EMBRACE OPPORTUNITY

Shire of Perenjori

Strategic Community Plan

2013 – 2023
## Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Message from the Shire President</td>
<td>4</td>
</tr>
<tr>
<td>Vision, Mission, Values</td>
<td>5</td>
</tr>
<tr>
<td>Plan for Growth</td>
<td>6</td>
</tr>
<tr>
<td>Integrated Strategic Planning</td>
<td>12</td>
</tr>
<tr>
<td>Development of the Plan</td>
<td>13</td>
</tr>
<tr>
<td>Key Strategy Areas</td>
<td>17</td>
</tr>
<tr>
<td>Resource Capability</td>
<td>25</td>
</tr>
<tr>
<td>Measuring our Success</td>
<td>28</td>
</tr>
<tr>
<td>Attachments</td>
<td></td>
</tr>
<tr>
<td>1. Statistical Context</td>
<td>30</td>
</tr>
<tr>
<td>2. Development of the Plan</td>
<td>48</td>
</tr>
</tbody>
</table>
Message from the Shire President

Welcome to the Shires

Strategic Community Plan

This is the key planning document for the Shire, detailing our vision for the future and encapsulating your ideas for the future of your place and community. This is a growth plan for our Shire. It details a number of key investments that we believe will enable us to reach our population target of 1,200 people resident within the Shire within 10 years.

It creates a blueprint for the investment in our future, the key development priorities and a partnership approach for working with you, the private sector and tiers of government. As a blueprint, it will inform the annual budgetary process of Council and is strongly and integrally linked with the Corporate Business Plan. It is a key guide for Councils decision making and will be reviewed every two years. The planning process and delivery will create long-term and tangible benefits to the community and our partners.

It outlines our plans to develop our community’s potential. It outlines a strategy to capture the growth potential from the Mining Industry that will enable our local businesses and community to harness the economic development potential from the regions new growth driver. It also outlines a strategy to develop the potential of the environmental assets of the Shire and become a centre of conservation, research and nature based recreation and tourism. The Strategic Plan also recognises our core industry of Agriculture and its ongoing contribution to the local community and economy. Finally the plan captures the future growth driver that renewable energy will play, as the region is known for having the best solar generating capacity in the world. Renewable energy will therefore become a key driver for growth in the medium to long term for the Shire of Perenjori.

It outlines an approach which is not new to the Shire but has evolved in the planning process for our Strategic Plan. This approach is to have a high level of community engagement in our decision making and planning processes. The Shire has determined that community members will be involved in all local planning and project processes to the greatest extent possible.

The plan creates a capital works plan that is ambitious, broad ranging and demonstrates a strong commitment to building infrastructure both economic and social that will create the platform for growth for our Shire. The program requires a broad ranging investment approach utilizing Shire rates and external funding sources.

Councillors, community, key stakeholders and senior staff have worked diligently on developing this Strategic Community Plan and ensuring it represents the views, needs and future plans of the community. I would like to take this opportunity to express our sincere appreciation for all those involved in its development.

The next 10 years will be very exciting in the Shire of Perenjori’s history and the shire and community are well placed to deliver on this exciting plan. I commend this document to you.

Councillor Chris King
Shire President Shire of Perenjori 2013
VISION FOR THE COMMUNITY

Perenjori will be dynamic and innovative and build on its key industries – mining, agriculture, energy and the environment to deliver sustained growth for its communities. The community and Council will build on its resilient, adaptive and strong community spirit to create a place that people want to live, work and invest in. In every regard, Perenjori will EMBRACE OPPORTUNITY.

Mission for the Shire

The Shire of Perenjori will lead and partner the community to achieve its aspirational targets for the future. The Shire will work collaboratively with the community and partners and provide open deliberative decision making that empowers the community to participate. The Shire is the community’s servant as well as its leader.

Values

Entrepreneurial and Resourceful

The key value that describes Perenjori is encapsulated in this question ‘how can we help?’ Perenjori is entrepreneurial and resourceful and they like to add value and solve problems for people. They are keenly interested in making things happen without necessarily counting the benefit or how it’s distributed. They have an appetite for risk and they say yes to opportunities and then make them happen.

Resilient and adaptive

Perenjori has been a community that has faced very tough times. As a community it has a key value of learning how to respond to challenges and bouncing back from the most difficult of circumstances. It believes strongly in adapting and changing to get the best result.

Spirit and Independence

Perenjori is a community that values its independence and has a strong sense of identity. Its culture of resourcefulness and valuing hard work undoubtedly has its roots in its pioneering history and derives from the isolation and challenge to survive in a farming area that is on the edge of the pastoral zone. It also has generated the spirit of generosity and giving that creates the high levels of community spirit and volunteering.

Strength through Partnerships and Diversity

Whilst valuing its independence, Perenjori is a community that also values interdependence. It actively works to partner with other Shires, Regional organisations, business and industry and all parts of Government to achieve mutual goals. The Shire recognises that it alone cannot achieve the outcomes needed for the future prosperity of the community. Working together in a united fashion creates more strength for the future.

Ethical and upfront

The Shires commitment is to honesty, integrity and accountability. It believes it should be held to account for its performance and results that it generates. It also believes that the way in which it undertakes its leadership role is important and is committed to being accountable for its commitments and honest in all its dealings. Trust is a key ingredient in relationships and Perenjori believes people will want to do business with them if they hold true to their values.

Financial Sustainability

The Shire has a core value that it must have the capacity to manage its finances in the long-term to enable the community’s expectations to be met and growth to be delivered on. It will manage its resources to create the greatest net gain and invest strategically in projects and programs that bring the greatest long term good.
Plan for Growth

The Shire of Perenjori has an area of 8,611km$^2$ and is located 348km north of Perth and 39km south of Morawa, Western Australia (see Figure 1).

![Figure 1: Location of Perenjori town and shire, Western Australia](image)

The Shire of Perenjori has experienced significant growth in the last five years, which has reversed the trend of earlier years. Most of the growth is from the Mining Industry and this has created multiple and varied opportunities for the local business and service sectors. However, the population growth has not translated to increased population within the townsite of Perenjori and this is one of the key growth challenges for the Shire. A proactive and innovative strategy for enticing population to reside in Perenjori and to contribute to the local community and place is required.

Population Target

The community has set a population target of 1,200 people living in the Shire. This does not include the population at the Karara mine site. This will require a significant investment in key infrastructure and services that will provide the capacity to capture growth.

Key Growth Drivers

There are four key growth drivers that are impacting the Shire of Perenjori, two of which are current key drivers and two of which are more future oriented drivers:

- Banded iron formation – Perenjori is the geographic centre of the southern group of projects of the emerging Midwest Iron Ore Province **(current driver)**
- Environment – unique terrestrial, biodiversity and land features which is highly sensitive and of high value to conservationists, researchers and visitors **(medium term future driver)**
- Agriculture – impacts from a changing climate have created a highly adaptive farming system that has enabled the farming population to survive extremely low rainfall growing seasons **(current driver)**
- Renewable Energy – this region is noted as having the best solar generating capacity in the world and the potential to develop thermal solar power in the Shire has been noted **(medium term future driver)**
In the next 10 years, population growth will come from supplying goods and services to the mining industry as it moves from construction into production stages. Trades and services can be supplied from the community, as construction stage slows and construction workers are unable to be accommodated on-site. The key investments in the Strategic Plan are designed to enable the community of Perenjori to invest in key infrastructure which will enable the community to capture the maximum degree of strategic growth from this driver.

The other key asset the community has is the surrounding environment, landscape and ecology. It encompasses the transition between the agricultural zone and the pastoral zone. It is at the intersection of three biodiversity regions and has features of all three, and has spectacular lake systems and unique geology. Due to the presence of Conservation NGO’s and unallocated crown land managed by DEC, a large (450,000 ha) conservation estate is forming that has sufficient size to establish conservation values that are significant and able to be interpreted. The capacity for conservation, research and nature based recreation and tourism is vast. This is a medium term driver for growth and will be a key attraction in creating population growth. The Environment Centre project in the Strategic Plan is a key investment to capture strategic growth from this driver.

The Shire has been founded off the back of Agriculture. It is still a major employer within the Shire and will continue to be a strong economic contributor and strategic employer. The capacity for growth in agriculture is based entirely upon innovation and creative responses to key pressures. Perenjori is considered to be “ground zero” for climate change. The key trends in climate change for this area are loss of autumn starting rains for seeding, lower winter rainfall, potential loss of spring rains, late summer rains and possible summer rain events that also bring destructive rain and wind events. The adaptive response of the farming community in Perenjori has been broad. Some have provided assets, skills, equipment and labour to the mines as a form of business innovation, some have trialled new business enterprises, some have diversified and others have created very efficient farming systems approaches which enable them to profit in low production years and save capital in good to high production years. Statistically it also known that off farm income has become more important to farming families due to dry growing seasons.

The attrition rate for farming in the Northern Agricultural Region is 2-3%. Perenjori is likely to be similar, although it is more likely to happen after good seasons or when land is attractive for sale. Current initiatives in the region such as the push to carbon farm can provide future alternative income for other land uses. The ability to innovate and create new responses to key pressures will be essential, and the Shire is planning to invest in the Perenjori Farming Futures group to assist achieve this.

The region is known for having the best solar generating capacity in the world. Renewable energy will therefore become a key driver for growth in the medium to long term for the Shire of Perenjori. The Shire will continue to be a strong advocate to attract investment to drive the Perenjori Solar Park project in the future.

**Key Statistical Trends**

The population recorded as living in Perenjori on census night 2011 is 903 people. This is a 67% increase on five years earlier, and is a rapid reversal from the population decline experienced between 2001 and 2006 censuses. Most of the population growth is in the male population, with modest growth in the female population.
The majority of that growth has been in the shire, not the actual township of Perenjori as demonstrated in Figure 3 below. It is concluded that this is population generated by the Karara Minesite which is located within the Shire of Perenjori.

The other noteworthy demographic change that is occurring in Perenjori is the proportion of the population born in Australia, which has declined from 93% in 2006 to 74% in 2011. The other major countries of birth include New Zealand (6%), England (4%), Scotland (2%) and Ireland (2%).

The median total personal income is currently approximately $1,700/week. This has increased significantly from approximately $400/week in 2011. The median total family income has also increased steadily to $1,500/week in 2011 from approximately $800/week in 2001.
The total labour force of the Perenjori population (15 years and over) decreased by 19% between 2001 and 2006, but increased again by a similar amount in 2009 (Figure 5 – note there is a 5 year gap between 2001 and 2006 which is Census data but only a 3 year gap to 2009 which is PHIDU data). In 2001 and 2006, the structure of the labour force remained largely unchanged with 65 - 67% in full-time employment, 26 -28% in part-time employment, and 4% unemployed (3% of the population did not state their employment status). Unemployment decreased to 2% in 2009. The number of people (15 years and over) who are not in the labour force remained unchanged at 98 people in both 2001 and 2006, but decreased to 75 people in 2009. The marked change in employment status from 2006 to 2009 is likely to be due to flow-on effects of local mining initiatives (see Table 1). This has continued into 2011 with unemployment dropping to 1% largely due to the impact of the Mining industry.

Approximately 32% of Perenjori’s population 15 years and older are providing unpaid childcare to their children. This is significantly higher than WA and non-metropolitan WA statistics.

Figure 5: Income, mortgage and rent indicators, Source: ABS Census 2001 – 2011

Figure 6: Labour force - population 15 years and over (including % of labour force), Source: ABS Census 2001 – 2006 (2011 data available in October 2012), 2009 from PHIDU (2011)

Figure 7: Percentage of people 15 years and over providing unpaid child care, 2006, Source: PHIDU (2011)
The most common occupations for employed persons in Perenjori are Managers and Administrators (Figure 17), although this has dropped in 2011 as a relative percentage because of large increases in tradespeople, transport and machinery operators and other increases in professionals, sales/service personnel and labourers. This employment impact reflects the current construction stage of the regional Mining industry.

**Figure 8: Employment by occupation, Source: ABS Census 2001 – 2006**

The most common industry of employment in Perenjori has always been Agriculture. The percentage of employed people working in this sector increased in 2001 to 2006 from 57 to 60%, but has dropped as a relative percentage because of the increase in Construction and Mining. Employment significantly increased in Construction, Mining, and Accommodation and food services. This demonstrates positive flow on to food and accommodation businesses in the community. Other positive trends are increases in the relative employment in Professional, scientific and technical services, Transport, Rental/Real Estate services, other Services and Manufacturing, which demonstrates diversity in employment.

**Figure 9: Industry of employment for 2001 and 2006, Source: ABS Census 2001 – 2006**
Community strength may be measured by the proportion of the population involved in volunteer work of some kind. It can be seen that Perenjori’s community is significantly stronger compared with WA and Australia as a whole.

![Graph showing percentage of people 15 years and over who participated in voluntary work, 2006, Source: PHIDU (2011)](image)

**Figure 10:** Percentage of people 15 years and over whom participated in voluntary work, 2006, *Source: PHIDU (2011)*

**Summary**

Overall the statistical trends for Perenjori show significant growth related to mining initiatives in the region. There has been significant positive impact on incomes, housing, education, employment and other socio-economic conditions. These improvements along with ongoing housing affordability have flowed on positively to other factors.

Perenjori has a much higher community strength indicator than WA and Australian averages. There are also a smaller proportion of vulnerable people within the Perenjori community compared with WA. This demonstrates the positive impact of the Mining industry on the community of Perenjori, and the capacity of the community to capture ongoing benefits of nearby developments.

A more detailed and comprehensive Statistical Analysis of Perenjori, including all major statistical categories available is included at Attachment 1.
Integrated Strategic Planning

The Integrated Strategic Planning Framework provides the basis for improving strategic planning in local government. It provides a clear process where-by:

- Community input is explicitly and reliably generated
- It informs the long term objectives of local government with these inputs
- The resourcing is identified to deliver against the long term objectives
- Long term financial implications and strategies are articulated

The framework has been developed according to the Integrated Planning and Reporting Framework and Guidelines which were released in October 2010. Section 5.56(1) of the Local Government Act 2005 requires that each local government is ‘to plan for the future of the district’, by developing plans in accordance with the regulations.

Diagram 1: Integrated Strategic Planning Framework

The framework has the following elements:

- 10 year Strategic Community Plan which outlines our vision for the future, our values and our strategic goals. That is this document. **It will have a major review every 4 years and a more minor review every 2 years.**
- 4 year Corporate Business Plan which details what the Shire will do to implement the Strategic Community Plan. This document details the key projects and resources required to deliver on the Strategic Community Plan and details the planned project outputs/outcomes, estimated project costs, source of funds, project schedule and resource required to implement projects. The Corporate Business Plan also contains a risk assessment of the Shires financial and human resource capacity to implement the Plan over the 4 years. **The Corporate Business Plan will be reviewed each year.**
An Asset Management Plan which enables the Shire to plan and manage the assets so that the community’s aspirations can be reached. It is based upon ‘whole of life’ and ‘whole of organisation’ approaches and the effective identification and management of risks associated with the use of assets.

10 year Long-term Financial Plan which is a high level document that indicates the Shire’s long term financial sustainability, allows for early identification of financial issues and their longer term impacts, and shows the financial impacts of plans and strategies.

A Workforce Development Plan which will analyse the operational capacity of the Shire, contrast that to the strategic needs created by the plans, and identify the capacity, skills and knowledge gaps and how to address them.

An Annual Financial Budget which will record the planned activities and expenditure for each year; and

An Annual Report which provides the community with a detail account of what has been achieved each year and progress made towards the Performance Targets and achievement of Corporate Business Plan.

How do they all work?

The Strategic Community Plan will be operationalised through the Corporate Business Plan. It will reflect the local government’s capacity and intention to deliver services and provide and maintain assets for their community. The internal business planning of the Council will be demonstrated in the Corporate Business Plan.

The Workforce Plan allocates staff resources to the key activities nominated under the Corporate Business Plan.

This links to the Long Term Financial Plan of Council which is a ten year rolling plan that indicates the local government’s long term financial sustainability, and allows early identification of financial issues.

The Asset Management Plan ensures that local government assets are in optimal condition to maintain service levels. This will enable cost efficient servicing of community need within financial constraints.
Development of the Plan

The process to develop the plan flowed through a number of key stages over an eight-month process. Data and information was gathered which was then tested against community opinion and ground-truthed. This has enabled both a breadth and depth process with the local and regional community being involved in generating ideas for maximising opportunities and overcoming key challenges for Perenjori.

The community was highly engaged in the development of the plan through a number of different processes. They included:

- Visioning workshops (26 attendees)
- Scenario planning workshops (24 attendees)
- Business interviews and survey (5 interviews, 10 contacted in total)
- Community prioritisation at Show Day (150 visits, 68 votes in total)
- Community Feedback period

In total 123 people were involved in the development of the plan. This represents 13.6% of the community of 903 people (Census 2011 figure). An additional 82 people viewed the key parts of the plan at the Annual Perenjori Show, which represents another 9% of the community population.

In addition, the consultation process involved developing an independent statistical analysis of the community, and interviews or involvement of 16 regional agencies in workshops.

Diagram 2 outlines the progression of the planning process and the link between elements.

Diagram 2: Planning Flowchart Perenjori Community Strategic Plan
What did the Community Say?

The Community believes they are resilient, resourceful and that community spirit is strong. The community wants to capture the benefits from the new economic and social drivers which are positively impacting their region, and use those drivers to create a community where people can start a business, enter the property market, and have a connected lifestyle in a friendly and welcoming place.

They want people to be able to embrace opportunity along with them. They want to grow and fulfil what they see as their population potential of 1,200 living within the townsite of Perenjori.

The community see keys strengths and weaknesses.

Strengths:

- Resilience – the community has “bounced back from tough conditions”
- Agriculture is the dominant industry and has adjusted to low rainfall
- Small business sector has undergone growth and has become competitive in servicing the mining industry
- Good local government with financial strength
- Value adding philosophy (solves problems “how can we help” culture)
- Independent and interdependent
- Complementary skills in agriculture and mining
- Can attract contractors to live and work in Perenjori

Weaknesses:

- Labour market – high demand, low supply
- Housing – demand for 15 houses right now
- Leadership demands – very busy community, people working long hours, hard for people to also do leadership roles
- Big projects – need additional skill in gaining traction and attracting investment
- Lack of business support services – businesses growing organically, but could grow faster with business support
- Land release – need residential and industrial land supply
- Project management skills are critical
- Lifestyle lacking to attract key demographic of families (retail, childcare, coffee shop)

The community outlined what they believe are key investments to achieve that future position of a population of 1,200 people.

To drive the Economy, the following investments are needed:

- Accommodation and Housing – promoting private investment
- Land Development
- Sewer reticulation
- Business Incubator to support local businesses to establish
- Active business support program
- Transport linkages
- Power reliability
- Environment Centre, including Solar Discovery Centre
- Solar Power Project
• Link to Mining enterprises and subcontractors
• Telecommunications upgrade
• Waste management
• Land use projects such as carbon plantings

To drive Population growth, the following investments are needed:

• Retail revitalisation and CBD Development and Infill – Café
• Cultural events and facilities
• Support for volunteers
• Early childhood development centre
• Telecommunications
• Ongoing town improvement
• Focus on health and well-being
• Secure water supply
• Preventative social services
• Aged care – low care options for housing and linking to regional services
• Ongoing support for resilience and positive attitude

The strategy areas have been developed based upon the communities input (both local and regional), and there is a consequent good level of community ownership of the ideas that form the backbone of the Community Strategic Plan.
Key Strategy Areas

The Strategy areas have been developed to respond to the Community input and deliver on the population growth target for the community.

The population target will require a significant investment in key infrastructure and services.

5 Key Areas of Investment

Area 1: Infrastructure and Natural Assets - Our Natural and Built Environment

Goal: A community that develops and lives sustainably in a thriving natural and quality built environment, which meets current and future community needs.

This strategy area will enable the Shire of Perenjori to develop key infrastructure that will enable growth and development. It includes investment in key areas such as water supply, mobile phone coverage, NBN/digital connection, power supply, transport linkages and waste management. Investment in these areas will not only assist existing businesses and residents but help to attract new residents to the community. It will provide key infrastructure for growth.

This strategy area also covers a key opportunity area for Perenjori and that is to develop environmental services and a Centre to link to the 450,000 ha of land being managed in the east of the Shire as an environmental asset. Other projects that will improve environmental health of the natural resources of the Shire are also included.
Area 2: Industry and Business Development – Our Economy

Goal: Fostering and maximising growth across the economy, embracing opportunities for diversifying and strengthening our economic base.

This strategy area is designed to invest and support business growth and development for the Shire. It will ensure land development for future industrial and residential occurs in a timely manner and will support the development of a Business incubator to enable new small businesses to get established. It creates key links with regional organizations to ensure trade facilitation, business planning support services, new service opportunities and workforce development occurs to maximise business growth.

Area 3: People and place – Our Community

Goal: Demonstrating a high quality of life for all, offering relevant activities, facilities, and services to enable people to meet their needs and achieve their potential.

This strategy area is designed to invest in key areas that will ensure a high quality of life for the community and ensuring key services are in place to meet community needs. It includes investing in a not for profit Housing company to create community and private investment in housing, key education and learning investments and projects and supporting a healthy community through key health and well-being projects. It also includes a range of initiatives in the cultural, heritage and recreational fields, and ensures the safety and security of the community through key projects. It also includes investment in the CBD of Perenjori to ensure the retail environment can be revitalised over time.

Area 4: Investing in Community Capacity – Civic Leadership

Goal: Supporting community’s strong volunteering culture and supporting community leaders to grow and develop.

This strategy area will create a marketing program for Perenjori which will attract investment, new residents and keep the community informed about projects the Shire is undertaking. It will also invest in a major annual event and support community volunteers and local leaders to be trained and supported to develop leadership potential.

Area 5: Investing in Councils Capacity – Our Leadership

Goal: Strengthen the Shire’s position as an innovative, independent local Government providing excellence in all areas of governance, management and leadership.

This strategy area will build the capacity of the Council to undertake ongoing planning, reviews and report on progress and develop leadership and management capacity within Council and staff. It will also ensure Council strategically targets fundraising strategies to achieve key projects.
### Strategic Theme 1: Infrastructure and Natural Assets

**Goal:** A community that develops and lives sustainably in a thriving natural and quality built environment, which meets current and future community needs.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
<th>Resourcing 13/14 FTE's</th>
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<tbody>
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<td></td>
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<td>Improved mobile phone coverage</td>
<td>% shire covered by Mobile footprint</td>
<td>2013/14</td>
<td>Telecommunications Project</td>
<td>RfR Black Spot Program, CLGF regional (14/15)</td>
<td>High</td>
<td>Managers 0.03</td>
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<tr>
<td>Fibre connection or equivalent technology to Perenjori and outlying areas</td>
<td>Data speed within PJ 40 – 100Mb/s, satellite areas 12 Mb/s</td>
<td>2013</td>
<td>NBN Extension Hill “Extend to Perenjori” Project</td>
<td>Extension Hill NBN Co.</td>
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<td>Additional PJ town water supply through reticulation pipeline project</td>
<td>Pipeline connected by 2017</td>
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<td>Asia Iron Pipeline Project</td>
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<td>Support development local power supply options</td>
<td>Power reliability greater than 98%</td>
<td>2014</td>
<td>Perenjori Diesel Energy Power Supply project</td>
<td>Perenjori Energy Edge of Grid</td>
<td>High</td>
<td>CEO 0.1</td>
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<td>Support development 200 MW Solar Park Power Project</td>
<td>Investors (govt and private) attracted to and invest in project</td>
<td>2014</td>
<td>Solar Park Power Project</td>
<td>Aust Govt – Solar Flagships Program MW Dev Comm</td>
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<td>Morawa Perenjori double lane seal upgrade</td>
<td>Upgrade completed</td>
<td>2013</td>
<td>Morawa Perenjori Road upgrade project</td>
<td>Main Roads RJR</td>
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<td>Maintain Local Road network to required standard.</td>
<td>Meets service level expectations</td>
<td>Ongoing</td>
<td>Local Road Network maintenance</td>
<td>Mining Companies</td>
<td>Med</td>
<td>Works Manager 0.8</td>
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<td>Lobby to resolve Rail line capacity issue</td>
<td>Grain on rail to port achieved Local grain receival point maintained</td>
<td>2014</td>
<td>CBH investment PJ</td>
<td>CBH WA Railways</td>
<td>High</td>
<td>Managers 0.03</td>
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<td>Develop PJ CBH facility and site access Carnamah Rd</td>
<td></td>
<td></td>
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<td><strong>Investigate sewerage alternates for CBD area PJ</strong></td>
<td>Alternative proposal developed and costed</td>
<td>2014</td>
<td>Sewerage Innovation project</td>
<td>Watercorp RDA Mid West</td>
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<td>Participate in Regional Strategic Waste Management Project</td>
<td>Regional project is successfully implemented</td>
<td>2015</td>
<td>Regional Strategic Waste Management Project</td>
<td>MWRC</td>
<td>Med</td>
<td>Managers 0.04</td>
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<td><strong>Develop environmental services and Centre to link to 450,000ha environmental asset, and develop offset opportunities</strong></td>
<td>Centre built and environmental asset attracts 10 – 15k annual visitors</td>
<td>2017/18</td>
<td>Environment Centre</td>
<td>DEC, NACC, Uni’s, Yarra Yarra, Bush Heritage Fund, Yalgoo Shire, Yamatji groups, Rangelands, NACC</td>
<td>High</td>
<td>Not allocated in 4 yr CBP</td>
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<td><strong>Develop local policy for tree cropping/ carbon farming</strong></td>
<td>Carbon farming enabled – 100.00 has established in Shire</td>
<td>2014</td>
<td>Perenjori Farming Futures Group</td>
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## Area 2: Industry and Business Development – Our Economy

**Goal:** Fostering and maximising growth across the economy, embracing opportunities for diversifying and strengthening our economic base.

<table>
<thead>
<tr>
<th>Strategic Theme 2: Industry and Business Development</th>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
<th>Resourcing 13/14 FTE's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade Facilitation</td>
<td>Develop trade linking service coordinated between Shire and local businesses to gain business with major developments</td>
<td>Trade flows result in local business benefit</td>
<td>2013 - 2017</td>
<td>Regional Business Support Services</td>
<td>MWRC Shire of Morawa Mid West CCI SBDC</td>
<td>High</td>
<td>CEO 0.02 ECD 0.05</td>
</tr>
<tr>
<td></td>
<td>Identify supply chains for major industries and identify gaps to develop B2B servicing capacity in region or attract/fill gap</td>
<td>Number new business start-ups/annum</td>
<td>2013 - 2017</td>
<td>Regional Business Support Services</td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Future Business Planning</td>
<td>Work with CCI to develop local business group</td>
<td>Group established and running 2 projects/yr</td>
<td>2013 - 2017</td>
<td>Regional Business Support Services</td>
<td>Mid West CCI CCI, SBDC, MWDC, Enterprise Connect Program NEFF DAFWA Local business group Pollinators</td>
<td>High</td>
<td>CEO 0.02 ECD 0.05</td>
</tr>
<tr>
<td></td>
<td>Develop business growth support function</td>
<td>Planning for growth function in place</td>
<td>2013 - 2017</td>
<td></td>
<td></td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Support strong sustainable agricultural industry</td>
<td>Farming extension projects undertaken</td>
<td>2013 - 2017</td>
<td>Farming Futures Group support</td>
<td></td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Service opportunities identified and developed (eg. Laundromat)</td>
<td>All service opportunities capitalized by existing or new businesses</td>
<td>Ongoing</td>
<td></td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Land Development</td>
<td>Reclaim Industrial land that has not been developed in agreed timeframes</td>
<td>Existing industrial blocks built on</td>
<td>2013</td>
<td>Land Development project</td>
<td>Landcorp</td>
<td>High</td>
<td>CEO 0.05</td>
</tr>
<tr>
<td></td>
<td>New Industrial park development</td>
<td>New park blocks available for purchase</td>
<td>2014</td>
<td></td>
<td>Landcorp</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New Residential land development</td>
<td>Sufficient affordable accommodation is made available on time</td>
<td>2014</td>
<td></td>
<td>WAPC</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Rezoning Residential Enterprise area to create opportunity to live/work on land</td>
<td>New businesses establish via this model</td>
<td>2015</td>
<td></td>
<td></td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td>Investment Attraction</td>
<td>Business Incubator established and campaign to attract contractors put in place</td>
<td>Business Incubator is fully rented</td>
<td>2014</td>
<td>Perenjori Business Incubator Project</td>
<td>MWDC RJR</td>
<td>High</td>
<td>CEO 0.05</td>
</tr>
</tbody>
</table>
Workforce Development

- Link CRC to Universities, Durack Institute and private sector to deliver training in region
- Work with trades training centre in Morawa to give young people an opportunity to pursue a career in trades and stay in their home town
- Increase level diploma to tertiary level education

New Industry Development

- New industry ideas identified and pursued eg. local produce, market gardens, eggs, linen.
- Support Renewable Energy Development
- New industry developments in region

Area 3: People and place – Our Community

**Goal:** Demonstrating a high quality of life for all, offering relevant activities, facilities, and services to enable people to meet their needs and achieve their potential.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
<th>Resourcing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordable Housing</td>
<td>NFP Housing Company formed to create private/community investment in housing</td>
<td>Number houses built and sold/rented including key worker, aged care, single accom</td>
<td>2013 Establish 2016</td>
<td>Perenjori Housing Project</td>
<td>Dept of Housing</td>
<td>High</td>
</tr>
<tr>
<td>Support services provided to young people and children – School Chaplaincy Program</td>
<td>Support Worker Employed, meeting funding requirements</td>
<td>2013</td>
<td>Education and Learning Program</td>
<td>Perenjori Primary School Dept Education Dept for Communities Dept of Health ROL – CRC Program</td>
<td>High</td>
<td>CEO 0.1 ECD 0.2</td>
</tr>
<tr>
<td>Develop PECC Perenjori Early Childhood Centre</td>
<td>Childhood Centre constructed by 2014</td>
<td>2014</td>
<td>CRC Project</td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Develop knowledge base hub that fosters innovation (CRC) and provides all post secondary options for learning</td>
<td>Level of use by business, regional and general community</td>
<td>2015</td>
<td></td>
<td></td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Expand medical services through North Midlands Medical Practice Regional Model</td>
<td>GP services extended to 3 days per week Full range of allied health services provided locally Full range of social service providers to offer visiting services to community</td>
<td>2015</td>
<td>North Midlands Medical Practice Project Karara Mobile Service</td>
<td>SIHI Karara Dept Child Protection</td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td>Extend allied health services through Karara Mobile Service and regional model</td>
<td></td>
<td>2014</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lobby Govt agencies for social service provision</td>
<td></td>
<td>Ongoing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Town Renewal</strong></td>
<td></td>
<td></td>
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<tr>
<td>---</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>CBD and Retail area revitalised with Lotto Agency, Café, and infill to occur in Main Street.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New retail offerings to plug leaks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014-2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CBD Development and Infill project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MWDC + RFR + SBDC</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Med</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not allocated 13/14</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Lifestyle including cultural, heritage and sport and rec facilities</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revitalise Perenjori Hall into performing arts venue</td>
</tr>
<tr>
<td>Hall redeveloped by 2016</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>Art, Culture and Heritage Program</td>
</tr>
<tr>
<td>CANWA Lottery West Dept of Arts and Culture</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>ECDO 0.05</td>
</tr>
<tr>
<td>Support Art belt project</td>
</tr>
<tr>
<td>Implement project annually</td>
</tr>
<tr>
<td>2014</td>
</tr>
<tr>
<td>CANWA</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>Support local Arts Event to develop</td>
</tr>
<tr>
<td>Exhibition developed by 2014</td>
</tr>
<tr>
<td>2014-2017</td>
</tr>
<tr>
<td>CANWA, P&amp;C, CRC</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>Source Touring Movie Facility to visit Perenjori</td>
</tr>
<tr>
<td>Touring movie facility established</td>
</tr>
<tr>
<td>2013-2017</td>
</tr>
<tr>
<td>Heritage Council</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>Continue to monitor Heritage listings, market and promotion of heritage trail</td>
</tr>
<tr>
<td>Heritage register current Publications developed, marketing trail and buildings</td>
</tr>
<tr>
<td>2013</td>
</tr>
<tr>
<td>Lotterywest</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>Maintain buildings to heritage standards</td>
</tr>
<tr>
<td>Development of maintenance plan, sourcing of funds</td>
</tr>
<tr>
<td>Ongoing</td>
</tr>
<tr>
<td>Local Aboriginal Groups DIA Reconciliation Australia</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>Acknowledgement of Aboriginal history in area, promoting to residents and visitors. Ensure including in Tourism Action Plan.</td>
</tr>
<tr>
<td>Story and information available in public places Community Awareness</td>
</tr>
<tr>
<td>Ongoing</td>
</tr>
<tr>
<td>Dept of Sport and Recreation</td>
</tr>
<tr>
<td>Med</td>
</tr>
<tr>
<td>Continue to implement Sport and Recreation Plan and review periodically</td>
</tr>
<tr>
<td>High level community satisfaction with Sport and Rec facilities</td>
</tr>
<tr>
<td>Ongoing</td>
</tr>
<tr>
<td>Perenjori Sport and Recreation Plan implementation</td>
</tr>
<tr>
<td>Med</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Safety and Security</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop risk management plan for major events such as fire</td>
</tr>
<tr>
<td>Rapid response to major events or incidences</td>
</tr>
<tr>
<td>2013</td>
</tr>
<tr>
<td>Build Capacity of the Shire</td>
</tr>
<tr>
<td>FESA, St Johns, Roadwise</td>
</tr>
<tr>
<td>High</td>
</tr>
<tr>
<td>Support FESA, St Johns and Roadwise Committee to continue services to community</td>
</tr>
<tr>
<td>All Services continue to be provided to community</td>
</tr>
<tr>
<td>2013</td>
</tr>
<tr>
<td>Ongoing</td>
</tr>
<tr>
<td>Monitor safety concerns for community and address where possible</td>
</tr>
<tr>
<td>Feedback from community</td>
</tr>
<tr>
<td>2013</td>
</tr>
<tr>
<td>Schools Community WA Police</td>
</tr>
<tr>
<td>Med</td>
</tr>
</tbody>
</table>
## Area 4: Investing in Community Capacity – Civic Leadership

**Goal:** Supporting community’s strong volunteering culture and supporting community leaders to grow and develop.

### Strategic Theme 4: Civic Leadership

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
<th>Resourcing 13/14 FTE’s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing the Community</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Run a major annual event to build PJ brand</td>
<td>2,500 people attend major event</td>
<td>2014</td>
<td>Marketing, Tourism, Community Engagement Program</td>
<td>Festivals WA Lottery Local Businesses</td>
<td>Med</td>
<td>ECDO 0.5</td>
</tr>
<tr>
<td>Continue to support Annual Show</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support local volunteer services and create a welcoming environment for volunteers from other places</td>
<td>Volunteer groups continue to provide necessary services Thank a Volunteer event</td>
<td>Ongoing 2013</td>
<td>Marketing, Tourism, Community Engagement Program</td>
<td>Local community groups John Curtin Volunteers Lotteries West</td>
<td>Med</td>
<td>ECDO 0.5</td>
</tr>
<tr>
<td><strong>Volunteer Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Children and young people leadership through the Junior Council and Youth Advisory Council</td>
<td>Junior and Youth Councils established, and linked to Council</td>
<td>2013</td>
<td>Marketing, Tourism, Community Engagement Program</td>
<td>Schools YACWA Office of Young People’s Interests</td>
<td>Med</td>
<td>ECDO 0.5</td>
</tr>
<tr>
<td>Ensure local leaders are trained, mentored and supported</td>
<td>2 local leaders undertake sponsored training each year</td>
<td>2013</td>
<td></td>
<td>RDL – Regional Leadership</td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td>Innovation space is created in CRC/business incubator space so people with good ideas can come together and link digitally to support mechanisms</td>
<td>1 new innovation per year is commercialised</td>
<td>2014</td>
<td></td>
<td>WA Innovation Centre</td>
<td>Med</td>
<td></td>
</tr>
</tbody>
</table>
Area 5: Investing in Councils Capacity – Our Leadership

**Goal:** Strengthen the Shire’s position as an innovative, independent local Government providing excellence in all areas of governance, management and leadership.

### Strategic Theme 5: Investing in Councils Capacity

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Measurement</th>
<th>Timing</th>
<th>Projects</th>
<th>Partners</th>
<th>Priority</th>
<th>Resourcing 13/14 FTE’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build capacity</td>
<td>Invest in leadership and management capacity building for Councillors and Staff</td>
<td>High performing government</td>
<td>2013</td>
<td>Shire Capacity Building Project</td>
<td>High</td>
<td>CEO 0.2</td>
</tr>
<tr>
<td></td>
<td>Invest in Workforce development Plan</td>
<td>Top performance staff</td>
<td>Ongoing</td>
<td>MWRC Dept of Local Government</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Build risk management capacity and skills</td>
<td>Councillors and Staff undertake Risk Management Training</td>
<td>2013</td>
<td>LGIS WALGA</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update Corporate Business Plan:</td>
<td>Community Satisfaction with councils performance</td>
<td>2013</td>
<td>Integrated Strategic Planning Program</td>
<td>Med</td>
<td>CEO 0.05</td>
</tr>
<tr>
<td></td>
<td>- Minor review every 2 yrs</td>
<td>Shire complies with requirements under reform agenda</td>
<td></td>
<td>MWRC Dept of Local Government</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Major review every 4 yrs</td>
<td>Shire maintains its autonomy and independence as per its poll result</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Link Asset Man Plan, FCWP and Financial Plan to Strat Plan through Corp Bus Plan</td>
<td>Reviews undertaken on time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Undertake Strategic Plan Review in 2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop high level of knowledge of alternative funding sources and build capacity to access</td>
<td>Strategically targeted fundraising plan developed to allow for 2 yr lead time on projects for funding application success</td>
<td>Ongoing</td>
<td>All funding bodies</td>
<td>Med</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate income producing strategies</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investigate fee for service activities</td>
<td>Building Financial Leveraging Capacity</td>
<td>Ongoing</td>
<td>ECDO 0.05</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop Long Term Financial Plan</td>
<td>Long Term Financial Plan developed linking capital works, strategic, corporate business plans.</td>
<td>Ongoing</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

24 | P a g e
Resource Capability

The Development Plan for the Shire is quite ambitious but does reflect that the Shire of Perenjori is the second fastest growing Shire in WA between 2006 and 2011. The overall resources required to implement the Strategic Community Plan across the next four years are within the capacity of existing staff resources. This is outlined in greater detail in the Corporate Business Plan.

The FTE requirements for 13/14 year to implement this plan are:

- Economic Community Development Officer 0.99
- Works Manager 0.84
- CEO and Deputy CEO 0.84
- Finance Manager 0.01

These estimated FTE’s are within current staffing allocations, given the Shire is recruiting a Finance Manager who will take on some Project Management responsibility from the CEO and ECDO. The Plan will be able to be delivered within current capacities. There are therefore no new workforce requirements created by this plan.

Other years are currently below the peak allocations in 13/14 however it is assumed that at each annual review of the Corporate Business Plan that the allocations will again reach peak levels as they are in 13/14.

The Shires key strategy for managing times when demand for key staff exceeds supply is to use a local/regionally based network of contractors who know the Shire, have established relationships with the Council and Senior Staff and can get work completed quickly and on budget. The key issue with this model is the continued loss of corporate knowledge from the Shire, so the depth of the business systems are quite critical to ensure knowledge is captured within each project/contract and as much as possible retained within the Shire knowledge base.

In addition the Mid West Regional Council is forming a grouped/centralised services model that will be supplied to local Governments in the North Midlands area. Those services will include:

- Human Resource Management
- Higher Level Financial Management
- Engineering
- Health and Building

This additional regional resource will enable the Shire to extend the existing capacity of the current staff resources. It will also support possible mentoring of staff as it will provide more professional positions within the region that can create peer mentoring and support. This model is currently being developed.

Key issues for the Shire are the key person dependencies created by the flat and small staff structure. This will create challenges for the Shire in managing succession planning for key roles. The mentoring approach suggested already will be the key management strategy to manage the lack of succession, and to support the building of a regional workforce.

These and other related challenges are addressed in the Corporate Business Plan.
Assets of Shire

What Council Provides
Council provides a range of infrastructure assets to enable services to be delivered to the community.

This plan covers the following assets:
- Roads comprising roadways (1,611km), culverts (261), railway crossings (23), road signs (1,042), floodways (58), and footpaths (4km) and kerbing
- Buildings comprising recreation (5), Council/depot (8), public/civic (10) and housing (21)
- Other assets covering recreation (13), Tourism (8), Council (1), public/civic (3), airport (3) and waste (1)

What does it Cost?
There are two key indicators of cost to provide the services.
- The life cycle cost being the average cost over the life cycle of the asset, and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council’s long term financial plan.

The life cycle cost to provide the infrastructure service is estimated at $4,823,000 per annum. This includes $1,567,000 per annum for roads where the maintenance is funded by mining companies. The lifecycle cost to be funded by Council is $3,256,000. Excluding the roads where the maintenance is funded by mining companies, Council’s planned life cycle expenditure for year 1 of the asset management plan is $2,977,000 which gives a life cycle sustainability index of 0.91.

Excluding the roads where the maintenance is funded by mining company’s total maintenance and capital renewal expenditure required to provide the infrastructure service in the next 10 years is estimated at $27,269,000. This is an average of $2,726,900 per annum.

Council’s maintenance and capital renewal expenditure on the infrastructure service for year 1 of the asset management plan is $3,305,000 giving a 10 year sustainability index of 1.21.
Financial Estimates of the Strategic Community Plan

The Financial Estimates in this plan assume the majority contribution for each project occurs through grants funding for capital works. The costing estimates have been used to update the Forward Capital Works Plan and will be used to generate the Long Term Financial Plan that is not yet produced for the Shire of Perenjori.

The total expenditure under this plan at the time of adoption was as outlined in the following table.

<table>
<thead>
<tr>
<th></th>
<th>2013/14 $</th>
<th>2014/15 $</th>
<th>2015/16 $</th>
<th>2016/17 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council Contribution</td>
<td>1,889,107</td>
<td>2,117,277</td>
<td>2,091,777</td>
<td>1,359,777</td>
</tr>
<tr>
<td>Regional CLGF</td>
<td>400,000</td>
<td></td>
<td>400,000</td>
<td></td>
</tr>
<tr>
<td>Local CLGF</td>
<td>510,000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mid West Dev Comm</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>3,425,721</td>
<td>2,783,116</td>
<td>3,288,116</td>
<td>2,984,116</td>
</tr>
<tr>
<td>TOTAL</td>
<td>6,224,828</td>
<td>4,900,393</td>
<td>5,779,893</td>
<td>4,343,893</td>
</tr>
</tbody>
</table>

Council’s contribution in 2014/15 includes a capital contribution for the Housing Project.

The key risk that this plan exemplifies is the high degree of dependence upon external revenue sources to develop the community’s infrastructure. The Shire’s ability to achieve their desired outcomes will be influenced by other levels of Government. There are a number of objectives and projects which will rely on the support and assistance from both State and Commonwealth Governments. The Shire works constantly in collaboration with various partners, which can include corporate, Government, community and Non-Government organisations. Working with partners can provide leverage in acquiring access to funding, specialist skills and knowledge that can all have a significant impact on our ability to achieve our objectives.

Financial Ratios

The Long Term Financial Plan has yet to be prepared and as such Financial Ratios are not available for the Shire at this stage.

The Shire of Perenjori has worked hard to manage the finances well, maximising use of funding opportunities and the generation of income. Working towards sustainability the plan has been developed with realistic objectives and time frames which have been assessed in more detail in relation to our available resources within the Corporate Business Plan.
Measuring our Success

Within each Strategic Theme there are a number of key objectives which have specific measurement criteria which are either output or outcome based. These will be used by the Shire to monitor the achievement of the plan and they are linked to the Corporate Business Plan. They will be used to monitor project activity, but not reported on in the Annual Report.

Key Performance measures have been set against the 5 strategy areas. These KPM’s are designed to be reported against annually in the Shires Annual Plan. This will enable the community to track progress against the objectives and to also understand the impact of the plan’s implementation.

<table>
<thead>
<tr>
<th>Strategy Number</th>
<th>Strategic Area</th>
<th>Key Performance Measures</th>
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<tbody>
<tr>
<td>1</td>
<td>Infrastructure and Natural Assets</td>
<td>Community satisfaction telecommunication services (annual survey)</td>
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<td>Community satisfaction town amenity (annual survey)</td>
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<td>Community satisfaction power supply (annual survey)</td>
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<td>Community satisfaction other services eg. Roads, pathways (annual survey)</td>
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<td>2</td>
<td>Industry and business development</td>
<td>Number houses built per year</td>
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<td>Nil waste targets achieved</td>
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<td>Number ha carbon farming plantings/yr</td>
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<td>3</td>
<td>People and place</td>
<td>Number new businesses per year attracted</td>
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<td>All residents able to access primary health care service within 24 hour target</td>
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<td>Number cultural events held</td>
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<td>Annual community satisfaction with cultural, heritage and recreation services (annual survey)</td>
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<td>4</td>
<td>Community capacity</td>
<td>Volunteering rate each census period</td>
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<td>Community satisfaction with engagement with Council (annual survey)</td>
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<td>Number new community leaders undergo training per year</td>
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<td>5</td>
<td>Councils capacity</td>
<td>Financial ratios</td>
</tr>
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<td></td>
<td></td>
<td>Low employee turnover</td>
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<td></td>
<td></td>
<td>Successful fundraising for key projects</td>
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Disclaimer

This Strategic Community Plan has been prepared by Grassroots Development for the sole use of the Shire of Perenjori on the basis of information supplied by the Staff and Community. The plan has been provided on the understanding that:

- Grassroots Development is not responsible for the results of any actions taken on the basis of information or errors in, or omissions from the plan; and
- Grassroots Development disclaims any liability to any person in respect of anything or the consequences of anything, done or omitted to be done in reliance upon the whole or any part of the contents of this document; and
- If legal advice or other expert professional assistance is required, the services of a competent professional person should be sought.

Acknowledgements

This plan has been developed with the active assistance of key staff within the Perenjori Shire. They include the former CEO Stan Scott, the CEO Ali Mills, the Community Development Officer, Sam Parker and the Deputy CEO Doug Stead. Thanks must also go to the Acting CEO, Kevin O’Connor. Executive Assistants also provided great administrative and organisational support to the process. The Shire has continued to demonstrate its great support for their community and its strong desire to have a high level of engagement from community members.

Shire Councillors were also very involved in the process and thanks goes to all Councillors for their time and effort to make sure the plan is right for the community. Special thanks must go to Chris King, the Shire President who has given extra time and great support to the planning process.

Many regional agencies were involved in the process and gratitude goes to all individuals and organizations that gave their time to assist the community of Perenjori. It is appreciated.

Finally the community members who entrusted their opinions and dreams for their future to the Facilitator of the process – thankyou! You have made the plan a truly local and relevant plan that will address your needs well into the future, and it was a great joy to meet you all and share in your planning process.

The Facilitator for the process was Sue Middleton of Grassroots Development. The statistical analysis was completed by Dr Liz Peterson from Advanced Choice Economics.

Attachments

Attachment 1  Statistical Analysis

Attachment 2  Record of all Community Engagement Processes
Context: Statistical Analysis

Summary

The population of the Shire of Perenjori has experienced significant growth in the last 5 years, reversing the downward trend of earlier years. Most of the recent increase in population can be accounted for by fly-in fly-out employees of mining initiatives in the region. These fly-in fly-out employees are estimated to be approximately 400 people on 2011 census night but anecdotal reports suggest this can be up to 2,000 at any one time. While there have been movements in population in and out of the Shire, very few people have moved permanently into the shire as a result of the new mining initiatives.

Most population projections did not expect the sharp increase in population in the Perenjori shire due to the mining industry. Prior to 2001, Perenjori’s population decline was following the most pessimistic of projections. While the number of people permanently living in the shire is still declining, the rate has been significantly reduced due to the mining industry. A proactive and innovative strategy for enticing the population to reside in Perenjori and to contribute to its economy is required to reverse the pattern of population decline.

The mining initiatives in the region have had a significant impact on incomes, housing, education, employment, and other socio-economic conditions over the last three to five years, in many cases reversing trends of previous time-periods. The median total personal income and the cost of housing have increased significantly. However, housing has remained affordable for most people with no households experiencing mortgage stress, and a very small proportion experiencing rental stress. The number of people attending higher educational institutions and the total labour force has increased, while unemployment and the number of people not in the labour force have decreased.

While there is very little building of private sector dwellings in Perenjori, the value of non-residential building approvals increased from negligible to $82 million in the five years to 2010. The value of agricultural land has remained largely unchanged, but the value of residential properties has trebled in the last 10 years (in nominal terms).

These improvements in incomes, employment and residential land values coupled with the maintenance of housing affordability have flowed on to socio-economic conditions. Perenjori has much higher community strength than WA and Australian averages, with 40% of the population involved in volunteer work. There are a smaller proportion of vulnerable people within the Perenjori community compared with Western Australia. These vulnerable people include those with pensioner or health/care cards, children in low income families, and single parent families with children under 15 years. In Morawa/Perenjori, there are a higher proportion of children who are on track with Australian Early Development Indexes, compared with Western Australia as a whole. Perenjori’s population with a disability have a sufficient number of carers and are cared for within the community. There are significant community, low-level and high-level aged-care placements for the elderly close by in Morawa.

Despite these positive socio-economic impacts, there are some indices that could be improved. While a similar proportion of dwellings in Perenjori have internet access compared with rural and urban areas of Australia, a much larger proportion rely on dial-up rather than Broadband access. Perenjori also has a relatively high proportion of unemployed families with children less than 15 years. While a high proportion of children are on track with the Australian Early Development Indexes, there are a relatively high proportion of vulnerable children (below the 10th percentile) in terms of physical health and wellbeing, social competence, and language and cognitive skills.
Perenjori has significant potential to capture benefits of the nearby mining developments. These benefits include potential increases in the permanent population, increases in employment opportunities and contributions to the local economy.

**Economic and Demographic Information**

This section provides a summary of economic and demographic information about the Shire of Perenjori (also called the Perenjori Local Government Area (LGA) or Statistical Local Area). The Shire of Perenjori has an area of 8,611 km$^2$ and is located 348 km north of Perth and 39 km south-east of Morawa, Western Australia (see Figure 1). This report presents coverage and analysis of economic, business and social conditions for Perenjori. It is largely a desk-top study reporting on data available in the public domain. Unless otherwise stated, the report focuses on the Shire of Perenjori (often abbreviated as ‘Perenjori’ for brevity), rather than the township of Perenjori itself. All monetary values are in nominal terms.

**Figure 1:** Location of Perenjori town and shire, Western Australia

**Demography**

The population recorded as living in Perenjori on census night 2011 is 903 people, including 607 males and 296 females (Figure 2). This is a 67% increase on five years earlier during the 2006 census, and is a reversal in the population decline experience between the 2001 and 2006 censuses. Most of the population growth is in the male population, with modest growth in the female population.
Population growth in Perenjori differs from that experience in Western Australia (WA) as a whole (Figure 3). The population of WA increased by 7% from 2001 to 2006 (compared with Perenjori where population declined by 10%), and by 14% from 2006 to 2011 (significantly less than the 67% growth in Perenjori). Growth of WA’s population in recent years is similar across males and females, unlike the large growth of the male population in Perenjori.

Population growth in Perenjori since 2006 is dominated by the 15-34 years age group, and to a lesser extent the 55-64 years age group (Figure 4). The median age of the Perenjori population in 2011 was 38 years, which is unchanged from 2006.

While the population of the Shire of Perenjori has experienced significant growth in the last 5 years, the township and surrounding area itself (defined as the state suburb by the Australian Bureau of Statistics – see Figure 5) has experienced population decline of 29% (from 260 to 184 people) (Figure 6). This decline has been slightly higher for males (-31%) than females (-27%).
The fertility rate in Perenjori between 2005 and 2007 was 2.1, which is high compared with the WA average (1.9), but lower compared with non-metropolitan WA (2.3). Hence, the decline in the township population is not due to a low fertility rate.

Using data from Figure 9, there are approximately 195 households in the Shire of Perenjori with an average household size of 2.5 people. Hence, the population living in Perenjori is estimated to be approximately 488 people. The population recorded as living in Perenjori on census night in 2011 was approximately 900. Hence, it is estimated that the population not living within a Perenjori household (approximately 412 people) are fly-in fly-out employees of mining companies. Anecdotally, it is understood that fly-in fly-out employees can be up to 2,000 within the Shire of Perenjori at any one time.

A crude estimate of the population for Perenjori in the absence of the mining industry can be made by using the population growth figure from 2001 – 2006 (-10%) for the period 2005 – 2011. If population decline occurred at the same rate, then the number of people living in Perenjori households would be 485 people. It has been estimated that the actual figure is approximately 488.
Cultural diversity
On 2011 census night, the indigenous population was 67 people; 44 males and 23 females (Figure 7). The number of indigenous males has been steadily increasing since 2011, with the number of females increasing to 2006, but decreasing slightly since then.

![Figure 7: Indigenous population of Perenjori (2001 – 2011), Source: ABS Census 2001 – 2011](image)

In 2001, the proportion of the population born in Australia and with Australian citizenship was equivalent at 92% (Figure 8) (significantly higher than Western Australia as a whole at 68%). Australian citizenship has steadily declined since then to 87% in 2011. However, the proportion of the population born in Australia increased to 93% in 2006, and then significantly decreased to 74% in 2011. In 2011, the other major countries of birth include New Zealand (6%), England (4%), Scotland (2%) and Ireland (2%).

![Figure 8: Population of Perenjori with Australian birthplace and citizenship (%), Source: ABS Census 2001 – 2011](image)

Household types
The number of dwellings in Perenjori has decreased over the last 10 years, despite the recent increase in population (Figure 9). There are currently approximately 195 dwellings, three-quarters of which are family dwellings. Lone person dwellings account for 21% of the total, and group dwellings account for 4% of all dwellings. Prior to 2011, there were no recorded group dwellings in Perenjori. In 2011 in the Perenjori State Suburb, there were 51 family households (77%), 12 lone person households (18%), and 3 group households (5%).
Income and housing

The median total personal income is currently approximately $1,700/week (Figure 10). This has increased significantly from approximately $400/week in 2001 and 2006. The median total family income has also increased steadily to $1,500/week in 2011, from approximately $800/week in 2001 and 2006. The median total household income has increasing steadily to $1,100/week in 2011 from $650/week in 2001. It has not increased as dramatically over the last 10 years compared with personal and family incomes, despite a 0.1 person decline in household size over each census period (average household size = 2.7, 2.6 and 2.5 in 2001, 2006 and 2011, respectively).

The cost of housing was steady from 2001 to 2006, but increased significantly to 2011 (Figure 10). Both the median mortgage repayment and the median rent increased by approximately 120% from the period 2006 to 2011, after changing very little during the previous period. This increase in the median mortgage repayment suggests that, while the total number of dwellings has not changed significantly over the last 5 years, there has been a number of property changing hands with people leaving and others entering the Perenjori property market. Residential land value has increased significantly over the last 10 years (Figure 24), leading to higher mortgage repayments and rental costs.
Over the last five years, there have been marginal decreases in the number of dwellings that are owned outright or owned with a mortgage, and a marginal increase in the number of dwellings which are rented.

![Figure 11: Tenure and landlord type, Source: ABS Census 2001 – 2011](image)

According to the PHIDU (2011), no household in the Perenjori shire is experiencing mortgage stress\(^1\), but 6% of renting households are experiencing rental stress\(^2\) (approximately 3 households). This compares favourably with Western Australia as a whole (9% of households are experiencing mortgage stress and 23% rental stress) as well as non-metropolitan Western Australia (9% of households are experiencing mortgage stress and 17% rental stress).

**Population projections**

The Western Australian Planning Commission has published a *Forecast Profile for the Shire of Perenjori* (Mulholland and Piscicelli 2012). It has been prepared using 10,000 slightly different population projection simulations which emulate the variability that is shown in past data. The simulations have been broken into five bands (Band A to E) according to the total population in any given year. Band A contains the lowest forecast simulations and Band E contains the highest forecast simulations. Bands A and E are shown in Figure 12. Prior to 2006, Perenjori’s actual population decline was similar to that of the most pessimistic of the forecast bands (Band A). However, actually population recorded as living in Perenjori on 2011 census night increased significantly to far higher than even the most optimistic forecast band. When excluding those people estimated to be the fly-in fly-out population, the population follows a path in the middle of Mulholland and Piscicelli’s extreme forecast projections.

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\(^1\) Includes households in bottom 40% of income distribution (with less than 80% of median income) spending more than 30% of income on mortgage repayments.

\(^2\) Includes households in bottom 40% of income distribution (with less than 80% of median income), spending more than 30% of income on rent.
Pracsys (2006) considered the employment profile for mining development projects in the region to forecast population and the number of households in the Perenjori Township and Shire. These forecasts have been graphed with ABS Census data for 2006 and 2011 data in Figure 13 (not including the fly-in fly-out population). Pracsys are reasonably accurate with their projections for household numbers (both in the shire and town), although are more optimistic about population number than the census data is showing. Nonetheless, the Pracsys report may provide helpful indicator of population and household trends into the future.

Overall, while the impact of mining in the regions around Perenjori has led to a significant increase in the population living in Perenjori, almost all of this population is transient. Overall, the population permanently living in Perenjori households continues to be in decline, especially the population in the township itself. A proactive and innovative strategy towards enticing the population to reside in Perenjori and to contribute to its economy is required for the Shire to reverse the decline in population permanently living in Perenjori.
Education indicators
The number of people attending various educational institutions in 2001 to 2011 is presented in Figure 14. The number of people attending pre-school, primary school and secondary school has declined over time, reflecting the decline in population numbers in each of these age groups (see Figure 4). However, the number of people attending higher educational institutions, such as technical institutions (including TAFE colleges) and universities has increased significantly over time. The PHIDU (2011) report that 79% of Perenjori’s population aged 15 – 19 years are either learning or learning. This is comparable with Western Australia as a whole (78%), and compares favourably with non-metropolitan Western Australia (70%).

![Figure 14: Attendance of various education institutions, Source: ABS Census 2001 – 2011](image)

Note: This figure indicates trends only, as a significant portion of the populations in each year did not state their educational status.

Employment
The total labour force of the Perenjori population (15 years and over) decreased by 19% between 2001 and 2006, but increased again by a similar amount in 2009 (Figure 15 – note there is a 5 year gap between 2001 and 2006 which is Census data but only a 3 year gap to 2009 which is PHIDU data). In 2001 and 2006, the structure of the labour force remained largely unchanged with 65 - 67% in full-time employment, 26 -28% in part-time employment, and 4% unemployed (3% of the population did not state their employment status). Unemployment decreased to 2% in 2009. The number of people (15 years and over) who are not in the labour force remained unchanged at 98 people in both 2001 and 2006, but decreased to 75 people in 2009. The marked change in employment status from 2006 to 2009 is likely to be due to flow-on effects of local mining initiatives (see Table 1).
Figure 15: Labour force - population 15 years and over (including % of labour force), Source: ABS Census 2001 – 2006 (2011 data available in October 2012), 2009 from PHIDU (2011)

Figure 16 which shows that approximately 32% of Perenjori’s population 15 years and older are providing unpaid childcare to their children. This is significantly higher than WA and non-metropolitan WA statistics.

Figure 16: Percentage of people 15 years and over providing unpaid child care, 2006, Source: PHIDU (2011)

The most common occupations for employed persons in Perenjori are Managers and Administrators (Figure 17). From 2001 to 2006 there was a significant increase in the number of Managers and Administrators, Intermediate Production and Transport Workers, and Community and Personal Services Workers. During the same time period, there was a significant decrease in the number of Tradesperson and Related Workers, Intermediate Clerical and Service Workers, and Clerical Sales and Service Workers.
The most common industry of employment in Perenjori is agriculture, forestry and fishing (Figure 18). The percentage of employed people working in this sector increased in 2001 to 2006 from 57 to 60%. Employment significantly increased in the public administration and safety industry, and significantly decreased in the construction and manufacturing industries.

Strategic employment is associated with economic activity that services external markets. Population-driven employment services the local population needs. The percentage of Perenjori’s labour force that is strategic employment is shown in Figure 19 (the remaining population, up to 100%, is population-driven). Strategic employment remained steady from 2001 to 2006 at approximately 73%. It is a much higher proportion of the workforce, driven by the agricultural sector, than that of other areas such as Midlands (36%) and Western Australia (21%).
Strategic employment industries: Agriculture, forestry & fishing; Mining; Wholesale Trade; Transport, warehousing and postal; Professional, scientific and technical services.

Employment-driven industries: Construction; Retail trade; Accommodation and food services; Public administration & safety; Education and training; Health care and social assistance.

Business investment
Business investment in Perenjori is focussed mainly on agriculture and mining. In 2006, approximately 63% of land area in Perenjori is agricultural land, none of which was irrigated. In the same year, farmers in the shire held approximately 177,000 sheep and lambs, 2,800 meat cattle (no milk cattle excluding house cows) and 350 pigs. The gross value of agricultural production in 2006 was $73.8 million, 85% of which was from crops (Figure 20).

Building and construction
Two private sector dwellings have been built in Perenjori in the five years to 2010. One was built in 2007 and another in 2010. The value of these houses was $133,000 and $180,000 in 2007 and 2010, respectively. The value of
non-residential building approvals was negligible in the years 2006 to 2009 but increased to $82million in 2010 (Figure 21).

![Figure 21: Value of non-residential building in Perenjori 2006 – 2010, Source: ABS (2011)](image)

**Property and land**

In both 2001 and 2011, there were approximately 42 sales of residential, commercial and farming land in the Perenjori shire (Figure 22). Most of these sales were farming land. From these sales, the median value of farming land is slightly lower in nominal terms in 2011 at $2,159/ha compared with 2001, although the variability of this data has increased (with the maximum value paid increasing from $19,300/ha to $22,400/ha) (Figure 23). This information is not consistent with local information which is also provided on the value of land in the shire.

Shire-stated value of farming land in 2012:

- Approximately $1,000 - $1,230/ha west of the shire
- Approximately $440 - $500/ha east of the shire
- Approximately $500 - $620/ha south of the shire

The median value of residential properties in the Perenjori township has increased in nominal terms from $19/m to $61/m (which includes houses) (Figure 24). The maximum value paid for a residence has increased from $27/m to $273/m.

These values are calculated from all sales in the shire in each year. It includes smaller as well as larger pockets of land, and includes all improvements and amenity value of the land such as sheds, bushland and views.

For this report, we are mainly showing trends over time. It seems that farming land has not changed in value over the last 5 years, but the value of residential land has increased.
Figure 22: Property sales in Perenjori 2001 and 2011


Internet access
In 2006, approximately 37% of occupied private dwellings in Perenjori did not have access to the internet (Figure 25). This is high compared with WA (34%) and but low compared with non-metropolitan WA (39%). However, a much lower proportion of Perenjori’s population has broadband (rather than dial-up) access to the internet compared with WA and non-metropolitan WA.

Figure 25: Internet access in 2006; Perenjori, WA and non-metropolitan WA, Source: PHIDU (2011)

Community strength
Community strength may be measured in the proportion of the population involved in volunteer work of some kind (PHIDU 2011). From Figure 26 it can been seen that Perenjori’s community is significantly stronger compared with WA and Australia as a whole (including non-metropolitan areas).
Socio-economic conditions

The Australian Bureau of Statistics has compiled Socio-economic Indexes for Areas (SEIFA), a suite of four summary measures of social and economic conditions for regions across Australia. The reference score for the whole of Australia is set to 1,000, with lower scores indicating lower socio-economic status. The most up-to-date indexes have been created from the 2006 Census information. The four indexes are:

- **Index of Relative Socio-economic Disadvantage**: focuses primarily on disadvantage, and is derived from Census variables like low income, low educational attainment, unemployment, and dwellings without motor vehicles.
- **Index of Relative Socio-economic Advantage and Disadvantage**: a continuum of advantage (high values) to disadvantage (low values) which is derived from Census variables related to both advantage and disadvantage.
- **Index of Economic Resources**: focuses on financial aspects of advantage and disadvantage, using Census variables relating to residents’ income, housing expenditure and assets.
- **Index of Education and Occupation**: includes Census variables relating to the educational attainment, employment and vocational skills.

Perenjori recorded SEIFA scores slightly above the national average (i.e. 1,000) for two indexes; economic resources, and education and occupation (Figure 27). This means the shire is relatively advantaged than the majority of shires across Australia in terms of economic resources, housing, assets, employment and vocational skills.

However, Perenjori recorded SEIFA scores below the national average (i.e. 1,000) for two indexes; relative socio-economic advantage and disadvantage, and relative socio-economic disadvantage. This means the shire, in general, is relatively disadvantaged than the majority of shires across Australia in terms of income and educational attainment.
Figure 27: Socio-economic Indexes for Areas (SEIFA) – Perenjori, 2006. Source: SEIFA (2006)

There are a smaller proportion of vulnerable people within the Perenjori community, compared with Western Australia as a whole, and non-metropolitan Western Australia (Figure 28). This includes the proportion of the population who are pensioner and/or health care card holders, and children in low income families. In 2006 there were 9 dwellings rented from the government housing authority, which equates to 4.5% of all dwellings. This is comparable with WA (4.1%) and lower than non-metropolitan WA (5.7%) (PHIDU 2001). Perenjori has a relatively high proportion of jobless families but fewer single parent families with children under 15 years, compared with WA and non-metro WA (Figure 29).

Figure 28: Vulnerable populations – concession card holders and children in low income families, 2009, Source: PHIDU (2011)

Figure 29: Vulnerable populations - jobless and single parent families, 2006, Source: PHIDU (2011)

The Australian Early Development Indexes (AEDI) has been developed by a partnership of Partnership Australian Hospitals and Research Institutes to measure early childhood development as they enter school. The indexes measure five areas of early childhood development:

1. Physical health and wellbeing - physical readiness for the school day, physical independence, gross and fine motor skills,
2. Social competence – overall social competence, responsibility and respect, approaches to learning, readiness to explore new things,
3. Emotional maturity – pro-social and helping behaviour, anxious, fearful and aggressive behaviour, hyperactivity and inattention,

4. Language and cognitive skills (school based) – basic literacy, interest in literacy/numeracy and memory, advanced literacy, basic numeracy, and

5. Communication skills and general knowledge – storytelling ability, communication with adults and children.

Results of the AEDI for Morawa/Perenjori are summarised in Figure 30. Overall, there are a higher proportion of children in Morawa/Perenjori who are on track for the majority of these indices that in Western Australia as a whole. However, there are a larger proportion of children who are developmentally vulnerable (below the 10% percentile) for most of these indicators. Furthermore, there are 25% of children developmentally vulnerable on one or more domains of the AEDI, and 16% of children developmentally vulnerable on two or more domains.

![Figure 30: Australian Early Development Index (AEDI) results for Morawa/Perenjori and Western Australia (WA), 2009, Source: AEDI (2009)](image)

Note: Developmentally at risk = between the 10th and 25th percentile, and developmentally vulnerable = below the 10th percentile.

**Disabilities and aged care**

In 2006, there were approximately 12 people in Perenjori with a profound or severe disability (9 of whom were under the age of 64). All these people are living in the community, cared for by approximately 35 people. This means 2% of the community have a disability and are cared for by 9% of the community (which are similar to the same statistics for WA and non-metropolitan WA) (PHIDU 2001).

In 2010, there were approximately 39 people in Perenjori aged 70 years and over. None of these people were in residential or community care. The closest aged-care facilities are in Morawa, where 6 people were in low-level care, 5 in high-level care, and 3 were in community care places.
References


Australian Early Development Index (AEDI) (2011). *Australian Early Development Index Community Profile Morawa/Perenjori, Western Australia*. March 2011.


Attachment 2

Development of the Plan

The three key principles underlying the process to develop the plan for the Shire of Perenjori were:

1. Engage the community to the greatest extent possible using different breadth and depth engagement processes;
2. Engage the regional community sector to ensure the local plans would be well positioned within regional plans and processes;
3. Ensure the plan articulated a Growth and Development plan for the Shire and communities within, not just a “business as usual” plan for normal local government servicing. The Shire plays a key leadership role within the community and has articulated that within the plan which details how the Shire believes it will reach an aspirational population target.

Planning Flowchart

The following flowchart outlines the key part of the planning process and how they link together. They are then described in more detail in the following section.

Review of Existing Planning Reports and Studies

All existing plans of the shire were reviewed to ensure the Strategic Plan encapsulated all previous plans developed by the Shire. In addition, over 15 Regional Reports were reviewed to understand all planning and development issues from local, regional and state reports.
Statistical Analysis of the Community

A demographic and economic profile of the community was developed with Dr Elizabeth Peterson, Advanced Choice Economics, and Adjunct Senior Lecturer UWA. Early findings from the statistical analysis were presented in the Community Visioning workshops.

A more detailed analysis was then prepared following the release of 2011 Census data. The analysis has demonstrated key trends in the Shires socio-economic conditions and has been a key input into the planning and decision making process within the plan.

Developing a Vision with the Community

Three workshops were held across the Shire to capture different communities of interest and different demographic segments of the broader Shire community. The purpose of the workshop was to capture the community’s ideas for their future, their place and their economy. A discussion paper was distributed to all people responding they were attending the workshop. The paper prompted the community to address key questions such as:

- a target population for Perenjori
- Economic trends, changes, growth and decline, who needs to be attracted and why and what are they looking for
- Infrastructure – what are gaps and needs
- Community well-being – what are needs
- Environment, built environment and land use – what are needs
- Leadership and Governance – how do we make our ideas happen

26 people attended the three workshops. The quality of the contribution was high and the resulting debate was considered.

At these workshops the existing vision for the Shire was presented. Participants were asked what they would “add or subtract” to the vision and if it represented their picture of the future for Perenjori. Participants added key elements to the Vision which now represents the diverse opinions of the community in one statement.

Different types of growth were discussed to give participants an understanding of what are key drivers for growth. This was used to identify the value proposition for the Shire and community which was “resilient adaptive, strong community spirit, safe, welcoming”. This was then encapsulated in the second part of the vision statement for Perenjori to clearly identify what is special and unique about this place and its people.

The Growth challenge was then identified. That challenge is the difference between the population potential and the natural population trajectory. At the time of the workshops, the population figures for Perenjori were around 600 people, and the population potential that the workshops generated was around 1,200 people. However, the 2011 census figures show that the population recorded as living in Perenjori is 903 people, with 1,200 people in the Shire on the night. This is explained in more detail in the Context and Analysis section. The increase in population is attributable to the mining development occurring to the east of Perenjori and is occurring in the Shire not in the township of Perenjori itself. This presents a clear opportunity to harness but also demonstrates the Growth challenge is therefore about capturing part of that population to live within the urban area of Perenjori townsite. This will be discussed in more detail in later sections.

The workshop then identified opportunities and issues and grouped them into five key areas:
1. Economy
2. Infrastructure
3. Community well-being
4. Environment
5. Built Environment and Land-use

The results from all three workshops are attached.

Each major grouping of ideas was then problem solved and action planning occurred on each.

Each participant then received investment resources representing 3-5 votes each and the community chose their highest priority for investment.

Agency Interviews

Key agencies were identified based upon the key issues and opportunities emerging at this stage of the planning process. The agencies interviewed were:

- Sue Logan – Consultant, Department of Housing
- Tim Shackleton, Rural Health West – working with Shires to generate a sustainable health care model
- Alan Bradley - Regional Development Australia
- Rob Greime – DAFWA, NEAR Strategy – farming futures and adaptation strategies for Perenjori
- Gavin Treasure – CEO, Shire of Morawa – Incubator project and Main Street Project costings
- Angela Street Stewart – DAFWA – project to protect high priority land
- Mid West Chamber of Commerce and Industry
- Dave Rose - Department of Environment and Conservation

The Shire organised a separate meeting with the Department of Education to progress the Early Childhood Learning Centre. A meeting with Department of Transport was not held as the critical Transport linkage project between Morawa and Perenjori, was announced during the planning process

The following agencies were invited and attended the Regional Scenario Planning workshop:

- Regional Development and Lands – represented by Andrew Beer
- Western Power – represented by Ella Tribe, Consultant Edge of Grid
- Regional Development Australia – Alan Bradley
- Department of Water – Natalie Lauritsen
- Mid West Development Commission – Trevor Price
- Mid West Regional Council – Suzanne Ward

Other organizations invited but unable to attend:

- Northern Agriculture Catchment Council – Shelley Spriggs
- Department of Planning – Catherine Bentley

Interviews Industry and Business Representatives
Ten local businesses were identified by the Shire for interview. The criteria was for the business to be from a key industry either emerging or an area of opportunity. The purpose of the interviews was to ascertain the business community’s attitude toward the Growth plans the Shire and community were proposing. Five businesses were able to be interviewed and the Business Survey Result Summary are attached.

The interviews demonstrated that growth caused by the Mining Industry has been a key impact in all the local businesses. Many used the term “exponential growth”. Many businesses in the community of Perenjori appear to have engaged well and professionally with the mining industry growth.

Major constraints to their growth are power reliability, accommodation, staff availability and the road between Perenjori to Morawa. They would like active support to help them develop their businesses such as business planning, capital sourcing, grant access, and they would like assistance to source labour for their businesses. Services and infrastructure that make the town more attractive such as housing, childcare, good retail offering, sporting facilities, access to medical services, and lotto support them to attract staff which enables them to grow. They would like to see the Shire be proactive on zoning issues for home offices, provide commercial office space in town, and generally communicate actively with the businesses. They would like some sort of organised activity from time to time that facilitates communication.

**Scenario Planning Workshops**

Following more detailed analysis of the Economic profile of the community and a deeper understanding of the Growth drivers for the sub-region, two scenario planning workshops were undertaken. At this point, statistical analysis of the Shire had revealed that over 70% of the growth was due to Strategic employment growth i.e. growth that results from economic activity focussed on the creation and transfer of goods and services to an external market. This means that the majority of economic activity is focussed in key industry areas servicing economic development which is positive, but does all into question the diversity and vulnerability of those key industries. The scenarios where structured to draw out those key areas of enquiry.

Two workshops were held, one with the community and one with regional stakeholders. Invitees to the community workshop were all attendees from the Community Visioning workshops as they were viewed to have a good understanding of the process to date, and also baseline information on the discussion on the topic of the future of the community. The Regional Stakeholders were chosen on the basis of the key agencies relating to the Key Strategic Projects that had been identified from the Community workshops.

Those Key Strategic Projects had been identified in the Community Workshops were tested in these workshops against three scenarios:

1. Mining as main economic driver
2. Primary Production in a changing environment
3. Green growth takes off

The three scenarios were presented and then participants considered:

- What are the problems, challenges and opportunities for Perenjori
- What rings the alarm bells
- What has caused this scenario to happen
- What are likely impacts

The discussion based workshops then highlighted key strategic areas based upon discussion of the scenarios. These were tested against the Strategic Projects and that project was then further developed and refined.
Investment priorities were also discussed in these workshops to test if they change based upon more in-depth understanding and analysis.

**Community Prioritisation – Show Day**

The Community Engagement process was structured like a funnel, with all members of the community being invited to the first workshops, and then those participants invited to the next workshop. At this stage we had a set of very clear Strategic Projects that had been thoroughly vetted by the community and also by the Regional community.

We needed to take those projects back to the community and ask what they thought, so an interactive display was undertaken at the Perenjori Show. Over 150 people viewed the projects and 68 voted on what they thought was the 5 most important priorities. This was an important opportunity to talk with the community members about what the Strategy means, and what it has resulted in.

The results are attached.

**Project Prioritisation – Council**

The final part of the process was to then work with Council on what the priorities are for the Strategic Plan given all the information and input that has been received. The process for this workshop day was to:

1. Update Councillors on progress of process
2. Describe all projects that have arisen
3. Prioritise Projects (before budget analysis)
4. Prioritise Projects based upon future budget estimates

The final list of priorities were:

| Priority 1 | Mobile phone towers project, Marketing PJ/communications |
| Priority 2 | Early Childhood Learning Centre, Support local power supply, Not for Profit Housing Company |
| Priority 3 | Environment Centre, New Industrial park, |
| Priority 4 | Commercial Opportunities, North Midlands Medical Practice support |
| Priority 5 | CBD and Retail Area revitalisation |
| Priority 6 | Sewerage Infill project, Business Incubator, |
| Priority 7 | New Residential land development, Volunteer support services, Leadership Training, Workforce Development Plan, Fibre connection, Water supply projects, Regional Business Officer, PJ Farming Futures Group, Support Solar Park Project |
| Priority 8 | Railway Line Capacity Project, Old CRC Redeveloped, Redevelop Perenjori Hall |
| Priority 9 | Maintain local road network, Regional Strategic Waste Project, Regional Drive Trail, Trade linking project, Art Belt, Sport and Recreation Plan implementation, Digital TV Retransmission, Morawa Perenjori Road upgrade |

A full list of all priorities across all stages of the Engagement process are Attached.

**Overall Results of Engagement Process**
In total 123 community people were engaged in the Strategy process. In addition 16 Regional Agencies were engaged in the process, which were all the key agencies that relate to the priority projects. Overall the engagement process had both breadth and depth in process and uncovered all the critical issues and opportunities for Perenjori. It involved the local community as well as the Regional community and has engaged key agencies in the vision for the future for Perenjori. No other projects or priorities have come to light in the process of engaging over a nine month period of time with the community, and the priorities reached a high degree of resonance by the completion of the planning process.
WORKSHOP SUMMARIES
SHIRE OF PERENJORI STRATEGIC COMMUNITY PLAN WORKSHOPS

LATHAM WORKSHOP

What is your vision of the Future?

Testing current vision: The Shire of Perenjori is the inland centre of mining, industry, agricultural development and the environment in the Midwest of WA.

What would you add/subtract?
- Great place to visit, retire and stay
- Increased population
- Thriving community – resilient, resourceful, community spirit strong
- Small communities with history
- Vibrant business community
- Sensational Main Street CBD
- Beautification – clean, neat, “realistic” gardens (project for Latham)
- “a” inland centre
- What is realistic – note school is down 12 students

Target Population for Shire by 2022

Current population is around 600, but do you want to set as a population target for 2022?
- 700 – 2000, (700 x 3, 900 x 2, 1000 x 3, 2000 x 1)
- 988 was median, with mining employees housed on site
- Growth challenge for the median is around 400 people in 10 years
- Given family structure is 2.8 people on average for Perenjori, additional families would be approximately 153, which is approximately 15.3/yr

Value Proposition

What value do you provide to a customer?
- Belonging
- Connection
- Healthy Lifestyle
- Safety – elderly/young
- Welcoming and encouraging
- Generosity – culture of giving
- Alternative to coastal living – different lifestyle – entry point to getting property, business
- Individual development for childhood
- Visual – presentation is appealing, positive first impression
- No light pollution
- Freedom
- Fresh air
- “how you imagine Australia to be” but close enough to Perth to access
Opportunities and Issues in Key Planning Areas

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Issues</th>
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<tbody>
<tr>
<td><strong>ECONOMY</strong> (votes for highest priority in brackets and highlighted)</td>
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<tr>
<td>Public transport between communities</td>
<td><strong>Need better retail offering (7)</strong></td>
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<tr>
<td>Waste Management and recycling</td>
<td>- Lack of amenities eg. Newsagent, café etc</td>
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<tr>
<td>Transport capacity – train (grain)</td>
<td>- Lotto agency – CSO site, incorporate in existing business</td>
</tr>
<tr>
<td><strong>Solar power (1)</strong></td>
<td>- Supermarket (needs renewal, for sale, Coop model?)</td>
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<tr>
<td>Business network - breakfast/lunch business meetings</td>
<td>- Services – enterprise and LG – clothing, hardware, hairdresser, café</td>
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<tr>
<td><strong>Workforce (6)</strong></td>
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<tr>
<td></td>
<td>- Opportunity to keep temporary workers in town if they are only there for the money</td>
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<td></td>
<td>- Providing training – adult learning through Durack</td>
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<td></td>
<td>- Project working with farmers to help them to become employers of choice,</td>
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<td></td>
<td>- Campaign to attract people to farming, recruitment agency to place and train backpackers, salary sacrificing</td>
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<td></td>
<td>- Mining Employment project</td>
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<tr>
<td><strong>New business (5)</strong></td>
<td></td>
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<td></td>
<td>- builders, joint ventures Quality affordable housing – need to increase standards in existing housing, need to support good local builder</td>
</tr>
<tr>
<td><strong>INFRASTRUCTURE</strong> (votes for highest priority in brackets and highlighted)</td>
<td></td>
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<tr>
<td>Airport – increase in minimum standard</td>
<td>Mobile phone service – cost Next G? Internet second class, can community build? Maya – Bunjil particularly bad. Talk to Jim Chown.</td>
</tr>
<tr>
<td>Roads – maintenance and mining investment – opportunity for shire to deliver road maintenance services</td>
<td>Water – farm water supply – Maya to Latham, solution costs $15M</td>
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<tr>
<td>Residential land – rural residential, enterprise</td>
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<tr>
<td><strong>Land Development – make more land available (9)</strong></td>
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<tr>
<td><strong>Power supply</strong> – frequent power cuts, solar park could be a solution to expansion (Western power) (8)</td>
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<tr>
<td><strong>COMMUNITY WELL-BEING</strong> (votes for highest priority in brackets and highlighted)</td>
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<tr>
<td>Latham CRC</td>
<td>Education 0-3, 4-6, local provision, access – Early childhood development centre, services on Satellite dependent on region</td>
</tr>
<tr>
<td>Cultural performance – dining out, coffee (7)</td>
<td></td>
</tr>
</tbody>
</table>
Performance venue
PJ refugees returning – contact them? Alumni (1)
Service club – establish (2)
Aged care – enabling seniors to remain locally
Childcare (7)

ENVIRONMENT (votes for highest priority in brackets and highlighted)

Solar Discovery Centre (8)
Pleasant visual enticing environment

Environment centre (8) 7000 sq kms environmental space
Eco tourism – historical events, farm stays, flora, fauna, mine tours

Mining vs. Conservation – offsets,

BUILT ENVIRONMENT AND LAND-USE (votes for highest priority in brackets and highlighted)

CBD development and infill (9)
Deep sewerage – higher density housing (6)

Lack of volunteers – particular ambulance – paid paramedics? Any ideas from other places?
Scholarship system? Admin side of work driving away volunteers.

Business Support – training survey, school support (3)
Priorities at a Glance – Latham Workshop

Economy
1. Better retail offering
2. Workforce development
3. New business in particular housing development

Infrastructure
1. Land Development
2. Power supply

Community Well-being
1. Building lifestyle factors – cultural performances, dining out, coffee
2. Childcare

Environment
1. Solar Discovery Centre
2. Environment Centre

Built Environment and Land Use
1. CBD development and infill
2. Deep sewerage

Latham Hall
- A question was put to the workshop about the Latham hall and how committed the community was to retaining the hall. The answer was that whilst the investment to maintain it was modest it was important in terms of function and amenity it provides. If the cost of maintenance or replacement cost at expiry was too high then it could be expendable.

New Fire-shed
- Definitely see this as an opportunity

Current Service Levels
- Question was asked about level of satisfaction with current service levels from LG and it was considered to be good.
PERENJORI Morning Workshop

What is your vision of the Future?

Testing current vision: The Shire of Perenjori is the inland centre of mining, industry, agricultural development and the environment in the Midwest of WA.

What would you add/subtract?

Environmental Interpretation and Education Centre
- Mining, pastoral and sandalwood history
- Heritage – Aboriginal history, early pioneer history
- Environment and world class flora and fauna precinct
- Develop Partnerships to achieve

Amenity and lifestyle to attract people to stay/invest
Encourage people to start a business
Lost our vibrancy a bit “PJ Mojo”, starting to get it back
Resilient, adaptive

Agricultural development
- Carbon plantings
- Focus on productivity, other diversification
- Adopting new technology
- Farm amalgamation - encourage farmers to stay for lifestyle

Target Population for Shire by 2022

Current population is around 600, but do you want to set as a population target for 2022?
- 800 – 2000 (800 x 1, 850 x 1, 1000 x 1, 2000 x 1), median of first four targets is 1163, consider 5000 – 8000 as a 20 yr stretch target – could be possible if mining workers housed in town
- 2,500 – 4,500 mining employees housed on site
- Growth challenge for the median is around 563 people in 10 years
- Given family structure is 2.8 people on average for Perenjori, additional families would be approximately 201, which is approximately 20/yr

Value Proposition

What value do you provide to a customer?
- we say “yes” and then figure out how to do it
- Unleash potential
- Embrace opportunity
- Jewel in the crown, oasis of the desert
- Beyond and above caring
- Smile
- Friendly people – visitors come back year after year
- “take time to chat”
- Connect with people
- Colour, picturesque, landscape, wheat bins
- “one café short” – need somewhere to dine, roadhouse, pub and club good
- Mixed business model - expand through existing businesses
- Business hub- CBD centre point
- Meditation place – hairdresser, alternative therapy, beautification
- Food supply/branding
• Water ($3M) to bring down 1,000 m³ – organic food production and aquaculture, or scheme water replacement
• How to engage large businesses?

Opportunities and Issues in Key Planning Areas

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<tr>
<td><em>Accommodation (7)</em></td>
<td><em>Development of Environment Plan</em> (including offsets) including Environment Centre for Research (9)</td>
</tr>
<tr>
<td>Housing and forms of housing – housing foundation to build, run, operate (9)</td>
<td>Water supply – parks and gardens (5)</td>
</tr>
<tr>
<td>Attracting, retaining farm and shire workers – making the package work</td>
<td>Apprenticeships/jobs for our young people – males and females</td>
</tr>
<tr>
<td><strong>Solar power generation (2)</strong></td>
<td>Attracting young families – services, accommodation, considered a good target group (11)</td>
</tr>
<tr>
<td><strong>Health and well-being as an industry</strong> (alternative niche) (6)</td>
<td><strong>Business Development and Support (11)</strong></td>
</tr>
<tr>
<td></td>
<td>• Value add to existing industries - $’s, capital, increase variety of stock, growing existing businesses</td>
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<td></td>
<td>• Start up shed for new industry</td>
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<td>• Develop new industry/business</td>
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<td>• Business recruiting – import from elsewhere</td>
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<td>• Organic food production</td>
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<td>• Hardware (retail outlet)</td>
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<td>• Linking contractors to work</td>
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<td></td>
<td>• Services – plumber, electrician, carpenter – for local market</td>
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<td></td>
<td>• Develop service industries to service mining</td>
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<td>• Laundry facilities</td>
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**INFRASTRUCTURE** (votes for highest priority in brackets and highlighted)

| Performance venue – plays/movies/music (1) | Local roads (3) |
| Road maintenance – mining and main roads – contract (capacity issue) | Waste recycling – basic necessity (4) |
| **Residential and industrial land (4)** | **CBH infrastructure** – grain leakage, need fast loading strategic receival point, use rail (7) |
| **Childcare/early learning (11)** | **No high school** – yr 7’s now going away (10) |

- Day care centre
- Aged care facilities (5)
**COMMUNITY WELL-BEING** (votes for highest priority in brackets and highlighted)

| Preventative social services | Entertainment for young people on holidays-
cadetships, school holiday program, service groups |
|------------------------------|--------------------------------------------------|
| Preventative social services | Preventative social services – people shouldn’t feel 
isolated or depressed – coffee club, choir (5) |
| Joint venture immigration    | Services – Doctor, childcare centre (9) |
| Joint venture immigration    | Joint venture immigration – access workers, set 
criteria (6) |
| Attracting retail and services| Morawa Perenjori Health services – more emphasis 
on PJ |
| Small business – bakery, café, giftware, beautician | Who’s leaving?? Seniors/Retirees? Not enough 
  services and health facilities – allied health included. |
| Learn from our elderly       | Church services – communion once a month (1) |
| Learn from our elderly       | Bigger and better supermarket (12) |
|                              | Recycling business (2) |
|                              | Getting our footy team back – 2020 goal (6) |

**ENVIRONMENT** (votes for highest priority in brackets and highlighted)

<table>
<thead>
<tr>
<th>Environment Centre (8)</th>
<th>Public awareness of impact of uranium mining/ exploration</th>
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<tbody>
<tr>
<td>Solar Discovery Centre (7)</td>
<td>Front yards around town</td>
</tr>
<tr>
<td>Tourism – café in tourist centre all year round (9)</td>
<td>Green up public places such as verges, backyard clean-ups, get rid of all old rusted out cars lying around (8)</td>
</tr>
</tbody>
</table>

**BUILT ENVIRONMENT AND LAND-USE** (votes for highest priority in brackets and highlighted)

| Recycling (9) | Lack of private housing investment (9) |
Priorities at a Glance – Perenjori Morning Workshop

Economy

1. Business Development and support
2. Attracting young families as key demographic
3. Development of environment plan including environment centre for research
4. Housing and forms of housing
5. Accommodation
6. Health and well-being as an industry
7. Water supply – parks and gardens
8. Solar power generation

Infrastructure

1. Childcare/early learning
2. No high school
3. CBH infrastructure
4. Aged care facilities
5. Waste recycling
6. Residential and industrial land
7. Local roads

Community Well-being

1. Bigger and better supermarket
2. Services – Doctor, childcare
3. Joint venture immigration
4. Getting our footy team back - 2020
5. Preventative social services
6. Entertainment young people school holidays
7. Learn from our elderly
8. Recycling business
9. Church services – communion once a month

Environment

1. Tourism – café in tourist centre all year round
2. Green up public places
3. Environment Centre
4. Solar Discovery Centre

Built Environment and Land Use

1. Lack of private housing investment
2. Recycling

Current Service Levels

Question was asked about level of satisfaction with current service levels from LG and it was considered to be:

- Roads 50% satisfaction
- Recreation 80% satisfaction
- Other 70% satisfaction
What is your vision of the Future?

Testing current vision: The Shire of Perenjori is the inland centre of mining, industry, agricultural development and the environment in the Midwest of WA.

What would you add/subtract?
- Economic returns from agriculture have increased risk profile – volatility of prices and input costs but feel we are over the crisis
- Social impact 12 hr shift – people don’t get involved because busy, social networks impact, no work life balance
- Community vibrancy – drought resistant, resilient, friendly/welcoming, busy – increase in economic activity, independent, strong identity
- Young farmers coming back (70 – 80) 3rd generation
- Economic refugees coming in
- Mining first – economic diversity - resilient

Target Population for Shire by 2022

Current population is around 600, but do you want to set as a population target for 2022?
- 750 – 1,500, (750 x 1, 780 x 1, 950 x 1, 1000 x 4, 1200 x 1, 1500 x 1)
- 1020 was median, with mining employees housed on site
- Growth challenge for the median is around 420 people in 10 years
- Given family structure is 2.8 people on average for Perenjori, additional families would be approximately 150, which is approximately 15/yr

Value Proposition

What value do you provide to a customer?
- Appetite for risk – “embrace opportunity”
- Strong culture
- Innovation
- Ethical, truthful, upfront – scrupulous
- Say “yes” and then figure out how to make it happen
- “how can we help”
- Adaptive
- People like to work – value employment
## Opportunities and Issues in Key Planning Areas

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</tr>
<tr>
<td><strong>Attract sub-contractors relating to mining (1)</strong></td>
<td>Commute distance challenge with 12 hr shifts – convince mines not all staff need to work 12 hrs</td>
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<tr>
<td>Contract business growth – secondary – mining servicing</td>
<td>Attracting and retaining shire and farm workforce</td>
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<td>Boutique accommodation</td>
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<tr>
<td>Solar power generation</td>
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<tr>
<td><strong>Convince Mine Managers of value of local employment – more reliable (4)</strong></td>
<td><strong>Lack of private housing investment - progress housing foundation idea (14)</strong></td>
</tr>
<tr>
<td>Support business development</td>
<td>Partnership with developer (red ink)?  Get builders, engage State Govt, and change rental culture.</td>
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<tr>
<td>• Lotto</td>
<td>Have to travel out of town for things to do</td>
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<tr>
<td>• Amenities – café, newsagent, hairdresser etc</td>
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<tr>
<td>• Coffee shop</td>
<td>Town centre CBD</td>
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<tr>
<td>• Well stocked supermarket (attract an investor/buyer)</td>
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<td>• Retail and services</td>
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<td><strong>Commitment to volunteering (5)</strong></td>
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<tr>
<td><strong>INFRASTRUCTURE (votes for highest priority in brackets and highlighted)</strong></td>
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<tr>
<td><strong>Accommodation temporary (4)</strong></td>
<td><strong>Wubin-Mullewa Rd (2)</strong></td>
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<tr>
<td>• Group housing</td>
<td>Bus/train links for the public</td>
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<tr>
<td><strong>Improved power supply (4)</strong></td>
<td><strong>Mobile service (8)</strong></td>
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<tr>
<td>• Power outages</td>
<td>• east PJ</td>
</tr>
<tr>
<td><strong>Early childhood centre (7)</strong></td>
<td>• Mobile black spots</td>
</tr>
<tr>
<td><strong>Residential and industrial land (2)</strong></td>
<td>• Mobile/ broadband coverage</td>
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<tr>
<td><strong>Lack of deep sewerage or WAPC rules on block size</strong></td>
<td><strong>Potable water challenges – water diversion, capacity</strong></td>
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<tr>
<td><strong>COMMUNITY WELL-BEING (votes for highest priority in brackets and highlighted)</strong></td>
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<tr>
<td><strong>BMX track (2)</strong></td>
<td><strong>Own Doctor (6)</strong></td>
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<td>Ice skating rink</td>
<td>Community Health nurse</td>
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<tr>
<td>Sports teams back</td>
<td>Part time pharmacy with Doctor – not drive to Morawa</td>
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<tr>
<td>Upgrade of sporting facilities</td>
<td><strong>Employment for spouse for professional</strong></td>
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</tbody>
</table>
Men’s Shed (6)
Youth centre that has activities
Activities for the aged – bingo, cards, crafts
Good spread of demographics

Annual art exhibition (6)
Performance venue – plays, music, movies
Service club – rotary / lions

ENVIRONMENT (votes for highest priority in brackets and highlighted)

Ag options and diversity (3)
Aquaculture – saline water

Tourist bus runs (13)
Management of Govt conservation estate
Camp school facilities
Eco-tourism
  • Link to environmental tourism
  • Environment centre

Recycling to move forward (2)

BUILT ENVIRONMENT AND LAND-USE (votes for highest priority in brackets and highlighted)

Land availability for housing (9)
Land use conflict – carbon vs. wheat (6)

Land availability for industry and commercial buildings - also included in this is CBD (10)
Growing renewable bio-diesel (transport fuels)
Carbon farming enterprises

Townscape beautification (2)
Priorities at a Glance – Perenjori Evening Workshop

Economy

1. Lack of private housing investment – progress housing foundation idea
2. Commitment to volunteering
3. Convince mine managers of value of local employment
4. Attract sub-contractors related to mining

Infrastructure

1. Mobile phone services
2. Early childhood centre
3. Improved power supply
4. Temporary accommodation
5. Residential and industrial land
6. Wubin-Mullewa Road

Community Well-being

1. Men’s Shed
2. Annual art exhibition
3. Own Doctor
4. BMX track
5. Employment for spouses – internet, small business office space

Environment

1. Tourist bus runs
2. Ag options and diversity
3. Recycling to move forward

Built Environment and Land Use

1. Land availability for industry and commercial
2. Land availability for housing
3. Land use conflict – carbon vs. wheat
4. Townscape beautification
Scenario Planning Workshops Shire of Perenjori

WORKSHOP SUMMARIES

Community Workshop 28th June

Attendees: Robyn Reid, Kim Wheeler, Sam Parker, Carla Sanderson, Dael Sparkman, Robin Spencer, Sandra Stead, Joel Hesford, Paddy King, Julie King, Chris King, Stan Scott

Apologies: Brian Baxter, Jude Cusworth, Jenny Hirsch

Facilitator: Sue Middleton

Presentation on Statistical Summary

Sue Middleton outlined the Statistical analysis that has been conducted for the Shire of Perenjori. This has been updated with last weeks 2011 Census data release. This information has been added to this summary to enable the people that couldn’t attend to access the same information. The information presented in this summary is in more detail with additional Figures.

Key Strategic Projects

The planning process has raised a number of project ideas and the two key categories of Projects were discussed – projects related to economic health and growth of Perenjori and projects that relate to service the population needs and building a liveable and healthy community that people want to live, work and invest in.

The following ideas were presented to the participants:

Economic Health and Growth Projects

1. Accommodation and housing – promoting private investment
2. Land Development
3. Sewer Reticulation
4. Business Incubator project
5. Active business support program
6. Transport linkages
7. Power provision
8. Environment Centre including Solar Discovery Centre
10. Workforce Development Project
11. Link to Mining Enterprises and Contractors
12. Telecommunications upgrade
13. Waste management
14. Land use projects such as carbon plantings
Population Needs – building a liveable and healthy community

1. Retail revitalisation and CBD development and infill (includes Café)
2. Cultural events and facilities
3. Volunteering project
4. Early Childhood development Centre
5. Telecommunications
6. Ongoing town improvement – front yard program
7. Focus on health and well-being
8. Secure water supply
9. Preventative social services
10. Aged care – low to high care options linking to regional model for servicing
11. Ongoing support for resilience and positive attitude

Workshop response:

- Chalet development at old drive in site is happening now (10 chalets in next 6 months)
- Rail line – condition is good, but competition for the line means getting grain out is becoming challenging
- Blocks in Perenjori are too big – people don’t want to look after a big back yard – role of reticulated sewerage in enabling the reduction in block size, and also assisting a “jim” business to develop that people can use to get their yard work done. Shire will commence with shire houses. Agreed focus to be on front yards to start to create a good impression.
- Social services eg. Mobile health service – agreed it was the model to pursue.
- HACC service – Three Springs – work with to enable low/medium care.
- High care aged care – part of Supertowns planning for Morawa – create a planned pathway from low care to high care with residents transitioning from their own homes to low/medium care in Perenjori and then high care in Morawa.
- Ag Show a great example of how the community continues to be resilient and self-organise. Shire is a good support in both direct money and in-kind support. Continue this through Strat and Corp Business Plan.

Scenarios

Three scenarios were presented to prompt thinking about what are the possible futures for Perenjori and what are the uncertainties. The three scenarios where plausible future worlds for the Shire in which the problems, challenges and opportunities that such an environment could present were outlined.

The three Scenarios were:

1. Mining as a main economic driver
2. Primary production in a changing environment
3. Green growth takes off

The participants responses to the three scenarios are outlined below.

Mining as a main economic driver

Housing investment model

- challenge is how to get buy in and private investment
- Could be Not for Profit model to start to create/initiate the market, “prime pump” the market eg. Start an organisation that builds 30 houses.
Culture of “how can we help” to be continuously built upon

- High level of dependence on relationships with Mining enterprises
- Put Perenjori on the map - get the work coming here.
- Continue to build culture of “how can we help”, adding value model to business (mining or otherwise)

Self promotion

- What are we selling? Develop strategy for marketing and communicating the Shire/communities strengths to external markets and to ourselves – tell our own community what we are good at.

Demand

- Make it available and commit to the development, $’s, engagement of agencies, attract partners, recruit/attract/promote
- Target necessary trades and contractors.

Access pathways to Mines

- Ensure pathways are blacktop
- Continue to work with Mines on their hurdles and ensure community support

Primary Production in a changing environment

Ag industry

- Do we have a position on GM adoption?
- Nitrogen fixing wheat
- Competition for labour an issue – sponsor scholarships in agriculture eg. Nuffield, Churchill
- Regional awards for innovation
- Farm amalgamation has a saturation point due to diseconomies of scale – skills in labour market limit as well
- Farm exits – enable – skills transferred to mining, people kept in community
- Off farm income generation possibilities

Community Facilities will determine where people retire

- Keep people in community – active seniors helping community and staying healthy
- Likely future is that people will be priced out of the market and will not be able to retire here – do we create the pathway now to allow that? Lifestyle village – subsidised rent, buy in model, lifetime lease. Allow healthy lifestyles and volunteering.

Intensive farming

- Will put more accommodation pressure on system
- Spare mining water “a dream” main waste is silica and dirt.

Green Growth takes off
Solar project – need to see three tiers of commitment (State, Aust Govt and investment) – 330kVA line a key competitive advantage. What is needed? Credibility – ability to broker and cornerstone investor with clout.

Environment Centre

How to mix short term accommodation needs with high demand for long-stay accommodation

Managing environment issues – is it at odds with mining culture

Need for hostel/dormitory/barracks area for students/researchers to stay in area

Boutique hostel/accommodation

Carbon farming – soil type analysis currently happening, matching that with demand, avoid good productive agricultural land – will result in changed land use.

Changing farm practices – perennial crops

Perenjori Farming Forward – leakage to Liebe and MIG, focus for Shire post Centenary.

Key Challenges

“Busyness” – everyone has limited time – can we get enterprises to have employer supported volunteering programs?

Whats here for Mum and kids?

- First impressions essential - Town needs to be beautiful for 12 months of the year – need water for gardens.
- Beautician, job, café, business they can buy.
- Recreation and Sporting facilities for kids – organised activities eg. Environmental scouts, teenage age group? Talk to young people about their needs.
- Rural youth/young farmers project.
- Ensure plan has a focus on lifestyle – good aesthetics leads to good lifestyle, good health, which leads to positive self esteem – get a virtuous cycle – keep generating that
- Define critical mass need for cricket team, footy team etc. What is the critical mass of families and kids we need?
- Keep asking what people want to create lifestyle – Shire to run regular forums.

Start a service club of some kind – Lions/Rotary – get people together.

Reorganise PJ sports club – speed dating – clubs to meet each other, get to know each other. Relieve burden of committees and allow them to do what they are there for which is play sport, recreate and relax.

Shire would like a recognition that whilst it would like to do everything, it still needs to deliver the ordinary stuff. 75% of income goes to roads for example, which is not very exciting but an essential foundation.
Regional Stakeholder Workshop 5th July

Attendees: Andrew Beer Regional Development and Lands, Ella Tribe Edge of Grid Western Power, Suzanne Ward Mid West Regional Council, Trevor Price Mid West Development Commission, Alan Bradley Regional Development Australia, Natalie Lauritson Department of Water, Gavin Treasure Shire of Morawa CEO, Shire of Perenjori: Sam Parker, Doug, Chris King, Stan Scott, Kevin O’Connor

Apologies: Robert Grima DAFWA, Dave Rose DEC, Catherine Bentley Landcorp, Shelley Spriggs NACC, Tristram French Department of Planning

Facilitator: Sue Middleton

Presentation on Consultation and Statistical Analysis – as per community workshop

Relevant information, strategies or ideas for Perenjori

- Need to work regionally eg. North Midland Economic Strategy will establish logistic change and need to understand where Perenjori sits in the bigger picture.
- There is a risk – need to reality check the fit into the bigger picture.
- Surrounding shires – key question is how do we work together to capitalise on Mining Industry – will be most effective if can create strong partnerships across local governments and tackle the companies that way.
- Power issue is reliability not capacity. Projecting forward for several years there is sufficient power capacity in the Three-Springs sub-station. Also note the Solar Thermal Power plant project will not improve reliability. Reliability is best addressed through other options eg. Ravensthorpe have a diesel plant which switches automatically. Smart Grid sees renewable as an opportunity because it solves distribution problems.
- One of the problems has been there are so many projects in this space that it is confusing:
  - North Midlands Solar Thermal Project - 4 MW – Morawa Perenjori feeder $20M project
  - Solar Thermal Project - $400M to $1B – feeds into distribution network – 100 jobs plus multiplier.
  - Four key areas for Shire – Mining, Agriculture, Energy and Environment.
  - To attract gov't funding or investment in any area, need to demonstrate that you are meeting the limits of supply and that demand will soon exceed supply. Key is to use the assets you have as efficiently as possible eg. If talking about short-term accommodation need to prove van park is at 80% occupancy or above. To get funding, need to reach tipping point.
  - There is a disconnect between planning and financing.
  - Housing – demonstrate demand. Shires survey of local businesses has done this at a local scale. Housing the key in attraction of workers.
  - RforR funds can be applied when demonstration of demand is not great eg. “open door” strategy - can justify as an economic leakage prevention strategy.
  - Renewables – need leadership at the highest level because of risk element – high level of technical and business. Need all levels of government to invest – politics in Solar Flagships Project have been challenging.
  - Regional Business Support can be gained through Mid West CCI – Morawa and Perenjori forming a sub-committee, hosting afterhours sessions.
  - Outback Business Network – RDA hosting officer, goal is to bring together similar types of businesses to understand mining space, can cluster and agglomerate business activity/servicing to be competitive.
Mid West Regional Council – goal is to have diverse, stable and dynamic regional economy – strategy to attract and retain SME’s.

Morawa Shire Incubator project – brought 4 new businesses to town, and enable 2 locals to grow. Question was asked why is this infrastructure necessary and answer was given that banks will struggle to bankroll businesses in regions so need to reduce their startup capital requirements. Mining is the link on all the businesses.

DOCAT program – offers 25K dollar for dollar for investment in business to contract to mining.

Industry training centre at Morawa.

What’s the demand in Perenjori? Main driver that is known is Karara pushing contractors off-site as under their OHS policies they don’t want people on site. What should the scale and format be?

Key issue is don’t have key trades in each town and banks won’t invest in capital for regional businesses but will support lease arrangements.

Land Development – need both industrial and residential. Not currently at level where private market is driving demand. Think the timeframes for that are about 2 years away.

Aged Care provision as part of Mid West Regional Council strategy – low to medium care in Perenjori linking to high care pathway in Morawa. Lifestyle village concept. Concept is a virtual regional hospital.

Key concern is capacity of Shire to do it all!!

Recreation facilities are new, good rates base, have annual contributions from mining companies, community contributes financially to project because time poor. Believe the Corp Business Plan will show how to resource it, need to consider human resources in Shire.

Morawa Shire has a different structure, CEO has a Deputy and a Finance Manager so there are two key roles as well as CEO. Key question for Perenjori is whether the staffing structure, particularly in Executive and Senior staff is right. The Shire has recognised their need to develop project management capacity.

Regional Partnerships

To get capital funding, believe it’s necessary to demonstrate partnerships in funding options, exhaust all options, and then push for a decision.

Western Power – able and willing to work with other funding opportunities – RforR, Investment Plans. Ella Tribe direct point of contact.

Mid West Regional Council – a voice for the North Midlands region, have employed an Engineer to assist with projects. Suzanne Ward direct point of contact.

Midwest Investment Plan – call for masterplan for sub-region. Important to leverage, have skin in the game, solid business case, must be sustainable with ongoing support and capacity to manage, RDL supports you in the process and asks all the hard questions up-front.

Town revitalisation, Aged Care, Key worker housing – work with lead agencies, but think about consolidation and aggregation of projects. Work with MWDC, RDL, MWDC. MWDC – Trevor Price direct point of contact.

At Aust Govt level for housing and childcare - FACSHIA is agency, and they are not based in Geraldton.

Finance Advice – bank, financiers, Barry Humphries (Property Developer Geraldton).

Solar project – Australian Centre for Renewable Energy (ARENA)

Regional Development Australia – Alan key contact – have done one project round, one later this year. Is RDA doing a small towns round? No information as yet.

Infrastructure Australia – contact through DSD.

DoW – can provide information and regulation. Contact Kathryn Tutt or Natalie.

RDL – MWDC key contact – can have direct contact for project iteration.
Scenario: Mining as a main Economic Driver

What are the Problems, Opportunities and Challenges?

- Sounds like Hopetown! Need mining and agriculture as a full support to each other – need fall back position.
- Town planning – has it taken these drivers into consideration?
- Key will be to focus on multiple mines – not just key business dependency.
- Agriculture is still a $100M industry – impact of grain on the road, competition for labour needs to be understood.
- Articulate what is Perenjori contributing to State and Federal coffers – articulate what will they get out of royalties. Karara production $40M/yr Year 1, $80M/yr Year 2.
- Shire has played a leading role – initiated the Mining Summit which led to the Mid West Investment Plan. That process enabled Mining companies to meet and link to Geraldton as the major port and service centre.
- Leadership – local leadership makes a difference, local support is good.
- Need to increase the coordination between Morawa and Perenjori.
- Environment drivers – 450,000 ha Biodiversity Zone, Yalgoo even larger, potential for working on country opportunities. Perenjori to be the “jump-off” service point for environmental services.
- Concern about how to sequence Co-dependent projects successfully and how much will this cost? Sources of revenue are rates, State Govt, Karara buy-in, debt, other equity. Operational phase needs to be put into regional context. Importance of communication between Shire, Community, Mines and Departments, and understanding needs and wants and the difference.
- Plan to include all the things to do to capitalise on opportunities – objectives, achievements, indicators, outcomes, identify stakeholders and timelines.

What would you invest in as a Councillor?

Housing project (1)

- Create a Housing Foundation or similar model.
- Board of Directors skills based with community members.
- Goal of building 30 houses in 5 years.
- Business model – rent/purchase model.
- Equity partners DoH, RDL, MWDC, Mining Companies.
- Refer MWRC Strategy. Visit Wongan Ballidu Development Group that has built 33 houses in Wongan under similar community model.
- Local business demand based on survey – 15 houses.
- Determine housing format and type. Waste water treatment – key driver to reduce lot size which will support format that is likely to be demanded (small back yards, outdoor living areas).
- Make available to market land, off-plan houses, completed houses.
- Install dual water supply
- Set up small business/ agreement Builder, other trades, profit share.

Early Childhood Learning Centre (2)

- Provision of childcare services
- Allied health
- Visiting social services for children
• Indigenous children focus
• Interim – Family Day Care?

**Environment Centre**

• Business offices – Yarra Yarra, NACC
• CRC
• Visitors Centre
• Interpretive Centre (eco-tourism and solar discovery centre)
• Hub for Environment services and staff working on projects in region – biodiversity hotspot.
• Site: CBD Railway side street, Old Swimming pool
• Frees up hall for Performance Space development

**Retail**

• Lotto need - CSO
• Foot Store – coop model?
• Private investment/community model

**Recreation**

• Still some gaps
• Review Recreation Plan

**Health Services**

• Primary visiting
• Allied and social services gaps

**Key Demographic want to attract – Young Families**

• What will they expect? Jobs/coffee shop/ business opportunities/ good retail offering

**Business Incubator (3)**

• Shire old depot site available
• Incubate small businesses to the point they are ready to go out on their own
• Is there also a need for commercial office facility – 5 businesses in town with 100 employees, none have a business office, do they want to work in the same facility.
• Light industrial units with office availability, not just for light industry businesses

**Main Street Revitalisation Project**

• Need to concentrate CBD – long and strung out
• Creating a walking connection
• Plan with Architect what buildings to retain, what needs to be redeveloped, work with business owners to progress.

**Shire – Future Town Strategy**

• Planning industrial land development
• Identify changing land uses
- Consider introduction of residential enterprise zones
- Review Town Planning Scheme

**Shire Admin Renovations**

- When move YY and NACC, expand office space and build performance venue.

**Main Road**

- Issue in future – get traffic counts

**Airfield**

- Can take Dash 8 (32 – 57 seater)
- 4 flights/week currently.
Business Survey Results - Data

Businesses interviewed

Rodney King Tyres, Perenjori Motor Torque, Perenjori Hotel, Brasha Pty Ltd trading as Brad Phillips Haulage, Perenjori Agri Services

What does business do?

1. Transport (type repairs)
2. Vehicle servicing/repairs
3. Accommodation/food retail
4. Earth moving and transport

Length of Operation

- 7 years
- 8 years
- 30 yrs ownership, operating 7-8 years
- 10 years

Employment

Full time 3, 7, 5, 20 – 25,
Part-time 1-2,

Turnover/other key stats

All talked about an increase but gave no figures

Grown/reduced or stayed the same in last 5 years?

Grown, could work 8 days/wk

Work 7 days/wk which is exhausting, but need to be reliable, has big impact on community involvement, mining is key driver – mainly Karara and contractors involved in construction of powerlines

Grown exponentially

Business Outlook

- Growth x 3

What is constraining them from growing?

- Market demand
• All employees live with parents – affordable housing for young people – rent $325 per week apprentice can’t pay this, need other housing options
• Power reliability – very big issue in summer when dealing with food and drinks, also not great for guests
• Road from Morawa to Perenjori big issue as it’s the main van route - combination of traffic is issue – truck/van

**What support do they need?**

• Experienced workers
• Would like to expand business – start a new arm (tyre recycling business) – Business Planning support (how is it done, need a contact, capital – govt grant)
• What’s here for young people? No essential services – hospital, high school. Would like to see more young families.
• Subsidised accommodation for young workers. Different building configurations.
• Organise something special around national days eg. jeans for genes today – organize activities that unite the businesses.
• Housing – as businesses reinvesting all profit into building the business, can’t afford housing as well.
• Attract a builder
• Access to a Doctor so can feel safe about any event, is a nurse practitioner a possibility? Urgent medical attention is an issue.
• Local Govt - needs to stick to its policy – make consistent decisions and follow them up
• Keep in communication with businesses – send out emails – let us know what is going on – keep businesses in the loop on things that impact the community
• Sourcing staff, having trouble with VISA’s – 457’s taking 11 months
• Lotto brings camps to town
• Childcare – has been a baby boom
• Deep sewerage would assist hugely
### Show Day Community Voting Priorities

<table>
<thead>
<tr>
<th>Priority</th>
<th>Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecommunication upgrade</td>
<td>38</td>
</tr>
<tr>
<td>Power provision (reliability)</td>
<td>26</td>
</tr>
<tr>
<td>Environment centre</td>
<td>23</td>
</tr>
<tr>
<td>Accommodation and housing</td>
<td>23</td>
</tr>
<tr>
<td>Focus on Health and Well being – be part of regional healthcare model</td>
<td>22</td>
</tr>
<tr>
<td>Aged Care</td>
<td>22</td>
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<tr>
<td>Transport Linkages</td>
<td>20</td>
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<tr>
<td>Workforce Development project</td>
<td>20</td>
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<tr>
<td>Solar Power Project</td>
<td>18</td>
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<tr>
<td>Early childhood project</td>
<td>16</td>
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<tr>
<td>Volunteering project</td>
<td>13</td>
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<tr>
<td>Secure water supply</td>
<td>12</td>
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<tr>
<td>Link to mining enterprises and contractors</td>
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</tr>
<tr>
<td>Retail revitalization and CBD development and infill (incl café)</td>
<td>9</td>
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<tr>
<td>Sewer reticulation</td>
<td>7</td>
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<tr>
<td>Waste Management</td>
<td>7</td>
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<tr>
<td>Business incubator project</td>
<td>6</td>
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<tr>
<td>Land development</td>
<td>6</td>
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<tr>
<td>Market the community</td>
<td>5</td>
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<tr>
<td>Ongoing support for resilience and positive attitude</td>
<td>5</td>
</tr>
<tr>
<td>Ongoing town improvement including front yard program</td>
<td>4</td>
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<tr>
<td>Plan for land use projects</td>
<td>3</td>
</tr>
<tr>
<td>Cultural events and facilities</td>
<td>2</td>
</tr>
</tbody>
</table>
Active business support program 1 vote
Preventative social services 0 votes

New ones added:

- Profitable farming enterprises – 3 votes
- Conservation Monsignor Haws Church – 6 votes
## Priorities from Different Processes

<table>
<thead>
<tr>
<th>Community Workshops</th>
<th>Scenario Planning Workshops (in no order – ideas that arose)</th>
<th>Show Day – Straw Poll Vote Community</th>
<th>Council – 4&lt;sup&gt;th&lt;/sup&gt; October 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workshop 1</td>
<td><strong>Community Workshop</strong></td>
<td>Telecommunications upgrade</td>
<td>Mobile Phone towers project (1)</td>
</tr>
<tr>
<td>Land Development</td>
<td>Housing – private investment</td>
<td>Power provision (reliability)</td>
<td>Marketing PJ/communications plan (1)</td>
</tr>
<tr>
<td>CBD Development and Infill</td>
<td>Build culture of how can we help</td>
<td>Environment Centre</td>
<td>Support local power supply (2)</td>
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<tr>
<td>Power Supply</td>
<td>Marketing Shires strengths</td>
<td>Accommodation and Housing</td>
<td>NFP Housing Company (2)</td>
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<tr>
<td>Solar Discovery Centre</td>
<td>Target trades and contractors</td>
<td>Health and well being</td>
<td>Early Childhood Learning Centre (2)</td>
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<tr>
<td>Environment Centre</td>
<td>Perenjori Future Farming support</td>
<td>Aged Care</td>
<td>Environment centre (including new CRC) (3)</td>
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<tr>
<td>Better retail offering</td>
<td>Keep people in the community</td>
<td>Transport Linkages</td>
<td>New Industrial park (3)</td>
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<tr>
<td>Workforce Development</td>
<td>Solar project</td>
<td>Workforce development project</td>
<td>Commercial opportunities (4)</td>
</tr>
<tr>
<td>Cultural performances, coffee shop, dining out</td>
<td>Environment centre</td>
<td>Solar Power Project</td>
<td>North Midlands Medical Practice support (4)</td>
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<tr>
<td>Childcare</td>
<td>Accommodation – mix of demands</td>
<td>Early Childhood Centre</td>
<td>CB and Retail Area revitalization (5)</td>
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<tr>
<td>Deep Sewerage</td>
<td>Carbon farming - manage</td>
<td>Volunteering project</td>
<td>Investigate Sewerage Infill project (6)</td>
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<tr>
<td>Attract new businesses (trades)</td>
<td>First impressions essential</td>
<td>Secure Water supply</td>
<td>Business Incubator (6)</td>
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<tr>
<td>Workshop 2</td>
<td>Start a service club</td>
<td>Trade facilitation Mining Industry</td>
<td>Fibre connection PJ (7)</td>
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<tr>
<td>Bigger and better supermarket</td>
<td>Create lifestyle to attract family demographic that we want</td>
<td>Retail revitalization and CBH development and infill</td>
<td>Water supply projects (7)</td>
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<tr>
<td>Business development and support</td>
<td>Reorganise PJ sports club</td>
<td>Sewer reticulation</td>
<td>Regional Business officer (7)</td>
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<tr>
<td>Attracting young families</td>
<td><strong>Agency Workshop</strong></td>
<td>Waste Management</td>
<td>PJ Farming futures group (7)</td>
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<tr>
<td>Childcare/early learning</td>
<td>Future Town Plan Strategy</td>
<td>Business Incubator Project</td>
<td>New Residential land development (7)</td>
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<tr>
<td>High School</td>
<td>Focus on multiple mines</td>
<td>Land Development</td>
<td>Volunteer support services (7)</td>
</tr>
<tr>
<td>Housing – all forms</td>
<td>Increase coordination with Morawa</td>
<td>Market the community</td>
<td>Leadership training (7)</td>
</tr>
<tr>
<td>Environment Centre</td>
<td>Environmental drivers strong – PJ to be “jump-off” point</td>
<td>PJ Mojo – support for positive attitude</td>
<td>Workforce Dev Plan Investment (7)</td>
</tr>
<tr>
<td>Services – Dr, Childcare</td>
<td>Housing Foundation</td>
<td>Ongoing town improvement – including front yard program</td>
<td>Support Solar Park Project (7)</td>
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<tr>
<td>Workshop 3</td>
<td>Early Childhood Centre</td>
<td>Plan for land use projects</td>
<td>Railway Line capacity project (8)</td>
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<tr>
<td>Private housing</td>
<td>Environment Centre</td>
<td>Cultural events and</td>
<td>CRC old redeveloped (8)</td>
</tr>
<tr>
<td>investment</td>
<td>facilities</td>
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</tr>
</tbody>
</table>
| **Tourist Bus Runs** | Retail – main st project  
|  | Active Business support program  
|  | Redevelop PJ Hall (8) |
| **Land availability** | Recreation  
|  | Preventative social services  
|  | Digital TV retransmission (0) |
| **Telecommunications - mobile** | Health services |
|  | Morawa PJ road upgrade (0) |
| **Early Childhood centre** | Business Incubator |
|  | Maintain local road network(0) |
| **Own Doctor** | Transport linkages – airfield and roads |
|  | Regional Strategic Waste Project (0) |
| **Land use conflict – land vs. wheat** |  |
|  | Regional Drive Trail (0) |
|  | Trade linking project (0) |
|  | Art Belt (0) |
|  | Sport and Rec Plan Implementation (0) |