



Shire of
Koorda

Strategic Community Plan 2018

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 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 (2018 – 2028) and from 1 July 2018 will be subject to a 'desktop' review every two years and a full review every four years.

*Shire President
Cr F J (Ricky) Storer*

*Chief Executive Officer
D N (David) Burton*



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.

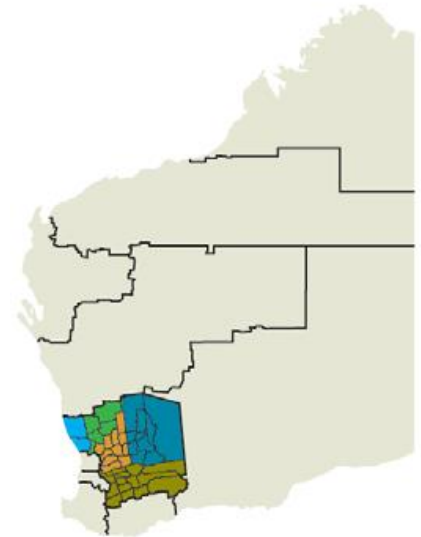
The Plan is a living document and is to be reviewed regularly. It is intended to establish the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of corporate plans, resourcing and other informing strategies.

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

Our Community

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 414 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

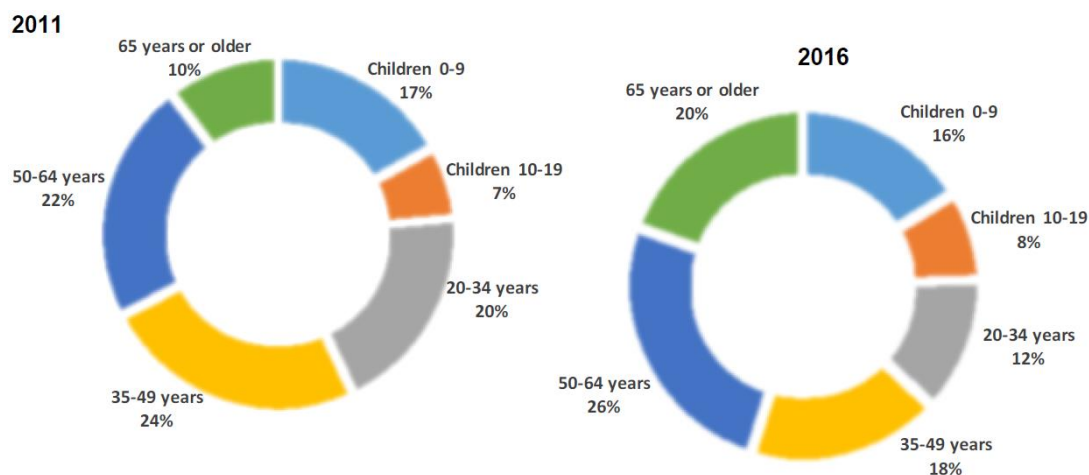
The predominant economic activity in the community is agriculture, with agriculture related business accounting for most of local businesses. Weather, land care and transport are issues that clearly have a significant impact on the agricultural industry, with an associated effect on the economic health of the community. The effects of drought, salinity and climate change are issues for the communities in the region generally.



Shire Population

2016 Census

In the 2016 Census, there were 414 people in the Shire of Koorda and of these 52.3% were male and 47.7% were female. The median age of people in Koorda was 47 years up from 42 in 2011.



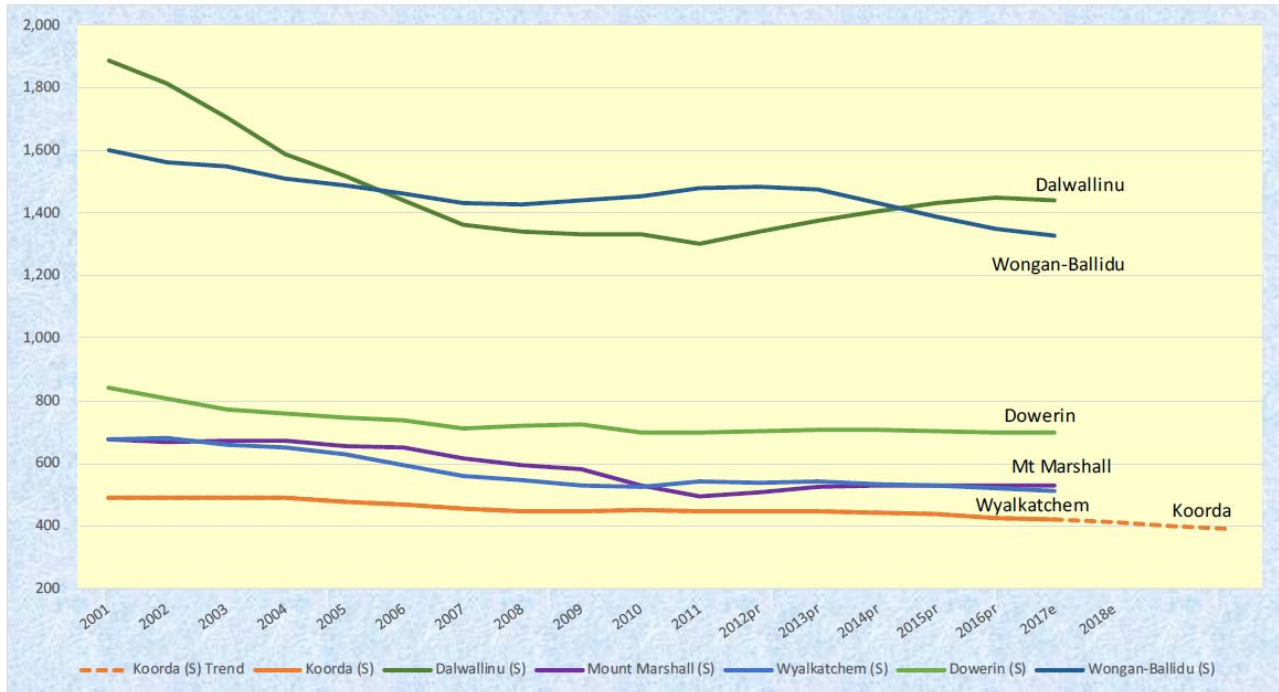
Age	Koorda (S)	%	Western Australia	%	Australia	%
Median age	47	--	36	--	38	--
0-4 years	30	7.3	161,727	6.5	1,464,779	6.3
5-9 years	37	9.0	164,153	6.6	1,502,646	6.4
10-14 years	21	5.1	150,806	6.1	1,397,183	6.0
15-19 years	13	3.2	149,997	6.1	1,421,595	6.1
20-24 years	11	2.7	160,332	6.5	1,566,793	6.7
25-29 years	19	4.6	184,908	7.5	1,664,602	7.1
30-34 years	22	5.3	194,267	7.9	1,703,847	7.3
35-39 years	21	5.1	173,041	7.0	1,561,679	6.7
40-44 years	29	7.0	171,996	7.0	1,583,257	6.8
45-49 years	24	5.8	172,520	7.0	1,581,455	6.8
50-54 years	25	6.1	162,438	6.6	1,523,551	6.5
55-59 years	41	10.0	149,899	6.1	1,454,332	6.2
60-64 years	40	9.7	132,145	5.3	1,299,397	5.6
65-69 years	28	6.8	116,755	4.7	1,188,999	5.1
70-74 years	21	5.1	82,911	3.4	887,716	3.8
75-79 years	17	4.1	61,509	2.5	652,657	2.8
80-84 years	6	1.5	42,590	1.7	460,549	2.0
85 years and over	7	1.7	42,420	1.7	486,842	2.1

Whilst the overall population is declining at a slow rate, the age profile is increasing.



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.

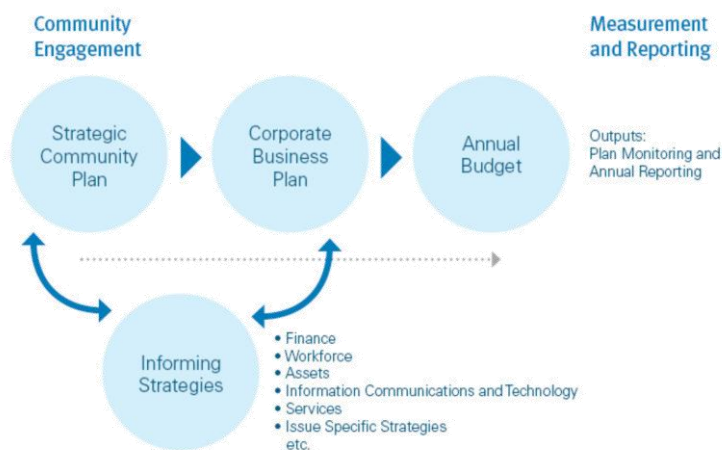


Australian Bureau of Statistics 3218.0 Regional Population Growth, Australia (Released at 11.30am (Canberra time) 24 April 2018)

Integrated Strategic Planning

This Plan establishes the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of corporate business plans, resourcing and other informing strategies. An objective is the integration of asset, service and financial plans so that the Shire's resource capabilities are matched to the community's needs. This document is part of a series of strategic and forward planning documents used by the Shire.

The process has led to the development of priorities for social, economic, environmental, changing demographics and land use, and civic leadership.



Elements of Integrated Planning and Reporting Framework

Strategic Community Plan outlines community long term vision, values, aspirations and priorities

Corporate Business Plan summarises current and future resources required to deliver priorities outlined in Strategic Community Plan

Annual Budget allocates the funds and resources required to deliver the priorities outlined in the Strategic Community Plan and Corporate Business Plan

A review of the Strategic Community Plan is to be undertaken every two years, with the next review scheduled for 2020, after the Council elections to be held in October of that year. A full review including a comprehensive community consultation process is to be undertaken in late 2022 and early 2023.

Process of Community Engagement

In reviewing 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. In addition, members of the community were asked to provide feedback via the Shire's website at www.koorda.wa.gov.au.

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

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.





Build a vibrant and sustainable community, with shared social values, in which we can live and work in harmony with our environment

Our Values

- ❖ To be a community that is friendly, approachable, fair-minded and responsive
- ❖ To be good stewards of our environment and heritage
- ❖ To have a strong sense of and identification with our community
- ❖ To act with honesty and integrity

Objectives and Strategies

Objectives and strategies have been presented under four main categories; social, economic, environmental and civic leadership.

What our community wants to be in 10 years:

- ❖ To be innovative and proactive in addressing issues that are both environmentally sensitive and beneficial in providing affordable living costs and housing to the local community.
- ❖ A community that is friendly, approachable, fair minded and responsive and acts with honesty and integrity.



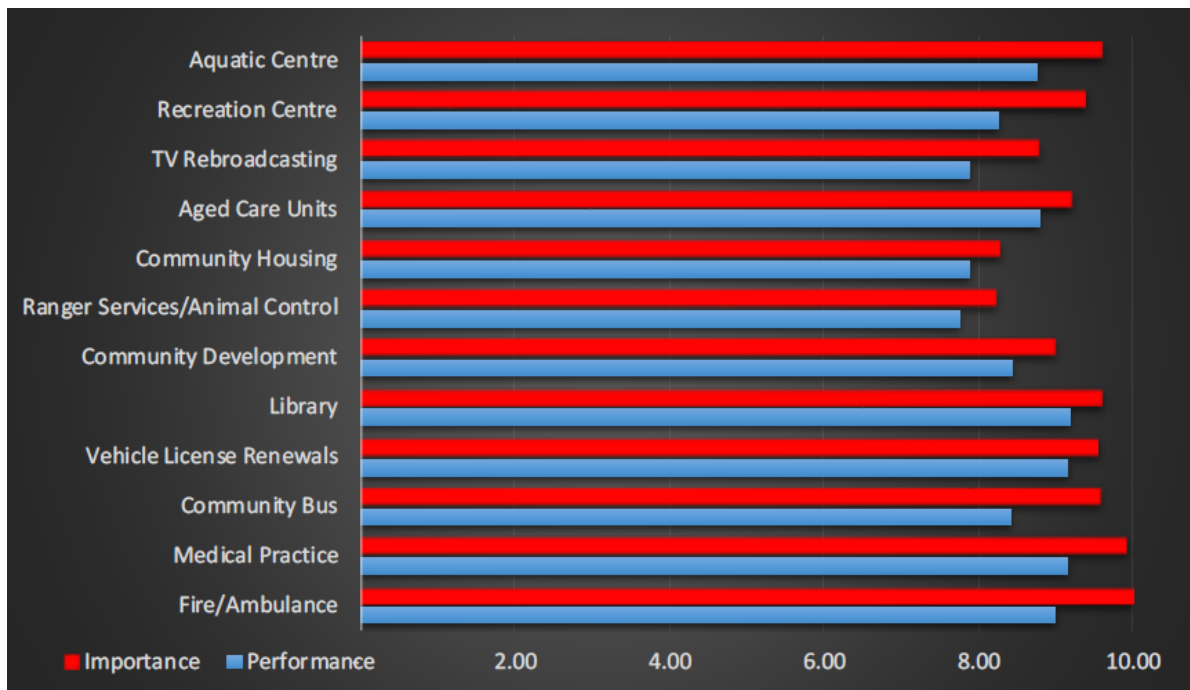
Social



To be a dynamic, passionate and safe community valuing our natural and unique heritage

Issues we face:

- ❖ The ability to maintain and grow our population with a limited employment base, restricted services and facilities.
- ❖ Providing sustainable infrastructure (roads, recreation and business facilities).
- ❖ Our ability to lobby Government investment in services and infrastructure in our community.
- ❖ The lack of facilities and services for an ageing population.
- ❖ To meet the communities needs within the financial capacity of our financial resources.



Our commitment:

- We will provide services and infrastructure on an equitable basis which will retain and enhance our community values.
- We will enhance our community through individual commitment, partnerships and community involvement to enhance our way of life.
- We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

Outcome 1.1 – Create an environment that strengthens “a sense of community” and a country lifestyle

Strategies	Measuring Success
1.1.1 Advocate for enhanced service provision from government and community agencies	<i>Proactive engagement with all stakeholders and improved services</i>
1.1.2 Partner with the community to support the creation of community driven activity centres	<i>Proactive engagement with all stakeholders</i>
1.1.3 Support community organisations that have the ability to give local youth a voice on youth issues	<i>Identify need and opportunities for projects</i>
1.1.4 Develop, maintain and support appropriate recreation facilities	<i>Complete all high priority strategies</i>
1.1.5 Partner with stakeholders to achieve greater community participation in recreational facilities and services	<i>Proactive engagement with all stakeholders</i>
1.1.6 Advocate and strengthen Koorda as an administrative centre for local government services for the district	<i>Proactive engagement with all stakeholders</i>

Outcome 1.2 – Create an environment that provides for a caring and healthy community

Strategies	Measuring Success
1.2.1 Advocate for appropriate and accessible health services	<i>State services maintained</i>
1.2.2 Facilitate provision of services for aged persons and people with disabilities	<i>Increased commitment to regional initiative</i>
1.2.3 Provide an environment that enhances the growth, development and retention of youth	<i>Increased commitment to regional initiative</i>
1.2.4 Advocate for the provision of educational services within the community	<i>State services maintained</i>
1.2.5 Provide to the community quality regulatory services	<i>Level of non-compliant actions</i>

Outcome 1.3 – Provide services and processes to enhance public safety

Strategies	Measuring Success
1.3.1 Provide community services to uphold public safety standards	<i>Maintain strong and active engagement with all agencies</i>
1.3.2 Collaborate with stakeholders to update and implement the community safety plan	<i>Maintain strong and active engagement with all agencies</i>
1.3.3 Provide, monitor and improve bush fire and emergency services	<i>Maintain strong and active engagement with all agencies</i>
1.3.4 Lobby to maintain adequate police services	
1.3.5 Encourage greater community support and participation in the Roadwise Community	<i>Proactive engagement with all stakeholders, road incident statistics.</i>



Economic



A diverse and innovative economy with a range of local employment opportunities

Issues we face:

- ❖ The ability to maintain and grow our population with a limited employment base, restricted services and facilities.
- ❖ Providing sustainable infrastructure (roads, recreation and business facilities).
- ❖ Our ability to lobby Government investment in services and infrastructure in our community.



Our commitment:

- We promote growth by ensuring that the district is recognised as an attractive place to live, work and invest.
- We will implement the appropriate planning and ensure that there is adequate consideration of the social and environmental impacts of all future development, in order to achieve balanced growth for our community, whilst also conserving the environment and training our local character and relaxed lifestyle.
- We acknowledge that to maintain or grow we need to ensure services and infrastructure can be provided to meet local expectations.
- An increase in our population and investment will also pave the way for better employment opportunities and help retain our youth.

Outcome 2.1 – Actively support and develop local and new business

Strategies	Measuring Success
2.1.1 Lobby for the technological infrastructure necessary to support commercial and business growth	<i>Strong active engagement with government agencies, maintain and improve services</i>
2.1.2 Identify extent and type of industry growth and address our economic vulnerability	<i>Identify need and opportunities for projects</i>
2.1.3 Support processes that will enhance local business access to professional services and advice	<i>Develop affirmative business practices</i>
2.1.4 Facilitate and create sustainable business and community partnerships	<i>Identify need and opportunities for projects</i>
2.1.5 Promote new commercial and industrial development through appropriate zoning of land and the provision of suitable infrastructure	<i>Develop affirmative business practices</i>
2.1.6 Enhance the aesthetic environment to support business opportunities	<i>Support, sponsorship of local business initiatives</i>
2.1.7 Develop a strategy to attract and retain skilled people in the local area	
2.1.8 Build the capacity to develop and implement communication and marketing	<i>Achieve outcomes</i>
2.1.9 Develop the capacity to lobby other levels of government, or to provide funding supplements where those services may be threatened or withdrawn	<i>Strong active engagement with government agencies, maintain services</i>

Outcome 2.2 – Facilitate the development of local and regional tourism

Strategies	Measuring Success
2.2.1 Advocate, promote and market the Shire as a place to live, work and visit	<i>Increase in tourism numbers and population</i>
2.2.2 Provide relevant tourist information and marketing strategies	<i>Increased commitment to regional initiatives</i>
2.2.3 Support a coordinated approach for regional tourism promotion and management	<i>Increased commitment to regional initiatives</i>
2.2.4 Provide and support local festivals and tourist events	<i>Support, sponsorship of local tourism initiatives</i>
2.2.5 Facilitate the development of tourism activities associated with the Shire's diverse natural, social and built heritage	<i>Support, sponsorship of local cultural and tourism initiatives</i>
2.2.6 Develop partnerships to actively support visitor growth	<i>Support, sponsorship of local tourism initiatives</i>

Outcome 2.3 – Provide an effective and efficient transportation network

Strategies	Measuring Success
2.3.1 Facilitate transport services and infrastructure with key stakeholders	<i>Strong and active engagement with government agencies, maintain services</i>
2.3.2 Maintain an efficient, safe and quality local road network	<i>Gap analysis, WALGA road survey, improved AMP KPI's</i>
2.3.3 Advocate for the provision of regional transportation links, including rail, air and bus services	<i>Strong and active engagement with government agencies, maintain services</i>

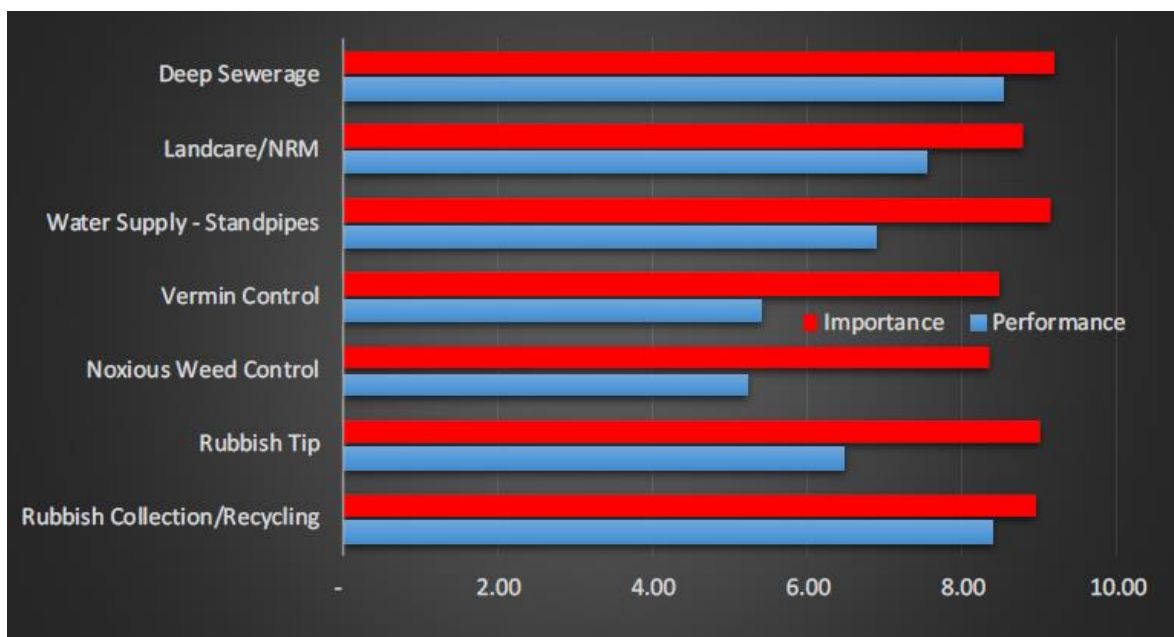
Environmental



To have a balanced respect for our environment and heritage, both natural and built

Issues we face:

- ❖ Weather events.
- ❖ Environmentally sustainable power generation.
- ❖ Loss of heritage buildings.



Our commitment:

- We will continue to nurture a strong sense of stewardship amongst our residents, businesses and visitors of the natural environment.
- Our natural assets are valued and protected for future generations.
- We will welcome tourists and will ensure everyone feels welcomed and inclusive whilst respecting the natural environment.
- We will maintain our existing infrastructure and develop new infrastructure, so they are sustainable into the future.

Natural Environment

Outcome 3.1 – Enhance the health and integrity of the natural environment

Strategies	Measuring Success
3.1.1 Identify vulnerable environments or areas in need of protection	<i>Achieve outcome, Report on environmental areas</i>
3.1.2 Protect the integrity of the ecosystems of our waterways	<i>Develop affirmative planning policy/practise</i>
3.1.3 Employ risk management strategies and measure to protect natural assets from natural disasters, including fire and flood	<i>Achieve outcome</i>
3.1.4 Perform sustainable resource use and land management practices	<i>Develop affirmative planning policy/practise</i>
3.1.5 Create buffer zones to protect the natural environment against development	<i>Enhanced education or involvement in projects</i>
3.1.6 Support protection of existing and remnant vegetation along waterways	<i>Develop affirmative planning policy/practise, statistics</i>
3.1.7 Encourage and support community environmental projects	<i>Enhanced education or involvement in projects</i>
3.1.8 Provide leadership for energy conservation projects and initiatives	<i>Increase in solar/wind technology</i>
3.1.9 Encourage the consideration of renewable energy generation technologies in the Shire	<i>Increase in solar/wind technology</i>
3.1.10 Encourage property owners (residential and commercial) to install water recovery and recycling systems	<i>Achieve outcomes</i>
3.1.11 Encourage the use of recycled materials and create zero-waste culture amongst the community	<i>Achieve outcomes</i>

Built Environment

Outcome 3.2 – Build a sense of place through public infrastructure and facilities

Strategies	Measuring Success
3.2.1 Facilitate and integrate housing options, local services, employment and recreational spaces	<i>Develop affirmative planning policy/practise</i>
3.2.2 Align land use and infrastructure planning	<i>Review planning policy</i>
3.2.3 Provide commercial and industrial land aligned to economic need and growth	<i>Develop affirmative planning policy/practise</i>
3.2.4 Provide sustainable open space to recreate and connect	<i>Develop affirmative planning policy/practise</i>
3.2.5 Develop and maintain sustainable assets and infrastructure	<i>Gap analysis, WALGA road survey, Improved AMP KPI's</i>
3.2.6 Maintain and protect heritage buildings and site	<i>Identify heritage assets/sites</i>

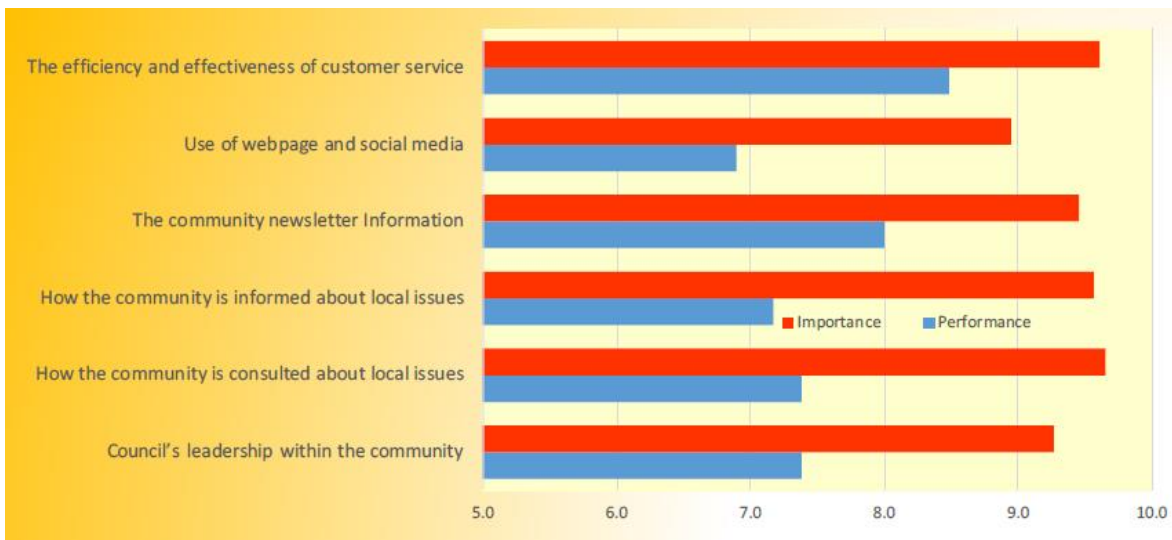
Civic Leadership



To provide exceptional leadership, working with our community towards a sustainable future

Issues we face:

- ❖ Council's leadership within the community.
- ❖ How the community is consulted about local issues.
- ❖ How the community is informed about local issues.
- ❖ The community newsletter and information.
- ❖ Use of webpage and social media.
- ❖ The efficiency and effectiveness of customer service.



Our commitment:

- We will continue to strive to be forward thinking, have strong representation and provide good leadership.
- We will maximise our efforts and advocate to better represent our region's interests particularly in relation to our environment, as well as continuing to lobby for better services to support our community.
- We will focus on continually improving our quality of service.
- We will work together to leverage partnerships and better collaboration
- We will proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

Outcome 4.1 – To provide accountable and transparent leadership

Strategies	Measuring Success
4.1.1 Enhance open and interactive communication between Council and the community	<i>Improvement in community survey</i>
4.1.2 Advocate the communities view against amalgamation of local governments	<i>Achieve outcomes</i>
4.1.3 Engage the community in decision making and a shared responsibility to achieve our goals	<i>Improvement in community survey</i>
4.1.4 Advocate on behalf of the businesses and residents with government and telecommunication providers to ensure the community benefits from advances in technology	<i>Improvement in community survey, new and improved services</i>
4.1.5 Actively lobby all levels of government for appropriate community facilities and service in the district	<i>New and improved services</i>
4.1.6 Facilitate networks for engaging government agencies and key stakeholders to activate our communities priorities	<i>Improvement in community survey, outcomes achieved</i>
4.1.7 Develop successful and collaborative partnerships	<i>Achieve outcomes</i>

Outcome 4.2 – Improve the Shire's capability and capacity

Strategies	Measuring Success
4.2.1 Promote a culture of continuous improvement processes	<i>Compliance returns, Skills inventory, professional associations</i>
4.2.2 Facilitate resource sharing on a regional basis	<i>Increase in regional resource sharing, improved KPI's</i>
4.2.3 Use resources efficiently and effectively	<i>Physical KPI's, financial resources</i>
4.2.4 Operate in a financially sustainable manner	<i>Improvements in KPI's</i>

Outcome 4.3 – To be a local government that is respected, professional, trustworthy and accountable

Strategies	Measuring Success
4.3.1 Provide responsive high-level customer service	<i>Improvement in community survey</i>
4.3.2 Enhance the capacity and effectiveness of administrative processes	<i>Audit reports, policy framework for resource allocation, Compliance return and regulated process reviews</i>
4.3.3 Provide reporting processes in a transparent, accountable and timely manner	<i>Audit reports, Compliance return and regulated process reviews</i>
4.3.4 Recruit, retain and develop suitably qualified, experienced and skilled staff	<i>Competition of training programs, Skills inventory</i>
4.3.5 Provide flexible and attractive work conditions in a supportive work environment	<i>Staff retention rates, professional development</i>



Resourcing our plan

The Plan states 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 this 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 in the medium term. It details the actions, services, operations and projects the Shire will deliver within a 4 year 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.

Strategic Risk

It is important to consider the external and internal context in which the Shire of Koorda operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives. The external and internal factors identified and considered during the preparation of this Plan are set out below:

External Factors

- Climate change and impact on natural environment.
- Extreme weather events
- Population decline.
- Cost shifting by Federal and State Governments.
- Reducing external funding for infrastructure and operations.
- Increased compliance requirements due to Government Policy and Legislation.
- Changing community expectations in relation to service levels.

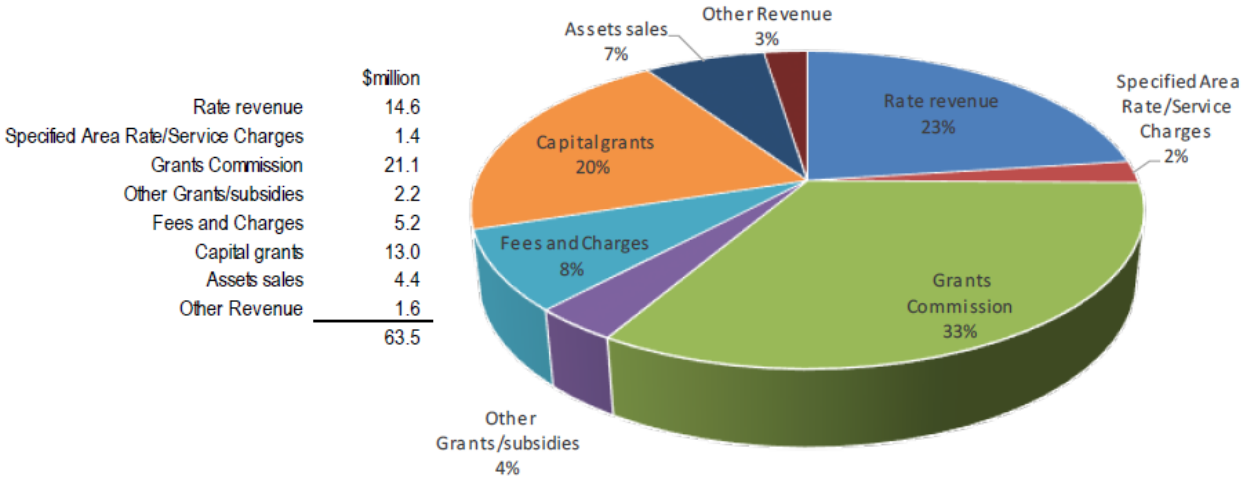
Internal Factors

- The financial capacity of the Shire.
- Asset renewal gap.
- Allocation of resources to achieve strategic outcomes.
- Organisational size, structure and functions.
- Staff levels and retention.
- Organisational strategy and culture.
- Current organisational systems and processes.



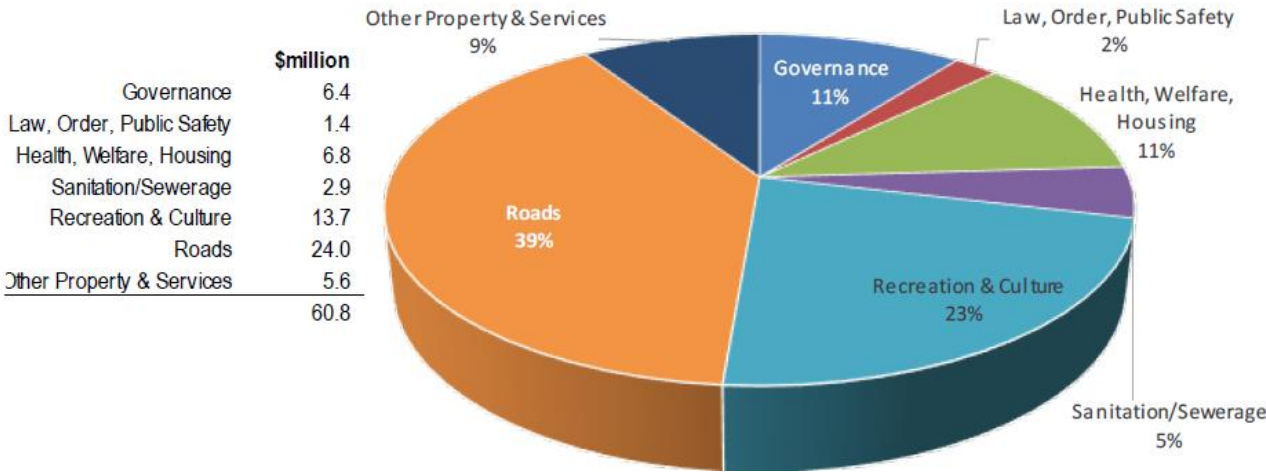
The Long Term Financial Plan will guide the Shire’s financial management in a responsible and sustainable manner. The Shire’s financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community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

The 10 years of this plan will be resources from the following revenue sources;



	\$million
Rate revenue	14.6
Specified Area Rate/Service Charges	1.4
Grants Commission	21.1
Other Grants/subsidies	2.2
Fees and Charges	5.2
Capital grants	13.0
Assets sales	4.4
Other Revenue	1.6
Total	63.5

Those revenues are planned to be applied to the following programs to meet our strategic objectives.



	\$million
Governance	6.4
Law, Order, Public Safety	1.4
Health, Welfare, Housing	6.8
Sanitation/Sewerage	2.9
Recreation & Culture	13.7
Roads	24.0
Other Property & Services	5.6
Total	60.8

Full details are included in the Shire’s long term financial plan.

