



Shire of
Wyalkatchem



*Strategic
Community
Plan*

2024 - 2034

We acknowledge the traditional custodians of the land, the Ballardong people.

We respect their connection to their land, cultural heritage and belief systems.

We pay our respects to all members of Aboriginal communities, their cultures and to Elders past, present and emerging.

Document Control

Adopted:

Reviewed:

OUR VISION

A well serviced and growing community; where quality of life, opportunity and a strong sense of belonging is important.

OUR COMMITMENTS

We commit to the following principles:

- ✓ Completing our work with pride and maintaining a high level of consistency in all our efforts.
- ✓ Maintaining what we already have and continually striving to improve our community.
- ✓ Doing our best with the resources we have, being collaborative, proactive and positive.
- ✓ Encouraging everyone to get involved and be part of something greater within our community.
- ✓ Having open and transparent communication, ensuring it flows both ways for better understanding and trust.
- ✓ Upholding the values of integrity, honesty and accountability.
- ✓ Employing local people, building their confidence and capacity.
- ✓ Recognising our history.

MESSAGE FROM COUNCIL

This document combines the Shire of Wyalkatchem's Strategic Community Plan (2024 -2034) and Corporate Business Plan. It will guide our development and decision making over the next ten years. The document outlines the vision, goals and priorities for our Community.

Councillors thank the large number of people who took the time to participate in the extensive consultation for this Plan. Councillors have listened to the feedback provided by our residents and have incorporated these where they best fit with our strategic priorities. We now have the most informative snapshot of our Community's aspirations for the future; reflecting input from residents, community groups and business people from across the Shire.

Council is tasked with the vital role to make informed decisions which shape the social, economic, environmental development and wellbeing of our Community; including future generations. To achieve this complex task, Council takes into consideration competing priorities, resource constraints, financial prudence, good governance and must act for the good of the entire Shire.

To ensure the document remains relevant it will undergo a minor review in two years' time and a major review in four years so that it continues to meet the changing needs and aspirations of the Community it is designed to serve. It is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework which enables robust decision making.

Council will continue to engage, listen and work with Community to obtain feedback on the progress of the Strategic Community Plan and continue to consider the needs and expectations of Community; ensuring a dynamic future.

Thank you to everyone that contributed to the Strategic Community Plan, making it possible to map out our future and create a sense of excitement by the opportunities created.

This plan is ambitious and its successful execution relies on the Council working together to achieve shared goals with State, Federal, Business, Private and Voluntary partners in a spirit of collaboration. These include (in alphabetical order)

Co-operative Bulk Handling Limited (CBH Group)

The CBH Group is Australia’s largest co-operative and a leader in the Australian grain industry, with operations extending along the value chain from fertiliser to grain storage, handling, transport, marketing and processing.

Home & Central East Aged Care Alliance In (CEACA)

CEACA provides affordable housing for seniors and people with disability in eleven shires in the Central Eastern Wheatbelt region.

North Eastern Wheatbelt Regional Organisation of Councils (NEWROC)

NEWROC is led by Councillors from the Shires of Koorda, Mt Marshall, Mukinbudin, Nungarin, Trayning, Wyalkatchem and Dowerin. It is a united voice advocating, promoting and marketing these communities as a great place to live, work and invest.

North Eastern Wheatbelt Travel Association (NEWTRAVEL)

NEWTRAVEL encourages, supports and promotes the region designated area as a tourism destination. NEWTRAVEL is led by Councillors from the Shires of Dowerin, Koorda, Beacon, Westonia, Nungarin, Wyalkatchem, Bencubbin, Mukinbudin and Trayning

Regional Road Group (RRG)

The RRG was established under the State Road Funds to Local Government Agreement which is overseen by a State Advisory Committee (SAC). The RRG is comprised of elected representative from each Local Government and supported by Local Government staff. The RRG provides Local Government with a voice in how the State Government’s contribution to local roads is spent.

Wheatbelt Secondary Freight Network (WSFN)

WSFN is a shared initiative between forty two Local Government Authorities (LGAs) across the Wheatbelt pursuing a collective goal to improve the condition of Local Government owned grain freight roads.

ACHIEVEMENTS SINCE THE LAST STRATEGIC PLAN

Our Shire has achieved the following since our last major Strategic Community Plan (2020):

<p>Pillar: Community</p>	<ul style="list-style-type: none"> ✓ Provision of a Medical Centre ✓ Provision of a GP ✓ Aerodrome and runway maintained for RFDS access ✓ CEACA independent living units ✓ Delivery and support of community events e.g. Australia Day, Wyalkatchem Rodeo, Arts Show ✓ Adoption of the Acknowledgement and Welcome to Country Policy ✓ Playground upgrade ✓ Support for the family day care service
<p>Pillar: Economy</p>	<ul style="list-style-type: none"> ✓ Wyalkatchem Caravan Park re-opened ✓ Railway Terrace asphalt works ✓ Active members of NEWTRAVEL and Pioneer Pathway ✓ Local business group established ✓ Support of Café reopening ✓ Planning Scheme Amendment No 9 – sheds in rural areas ✓ Planning Scheme Amendment No4 – grouped dwellings ✓ Additional Crisp Wireless tower at Yorkrakine
<p>Pillar: Environment</p>	<ul style="list-style-type: none"> ✓ Recreation Reserve Lighting upgrade ✓ Museum Display Shed constructed ✓ Cunderdin Rd widened and shoulder reconditioning ✓ Thurstun Street Stormwater drainage upgraded ✓ Wyalkatchem North Rd road widening, culverts and reseal ✓ Tammin Wyalkatchem Rd pavement, shoulder sealing ✓ Davies Rd reconstruct pavement ✓ Elsegood Rd reconstruct pavement ✓ McNee Rd, Wallambin Rd re-sheet ✓ Membership of the Cities Power Partnership ✓ Household battery recycling in place ✓ Lady Novar renovations ✓ Korrelocking Cemetery No 2 improvements ✓ Heritage Register reviewed
<p>Pillar: Civic Leadership</p>	<ul style="list-style-type: none"> ✓ Working with Auditors and implementing recommendations ✓ Increase in letter drops ✓ Annual General Meeting of Electors ✓ NEWROC Economic Impact Assessment on Live Sheep by Sea Trade ✓ NEWROC Economic Impact Assessment on power and telecommunication outages

SHIRE OF WYALKATCHEM PROFILE

The Shire of Wyalkatchem is an 'outer regional' Local Government area, located 194km north-east of Perth. The Shire covers an area of 1,595 square kilometres with the main residential centre being the town of Wyalkatchem.



470 people



Average age
54yrs



106 Families



6.2% Indigenous



\$916 median weekly
household income



1 District High School



59.9% employed full time
25.2% employed part time



Main industries:
agriculture,
government services,
real estate and retail



33% people volunteer

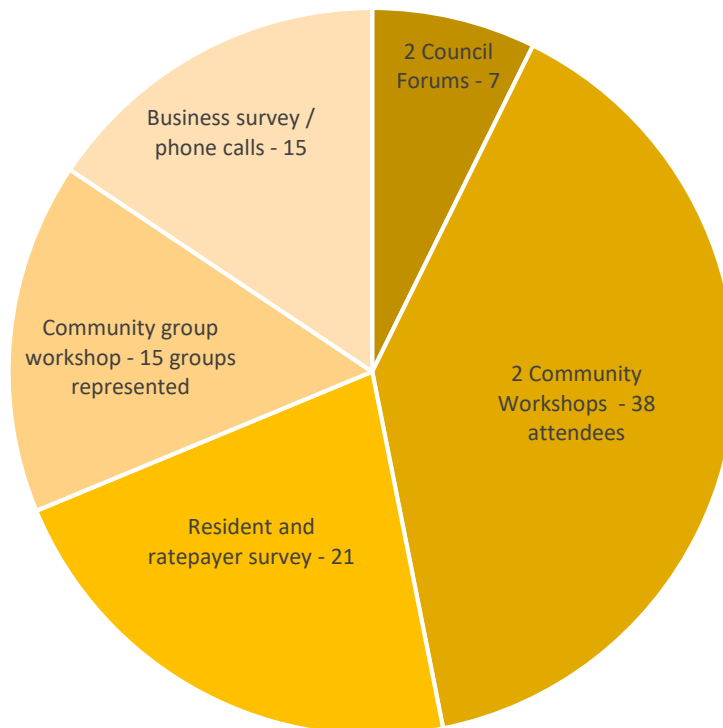


HOW WE DEVELOPED THIS DOCUMENT

The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document. This Plan includes the Strategic Community Plan (10yrs) and Corporate Business Plan (4yr deliverables).

It was developed based on:

- The blueprint for the region.
- Community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.



Progress Reporting

The Shire of Wyalkatchem has adopted a traffic light based quarterly update to report progress against the priorities as detailed in this plan, which will be shared via a Council Item and on the Shire website.

In addition, results are formally communicated to the community annually via the legislated Annual Report.

Integrated Planning and Review Cycle

Strategic Integrated Plan	2026 (minor)	2028 (major)
Long Term Financial Plan	2024/25 (major)	
Asset Management Plan	2024/25 (major)	
Workforce Plan	2024/25 (major)	

STRATEGIC PRIORITIES

In 2024, community members were asked to review the strategies from the previous strategic plan to determine whether the strategies/projects were still priorities for the next 10 years. The following strategies/projects were highlighted as the most important and have been continued into this Strategic Integrated Plan:

ECONOMIC	COMMUNITY
Regional Collaboration	Retention of youth
Provision and maintenance of roads, grading and sealing	Access and provision of local health services
Footpath network	Access to local aged care accommodation and services
Central business district improvements	Provision of sport and recreation facilities
Land development (residential and industrial)	Support for community groups, volunteers and clubs
Support new and existing businesses	Grow existing events and attract new events
Access, support and developments of housing options locally	
Reliable and improved telecommunications	
Tourism and visitor services, attractions and events	

ENVIRONMENT	CIVIC LEADERSHIP
Waste management Conservation of water Provision of parks, play spaces and public open spaces	Consultation, engagement and communication by Council

OUR 10 YEAR PLAN ON A PAGE

There are four strategic pillars to our Strategic Integrated Plan – economy, community, environment and civic leadership.

Within each pillar, there is a statement of strategic outcome and there are details of what we will focus on (strategic priorities), aside from our ‘business as usual’ approach and desire for continuous improvement. We will report against the strategic priorities.

Strategic Pillar	1. Economy	2. Community	3. Environment	4. Civic Leadership
Statement of Strategic Outcome	<i>Local industry is sustained and can expand with critical and enabling infrastructure. The visitor economy diversifies our local economy and we enhance our community profile.</i>	<i>Our community is inclusive, it is a place where people feel valued, and have access to opportunities to build their own capacity, lead healthy lifestyles and stay connected.</i>	<i>Our environment is protected and enhanced</i>	<i>We lead with accountability, connection and openness through best-practice systems, policies and financial controls</i>
Goals	1. Our transport network responds to the accessibility and connectivity needs of all. 2. Essential services and infrastructure enable local economic growth. 3. Support entrepreneurship 4. The length of stay for visitors and tourists in Wyalkatchem is extended.	5. A safe and healthy community for all ages. 6. Retain young people in Wyalkatchem. 7. Minimise risk and impact of natural disasters.	8. High standard of environmental health and ranger services. 9. Resource efficiency.	10. Consult and engage with our community and strategic partners. 11. High standard of governance.
Priority Projects (4yr delivery)				

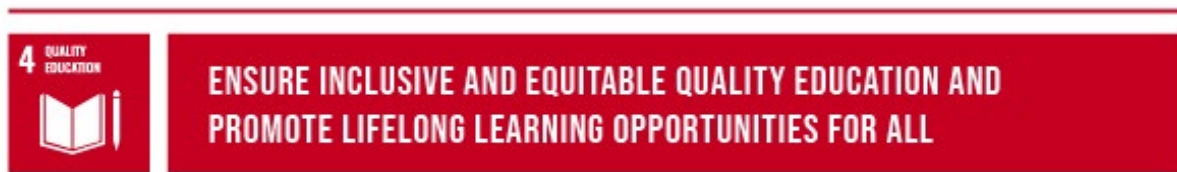
Current Informing Strategies:

- ✓ Annual Budget
- ✓ Asset Management Plan
- ✓ Workforce Plan
- ✓ Long Term Financial Plan
- ✓ Local Planning Strategy and Scheme

The United Nations Sustainable Development Goals provide a global roadmap to increase prosperity, end social injustices and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Wyalkatchem will incorporate the goals into its Strategic Integrated Plan, specifically the following goals:



3 GOOD HEALTH AND WELL-BEING
ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES



4 QUALITY EDUCATION
ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION



10 REDUCED INEQUALITIES
REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES

Key assumptions and associated challenges in this Strategic Community Plan:

1. Stabilization of the population:

- *Assumption: Population is ageing, attracting families with infrastructure, services or opportunities will counteract rural depopulation.*
- **Challenge:** Requires overcoming the pull of regional centres through enhanced employment opportunities and amenities.

2. Financial sustainability:

- *Assumption: Steady, acceptable rate increases, strategic financial planning and regular reserves allocation.*
- **Challenge:** Balancing fiscal needs against community affordability, especially in tighter economic conditions.

3. Growth of major industry:

- *Assumption: Ongoing viability of current agricultural practices and produce, with limited periods of drought.*
- **Challenge:** Navigating the agricultural seasons, climate variability and the need for economic diversification beyond agriculture.

4. Increase in ability to attract external grants:

- *Assumption: The Shire can attract external State and Federal grants, either individually or as part of a regional group*
- **Challenge:** Dedicated resource to develop application, consensus on infrastructure planning and delivery, collaboration with neighbouring local governments

5. Achievement of strategic projects:

- *Assumption: Available funds and workforce.*
- **Challenge:** The challenge of attracting and retaining skilled staff in a rural setting.

We fulfill our vision, mission and purpose through the following roles:

Advocate: We lead and represent the community on key issues

Partner: We collaborate with other organisations to deliver services and projects

Deliver: We provide services and infrastructure

Facilitate: We coordinate and enable other organisations

Regulate: We enforce statutory requirements

PILLAR 1: ECONOMY

Statement of Strategic Outcome: *Local industry is sustained and can expand with critical and enabling infrastructure. The visitor economy diversifies our local economy and we enhance our community profile.*

GOAL 1. Our transport network responds to the accessibility and connectivity needs of all		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
1.1 Develop, deliver and review a local roads Improvement plan and shared pathways plan for the Shire.	Deliver		●	●	●
1.2 Deliver the Wheatbelt Secondary Freight Network Program	Deliver	●	●	●	●
1.3 Participate in the Regional Road Group	Partner	●	●	●	●
1.4 Develop a Gravel Policy	Deliver	●	●		

GOAL 2. Essential services and infrastructure enable local economic growth		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
2.1 Advocate for reliable, high-speed mobile and internet access across the Shire, rural properties and blackspots.	Advocate	●	●	●	●
2.2 Facilitate and partner with State Government on land for industry and housing development initiatives	Partner	●	●	●	●
2.3 Maintain, improve and expand Shire housing stock	Deliver		●	●	●
2.4 Work with CBH to expand the receival site and accommodation	Advocate		●	●	●
2.5 Use published Economic Development Strategies to guide our local economic development activities	Partner	●	●	●	●
2.6 Facilitate access to the day care service in town	Facilitate	●	●	●	●
2.7 Investigate economic development opportunities at the airport	Deliver	●	●	●	●

GOAL 3. Support entrepreneurship		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
3.1 Continue to offer the Shire's business grant program	Deliver	●	●	●	●
3.2 Support initiatives by business groups in Wyalkatchem	Partner	●	●	●	●

3.3 Engage with community, business and Government agencies to expand the retail offering in Wyalkatchem	Partner	●	●	●	●
3.4 Upgrade and activate the Town Hall for community events, arts and culture	Deliver	●	●	●	●

ECONOMY CONTINUED

GOAL 4. The length of stay for visitors and tourists in Wyalkatchem is extended		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
4.1 Upgrade short stay accommodation at the Railway Barracks	Deliver		●	●	
4.2 Enhance the memorial wall	Deliver		●	●	
4.3 Work with, community and businesses to revitalise the town centre and Old Bank Building	Deliver	●	●	●	
4.4 Continue to build patronage and economic value to Wyalkatchem events e.g. Rodeo	Deliver and Partner	●	●	●	●
4.5 Provide a high standard of in person and online visitor servicing	Deliver	●	●	●	●
4.6 Continue to upgrade and improve Shire tourist attractions e.g. Wheatbelt Way, camping areas	Deliver	●	●	●	●
4.7 Improve and if appropriate relocate the information bay	Deliver		●	●	●
4.8 Develop a town walk for tourists and visitors	Deliver		●	●	●
4.9 Develop and implement a marketing and promotion plan, including events, tourism and communication	Deliver		●	●	●

PILLAR 2: COMMUNITY

Statement of Strategic Outcome: *Our community is inclusive, it is a place where people feel valued, and have access to opportunities to build their own capacity, lead healthy lifestyles and stay connected.*

GOAL 5. A safe and healthy community for all ages		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
5.1 Continue to collaborate to ensure local access to GP services by maintaining the Medical Centre	Deliver	●	●	●	●
5.2 Assist visiting primary and allied health services by providing facilities	Facilitate	●	●	●	●
5.3 Continue to advocate to State Government to maintain the hospital facility and staff in town	Advocate	●	●	●	●
5.4 Review and implement the Shire's community servicing model	Deliver		●	●	
5.5 Implement and progress achievement towards the Aged Friendly Plan	Deliver		●	●	●
5.6 Work with partners to expand the number of independent living units for the aged	Partner		●	●	●
5.7 Support community and care services to support ageing in home	Partner	●	●	●	●
5.8 Demonstrate progress towards the achievement of the Disability Inclusion Plan	Deliver	●	●	●	●
5.9 Upgrade facilities and equipment at the Wyalkatchem Swimming Pool	Deliver	●	●		
5.10 Support sporting clubs, local clubs and associations to deliver their activities, competitions and services	Partner	●	●	●	●
5.11 Investigate a community gym	Deliver		●	●	

GOAL 6. Retain young people in Wyalkatchem		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
6.1 Develop and implement a Youth (5 – 25 years of age) Plan	Deliver		●	●	
6.2 In collaboration with the School support the establishment of a Youth Council	Deliver and Partner		●	●	
6.3 Conduct research into the viability and potential source of funding for an all ages playground in Wyalkatchem	Deliver			●	●
6.4 Form a strategic alliance with school and advocate for Science, Technology, Engineering and Mathematics (STEM) projects and improved educational outcomes	Advocate		●	●	

COMMUNITY CONTINUED

GOAL 7. Minimise risk and impact of natural disasters		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
7.1 Support emergency service volunteers	Partner	●	●	●	●
7.2 Upgrade the evacuation centre and equipment	Deliver		●	●	
7.3 Review the Local Emergency Management Arrangements (LEMA) and implement recommendations	Deliver		●	●	
7.4 Educate the community about natural events, prevention and response	Deliver	●	●	●	●

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PILLAR 3: ENVIRONMENT

Statement of Strategic Outcome: Our environment is protected and enhanced

GOAL 8. High standard of environmental health and ranger services		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
8.1 Provide Environmental Health Officer (EHO) services	Deliver	●	●	●	●
8.2 Improve waste infrastructure and services	Deliver and Partner	●	●	●	●
8.3 Provide a Ranger service	Deliver	●	●	●	●

GOAL 9. Resource efficiency		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
9.1 Investigate alternative energy efficient systems for Shire facilities	Deliver			●	●
9.2 Develop and implement a water wise and water catchment strategy	Deliver			●	●
9.3 Develop and implement a greening strategy for the Wyalkatchem town centre	Deliver		●	●	●

PILLAR 4: CIVIC LEADERSHIP

Statement of Strategic Outcome: *We lead with accountability, connection and openness through best-practice systems, policies and financial controls.*

GOAL 10. Consult and engage with our community and strategic partners		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
10.1 Develop and implement a Community Engagement Framework	Deliver		●	●	
10.2 Develop strategic partnerships with regional organisations, State and Federal governments	Partner	●	●	●	●

GOAL 11. High standard of governance		DELIVERY YEAR			
PRIORITY PROJECTS	OUR ROLE	24/25	25/26	26/27	27/28
11.1 Demonstrated progress and reporting of our Integrated Strategic Plan	Deliver	●	●	●	●
11.2 Develop and implement the Workforce Plan (Shire staff and Councillors)	Deliver	●	●	●	●
11.3 Ongoing long term financial planning and transparent financial management	Deliver	●	●	●	●
11.4 Ongoing asset management planning	Deliver	●	●	●	●
11.5 Continue to allocate reserves for strategic projects	Deliver	●	●	●	●

Strategic Risks for the Shire of Wyalkatchem

The following risks were identified by Council and mitigation of these risks are included in the Strategic Community Plan, Corporate Business Plan, Workforce Plan and Long-term Financial Plan.

<p>Community</p> <ul style="list-style-type: none"> Employment opportunities and diversity Quality public and private accommodation Attraction and retention of resident population Retention of young people Volunteer fatigue Unreliable power and telecommunications Quality of public services 	<p>Economy</p> <ul style="list-style-type: none"> Telecommunication coverage Proximity to regional centre Limited local education choices Need to diversify local economy
<p>Environment</p> <ul style="list-style-type: none"> Changing of the climate Waste and recycling management Natural disasters 	<p>Civic Leadership</p> <ul style="list-style-type: none"> Managing community expectations Limited funds Skilled staff attraction and retention Compliance Access to funding to achieve community aspirations Aging workforce

RESOURCING THE PLAN

Investing Activities	2024/25	*2025/26	*2026/27	*2027/28
Capital grants, subsidiaries and contributions	2,007,049	1,256,882	1,155,054	1,183,930
Proceeds from the disposal of assets	164,000	214,200	187,000	249,000
Payments for property, plant and equipment	(1,140,598)	(359,114)	(536,159)	(541,624)
Payments for construction of infrastructure	(2,072,930)	(1,260,523)	(953,793)	(1,037,624)
Financing Activities	2024/25	*2025/26	*2026/27	*2027/28
Proceeds from new borrowings	540,000	0	0	0
Transfers to reserves	(177,503)	(112,254)	(119,019)	(126,300)
Repayment of borrowings	0	(98,149)	(102,845)	(107,765)
Lease liabilities	0	0	0	0
Surplus / (deficit)	0	0	0	0
Amount attributable to operating activities	259,584	265,829	271,988	278,124
Amount attributable to investing activities	(1,042,479)	(148,555)	(147,898)	(146,317)
Amount attributable to financing activities	782,895	(117,274)	(124,090)	(131,807)

Workforce

	2024/25	*2025/26	*2026/27	*2027/28
Number of FTE's	19	20	21	22
Number of Councillors	7	7	7	7
Employee Costs	(1,590,982)	(1,648,160)	(1,697,605)	(1,748,533)

*Estimated numbers only. To be confirmed when long term financial plan is finalised

One Off Capital Projects for the Shire of Wyalkatchem – Four Year Priorities

ECONOMY						
Project / Activity	Strategy Link	*Total Value	Key Informing Action	*Shire Funding	*External Funding	*Year
Shire housing stock	2.3					
Town Hall upgrades	3.4					
Street Beautification	4.3		Design and consultation		Streets Alive	
Railway Barrack accommodation	4.1					
Memorial Wall	4.2					
Town Walk	4.8				Streets Alive	
Old Bank Building	4.3					

COMMUNITY						
Project / Activity	Strategy Link	*Total Value	Key Informing Action	*Shire Funding	*External Funding	*Year
Aged housing	5.6					
Swimming Pool	5.9				CSRFF	
Evacuation Centre	7.2		LEMA review			

ENVIRONMENT						
Project / Activity	Strategy Link	*Total Value	Key Informing Action	*Shire Funding	*External Funding	*Year
Energy efficiency	8.2					
Waste infrastructure	9.1		NEWROC feasibility study		Regional Precincts Program	

*To be confirmed when long term financial plan is finalised