

Shire of Perenjori Strategic Plan 2006-2010



06/07 focus
Adopted 19th April 2007

Vision: The Shire of Perenjori is the inland centre of mining, industry and agricultural development in Midwest WA.

Mission: Council will provide leadership and facilitate service provision to ensure that the Shire of Perenjori is a great place to live, work, conduct business and invest.

Our Key Assets:

A **Shire** that invests in diversity of people, industries and environment to ensure our sustained prosperity.

A **community** that is innovative, vibrant and resilient.

A **place** rich in natural resources and biodiversity, with great facilities making it an attractive place to live and work

Our Values:

Integrity - We behave honestly to the highest ethical standards

Accountability – We are transparent in our actions and accountable to the community

Inclusiveness – We are responsive to the community and we encourage involvement by all people regardless of their age, culture or gender

Commitment – We translate our plans into actions and demonstrate the persistence that will produce results

Strategic Goal 1: Economic Well Being Through Industry Diversity

Key Strategy	Key Performance Indicator	Key Activities	2006/7 Focus 2007/8 Focus
1.1 Project Attraction	<p>New mining projects are underway by 2008</p> <p>Projects are leveraged to achieve:</p> <ul style="list-style-type: none"> - cross industry impact - utilisation of natural assets and - infrastructure and activities that benefit the community <p>Projects maximise (but do not compromise) natural assets</p>	<ul style="list-style-type: none"> ○ Work with project proponents and state govt to facilitate project start ups ○ Work with project proponents to maximise benefit to community ○ Council planning processes that expedite approvals ○ Explore opportunities for alternative energy industries 	<ul style="list-style-type: none"> ○ Forecast likelihood of project start ups ○ Identify infrastructure, allied business and accommodation needs ○ Review and implement relevant Pracsys report recommendations ○ Market region to proponents, including a list of services available and plans for the future.
1.2 Business Attraction	<p>New businesses are:</p> <ul style="list-style-type: none"> -allied to and or support mining activity (transport) - adding value to and diversifying agricultural production - meeting community demand for services 	<ul style="list-style-type: none"> ○ Identify gaps in business types ○ Market opportunities to identified businesses segments ○ Continue support of Agricultural Development Partnerships (ADP) initiatives ○ Start up support – land, advice ○ Investigate attraction of govt service delivery (eg. immigration farm) 	<ul style="list-style-type: none"> ○ Review and implement relevant Pracsys report recommendations ○ Develop industrial land (planning approval and infrastructure provision) ○ Alternative access plan for CBH Perenjori ○ Prepare for Town Planning Scheme Review ○ Support establishment of a farmer driven ADP Steering Committee
1.3 Reduce financial 'leak' from community	<p>Investing locally increases</p> <p>There is evidence of new business models that maximise return of dollars to the community</p>	<ul style="list-style-type: none"> ○ Foster creative ways of operating as individuals and community - business models, purchasing, co-operatives..... ○ Foster local businesses and services wherever possible to support new industry development ○ Foster shop local philosophy 	<ul style="list-style-type: none"> ○ Encourage workshops/seminars that explore news ways of thinking, planning, and acting. ○ Shop Local Campaign ○ Lotto agency

<p>1.4 Alternative income streams for Shire</p>	<p>Grant applications to support initiatives are successful</p> <p>Council has a clear policy on its role re: development vs. facilitation of business</p>	<ul style="list-style-type: none"> ○ Applications for grants to support new initiatives ○ Shire business development to compliment new initiatives 	<ul style="list-style-type: none"> ○ Council discussion around extending core business to include undertaking business activity (as opposed to current position of fostering business activity) ○ <i>Business plans for possible shire businesses (nursery, office rentals, intellectual property, enviro housing...)</i>
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Strategic Goal 2: Community Diversity and Involvement

Key Strategy	Key Performance Indicator	Key Activities	2006/7 Focus 2007/8 Focus
2.1 Maintain Population	Population numbers are maintained at current level in the mid term (5 years).	<ul style="list-style-type: none"> ○ Maintain quality of current services and facilitate the filling of service gaps (e.g. seniors housing, child care; health; education; recreation) ○ Ongoing skills audit to determine opportunities for residents to participate in new projects, business opportunities and community projects. 	Community consultation (audit) on <ul style="list-style-type: none"> ○ Population movement – why people leave, come. ○ Base line data on community pride ○ Community services – what we have, what is needed/desired (prioritise these) ○ Skills available ○ Housing available and required ○ What sources of communication/info most used ○ Encourage seniors to apply for Homeswest housing
2.2 Attract diverse population	New community members meet need for new project, business and service delivery initiatives.	<ul style="list-style-type: none"> ○ Targeted approach to attraction linked to industry, business and services attraction ○ Range of options considered – singles, families, part timers, casual workers, outside expertise (uni students), CALM volunteers. ○ Develop housing and amenities options – singles, lifestyles, family ○ Promote our community and our point of difference (friendliness, landscape...) ○ Foster initiatives that contribute to the well being of communities less fortunate than ours 	<ul style="list-style-type: none"> ○ Profile/describe desired/required demography ○ Begin review of town planning scheme – appoint planning consultant ○ Welcome pack and events
2.3 Maintain community pride and foster new ways of thinking and acting	New approaches are valued and tried.	<ul style="list-style-type: none"> ○ Develop a new community 'brand' ○ Foster capacity building that encourages new ways of thinking/acting 	<ul style="list-style-type: none"> ○ Develop a brand/logo that captures the Shire's assets and point of difference ○ Promote pride in community (e.g. tidy towns) ○ Initiate 'Thinker in Residence' program ○ Engage University students and other outside experts in projects

<p>2.4 Involve the community</p>	<p>Key community groups are vibrant/active and working smarter. The community believe they are kept informed about current and future activities and potential for their involvement.</p>	<ul style="list-style-type: none"> ○ Encourage and support new ways for groups to work together ○ Involve new community members ○ Develop communication strategy - Regular and diverse strategies for engagement and communication ○ Acknowledge contributions and celebrate success 	<ul style="list-style-type: none"> ○ Map and review current groups ○ Welcome pack and events ○ Audit on desired communication (see above) ○ Suggestion box ○ Breakfast ○ Community Events
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Strategic Goal 3: Good Governance

Key Strategy	Key Performance Indicator	Key Activities	2006/7 Focus 2007/8 Focus
<p>3.1 Sound local governance</p>	<p>Council achieves an unqualified annual audit and auditor recommendations are acted on.</p> <p>Strategic Plan is reviewed annually and development of operational plans is directly related to these priorities</p> <p>Sound information and research underpins decision making and action</p> <p>Shire engages with individuals and community groups</p> <p>There is continuous improvement of what is done, and how it is done</p> <p>Quality staff are retained</p> <p>Risk Management Plan is in place</p>	<ul style="list-style-type: none"> ○ Ongoing strategic and operational planning processes ○ Ongoing monitoring and measurement ○ Developing and following workable practical policies ○ Continual improvement of policy processes, practices and procedures ○ Open door policy ○ Invite people with passion and expertise to contribute - from within and outside the community ○ Attract and retain quality diverse staff and council members ○ Risk Management Plan 	<ul style="list-style-type: none"> ○ Develop Communication Plan ○ Update Policy Manual ○ Cost Operational Plans ○ Review of Committees and Council practices ○ Engage consultants to develop Risk Management Plan and policy
<p>3.2 Participating in regional governance</p>	<p>Cost savings and efficiencies</p> <p>State and federal govt. policy is influenced</p>	<p>Joint initiatives with other local governments in the areas of:</p> <ul style="list-style-type: none"> ○ NRM ○ Waste management ○ Disability access ○ Biosecurity 	<ul style="list-style-type: none"> ○ Contribute to the establishment of RLG's

Strategic Goal 4: Sustainable Environment

Key Strategy	Key Performance Indicator	Key Activities	2006/7 Focus 2007/8 Focus
4.1 Build on success of Farm Improvement Groups and Catchment Council	We are recognised as leaders in NRM There is increased activity 'on the ground' in implementing NRM initiatives	<ul style="list-style-type: none"> ○ Market/celebrate strengths ○ Use Yarra Yarra RLG to maximise impact ○ Management of NRM assets under shire control 	<ul style="list-style-type: none"> ○ Establish Yarra Yarra RLG ○ Use Yarra Yarra RLG to maximise impact ○ Encourage diversification in the Growing Quarter and establishment of a farm improvement group.
4.2 Continued stewardship of land and natural resources	Land/water/natural resources are used for economic benefit in a sustainable manner Shire facilities are eco-friendly	<ul style="list-style-type: none"> ○ Value adding and diversification to better match land use with changing natural conditions (soil, climate, salt etc) and new industry opportunities such as bio-fuels ○ Conditions on new projects contain responsible land management requirements ○ New facilities developed in eco-friendly ways 	<ul style="list-style-type: none"> ○ Town dam revitalised ○ Waste management plan through RLG. ○ Water planning and funding ○ <i>Explore feasibility of Ecotourism caravan park</i>
4.3 Maintain and build on streetscapes	Residents and visitors cite streetscape as an element that attracts them to Perenjori and creates community pride	<ul style="list-style-type: none"> ○ Maintain and improve streetscapes ○ Co-ordinated facility planning and use 	<ul style="list-style-type: none"> ○ Master plan for main street of Perenjori

Strategic Goal 5: Sound Infrastructure

Key Strategy	Key Performance Indicator	Key Activities	2006/7 Focus
5.1 Maintain current facilities	Facilities Management Plan costed and in place Facility use is consolidated and maximum possible use is achieved	<ul style="list-style-type: none"> ○ Develop, implement and monitor a Facilities Management Plan ○ Community Group involvement in planning and publicising facility use 	<ul style="list-style-type: none"> ○ Review current facility use and maintenance/renewal requirements that include: <i>Swimming pool, synthetic bowling green; replace/refurbish/relocate sports club; airstrip upgrade; office space; shire housing including CEO residence; improved water infrastructure</i>
5.2 Provide new infrastructure	Project and business development occurs without undue delays	<ul style="list-style-type: none"> ○ Work with project proponents to facilitate infrastructure provision 	<ul style="list-style-type: none"> ○ Accommodation (see below), power and water needs identified ○ Water, power, road and rail infrastructure identified
5.3 Accommodation Strategy	Range of housing available to meet demand from singles, families, the aged, transients, casual workers...	<ul style="list-style-type: none"> ○ Structures to determine priorities and undertake research of options (CEDO and EDC) ○ Ongoing audit of what is available and forecast needs 	<ul style="list-style-type: none"> ○ Audit on what is available and desired in future (see below) ○ Develop residential land (with Landcorp) ○ University students involved in town planning, business/skills attraction ○ Explore low cost options and short term options (UWA Prototype) ○ Review and implement relevant Pracsys report recs ○ Town planning to accommodate range of needs
5.4 Road maintenance and construction	Road Investment Plan is in place and reviewed annually	<ul style="list-style-type: none"> ○ Ongoing review of Road Investment Plan ○ Ongoing review of Plant Replacement Plan 	<ul style="list-style-type: none"> ○ Begin implementation of road investment plan ○ Road use agreements by project proponents
5.5 Shire housing maintenance and construction	Small quality stock held by Council Investors providing for demand	<ul style="list-style-type: none"> ○ Ongoing review of Housing Investment Plan ○ Housing subsidies ○ Encourage employee ownership ○ Country housing initiatives 	<ul style="list-style-type: none"> ○ Construction of additional staff housing (using UWA model?) ○ Investment and divestment plan

SWOT ANALYSYS

Strengths	Weaknesses
<ul style="list-style-type: none"> ○ Resilient people ○ Can do attitude, strong sense of community ○ Volunteers ○ Skill base ○ Leadership ○ Research and planning ○ Build on two town opportunities, co-operation ○ Long term stable staff ○ Sound financial position ○ Clean, safe, green, friendly ○ Beautiful landscape and surroundings ○ CRC – Community Research Centre ○ Good facilities ○ Dry land farming techniques ○ Perenjori Inc development ○ Mining Investments 	<ul style="list-style-type: none"> ○ Diminishing population and skills set ○ Volunteer burnout ○ Changing population and attitudes ○ Communication ○ Lack of diversity of industry ○ Resistance to change ○ Distance ○ Further education ○ Medical facilities ○ Lack of land for development ○ Don't celebrate/acknowledge our achievements/successes enough ○ Aging, underutilised infrastructure ○ Limited retail services such as lotto
Opportunities	Threats
<ul style="list-style-type: none"> ○ Value adding ○ Diversified cropping ○ Mining ○ Fuel shortages/prices ○ Rise in urban land value ○ Lifestyle change ○ Urban crime ○ World tourism ○ Rising commodity prices ○ GMO free ○ Farm buy backs ○ Technology ○ Collaboration with Universities ○ Biodiversity/ecotourism 	<ul style="list-style-type: none"> ○ Govt cost shifting ○ World Economics/markets ○ Political instability ○ Govt policy toward rural Australia ○ Communication deterioration ○ Climate change ○ Perception of remoteness ○ Plague and pestilence ○ AWB/CBH and other service providers – change context ○ GMO free ○ Disinterested government ○ Input prices for agriculture