

# **STRATEGIC COMMUNITY PLAN**

**2017 - 2027**

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## President's Message

The Shire of Boyup Brook Strategic Community Plan maps out our vision and represents a clear direction for the next ten years.

The Plan will serve as the key strategic planning tool and it contains the primary aims, strategies and priorities to advance the Shire's vision of "Growing Our Community Together".

My thanks go to the members of the community who played a vital role in providing the input and ideas. Also to my fellow Elected members who's input needs to be recognised. As expected, this exercise revealed a close alignment with the Councillors and community's aspirations.

In the areas that were highlighted by the recent community Satisfaction survey to be in need on some improvement, specifically, aged, senior and youth service;, sporting facilities, tourism, caravan park and flax mill; and community development services as well as the ongoing need to maintain our road network, your Council will be concentrating on spending available funds on these concerns.

In implementing this Plan and maintaining its relevance through regular reviews, the objectives of the Strategic Community Plan will be effectively delivered working closely in partnership with our local community groups, other Shires, State and Commonwealth Governments, and the private sector to achieve shared outcomes.

Cr G Aird  
Shire President

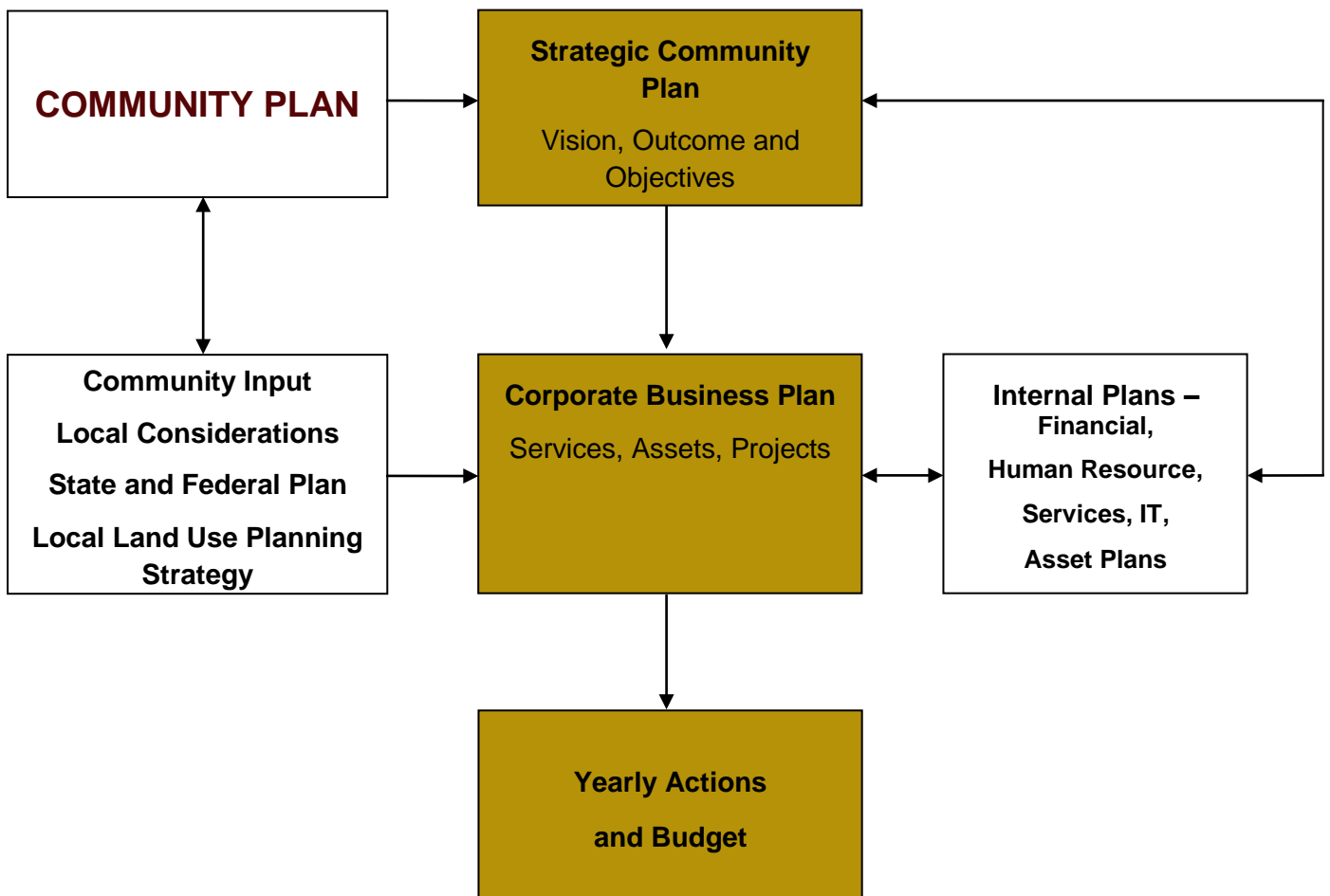
# Introduction

Our Strategic Community Plan (SCP) is a Council visionary document for the next 10 years, based on community input and our research (Community Plan) to ensure our future is sustainable. Whilst it is recognized that not all outcomes can be delivered immediately, the plan will guide our decisions over the next 10 years.

The Corporate Business Plan identifies what we will achieve in the shorter term and the steps we will take to reach our long term vision and will enable us and the community to review and monitor our progress towards achieving our aspirations.

Implementing this plan will demand that the Shire not only continues to deliver community outcomes and represent the community, but recognizes that we can't deliver alone. We will work in partnership with other Shires, State and Federal Governments and the private sector to advocate the delivery of outcomes in our plan.

# Our Planning Framework



## How the Plan was Developed

The Shire, in partnership with community and stakeholders, has developed a shared vision, goals and outcomes.

In the initial stages of development, research was undertaken across the quadruple bottom line, which examined Social, Environment, Economic and Governance to ensure our community and Council were able to make informed and appropriate priority decisions for our local community. This included a review of the external Commonwealth and State Government plans, and long term demographic changes and impacts, risks and the challenges facing our community, to ensure we are a sustainable and growing community.

Community feedback was critical to understand our identity in building our shared vision, and to provide the opportunity to develop key areas of need, opportunity, and community priorities. The community were provided the opportunity to be involved in a community survey (175 responses received) and a survey of school aged children.

Community feedback from these sources was themed to produce a Community Plan; which will be continually used to ensure future decisions and priorities are reflective of the local community. The Community Plan was used as the basis to develop our Council Strategic Planning Outcomes and Objectives. Our identity and local visions for the next ten years is underpinned by environmental, social and economic goals, which were developed from community priorities and the research analysis.

In the consideration of priorities articulated within the Plan, community ideas and projects were considered within our resource capacity, both financial and asset.

Our primary aim, “to build a safe and secure community, and grow the population through commercial and employment diversity”, and our goals, have been our focus in choosing our priorities, based on our concerns to preserve and sustain our natural environment, maximise development opportunities and diversify our economic capacity, building local area employment opportunities, strengthen service delivery and advocacy, whilst not losing our past identity and history.

Our shared vision, aim and goals will assist Council in future decisions.

# Our Shire Profile

## Our Area

The Shire covers an area of 2,827 square kilometres. It consists of seven localities; being Boyup Brook, Dinninup, Kulikup, Mayanup, Tone Bridge, McAlinden and Wilga. Boyup Brook contains the majority of the population (911 according to the 2016 Census). Features of the Shire include a range of recreational facilities – notably the sporting complex and swimming pool; the Hospital and Medical Centre; the Playgroup, Catholic Primary School (K to Year 7) and District High School (K to Year 10); Rylington Park Institute of Agriculture; the Citizens Lodge for well- aged; the Community Resource Centre, and the Music Park.

## Our Economy

The local economy relies mostly on agriculture, with a mix of broad acre farming, sheep, cattle, olives, timber plantations and vineyards. Retail services in the town of Boyup Brook are good for a town of its size, and the community is well served by a variety of tradespersons. There is currently limited mining activity, but continued exploration indicates opportunity for the future..

The area offers many tourist attractions and it provides a variety of lifestyle choices.

The future economic viability of Boyup Brook is optimistic, but significantly dependent upon the agricultural sector. This reliance has been considered in the plan.

## Our People

The 2016 Census details a population of 1,701, an increase of 113 persons over the 2011 Census of 1588. This compares to an increase of 12 persons over the 2006 Census of 1,576. The population demographic is diverse in nature. There are challenges in managing a significantly ageing population (40%, 33.9% in 2011, over 55, when compared to the State average of 28%, 23.6% in 2011, over 55).

## Our Environment

Our local environment is valued, supporting quiet, simple, peaceful but active lifestyle choices. The natural environment, including the Blackwood River and State forests need to be sustained and it is vital that our fertile farming land is preserved.

## Our Key Challenges and Risks

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our plan. Issues identified and addressed include:

- Economic capacity
- Community safety
- Road Infrastructure safety
- Preservation of essential community services

## Our Resourcing Capability

Our financial capabilities are limited by our capacity to grow our revenue streams, which includes our ability to source external funding from grant programs and how much our community can sustain in the way of rate increases.

Our Asset Management Plans tell us that we are managing the replacement and renewal of our building and structure assets very well, with minimal or no funding gap. However it is a different situation with our roads and bridges assets. Our Roads and Bridges Asset Management Plan shows we have a renewal funding gap that is currently beyond our financial capacity and unless we change our financial management approach we will not close this funding gap.

Our Long Term Financial Plan modelling details a range of financial management strategies we can implement that will assist us to begin to address the funding gap for road and bridges, and also allow us to deliver the outcomes our community has asked to provide. Some of the actions and strategies identified in our priorities are contingent upon external grant funding and the Council will be working hard to secure these funding sources so we can deliver our communities outcomes.

## Review of Our Plan

We will undertake a desktop review of our Strategic Community Plan every two years; and a full review every four years where we will seek further input from our community. This will ensure that our Plan continues to be relevant and that we are able to respond to the demands of the current environment.

# Our Vision

## Growing our Community Together

### Our Shire will be:

A place for people, with a sense of community, one that is active, vibrant, engaged and connected.

A place that is safe and secure.

A place that nurtures its youth and aging population; and retains its health and medical services.

A place that grows and has employment opportunities, through commercial diversity, which is based on our local comparative advantage.

## Our Aim

To continue to build a safe, caring and secure community, and grow the population through lifestyle choices, commercial and employment diversity.

## Our Goals

### Built Environment

- Improve road infrastructure

### Social

- Improve community safety.
- Promote outdoor activities, community participation, interactions and connections.
- Strengthen an active and vibrant community.

### Natural Environment

- Maintain and preserve the natural environment, enhancing the 'river and forest' experience of Boyup Brook.
- Sustain and promote the natural environment through actively pursuing reuse of waste materials and the use of green energy solutions.

### Economic

- Build the economic base through diversification and actively supporting local businesses.



## Built Environment: Enhanced Lifestyle Choices

### Our Vision:

Our land-use and assets, including local roads, parks, reserves and facilities will meet the future needs of our growing community.

We will facilitate commercial and industrial land-use to create employment opportunities. Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Sustainable Infrastructure	Strengthen road safety and local infrastructure.	<ul style="list-style-type: none"> <li>✦ Maintain and implement asset management plans for roads, footpaths, and buildings &amp; structures.</li> <li>✦ Continually evaluate and implement new and improved rural road maintenance and construction techniques, particularly on school bus routes and commodity routes.</li> <li>✦ Continue to advocate for reduced restrictions relating to control of road reserve vegetation.</li> <li>✦ Continue to monitor heavy haulage access through town.</li> <li>✦ Continue to implement improved disabled access in town (gopher access and disabled parking).</li> </ul>
	Improved community spaces.	<ul style="list-style-type: none"> <li>✦ Develop and implement an active and passive recreation parklands strategy.</li> <li>✦ Continue to maximise opportunities for re-use and recycling of water for recreation areas and parklands.</li> </ul>
Planned development	Create land use capacity for industry	<ul style="list-style-type: none"> <li>✦ Progress Local Planning Strategy to ensure commercial and industrial opportunities are maximised.</li> <li>✦ Advocate for provision of sewerage solutions to permit more intensive land use in town.</li> </ul>

<p>Housing needs are met</p>	<p>Facilitate affordable and diverse housing options</p>	<ul style="list-style-type: none"> <li>✦ Progress Local Planning Strategy to provide housing and land size choices.</li> <li>✦ Continue to progress work done on the development of a range of aged accommodation opportunities to implementation.</li> <li>✦ Rationalise Shire owned/managed land and buildings to maximise opportunity for Shire initiatives</li> <li>✦ Partner with others on short stay accommodation initiatives.</li> </ul>
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# Community Priorities against Key Areas

## Social: Sense of Community

### Our Vision:

Our place will be a safe, caring and secure community. Our place will be an active and vibrant community.

We will have access to services and facilities that meet our requirements.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Sustainable community	Ensure a safe, secure community with access to services and facilities as needed.	<ul style="list-style-type: none"> <li>✦ Continue to work on retaining a Police Station in Boyup Brook.</li> <li>✦ Continue to encourage initiatives that provide employment opportunities.</li> <li>✦ Continue to provide and advocate for quality medical and ancillary services in Boyup Brook</li> <li>✦ Continue to advocate for the retention of schools from K to year 10 in Boyup Brook.</li> <li>✦ Continue to support development which provides diversity and opportunity for accommodation.</li> </ul>
	Promote community participation, interactions and connections	<ul style="list-style-type: none"> <li>✦ Continue to support Community groups and clubs</li> <li>✦ Partner with key stakeholders on community needs driven projects.</li> </ul>

## Natural Environment: Preserve and Sustain our Natural Environment

### Our Vision:

Our environment will be preserved, enhanced and we will retain our 'river and forest' identity.

We will value our natural resources, managing our use of water and energy. Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Preserved and enhanced natural environment	Maintain the natural environment.	<ul style="list-style-type: none"> <li>✦ Beautification of parklands and gardens, utilising native species.</li> <li>✦ Showcase the Blackwood River foreshore as a natural asset.</li> </ul>
Sustainable resources	Support the use of sustainable and renewable resources.	<ul style="list-style-type: none"> <li>✦ Support the use of renewable energy resources and recycling.</li> </ul>

## Economic Development: Maximise Business and Employment Opportunities

### Our Vision:

Our economy will thrive through diversified business and employment opportunities, taking advantage of our local comparative advantages.

We will endeavour to attract industrial and commercial opportunities for our growing community.

We will actively support our local businesses.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Economic Growth	Support new and existing businesses.	<ul style="list-style-type: none"> <li>✦ Encourage new businesses through information, incentives and land-use provision.</li> <li>✦ Support existing businesses through advocating for a sewerage scheme, tailored parking controls and other initiatives</li> </ul>
Increased Visitors and Residents	Develop tourism industry	<ul style="list-style-type: none"> <li>✦ Support initiatives for events, fairs, arts, and the like designed to attract visitors to the Shire .</li> <li>✦ Collaborate with others on developing short stay accommodation initiatives.</li> </ul>
	Attract permanent residents	<ul style="list-style-type: none"> <li>✦ Continue to promote the family friendly lifestyle of Boyup Brook.</li> <li>✦ Provide incentives for cottage industries to develop in Special Rural/Commercial Zones.</li> </ul>

## Governance: Strengthen Local Leadership

### Our Vision:

We will ensure our sustainability through our leadership, our regional partnerships and ensure we make informed resource decisions for the good of our community.

We will engage and listen to our community, advocate on their behalf, be accountable and manage within our governance and legislative framework.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Council and Community Leadership	Provide leadership on behalf of the community.	<ul style="list-style-type: none"> <li>✦ Lobby and advocate for improved services, infrastructure, and access to.</li> <li>✦ Advocate for the strengthening of health and education services.</li> <li>✦ Develop partnerships with stakeholders to enhance community services and infrastructure.</li> </ul>
	Foster community participation and collaboration.	<ul style="list-style-type: none"> <li>✦ Support volunteers and encourage community involvement in community groups and organisations.</li> <li>✦ Partner in specific projects including community contributions.</li> </ul>
Sustainable Governance	Manage resources effectively.	<ul style="list-style-type: none"> <li>✦ Continue to maintain strategic financial and asset management plans to inform decisions.</li> <li>✦ Strive to deliver services to the level needed/wanted by the community funding dependant.</li> <li>✦ Ensure governance and legislative requirements are met.</li> <li>✦ Maintain an adequate workforce to meet service levels and legislative</li> </ul>

## Sustainability Performance Index

Performance of the Shire of Boyup Brook will be measured against a sustainability index, based on a balanced scorecard. Whilst four indices of performance are lag indicators to measure and report on, lead indicators have been identified for monitoring and review by the leadership team.

### Performance Measures

INDEX	LAG INDICATORS	LEAD INDICATORS
Resource index	Financial: <ul style="list-style-type: none"> <li>Local Government Financial Performance Measures Actual Results</li> </ul>	<ul style="list-style-type: none"> <li>Financial:</li> <li>Operating surplus ratio - between 0% - 15%.</li> <li>Current ratio - greater than 100%.</li> <li>Rates coverage ratio - equal to or greater than 40%.</li> <li>Debt coverage ratio – equal to or greater than 200%.</li> </ul>
	Assets: <ul style="list-style-type: none"> <li>Local Government Asset Management Performance Measures Actual Results</li> </ul>	<ul style="list-style-type: none"> <li>Assets:</li> <li>Asset consumption ratio - between 50% - 75%.</li> <li>Asset sustainability ratio - between 90% - 110%.</li> <li>Asset renewal funding ratio - between 95% - 105%.</li> </ul>
Capability Index	Percentage of Business Excellence Assessment Improvement (Every Two Years)	<ul style="list-style-type: none"> <li>5% identified improvements achieved.</li> <li>20% of processes reviewed.</li> </ul>
Customer index	Customer Perception Survey.	<ul style="list-style-type: none"> <li>Customer complaints.</li> <li>Customer requests.</li> <li>Survey satisfaction levels.</li> </ul>
	Partnership Survey	<ul style="list-style-type: none"> <li>Number of partnership meetings.</li> </ul>
	Community Report	<ul style="list-style-type: none"> <li>Actions against Community Plan.</li> </ul>
People Index	Employee Survey	<ul style="list-style-type: none"> <li>10% training performance measurement turnover.</li> <li>Safety – Long Term Injuries (LTI's).</li> </ul>

The Strategic Community Plan will be monitored through the Corporate Business Plan reporting framework on a quarterly basis, and reported to the community on an annual basis.