



Shire of
Bruce Rock

Where friends become family

Strategic Community Plan

2022-2032

Our Vision

“The Shire of Bruce Rock Leads the Way”

We will achieve our vision by maintaining and enhancing the Bruce Rock lifestyle, increase business and employment opportunities and achieve population growth in an environmentally sustainable way.



Welcome from the Shire President

Since the previous Strategic Community Plan was adopted in 2017, many significant events have occurred in the Shire of Bruce Rock, but throughout this the Shire has demonstrated resilience, imagination and the determination to achieve its goals, despite the unexpected challenges. It has been able to do this because there is a strong basis of leadership and governance to inform and monitor activities, and Council has utilised the Strategic Community Plan as the guide to ensure that community needs and expectations are met.

As well as finalising some of the earlier goals of the Plan, there are many new achievements and other milestones which have been reached. The Main Street Revitalisation is now in Phase Three and will see more activity during the course of this Plan. Phases One and Two have seen significant improvements to the streetscape and facilities of the Main Street Precinct. These include the establishment of the Parklets on the shopping strip to encourage and attract locals and visitors to spend time in relaxed and comfortable surroundings. The electronic Noticeboard informs the community and tourists of important events and upcoming attractions.

A major improvement has been the transformation of the Sculpture Park into the new Remembrance Park, which provides a permanent memorial for Australian veterans and has attracted a lot of attention and visitors to the town, who have provided much favourable comment. Another significant development has been the "opening up" of the Amphitheatre so that it now has an entry directly from the Main Street and is becoming the focus of more events and activities as a result.

In other parts of the Bruce Rock townsite, the Caravan Park has had an upgrade with a new ablutions facility and landscaping, again to enhance the Shire's capacity to attract tourists. The residential subdivision on Curlew Drive has been a great success with all blocks sold and many new houses built.

The Shire's engagement with CEACA has led to several high quality independent living units being built in Bruce Rock, and provided affordable housing specifically designed for seniors.

Outside of the townsites there have been improvements and development of amenities at Bruce's Rock with signage and picnic facilities, and also at Cumminin Rock to promote the attractions of the natural environment

Throughout these major improvements, the Shire has continued to realise its infrastructure objectives, consolidating and strengthening the road network, and ensuring that it is suitable for the requirements of handling the increased amount of road freight. There have also been improvements to the water catchments for the Shire, increasing our capacity to capture and store water for the drier periods of the year.

A major challenge, and one which the Shire and community have worked together to meet, is the provision of a new supermarket for the town, and this significant project is now nearing fruition. The requirement for the Shire to do this was unexpected, leading to a temporary solution utilising the Shire Hall, but it is a sign of how strong the Bruce Rock community is, and how determined and resourceful the Shire has been in its response, that a new purpose-built supermarket will replace this.

All of the above has been achieved, and improvements and developments will continue during the course of this Plan, against the backdrop of Local Government Act reform and successfully managing the changes in requirements that this is bringing to the sector.

The Strategic Community Plan provides the framework by which the Shire provides its services for all the community, ensuring that Bruce Rock continues to be the place "Where Friends Become Family".

Cr Stephen Strange
President

Key Achievements since the 2017 – 2027 Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan review.

- ✓ Completion of Regional Road Group, Black Spot and Roads to Recovery projects
- ✓ Forward planning towards a new Supermarket
- ✓ Upgrades to the Caravan Park including new ablutions
- ✓ Installation of an electronic notice board and parklets in the Main Street
- ✓ Continued funding allocation for Council subsidies for connections to the STED Scheme
- ✓ Upgrades to the Amphitheatre, Sculpture Park (now the Remembrance Park) and War Memorial
- ✓ Residents can access improved internet services
- ✓ Further enhancements to the Bruce Rock Recreation Centre and other sporting facilities

Our Values

We will conduct our business with:

Respect

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Foster the community that has the ability to capacity build
- Demonstrate leadership by promoting Council and community teamwork

Fairness and equity

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations on their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

Communication

- Create opportunities for consultation with the broad community
 - Ensure appropriate, accessible information will be made available to the community
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Our Demographics Tell Us:

Where We Are Now:

- **979¹ people** call the Shire of Bruce Rock home
- **Our population** growth rate is -1.57%²
- **Median age** is 48yrs
- **Our community:** 229 families with children, 112 couples with no children
- 4.3% identify as **Aboriginal and Torres Strait Islander**
- **We have an ageing population:** The percentage of the resident population from 0 – 49yrs is under the State average, but 50 to 85 years and over is noticeably higher than the State average across all age brackets
- Average number of **people per household in the Shire:** 3.1
- **Income levels in the community:** personal (\$817/wk), family (\$1,762/wk) and household income (\$1,284/wk) is below WA averages. Average annual income is \$45.5K.
- **Median rent** is \$163/wk
- **We have low unemployment:** 3.6% compared to state average of 7.8%
- **65.7% of our workforce is engaged in full time work**
- **We have high volunteerism:** 29.2% of residents undertake voluntary work, well above the state (15.9%) and national average (14.1%)
- **Business entries and exits** as a proportion of **total businesses** was 6.6% (since last Census)
- **1008 Socio-Economic Indexes for Areas (SEIFA)** TBC

Where We Will Be In 10 Years:

- **Population may decline by 2031:** Predicted population of 845³

How We Developed this Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit our communities. 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.

It was developed based on:

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Community engagement and a Customer Satisfaction Survey
- 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.

¹ Census 2021

² RAI

³ WA Tomorrow Band C Report 11

Progress Reporting

The Shire of Bruce Rock has adopted a “traffic light”-based Quarterly Update to report progress against the priorities as detailed in the Corporate Business 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.

IPR Reviews

This Strategic Community Plan will be subjected to a minor review in 2024 and a major review requiring extensive community engagement in 2026 as legislated. In addition, the Corporate Business Plan will be reviewed and updated annually to reflect any changes to priorities, service levels and the budget.

Summary of Community Engagement

Engagement Activity	Details	Responses
Customer Satisfaction Survey	Hard copy and online	57
Community Forums	Bruce Rock Supermarket Open Forum, Playground Open Forum, Public Health Plan consultation	Attendance at all events over 200
Councillor Workshop and Senior Staff	Facilitated discussion	7
TOTAL REACH		270+

Emerging Issues

Emerging issues raised by community members at the various engagement forums:

- The **importance of agriculture** to the local economy and the need to maintain road networks
 - Consistent and clear **communication** to the community by the Shire
 - Desire to **attract tourists and support businesses**
 - **Attracting permanent and transient populations** to use our services and facilities
 - The **retention of schools** and **local health services**
 - Improved **telecommunications**
 - The **importance of volunteering** and support required
 - **Care for our seniors** and services to support them
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Community Priorities 2022-2032

1. COMMUNITY PRIORITIES	
STRATEGIC PRIORITY	WE KNOW WE ARE SUCCEEDING WHEN
1.1 Our community are engaged and have a healthy lifestyle	<ul style="list-style-type: none"> • Housing options are available for individual and family life stages • Achieve and update the Disability Access Inclusion Plan • Achieve and update the Aged Friendly Community Plan • Achievement towards our Community Wellbeing Plan • Our community has positive physical and mental health outcomes • Community participates in One Day Winter Sport • Locals can access GP, primary and allied health services in Bruce Rock
1.2 Inclusive community activities, events, and initiatives	<ul style="list-style-type: none"> • Amphitheatre space is activated and utilised • Growth of our annual and bi-annual community events (Agricultural Show, Back to the Bush Veterans Reunion, etc.) • Achievement towards a Reconciliation Action Plan • Volunteers and community groups feel supported • School aged children are active and retained in our communities • We jointly plan and work with the Community Resource Centre and local groups to deliver events and initiatives
1.3 Shire facilities are maintained in a strategic manner to meet community need	<ul style="list-style-type: none"> • Demonstrated development of our Sport and Recreation Facilities Plan • Shire owned community buildings and places of interest are well maintained and used
1.4 Support and emergency services planning, response, and recovery	<ul style="list-style-type: none"> • Emergency service planning is coordinated (e.g. LEMC) • Emergency service volunteers are resourced and supported • Emergency services are retained • Safe and year-round access for RFDS at our airfield

2. ECONOMIC PRIORITIES

STRATEGIC PRIORITY	WE KNOW WE ARE SUCCEEDING WHEN
2.1 Assist the local economy to grow	<ul style="list-style-type: none"> • Main Street Revitalisation Project is completed • Reliable and extension of telecommunications coverage of the Shire • Residential and industrial land is available • Occupation of the new retail space (Supermarket) and business units
2.2 Roads are a key economic driver across the Shire	<ul style="list-style-type: none"> • Local benefits are delivered through our active participation in the Wheatbelt Secondary Freight Network • Road infrastructure meets the freight task and is sustainable in the long term • Road plant and equipment enables achievement of the 10 year Road Plan • There is less impact on our roads due to extreme weather events
2.3 Workers and their families can work and reside in the Shire	<ul style="list-style-type: none"> • We can recruit and retain staff because we maintain and increase our housing stock • We are an attractive and leading employer • Residents can access local early childhood programs and services
2.4 Tourism helps diversify our local economy	<ul style="list-style-type: none"> • Our camping areas are managed in a sustainable manner • Our caravan park amenities are attractive, expanded and well utilised • Visitors receive timely and accurate information about attractions and amenities • Our tourism profile is continually built upon

3. ENVIRONMENTAL PRIORITIES

STRATEGIC PRIORITY	WE KNOW WE ARE SUCCEEDING WHEN
3.1 Maintain a high standard of environmental health and waste services	<ul style="list-style-type: none"> • Waste sites have capacity • There is compliance with environmental health legislation • The public is educated in waste reduction and recycling
3.2 Conservation of our natural environment and resources	<ul style="list-style-type: none"> • The Shire is responsive and provides a high standard of Ranger services • Nature reserves in our control are managed and protected • There is participation in pest and invasive species management

4. GOVERNANCE PRIORITIES

STRATEGIC PRIORITY	WE KNOW WE ARE SUCCEEDING WHEN
4.1 Our organisation is well positioned and has capacity for the future	<ul style="list-style-type: none"> • We have sound financial management policies and attract external funding to help achieve our goals • Technology reduces delays and improves accuracy of organisational processes • We attend meetings of key local and regional organisations to jointly plan and deliver benefits for our communities • There is demonstrated progress towards achievement of the Corporate Business Plan
4.2 Shire communication is regular, clear and transparent	<ul style="list-style-type: none"> • There is achievement of our Communication Strategy • There is positive feedback through our customer survey • Council and Staff work closely with the community to achieve projects or outcomes that deliver upon priorities
4.3 Proactive and well governed Shire	<ul style="list-style-type: none"> • External audits and reviews confirm compliance • Councillors attend training and feel supported in their role • There is improved understanding of each other's role in the organisation

Strategic Risks for the Shire of Bruce Rock

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.

INTERNAL RISKS	EXTERNAL RISKS
<ul style="list-style-type: none"> • Increasing compliance requirements for local governments • Asset management and preservation • Meeting community expectations • Attracting qualified staff • Retaining staff • Reliance on external government funding • Allocation of resources to achieve our goals • Managing compliance with community priorities 	<ul style="list-style-type: none"> • Access to skilled labour • Increasing costs and low availability of contractors • Health pandemic/epidemic • Increasing reliance on volunteers and maintaining compliance • Volunteer fatigue • Poor telecommunications infrastructure and services • Local Government Reform • Larger agribusinesses • Reduction of numbers of youths in Shire • Lack of adequate housing options to attract and retain a viable community

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