



SHIRE of KOORDA



STRATEGIC COMMUNITY PLAN 2013



Invitation from the President

On behalf of the Council, I would like to thank the many people who have contributed to the development of the first long-term Strategic Community Plan for the Shire. We invite your continued contributions to assist with our future planning.

At the Shire of Koorda, we believe a community's future comprises the social, cultural, environmental and economic values its citizens embrace.

This long-term Community Plan recognizes the role of the community in determining its own future and will be the key strategic document for guiding the Council's business planning and service delivery. It has been developed in partnership with the Shire through a series of surveys, focus groups and public forums.

This plan aims to develop not only an appropriate response for today's environment, but also for the future in order to be pro-active and meet upcoming challenges. The role of the various levels of government is to provide advocacy and facilitate specific actions on behalf of the community through this ongoing partnership.

This plan identifies our community's aspirations and describes how the Shire and others can work towards achieving these. It also explains how activities to achieve the aspirations will be prioritized over the life of the plan.

The Community Plan takes into account the broad social, cultural, economic and environmental areas and how other government agencies, community groups and local councils bordering our municipality might contribute to achieve each of the community aspirations.

This process will be one that is continually refined over time to ensure that our community's aspirations continue to be documented correctly.

The Strategic Community Plan spans 10 years (2013 – 2023) and from 1 July 2013 will be subject to a 'desktop' review every two years and a full review every four years.

Ricky Storer
Shire President



SHIRE OF KOORDA



Contents

Introduction.....	1
Integrated Strategic Planning	5
What this Strategic Community Plan is about.....	6
Emergent Themes.....	7
Objectives and Strategies	8
Resourcing our plan.....	13
Measures of Success.....	14





SHIRE OF KOORDA

Koorda where's that?

Introduction

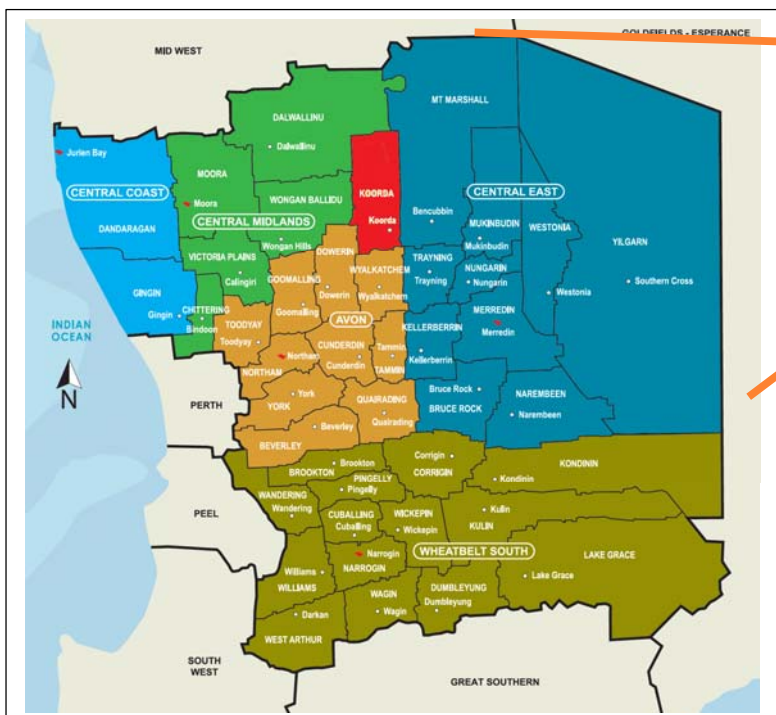
The Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other Shire plans, information and resourcing capabilities.

The Plan is a living document and is to be reviewed regularly. It is intended to establish the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of corporate plans, resourcing and other informing strategies.

An objective is the integration of asset, service and financial plans so that the Shires resource capabilities are matched to the community's needs.

Background

The Shire of Koorda is a local government district in the Wheatbelt region of Western Australia, about 240 kilometres northeast of Perth. The Shire covers an area of 2,662 square kilometres and the main residential centre is the town of Koorda. The Shire has 245 km of sealed roadway and 840 km of unsealed road.



Located in the heart of Western Australia's Wheatbelt the Shire forms a part of the north-eastern section of the Central Agricultural Division. Our population of 473 is mostly aligned to the farming industry of wheat, coarse grains and sheep.



Facilities within the Shire include the Koorda swimming pool, community centre and sports ground, a caravan park, medical centre, motor museum, library and various parks.

The natural environment is abundant with granite outcrops: Mollerin Rock, Newcarlbeon, Badgerin Rock and Moningarín, each with its own peculiar mini-environment of wildflowers, birds and small animals. Most have picnic or barbecue facilities.

History of the area can be traced 1836 when the Surveyor General, John Septimus Roe, led an expedition to the east of the Avon Valley, in a search for pastoral land. Hardy settlers of the Avon Valley started sending flocks and herds out to make use of grasses and water found beside the lakes and the granite out-crops, and a nomadic pastoral industry developed. Seekers of sandalwood made more tracks, and by the 1860's a few pastoral homesteads were set up at favoured places.

Generally a settler would be granted a free homestead block of 160 acres plus a conditional purchase block to make a total of 1,000 acres (445.5 hectares). The majority of early Koorda residents took up land on this basis, which required them to reside on their properties, install fences and make other improvements.

Koorda's pioneers were thus part of the sweeping development of wheat farming across agriculturally marginal areas of the State. The early isolation and lack of skills, capital and equipment encouraged people to turn to neighbours for assistance, a characteristic which has led to a strong sense of community in the Koorda district.

The railway north and east from Wyalkatchem was gazetted in 1917 to serve the farmers settling in the area; a siding named Koorda, being at a central point, automatically became the district's name. In the same year a large dam was sunk at Koorda to meet the water requirements of the area.

Environment and Economic Activity

The predominant economic activity in the community is agriculture, with agriculture related business accounting for 63 out of a total of 87 businesses or 72%.

Weather, land care and transport are issues that clearly have a significant impact on the agricultural industry, with an associated effect on the economic health of the community. The effects of drought, salinity and climate change are issues for the communities in the region generally.



SHIRE OF KOORDA

Shire Population

2011 Census

In the 2011 Census, there were 437 people in the Shire of Koorda and of these 54.0% were male and 46.0% were female. Aboriginal and Torres Strait Islander people made up 2.8% of the population. The most common ancestries were Australian 36.3%, English 35.9%, Irish 8.6%, Scottish 8.2% and German 2.2%. There were 85.9% of people born in Australia and most common other countries of birth were England 3.7%, New Zealand 3.7%, Germany 0.7%, Poland 0.7% and South Africa 0.7%.

The median age of people in Koorda was 42 years. Children aged 0 - 14 years made up 23.7% of the population and people aged 65 years and over made up 16.8% of the population. There were 19.2% of people attending an educational institution. Of these, 63.0% were in primary school, 9.9% in secondary school and 3.7% in a tertiary or technical institution.

Age	Koorda (S)		%Western Australia		Australia	
People						
0-4 years	47	10.8	151,262	6.8	1,421,050	6.6
5-9 years	35	8.0	142,774	6.4	1,351,921	6.3
10-14 years	21	4.8	146,035	6.5	1,371,054	6.4
15-19 years	10	2.3	148,208	6.6	1,405,798	6.5
20-24 years	21	4.8	159,010	7.1	1,460,673	6.8
25-29 years	27	6.2	167,944	7.5	1,513,236	7.0
30-34 years	34	7.8	156,152	7.0	1,453,775	6.8
35-39 years	21	4.8	161,526	7.2	1,520,138	7.1
40-44 years	27	6.2	166,731	7.4	1,542,879	7.2
45-49 years	19	4.4	159,859	7.1	1,504,142	7.0
50-54 years	37	8.5	150,369	6.7	1,447,404	6.7
55-59 years	36	8.3	133,894	6.0	1,297,244	6.0
60-64 years	25	5.7	120,531	5.4	1,206,116	5.6
65-69 years	21	4.8	86,324	3.9	919,319	4.3
70-74 years	23	5.3	66,219	3.0	708,090	3.3
75-79 years	13	3.0	49,832	2.2	545,263	2.5
80-84 years	12	2.8	38,284	1.7	436,936	2.0
85 years and over	6	1.4	34,217	1.5	402,681	1.9
Median age	42	--	36	--	37	--

There were 208 people who reported being in the labour force in the week before Census night and of these 68.3% were employed full time, 22.6% were employed part-time and 3.4% were unemployed. Of employed people in Koorda, 9.9% worked 1 to 15 hours, 7.4% worked 16 to 24 hours and 59.9% worked 40 hours or more.



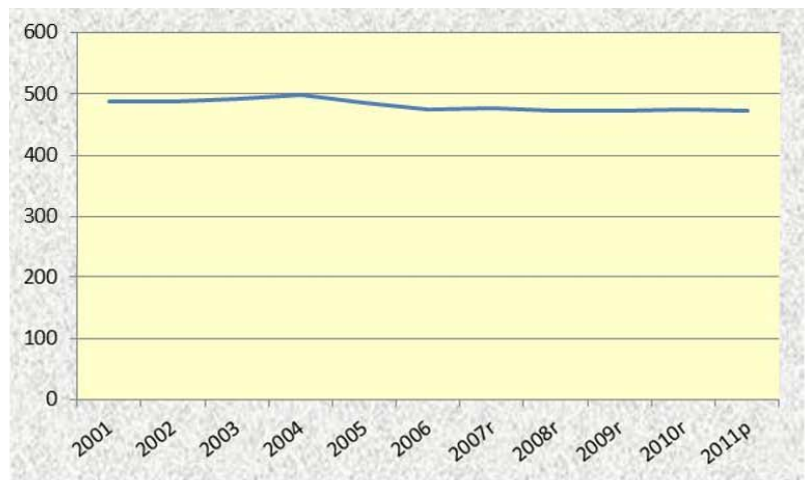
SHIRE OF KOORDA

The most common occupations in Koorda included Managers 43.1%, Machinery Operators and Drivers 11.9%, Technicians and Trades Workers 11.4%, Labourers 11.4%, and Clerical and Administrative Workers 10.9%. Of the employed people in Koorda, 39.3% worked in Sheep, Beef Cattle and Grain Farming. Other major industries of employment included Local Government Administration 9.5%, School Education 6.0%, Warehousing and Storage Services 5.0% and Agriculture Support Services 3.5%.

Population trends

The main population centre of the Shire is the Koorda town site. In the past decade there has been a gradual decline in overall population with a static position maintained in the past seven years.

As residents need to find educational institutions outside the district there will continue to be a decline in young residence and result in an aging population.



It's one of those special jewels of the wheatbelt.



Integrated Strategic Planning

This document is part of a series of strategic and forward planning documents used by the Shire. The overall process is shown below.

Community input is obtained into developing an integrated strategic plan for the next 10 years. The first part of this project is to develop a **Strategic Community Plan** (this document).

The Shire has used a 10 year period and sought community views and aspirations about where the community should be in ten years.

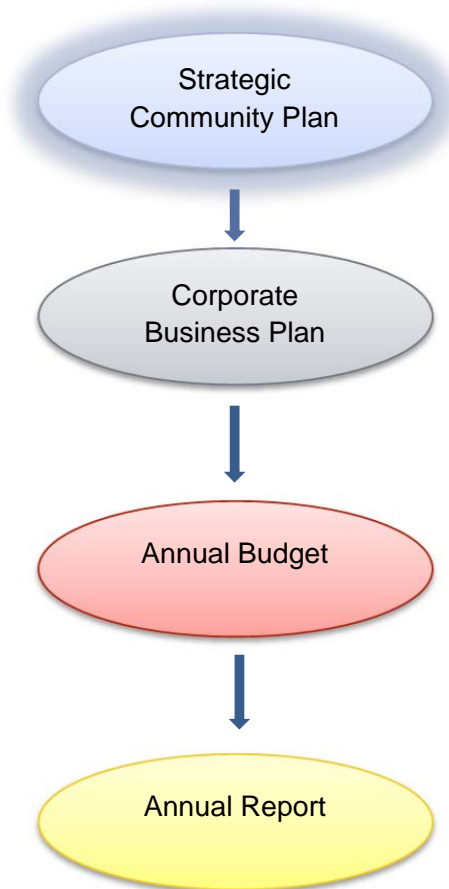
It is expected that the process will lead to the development of priorities for social, economic, environmental, changing demographics and land use, and civic leadership. Objectives will be set for the short, medium and long terms.

These goals will then be incorporated into a **Corporate Business Plan** for a rolling 10 year period, which in itself will include 4 year priorities for areas like asset management, local area plans, economic development, major projects, and the like. The Corporate Business Plan will be subject to an annual review.

The **Annual Budget** will further break this down into financial years, with the annual report detailing progress towards goals listed.

Finally, the **Annual Report** will detail the results by financial year.

These plans are subject to a regular review. A desktop or strategic review of the Strategic Community Plan is to be undertaken every two years, with the next scheduled for 2015 and a full review in 2017.





What this Strategic Community Plan is about

The Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other Shire plans, information and resourcing capabilities.

The Plan is not static and is reviewed regularly. It is intended to establish the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of other plans, resourcing and other informing strategies.

An objective is the integration of asset, service and financial plans so that the Shires resource capabilities are matched to the community's needs.

Process of Community Engagement

In developing the Strategic Community Plan, the Shire used a number of approaches to engage the community, including a direct mail out to 100% of residents, seeking their views on where they see the community being in 10 years. Three community workshops were conducted by external facilitators. In addition members of the community were asked to provide feedback via the Shire's website at www.koorda.wa.gov.au.

Every resident was also given an information sheet about Shire demographics, population trends, main areas of employment, and financial capacity. This asked for their views on:

- What is it that members of the community value most and want to keep about Koorda?
- What would they like to change in the Shire?
- What are two important issues they thought our community will face in future?
- Imagine the perfect Shire of Koorda in 2021. What are three key features of your vision?



All members of our community were given the opportunity through various forums to make a contribution to the development of this plan.



Emergent Themes

Through the strategic community planning process a number of emergent themes and community aspirations were identified. These emergent themes have guided the development of the objectives and strategies that will be delivered over the life of the Plan.



Strong sense of, and identification with, local communities. Excellent sporting and community facilities like community centres, pools, sporting clubs. Good road networks. Existence of community networks like volunteer fire brigades, neighbourhood watch. Natural environment – granite outcrops, wildflowers. GP medical services available. Relaxed lifestyles. Public safety. Dependence on agriculture. Lack of job opportunities and services. Poor or nil mobile telephone coverage Poorly run local services/ businesses, and restricted opening hours. Need to send children out of the area after primary school: 'They don't come back'; Effects on local sporting teams; Towns end up with young and old but no one in between; Loss of Year 7 exacerbates this. A sense of competing for limited resources. Community resistance to closure of underutilised buildings. Diversification of the local economy: Tourism, promotion of the area; Provision of services to the mining sector; Manufacturing businesses such as food pellets; Agricultural products other than grains or sheep; Rehabilitation of low risk offenders; Biofuels; Value adding to sandalwood processing ; Wind or solar farms: Attracting those services or industries that others might not. Development of a local agricultural school. Build greater community spirit. Low real estate prices. Amalgamations are inevitable – take control of the future. Give kids something to do – e.g. free pool entry. Temporary business support measures. Development of services for the aged. Improve banking facilities. Improve town streetscapes. A merged local government might find it easier to make the tough decisions. Lack of rain. Effects of more intense weather events. Ageing populations. Retaining population(s). Loss of State services like Police. Lack of schooling beyond Year 7 and beyond Shifting of bulk grain haulage from rail to local roads - damage to roads and safety for other vehicles. Too much competition between individual towns at present - a merger will make this worse. Becoming harder to become a volunteer – constant need for permits, qualifications, certificates. Rising oil prices and the effects on fuel and fertilisers. Loss of identity if merged.



Objectives and Strategies

Leadership

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

Accountable and Sustainable

We will be transparent, display good governance and manage our customer service commitments within our resources.

Advocating Improvement and Reform

We are determined to be solution focused, proactively seeking innovative partnerships, working collaboratively with stakeholders and industry to enable growth and ensure that our Shire is sustainable.

Objectives and strategies have been presented under four main categories; social, economic, environmental and civic leadership. Objectives are set for the short term (up to 2 years), medium (3 to 6 years) and long terms (7 years or more). Some strategies are shown as ongoing in that they cover all terms.





SOCIAL - Create an environment that strengthens "a sense of community" and a country lifestyle

- S 1.1 - Advocate for enhanced service provision from government and community agencies to ensure these support services are available to local families and individuals (short term)
- S 1.2 - Partner with the community to support the creation of community driven activity centres (short term)
- S 1.3 - Identify and support a community organisation that has the ability to give local youth a voice on youth issues (short term)
- S 1.4 - Advocate and strengthen Koorda as an administrative centre for local government services for the district (short term)

SOCIAL - Create an environment that provides for a caring and healthy community

- S 2.1 - Advocate for appropriate and accessible health services (ongoing)
- S 2.2 - Facilitate provision of services for aged persons and people with disabilities (medium term)
- S 2.3 - Provide an environment that enhances the growth, development and retention of youth (ongoing)
- S 2.4 - Advocate for the provision of educational services within the community (ongoing)
- S 2.5 - Facilitate provision of appropriate playgroup facilities (medium term)
- S 2.6 - Provide to the community quality regulatory services (ongoing)

SOCIAL - Provide services and processes to enhance public safety

- S 3.1 - Provide community services to uphold public safety standards (ongoing)
- S 3.2 - Collaborate with stakeholders to update and implement the community safety plan (short term)
- S 3.3 - Support provision of emergency services (ongoing)
- S 3.4 - Provide, monitor and improve adequate bush fire protection provisions (ongoing)
- S 3.5 - Lobby to maintain adequate police services (short term)
- S 3.6 - Encourage greater community support and participation in the Roadwise Community (short term)

SOCIAL - Provide active and passive recreation facilities and services

- S 4.1 - Develop a broad recreation master plan for the Shire (short term)
- S 4.2 - Develop, maintain and support appropriate recreation facilities throughout the Shire (ongoing)
- S 4.2 - Partner with stakeholders to achieve greater community participation in recreational facilities and services (medium term)





ECONOMIC - Actively support and develop local and new business

- E 1.1 - Lobby for the technological infrastructure necessary to support commercial and business growth (short term)
- E 1.2 - Identify extent and type of industry growth and address our economic vulnerability (short term)
- E 1.3 - Support processes that will enhance local business access to professional services and advice (short term)
- E 1.4 - Facilitate and create sustainable business and community partnerships (medium term)
- E 1.5 - Promote new commercial and industrial development through appropriate zoning of land and the provision of suitable infrastructure (ongoing)
- E 1.6 - Enhance the aesthetic environment to support business opportunities (medium term)
- E 1.7 - Develop a strategy to attract and retain skilled people in the local area (short term)
- E 1.8 - Build the capacity to develop and implement communication and marketing initiatives (medium term)
- E 1.9 - Develop the capacity to lobby other levels of government, or to provide funding supplements where those services may be threatened or withdrawn (short term)
- E 1.10 - Monitor local community demand for additional accommodation units (medium term)

ECONOMIC - Facilitate the development of local and regional tourism

- E 5.1 - Advocate, promote and market the Shire as a place to live, work and visit (ongoing)
- E 5.2 - Provide relevant tourist information and marketing services (short term)
- E 5.3 - Support a coordinated approach for regional tourism promotion and management (medium term)
- E 5.4 - Provide and support local festivals and tourist events (medium term)
- E 5.5 - Facilitate the development of tourism activities associated with the Shire's diverse natural, social and built heritage (ongoing)
- E 5.6 - Develop partnerships to actively support visitor growth (ongoing)

ECONOMIC - Provide an effective and efficient transportation network

- E 6.1 - Plan for the provision and delivery of transport services and infrastructure in the Shire in close consultation with the State and Federal governments and the local community (ongoing)
- E 6.2 - Maintain an efficient, safe and quality local road network (ongoing)
- E 6.3 - Support the provision of appropriate regional transportation links, including rail, air and bus services (ongoing)



NATURAL ENVIRONMENT - Enhance the health and integrity of the natural environment

- N 1.1 - Identify vulnerable environments or areas in need of protection (short term)
- N 1.2 - Protect the integrity of the ecosystems of our waterways (medium term)
- N 1.3 - Employ risk management strategies and measures to protect natural assets from natural disasters, including fire and flood (short term)
- N 1.4 - Perform sustainable resource use and land management practices (ongoing)
- N 1.5 - Create buffer zones to protect the natural environment against development (ongoing)
- N 1.6 - Support protection of existing and remnant vegetation along waterways (medium term)
- N 1.7 - Encourage and support community environmental projects (medium term)
- N 1.8 - Provide leadership for energy conservation projects and initiatives (ongoing)
- N 1.9 - Encourage the consideration of renewable energy generation technologies in the Shire (medium term)
- N 1.10 - Encourage property owners (residential and commercial) to install water recovery and recycling systems (ongoing)
- N 1.11 - Encourage the use of recycled materials and create a zero waste culture amongst the community (ongoing)



BUILT ENVIRONMENT - Build a sense of place through public infrastructure and facilities

- B 1.1 - Facilitate and integrate housing options, local services, employment and recreational spaces (ongoing)
- B 1.2 - Align land use and infrastructure planning (medium term)
- B 1.3 - Provide commercial and industrial land aligned to economic need and growth (medium term)
- B 1.4 - Provide sustainable open space to recreate and connect (medium term)
- B 1.5 - Develop and maintain sustainable assets and infrastructure (ongoing)
- B 1.6 - Maintain and protect heritage buildings and sites (ongoing)



CIVIC LEADERSHIP - Provide accountable and transparent leadership

- C 1.1 - Enhance open and interactive communication between Council and the community (ongoing)
- C 1.2 - Develop a policy framework to guide Council's decision making (short term)
- C 1.3 - Advocate the communities view against amalgamations as part of the local government structural reform process (short term)
- C 1.4 - Promote and support community members' participation in the Shire's governance (medium term)
- C 1.5 - Advocate on behalf of the businesses and residents with government and telecommunications providers to ensure the community benefits from advances in technology (ongoing)
- C 1.6 - Develop successful and collaborative partnerships (ongoing)
- C 1.7 - Advocate for infrastructure and access to services (ongoing)



CIVIC LEADERSHIP - Improve the Shire's capability and capacity

- C 2.1 - Increase capacity through the application of the integrated strategic planning processes (short term)
- C 2.2 - Promote a culture of continuous improvement processes (ongoing)
- C 2.3 - Facilitate resource sharing on a regional basis (medium term)
- C 2.4 - Use resources efficiently and effectively (ongoing)
- C 2.5 - Operate in a financially sustainable manner (ongoing)

CIVIC LEADERSHIP - Provide efficient and effective corporate management

- C 3.1 - Provide responsive high level customer service (ongoing)
- C 3.2 - Enhance the capacity and effectiveness of administrative processes (short term)
- C 3.3 - Provide reporting processes in a transparent, accountable and timely manner (short term)
- C 3.4 - Recruit, retain and develop suitably qualified, experienced and skilled staff (ongoing)
- C 3.5 - Provide flexible and attractive work conditions in a supportive work environment (ongoing)



Resourcing our plan

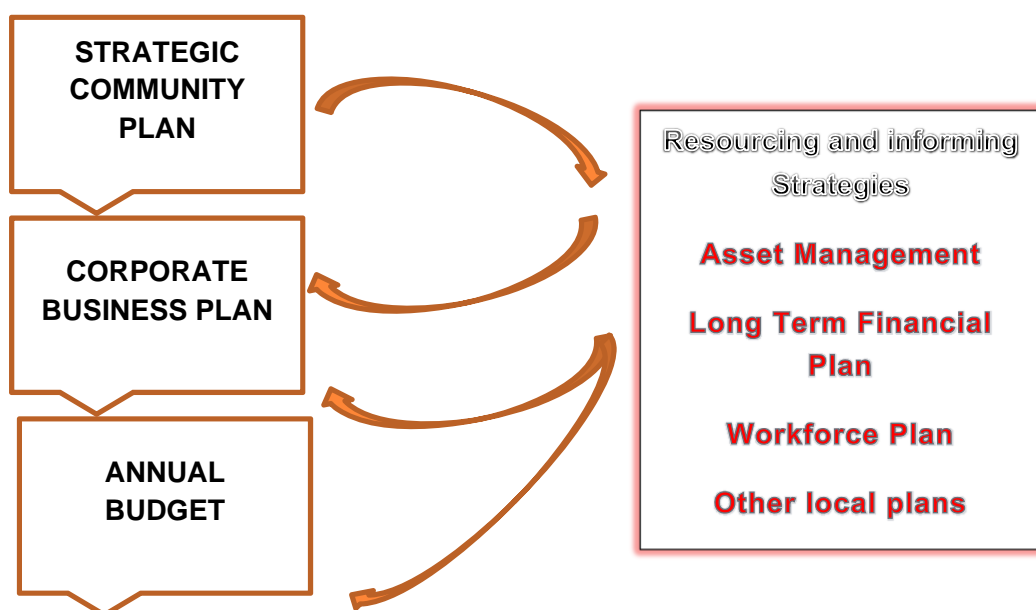
The purpose of the Plan is to have a clearly stated vision, purpose, values and goals of the community to help the Shire plan for the future. It is recognised that there are many stakeholders who are active in different areas connected to the Plan's vision and goals. Thus, working effectively with key stakeholders and our community will be a major factor in achieving successful outcomes.

A review of the Plan will occur informally every two years and formally every four years. The Plan is continually evolving and will be evaluated regularly to assess our progress towards realising our vision.

To assist in the implementation and activation of the Plan, the Shire will have to consider its current and future resource capacity. The Corporate Business Plan will assist in the realisation of our community's vision and aspirations. It details the actions, services, operations and projects the Shire will deliver within a defined period, the resources available and associated costs. Other critical informing strategies associated with this plan are the Long Term Financial Plan, Asset Management and Workforce Plans.

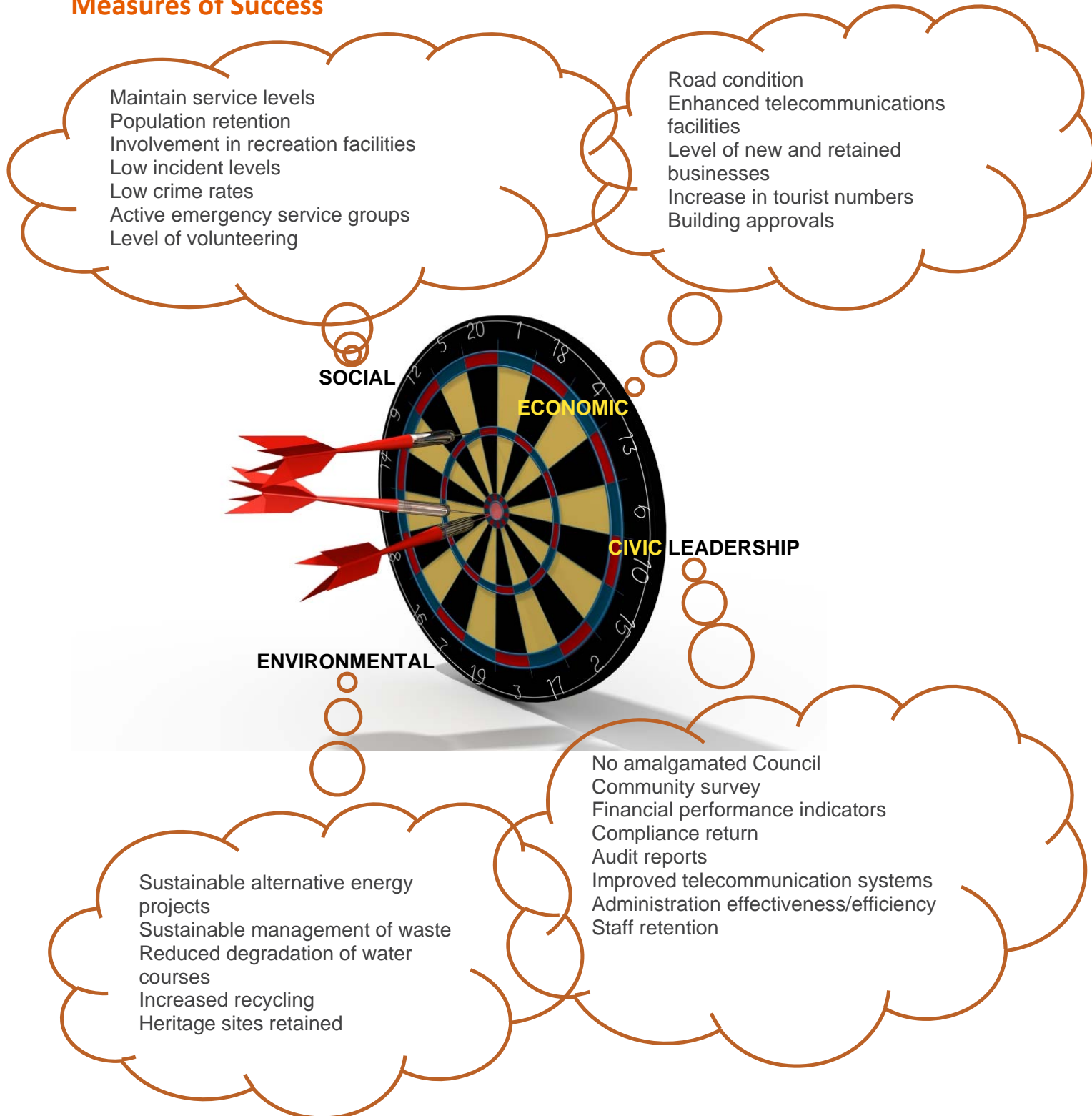
The Long Term Financial Plan will guide the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.

The development of these strategies and plans and their integration, will be reflected and perfected into the future.





Measures of Success





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