

# Our Brilliant Future



Strategic Community Plan  
2021 – 2031

FINAL OCTOBER 2021

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# MESSAGE FROM THE PRESIDENT

Welcome to *Our Brilliant Future*, the Shire of Irwin's Strategic Community Plan 2021 - 2031.

We were delighted that so many community members contributed to the plan, either through the community drop-in session at the Irwin Rec Centre or through the survey. We got a clear picture of the community's vision and priorities.

As a result, the plan includes a focus on business expansion and increased tourism; enhanced facilities, activities and services; coastal protection and the accessibility of natural areas.

Across the board, the community strongly desires a well-presented and maintained townscape and environment. This plan provides a modest increase in expenditure on renewing the Shire's assets, including roads, paths, and buildings, balanced with affordability for the community. This is a challenging balancing act.

The priorities in the plan will remain our guide in determining our budgets and strengthening our partnerships with the community and funders.

Implementing the plan will take all of us to work together for our shared vision. The Council cannot achieve the community's vision on its own, and we will continue to support and partner community-led efforts.

The community engagement showed the strong community spirit in our Shire. This is a time to look forward and be united in achieving *Our Brilliant Future*.



Michael (Mike) Smith  
President, Shire of Irwin

# INTRODUCTION

The Strategic Community Plan sets out the community's vision and priorities for the future, and the key strategies we will focus on to achieve our aspirations. The purpose of the plan is to:

- guide Council's medium-term plans and annual budgets
- provide the basis for working with our community and partners to achieve the vision
- enable us to pursue funding by demonstrating how projects align with the aspirations of our community and the strategies outlined in the plan
- provide a framework for monitoring progress

This plan was developed by Council as part of Western Australia's Integrated Planning and Reporting (IPR) framework (see Appendix 1). The draft plan was reviewed at a Council workshop on 1 September 2021. It was open for public comment from 15 September until 7 October 2021. No submissions were received and the plan was finalised and adopted at the Ordinary Council Meeting on 26 October 2021.

It will be reviewed again in 2022/23. This is scheduled to be a minor review.

## COMMUNITY PROFILE



The Shire of Irwin is a local government area in the Mid West region of Western Australia, about 60 kilometres south of Geraldton and about 360 kilometres north of Perth. The Shire covers an area of 2,223 square kilometres.

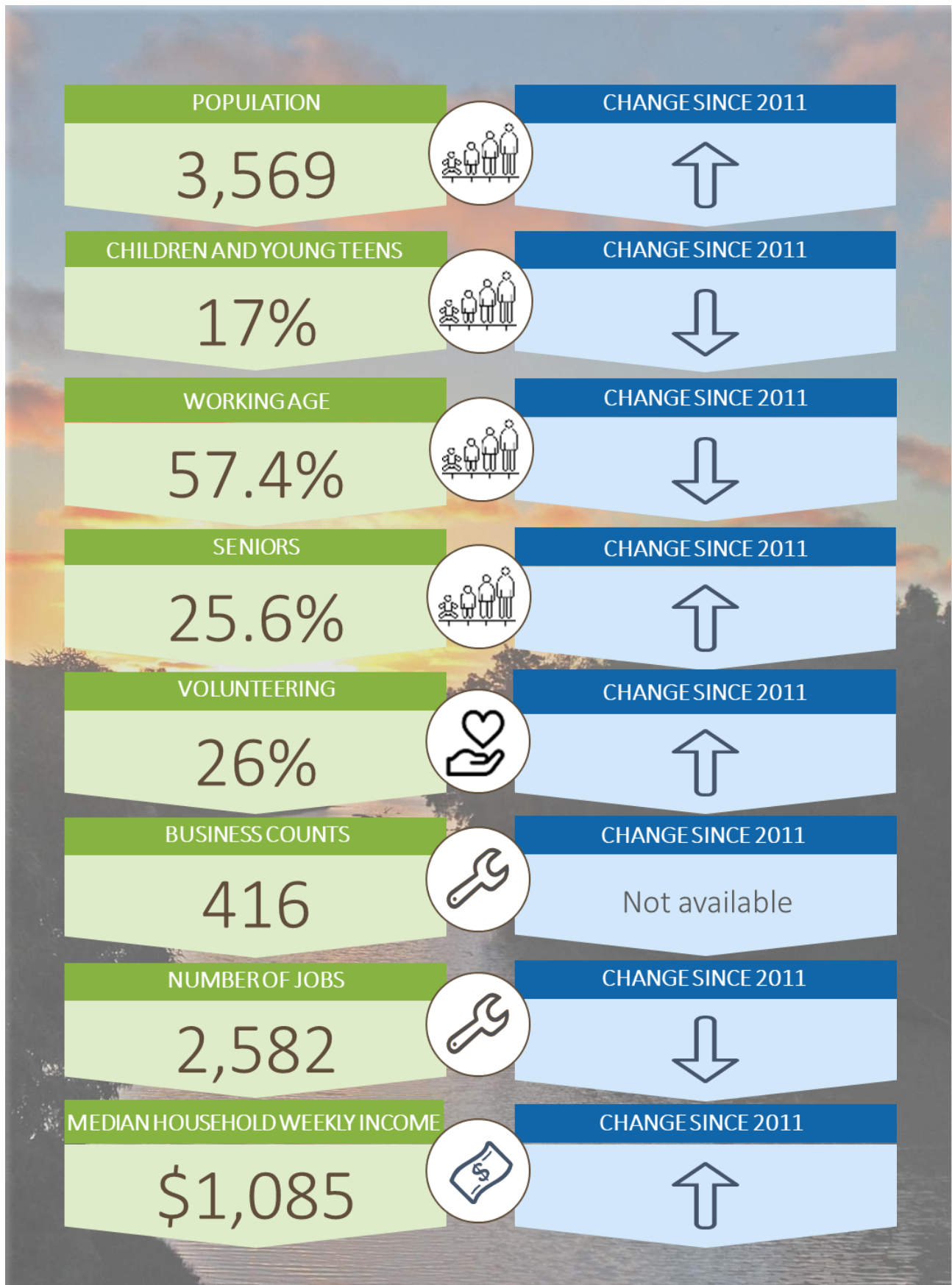
The Shire of Irwin is a 'brilliant blend' of coastal and rural, valued heritage and new buildings, with a blend of lifestyle and employment opportunities.

The Shire is within the Irwin River catchment area with the twin townsites of Dongara and Port Denison located on either side of the river mouth. The blend of coastal and rural environments supports agriculture and fishing, on and offshore oil and gas, mineral sands, and tourism industries.

The population of the Shire of Irwin was 3,569 in the 2016 Census. It is a close knit community, with a high rate of volunteering. Like many regional communities in Western Australia, it is experiencing an ageing population, with a median age above the average for the State. This is reflected in a lower median weekly household income.

The snapshot below shows key characteristics of the population (as of the 2016 Census) and changes since the 2011 Census. More detail, including comparisons with Western Australia as a whole, can be found in Appendix 2.

## Snapshot of key characteristics



# COMMUNITY ENGAGEMENT

## Overview

There was a pleasing level of community engagement, with 8.5% of the population participating<sup>1</sup>. The survey was based on a statistically valid, representative sample. This has enabled us to verify that the responses from the drop-in session are also broadly in line with the views of the community as a whole.

The results of the community engagement and Council's responses were displayed in an open session from 6:00pm – 8:00pm on 28 July 2021 in the Council Chamber.

### General community

#### COMMUNITY DROP-IN SESSIONS

- Irwin Rec Centre, Thursday 4 March 2021, 10:00am – 2:00pm and 4:00pm – 8:30pm
- Total attendees: 127

#### COMMUNITY SURVEY

- Friday 26 February – Sunday 7 March 2021
- Total participants: 151 – statistically valid representative sample

### Community Group Leaders and Business Engagement

#### COMMUNITY GROUP LEADERS

- Council Chambers, Wednesday 21 April 2021, 11:00am – 1:00pm
- Seven organisations participating

#### BUSINESS

- Council Chambers, Wednesday 21 April 2021, 5:30pm – 7:30pm
- Total participants: 18, representing 11 businesses

### Children's colouring-in competition

At the community drop-in sessions, there was a colouring-in competition for children, with artwork provided by Kellie Wilson.

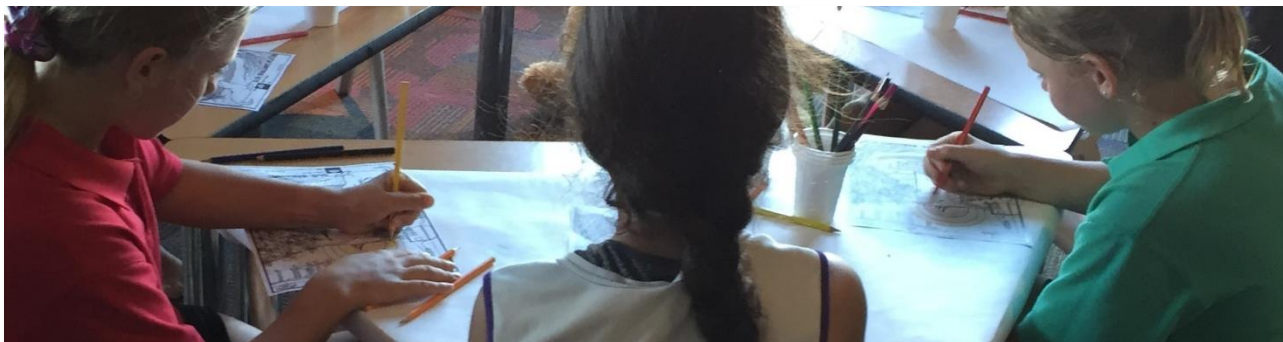
There were four finalists in each age category (3-7 years and 8-10 years). Participants who came to view the results of the community engagement voted to determine the two winners. The winning entries are published on pages 6 and 7.

Congratulations to Arlie Pearse (7) and Declan Wilson (9).

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<sup>1</sup> This includes a degree of double counting as some people would have participated in both the survey and drop-in session.





*Three participants in the colouring competition*

## Summary of Results

The word cloud from the drop-in sessions captures what the community loves most about living here.



The following summary highlights the top priorities identified in the community engagement. Details of the results are provided in Appendix 3.

### Community Drop-in Sessions and Survey

The top six priorities for the community across the drop-in sessions and survey were:

- Economic development and tourism
- Coastal protection/environment/conservation
- Medical Centre/health/aged care
- Foreshore enhancement
- Roads, paths and drainage
- Parks and gardens

## Community Group Leaders and Business Engagement

### COMMUNITY GROUP LEADERS

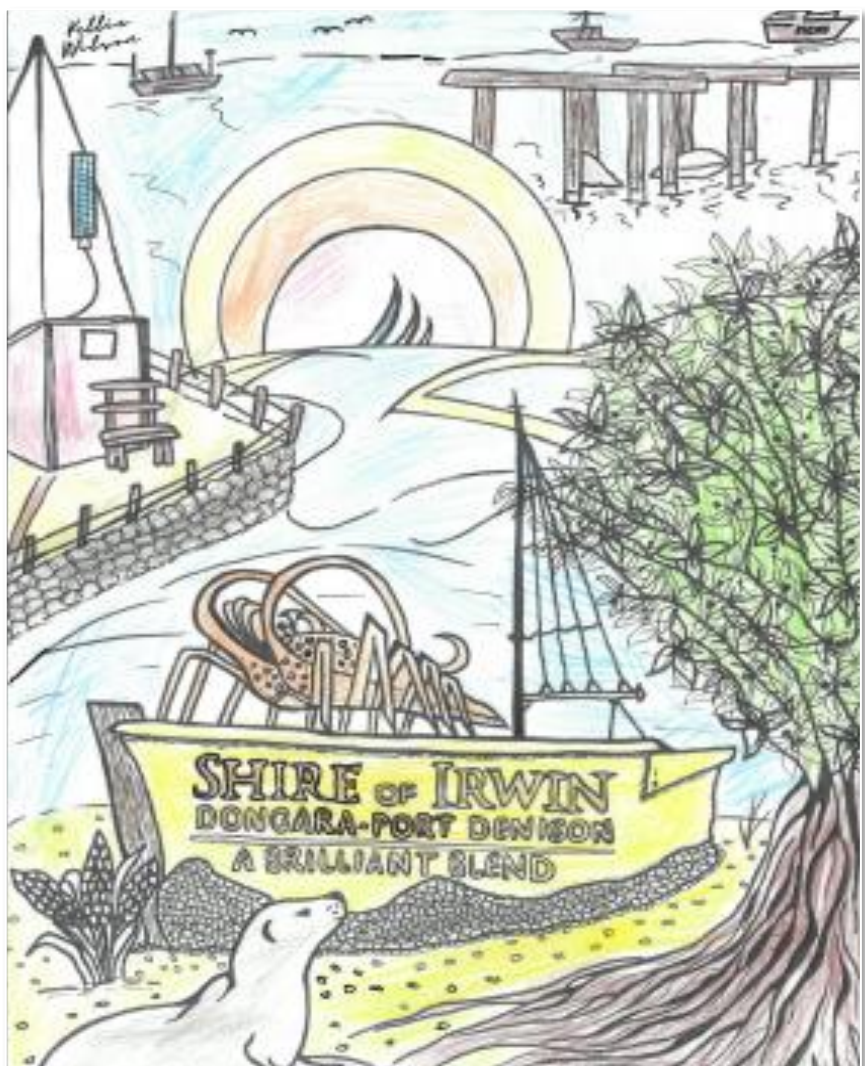
The community group leaders reported that the following items would make the biggest difference to them increasing their positive impact in the community:

- Increased community awareness and engagement
- Better communication
- More volunteers and participants
- More community activities in heritage spaces such as monastery, nun cemetery etc
- Promote outside town/visitor attraction
- More interaction/collaboration across groups
- Youth participation

### BUSINESS

The top four priorities for the business participants were:

- Tourism
- Education
- Infrastructure
- Parking



Winner of the 3 to 7 year age bracket: Arlie Pearse (7)



# COMMUNITY VISION, OBJECTIVES AND PRIORITIES

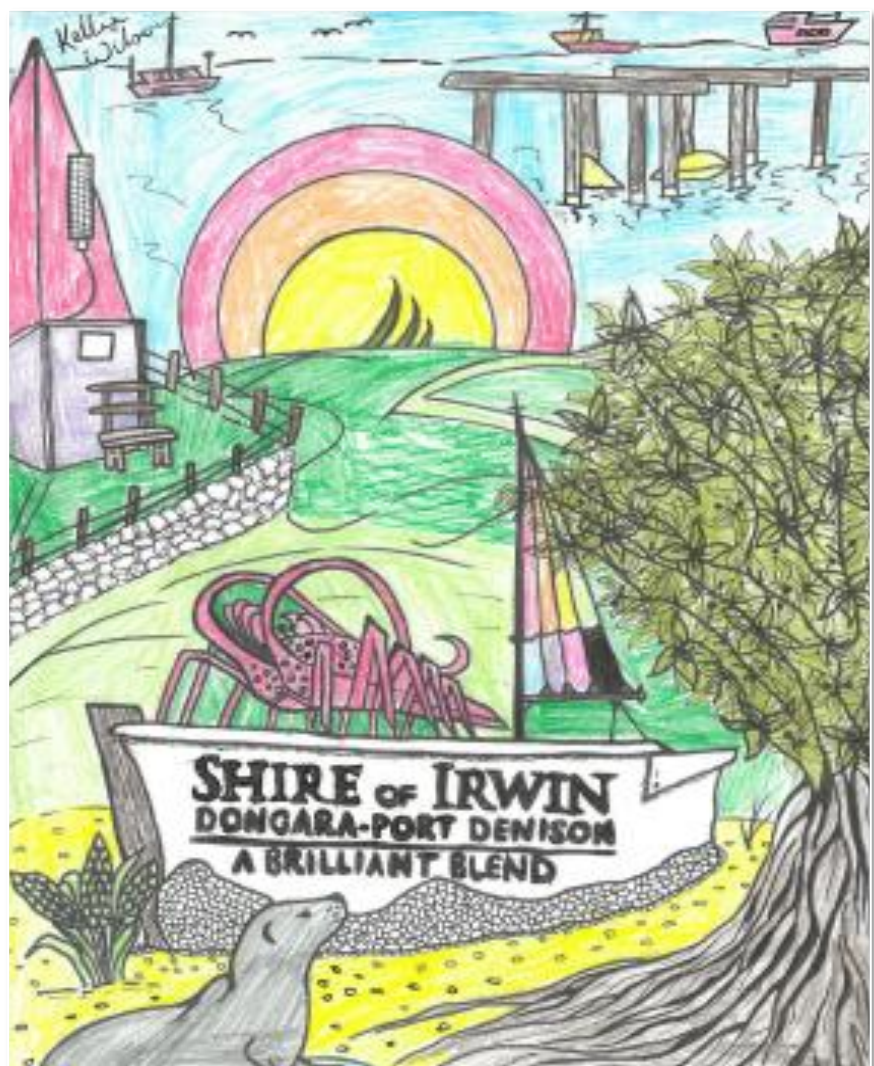
## Community Vision

Our brilliant future:

- Safe, inclusive, and growing community, where families thrive
- Great place for business, where local jobs are plentiful
- Globally connected with local charm and a relaxed lifestyle
- Pride in the presentation of our towns
- Stunning nature and heritage, accessible for locals and visitors to experience

## Objectives

- A friendly, safe and inclusive community enjoying a high quality lifestyle
- A prosperous and diverse economy
- Custodianship of our natural and built environment
- Leading the community with engaged and progressive governance



Winner of the 8 to 10 year age  
bracket: Declan Wilson (9)

## 10-Year Priorities

The following priorities are driving the Strategic Community Plan. The plan also includes four year priorities which show what the Council will focus on in the medium term to progress towards these longer term priorities. The four year priorities can be seen on pages 11 and 12.

A friendly, safe and inclusive community enjoying a high quality lifestyle	
▪ Range of facilities, activities, and services	▪ Healthy and active lifestyle options for all
A prosperous and diverse economy	
▪ Business expansion and increased tourism	▪ Thriving business precincts
Custodianship of our natural and built environment	
▪ Coastal protection	▪ Protection and accessibility of natural areas and parks
Leading the community with engaged and progressive governance	
<ul style="list-style-type: none"> <li>▪ Developing relationships between Shire and community</li> <li>▪ Increased community participation in direction-setting and action</li> </ul>	▪ Well maintained and enhanced assets



*Liz Waddell at the community drop-in session*



# ACHIEVING THE VISION

## The Shire's Roles

Local governments operate under Statute but also have some discretion. The primary roles of the Shire are outlined below.

### Delivery of Facilities and Services

This includes parks and gardens, roads, footpaths, drainage, waste management, sport and recreation facilities, library, events, and support for community groups. Some of those services are based on assets, for instance roads and buildings. Maintenance and renewal of assets is a vital part of the Shire's role.

### Regulation

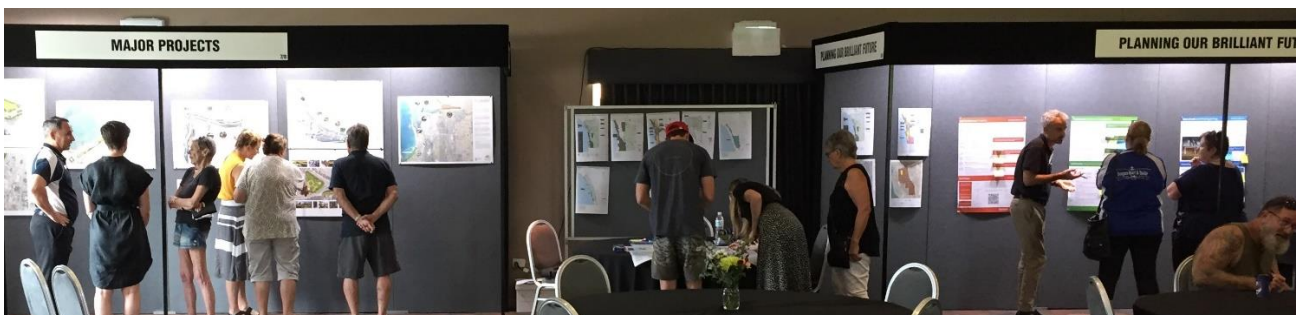
Local governments have specific regulatory responsibilities that are essential for community wellbeing. For example, they have a regulatory role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (e.g. food poisoning or injuries). Balancing the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected can be challenging.

### Facilitation, Influence and Advocacy

In some cases, the Shire enables or facilitates services to be provided by others or in partnership with the Shire rather than directly providing or funding the service (for example facilitating community care efforts through volunteer programs etc). Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire is an important role. Advocacy to regional agencies, the Federal and State Government and other agencies for recognition, funding, policy or planning support is a good example.

### Civic Leadership

Good governance and leadership plays a central role in signalling community confidence in its future, building and supporting leadership within the community, attracting people to the Shire and the town, and positioning the community to leverage external funding and investment.



*Participants at the community drop-in session*

## The Shire's Services

The Shire's services are outlined in the table below. They have been grouped into the objectives they fit the best with, while recognising that many of them contribute to more than one objective.

### The Shire's Services

A friendly, safe and inclusive community enjoying a high quality lifestyle	A prosperous and diverse economy
<ul style="list-style-type: none"> <li>Library</li> <li>Community buildings</li> <li>Community support</li> <li>Sport and Recreation</li> <li>Aged housing</li> <li>Medical Centre</li> <li>Environmental and Public Health</li> <li>Community Ranger Services</li> <li>Emergency Management Services</li> </ul>	<ul style="list-style-type: none"> <li>Economic development and tourism</li> <li>Air Strip</li> </ul>
Custodianship of our natural and built environment	Leading the community with engaged and progressive governance
<ul style="list-style-type: none"> <li>Coastal Protection</li> <li>Foreshore Enhancement</li> <li>Waste Management</li> <li>Planning and Development</li> <li>Parks and Gardens</li> <li>Roads, Paths and Drainage</li> <li>Cemetery</li> </ul>	<ul style="list-style-type: none"> <li>Council Leadership</li> <li>Financial Management</li> <li>Strategic Planning</li> <li>Customer Service</li> <li>Human Resources Management</li> <li>Risk Management</li> </ul>

## Objectives, Four-Year Priorities, and Strategies

Each objective has one or more outcomes and several strategies feeding into it, as shown in the tables below. These strategies are comprehensive and cover what the Shire will focus on over the coming decade.

While current activities and service levels will continue over the short to medium term in many cases, four year priorities have been identified in relation to each objective. These are also shown below.

The four year priorities will be a significant focus for improvements in the next four years and will drive the Corporate Business Plan and Annual Budgets over that period.

There will be regular reporting on implementation progress and the success measures shown on pages 15 and 16.

### *Objective 1: A friendly, safe, and inclusive community enjoying a high quality lifestyle*

#### Four-year priorities

- Active lifestyle hub: foreshore/recreation precinct
- Work towards a self-supporting medical centre
- Work with resource companies to increase investment in community facilities
- Develop bike plan
- Disability access and inclusion (including a focus on reducing social isolation)

ITEM	OUTCOMES AND STRATEGIES
1.1	The community has access to suitable community spaces, vibrant events and relevant services
1.1.1	Identify and support services, events and programs for building capacity, social inclusion and wellbeing (including those catering for families, youth and seniors)
1.1.2	Advocate for retention of existing and enhanced facilities and health and social support services
1.1.3	Support appropriate community transport options
1.2	Arts, culture, heritage and recreation are valued
1.2.1	Recognise places of cultural and heritage value
1.2.2	Support the strong sporting culture that shapes the Shire of Irwin's identity and lifestyle
1.2.3	Support community-initiated projects and activities
1.2.4	Acknowledge and celebrate volunteers and community advocates
1.3	Our safe community is maintained
1.3.1	Partner with relevant agencies in relation to emergency services management
1.3.2	Support community safety and crime prevention initiatives

### *Objective 2: A prosperous and diverse economy*

#### Four-year priorities

- Develop and implement an Economic and Tourism Development Plan, to consider:
  - Business retention, growth, and attraction
  - Marketing and branding
- Main street upgrade and work with businesses on investing in their own premises
- Investigate options to expand short stay, Shire-controlled, low-cost camping

ITEM	OUTCOMES AND STRATEGIES
2.1	Opportunities are maximised to promote economic growth and local development
2.1.1	Continuously improve approval processes
2.1.2	Partner with and advocate on behalf of commerce and industry to improve local infrastructure and services
2.1.3	Ensure adequate and appropriately zoned land to support commerce and industry
2.1.4	Encourage innovation by the local business community
2.1.5	Leverage opportunity and investment, and promote retail development



### *Objective 3: Custodianship of our natural and built environment*

#### **Four-year priorities**

- Address coastal erosion
- Open up the river, foreshore, and estuary:
  - eradication of pest species
  - investigate alternative pedestrian crossing of the river
- Indigenous cultural recognition (particularly river, foreshore, estuary)
- Implement Foreshore Master Plan (including boating facilities)
- Alternative vehicle access to South Beach
- Heritage trail
- Rationalise playgrounds

ITEM	OUTCOMES AND STRATEGIES
3.1	Our natural and built environment is managed through contemporary land-use practices
3.1.1	Prepare for and manage natural disasters and environmental risks
3.1.2	Manage existing waste services and introduce ways to reduce waste and/or its impacts
3.1.3	Identify, provide and manage Shire assets (including community infrastructure, Shire controlled reserves and freehold land) in accordance with agreed service levels
3.1.4	Prepare cutting edge land use strategies to guide future development

### *Objective 4: Leading the community with engaged and progressive governance*

#### **Four-year priorities**

- Increase and diversify community engagement (including social media)
- Advocacy for a fairer allocation of Federal Assistance Grants
- Rationalise assets and address asset renewals

ITEM	OUTCOMES AND STRATEGIES
4.1	An engaged and inclusive community
4.1.1	Enhance the Shire's profile through marketing initiatives and community engagement
4.1.2	Utilise contemporary communication strategies and tools to enhance public participation
4.1.3	Maintain effective working relationships with relevant stakeholders
4.2	Effective governance, management and prudent financial responsibility
4.2.1	Ensure compliance whilst embracing innovation and better practice principles
4.2.2	Embrace the Integrated Planning and Reporting framework
4.2.3	Adopt a risk and asset management approach
4.2.4	Promote programs to encourage participation in elections
4.3	A local government that is professional, transparent and accountable
4.3.1	Ensure elected members and employees are trained to meet the needs of the community
4.3.2	Adopt and follow better practice processes
4.3.3	Promote workplace health, safety and well-being

## Financial Implications

The Shire is currently undertaking further financial modelling and analysis and will publish the anticipated rates increases for the following three years with the Corporate Business Plan later in 2021. The modelling will ensure the Shire can be sustainably managed making allowance for price index increases and a modest increase for the community's priorities outlined in this plan.

Note that one of the community's highest aspirations is also the most significant financial challenge facing the Shire, namely, the need to increase asset renewals to ensure that the community's buildings, parks, roads, footpaths, etc do not deteriorate. Ensuring the standard of townscape presentation meets the expectations of the community over time is a key priority of this plan.

Asset renewal is a major cost and the Shire of Irwin receives Federal Assistance Grants (FAGs) at a substantially lower level than similar local governments due to the funding criteria. This means a higher burden on rates in order to renew assets at a sustainable level. There was significant support from the community to ensure that rates were sufficient to adequately resource this area.

We have strenuously advocated to have the FAGs anomaly to be addressed, so far to no avail. We will be escalating our advocacy efforts as part of implementing this plan.

The Shire is also committed to ongoing efforts to find other sources of revenue, and reduce costs without compromising valued service levels.

The financial forecasts for the coming years, to be released in conjunction with the Corporate Business Plan, will transparently detail the assumptions underpinning projected costs and revenue.



*Participants at the community drop-in session*

# STRATEGIC RISK MANAGEMENT

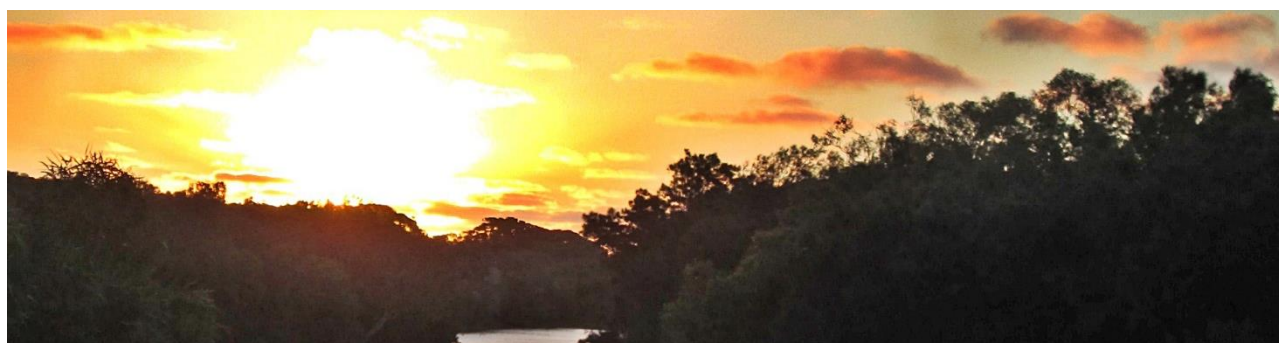
Risk	Risk Controls
Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Lobbying and advocacy</li> <li>Community engagement</li> </ul>
Breakdown in relationship between Shire President/Council and CEO	<ul style="list-style-type: none"> <li>Code of Conduct and relevant policies</li> <li>Regular meetings CEO/Shire President</li> <li>CEO performance review process</li> <li>Councillor induction and training</li> </ul>
Breakdown in relationships amongst Councillors	<ul style="list-style-type: none"> <li>Code of Conduct and relevant policies</li> <li>Councillor induction and training</li> </ul>
Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> <li>Communications and community engagement</li> </ul>
Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Asset Management Plans</li> <li>Budget process</li> <li>Rigor of project management</li> </ul>
Employee cost rises above assumption	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Workforce Plan (WFP)</li> <li>Budget process</li> </ul>
Reduced external grants/funding	<ul style="list-style-type: none"> <li>Long Term Financial Plan (LTFP)</li> <li>Budget process</li> <li>Lobbying and advocacy</li> </ul>
Misappropriation of funds	<ul style="list-style-type: none"> <li>Policies and Procedures</li> <li>Audit controls</li> </ul>
Low business growth	<ul style="list-style-type: none"> <li>Economic development facilitation</li> <li>Long Term Financial Plan (LTFP)</li> </ul>
Lack of available skilled Shire staff	<ul style="list-style-type: none"> <li>Workforce Plan (WFP)</li> </ul>
High Shire staff turnover	<ul style="list-style-type: none"> <li>Workforce Plan (WFP)</li> </ul>
Lack of available skilled contractors/suppliers	<ul style="list-style-type: none"> <li>Tender and Procurement Process</li> <li>Workforce Plan</li> </ul>
Disasters i.e. COVID 19 re-emergence/other pandemic/bushfire/flood/storm	<ul style="list-style-type: none"> <li>Council policies and management policies, Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements</li> </ul>

# HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The following tables show the objectives, 10 year priorities and the key indicators of success. The data source for each indicator is also shown. These indicators will be monitored and reported annually, along with the Corporate Business Plan indicators (note that some indicators are common to both plans).

Objective 1: A friendly, safe, and inclusive community enjoying a high quality lifestyle	10 year priorities
	<ul style="list-style-type: none"> <li>▪ Range of facilities, activities and services</li> <li>▪ Healthy and active lifestyle options for all</li> </ul>
Indicators	Data source
▪ Satisfaction with health and medical services	▪ Community survey
▪ Utilisation of foreshore/recreation precinct	▪ Shire head count
▪ Sense of belonging	▪ Community survey
▪ Membership of community and sports groups	▪ Data submitted by groups

Objective 2: A prosperous and diverse economy	10 year priorities
	<ul style="list-style-type: none"> <li>▪ Business expansion and increased tourism</li> <li>▪ Thriving business precincts</li> </ul>
Indicators	Data source
▪ Number of businesses	▪ ABS Business Counts
▪ Visitor numbers	<ul style="list-style-type: none"> <li>▪ Visitor Centre numbers</li> <li>▪ Accommodation nights (sample)</li> </ul>
▪ Number of vacant premises in town centre	▪ Shire count of vacant premises
▪ New residential building applications	▪ Shire records



*River sunset*

Objective 3: Custodianship of our natural and built environment	10 year priorities <ul style="list-style-type: none"> <li>Coastal protection</li> <li>Protection and accessibility of natural areas and parks</li> </ul>
Indicators	Data source
<ul style="list-style-type: none"> <li>Reduced coastal erosion</li> </ul>	<ul style="list-style-type: none"> <li>Shire coastal monitoring</li> </ul>
<ul style="list-style-type: none"> <li>Reduced invasive plant species in target areas</li> </ul>	<ul style="list-style-type: none"> <li>Shire weed monitoring</li> </ul>
<ul style="list-style-type: none"> <li>Satisfaction with access to natural areas</li> </ul>	<ul style="list-style-type: none"> <li>Community survey</li> <li>Tourist survey</li> </ul>

Objective 4: Leading the community with engaged and progressive governance	10 year priorities <ul style="list-style-type: none"> <li>Developing relationships between Shire and community</li> <li>Increased community participation in direction-setting and action</li> <li>Well maintained and enhanced assets</li> </ul>
Indicators	Data source
<ul style="list-style-type: none"> <li>Community partnership projects/activities</li> </ul>	<ul style="list-style-type: none"> <li>Shire records</li> </ul>
<ul style="list-style-type: none"> <li>Participation in community engagement</li> </ul>	<ul style="list-style-type: none"> <li>Shire records</li> </ul>
<ul style="list-style-type: none"> <li>Community satisfaction with services</li> </ul>	<ul style="list-style-type: none"> <li>Community survey</li> </ul>
<ul style="list-style-type: none"> <li>Financial and asset ratios within acceptable ranges</li> </ul>	<ul style="list-style-type: none"> <li>Shire records</li> </ul>



*Welcoming booth at the community drop-in*



# APPENDIX 1: INTEGRATED PLANNING AND REPORTING (IPR) FRAMEWORK

The Western Australian Integrated Planning and Reporting (IPR) Framework is shown in the diagram below. Its purpose is to ensure that Council's decisions take the community's views into account and deliver the best results possible within available resources. All local governments in Western Australia follow the IPR Framework.

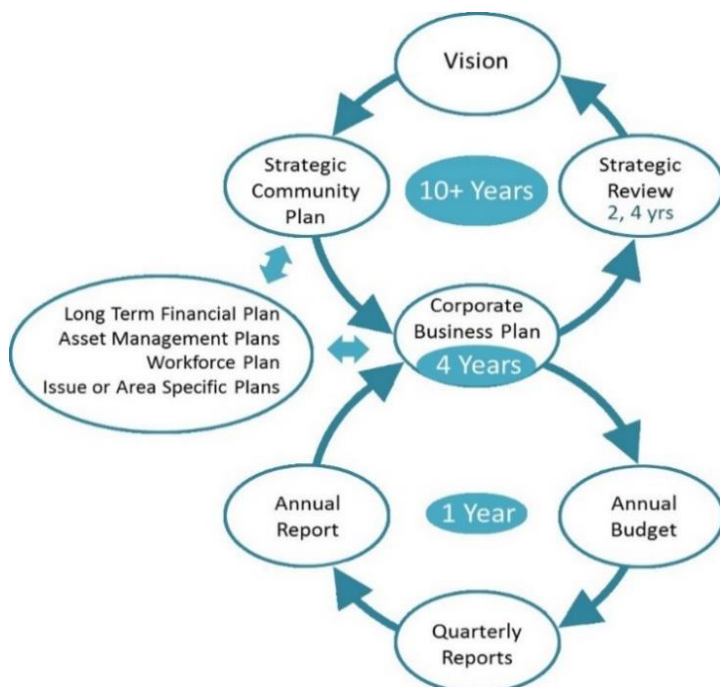
## The Planning Cycle

The Strategic Community Plan sets the scene, showing the long-term vision, priorities, objectives and strategies for change. It is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a “rolling” plan which is reviewed every two years, as shown in the figure below. 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 continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. 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's “slice” of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle



More details can be seen on the Department of Local Government, Sport and Cultural Industries website:

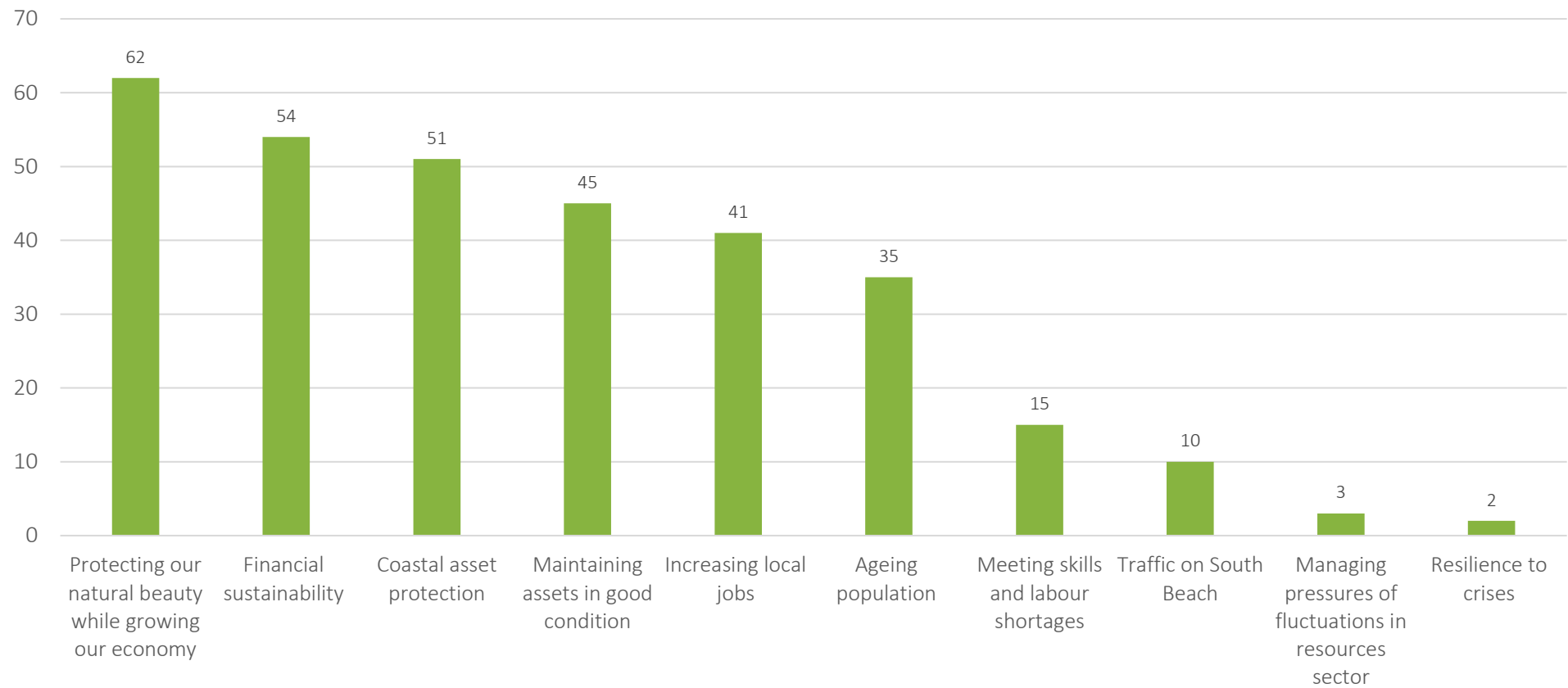
<https://www.dlgsc.wa.gov.au/local-government/strengthening-local-government/intergrated-planning-and-reporting>

## APPENDIX 2: COMMUNITY PROFILE DETAIL

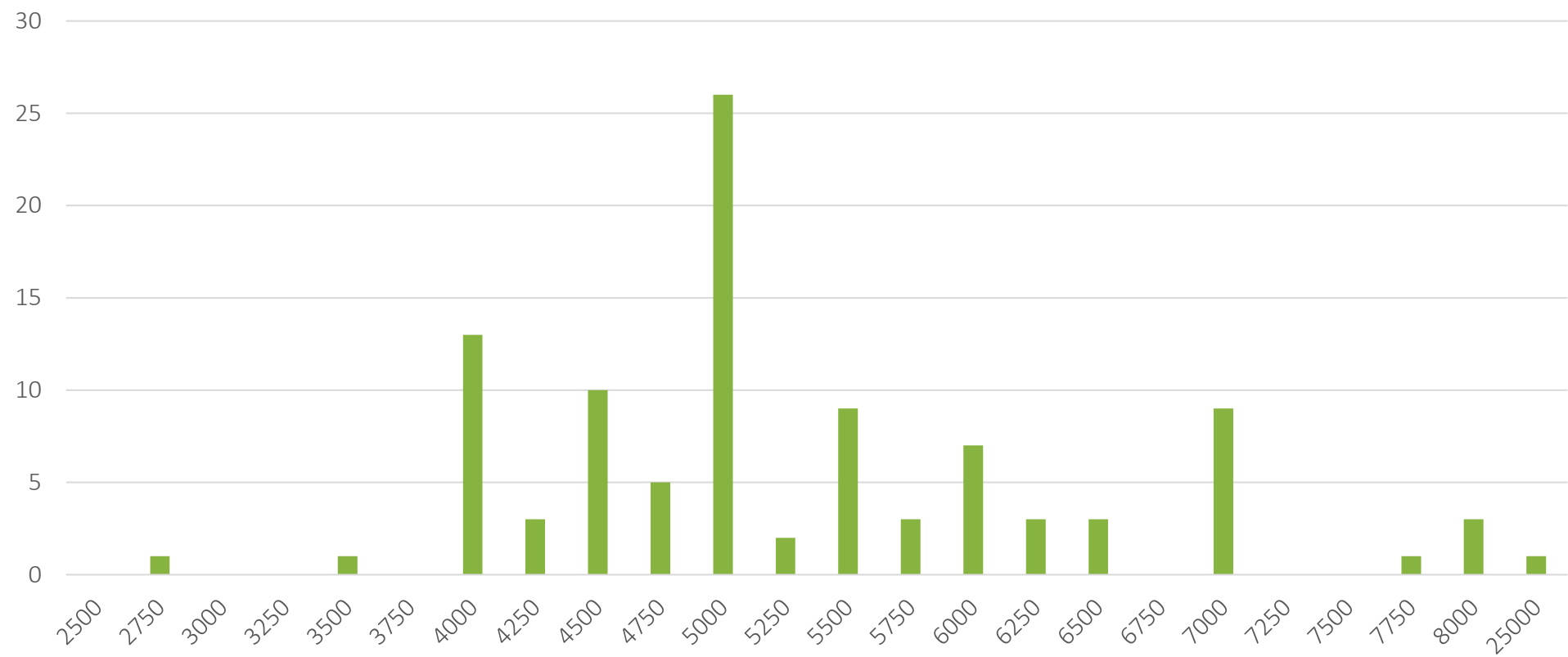
Item	Irwin 2011	Irwin 2016	Change 2011-2016	WA 2016
Population	3,567	3,569	+2	2,474,410
Aboriginal and Torres Strait Islander peoples	2.2%	2.4%	+0.2%	3.1%
Male:Female ratio	51:49	50:50	-1:+1	50:50
People with disability (core need for assistance)	3.9%	4.8%	+0.9%	3.9%
Median age	44	49	+5	36
Children and young teens (0-14)	21.1%	17.0%	-4.1%	19.2%
Working age (15-64)	59.8%	57.4%	-2.4%	67.0%
Seniors (65+)	18.9%	25.6%	+6.7%	14.0%
Born overseas	13.7%	13.6%	-0.1%	32.2%
Volunteering	24.2%	26.0%	+1.8%	19.0%
Total business counts* *ABS Counts of Australian Businesses	Not available at LGA level	416	N/A	N/A
Number of jobs** **ABS Jobs in Australia 2011/12-2016/17	2694	2582	-112	N/A
Top three industries by employment	Agriculture, forestry and fishing; Construction; Mining	Agriculture; Pre-school and school education; Construction services	-	N/A
Unemployment rate	5.0%	7.8%	+2.8%	7.8%
Participation rate	56.7%	51.0%	-5.7%	62.9%
Median household weekly income	\$995	\$1,085	+\$90	\$1,595
Completed Yr 12+	Unavailable	47.9%	-	62.5%
Tertiary qualification	Unavailable	35.8%	-	46.5%
Rental affordability – rent per week (percentage of average weekly household income)	\$195 (19.6%)	\$240 (22.1%)	+\$45 (+2.5%)	\$347 (21.8%)
Household internet	73.7%	78.0%	+4.3%	85.1%
SEIFA disadvantage index	986	976	-10	1015



## Key challenges



Population aspirations





## Community vision

### Social

- Great place for all ages and stages of life
- Everyone is valued
- Pool/ocean pool/hydrotherapy
- Increase medical services

### Economic

- Diverse and job-rich local economy, from innovative start-ups to artisans and local services to major industry
- Stand out attractions and visitor experiences
- Connected with family, friends, markets anywhere in the world

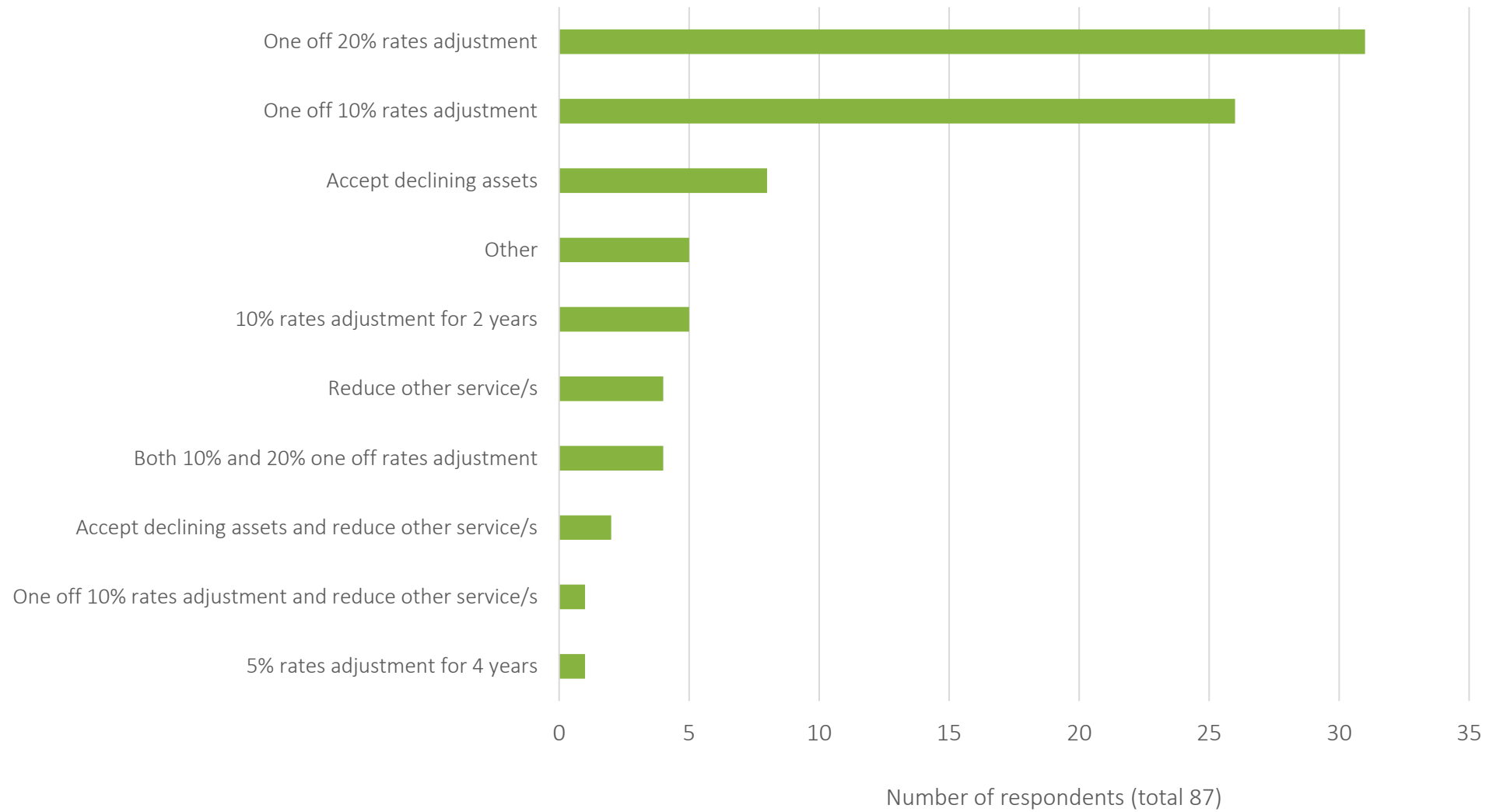
### Natural and Built Environment

- Make most of natural and heritage assets for enjoyment and economy
- Wise and transparent stewardship of community infrastructure and finances
- Clean, attractive and well-maintained
- Improve water
- Reliable power

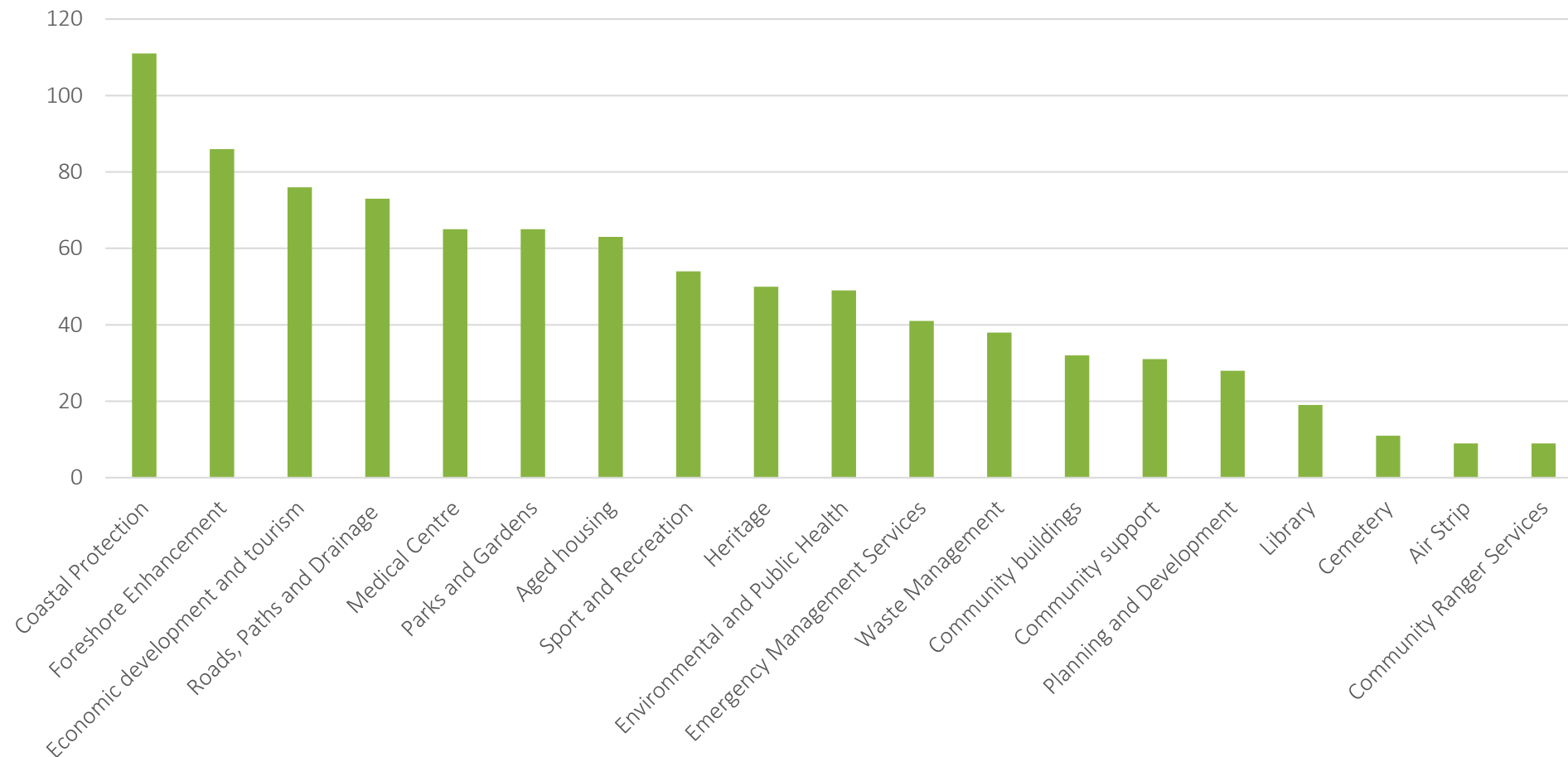
### Leadership

- Clear vision
- Communication
- Community leadership and input
- Input from young people

## Financial/assets challenge – close the gap



## Service prioritisation



## One big idea

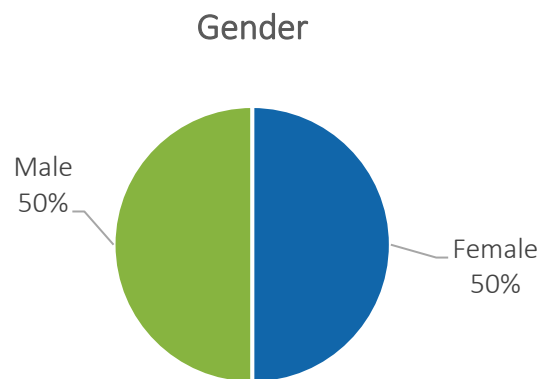
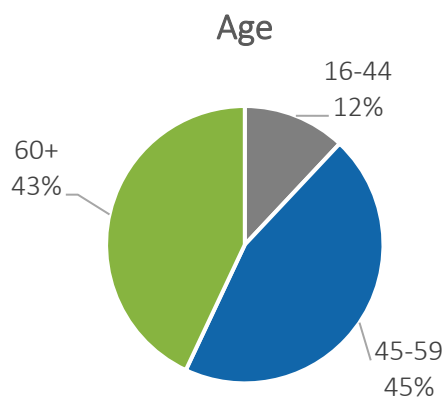
- Tourism-related
- Hydrotherapy
- Playground
- Pool
- Festival/major event
- Boat ramp
- Promotion
- Artificial reef

## Community Survey

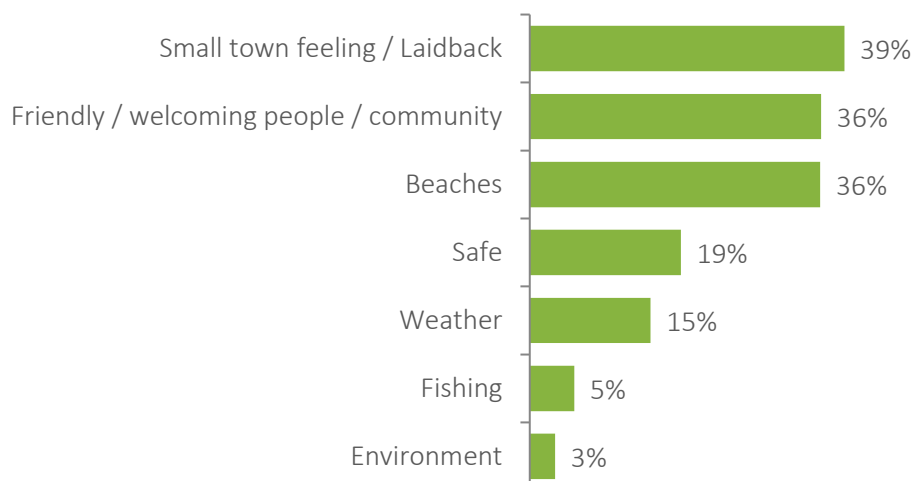
Friday 26 February – Sunday 7 March 2021

### Participant demographics (weighted)

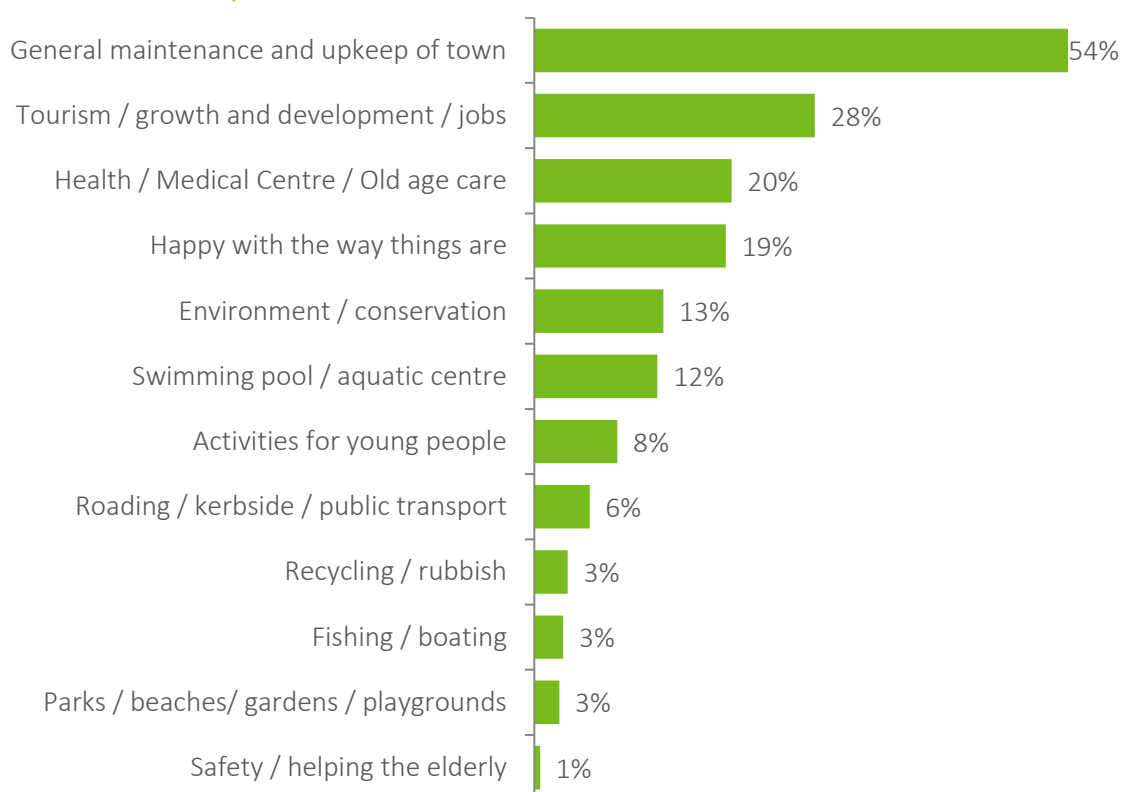
Total participants: 151



### What is special about the Shire of Irwin



## What we would like in 10 years' time



## Importance vs. Performance of Shire services

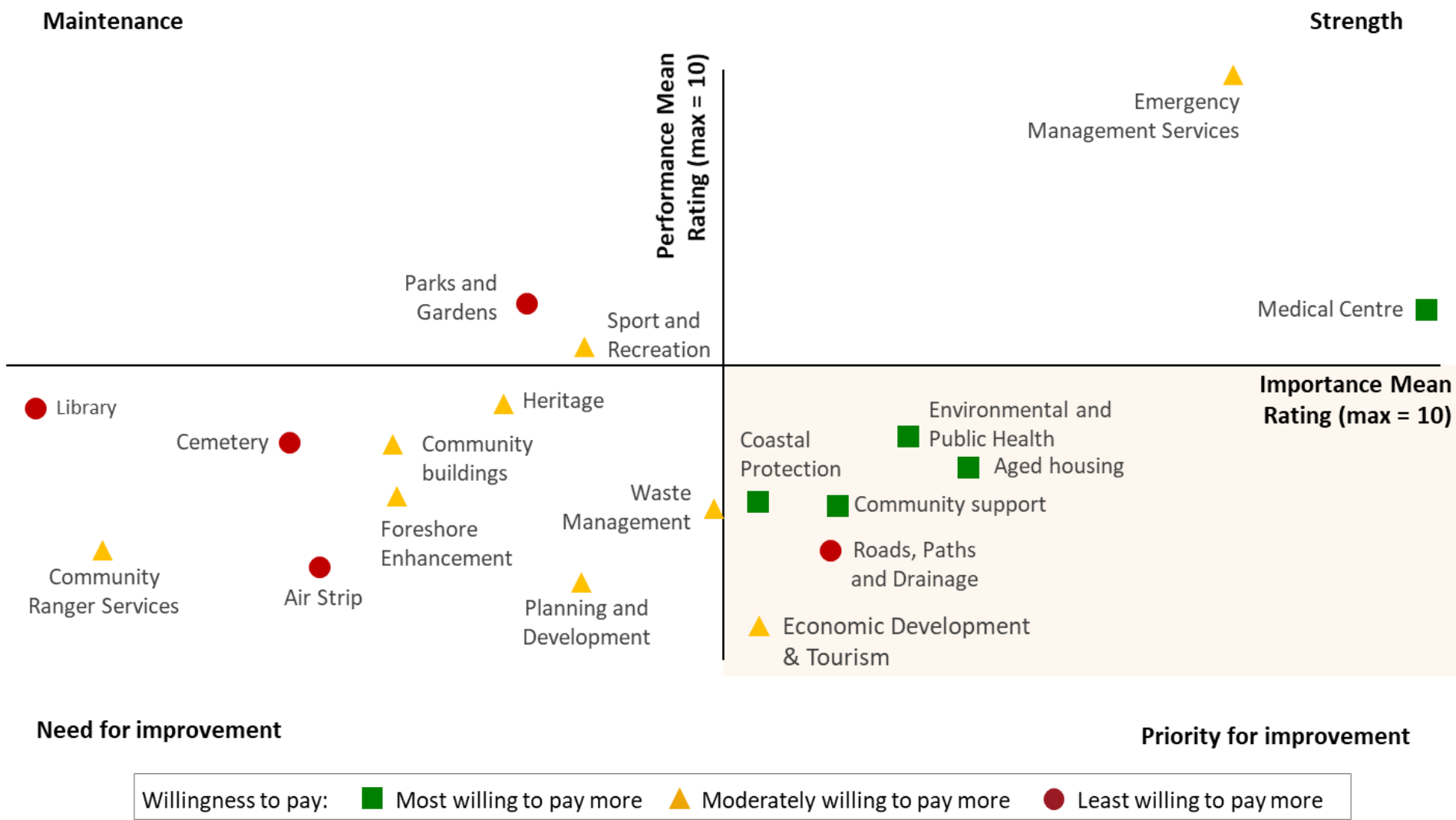
	Comparison of Importance and Performance			
Key Indicators	Importance*	Performance*	Difference*	
Medical Centre	9.4	7.2	-2.2	●
Emergency Management Services	9.1	8.0	-1.1	
Aged housing	8.7	6.7	-2.0	
Environmental and Public Health	8.6	6.8	-1.8	
Community support	8.5	6.5	-2.0	
Roads, Paths and Drainage	8.5	6.4	-2.1	●
Economic development and tourism	8.4	6.0	-2.5	●
Coastal Protection	8.4	6.5	-1.8	
Waste Management	8.3	6.5	-1.8	
Sport and Recreation	8.1	7.1	-1.0	
Planning and Development	8.1	6.3	-1.8	
Parks and Gardens	8.0	7.2	-0.8	
Heritage	8.0	6.9	-1.1	
Foreshore Enhancement	7.8	6.6	-1.2	
Community buildings	7.8	6.7	-1.1	
Air Strip	7.7	6.3	-1.4	
Cemetery	7.6	6.7	-0.9	
Community Ranger Services	7.3	6.4	-1.0	
Library	7.2	6.9	-0.4	

### Key

● Dots represent top 3 gaps between importance and performance



Priority areas to focus on



## Activities for the Shire to focus on now and in the future

### Activities to focus on now

Tourism / growth and Development / jobs	38%
Roading / kerbside / public transport	31%
Environment / conservation	29%
Health / Medical Centre / Old age care	28%
Swimming pool / aquatic centre	19%
Parks / beaches/ Gardens / playgrounds	11%
Recycling / rubbish	8%
Activities for young people	7%
Happy with the way things are	4%
Fishing / boating	3%
Safety / helping the elderly	2%
Community needs	1%
Other	4%

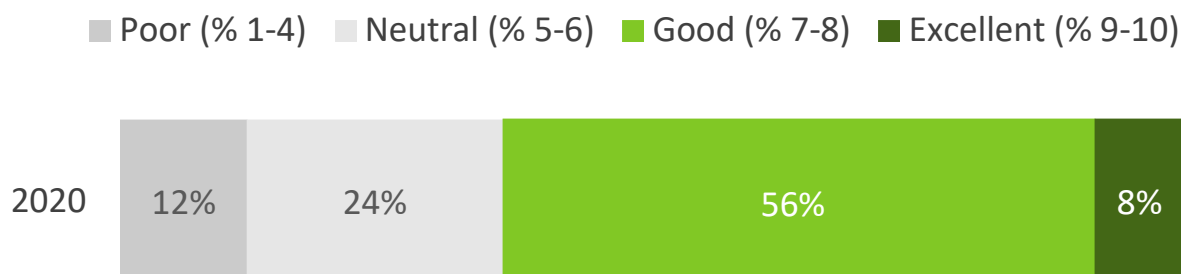
### Activities to focus on in the future

General maintenance and upkeep of town	63%
Environment / conservation	36%
Tourism / growth and development / jobs	34%
Health / Medical Centre / Old age care	32%
Swimming pool / aquatic centre	27%
Roading / kerbside / public transport	16%
Activities for young people	8%
Parks / beaches / gardens / playgrounds	6%
Happy with the way things are	5%
Fishing / boating	3%
Recycling / rubbish	3%
Safety / helping the elderly	2%
Other	2%

## Overall rating of the performance of the Shire

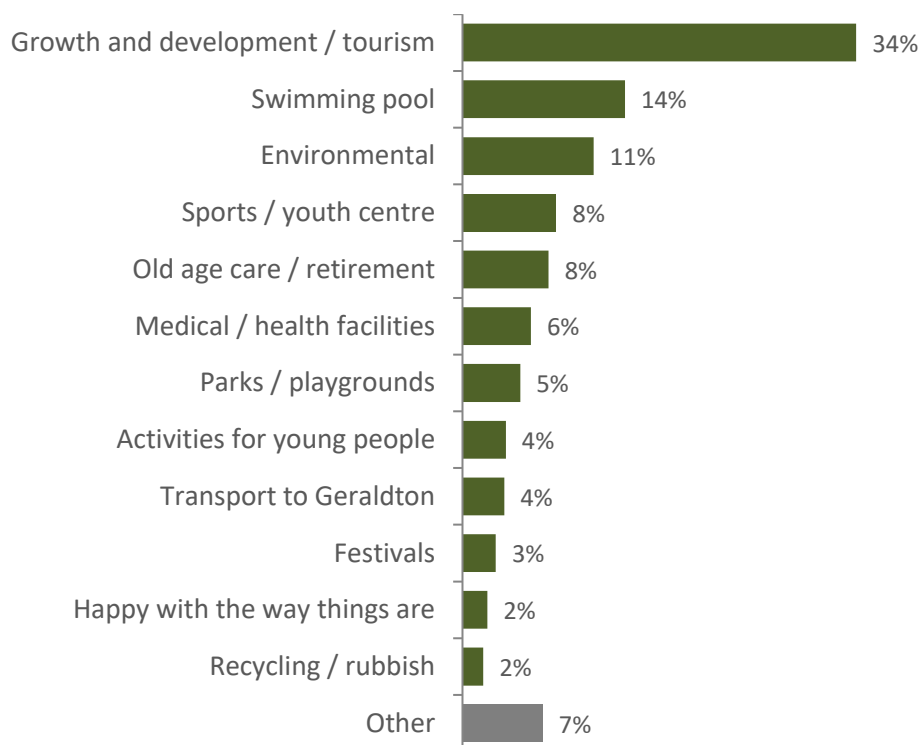
64% Good/Excellent (rating of 7-10)

6.7 Mean score



Perception of *Community Support* and *Economic Development and Tourism* have the greatest influence on people's perception of the overall performance of the Shire.

## One big idea



Respondents saw *Growth and development / tourism* as the area that would make the biggest contribution to achieving their vision for the community.

## Community Group Leaders and Business Engagement

Council Chambers, Wednesday 21 April 2021, 11:00am – 1:00pm (Community Group Leaders) and 5:30pm – 7:30pm (Business)

### Community Group Leaders – seven participating organisations

Community Group	Where does your group fit in?	What would you love to do more of/new/differently?	Who do you/could you engage with?	What do you need?
St John Ambulance	<ul style="list-style-type: none"> <li>Emergency Services</li> <li>Medical Services</li> <li>First Aid Services</li> <li>Community</li> <li>First Responders</li> </ul>	<ul style="list-style-type: none"> <li>Awareness in community</li> <li>More interaction</li> <li>Consultation with fellow emergency services and Shire</li> <li>Have more volunteers</li> <li>Education</li> <li>Better Communications</li> </ul>	Shire, Fire, FESA, Police, Hospital, Sporting Groups, Community Groups, Schools, Local Businesses & Mines, anyone over 18 years that is interested in First Aid	More volunteers (including on road)
Local Rag	With the whole community - even with technology, many people do not have a computer/internet	We need more people so as to provide more coverage. We could engage more with all business and community groups	Increase the variety of content in the rag	<ul style="list-style-type: none"> <li>More letters to the editor</li> <li>More outside news</li> </ul>
Historical Society	<ul style="list-style-type: none"> <li>Heritage</li> <li>Environmental – foreshore and heritage walks</li> <li>Community</li> <li>Arts</li> <li>Manage assets for Shire</li> </ul>	More community activities in heritage spaces such as monastery, nun cemetery etc	Would love to have a heritage advisory group that works with the Shire – missing link in terms of liaison. Arts group. More interaction with school. Collaboration, trust.	See engagement column
Dongara Men in Sheds	Provide opportunity for men to gather. Helping with mental health. Mainly retirees, and fly in fly out men	Recruit more participation in our Shed. Very poorly used.	Any community group who needs assistance to build, or financial input to aid in a project of benefit to community	More members

Community Group	Where does your group fit in?	What would you love to do more of/new/differently?	Who do you/could you engage with?	What do you need?
Cricket Club	<ul style="list-style-type: none"> <li>Sport and recreation</li> <li>Healthy and fit</li> <li>Social</li> <li>Range of ages</li> </ul>	Increase adult participation (juniors relatively healthy)	Collaborate to increase adult participation amongst all sporting clubs	Marketing plan/advice
Golf Club	<ul style="list-style-type: none"> <li>Sport and recreation</li> <li>Healthy and fit</li> <li>Social</li> <li>All ages</li> </ul>	<ul style="list-style-type: none"> <li>Promote outside town/visitor attraction</li> <li>Different golf weekends</li> <li>Increase utilisation</li> <li>Corporate market</li> </ul>	Business connection to create and promote packages/welcome	<ul style="list-style-type: none"> <li>Sponsorship for other golf weekends</li> <li>Agree with Shire to work on presentation (kerbs, lighting, entry statement etc) – grants and muni funds</li> <li>Assistance with grants</li> </ul>
Dongara District High School	<ul style="list-style-type: none"> <li>Education – youth</li> <li>430 students and 65 staff</li> <li>Community service – work with community orgs/work placement Year 9-12 local industry business</li> </ul>	<ul style="list-style-type: none"> <li>Community engagement – more of as a community service. What can school offer?</li> <li>Promote/support youth services yet to be deployed</li> </ul>	<p>Do: Engage various community groups: aged care; NACC; local industry/business</p> <p>Could:</p> <ul style="list-style-type: none"> <li>Support youth organised activities</li> <li>Greater partnership with Shire</li> <li>Encourage community orgs to work in partnership?</li> </ul>	<p>Shire:</p> <ul style="list-style-type: none"> <li>Positive promotion of School</li> <li>Understanding school context</li> <li>Public acknowledgement of school success</li> </ul> <p>Health:</p> <ul style="list-style-type: none"> <li>Support for youth services/ mental health</li> <li>Counselling services</li> <li>Increase calls for youth mental health</li> </ul>

## Business engagement – 18 participants

Top Opportunities	Top Challenges	Top Priorities
<ul style="list-style-type: none"> <li>▪ Promotion of town and attractions*</li> <li>▪ Business directory/Buy Local</li> <li>▪ Infrastructure</li> <li>▪ Employment</li> <li>▪ Listening Shire/community engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Insufficient promotion of town and attractions</li> <li>▪ Shire listening/performance</li> <li>▪ Employment</li> <li>▪ Ageing population</li> <li>▪ Education shortfall</li> <li>▪ Parking for caravans</li> <li>▪ Rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tourism</li> <li>▪ Education</li> <li>▪ Infrastructure</li> <li>▪ Parking</li> </ul>

\* Specific items: entry statement/s; free camping; capture history; social media hashtag campaign; art trail; internal tourism due to COVID-19; while Kalbarri closed, it's time for us; regional tourism plan and calendar; signage