gov.au), Census of Population and Housing 2011, 2016. Retrieved 15 July 2019. Totals and sub-totals may not agree due to ABS protocols for protecting confidentiality.

BUSINESS COUNTS

According to ABS 2017 estimates⁴, the latest available, there were 161 businesses operating in the Shire of Pingelly, a slight drop from 2015. The majority of these businesses were non-employed businesses (97), while 63 had 1-19 employees, and 3 employed 20 or more persons. Family farms are a significant form of business in the Shire.

BUILDING APPROVALS

In 2018, the Shire of Pingelly had building approvals to a total value of \$2 million in comparison with \$4 million in 2015.

MEDIAN HOUSE SALE PRICE⁵

According to the 2019 Real Estate Institute of Western Australia (REIWA) figures, median house sale prices differed considerably across the sub-region. The most expensive houses were sold in Brookton, at a median sale price of \$240,000. The lowest median housing sales figures were reported for Pingelly, at \$95,000.

³ This total differs from the aggregated sub-totals, however it is in accordance with the data provided by the ABS which has been adjusted to protect privacy due to the small population base.

⁴ Source: National Regional Profiles, Australian Bureau of Statistics.

⁵ Source: REIWA <http://reiwa.com.au/wa/suburb>

Table 11: 2018/19 Median House Sale Prices for the Shire of Pingelly and Neighbouring Local Government Areas

Pingelly	Brookton	Cuballing	Wandering	Wickepin
\$95,000	\$240,000	\$210,000	\$175,000	\$130,000

ACHIEVEMENTS SINCE THE LAST PLAN

There have been significant achievements since the last Strategic Community Plan (see table below). Major investments in infrastructure and community facilities, plus enhancements to services have substantially improved the livability and prospects of the Shire. Three particularly significant achievements are:

- Securing the **Pingelly Age Appropriate Accommodation (PAAA)** project. This has been funded via the Southern Inland Health Initiative and provides for accommodation designed specifically for older people. The units are located in Community Place near the new Health Centre and will complement the existing cottages managed by the Somerset Alliance. Further development of the sensory garden is being planned alongside the second stage of the PAAA project subject to grants being secured.
- Securing the **new Pingelly Health Centre**. This is also funded by the Southern Inland Health Initiative and provides and up to date emergency department, ambulance bays, Emergency Telehealth Service videoconferencing facilities, four multi-purpose consult rooms enabled with telehealth, group therapy rooms, general practice consultation rooms and treatment spaces.
- Development of the **Pingelly Recreation and Cultural Centre (PRACC)**. This is a major new development which received a major (\$3million) investment from the Shire of Pingelly as well as external grants. It provides an important base for developing local business and community initiatives.

It is worth noting that the Shire was extraordinarily successful in the grant funding it was able to attract for the project which has cost \$10,507,923.16 to 30 June 2019. External funds comprised:

- National Stronger Regions Fund	\$3,888,595
- Lotteries West	\$1,000,000
- CRSFF Dept Local Govt Sport and Cultural Industries	\$ 350,000
- Bendigo Bank	\$ 150,000
- Pingelly Times	\$ 10,000
- Pingelly Development Association	\$ 5,000
- PRACC Focus Group	\$ 4,323
- CBH Grassroots	\$ 10,000
- Forestry Products Commission	\$ 20,000
Total	\$5,437,918

The thanks of the Pingelly community go to the agencies and organisations which provided this funding and to the many people who were instrumental in achieving this success.

Table 12: Achievements Since Last Strategic Community Plan

14/15	15/16	16/17	17/18+
<ul style="list-style-type: none"> ▪ Options for PRACC – Focus Group Sept 13 ▪ Inception of Health Centre ▪ 2nd phase of staff units in Webb Street completed ▪ New netball courts constructed ▪ Major Road upgrade ▪ Waste Transfer Station 	<ul style="list-style-type: none"> ▪ Plan for PRACC ▪ Funding applications for PRACC ▪ Inception of PAAA ▪ New tennis courts completed ▪ Upgraded bottom dam (doubled size) and storage ▪ Major road upgrade ▪ Swimming pool upgrade ▪ New ramps in East Pingelly area for Age-Friendly community ▪ Building upgrades ▪ Resurfaced main street ▪ Youth Group started 	<ul style="list-style-type: none"> ▪ Demolition of old Community Centre ▪ Construction of PRACC ▪ Sensory Garden ▪ Site prep for PAAA ▪ Pioneer Park upgrade ▪ Sold Landmark property and 16 Elliott Street ▪ Major Road Upgrade ▪ Shade sails at swimming pool 	<ul style="list-style-type: none"> ▪ Completion of PRACC ▪ Completion of Sensory Garden ▪ Completion of PAAA ▪ Completion of Health Centre ▪ MOU with Somerset alliance for management of PAAA ▪ Relocation of cricket wicket ▪ Major Road Upgrade ▪ Completion of Community Place ▪ Funding approved for new bowling green ▪ Leadership training for young people partnering with Camp Kulin and school ▪ Youth Group refreshed

OTHER MEASURES OF SUCCESS

The 2013-23 Strategic Community Plan included the following measures of success. Some are directly within the control of the Shire of Pingelly and others reflect external influences. Progress since 2013 is summarised below.

Table 13: Other measures of success

2013 Strategic Community Plan Measure of Success	2013 Target	2012/13 Baseline	2017/18
The proportion of residents who volunteer in the community	Increasing	32.3% (2011)	56% (2018)
No. of people involved in sporting activities	Increasing		
Level of crime (reported incidents)	Reducing	108 (2013/14)	95 (2017/18)
% of roads in satisfactory or better condition*	Maintain	60.3% (73.9%)	
Business growth	TBC	189 (2011)	161 (2017)
No. participating in the community engagement for the development and review of the Strategic Community Plan.	Increasing	183 (16%) 2011	190 (16.5%)
Operating Surplus Ratio	10% or greater	0.28	0.47
Current Ratio:	1:1 or greater	4.43	0.74
Debt Service Cover Ratio	2 or greater	13.07	2.92
Own Source Revenue Coverage Ratio	Between 40% and 60%	0.47	0.48
Asset Consumption Ratio	50% or greater	0.62	0.71
Asset Sustainability Ratio	90% or greater	2.25	2.90
Asset Renewal Funding Ratio	Between 75-90%	1.0	0.74

* The top figure relates to the standard required for each sub-class of roads - good or better for regional and local distributors, and average or better for access roads. The lower figure is the total roads achieving average condition or better.

COMMUNITY ENGAGEMENT

The Shire of Pingelly included extensive community engagement as part of the major strategic review. The results provided vital input to the Council when making decisions on priorities and plans.

The following engagement events were undertaken:

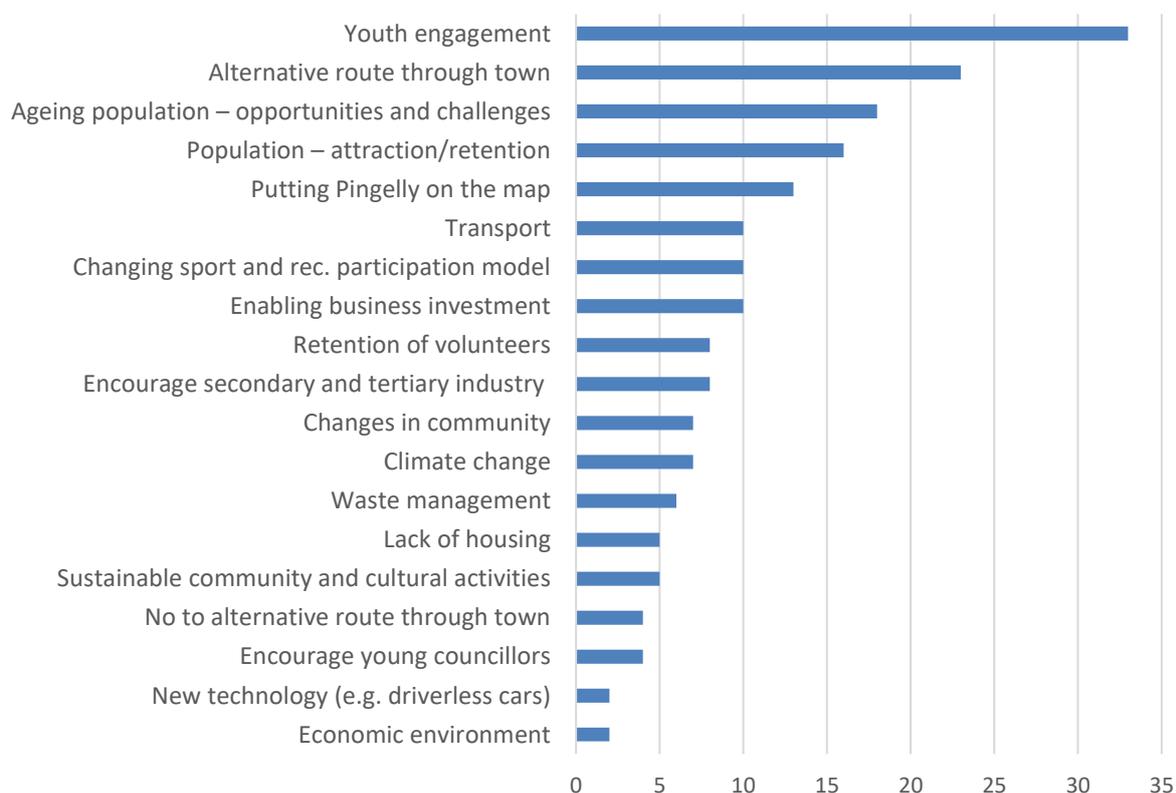
- A community engagement ‘drop-in’ process was held, which was attended by approximately 70 people. This included another Pingelly world first, the creation of a giant Pingelly poem. There was a good spread of participants overall, with the 15-24 age group and the 25-34 age group being somewhat under-represented.
- Statistically valid Community Surveys were undertaken in 2016 and 2018.
- In addition, ten face-to-face interviews were undertaken with members of the Noongar community.

The total number of participants (approximately 190) exceeded the Department of Local Government, Sport and Cultural Industries’ minimum community engagement threshold of 10% of the population.

SUMMARY OF KEY FINDINGS

There was strong community interest in the issues of youth engagement, population (both the need to retain and attract people) and the ageing population. The graph below shows the frequency (number) of times different areas were identified by drop-in participants.

Figure 3: Strategic Issues Facing the Community Over Next 10 Years



The 2018 survey revealed the following:

- Medical services, bush fire control, the community resource centre, roads, rubbish collection, and economic development (in ranked order) rated as the most important services to the community. These services were also the top ranking in 2016 in a slightly different order.
- Economic development was seen strategically important to the Shire's long-term future but performing poorly.
- There was a willingness to pay more for improvements to some key services: medical services, library, roads, community events, bush-fire control, care for the environment and community development.
- There was strong interest in an alternative truck route and a reduced speed limit.
- 47% of respondents rated the Shire of Pingelly's performance as good or excellent and 21% rating it poor or very poor.

Areas for improvement centred mostly on improved roads, particularly rural road maintenance, drainage, economic development, and medical services.

The main concerns identified by the community were:

- Youth engagement
- Opportunities and challenges arising from an ageing population
- Balancing an alternative truck route with retaining other traffic
- Progress on economic development and population growth. This included a need to look at:
 - Population attraction and retention
 - Enabling business investment
 - Encouraging secondary and tertiary industry
 - Tourism
 - Community events
 - The wider economic environment
 - Volunteering
 - The need to promote and maintain what are currently good levels of volunteering in the Shire.

Summary of Community Priorities

Economic and business development was a very significant area for the community. This had a number of facets ranging from ensuring sufficient industrial land was available, to focusing on growing small and medium sized businesses using a range of tools. These included such things as 'buy local' strategies, building on primary strengths via value-add activities, to encouraging local existing businesses to improve and grow. Partnerships with external agencies and key players such as research organisations and universities was a key tool. An important aspect was the need to support young people to transition

from school to either employment or further education. Job creation was essential to this and to the wider health of the community.

Parallel to this was a focus for on-going improvement to those things essential to community life and wellbeing: medical services, safety, facilities etc, and protection of character and the feel of the Shire and town. The willingness to pay more for some targeted services is important information about where to place resourcing effort. Innovation around education choice was also seen as an important end in itself (community wellbeing) and as a tool to help reverse population loss, particularly the loss of young families to the Shire.

FEEDBACK ON THE DRAFT STRATEGIC COMMUNITY PLAN

The Council adopted the Plan for public consultation on 17 July 2019.

The minutes of the 17 July Ordinary Council Meeting were published in the Pingelly Times on 23 July 2019. An article on the content of the Plan was published in the Pingelly Times on 30 July 2019 and the availability of the Plan for public comment was also published in the Pingelly Times on 6 August 2019.

Notices, in accordance with the provisions of the Local Government Act 1995, were placed on the Shire notice board and at the Library located in the Community Resource Centre.

The Plan remained on display for public comment until 15 August 2019.

No substantive submissions were received on the Plan during this period.

KEY ISSUES FACING THE COMMUNITY

After considering the feedback from the community via the Major Strategic review process and input from other recent community processes,⁶ the Council has identified nine broad areas of concern:

- changing State (and to a degree Federal) policy as it relates to investment and support for small rural communities and their regions. A key example is the effort made by the Shire (along with the Shires of Brookton and Beverly) and the community, to plan for and advance further stages of age appropriate accommodation and associated services. This issue remains a high priority for the Shire and it has worked hard to be 'shovel ready' however the anticipated investment by the government has not eventuated.
- young people's futures: the opportunities available to them, their health and safety, and engagement in the community. This includes education opportunities and keeping young people in the Shire, as well as promoting local job opportunities.
- a limited local economy which needs to expand, find new products and activities. This includes enabling business investment and encouraging secondary and tertiary industry, ensuring land is available for future business development, and that major transport routes through the town are appropriate. Improving commercial activity in the town centre and leveraging off that is also a focus.
- a static population and the risk of decline. At some point this raises issues around thresholds for affordable services and long-term viability. Associated with this is the challenge of an ageing population and what that means for the community and community services.
- the need for continued support for older people being able to remain in the Shire via such things as improved housing and care services choice.
- the risk of reduced levels of volunteering which maintains community activities and, in some cases, emergency response capability. For small rural communities, this network of volunteers is often key to community wellbeing and activity. While volunteering levels are good in the Shire at present, there is a risk of declining volunteering rates.
- the need to promote Pingelly across a number of fronts and areas of activity but with a particular focus on attracting investment and population.
- protecting built and natural environment quality. This ranges from concern about the potential impacts of climate change to a desire to see more done around waste management.
- the need for more positive engagement with the local Noongar community.
- the availability of water in multiple areas, including the overarching scheme supply to enable future residential and industrial development, and the declining natural water supply for agricultural and community infrastructure purposes.

⁶ See for example, the Pingelly Age-Friendly Community Plan, March 2017 for further information about issues experienced by older residents.

CURRENT SERVICES

The Shire of Pingelly delivers the following services:

<p>Technical Services</p> <ul style="list-style-type: none"> ▪ Asset Management Planning ▪ Roads ▪ Footpaths ▪ Drainage ▪ Bridges ▪ Main Street ▪ Property Services ▪ Street Lighting ▪ Parking Facilities ▪ Minor Works ▪ Street Cleaning ▪ Water Harvesting ▪ Parks, Playgrounds and Streetscapes ▪ Cemeteries ▪ Protection of the Environment ▪ Domestic and Commercial Refuse Collection ▪ Waste Recycling ▪ Waste Management Facility ▪ Road Reserves, Verges and Reserves Maintenance ▪ Plant and Equipment Fleet 	<p>Corporate and Community Services</p> <ul style="list-style-type: none"> ▪ Licensing ▪ Ranger Services ▪ Sport and Recreation Facilities ▪ Community Transport ▪ Pingelly Swimming Pool ▪ Halls and Community Facilities ▪ Finance Services ▪ Customer Services ▪ Records Management ▪ Information Technology ▪ Staff Housing <p>Community Development</p> <ul style="list-style-type: none"> ▪ Community Development ▪ Community Events ▪ Seniors ▪ Disability Access and Inclusion Planning ▪ Children and Youth ▪ Sport and Recreation Program ▪ Library ▪ Heritage and Culture ▪ Museum 	<p>Administration - Technical</p> <ul style="list-style-type: none"> ▪ Strategic Land-use Planning ▪ Town Planning ▪ Building Control ▪ Environmental Health ▪ Fire Prevention and Emergency Management <p>Office of the CEO</p> <ul style="list-style-type: none"> ▪ Major New Assets/Facilities ▪ Strategic and Corporate Planning ▪ Advocacy and Collaboration ▪ Governance Support ▪ Community Consultation and Engagement ▪ Human Resources Management ▪ Local Economic Development ▪ Tourism Support ▪ Main Street ▪ Shire Branding and Promotion ▪ Medical Services
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STRATEGIC DIRECTION

COMMUNITY VISION

A community that has a shared vision, with everyone working towards the same end, is a strong community. Being clear and concise about the vision is an important factor in getting everyone on board. Vision statements “represent the reduction of a complex vision into a few carefully chosen words”⁷ and because of this they are similar to Japanese haiku.

The Pingelly Vision Poem has been compiled from haikus* created by the community as part of the engagement on the new Strategic Community Plan. The Pingelly Vision Poem is another world first in community engagement, following the world first Giant Jigsaw completed as part of the engagement on the first Strategic Community Plan.

Pingelly 2030

Happy and healthy
Pingelly is our home life
Family safe within

Great place for coffee
And going out for a meal
Things to do for all

Population growth
Sustainable businesses
More jobs around town

More transport options
Education and health needs
Met by services

Smiling all year round
A vibrant community
Great facilities

Caring for nature
Enjoying what we have and
Sharing with the world

Diverse Pingelly
With a rich cultural life
A welcoming town

A positive vibe
Our people make Pingelly
The best place to be

From the themes of the poem we have distilled the following Community Vision.

⁷ Christopher Finney, Not for Profit Quarterly, March 2008

* A poetic form which has three lines - the first and third of which have five syllables and the second of which has seven syllables

OUR VISION: GROWING, INCLUSIVE AND RESILIENT

This vision lies at the heart of the community's intentions for the Shire's future. Each aspect is interconnected. For example, an inclusive community which pulls together is more likely to be resilient in the face of change, or to encourage people to move to the Shire or invest.

Growing: To achieve population and economic growth that enables the community we want, including a healthy economy, and the services and quality of life we desire.

Inclusive: To be a community designed for all

Resilient: To have a resilient and adaptable community and economy, with an asset base which is fit for purpose, now and for the future

Each aspect shapes more detailed goals, desired outcomes and strategies which are outlined in a later section. For example, one of the issues around Shire population is the loss of young families, often because parents are seeking greater education choice for their children. This suggests that alongside the already important focus on local facilities and activities that are used by young people and families in the Shire, new solutions for education need to be explored. To be inclusive also means a focus on designing facilities and assets so that they are easily accessible for all users.

Sitting under this broad vision, is a focus on continuing the momentum we have achieved over the last few years, maintaining the key assets that support our community and setting new priorities for improvement over the next ten years.

SUSTAINED PROGRESS

Over recent years, the Shire of Pingelly has focused on key "game changers" which we believe will underpin our future success as a community. Clear strategic direction and strong community support has enabled us to achieve over \$20 million investment in our future since the last Strategic Community Plan (2013-2023).

Three major projects were the Pingelly Recreation and Cultural Centre (PRACC), Pingelly Age Appropriate Accommodation and the Health Centre. These projects are building blocks towards our vision for the future. Each project reflects the innovation and community partnerships that have become the hallmark of how we work together as a Shire and community.

In developing this plan, the question was – where to next? What are the next set of game changers to focus on?

After extensive community engagement and deliberation, the strategic priorities outlined below have been identified by the Council for emphasis over the next ten years, and especially over the next four years.

MAINTAINING THE BASE

At the same time the Shire is constantly mindful of the importance of roads, footpaths, parks, gardens, library and other assets, facilities and services that create the foundation for a thriving district. This presents a challenge when balancing costs to maintain and renew assets against the desire for new assets, all in the ability and willingness of households and businesses to pay rates.

The financial projections prepared as part of the planning process indicate that the next four years will be a period of adjustment. The PRACC will be completed and for each year after the Shire's ability to move resources back towards investment in facilities and services described above.

Through a combination of new and existing Federal and State grants the Shire is able to maintain a substantial road program while minimising the need to utilise municipal funds. As the grant funds reduce in year 5 so the Council will be in a strengthened position to fund the local share of roads and other infrastructure costs from our own funds. The projections also indicate a need to increase rates above inflation for the next four years after which the increase above inflation should be able to be reduced.

STRATEGIC PRIORITIES

The strategic priorities build on the last Strategic Community Plan to move Pingelly forward to the next level. This is shown in Diagram X below. The priorities will influence the Shire's ongoing service delivery and asset stewardship roles and create the focus for major new investment decisions. They will be regularly reviewed through the two yearly Strategic Reviews.

Growing Community

Pingelly has a largely stable population but in the last few years has lost some families with young children. At the same time, there is a gradual increase in the number and proportion of older people, living mainly in the town of Pingelly, and an increase in the proportion of single person households. We believe we can achieve a growing and balanced population, in order to develop the community we want, with a healthy economy and the services and quality of life we desire. Over the next ten years we have set a bold goal of increasing the population to 1600 people, with a focus on attracting and retaining young families.

We will do this while also working to make sure Pingelly is an attractive place for older residents, by providing an age friendly community, with access to the services and accommodation they need. We are exploring innovative models for ageing in place, which will also provide benefits to the local economy, particularly through employment and increased demand for local goods and services.

Medium Term Priorities

- Healthy kids (0-5)
 - Whole of community effort
 - Pingelly Early Years Network
- Pingelly Wellbeing and Community Plan
 - Youth suicide prevention
 - Drug and alcohol
 - Youth at risk

- Ageing in Place
 - Somerset Alliance partnership
 - Maximise benefits in terms of demand for goods and services and jobs (link to Education)
 - Promote affordability and liveability (link to Branding and Marketing)
 - Support community hub approach to support for older people
 - PAAA expansion – watching brief (dependent on grant, shovel ready)

Economic development

Farming is the primary economic activity within our district. But if the population is to prosper, business and job creation activities, either linked to or complementing farming activity, need to develop more. It is important that the community leverages off its advantages, for example economic activity linked to the PRACC, or carves out niche businesses built around peoples' knowledge and skills, or around the agricultural base.

Good quality education opportunities and linkages are key to Pingelly's future. The Shire, along with its neighbours, needs to explore innovative education models which will deliver the quality of education locally in the pre-school and school years, and links students to longer-term tertiary education and training pathways they might ultimately pursue.

Medium Term Priorities

- Strengthening local business – Business After Hours, encourage formation of a local association
- Specialisation
 - Alignment of economic development activities with the Wheatbelt Development Commission and Regional Development Australia on current focus and support for Wheatbelt economic development, including Aboriginal enterprise
 - Agriculture based industries
 - UWA Future Farm (links to Education; Short Term Accommodation) – possible partnership with of economic development activities with the Wheatbelt Development Commission and Regional Development Australia on current focus and support for Wheatbelt economic development, including Aboriginal enterprise
 - Astronomy
 - Aboriginal enterprise
 - Tourism (links to Branding and Marketing; Short Term Accommodation)
- Education
 - Cert 3 and 4 for Aged Care (link to Growing Community)
- PRACC
 - Promotion (including signage)
 - Events
 - Longer term precinct development

- Accommodation/RVs and units (link to Short Term Accommodation) - site development or construction of units would depend on partnership and/or availability of grants

As resources allow

- Increase availability and profile of industrial land
 - Headworks (partial) – 18 months
 - Demonstrate demand – 2-3 years
 - Advocate for the State Government through the Department of Lands or Landcorp to take the lead – 3+ years

Short Term Accommodation

It is also essential that with population growth comes access to suitable, affordable housing which gives people choice and signals a confidence in the future. This includes housing for older people, something which has been a focus over the last four years, as well as housing choice for families, accommodation for seasonal and other workers, and more housing for smaller households. It is important that everyone has access to good quality housing.

Medium Term Priorities

- Recreational Vehicles (RVs) and units in PRACC precinct
 - PRACC Precinct accommodation/RVs and units (link to Economic Development) (any site development or construction of units dependent on partnership and/or grants)
- Bed and Breakfast
 - Encourage, regularise, promote (link to Branding and Marketing)
- Old Hospital Site
 - This site is to be transferred by the State Government to the Shire. It will provide an opportunity to explore further options for short-term accommodation. The first step will be the preparation of a development strategy
- Caravan Park + RVs
 - Aim to extend nights, possibly deploy a campaign utilising incentives to encourage campers to stay for an extra night or two and spend in the town

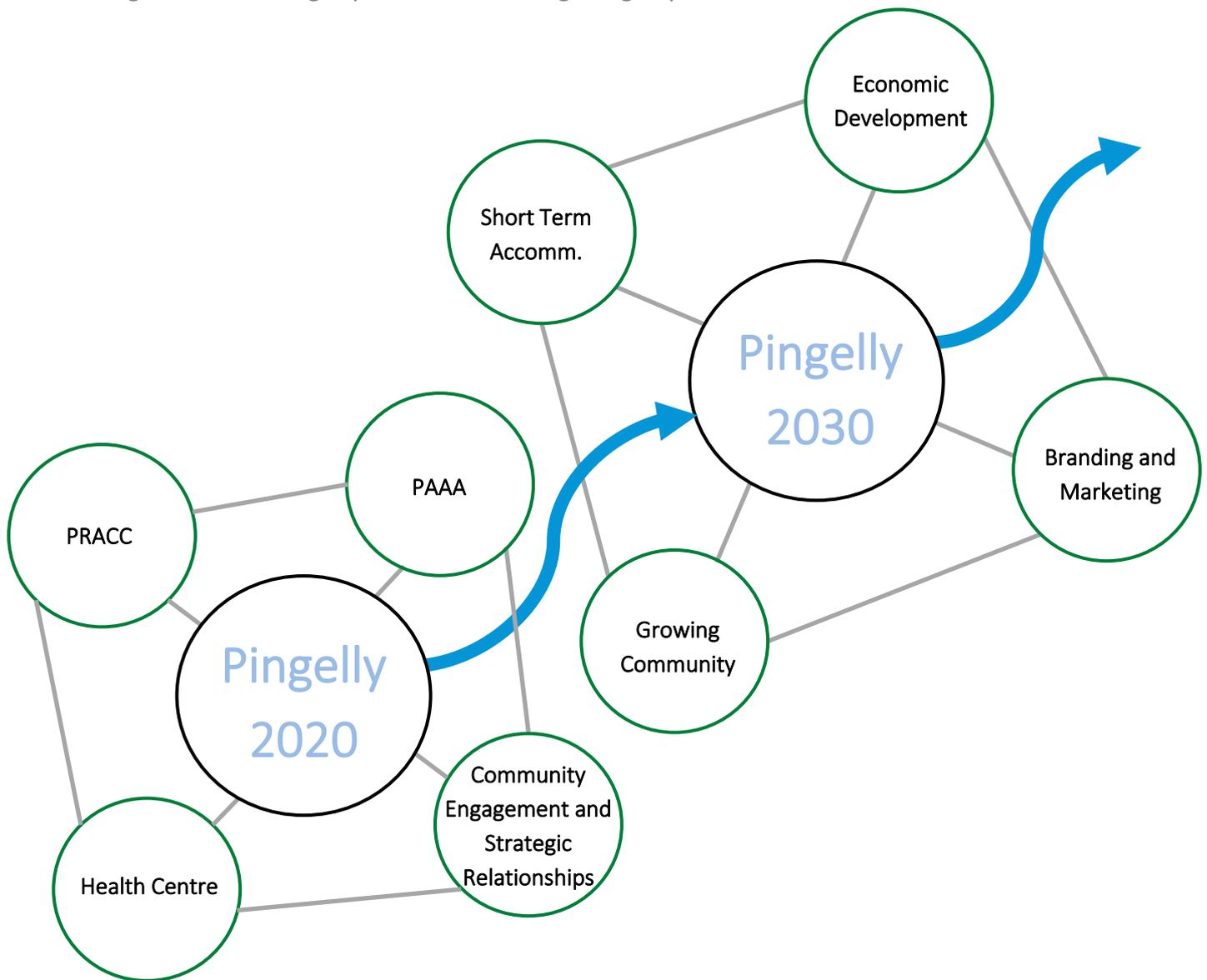
Branding and Marketing

Promoting Pingelly as a district where the community is open to opportunities, innovative and welcoming is essential to many community aspirations, particularly population growth and economic development. Showing confidence and a clear meaningful vision builds confidence and interest among people who might choose to visit, live here, or invest. That confidence can be expressed in many ways, from a having an active centre, to branding and shared messages to the wider world. It is important that this message is well thought through and conveyed in a range of ways by the whole community.

- Evidence-based, expert and central approach to branding and marketing across investment, resident and visitor attraction (links to all other Priority Focus Areas)
 - Engage expert advice (as resources allow)
 - Work with Pingelly Tourism Group

- Consider new tagline/slogan to replace previous “People and Progress”
- Capture high quality images of Pingelly, including Drone images
- Ensure all relevant organisations are included in event promotion by others

Diagram x: strategic priorities moving Pingelly forward



GOALS, OUTCOMES AND STRATEGIES

Five specific goals have been identified to guide actions. These are:

Goal 1: Economic

The local economy is strong and resilient, embraces opportunities, and delivers local business growth and jobs.

Goal 2: Community

Quality of life is good, people feel they have a positive future, they enjoy their community, and can live easily in the Shire over their lifetime.

Goal 3: Built Environment

The physical environment is attractive and accessible, and accommodates new residents and businesses, in a way that protects local character and valued places.

Goal 4: Natural Environment

Natural areas and systems are healthy and thriving, and sustainable use is made of natural resources.

Goal 5: Innovation, Leadership and Governance

The Shire of Pingelly is an innovative, responsive partner to its community, an effective advocate, and a trusted steward of community assets. The organisation achieves good practice in all that it undertakes

Each goal has several desired outcomes and strategies for change and action.

Goal 1: Economy

The local economy is strong and resilient, embraces opportunities, and delivers local business growth and jobs.

ITEM	OUTCOMES AND STRATEGIES
1.1	The Shire experiences significant new business growth and employment and is known widely as an innovative and collaborative community which is attracting new population and investment.
1.1.1	Work with community groups, local business and other partners to explore and leverage opportunities for business development around the PRACC.
1.1.21	Continue to build relationships with tertiary research institutions (e.g. UWA), local business and other partners which bring collaboration on key projects and support Pingelly's vision for the future.
1.1.23	Support the development and promotion of key messages for use by the community, the Shire and businesses, to convey Pingelly's economic and community vision, the steps being taken to achieve it, and the benefits of living, working, investing in, or visiting, the area.
1.1.34	Support business and community tourism promotion initiatives.
1.1.45	Participate positively in key regional and other networks in a way that builds collaboration and benefit for the community and local economy.
1.2	A truly working Main Street which symbolises a confident local economy, and results in people spending more locally
1.2.1	Encourage the return of a fully active commercial frontage filled with businesses, with retail gaps filled, and the best of friendly, country service.
1.2.2	Further develop the town centre as an attractive environment which supports business investment, and community and visitor use.
1.2.3	Encourage local pride and community support for local business.
1.3	The right resources and infrastructure are in place to support business development, including an increase in visitors and visitor spend in the Shire.
1.3.1	Support local tourism infrastructure development.
1.3.2	Advocate for adequate broadband, water and power supply capacity.
1.3.3	Ensure industrial land is available for new businesses and actively work to achieve take-up of sites.

Goal 2: Community

Quality of life is good, people feel they have a positive future, they enjoy their community, and can live easily in the Shire over their lifetime.

ITEM	OUTCOMES AND STRATEGIES
2.1	Social services and facilities are designed and delivered in a way that fits community needs and aspirations
2.1.1	Continue to support the development of and access to core aged care and health services and facilities, e.g. PAAA, Health Centre.
2.1.2	Regularly review needs and develop community driven tactics, including advocacy, to secure needed social services, facilities and support (e.g. child care services).
2.1.3	Explore and promote development of innovative education choices and opportunities in the Shire.
2.2	Community groups function well with strong volunteer effort and feel supported by the community
2.2.1	Publicise and celebrate the contribution of groups and volunteers to the community.
2.2.2	Support the capacity of clubs and groups to develop
2.3	People feel that their community is safe for all, free of nuisance and protected from risk of damage
2.3.1	Protect public health and amenity
2.3.2	Act to reduce the risk of bush fire disaster , and be prepared in case of bush fire in terms of emergency response and disaster recovery
2.3.3	Ensure buildings and structures are safe and provide a healthy living and working environment.
2.3.4	People and property are protected from flood damage and risk to a specified level.
2.4	People have access to attractive community facilities, activities and events which support activity and health, community involvement and enjoyment of life.
2.4.1	Provide a range of community facilities and associated services in a way that maximises use and community activity.
2.4.2	Continue to develop the PRACC as a focal point for recreation and cultural activities.
2.4.3	Provide parks and gardens which can be enjoyed by all, including easy to access, good quality and interesting play areas for children, recreation opportunities for young people, and appropriate pathways and seating for older people and those with disability.
2.4.4	Celebrate key annual national events and support a range of local community events.

ITEM	OUTCOMES AND STRATEGIES
2.5	The young, older people and people with disability feel valued and have access to resources which provide opportunities for their development and enjoyment.
2.5.1	Enable people, particularly seniors and people with disability, to be able to move easily around the town and to use community facilities.
2.5.2	Advocate for and facilitate provision of services and resources to address issues experienced by young people and seniors.
<u>2.5.3</u>	<u>Facilitate strong levels of engagement with youth, in order to improve access to services, facilities and programs.</u>
<u>5.1</u> <u>2.6</u>	<u>The Aboriginal community and the Shire see each other as genuine partners for change and progress.</u>
<u>5.1.1</u> <u>2.6.1</u>	<u>Completion of the Reconciliation Action Plan. Proactively engage with the Aboriginal community to ensure recognition and integration of culture into the Shire's future.</u>

Goal 3: Built Environment

The physical environment is attractive and accessible, and accommodates new residents and businesses, in a way that protects local character and valued places.

ITEM	OUTCOMES AND STRATEGIES
3.1	Pingelly is 'housing ready' for new population growth, and has appropriate housing choice available to the community.
3.1.1	Continue to advocate for and collaborate on housing options for older people (e.g. age appropriate housing) and people with disability which enables them to stay in the Pingelly community during their lives.
3.1.2	Ensure that town planning provisions enable a range of housing design and solutions, for different household types – e.g. single person households, seasonal workers, families.
3.2	New development (including commercial) is of a high quality and contributes positively to the character and appearance of the town.
3.2.1	Encourage new developments to be designed and built in a way that reduces pressure on and demand for resources (e.g. energy efficiency and water conservation), and gives priority to development/ infill of currently zoned land.
3.2.2	Ensure that new developments are designed for or contribute to public open space and have attractive streetscapes.

ITEM	OUTCOMES AND STRATEGIES
3.2.3	Plan for appropriate location of activities within the Shire, in a way that is consistent with the community’s vision for the future.
3.3	The town of Pingelly has attractive streetscapes with fully integrated footpath and road design, street tree provision and management, street lighting, seating and landscaping.
3.3.1	Develop a streetscape design, development and management strategy to drive the asset investment and relevant service delivery.
3.3.2	Provide services to reduce litter and manage verges.
3.4	It is easy and safe to move around and in and out of the district
3.4.1	Provision of a road network with service levels that meet the needs of industry and residents.
3.4.2	Maintain and develop the footpath network_ according to the direction set out by the Shire’s streetscape strategy.
3.4.3	Provide street lighting at a level which facilitates vehicle and pedestrian safety, and confidence to access facilities and events at night.
3.5	An alternative truck route which avoids the town’s Main Street is in place.
3.5.1	Explore further alternative truck route design and advocate for provision as required.
3.6.5	The Shire’s heritage structures, heritage and cultural places are valued and protected, and are integrated into community life and economic activity.
3.56.1	Continue to list valued heritage sites, and encourage restoration and maintenance of the Shire’s built heritage.

Goal 4: Natural Environment

Natural areas and systems are healthy and thriving, and sustainable use is made of natural resources.

ITEM	OUTCOMES AND STRATEGIES
4.1	Maximised resource recovery from waste and safe disposal of residual waste.
4.1.1	Provide people with the ability to reduce their waste and deal with residual waste appropriately.
4.1.2	Ensure the Shire’s waste disposal facilities can appropriately handle all solid and liquid waste.
4.2	Water conservation and water harvesting opportunities are actively pursued.
4.2.1	Invest in water harvesting (including extension of the relevant parts of the drainage system) for use on the Oval.

ITEM	OUTCOMES AND STRATEGIES
4.2.2	Provide water conservation information to the community.
4.3	The Shire’s valued natural areas and systems are protected and enhanced.
4.3.1	Support or directly undertake targeted environmental projects where external funding is available and/or opportunities for community partnerships exist.
4.3.2	Ensure proper land management practices are observed which result in protection and care of the natural environment
4.3.3	Undertake relevant Shire services in a way that has regard for protection of bush and habitat.
4.3.4	Use, wherever possible, locally sourced seed and plants.
4.4	Energy is used efficiently and there is an increased use of renewable energy in the Shire.
4.4.1	Continued inclusion of energy efficient design and systems, and solar energy systems in Council buildings and other key facilities.

Goal 5: Innovation, Leadership and Governance

The Shire of Pingelly is an innovative, responsive partner to its community, an effective advocate, and a trusted steward of community assets. The organisation achieves good practice in all that it undertakes.

ITEM	OUTCOMES AND STRATEGIES
5.1	The Aboriginal community and the Shire see each other as genuine partners for change and progress.
5.1.1	Completion of the Reconciliation Action Plan.
5.12	The Shire’s community feels community involvement and engagement is working well.
5.12.1	The community is provided with opportunities to engage on strategic, corporate, asset and financial plans, and other major plans and issues.
5.12.2	Continue to develop the successful Pingelly community involvement model, including in the design and development of key community facilities and initiatives.
5.12.3	Ensure that there is good communication between the Shire of Pingelly and the community via a range of methods.
5.23	The Shire (Council with the community) is a successful advocate for resources and facilities which support the vision for the future.
5.23.1	The Council and community continue work together to advocate for change, targeted to the following areas: <ul style="list-style-type: none"> ▪ support for aged care services and services and activities for young people;

ITEM	OUTCOMES AND STRATEGIES
	<ul style="list-style-type: none"> ▪ adequate housing for the population ▪ innovative local education opportunities ▪ an alternative truck route ▪ energy, water and broadband capacity ▪ resources which will assist in the development of the local economy, creation of local businesses and jobs, and attraction of population and visitors ▪ maintenance, renewal and development of key infrastructure and community facilities
5.34	The Shire of Pingelly is known to be an inclusive employer, and has the capacity and skills to deliver identified services and strategies over time.
5.43.1	Manage the Council workforce to provide for employee development and health and safety, and to allow the Shire to deploy resources to fit strategic direction.
5.34.2	An active approach to Shire workforce planning, including promotion of workforce diversity.
5.45	The value of community owned assets is maintained.
5.45.1	Assets renewals and upgrades are funded to the level required to maintain asset value and agreed service levels.
5.45.2	Projects are well-planned planned and delivered on time and on budget, with effective and thorough risk management and reporting.
5.56	Financial systems are effectively managed.
5.56.1	Financial management and reporting systems are able to deliver on all administrative and management functions (including reporting), and long-term financial planning requirements.
5.67	Customer service and other corporate systems are of a high quality and effective.
5.76.1	The Shire strives for a best practice in its customer service, including governance support, and continually seeks ways to improve delivery where needed.
5.67.2	Probity, risk management and associated reporting systems, and underpinning corporate IT systems are effective and efficient.
5.7	<u>A strong corporate governance framework is maintained</u>
5.7.1	<u>Maintain strategic and corporate planning documents as outlined in the Integrated Planning and Reporting Framework</u>
5.7.2	<u>Monitor and ensure compliance with the regulatory framework for Local Government</u>

CAPITAL WORKS PROGRAM

The capital works program is shown in the table below. The focus over the next ten years will be on consolidating the benefits and opportunities derived from the development of the PRACC. A number of smaller capital projects will be undertaken with the largest single area of expenditure being road renewals and upgrades. Other key projects are the extension of water harvesting capacity

Over the last three years the Shire has undertaken or supported three key projects: development of the PRACC, delivery of Stage 1 of the PAAA and the development of the Health Centre. While the Shire will undertake a number of capital projects over the next ten years, the overall focus will be on consolidating these new initiatives and leveraging further benefit from them. The key projects planned over the next ten years are:

- completion of the PRACC project
- further improvement of drainage systems to allow for improved water harvesting for the oval and subsequent extension of collection capacity
- roads upgrade and renewal program
- completion of upgrades of footpaths to make it easier for pedestrians and pram access.
- small upgrades to Pingelly townsite playgrounds

The Council will undertake due diligence on all major capital and operational projects prior to any final decision to proceed. This will be done in order to ensure they are sustainable, viable and affordable (including whole of life costs) for Council and the community.

CAPITAL WORKS PROGRAM - OVERVIEW

The projected capital works program reflects the priorities of the plan.

Project	Year 2019-20	Year 2020-21	Year 2021-22	Year 2022-23	Year 2023-24	Year 2024-25	Year 2025-26	Year 2026-27	Year 2027-28	Year 2028-29	Grand Total
Plant Replacement	83,232	29,608	489,584	573,373	686,302	287,172	470,539	218,702	353,509	361,846	
PRACC Completion works	178,500	4,300		200,000	40,000	58,700					
PRACC Bowling Lighting			120,000								
Pingelly Age Appropriate Housing							50,000	1,750,000	1,750,000		
Paths and tracks	12,000	196,000		37,309	90,583	145,294	61,530	28,956			
Caravan Park											
Road Improvements	2,249,334	1,033,491	1,366,182	1,091,874	1,408,639	1,120,220	1,238,191	919,124	737,124	1,739,124	
Bridges		250,000		311,300	366,100	353,500	596,800	600,900	632,000	160,000	
Waste Facility											
Swimming Pool		6,000		32,000		10,000	50,000				
Electronic Equipment		34,500	17,250	22,750	37,036	69,409	42,250	22,750	16,750	49,500	
Buildings			29,940	26,500		34,500					
Parks, Gardens, Playgrounds, Toilets			5,000	40,000		107,430					
Rennett and Realm Street drain and Dam				120,000	250,000	250,000					
Records archiving			54,000								
Depot			6,000			30,392					
Industrial Land Development							250,000				
Admin Office			70,000	100,000		40,000					
GRAND TOTAL	2,523,066	1,553,899	2,157,956	2,555,106	2,878,660	2,506,617	2,759,310	3,540,432	3,489,383	2,310,470	

LONG TERM FINANCIAL PROFILE

The tables below provide key information regarding the cost and funding of the Plan.

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES											
REVENUES											
Rates	2,084,549	2,178,354	2,276,380	2,378,817	2,473,970	2,572,928	2,662,980	2,756,185	2,852,651	2,952,494	3,055,831
Operating grants, subsidies and contributions	1,705,929	1,519,796	1,565,391	1,612,354	1,660,727	1,710,549	1,761,865	1,814,722	1,869,162	1,925,237	1,982,993
Profit on asset disposal	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	319,832	329,426	339,310	349,488	359,972	370,772	381,896	393,354	405,156	417,310	429,827
Interest earnings	71,670	65,974	80,649	80,722	75,478	79,741	77,940	76,502	78,987	87,902	96,871
Other revenue	52,698	53,752	54,827	55,923	57,040	58,180	59,345	60,532	61,744	62,979	64,241
	4,234,678	4,147,302	4,316,557	4,477,304	4,627,187	4,792,170	4,944,026	5,101,295	5,267,700	5,445,922	5,629,763
EXPENSES											
Employee costs	(1,455,207)	(1,381,817)	(1,402,620)	(1,440,616)	(1,399,188)	(1,428,239)	(1,471,083)	(1,500,501)	(1,538,016)	(1,584,153)	(1,602,690)
Materials and contracts	(1,490,514)	(1,191,230)	(1,212,857)	(1,124,928)	(1,147,429)	(1,170,388)	(1,193,801)	(1,217,685)	(1,242,042)	(1,266,885)	(1,292,231)
Utility charges (electricity, gas, water etc.)	(159,336)	(165,709)	(172,333)	(179,224)	(186,392)	(193,847)	(201,600)	(209,666)	(218,049)	(226,773)	(235,844)
Depreciation on non-current assets	(1,639,865)	(1,695,487)	(1,759,217)	(1,805,620)	(1,821,809)	(1,898,182)	(1,910,312)	(1,929,287)	(1,961,111)	(2,046,335)	(2,053,922)
Loss on asset disposal	0	0	0	0	0	0	0	0	0	0	0
Interest expense	(184,794)	(129,523)	(122,729)	(115,635)	(70,105)	(138,624)	(92,422)	(83,987)	(75,614)	(46,128)	(63,534)
Insurance expense	(167,106)	(173,790)	(180,742)	(187,970)	(195,486)	(203,301)	(211,434)	(219,893)	(228,686)	(237,833)	(247,344)

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Other expenditure	(93,995)	(95,875)	(97,790)	(99,746)	(101,741)	(103,778)	(105,855)	(107,971)	(110,131)	(112,332)	(114,578)
	(5,190,817)	(4,833,431)	(4,948,288)	(4,953,739)	(4,922,150)	(5,136,359)	(5,186,507)	(5,268,990)	(5,373,649)	(5,520,439)	(5,610,143)
	(956,139)	(686,129)	(631,731)	(476,435)	(294,963)	(344,189)	(242,481)	(167,695)	(105,949)	(74,517)	19,620
FUNDING POSITION ADJUSTMENTS											
Depreciation on non-current assets	1,639,865	1,695,487	1,759,217	1,805,620	1,821,809	1,898,182	1,910,312	1,929,287	1,961,111	2,046,335	2,053,922
Net profit and losses on disposal	0	0	0	0	0	0	0	0	0	0	0
NET FUNDING FROM OPERATIONAL ACTIVITIES	683,726	1,009,358	1,127,486	1,329,185	1,526,846	1,553,993	1,667,831	1,761,592	1,855,162	1,971,818	2,073,542
FUNDING FROM CAPITAL ACTIVITIES											
INFLOWS											
Proceeds on disposal	81,152	5,306	128,269	177,759	211,718	63,178	115,994	23,901	87,768	141,744	164,238
Non-operating grants, subsidies and contributions	1,927,489	1,378,491	1,069,004	1,101,355	1,211,341	1,189,624	1,109,624	2,062,260	2,101,260	689,624	2,595,970
OUTFLOWS											
Purchase of property plant and equipment	(83,232)	(70,108)	(601,774)	(724,623)	(723,338)	(521,493)	(812,789)	(1,991,452)	(2,120,259)	(411,346)	(3,322,644)
Purchase of infrastructure	(2,439,834)	(1,483,791)	(1,556,182)	(1,830,483)	(2,155,322)	(1,995,144)	(1,946,521)	(1,548,980)	(1,369,124)	(1,899,124)	(1,317,124)
NET FUNDING FROM CAPITAL ACTIVITIES	(514,425)	(170,102)	(960,683)	(1,275,992)	(1,455,601)	(1,263,835)	(1,533,692)	(1,454,271)	(1,300,355)	(1,479,102)	(1,879,560)
FUNDING FROM FINANCING ACTIVITIES											
INFLOWS											
Transfer from reserves	0	53,602	378,565	448,364	511,620	278,494	396,795	217,551	282,491	269,602	358,406

Shire of Pingelly Strategic Community Plan

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
New borrowings	1,200,000	0	0	0	0	0	0	0	0	0	0
OUTFLOWS											
Transfer to reserves	(3,721)	(746,800)	(393,669)	(343,993)	(476,853)	(341,009)	(354,350)	(341,438)	(646,745)	(635,359)	(349,755)
Repayment of past borrowings	(1,389,880)	(163,597)	(170,391)	(177,485)	(116,458)	(261,053)	(200,698)	(209,133)	(190,553)	(126,959)	(202,633)
NET FUNDING FROM FINANCING ACTIVITIES	(169,301)	(839,256)	(166,803)	(53,193)	(71,245)	(290,158)	(134,139)	(307,321)	(554,807)	(492,716)	(193,982)
Estimated Surplus/Deficit July 1 B/Fwd	0	0	0	0	0	0	0	0	0	0	0
ESTIMATED SURPLUS/DEFICIT JUNE 30 C/FWD	0	0	0	0	0	0	0	0	0	0	0
Funding available/(to be sourced)	0	0	0	0	0	0	0	0	0	0	0
COMPOSITION OF CLOSING POSITION											
CURRENT ASSETS											
Unrestricted Cash and Equivalents	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102	24,102
Restricted Cash and Cash Equivalent	377,172	1,070,370	1,085,474	981,103	946,336	1,008,851	966,406	1,090,293	1,454,547	1,820,304	1,811,653
Non-Cash Investments	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Trade and Other Receivables	94,807	95,960	97,189	87,714	110,678	101,382	102,967	77,268	77,268	77,268	77,268
Inventories	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474	1,474
CURRENT LIABILITIES											
Trade and Other Payables	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)	(307,844)
Reserves	(177,172)	(870,370)	(885,474)	(781,103)	(746,336)	(808,851)	(766,406)	(890,293)	(1,254,547)	(1,620,304)	(1,611,653)

Shire of Pingelly Strategic Community Plan

	2019-20	2020-21	2021-2022	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Estimated Surplus/Deficit June 30 C/Fwd	0	0	0	0	0	0	0	0	0	0	0
TOTAL CURRENT ASSETS	502,555	1,196,906	1,213,239	1,099,393	1,087,590	1,140,809	1,099,949	1,198,137	1,562,391	1,928,148	1,919,497
TOTAL CURRENT LIABILITIES	(649,229)	(654,870)	(660,735)	(609,183)	(730,814)	(679,755)	(686,605)	(693,724)	(630,130)	(705,804)	(790,846)
Reserves	(177,172)	(870,370)	(885,474)	(781,103)	(746,336)	(808,851)	(766,406)	(890,293)	(1,254,547)	(1,620,304)	(1,611,653)
Add: Leave Reserve	36,417	37,198	37,996	38,811	39,643	40,493	41,362	42,249	43,155	44,081	45,027
Add: Current Long Term Borrowings	146,058	151,699	157,564	106,012	227,643	176,584	183,434	190,553	126,959	202,633	287,675
	0	0	0	0	0	0	0	0	0	0	0

RATIO ANALYSIS

Ratios	TARGET RANGE	10 year Average	Comment
LIQUIDITY RATIOS			
Current Ratio <i>A measure of a local government's liquidity and its ability to meet its short term financial obligations from unrestricted current assets.</i>	1+	0.18	Strengthening trend over the longer term
OPERATING RATIOS			
Operating Surplus Ratio <i>An indicator of the extent to which revenue raised not only covers operational expenses, but also provides for capital funding</i>	0%-15%	6.28%	Reflects reliance on non-operating grants
Own Source Revenue Coverage Ratio <i>An indicator of a local government's ability to cover its costs through its own revenue efforts.</i>	40%-90%	62.07%	
BORROWINGS RATIO			
Debt Service Cover Ratio <i>An indicator of a local government's ability to generate sufficient cash to cover its debt payments.</i>	2+	10.7	
FIXED ASSET RATIOS			
Asset Sustainability Ratio <i>An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives.</i>	90%+	118.35%	Asset programs are regularly reviewed
Asset Consumption Ratio <i>This ratio highlights the aged condition of a local government's physical assets.</i>	50%+	96.09%	
Asset Renewal Funding Ratio <i>Indicates whether the local government has the financial capacity to fund asset renewal at existing revenue and service levels.</i>	75%-95%	164.27%	

STRATEGIC RISK MANAGEMENT

The following table outlines the strategic risks to the Plan and the risk controls that apply.

Strategic Risks and Controls

Risk Category	Risk Description	Risk Controls
Political	Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Lobbying and advocacy ▪ Community engagement
Governance	Breakdown in relationship between Shire President/ Council and CEO	<ul style="list-style-type: none"> ▪ Regular meetings CEO/Shire President ▪ CEO performance review process ▪ Code of Conduct and relevant policies ▪ Councillor training and induction
Community	Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> ▪ Communications and community engagement
Financial	Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Asset Management Plans ▪ Budget process ▪ Rigor of project management
Financial	Employee cost rises above assumption	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Workforce Plan (WFP) ▪ Budget process
Financial	Reduced external grants/funding	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Budget process ▪ Lobbying and advocacy
Financial	Misappropriation of funds	<ul style="list-style-type: none"> ▪ Policies and Procedures ▪ Audit controls
Economic	Low business growth	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Economic development facilitation
Human Resources	Lack of available skilled staff	<ul style="list-style-type: none"> ▪ Workforce Plan (WFP)
Human Resources	High staff turnover	<ul style="list-style-type: none"> ▪ Workforce Plan (WFP)
Human Resources	Lack of available skilled contractors / suppliers	<ul style="list-style-type: none"> ▪ Tender and Procurement Process ▪ Workforce Plan
Environmental	Disasters i.e. bushfire/flood/ storm	<ul style="list-style-type: none"> ▪ Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The following table outlines the measures, sources of data and targeted direction for the Plan, with a focus on the strategic priorities. 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.

Key: Local Government level of control/ influence:

H	High	Policy and service areas that are in direct control of local government
M	Medium	Issues that local government does not control but can influence
L	Low	Areas that local government neither controls nor is likely to influence, but are important to the community

Measures of Success

	Measures	Source	Target
	High Level Trends		
	Total population (number)	2021 and 2026 census	1600 pop. by 2026
	Unemployment Rate	ABS data	Decreasing
	Family households as a % of total households	2021 and 2026 census	Increasing
	Economic		
	No of visitors using tourism services	This measure to be confirmed	Increasing
	New businesses created	ABS data	Increasing
	No. of commercial businesses on Main street	Shire property data	Increasing
	Community		
	Perception that Shire community is well-placed for the future	Residents Satisfaction survey.	Increasing
	Community satisfaction with key community social services and facilities	Residents Satisfaction survey (2 year rolling review)	Increasing
	Community satisfaction with nature and quality of Council provided facilities and services	Residents Satisfaction Survey (2 year rolling review)	Increasing

	Measures	Source	Target
	% of people volunteering	Census data	Maintain
	Built Environment		
	New house building - increase proportional to population increase and population types	Shire building consents data.	Increase relative to population.
	Natural Environment		
	Waste diverted (recovered/ recycled) as a % of total waste stream collected/ received	Shire data	Increasing
	Leadership and Governance		
	Overall satisfaction with the Shire of Pingelly Council – good or better.	Residents Satisfaction Survey	Increasing
	Feeling that can be involved in important Shire decisions if wish to	Residents Satisfaction Survey	Increasing
	Pingelly Reconciliation Plan completed	Shire data	Completed by Dec.2019
	Operating Surplus Ratio ⁸	Shire data	10% or greater
	Current Ratio ⁹	Shire data	1:1 or greater
	Debt Service Cover Ratio ¹⁰	Shire data	2 or greater
	Own Source Revenue Covering Ratio ¹¹	Shire data	Between 40% and 60%.
	Asset Consumption Ratio ¹²	Shire data	50% or greater
	Asset Sustainability Ratio ¹³	Shire data	90% or greater
	Asset Renewal Funding Ratio ¹⁴	Shire data	Between 75% - 95%

8. The extent to which revenues raised cover operational expense only or are available for capital funding purposes.

9. The liquidity position of a local government that has arisen from the past years transactions.

10. The ratio of cash available for debt servicing to interest, principal and lease payments.

11. An indicator of a local government's ability to cover its through its own revenue efforts.

12. The ratio highlights the aged condition of the local government's stock of physical assets.

13. This measures the extent to which assets managed y the local government are being replaced as they reach the end of their useful life.

14 This indicates whether the local government has the capacity to fund asset renewal as required and can continue to provide existing levels of service without additional operating income, reductions in operating expenses or an increase in net financial liabilities above that currently projects.