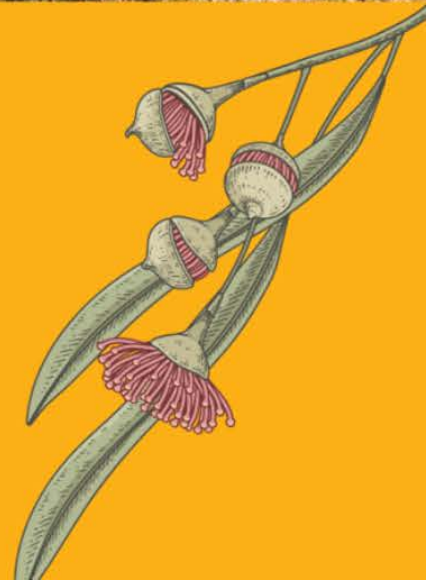




Shire of Three Springs

Strategic Community Plan

1 July 2024 - 30 June 2034



Document Control

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Reviewed:

Shire of Three Springs

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SHIRE VISION

Three Springs is a healthy and unified community with a bright future.

OUR MISSION

The mission of the Shire of Three Springs is to responsibly lead and collaborate with both regional and local communities to realise our collective future goals and unlock our full potential. Our mission is underpinned by a commitment to innovation, rigorous planning, and continuous improvement, ensuring that every initiative is optimised for impact, resilience, and alignment with our community's evolving needs.

WHAT WE VALUE

In the Shire of Three Springs, our core values function as the foundational principles guiding our strategic and operational framework. These values— sustainability, inclusivity, innovation, collaborative leadership, heritage respect, safety, and excellence in governance—serve as critical parameters in our decision-making processes and system designs.

MESSAGE FROM COUNCIL

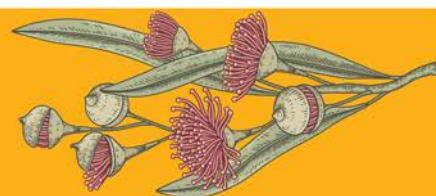
As we embark on a journey toward shaping the future of the Shire of Three Springs, we are proud to unveil our new Community Strategic Plan. This plan embodies our collective vision and determination to develop a vibrant, sustainable, and inclusive community over the next decade.

Over the past year, we've engaged with you, our community members, to refine our strategic priorities. Your feedback has been crucial in identifying the projects and strategies that will propel our community forward. Together, we've mapped out a detailed roadmap across four strategic pillars: Economy, Community, Governance, and Environment.

Economic Development remains a cornerstone of our plan, focusing on creating a safe, efficient, and connected transport network, attracting residents and businesses, and enhancing the tourism experience. Initiatives like the Local Roads Improvement Plan, Marketing Strategy, and the development of tourism infrastructure are designed to stimulate growth and prosperity.

In the **Community** domain, we are committed to ensuring our community is safe, active, and healthy. We aim to support inclusive activities, maintain and activate community spaces, and enhance emergency services planning. Projects such as upgrading the community bus, developing the Aquatic Centre Master Plan, and supporting local health services are just a few ways we will achieve these outcomes.

Governance underpins our operations with a focus on excellence and strong relationships. Through regular feedback, transparent financial management, and collaborative leadership, we are setting the foundation for effective governance and operational excellence.



The **Environment** pillar emphasises our dedication to caring for and conserving our natural surroundings. From waste management strategies to investigating alternative energy systems, we are committed to environmental stewardship.

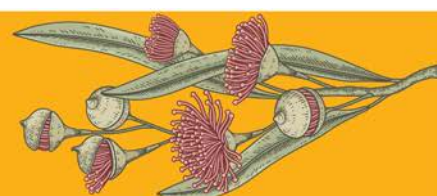
We have identified key informing strategies such as the Disability Access and Inclusion Plan, Asset Management Plan, and Workforce Plan that will guide our actions. These strategies, coupled with our foundational pillars, will ensure that we move confidently towards our 10-year outcomes.

Our plan is built on the assumption of a stabilised population, sound financials, continued engagement with major industries, and thoughtful planning. We understand the importance of adjusting to changes and challenges, and we are committed to continuous improvement and adaptation.

As your Council, we are dedicated to transparency, engagement, and excellence in serving our community. We invite you to join us in this exciting journey towards a brighter future for the Shire of Three Springs. Together, we will make our community a place where people thrive, nature is cherished, and opportunities abound.

Thank you for your ongoing support and contribution to our shared vision. Let's continue to work together, fostering a community that we are all proud to call home.

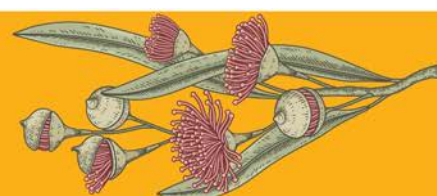
The Council of the Shire of Three Springs



ACHIEVEMENTS SINCE THE LAST STRATEGIC PLAN

Our Shire has achieved the following since our last major Strategic Community Plan (2018):

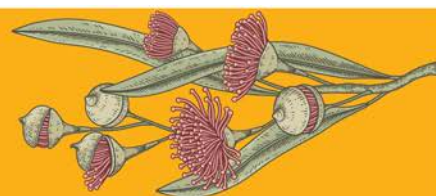
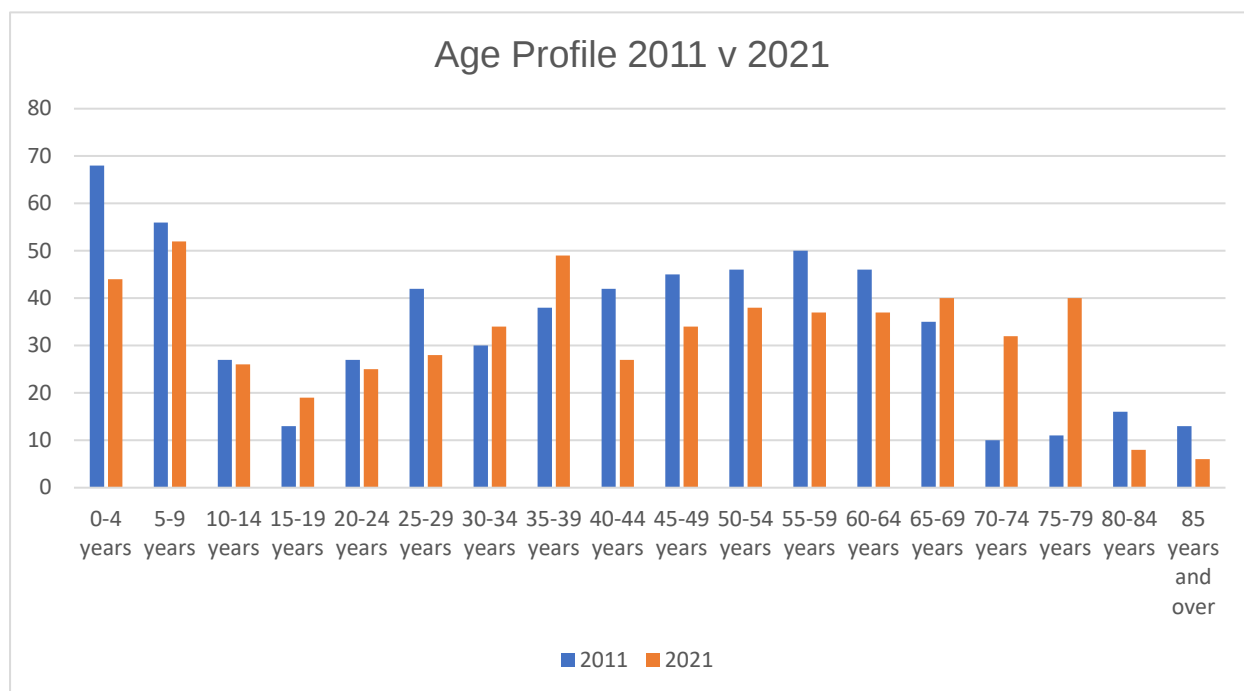
Foundation 1: Economic Development	✓ Wildflower Country Map ✓ Heritage Interpretive signs ✓ Duffy's Store application ✓ Three Springs video and tourist radio ✓ Support for medical and dental services ✓ Town Planning Scheme
Foundation 2: Environment	✓ Duffy store development (applications) ✓ Tidy Town competition entry ✓ Solar panels installed at Admin and ECLC ✓ Identifying alternative uses for existing facilities ✓ Toilet facility at Dominican Park
Foundation 3: Community Wellbeing	✓ Silo Projection events, Christmas Tree event, ANZAC day, Off Road Racing support ✓ Disability Access Inclusion Plan ✓ Constructed Early Childhood Learning Centre ✓ Updating emergency services plan
Foundation 4: Civic Leadership	✓ Rebranding Yakabout ✓ Annual event to thank volunteers ✓ Variety of community events ✓ Regular compliance and reporting ✓ Improving upon long term financial planning, workforce planning ✓ ICT budget allocation ✓ Participating in Regional Road Group



SHIRE OF THREE SPRINGS PROFILE

Located in the Midwest of WA, also referred to as the North Midlands area, the Shire is 310km north of Perth and 172km south east of Geraldton. The Shire covers an area of 2,629km² and is primarily broadacre farming, with the addition of being home to the largest talc mine in the southern hemisphere. The Shire also includes the communities and localities of Arrino, Dudawa and Kadathinni. State government agencies based within the town include Water Corporation, Western Power and WA Police, along with the North Midlands Hospital. Educational facilities include Three Springs Primary School and the Three Springs Early Childhood Learning Centre.

Sources: Census 2021 | RAI | Remplan

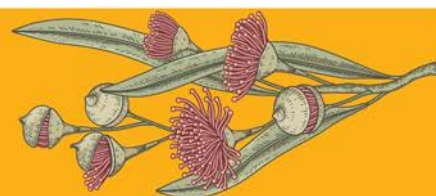
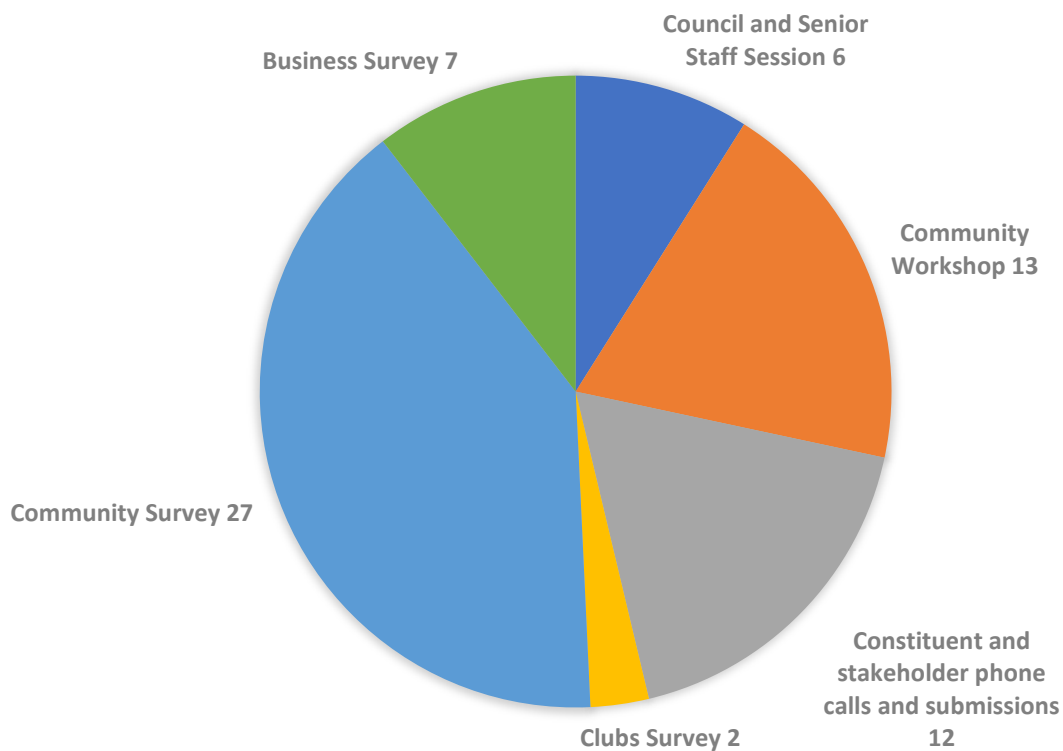
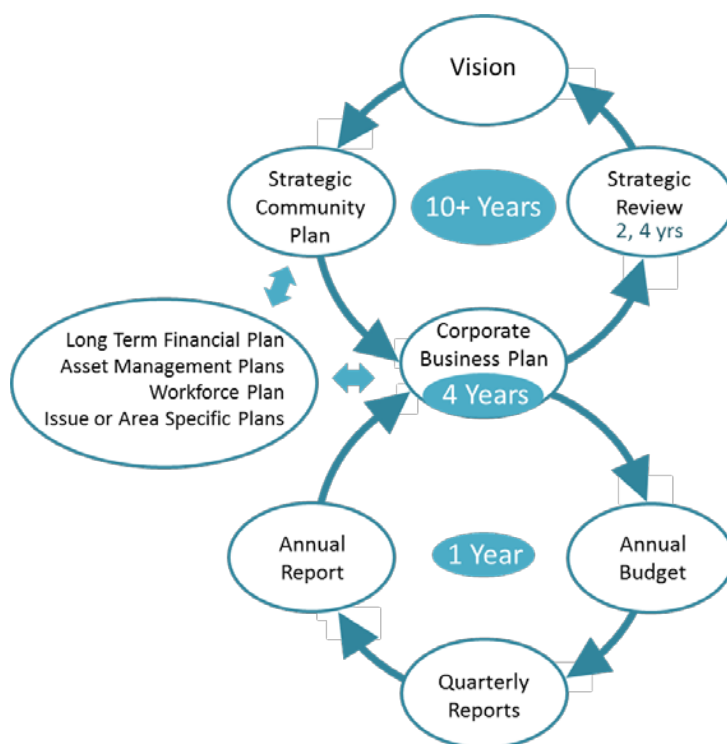


HOW WE DEVELOPED THIS DOCUMENT

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.

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.

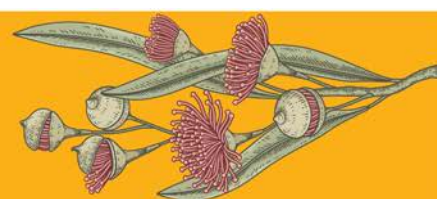


Progress Reporting

The Shire of Three Springs 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

IPR Review Cycle

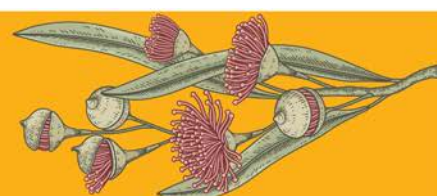
Strategic Integrated Plan	2026 (minor)	2028 (major)
Long Term Financial Plan	2024/25 (major)	
Asset Management Plan	2024/25 (major)	
Workforce Plan	2024/25 (major)	



STRATEGIC PRIORITIES

In 2023, community members were asked to review the strategies from the previous two strategic plans 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
Streetscape, amenity improvement, lighting and development of the Town Centre Economic development Tourist and visitor servicing Provision and maintenance of roads, grading and sealing Services and facilities for families and early learning years Access, support and developments of housing options locally	Provision and maintenance of community buildings, halls and public toilets Facilities, services and care available for Seniors Sport and Recreation activities and facilities Support for community groups, volunteers and clubs Safety and security in the community Services and facilities for youth Provision of parks, play spaces and public open spaces
ENVIRONMENT	CIVIC LEADERSHIP
Protection of natural resources and the green environment.	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 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.

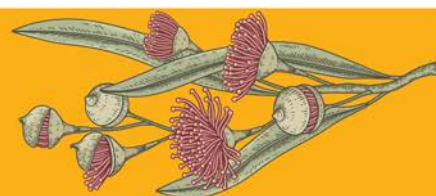
Strategic Pillar	1. Economy	2. Community	3. Governance	4. Environment
10 year Outcomes	1. Safe, efficient and connected transport network 2. Increase residents and businesses in the Shire of Three Springs 3. Tourists and visitors stay longer in our community	4. We are a safe and active community. 5. We are a healthy community.	6. Strong relationships with our local community and partners. 7. Excellence in our operations	8. Community cares for the natural environment 9. Conservation of our natural environment

Current Informing Strategies:

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

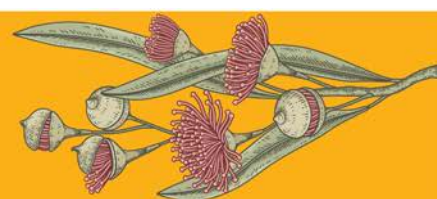
Key Assumptions and associated challenges:

1. Stabilization of the Population:
 - Assumption: Achievable with attractions or opportunities counteracting rural depopulation.
 - Challenge: Requires overcoming the pull of regional centres through enhanced employment opportunities and amenities.
2. Financial Sustainability:
 - Assumption: Feasible with strategic financial planning and community backing for rate increases.
 - Challenge: Balancing fiscal needs against community affordability, especially in tighter economic conditions.
3. Continued Engagement with Major Industry:
 - Assumption: Viable with strong existing relationships in agriculture, energy and mining.



- Challenge: Navigating the mining sector's volatility, agricultural seasons and the need for economic diversification beyond agriculture.
4. Effective Planning:
- Assumption: Possible through robust governance, skilled personnel, and active community engagement.
 - Challenge: Limited resources and the need for consensus among diverse stakeholders can complicate planning and implementation.
5. Rate Increases:
- Assumption: Can support funding initiatives with clear communication of benefits.
 - Challenge: Risk of community resistance to rate increases without clear, communicated value propositions.
6. Increase in Staff:
- Assumption: Justifiable with growth or service delivery improvements, assuming budget and workforce availability.
 - Challenge: The challenge of attracting and retaining skilled staff in a rural setting and ensuring long-term budget sustainability for additional wages.

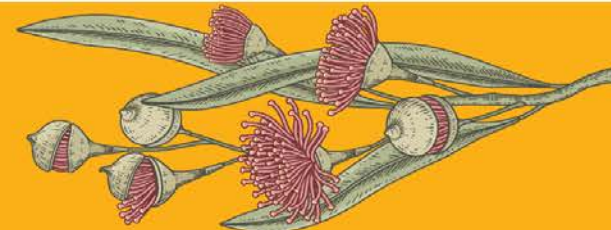
The Strategic Integrated Plan for the Shire of Three Springs is cautiously optimistic amongst real-world challenges. Success hinges on the community's resilience, adaptability, and willingness to embrace change. The plan's viability depends on effectively addressing the economic, demographic, and social hurdles unique to rural settings. Achieving the Plan's objectives will require a balance of ambition with the practical realities of rural community life, including strategic compromises and the fostering of broad-based community support. Engaging with these challenges head-on, with clear communication and inclusive planning, will be critical to navigating the path from optimistic assumptions to tangible achievements.



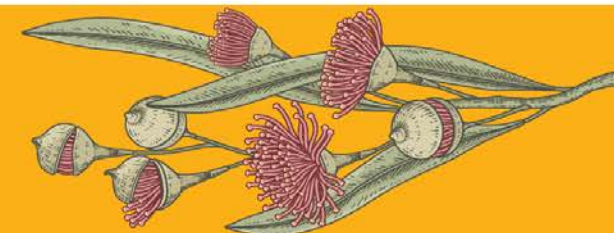
FOUNDATION 1: ECONOMY

OUTCOME: 1. Safe, efficient and connected transport network			DELIVERY YEAR			
OBJECTIVE	PRIORITY PROJECTS	RESPONSIBLE	24/25	25/26	26/27	27/28
1.1 Local roads and footpaths are safe, developed and funded.	a. Develop, deliver and review the Shire's Local Roads Improvement Plan and Shared Pathways Plan.		✓	✓		
	b. Develop a heavy vehicle bypass plan.			✓	✓	
	c. Deliver the Wheatbelt Secondary Freight Network Program.		✓	✓	✓	
	d. Review Arrino intersections.			✓	✓	✓

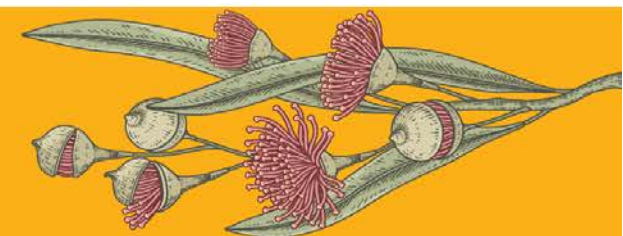
OUTCOME: 2. Increase residents and businesses in the Shire of Three Springs			DELIVERY YEAR			
OBJECTIVE	PRIORITY PROJECTS	RESPONSIBLE	24/25	25/26	26/27	27/28
2.1 Attract investment and industry.	a. Develop and implement a Marketing Strategy.			✓	✓	
	b. Implement the Investment Attraction Plan and formulate the Sustainable Development Policy.			✓	✓	
	c. Collaborate with MWDC and key stakeholders to harness opportunities in Three Springs.		✓	✓	✓	✓



2.2 Appropriate infrastructure is in place for business growth.	a. Work with the community and businesses to revitalise the properties and landscape on Railway Road.			✓	✓	✓
	b. Advocate for reliable, high-speed mobile and internet access across the Shire.			✓	✓	
	c. Report to Council on the availability of shire land for industry housing development incentives.		✓	✓		
	d. Investigate the feasibility of a regional waste facility.				✓	✓
	e. Acquire development ready industrial land in conjunction with the state government.			✓	✓	✓
2.3 Serviced land and housing options are available	a. Implement a local housing and residential land strategy to support local workforce growth.			✓	✓	✓
	b. Maintain, improve and expand Shire housing stock.		✓	✓		
	c. Recommission the Three Springs Mining Camp.		✓	✓	✓	✓
2.4 Locals can participate in the workforce	a. Promote and continue to maintain the Childcare Centre		✓	✓	✓	✓

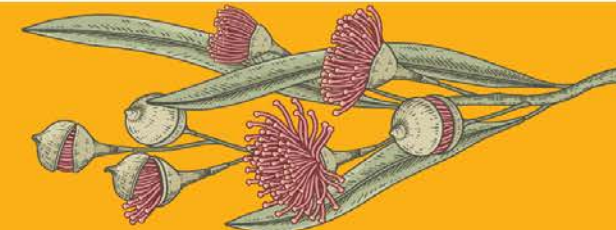


OUTCOME: 3. Tourists and visitors stay longer in our community			DELIVERY YEAR			
OBJECTIVE	PRIORITY PROJECTS	RESPONSIBLE	24/25	25/26	26/27	27/28
3.1 Develop tourism infrastructure and the visitor experience	a. Demonstrated progress towards achievement of the Tourism Strategy		✓	✓	✓	✓
	b. Promote Wildflower and Astro Tourism.		✓	✓	✓	✓
	c. Transform Duffy's Store into a prominent tourist attraction while preserving its heritage and significance.		✓	✓		
	d. Continue to upgrade and promote the Eco Caravan Park.		✓	✓	✓	✓
	e. Continue to support the Three Springs Visitors Centre and its volunteers.		✓	✓	✓	✓
	f. Coordinate, deliver and promote an annual calendar of Silo Projection events.		✓	✓	✓	✓



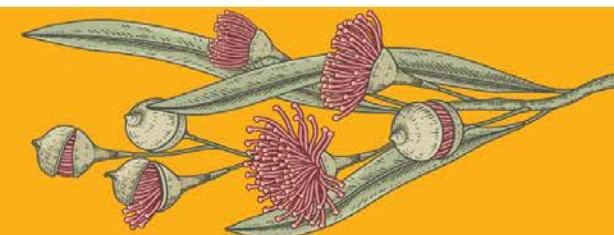
FOUNDATION 2: COMMUNITY

OUTCOME: 4. We are a safe and active community			DELIVERY YEAR			
OBJECTIVE	PRIORITY PROJECTS	RESPONSIBLE	24/25	25/26	26/27	27/28
4.1 Inclusive and diverse community activities and events	a. Support Community Groups in placemaking and community development activities.		✓	✓	✓	✓
	b. Support local activities and programs that build the capacity, skills and experiences of young people.			✓	✓	✓
	c. Support community sporting clubs, groups, local clubs and associations to deliver their activities, competitions and services.		✓	✓	✓	✓
	d. Upgrade the community bus.		✓	✓		
4.2 Community spaces activated and well maintained	a. Improvements to the Football pavilion			✓	✓	
	b. Expand the community gym.		✓	✓		
	c. Develop the Aquatic Centre Master Plan		✓	✓		
	d. Develop the Three Springs Town Site Greening Plan			✓	✓	
4.3 Support emergency services planning, risk mitigation and recovery	a. Evacuation centre improvements and resources.		✓	✓	✓	
	b. Support emergency service volunteers and advocate for resources to support them.		✓	✓	✓	✓
	c. Advocate for the continued presence of a local police force.		✓	✓	✓	✓



	d. Educate the community about bushfire prevention and response.		✓	✓	✓	✓

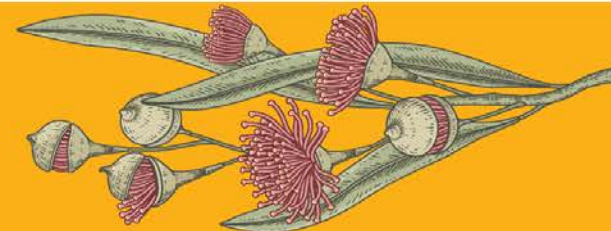
OUTCOME: 5. We are a healthy community			DELIVERY YEAR			
OBJECTIVE	PRIORITY PROJECTS	RESPONSIBLE	24/25	25/26	26/27	27/28
5.1 Support access to local health services.	a. Continue to provide local access to GP services by maintaining the health centre.		✓	✓	✓	✓
	b. Assist visiting primary and allied health services by providing facilities.		✓	✓	✓	✓
	c. Continue to advocate to State Government to maintain the hospital facility and staff in town.		✓	✓	✓	✓
5.2 Facilitate services and programs that support our elderly and vulnerable.	a. Formulate an Aged Friendly Plan.				✓	✓
	b. Demonstrate progress towards the achievement of implementing the Disability Inclusion Plan.		✓	✓	✓	✓



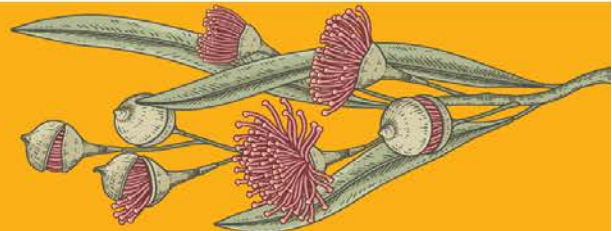
FOUNDATION 3: GOVERNANCE

OUTCOME: 6. Strong relationships with our local community and partners.			DELIVERY YEAR			
OBJECTIVE	PRIORITY STRATEGIES	RESPONSIBLE	24/25	25/26	26/27	27/28
6.1 Lead and work collaboratively	a. Seek regular feedback and engagement from our community on service, activities, projects and progress.		✓	✓	✓	✓
	b. Advocate for the needs of our community to key stakeholders and in regional plans.		✓	✓	✓	✓
	c. Support local and regional organisations to deliver benefits to our community subject to resources.			✓	✓	✓

OUTCOME: 7. Excellence in our operations.			DELIVERY YEAR			
OBJECTIVE	PRIORITY STRATEGIES	RESPONSIBLE	24/25	25/26	26/27	27/28
7.1 High standard of governance.	a. Regular reporting and updating of our Strategic Integrated Plan.		✓	✓	✓	✓
	b. Demonstrated progress towards achievement of the Workforce Plan.		✓	✓	✓	✓
	c. Ongoing long term financial planning and transparent financial management.		✓	✓	✓	✓
	d. Continue to allocate reserves for strategic projects.		✓	✓	✓	✓



	e. Ongoing asset management planning.		✓	✓	✓	✓
	f. Support Councillors to complete regular professional development.		✓	✓	✓	✓



FOUNDATION 4: ENVIRONMENT

OUTCOME: 8. Community cares for the natural environment			DELIVERY YEAR			
OBJECTIVE	PRIORITY STRATEGIES	RESPONSIBLE	24/25	25/26	26/27	27/28
8.1 Environmental health and waste services are compliant	a. Provide EHO services.		✓	✓	✓	✓
	b. Formulate and develop a waste management strategy.				✓	✓
	c. Provide ranger services.		✓	✓	✓	✓

OUTCOME: 9. Sustainable living			DELIVERY YEAR			
OBJECTIVE	PRIORITY STRATEGIES	RESPONSIBLE	24/25	25/26	26/27	27/28
9.1 Natural resources are protected and used effectively.	a. Consider carbon reduction initiatives within operations and community projects		✓	✓	✓	✓
	b. Investigate alternative energy efficient systems for Shire facilities.				✓	✓
	c. Investigate the introduction of an EV charging system.				✓	✓
	d. Develop and implement a water wise strategy.			✓	✓	✓

