

Shire of Coorow



STRATEGIC PLAN 2007

One Shire - One future

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INTRODUCTION TO THIS STRATEGIC PLAN

The Shire of Coorow is experiencing a period of significant change as the make up and dispersion of its community shifts. From its origins as a farming community centred around the historic centre of Coorow it is evolving as a much more diverse shire. The agricultural industry, across its different sectors and across the broad sweep of Western Australia, has been undergoing structural change and experiencing harsh environmental conditions. These circumstances are clear within the Shire of Coorow. Whilst the agricultural industry is still very important in the shire it is experiencing significant change and challenges. The town of Coorow has felt the impact of the changes in the traditional industries and its population and services have suffered a period of contraction.

A contemporary phenomenon is the “seachange” experience. Within the Shire of Coorow this has seen the emergence of the towns of Leeman and Green Head as significant new population centres. The population dispersion of the shire has now moved significantly with a shift to the coastal communities.

The Council recognises that in a time of significant change it is important to offer clear leadership based on a strategic direction. This will guide Council decision making and align officer’s priorities to the strategic direction set by the Council. Having this Strategic Plan in place will also be a clear opportunity to communicate the Council’s intentions to the community and other stakeholders.

In developing the Strategic Plan the Council had a high priority on its guiding philosophy of serving the community. The planning process provided opportunities for input and review by the public. This Strategic Plan is for the community, developed with the community and will help ensure that the Council is accountable for its progress to goals which the community helped establish.

The Strategic Plan is presented in a structured manner:

- > Message from the Shire President
- > Shire Vision
- > Values
- > Mission
- > Goals
- > Strategies
- > Message from the Chief Executive Officer
- > Key success factors

MESSAGE FROM THE SHIRE PRESIDENT

This Strategic Plan for the Shire of Coorow is designed to give the Community and Councillors both present & future a blueprint for the future growth & development of the district.

The Shire of Coorow has a diverse population, with the two major endeavours being agriculture & fishing. Increasingly many are choosing to live and work in our coastal towns or to enjoy their retirement in safe and caring communities. Service industries for these communities will continue to grow and with this so will the local economy. That Coorow is neither wholly agricultural nor fishing dependant but a mix is seen as a positive for our future development.

No matter who we are or what we do, we all have one thing in common; this is where we have chosen to be and hopefully enjoy a safe, healthy & fulfilling lifestyle. **Every person of our community is equally valued and their rights, needs and aspirations are recognised in this plan.**

It is anticipated that this Strategic Plan will be an ongoing tool in the further development of the Shire of Coorow as a caring and sustainable Community. It recognises that there are many outside factors potentially affecting the future sustainability of the Shire, but to just stagnate and wait for the hammer to fall without actively planning and examining all options to ensure that sustainability is not considered an option by your Council.

A Strategic Plan by its very nature is long term, so whilst progress will be made to address the immediate issues in a timely & cost effective manner, future directions have been identified and the need for long term planning acknowledged. Some of the projected outcomes are *time lined*, some are not; this has been the deliberate intention of Council. The development of achievable, timely Action Plans will be an ongoing process as priorities are established.

This Strategic Plan for the Shire of Coorow has been developed through a process of Community Consultation in conjunction with considerable debate & input by Council & Staff. These people have all given generously of their own personal time & effort to develop what I see as an important way forward for the Shire of Coorow.

I hope that all members of our community will benefit from its strategies well into the future.

Cr Moira J Girando JP

Vision:

Our vision statement is an expression of what we aspire to achieve for the Shire of Coorow and for the people who live here in the future.

The Shire of Coorow will be a sustainable, progressive, desirable and caring community which recognises and values its diversity.

Values:

The Council has identified a number of values which describe the underlying philosophy that will guide the Shire of Coorow in the conduct of its activities.

Community

Serving our community is the guiding principle for the Council.

Leadership

We will provide leadership for the betterment of our community.

Loyalty

Our conduct will demonstrate our commitment to our community.

Accountability

We will be open, honest and responsible in the way we undertake all of our functions.

Mission:

Our mission statement explains a sense of purpose and how Council will conduct the business of the Shire of Coorow.

To work with all stakeholders to achieve development which attracts and retains people and businesses within our community through sustainable management combined with innovative leadership.

One Shire - One future

The Challenges Ahead

During the development of this Strategic Plan there were contributions from the broader community as well as councillors and shire staff. A number of key challenges which will confront the Shire were clearly evident. These challenges need to be acknowledged and confronted if the Council's vision is to be achieved.

- > Recognising and addressing the shift in balance between rural and coastal communities.
- > The impact of providing new infrastructure for the emerging communities while responsibly maintaining existing assets.
- > Demographic change.
- > Lack of land for residential, tourism and business growth.
- > Difficulty in attaining public (State) infrastructure to allow development.
- > Shortage of housing availability exacerbated by the impact of absentee housing ownership.
- > Local government reform and the potential for change to the existing structure.

Goals

The goals included in the Strategic Plan are the broad outcomes which in the long term will ensure that the vision is achieved. They are the broad description of how the Shire will set about achieving the vision. The Shire's goals provide the foundation for ensuring alignment between the Council's vision and the activities which are approved and undertaken. By constantly seeking alignment of all actions with the vision Council will ensure that the Strategic Plan is implemented over the long term.

The following five goals will guide the achievement of the Strategic Plan.

GOAL 1 - LEADERSHIP

Achieve positive community outcomes within a financially responsible framework through a process of innovation, consultation and decisive leadership.

GOAL 2 - SERVICES

Ensure the community has access to quality facilities and services to allow a safe and vibrant lifestyle.

GOAL 3 - INFRASTRUCTURE

Introduce, maintain and upgrade assets and infrastructure which meet community needs through a timely and cost effective process.

GOAL 4 - ECONOMY

Support and promote a resilient local economy.

GOAL 5 - ENVIRONMENT

Work to enhance, utilise and conserve natural resources.

Strategies

GOAL 1 – LEADERSHIP

LEADERSHIP includes:

- Ensuring the Shire is financially viable and sustainable in the long term.
- Providing effective leadership to ensure the important decisions are made.
- Always acting in good faith and observing all relevant legislation.
- Working as a team with staff to achieve a professional, effective and efficient organisation.
- Providing processes which engage the community and allow them to have involvement in the Shire's affairs.

Achieve positive community outcomes within a financially responsible framework through a process of innovation, consultation and decisive leadership.

The Shire will achieve this through:

- Local Government sustainability
- Development of Leadership team skills
- Governance
- Organisational Development

GOAL 1 STRATEGIES

Local Government Sustainability

- **Sustainable financial practices**
 - Develop a 5 Year Financial Plan.
- **Financial capacity**
 - Actively pursue opportunities to increase the Shire's revenue base.
- **Asset replacement**
 - Develop a planning framework for ensuring all shire assets are assessed and maintained as fit for purpose within a planned maintenance and replacement protocol.
- **Local government reform**
 - Assess amalgamation opportunities/pitfalls.
 - Explore and develop options for growth and sustainability through regional partnerships.
 - Identify opportunities to deliver services regionally.
- **Operational arrangements**
 - Review the current office location for Shire staff to ensure they are located at the most effective centre and that inefficiencies of operating dual administration centres are minimised.

Develop Leadership Team Skills

- **Training and development**
 - Recognise the importance of developing and maintaining the capability of both council members and staff by providing for opportunities for training and development.

- **Industry leadership**
 - Recognise the responsibility to contribute to local government beyond the focus on the local issues and encourage staff and council members to contribute to local government at state level.
- **Work effectively together for the community**
 - Assess opportunities and plan for initiatives which help to develop a “Team” ethos.
- **Good governance**
 - In recognition of the critical importance of council members properly discharging their roles, develop and implement a performance assessment process for Council and councillors.

Governance

- **Statutory compliance**
 - Staff will ensure that the Council has comprehensive and quality information on which to base decisions.
 - Officers will always provide full and frank advice without fear or favour.
 - The activities of the Shire will be conducted in compliance with all appropriate legislation.
 - The policies of the Shire of Coorow will be respected in the Council’s activities and conduct.
- **Staying in touch with the community**
 - Ensure ongoing community engagement by all practicable and responsible means.
- **Broad agency and stakeholder consultation**
 - The Shire needs the cooperation, support and involvement of a range of stakeholders to assist in achieving the best outcomes for the community. A proactive approach to engaging stakeholders will be developed and implemented.

Organisational Development Issues

- **Human Resource Strategy**
 - Research and develop a strategy with supporting systems, policies and practices.

GOAL 2 – SERVICES

SERVICES includes:

- Address community aspirations by identifying services and responsibly setting priorities.
- Seek partnerships to equitably share the responsibility for provision.
- Provide access for all to facilities.

Ensure the community has access to quality facilities and services to allow a safe and vibrant lifestyle.

The Shire will achieve this through creating a focus for:

- Medical and health facilities
- Recreation and leisure
- Library
- Recreational space
- Seniors facilities and services
- Equity in access.

GOAL 2 STRATEGIES

Medical and Health

- **Facilities and services**
 - Aggressively encourage facilities and services for our local community.

Recreation and Leisure

- **Access to facilities and programs**
 - Maintain and enhance community recreation facilities.
 - Provide recreational programs.
 - To have inclusive access to all recreation facilities.

Library

- **Access to a quality library service**
 - Improve community library service access.

Recreational Space

- **Beaches and public open space**
 - Maintain and enhance recreational space.

Seniors Facilities and Services

- **Access to facilities and services**
 - Achieve increased aged accommodation and services for the aged within the community.

Equity in Access

- Ensure inclusive access to all facilities.

GOAL 3 – INFRASTRUCTURE

INFRASTRUCTURE includes:

- A sustainable approach to manage, enhance and maintain the Shire's infrastructure.
- Plan for the most efficient acquisition and utilisation of plant and equipment.
- Developing sustainable plans for the Shire's built assets.
- Seeking partnerships and encouraging innovation to address infrastructure needs.

Introduce, maintain and upgrade assets and infrastructure which meet community needs through a timely and cost effective process.

The Shire will achieve this through:

- Maintaining and developing road networks
- A planned approach for Plant and equipment
- A planned approach for buildings and amenities
- Focus on other infrastructure.

GOAL 3 STRATEGIES

Maintain and Develop Road Networks

Develop a forward plan with funding allocation to ensure a systematic approach for assessing priorities and ensuring a disciplined and responsible approach to resourcing the provision, enhancement and maintenance of the Shire's infrastructure. This should include-

- Regular maintenance of roads.
- Staged upgrading of narrow sealed roads.
- Curbing and drainage within town sites.
- Progressive installation of footpaths/dual use paths.
- Progressive installation of street lighting

Plant and Equipment

Plan for the most efficient acquisition and utilisation of plant and equipment. This will include-

- Maintain a plant replacement program.
- Funding of plant replacement through reserve funding.
- Investigate funding options and sources.
- Multi-skilling and training of outside staff.
- Investigate opportunities to share plant and equipment.

Building and Amenities

Develop sustainable plans for the Shire's buildings and amenities, including-

- Adopt a scheduled maintenance program.
- Develop a building and amenities replacement program.
- Identify funding resources, including funding partnerships.
- Rationalise staff housing.
- Maintain and increase reserve funding.

Other Infrastructure

- **Seek partnerships and encourage innovation to address infrastructure needs.**
 - Identify and access existing and new funding sources.
 - Encourage private investors.
 - Identify opportunities to rationalise surplus assets.
 - Examine opportunities for infrastructure provision with the Shire of Carnamah, for example with cross boundary infrastructure possibilities at Leeman.
- **Infrastructure provision by others**
 - Prepare a needs study for public infrastructure such as (but not limited to) roads, rail, power, telecommunications, water, sewerage and lobby the appropriate government minister or agency at every opportunity.
 - Encourage provisions by private investment.
- **Waste management facility**
 - Review the Shire's practices and develop a Waste Management Plan for the Shire.
- **Airstrip**
 - Prepare a report for options to maintain and enhance the Shire airstrip including funding options.
- **Recreation**
 - Develop a recreation facilities plan.
 - Maintain and upgrade recreation facilities.
- **Cemetery**
 - *Continue to work to establish a Coastal Cemetery.*

GOAL 4 – ECONOMY

ECONOMY includes:

- Maximising the opportunity from the tourism industry.
- Provide support for economic opportunities.
- Being proactive to responsibly support local business.
- Retaining and attracting industry, agencies and projects.

Support and promote a resilient local economy.

The Shire will achieve this through:

- Partnerships
- Supporting and promoting tourism
- The availability of land
- Recognising the importance of local businesses and industries.

GOAL 4 STRATEGIES

Partnerships

Encourage a culture of shared responsibility by working in partnership with industry and business.

Tourism

Develop a Shire Tourism Industry Plan which will -

- Identify and promote tourism opportunities.
- Seek to provide land release for development of tourism infrastructure.
- Enhance existing tourism assets
 - Seek opportunities to provide improved, controlled access to coastal areas
 - Undertake master planning for South Bay foreshore at Green Head.

Providing Land

Prepare a report which examines the current situation, identifies and assesses the blockages and analyse options for achieving land availability for -

- Business
- Tourism
- Residents.

Local Business

Prepare policies and introduce actions which will support and encourage businesses, including -

- Seek to provide land release for development of business infrastructure.
- Support local business.
- Monitor the opportunities which arise from an introduction of carbon credit trading.
- Encourage residency – more people are positive for business.
- Support infrastructure (in particular public - State and Federal - infrastructure) enhancement.
- Look for diversification opportunities.
- Encourage, not hinder development, through user-friendly approval processes.

GOAL 5 – ENVIRONMENT

ENVIRONMENT includes:

- The natural environment.
- The built environment.
- Partnerships for shared responsibility.

Work to enhance, utilise and conserve natural resources.

The Shire will achieve this through:

- Value adding
- Initiatives to maintain and improve the Shire's environment
- Developing initiatives for water.

GOAL 5 STRATEGIES

Value Adding

The Shire will be proactive in seeking to have the natural assets of the district responsibly utilised while promoting the recognition of their environmental values. Initiatives will include-

- Improve access to natural environment assets.
- Monitor the opportunities which may arise from the introduction of carbon credit trading.

Maintain and Improve

Support initiatives which promote and enhance the value of the natural and built environment of the Shire -

- Support local Land Conservation District Committees.
- Seek opportunities through (Federal Government) natural heritage funding.
- Control pests, plants and animals.

Develop Initiatives to Recognise the Importance of Water in the Shire.

Prepare an options paper which considers the opportunities and initiatives which the Shire can adopt and/or promote.

CHIEF EXECUTIVE'S COMMENT

This Strategic Plan is a critical document in the future of the Shire of Coorow.

The Strategic Plan embraces input from the community and stakeholders with Council expertise. It sets the focus which is to be the cornerstone of future Council decision making.

The strategic planning process has provided the Councillors and senior staff with an opportunity to look at the Shire on a holistic basis as both a business and an organisation to:

- determine a purpose and direction for the organisation;
- identify the key goals from areas of Council interest;
- develop strategies together with a process to implement goals;
- establish targets to implement the strategies within the community.

This Strategic Plan represents the outcome of this process. It provides direction for the Council in future decision making as well as a monitoring framework to ensure that both the direction and the purpose identified for the Shire are being achieved.

The Strategic Plan embraces a five-year period from 2007 to 2012. It will be reviewed annually to ensure its continued relevance.

The realisation of the Strategic Plan will depend on available resources and the degree of teamwork that is demonstrated by Councillors, staff and the community to help the Shire of Coorow achieve it's potential.

Gary Sherry
Chief Executive Officer

KEY SUCCESS FACTORS

Goal 1 LEADERSHIP			
1.1	Local Government Sustainability	Deadline	Responsibility
1.1.1	Council has adopted a 5 Year Financial Plan	June 2008	MFA
1.1.2	A Shire of Coorow asset management plan adopted	June 2009	MFA
1.1.3	Council has reviewed the potential of amalgamation	June 2008	CEO
1.1.4	The Shire is actively involved in regional partnerships	Ongoing	Council
1.1.5	Council review the operations to ensure they are located at the most effective centre and that inefficiencies of operating dual facilities are minimised	June 2008	CEO
1.2	Develop Leadership Team Skills		
1.2.1	Opportunities for training and development have been provided and utilised	Ongoing	CEO
1.2.2	Staff and council members contribute to local government at state level	Ongoing	Council & CEO
1.2.3	Council implements a performance assessment process for Council and councillors on an annual basis and formally reviews the outcomes	Ongoing	Council & CEO
1.3	Governance		
1.3.1	Statutory compliance - No instances of other than full compliance with statutory requirements	Ongoing	CEO
1.3.2	Statutory compliance - Full compliance with the Department of Local Government and Regional Development annual compliance report	Ongoing	CEO
1.3.3	Staying in touch with the community - Council will conduct a bi-annual community survey; the results of which will determine Council's success in connecting with the community	Ongoing	CEO
1.4	Organisational Development Issues		
1.4.1	Human Resource Strategy developed and approved by Council	December 2007	CEO

Goal 2	SERVICES		
2.1.1	Council services are critically reviewed and Council considers service standards on an annual basis	Ongoing	Council & CEO
2.1.2	Council assesses the opportunity for actively encouraging facilities and services by others and on an annual basis measures success in lobbying and achieving new outcomes	Ongoing	Council & CEO
Goal 3	INFRASTRUCTURE		
3.1	Infrastructure Plan		
3.1.1	Council has adopted a 5 Year Road Infrastructure Plan	June 2008	MWS
3.1.2	Council has adopted a 5 Year Drainage Infrastructure Plan		
3.1.3	A report of options to maintain and enhance the Shire airstrip including funding options has been considered by Council	June 2008	MCD
3.1.4	Implementation of adopted airport plan	December 2010	MCD/MWS
3.2	Plant & Equipment		
3.2.1	Council has adopted a plant and equipment Plan	June 2008	MWS
3.3	Buildings & Amenities		
3.3.1	Council has adopted sustainable plans for the Shire's buildings and amenities	June 2008	MCD
3.3.2	A needs study for public infrastructure has been prepared	June 2009	CEO
3.3.3	Targeted lobbying by Council is successful in achieving key infrastructure provision: reviewed annually	Ongoing	Council & CEO
3.3.4	A Waste Management Plan is developed for the Shire	June 2008	MCD
3.3.5	Recreation facilities plan approved by Council	June 2008	MFA
3.3.6	Implementation of adopted recreation facilities report	December 2012	MFA

Goal 4	ECONOMY		
4.1	Partnerships		
4.2	Tourism		
4.2.1	Strategic Tourism plan approved by Council	June 2008	CEO
4.2.2	Report presented to Council which analyses options for achieving land availability	June 2008	CEO/MCD
4.3	Providing Land		
4.3.1	Implementation of adopted initiatives from land availability report with success measured by assessing improvement in land availability on an annual basis.	Ongoing	Council & CEO
4.4	Local Business		
4.4.1	Policies aimed at support and encouragement for businesses presented to Council	June 2008	CEO
4.4.2	Council adoption and implementation of supporting policies assessed annually	Ongoing	Council & CEO
4.4.3	Application friendly processes for planning and building applications introduced	June 2008	MCD
Goal 5	ENVIRONMENT		
5.1	Value Adding		
5.1.1	Annual review presented to Council for assessment of initiatives which have supported the maintenance and improvement of the natural and built environment.	Ongoing	CEO
5.2	Maintain & Improve		
5.3	Develop Initiatives to Recognise the Importance of Water in the Shire		
5.3.1	Council has received and considered an options paper which considers the opportunities and initiatives for valuing and best practices for water use and management which the Shire can adopt and/or promote	December 2008	CEO
5.3.2	Annual assessment by Council of water use and management initiatives introduced.	Ongoing	CEO