

# STRATEGIC COMMUNITY PLAN 2022-2032





### Where do we want to be in ten year's time?

The Shire of Gingin is an evolving small to medium-sized Shire located in the northern food bowl in a peri-urban location north-east of Perth. 2020 onwards has seen a metro area to regional area migration impacting many regional Shires including the Shire of Gingin. The community consultation process for the Strategic Community Plan 2022-2032 was enlightening as it was varied in the community's vision for the future.



We are a changing community; our residents' and ratepayers' needs alter and adapt and the issues we need to deal with evolve due to many inside and outside influences. Planning for the future requires sound financial planning and response to challenges that crop up along the way.

Every four years we do a comprehensive review of our Strategic Community Plan that looks ahead over the next 10 years and considers contemporary factors and expectations influencing our Shire and the way we live.

This Plan is the product of engagement with people invited from all walks of life and organisations within the community.

We sought comments and ideas; asked why they like living in the Shire of Gingin and what they thought were the important focus areas for the Shire for the next ten years. Then, most importantly, asked what their vision is for the Shire to form an updated Vision Statement that we can all aspire to.

An on-line survey and community engagement workshops were held in Lancelin, Guilderton and Gingin to gather information on community expectations. The outcome was 440 individual statements to consider and frame the 'direction for the future'.

To drill down a bit further, the Resident Perception Survey 2020 provided further insights and what we need to focus on.



The Shire of Gingin provides its community and visitors with many services, projects and programs designed to enhance the Shire as a place to live, visit and work.

# Some notable achievements over the past four years include:

Undertake the Residents Perception Survey 2020

Road upgrades to Orange Springs & Sappers Roads – agricultural lime sand route

Minor Review Strategic Community Plan 2019-2029

Redfield Park Fire Shed

Develop and implement the Reconciliation Action Plan 2018-28 and Cultural Heritage Management Plan

Gingin Outdoor Activity Space

Develop and implement the Youth Strategy 2019-2023

Pool fencing compliance (legislated)

Develop and implement the Local Public Health Plan

Seabird coastal containment wall

Develop and implement an Employee Service Charter (TRACK)

Coastal Hazard Risk Management Adaption Plan, Inundation Studies

Develop and implement a Customer Service Charter

Ledge Point boat launching facility/marina environmental studies

Deliver and partner events including 'Summer Suite of Events'

Develop and implement Information Technology Strategy

Develop Tourism Strategy with the Northern Growth Alliance

Gingin's 150th Celebration

New management contracts for both the Lancelin and Guilderton Caravan Parks

Beach Emergency Number signs

Fire mitigation works in collaboration with DFES at Lancelin, Ledge Point, Seabird, Guilderton, Woodridge, Ocean Farm, Seaview Park and Gingin

Covid 19 response: including newsletters (hard print – disseminated and digital formats), vulnerable person register, can I help register, need register (help required) accommodation, employment and financial information, pop-up pantry in conjunction with the Gingin CRC

Change to new financial platform (including chartered operating accounts)

# TRENDS & (HALLENGES

Multiple factors influence the way the Shire plans and makes decisions. Good decision-making requires an understanding of global and local trends and challenges. The following influences are considered predominant challenges for the Shire.



### Ageing population/youth migration

The Shire is experiencing an aging population bringing a set of challenges to meet the needs of this demographic including the availability of housing options to downsize, local medical services and home care help. And conversely, attracting and keeping youth in our communities rather than losing this demographic to city areas.



### Land use conflict/changes

Environmental outcomes including land buy-ups for protection of flora and fauna on non-productive farmland resulting in the decrease of rateable income for the Shire. A community push towards an increase in tourism rated industries for new economic development and job creation.



# (ovid 19 pandemic/metro to regional area shift/tourism

The pandemic has seen the Shire included in an Australia-wide phenomenon whereby a significant metro to regional area migration has/is occurring. Building, planning and health business units are seeing impacts of the increasing land and local property purchases. The Tonkin Highway extension has also increased that attractiveness for regional to metro area commuting. In keeping with the balance of Western Australia, local tourism is booming whilst the State keeps its borders closed.



# Aging & duplication of assets

The Shire's community assets are aging resulting in an increasing financial burden of maintaining facilities that are either duplicated throughout the Shire, under-utilised or no longer relevant to the needs of the community.



### (limate change

Changes in climate patterns are creating significant challenges for the Shire including erosion of coastal foreshores and an overall drier climate impacting the availability of surface and subterranean water licences, and an increasing number of fire events. Globally, greenhouse emissions are altering the global climate to creating less predictable local weather and volatile extremes. World symposiums garnering support to reduce net greenhouse emission to 1.5% by 2050 pressuring those countries lagging behind without a scheduled plan to meet this milestone.



# Global politics affecting local economic markets

The Shire is victim to the embargo of produce able to be exported to China. The crayfish industry, shut out overnight, lost 90% of its export market in January 2020. Beginning of June 2021 saw a sharp rise in crayfish exports through so-called 'grey trade' (indirect channels) in this case transhipped through Hong Kong.

# WHAT IS A STRATEGIC COMMUNITY PLAN?

A Strategic (ommunity Plan is a long-term overarching document that sets out our vision and aspirations for the future. It also identifies the key strategic documents with corresponding actions required to achieve these aspirations. The Strategic (ommunity Plan identifies how we will get from where we are now to where we want to be.

The Strategic Community Plan 2022-2032 provides the Shire of Gingin Administration/Council, the community and stakeholders, with a clear understanding of what matters most to the Shire of Gingin community and provides guidance on how to achieve those aspirations.

Achieving the identified aspirations will rely on the collective commitment and combined actions from all of the Shire of Gingin community.

A Strategic Community Plan is a living document, regularly reviewed and updated to reflect changing community aspirations and priorities.

The purpose of a Strategic Community Plan is to:

- Identify and acknowledge a collective view on aspirations and priorities;
- Provide an opportunity for participation by the community in decision making processes;
- Provide a long term focus for the delivery of facilities and services by the Shire of Gingin working with and in the community;
- Provide a basis for accountability; and
- Provide the platform for reporting.

The Shire of Gingin administration has many roles to achieve the aspirations set-out in the Plan including:





organisations such as State

and Federal Governments.











# OUR STRATEGIC FRAMEWORK

Integrated Planning and Reporting is a Legislated framework under the *Local Government Act* (1995) encapsulating a top-down approach to determine a collective vision for the future. Many other considerations such as State and Federal requirements are considered and sustainably planned for and delivered.



# How does the Strategic Community Plan inform what the Shire does?

The Strategic Community Plan is a high level informing document that captures community aspirations and Council objectives.

It informs the Long-Term Financial Plan and Corporate Business plan, which in turn informs the Annual Report.

The Long-Term Financial Plan and Corporate Business Plan are created so that the Council's priorities can be translated into operational activity (service plans and delivery) and resourced appropriately (Workforce Plan).

### What is the Corporate Business Plan?

The Corporate Business Plan is an operational plan spanning a 4 year period, and it identifies the key projects and services that the Shire or Gingin aims to deliver, understanding that projects may require partnerships to offset costs.

Project/program inclusions are determined through an assessment process, prioritisation of needs and resourcing capabilities.

# What is the community's level of involvement?

The Community has the opportunity to provide input through engagement and feedback. The input is collated into common themes, and aligned in this case under the four focus areas of Attractions and Economy, Connections and Wellbeing, Planning and Sustainability, and Excellence and Accountability.

The community is central to determining the collective **vision** and the aspirations that guide the **Strategic Community Plan** and as a key stakeholder, the community plays a significant role in activating and working towards the shared goals for a positive future for all who live, work and play in our amazing region!

### Want to know more?

Visit www.gingin.wa.gov.au/reports-and-publications

# ENGAGEMENT TO REVIEW THE STRATEGIC COMMUNITY PLAN

The Shire of Gingin used a combined approach to connect with the community including a Youth Survey (June 2018), Resident Perception Survey (April 2020), Engagement workshops held in Lancelin, Guilderton and Gingin townsites (June 2021) and a survey offered on-line.

Through this process, the Shire made 796 contacts with community, involving at least 700 different individuals or 14% of the residential population (5353 ABS 2020).

The same questions were put to the respondents at the engagement workshops as the on-line survey with the following results:

Firstly, what do you love or like doing in the Shire?

- · Nature/wildlife, coast and landcare
- Sport and leisure (including facilities & events)
- · Relaxed lifestyle
- · Local assets including parks
- · Community generosity and volunteers
- · Proactive community groups
- · Metro convenience in a rural location
- · Tourism activities
- · Low population and crime rate

Secondly, a question surrounding what the Shire should focus on over the next ten years?

- New tourism assets, development of existing and advocacy
- · Asset improvements and maintenance
- · Events; more of and cultural events
- Improved aged housing options, disability services and transport
- Environmental care including erosion
- Health service improvement

And thirdly, is the current Vision Statement still relevant? With an outstanding majority claiming it is.













### (ommunity & Wellbeing

### **Sources of Pride**

'Fantastic community car, bus all used by the public'

'Happy living in this community'

'Love the events, very professionally run. I like that there is something free to do with my family.

Thank you'

'Being part of our sports groups'

### **Improvements**

'Insufficient services in allied health given the aging demographic'

# Community told us to support

'Community programs and events'

'Encourage and support local Doctor and health services'

'The school needs to expand its curriculum offering'

'Senior/youth accommodation options'

'Community wellbeing and health'

'More support for our police and volunteers to better protect the community'



### Natural Environment

### Areas to improve

'Complete the coastal inundation study for Lancelin etc.'

'Preserve the environment, particularly coastal dunes. I don't mean preventing tidal inundation, but not jeopardising what remains, such as proposing caravan parks on environmentally sensitive coastal areas'

'Living by the ocean more needs to be done on coastal erosion'

### What do you love?

'Walking and cycling along the coastal paths, swimming, playing on carfree beach'

'Visiting the ocean & Moore River to walk, fish, 4wd, picnic, take photos'

'Beach, peace, nature'

'Being in nature'

'Caring for the environment'

'Enjoying bush settings with birds and wildlife'

'I love that we have the Carnaby's Black Cockatoos!'

'Revegetation projects planting local species'

'Enjoying nature through walk trails'



### Infrastructure

### **Sources of Pride**

'Love Gabbadah Park and foreshore in Moore River'

'Love the parks. And Lancelin has an amazing skate park and playground'

'Parks and ovals are beautifully kept'

'We are very lucky to have the facilities we do'

'Excellent customer service by planning staff'

### **Improvements**

'Too many recreation facilities across the shire compared to population levels. All underutilised'

'A lot of the public toilets need upgrading'

'Better access and facilities for disabled and elderly'

'Generally OK but on a few occasions have found the facilities, e.g., community hall, toilets, BBQs, very untidy'

### Community told us

'The aquatic centre and new playground are fantastic'

'Help shield residents from the negative effects of growth/tourism'

'I would like to see the shire work towards the installation of a sewerage system. The subdivision of agricultural land and larger blocks decentralises the town centre and reduces the need for sewerage'

'Safety for the coastal towns in emergency no communication as poor tv/radio/telephone reception'

'It would be nice if the shire spent more on tourism and public assets to help local industries'



### Economic Development

### **Improvements**

'Absolutely necessary to protect SSR building and the wonderful new caravan/ camping site from the coastal erosion at Grace Darling Park. Tourism is vital'

'Cafés that are open in Lancelin all year round'

### **Community said**

'Tourism centred on local produce (sea and farm) with affordable accommodation options such as caravan parks; infrastructure to encourage electric vehicles and cycling. We need to draw people into Gingin with distilleries, wineries, upgraded pub as events/ wedding location perhaps weekend historic train events'

'Small local business promotion, particularly those that deal with local produce and provide local employment'

'There needs to be encouragement for local tourism and industry for our areas to help with employment for locals'

'Employment - encourage housing initiatives to reduce shortage and support business'



### Governance

### **Compliments**

'Congratulations on the initiative of offering residents an opportunity to address concerns/ acknowledge services'

'I think the Shire is doing all it can under the circumstances. Keep improving'

### **Improvements**

'A more user-friendly shire website would be a vast improvement'

'Issues raised with staff appear to be treated as an inconvenience to them rather than a suggestion for improvement'

'Councillors, please listen to majority of ratepayers and consult with everyone'

'Would be good if when correspondence sent to shire, we received a response. Nothing!'









# SERVICE EXPECTATIONS - Results of Resident Satisfaction Survey 2020

### Responses

In this section we have provided an insight into some of the community's views around some of the business unit levels of service. The valuable feedback provides a level of accountability in terms of service expectations and provided input for the focus areas themes in this plan.

The survey is designed to measure resident satisfaction in key performance areas forming an important part of the Shire's evaluation of the services it delivers, the facilities which it provides and the quality of life of its residents. Specifically, the study measured:

- · Perceptions of the overall performance of the Shire
- · Satisfaction with the Shire as a place to live
- · The customer service provided by the Shire
- Satisfaction with:
  - · Waste collection and disposal services
  - Services provided by the planning & development team
  - · Community facilities
  - · Community services
  - Governance
  - · Environmental management
  - · Roads and path networks
  - · Effectiveness of communications

The results include areas where respondents were particularly satisfied or felt the Shire had improved and also areas where they felt the most dissatisfied or felt the Shire needs to make significant improvements.

Satisfied Results/Areas of Improvement

- · Weekly rubbish collections
  - very satisfied + satisfaction 95.7%; results are similar to 2018 and 2016 although appears to be a shallow upward trend
- Local Rubbish Tips
  - very satisfied + satisfied 91%; shows an upward trend since 2016 with a significant increase in 2020 compared to 2016
- How the community is informed
  - very satisfied + satisfied 58.5%; an upward trend and significant improvement compared to 2016
- Maintenance of unsealed (gravel) roads
  - overall satisfaction with the maintenance of unsealed roads 54.2% has increased significantly compared to 2016 and 2018
- Roadside verges and streetscapes
  - very satisfied + satisfied 42.8% improvement on 2018 returning to 2016 levels

Dissatisfied Results/Areas to Improve

- Building and Planning Permits
  - 49.6% declined significantly
- · Enforcement of local laws by officers and rangers
  - very satisfied + satisfied 43% in 2020 which is a significant decline from 52.8% in 2018
- Bushfire Prevention and Control
  - very satisfied + satisfied 57.6% in 2020 significant decline compared to 2016 and 2018
- Decisions made in the best interest of the community
  - 32.5% results similar to 2018 and 2016
- · Conservation and environmental management
  - very satisfied + satisfied 40.9% significant decline compared to 2016 and 2018
- Management of coastal erosion and inundation
  - very satisfied + satisfied 32.7% significant decline compared to 2016 and 2018





# OUR COMMUNITY'S VISION FOR THE FUTURE

"We are a welcoming inclusive community that celebrates its unique coastal and inland landscapes with an aim to increase visitation to the region."

# ASPIRATIONS & STRATEGIC OBJECTIVES

## ASPIRATION 1 – ATTRACTIONS & ECONOMY



### **Actively Pursue Tourism and Economic Development**

Investment Attraction Food Bowl Sub Region

Business Development Attractions and Events

Infrastructure Investment

### **ASPIRATION 2 - CONNECTIONS & WELLBEING**



### **Grow and Nurture Community Connectedness and Wellbeing**

Community Safety and Support Community Housing

Aging in Place and Healthcare Youth Investment

First Nation's Heritage and Inclusion Accessibility

Services and Facilities

### **ASPIRATION 3 - PLANNING & SUSTAINABILITY**



### Plan for Future Generations

Climate Change and Adaption Energy Alternatives

Planning & Land Use Community Engagement

Sustainable Waste Solutions

Preservation and Management of Endangered Habitat

and Coastal Reserves

### **ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY**

### **Deliver Quality Leadership and Business Expertise**



Management of Existing Assets Effective Governance

Information Sharing Strategic and Sustainable Financial Planning

Key Stakeholder Partnerships

# ASPIRATION I - ATTRACTIONS & ECONOMY

# Actively Pursue Tourism and Economic Development

1\_1

### **Investment Attraction**

Foster relationships with key stakeholders to attract tourism/economic development initiatives that will contribute to the Shire's economy.

1.2

### **Business Development**

Foster relationships with key stakeholders to support business development and job opportunity initiatives.

1.3

### **Food Bowl Sub-region**

Support initiatives that value add to the Shire's position within the 'food bowl' region.

**1.4** 

### **Infrastructure Investment**

Lobby State and Federal Government to establish infrastructure and development opportunities in our Shire.

**1.5** 

### **Attractions & Events**

Host/support iconic community events and attractions that will entice residents and visitors throughout the year.

### What can we do as individuals?

- Strengthen event participation by attending and bring visitors to local events
- Advocate the benefits of visiting the Shire

### **Existing Integrated Strategies**

- Northern Growth Alliance Tourism Strategy
- Trails Master Plan
- Youth Strategy
- Reconciliation Action Plan

### How will we measure our progress?

- Increase in visitation (Tourism WA)
- Increase in Planning/Building applications and/or permits for tourism/service industries
- Number of attendees at local events/festivals
- Number of local employees (ABS statistics)
- Increase in Food Bowl Sub Region food production and/or diversity of production
- Perception Survey satisfaction with events



# ASPIRATION 2 - CONNECTIONS & WELLBEING

# Grow and Nurture Community Connectedness and Wellbeing

2.1 Community Safety & Support
Provide support and advocacy to
residents and visitors so that they feel
safe and secure at home and in the
outdoor environment.

2 2 Community Housing
Foster relationships with key stakeholders to provide community housing options for seniors/youth.

2 3 Aging in Place & Health Care
Foster relationships with key stakeholders
to provide aging in place opportunities and
appropriate health care in our communities.

2.4 Youth Investment
Promote and undertake activities that
provide youth retention and capacity building
in our communities.

2.5 Community Capacity Building
Empower all ages to be culturally aware and involved in diverse community initiatives including volunteering, culture and the arts.

2.6 First Nation's Heritage & Inclusion
Strengthen relationships which foster
mutual respect and support in addition to
cultural awareness.

2.7 Accessibility
Ensure that the Shire's infrastructure and services are accessible to seniors and community members with a disability.

Services & Facilities
Provide cost effective services and facilities
which meet the needs of the community.



### What can we do as individuals?

- Be fire ready and have an evacuation plan
- Undertake fire break compliance
- · Be welcoming
- Engage in community activities including volunteering
- Check in on your neighbour

### **Existing Integrated Strategies**

- Local Emergency Management Arrangements
- Health Act
- Local Health Plan
- Youth Strategy
- Sustainable Club/Groups Plan
- Age Friendly Community Plan
- Reconciliation Action Plan & Cultural Heritage Management Plan
- Disability Access and Inclusion Plan

### How will we measure our progress?

Perceptions Survey

- How satisfaction levels are tracking on:
- · Living in the Shire of Gingin
- Services and Facilities





# ASPIRATION 3 - PLANNING & SUSTAINABILITY

### Plan for Future Generations

- Climate Change & Adaptation
  Understand the impacts of climate change and identify actions to adapt and mitigate those impacts.
- Preservation & Management of Endangered Habitat & Coastal Reserves
  Sustainable policy/actions supporting preservation activities.
- Planning & Land Use
  Plan the use of the land to meet
  future requirements incorporating
  economic development objectives and
  community amenity.
- Gommunity Engagement
  Facilitate community engagement for residents/ratepayers to provide input into shaping our future.
- Sustainable Waste Solutions
  Incorporate opportunities that support responsible and sustainable disposal of waste.

# of waste.



### What can we do as individuals?

- Be invested in what's going on in our communities and attend community forums, provide community comment where required and respond to community surveys etc.
- · Be invested in recycling strategies

### **Existing Integrated Strategies**

- Coastal Hazard Risk Management Adaption
   & Inundation Integration
- Coastal Management Strategies
- Department of Planning Policy
- Shire of Gingin Planning Schemes and Strategies
- Shire of Gingin Engagement Policy
- West Australian Waste Strategy
- Local Waste Strategy
- Regulations and compliance (legislated)

### How will we measure our progress? Perceptions Survey

- How satisfaction levels are tracking on:
- Coastal and Erosion Management
- Waste Management





# ASPIRATION 4 - EXCELLENCE & ACCOUNTABILITY

# Deliver Quality Leadership and Business Expertise

4.1

### **Management of Assets**

Maintain civic buildings, sporting facilities, public places, plant and road and cycleway/ pathways based on asset management plans and identified priorities.

4.2

### **Effective Governance**

Apply systems of compliance which assists Council to make informed decisions within a transparent, accountable and principled environment.

4.3

### **Information Sharing**

Targeted communications that provide clear messages and are cost effective.

4.4

### **Strategic & Sustainable Financial Planning**

Undertake long-term resource planning and allocation in accordance with the Integrated Planning and Reporting framework.

4.5

### **Key Stakeholder Partnerships**

Foster applicable relationships and partnerships with key stakeholders to achieve outcomes.

### What can we do as individuals?

- Be respectful when using assets to maintain a clean and usable space for others
- Be involved in community decisions and provide input to community consultation processes
- Be a part of your local community group

### **Existing Integrated Strategies**

- Operational Asset Management Plans
- Integrated Planning and Reporting Framework (Local Government Act 1995)
- Shire of Gingin Engagement Policy
- Corporate Compliance Calendar
- Shire of Gingin Communication Policy
- Resident Perception Survey

### How will we measure our progress?

Perceptions Survey

- How satisfaction levels are tracking on:
- Facilities and Assets including roads, pathways and parklands
- Public Perception of the Shire of Gingin Council
- Public Perception of the Shire Administration
- How effective is information communicated from the Shire Administration



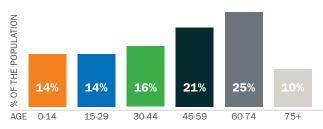




# SHIRE OF GINGIN POPULATION



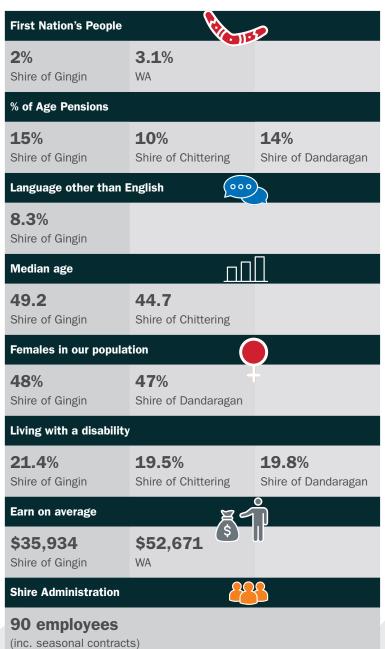
**Permanent Population** 5353 (ABS 2020) **Service Population** 11,400 (approx.)





- 1. Service Population = Permanent + estimated non-resident population
- 2. 2425 properties (non-resident) \* 2.5 (av. residents in household)







# WHEN WILL THE SHIRE OF GINGIN NEED TO PLAN AGAIN?

The Shire of Gingin will conduct a minor review of this plan in 2024; two years from the commencement of this plan. At that time the progress of the Aspirations will be monitored and measured and relevance assessed. The community will be engaged via a Resident Perception Survey undertaken in late 2022/early 2023 with outcomes from the process used to update the Strategic Community Plan 2022-2032. In 2026 the Shire will conduct a major review of the Plan 2024-2034 involving a number of community engagement processes to guide Council in the development of future Aspirations for the Shire of Gingin Community.



# THANK YOU

The Shire of Gingin expresses its sincere thanks and appreciation to members of the Shire of Gingin community who provided feedback towards the development of the Strategic Community Plan 2022-2032.









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This document is available in other formats upon request.