

INTEGRATED STRATEGIC PLAN

2022 - 2032



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Welcome from the Shire President

Integrated Strategic Plan 2022-32 is a replacement of Our Future Coorow 2017-27. It is our updated Strategic Community Plan and now includes the Corporate Business Plan within this document opposed to a separate document. It sets out our aspirations and objectives for the next ten years and enabling us to plan and respond to the community's needs to reach this vision for the future.

The new Plan has been developed in accordance with the Western Australia's Local Government Integrated Planning and Reporting (IPR) framework. There has been no major shift in vision or direction resulting from recent community consultation. Consequently, the Plan has ended up more of a review and refinement to recognise progress to date and further work on our financial capacity and medium term planning.

Integrated Strategic Plan 2022-32 continues to honour the community's great interest and passion in encouraging and developing the diversity that exists within the communities of Leeman, Green Head, Coorow and the rural heartland. Access to services; maintaining and upgrading infrastructure; supporting the local community and enhancing the natural environment and resources, remain our top priorities.

We are continuing to work towards our vision in partnership with the community, building on the diversity and passion that exists toward our common goals and priorities. The Shire's Corporate Business Plan will be reviewed each year to translate these goals and priorities into an achievable four year work program which is adequately resourced whilst endeavouring to place the least possible financial burden on our ratepayers.

With each round of Integrated Planning and Reporting we are improving our ability to set and implement realistic plans that reflect the community's aspirations. We are looking forward to implementing this Plan with and for our community.



Cr Moira Girando
Shire President

Key Aims of the Plan

- **Population attraction and retention**
- Renewal and maintenance of **roads and footpaths**
- Access to **local health services, daycare and recreational facilities and surfaces**
- Management and protection of **bush and coastal areas**
- Enhancements to **townsite aesthetics and public facilities**
- Development of **boating and foreshore facilities**
- Improvements to **Shire facilities** so that they are **family friendly and accessible**
- **Preparation for natural disasters**

Key Achievements since the 2017/18 – 2027/28 Strategic Plan

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

- Leeman foreshore development
- Town scaping in our towns
- Stormwater harvesting and effluent reuse at Maley Park
- Solar panels on Shire owned buildings
- Dynamite Bay ablution block upgrade
- Plant and equipment replacements
- Green Head Community Centre upgrade
- Ocean View Drive upgrades
- Enhancement of community events and programs

Our Demographics Tell Us

Where we are now

- **1055**¹ people call the local government area home. 2.9% are Aboriginal and/or Torres Strait Islanders, 3.9% were born in the UK
- **Our population** growth rate is -1.87%
- **Median age** is 57yrs
- **Our community:** 279 families with children
- **We have an ageing population:** The percentage of the resident population from 0 – 54yrs is consistently under the State average, but 55-69yrs is noticeably higher than the State average (double) suggesting a high number of retirees
- **We have varied levels of affluence in the community:** median weekly household income is \$1030, well below the Western Australian average of \$1815. Personal weekly income of \$619 is also below the State average of \$848
- **We have high unemployment:** 8.6%² compared to state average of 7.8%
- **61.1% of our workforce is full time**
- **We have high car ownership rates:** because we have no public transport access, average of 2.3 vehicles per dwelling
- **We have high volunteerism:** 30.2% of residents undertake voluntary work, well above the state (15.9%) and national average (14.1%)³
- **178 businesses** were operating in the Shire between 2014 - 2018⁴
- **Socio-Economic Indexes for Areas (SEIFA)** 916 which indicates some disadvantage in the Shire

Where we will be in 10yrs

- **Population may decline by 2031:** Predicted population of 690⁵

¹ Census 2021

² INSIGHT RAI

³ INSIGHT RAI

⁴ Business Counts by LGA (ABS 2018)

⁵ WA Tomorrow Band C Report 11

How We Developed this Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit our communities. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Community engagement 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 Coorow has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire website. In addition, results are formally communicated to the community annually via the legislated Annual Report.

IPR Reviews

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

Summary of Community Engagement

Engagement Activity	Attendees
Community Survey	76
Council Workshop	8
Community Workshop – Green Head	6
Community Workshop - Leeman	18
Community Workshop - Coorow	8
Total Reach	116

Strategic Priorities

Community members were asked to rank the following strategic priorities in order of importance to them with the resulting order being.

	Medium Priority	High Priority
Access to, support and advocacy for local health services		
Provision and maintenance of community buildings, halls and toilets		
Access to services and facilities for indigenous and culturally diverse groups		
Access to services and facilities for people with disabilities		
Bush fire prevention and control		
Natural disaster management and adverse events planning		
Conservation and environmental management including biodiversity, climate change, weed control, water conservation		
Streetscapes, amenity improvement, lighting and development of Town Centres		
Economic and tourism development		
Facilities, services and care available for Seniors		
Delivery and support for events, arts and cultural activities		
Sport and Recreation activities, facilities and support		
Support for community groups, volunteers and clubs		
Heritage and conservation of history		
Safety, security and ranger services		
Services and facilities for youth		
Provision of parks, play spaces and public open space		
Provision and maintenance of roads, grading, sealing		
Services and facilities for families and early learning years		

Waste collection, minimisation, management and sustainability		
Access, support and development of housing options locally		
Provision of footpaths, cycleways and trails for access and recreation		
Development of education, training and services locally		
Consultation, engagement and communication		

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

- Residents love living in the Shire because the communities are **safe, quiet and friendly**
- We have **beautiful bushland and coastal areas**
- There is a desire to **protect camping grounds** in reserves, supported by **consistent ranger servicing**
- Accessible local **primary and allied health services** are important to residents
- There is a desire for improved **maintenance of sporting fields** and **recreation centres**
- We should **attract tourists, support local businesses** and enhance our **townscapes**
- Communities and our infrastructure need to be **prepared for natural disasters**
- Consistent and clear **communication** from the Shire to the community

Community Priorities 2022 - 2032

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
1. COMMUNITY	
1.1 Connected, friendly and safe communities	Achieve and update the Disability Access Inclusion Plan
	Volunteers and community groups feel supported
	Achieve and update the Aged Friendly Community Plan
	Town centres are enhanced with streetlighting and footpaths
	External funds attracted for a pedestrian and cycle connection between Greenhead and Leeman
	Inclusive and well attended community events
1.2 Advocate for the provision of quality health services	Achievement towards our Public Health Plan
	Advocacy for health services that meet the needs of the local communities
	Our facilities can be used by visiting health professionals
1.3 Recreational, social and open spaces are welcoming	Sport and recreation facilities and surfaces are planned, maintained and developed in a coordinated manner
	Shire community facilities have family friendly access, are safe and well maintained
	We jointly plan and deliver initiatives with the Community Resource Centre
	Townscapes are green, tidy, well presented with adequate shade
	We collaboratively plan service delivery and respond to emergency situations (LEMC)

1.4 Support emergency services planning, risk mitigation, response and recovery	Emergency service volunteers are supported
	Evacuation Centre's can accommodate community needs and the community understands how to respond to emergencies / natural disasters

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
2. ECONOMY	
2.1 Growing our local economy	Economic Development Strategy is developed and implemented
	Town Planning Scheme is updated
	Reduction in the number of mobile black spots across the Shire
	Advocacy to improve telecommunications across the Shire
	Industrial land is taken up and we progress additional industrial lots
	Land and housing diversity attracts permanent populations
	Airfield is progressively improved
2.2 Diversity of employment opportunities available	Residents can access local, inclusive and modern childcare facilities and services
	We can attract and retain staff because we maintain and expand our housing stock
2.3 Safe and efficient transport network	Achievement of the 10yr road plan goals and strategies
	Regular Summer and Winter grading of gravel roads
	Improved user experience at boating facilities

	Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)
2.3 Visitors have a positive experience across our communities	Caravan Parks are maintained to a high standard
	Clean, accessible and modern public toilets
	Camp grounds are protected when increased patronage occurs

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
3. ENVIRONMENT	
3.1 Maintain a high standard of environmental health and waste services	Waste sites are safe and accessible
	Compliance with environmental health legislation
3.2 Conservation of our coast and bush	Responsive and high standard of Ranger services
	We capture and save water
	Solar panels are installed across Shire facilities
	We work with local groups to proactively preserve and protect our natural environment
	Improvements are made to coastal infrastructure for residents and locals

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP	
4.1 Forward planning and implementation of plans to achieve community priorities	Performance against targets are regularly reported to the community
	We attend meetings of key local and regional organisations to jointly plan for our community

	We attract external funding to help achieve our goals
4.2 Shire communication is regular, clear and transparent	We comply with our Community Engagement Policy
	We meet our Customer Service Charter
	Residents and community groups believe they are being listened to and fairly treated
	Council and Staff work closely with the community to successfully achieve projects or outcomes that deliver upon priorities
4.3 Skilled and well supported team	External audits and reviews confirm compliance
	Councilors attend training and feel supported in their role
	Council is supported by a skilled team

Strategic Risks for the Shire of Coorow:

The following risks were identified by Council and mitigation of these risks are included in the Strategic Community Plan, Corporate Business Plan, Workforce Plan and Long Term Financial Plan.

INTERNAL RISKS	EXTERNAL RISKS
Increasing compliance on local governments	Growing our population
Asset management and preservation	Changes in legislation and regulations
Meeting community expectations	Access to funding (competitive environment)
Attracting qualified staff	Diversity of employment opportunities
Retaining staff	Business attraction and retention
Public perception by ratepayers (value for money)	Access to skilled labour
Reliance on external government funding	Poor telecommunications infrastructure and services
Limited resources	Natural disasters
Setting achievable goals	Volunteer fatigue
Three townsites	Ageing population
Rates are sustainable	Cost shifting
Councillor diversity	
Distance between Shire Administration Centres	

IMPLEMENTATION PLAN

Community Engagement

<u>Purpose</u>	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
<u>Guiding Principles</u>	Taken from IAP2 drivers of contemporary engagement practice: <ul style="list-style-type: none">○ Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process○ Communicates to participants how their input impacts the decision○ Includes the promise that the public's contribution will influence the decision○ Provides participants with the information they need to participate in a meaningful way○ Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers○ Seeks out and facilitates the involvement of those potentially affected by or interested in a decision○ Seeks input from participants in designing how they participate
<u>Key Inputs</u>	Community Engagement Framework: Various engagement techniques that are identified for each engagement activity such as community and stakeholder workshops, surveys, social media, face to face interviews, submissions, pop up engagement hubs
<u>Reviewed</u>	By utilising feedback received to inform the decision-making process
<u>Reported</u>	Strategic Plan Reference section of ordinary meeting of Council items Integrated Strategic Plan reports Summary of key engagement activities in the Annual Report

Resource Management - Integrating Asset, Finance, and Workforce Planning

<u>Purpose</u>	To use our people and resources to protect and enhance our infrastructure and natural environment and to deliver Shire services in a financially sustainable manner
<u>Guiding Principles</u>	Demonstrated compliance Enhanced community consultation Improved management of risk Improved social responsibility Skilled and motivated workforce Sustainable financial performance Well informed investment decisions
<u>Key Inputs</u>	Asset condition data Community service level expectations Long Term Financial Plan Technical and quality requirements
<u>Reviewed</u>	Annually to update financial modelling using current data Major review of the LTFP every 4 years
<u>Reported</u>	Annual Report Asset Ratios Plant Replacement and Utilisation reporting Financial and strategic implications of Ordinary Meeting of Council items

Risk Management

<u>Purpose</u>	To ensure that relevant risks and opportunities have been identified, assessed, and mitigated as part of any decision or action.
<u>Guiding Principles</u>	Based on the best available information Clarifies uncertainty Facilitates continual improvement and enhancement of the organisation Integral part of organisational processes Informs decision making Systematic, structured, and timely Tailored to suit all environment types Takes human and cultural factors into account Transparent and adaptive to all areas of risk
<u>Key Inputs</u>	Governance Compliance Calendar Officer Reports Risk Reporting Framework Audit Report
<u>Reviewed</u>	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire.</p> <p>Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.</p> <p>Regulation 17 review every 3 years Risk Management profiling tool, reviewed quarterly The Audit and Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.</p>
<u>How Reported</u>	Audit and Risk committee meeting minutes Risk section of ordinary Council meeting Items

Assumptions

Population and economy	1,036 → 690 over 10 years (WA Planning) Generally older and ageing faster (than WA average) Non-resident owners (approx 50% on Coast) will remain significant proportion of Coastal towns
Property base growth	Increase of 10 new buildings across the Shire in the next 4 years.
CPI	5.1% in March 2022 Annual average is 2.0% pa
Payroll	2.0% pa on average
External influences	Local Government Act Reform Work Health and Safety Legislation Aboriginal Cultural Heritage reform
External Risks	Growing our population Changes in legislation and regulations Access to funding (competitive environment) Diversity of employment opportunities Business attraction and retention Access to skilled labour Poor telecommunications infrastructure and services Natural disasters Volunteer fatigue Ageing population Cost shifting

IMPLEMENTATION OF COMMUNITY PRIORITIES

Develop

Implement

Continue/Maintain

1. COMMUNITY					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
1.1 Connected, friendly and safe communities	a. Achievement of the Disability Access Inclusion Plan strategies				
	b. Achievement of strategies in the Aged Friendly Community Plan				
	c. Community Development Officer supports clubs and volunteers with resources and programs				
	d. Annual footpath maintenance, upgrade and extension				
	e. Progress improvements to street lighting in our townsites				
	f. Seek external funding for pedestrian and cycle connection between Greenhead and Leeman				
	g. Work with the Community Resource Centres to deliver local events and activities				
1.2 Advocate for the provision of quality health services	a. Develop and implement the Public Health Plan				
	b. Maintain and update Medical Centre facilities and equipment as required				
	c. Support a high standard of GP services at the Medical Centres in light with the budget				
	d. Make available spaces, for visiting health professionals				
1.3 Recreational, social and open spaces are welcoming	a. Progress the Coorow Swimming Pool redevelopment				
	b. Develop and implement a sport and recreation facility plan in collaboration with local clubs				
	c. Seek external funding to develop our walk trails, coastal paths and rest points				
	d. Implement strategies from the Regional Club Development Plan				
	e. Improve public toilet facilities and parent rooms				

	f. Develop and implement townsite improvement plans in collaboration with each community				
	g. Maintain and enhance Shire owned green spaces and verges				
	h. Work with local Community Resource Centre's to jointly deliver upon arts, culture, learning and recreation outcomes				
1.4 Support emergency services planning, risk mitigation, response and recovery	a. Active leadership and participation in LEMC				
	b. Scenario planning with emergency services for natural disasters				
	c. Educate the community about bushfire prevention				
	d. Review evacuation centre facilities in the Shire and improve them as required				
	e. Facilitate support for volunteers of the St John Ambulance service to ensure the continuance of this service				
	f. Facilitate support for volunteers of the Shire's Bush Fire Brigades to ensure the continuance of this service				

2. ECONOMY					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
2.1 Growing our local economy	a. Develop and implement an Economic Development Plan				
	b. Review and update the town planning scheme				
	c. Undertake industrial land subdivision				
	d. Undertake residential land subdivision				
	e. Facilitate expansion of telecommunications networks across the Shire and advocate for reduced number of black spots across the Shire				
	f. Progress improvements of the airfield				
2.2 Diversity of employment opportunities available	a. Promote the community, lifestyle and business opportunities available				
	b. Investigate a child care service for Coorow				
	c. Offer apprenticeships and traineeships in our workforce				
	d. Maintain and expand Shire housing stock				

2.3 Safe and efficient transport network	a. Maintain and upgrade roads as per 10yr Road Plan				
	b. RAV Network assessment is completed				
	c. Seek external funding to improve and upgrade boating facilities on our coast				
	d. Equipment replacement as per our Plant and Equipment Schedule				
2.3 Visitors have a positive experience across our communities	a. Consistent online visitor information and promotion of our attractions				
	b. Maintain and upgrade Shire owned Caravan Parks in line with asset management planning and annual budget				
	c. RV friendly status for Coorow is achieved				
	d. Effective and visible ranger service across the communities, camp sites, reserves etc				

3. ENVIRONMENT					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
3.1 Maintain a high standard of environmental health and waste services	a. Deliver environmental health services				
	b. Continue to educate the community about waste minimization and recycling				
	c. Capacity and infrastructure enhancements at our landfill sites				
3.2 Conservation of our coast and bush	a. Manage and protect the environment around campsites				
	b. Preparation and management of nature reserves and roadside verges to reduce bushfire risk				
	c. Improve stormwater infrastructure for capture and use				
	d. Continue to install solar panels on Shire owned buildings				
	e. Work with communities to improve coastal rehabilitation and management				
	f. Forward plan and seek external funding for the Leeman foreshore development				

4. CIVIC LEADERSHIP					
STRATEGY	ACTION	22/23	23/24	24/25	25/26
4.1 Forward planning and implementation of plans to achieve community priorities	a. Deliver quarterly reviews of the Shire Community Strategic Plan and Corporate Business Plan				
	b. Active participation in regional groups				
	c. Increase collaboration amongst stakeholders and surrounding local governments to identify opportunities that will improve local and regional service delivery				
4.2 Shire communication is regular, clear and transparent	a. Implement and review the Community Engagement Policy				
	b. Continue to uphold our Customer Service Charter and undertake a survey to measure our performance				
4.3 Skilled and well supported team	a. Continue to meet compliance with statutory and regulatory requirements				
	b. Review financial and asset management policies and practices				
	c. Elected members attend professional development				
	d. Update and implement the Workforce Plan strategies				

COMMUNITY FACILITIES, INFRASTRUCTURE AND SERVICES

Community Facilities	Service Objective	Legislated
Caravan Parks	Maintain and enhance the Caravan Park to provide a safe and inviting experience for visitors	N
Gardens	To manage and maintain gardens so that they are seen as clean, fit for purpose and attractive	N
Housing	To maintain Shire owned houses to a level that retains their capital value	N
Library	To provide library services that engage and meet the needs of the local communities	N
Parks and Playgrounds	To manage and maintain parks and playgrounds that attract community members and visitors	N
Public Toilets	To maintain public toilets so that they are seen as clean, tidy and usable	N
Recreation Grounds & Pavilions	To partner with local communities to manage and maintain to an acceptable standard relevant to current usage	N
Reserves	To retain and maintain reserves for community use relevant to current usage	N
Swimming Pool	To manage and maintain to the required standard relevant to current usage	Y
Town Halls/Public Buildings	To manage and maintain to an acceptable standard relevant to current usage	N
Community Infrastructure		
Airport	To plan, renew and maintain infrastructure to a safe operating standard that meets community needs	N
Sewerage		Y
Footpaths		Y

Drainage & Stormwater		Y
Aged Care		Y
Childcare Centre		Y
Roads & Verges		Y
Shire Services		
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects	Y
Customer Service & Payments	To provide a high level of customer service and access to convenient payment options	Y
Economic Development	To promote the shire and region as an attractive place for business	N
Finance and Governance	To deliver open and transparent systems and reporting that ensure the prudent use of funding streams	Y
Fire & Emergency	To partner with relevant agencies and volunteers to ensure adequate resources to respond to emergencies	Y
Maintenance - Roads	To schedule and deliver maintenance programs in line with resource capacity that support a reliable transport network	Y
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment to ensure appropriate management and use	Y
Public Health	To ensure that public health legislation is understood, managed and complied with	Y
Regional Collaboration	To support regional co-operation and share resources with other LG's	N
Town Main Streets	To maintain streetscapes that are neat, tidy and welcoming	N
Town Planning and Building Control	To ensure that legislative requirements and building standards are complied with	Y
Tourism Promotion	To promote and develop tourism and maintain local attractions	N

Volunteer & Community Group Support	To actively support community groups and volunteers to encourage community driven activities	N
Waste, Recycling & Refuse Sites	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements	Y

MAJOR PROJECTS								
Capital Projects	22/23	23/24	24/25	25/26	Total Cost	Other	Status	Quarterly Update
Marchagee/Buntine Road	X	X	X	250,000	250,000	Regional Road Group Funding Program		
Coorow/Greenhead Road East	X	X	X	250,000	250,000	Regional Road Group Funding Program		
Coorow/Greenhead Road West	478,401	450,000	450,000	X	1,378,401	Regional Road Group Funding Program		
Coorow Latham Road	287,774	250,000	250,000	220,000	1,007,774	Regional Road Group Funding Program		
Coorow Swimming Pool Redevelopment	5,639,635	X	X	X	5,639,635			
Leeman Foreshore	150,000	250,000	X	X	400,000			
3 Bays Walkway	100,000	X	X	X	100,000			
Plant Equipment as per schedule	1,704,480	910,863	890,922	527,749	4,034,014			
Other Plant/Equipment	112,500	X	X	X	112,500			
Buildings - as per schedule/unspecified renewal	3,220,300	200,000	200,000	200,000	3,820,300			
Infrastructure – Footpaths - as per schedule/unspecified renewal	158,388	119,000	X	X	277,388			
Infrastructure – Other – unspecified	363,139	X	230,000	50,000	843,139			
Infrastructure – Road – as per schedule/unspecified	1,573,670	1,232,753	650,000	650,000	4,106,423			