



***EMBRACE OPPORTUNITY***

Shire of Perenjori

# Strategic Community Plan

2017 – 2027



**Perenjori**  
Embrace Opportunity

DRAFT

**Shire of Perenjori**

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# 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 1,000 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 Laurie Butler**

**Shire President Shire of Perenjori 2017**

# 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

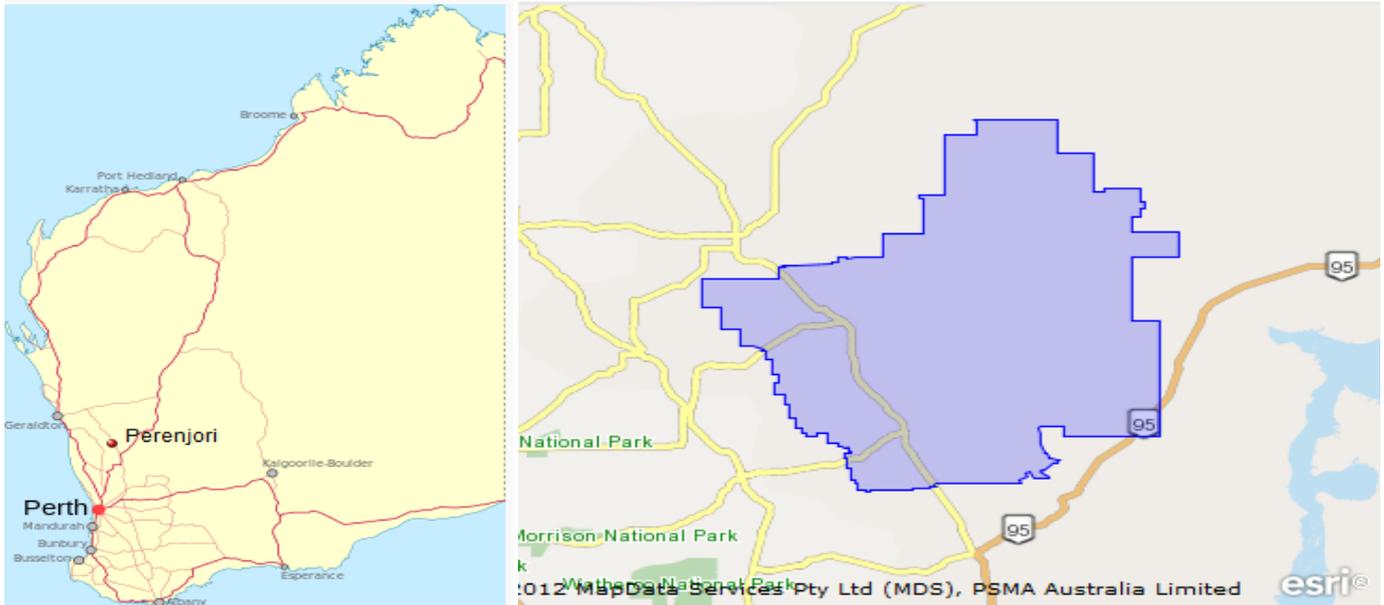
The Shires commitment is to honesty, integrity and accountability. It believes it should be held to account for its performance and results that it generates. It also believes that the way in which it undertakes its leadership role is important and is committed to being accountable for its commitments 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<sup>2</sup> 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**

The Shire of Perenjori has experienced a decline in population numbers over the last five years, which has reversed the trend of earlier years. Most of the decline is a result of the downturn in the global environment and local industry changes. Whilst the Mining Industry has created multiple and varied opportunities for the local business and service sectors in the past these opportunities are no longer being experienced in Perenjori. Population growth will be a real challenge for the community with the need for strategies to support the attraction and retention of families. 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 1,000 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 the continued supply of goods and services to the mining industry in the production stages. 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. A development of accessible industrial lots is planned with LandCorp to ensure any future needs can be met.

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.

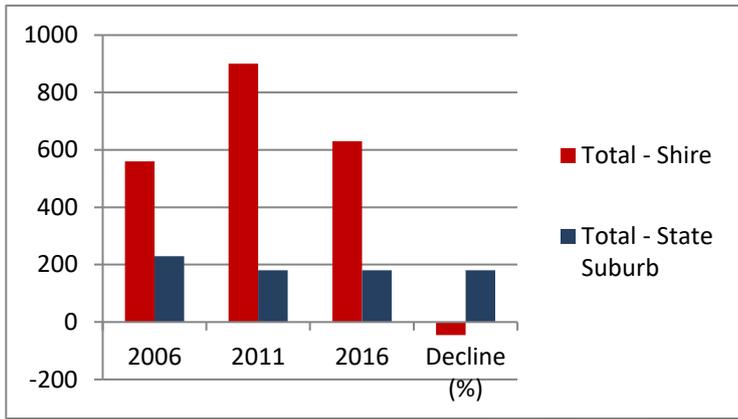
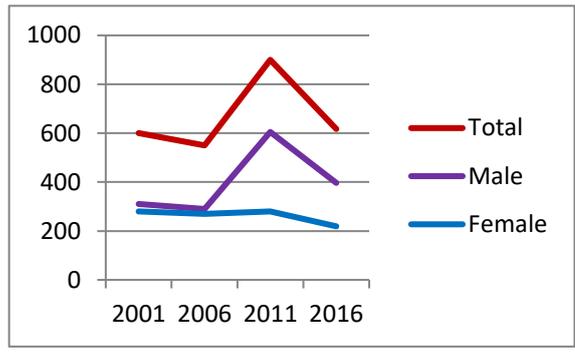
The attrition rate for farming in the Northern Agricultural Region is 2-3%. Perenjori is likely to be similar, although it is more likely to happen after good seasons or when land is attractive for sale. Current initiatives in the region such as the push to carbon farm can provide future alternative 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**

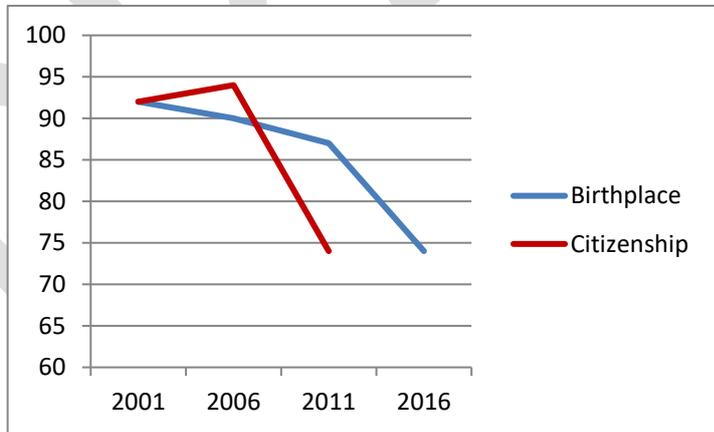
The population recorded as living in Perenjori on census night 2016 is 617 people. This is a 31% decrease on the previous census and is a rapid reversal from the population increase experienced between 2006 and 2011 censuses.

**Figure 2: Population of Perenjori (2001 – 2016), Source: ABS Census 2001 - 2016**



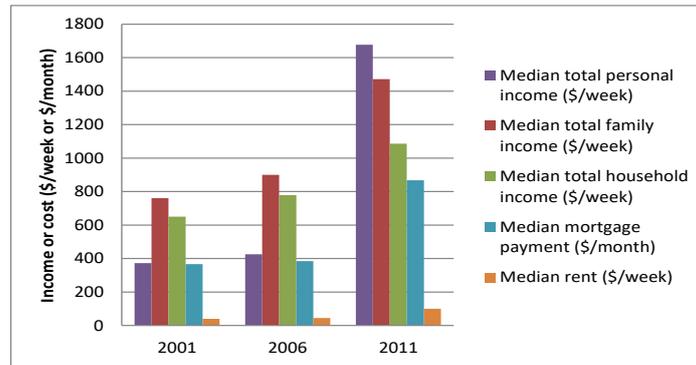
**Figure 3: Population number and growth of the Shire of Perenjori and State suburb, Source: ABS Census 2001 – 2016**

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%).



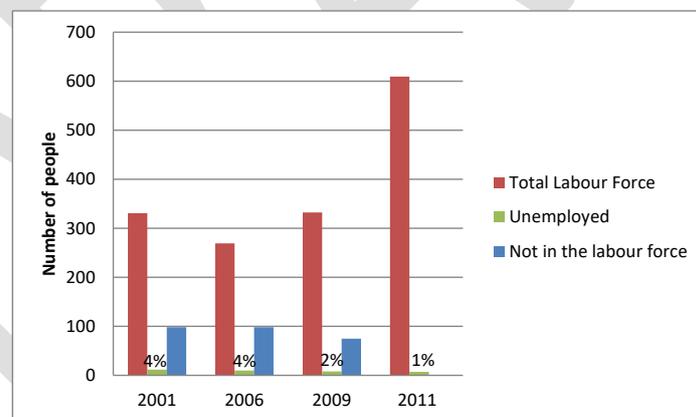
**Figure 4: Population of Perenjori with Australian birthplace and citizenship (%), Source: ABS Census 2001 – 2016**

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.



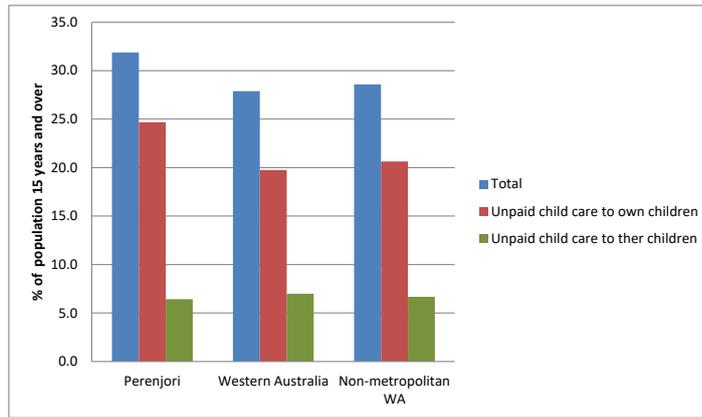
**Figure 5: Income, mortgage and rent indicators, Source: ABS Census 2001 – 2016**

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 forced 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.



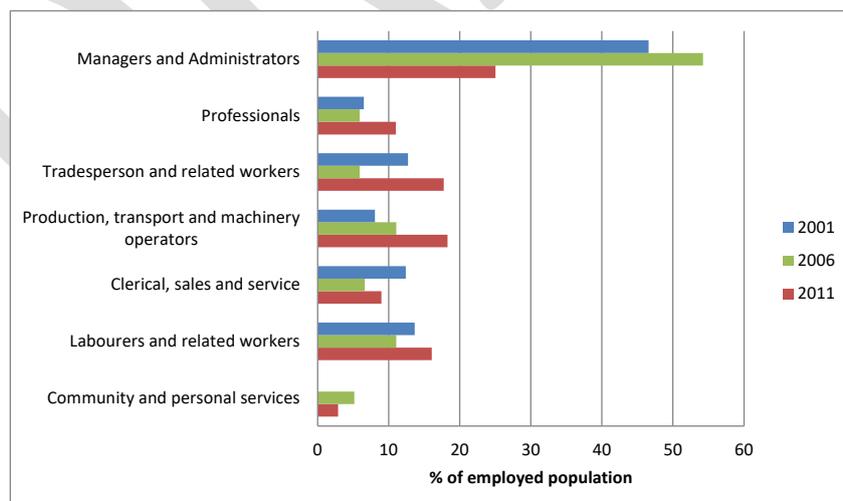
**Figure 6: Labour force - population 15 years and over (including % of labour force), Source: ABS Census 2001 – 2006 (2011 data available in October 2012), 2009 from PHIDU (2011)**

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 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.

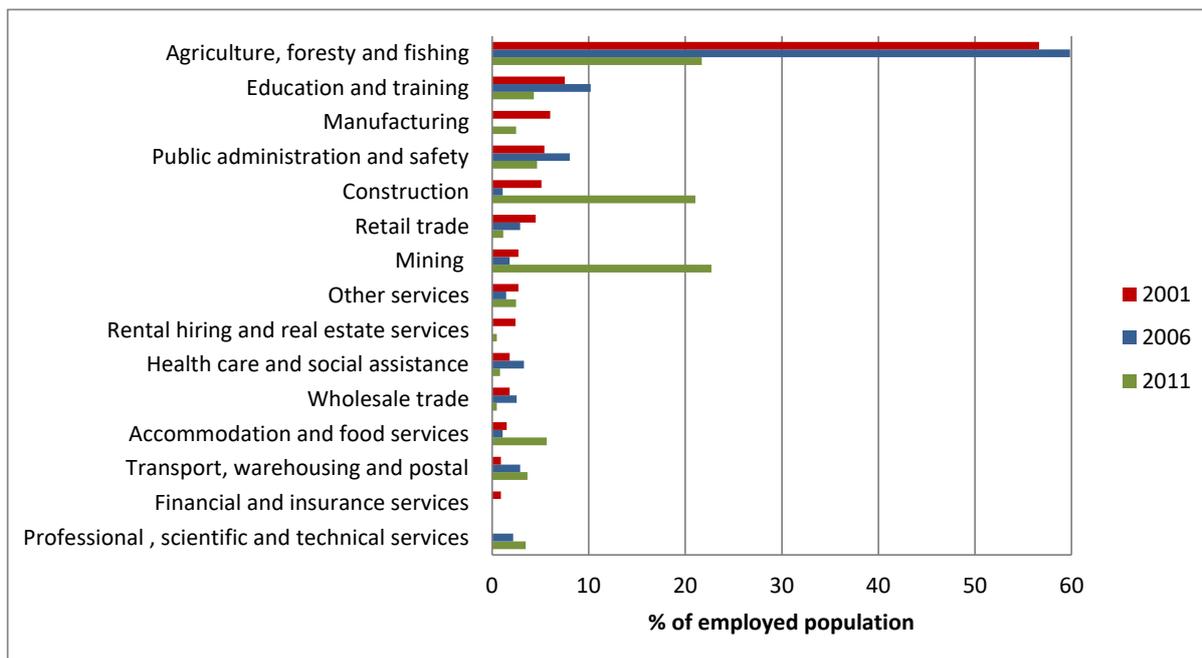


Figure 9: Industry of employment for 2001 and 2006, Source: ABS Census 2001 – 2006

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.



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 decline in population numbers. There is evidence of the impacts of the downturn in the National and State economies also impacting regionally. Loss of population can be due to downturn in the mining industry, increasing use of technology in agriculture and changes to the education of year 7 students and limited secondary options available locally. These impacts along with ongoing housing affordability have flowed on 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 capacity of the community to capture on going benefits of nearby developments and the resilience of the people.

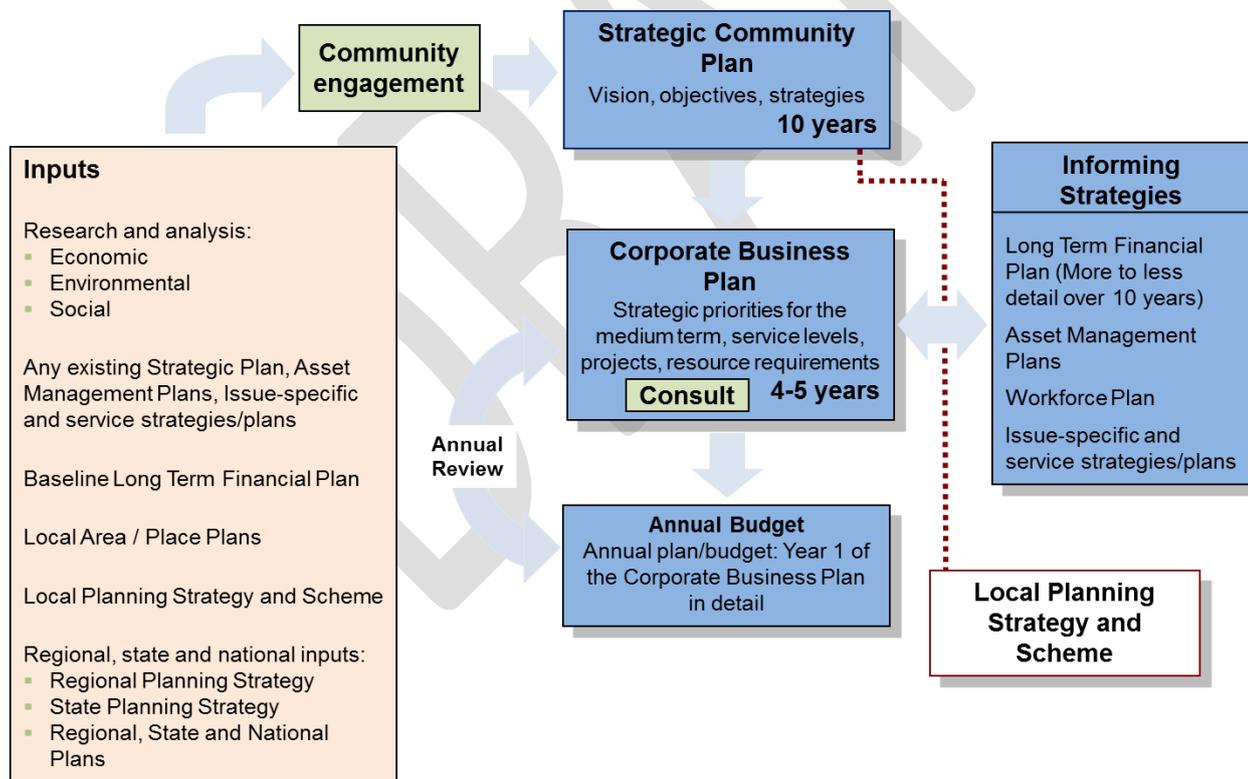
## Integrated Strategic Planning

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 1995 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 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 detailed 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 needs within financial constraints.



## Development of the Plan

The process to develop the plan flowed through a number of key stages over a six 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.

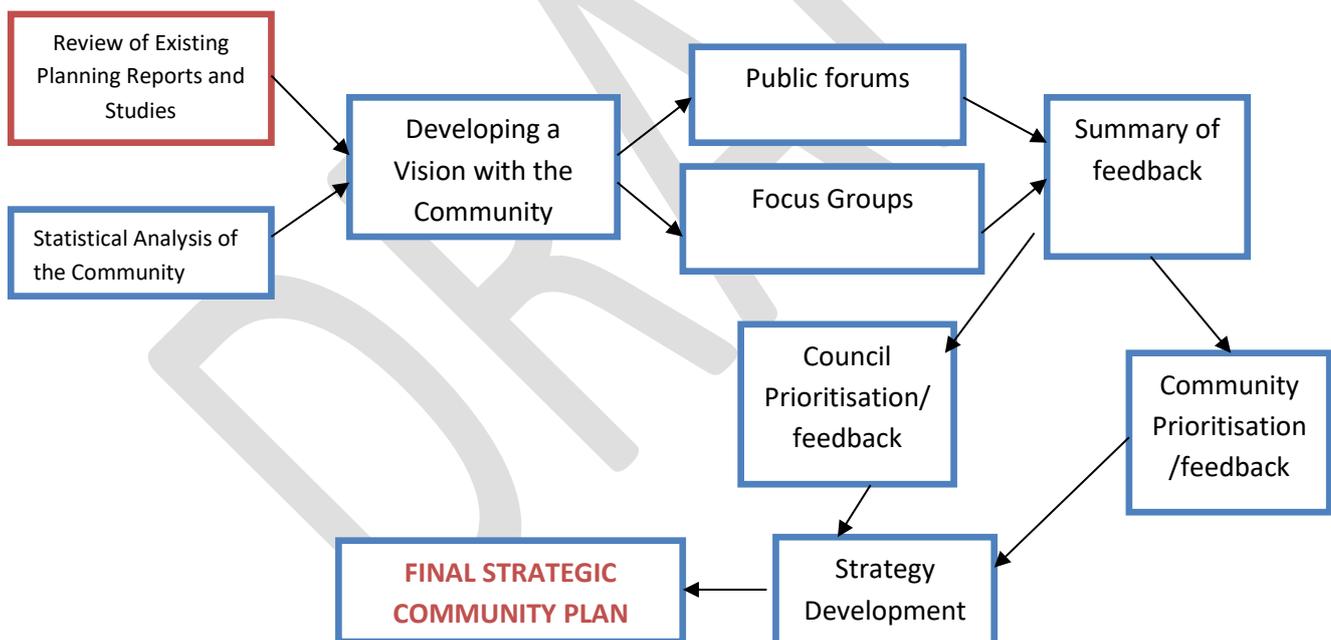
The community was highly engaged in the development of the plan through a number of different processes. They included:

- Public workshops (20 attendees)
- Focus groups (Council - 6, General – 5, parents & seniors – 14, youth – 2, attendees)
- Survey ( 29 )
- Post-it wall at CRC (6 contributions)

In total 82 people were involved in the development of the plan. This represents 11% of the community of estimated 750 people.

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, family friendly and that community spirit is strong. The community wants to promote the family benefits and with people having the opportunity to have a connected lifestyle in a friendly and welcoming place. The community also see the need to continue growing economically to try and attract business to town. The community see keys strengths and weaknesses.

### Strengths:

- Strong Cultural history & local knowledge
- Solid partnerships exist with environmental organisations e.g. NACC, Gunduwa, BHA etc.
- Climate for solar/renewable energy sources
- Strong community cohesion and volunteering
- Developed relations with mining
- Diverse industries including, agriculture, mining and tourism
- Safe community – low to no crime rate
- Mix of good age ranges, families, seniors and youth
- A place of choice for many who live here
- Warm, friendly and accepting community
- Abundance of unique, raw, natural beauty – wildlife, flora & fauna

### Weaknesses:

- Not taking advantage of local knowledge and using it to its full potential
- Local accommodation options limited (tourism development)
- Lack of business knowledge for start up's and for ongoing management
- Lack of seasonal accommodation for Agricultural workers
- Local retail offering not comparable to surrounding towns
- Difficult to attract specialist staff
- Technology knowledge limited
- Lack of activities for children and young people
- Losing population, including young people due to limited schooling and social choices
- Limited employment opportunities for locals
- Unreliable power across Shire

*The community outlined what they believe are key opportunities and investments to achieve growth and development across the Shire.*

### *To drive the Economy, the following investments are needed:*

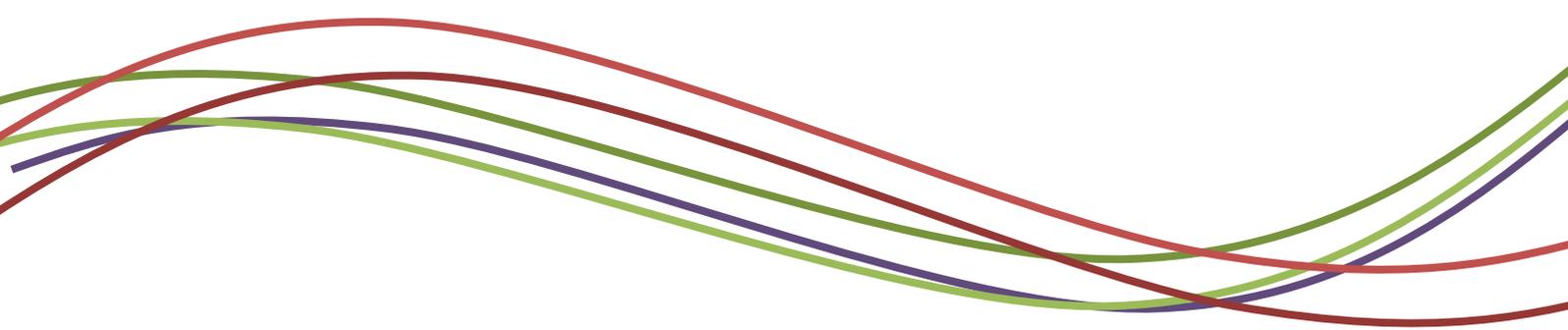
- Accommodation and Housing – promoting private investment
- Land Development, industrial and residential
- Sewer reticulation (alternatives to tanks)
- Active business development program
- Transport linkages
- Power reliability
- Environment Centre, including Solar Discovery Centre
- Solar Power Project
- Mining - residential commitments
- Telecommunications continue upgrade
- Waste management – Regional and Recycling

- Land use projects such as carbon plantings

*To drive Population growth, the following investments are needed:*

- Continued retail revitalisation and CBD development
- Migration Strategy
- Cultural events and facilities
- Reliable power
- Support for volunteers
- Telecommunications
- Focus on health and well-being
- Quality education locally from early childhood to secondary
- Secure water supply for long term
- Preventative social services
- Aged care – low care options for housing and linking to regional services
- Ongoing support for resilience and maintain positive attitude

The strategy areas have been developed based upon the community's input, 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 and maintains 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 an environmental centre to link to the 450,000 ha of land being managed in the east of the Shire as an environmental asset.

## **Area 2: Industry and Business Development – Our Economy**

***Goal: Fostering and maximising growth across the economy, seeking and 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 growth occurs in a timely manner. It will continue to strengthen the tourism industry opportunities and identify other industry areas which can assist in diversifying the economy. It creates key links with regional organisations to ensure access to business planning support services, new business opportunities 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 or exceed 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. This includes housing to create community and private investment, key education developments and projects supporting a healthy community. 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. Along with investment in the CBD of Perenjori to ensure the retail environment can be revitalised over time and overall population growth strategies be implemented to see an increase in families coming to the Shire.

## **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 foster continued investment in significant events including the Agricultural Show and Blues for the Bush and will support community volunteers and local leaders to be trained and encouraged to develop leadership potential.

## **Area 5: Investing in Councils Capacity – Our Leadership**

***Goal: Strengthen the Shire's position as an innovative and proactive 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.

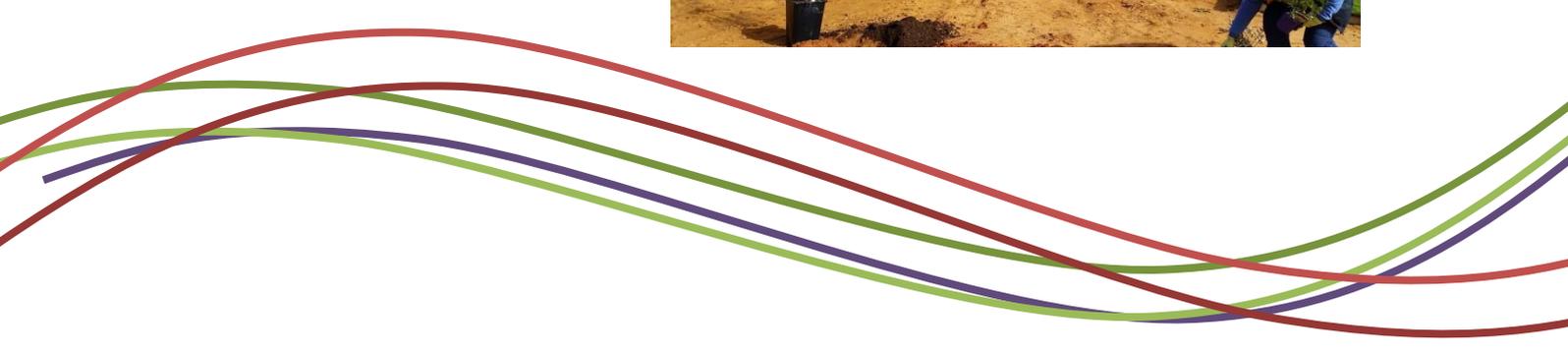
## Area 1: Infrastructure and Natural Assets - Our Natural and Built Environment

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

Strategic Theme 1: Infrastructure and Natural Assets							
	Objectives	Measurement	Timing	Projects	Partners	Priority	Resourcing 17/18 FTE's
Telecommunications	Continue to advocate for coverage across black spot areas	% shire covered by Mobile footprint	2019 2020	Telecommunications Project	RfR Black Spot Program, CLGF regional (14/15)	Med	CEO 0.01
	Fibre connection or equivalent technology to Perenjori and outlying areas	Data speed within PJ 40 – 100Mb/s, satellite areas 12 Mb/s	2019	Regional Backhaul wireless	MWDC, Midwest LG's	Med	MCDS 0.01
Water Supply	Explore alternative non potable water supplies and sources to supplement road, gardening (town), agriculture and emergency needs.	Options identified	2018	Perenjori non-potable water supply	DoW	Med	MIS 0.01
	Preserve the Caron Dam		2018	Caron Dam Roofing Project	DoW	High	CEO 0.04
		Roofing and structure repaired					
Energy	Support development local power supply options	Power reliability greater than 98%	2018	Reliable power	MWDC Western Power	High	CEO 0.04
	Support development Solar Park Power Project	Investors (govt and private) attracted to and invest in project	2020	Local solar supply for town, other options Solar Park Power Project	Aust Govt – Greens, MP's MWDC		CEO 0.04

## Strategic Theme 1: Infrastructure and Natural Assets

	Objectives	Measurement	Timing	Projects	Partners	Priority	Resourcing 17/18 FTE's
Transport Linkages	Maintain local road network to required standard.	Meets service level expectations	Ongoing	Local road network maintenance	RRG FAGS	Med	MIS 0.2 Team leader 0.6
	Continue to work with CBH on development of North Perenjori Site, and Latham upgrades	HV users pay Grain on rail to port achieved	2020	CBH investment PJ	Main Roads Mining Companies	High	CEO 0.02
		Local grain receiver point maintained			CBH WA Railways		
Waste Management	Investigate sewerage alternates for CBD area PJ	Alternative proposal developed and costed	2019	Sewerage Innovation project	Watercorp RDA Mid West	Med	MCDS 0.01
	Participate in Regional Strategic Waste Management Project and explore opportunity for recycling	Regional project is successfully implemented recycling options and costs developed	2021	Regional Strategic Waste Management Project	MWRC DER Waste Authority	Med	MIS 0.02 & CEO 0.05
Environment	Develop environment centre offering space for NACC, BHA and other land care services.	Centre built and environmental asset attracts 5 -10k annual visitors	2017/18	Environment Centre	DEC, NACC, Uni's, Yarra Yarra, Bush Heritage Fund, Yamatji groups, Rangelands, NACC	High	CEO 0.04

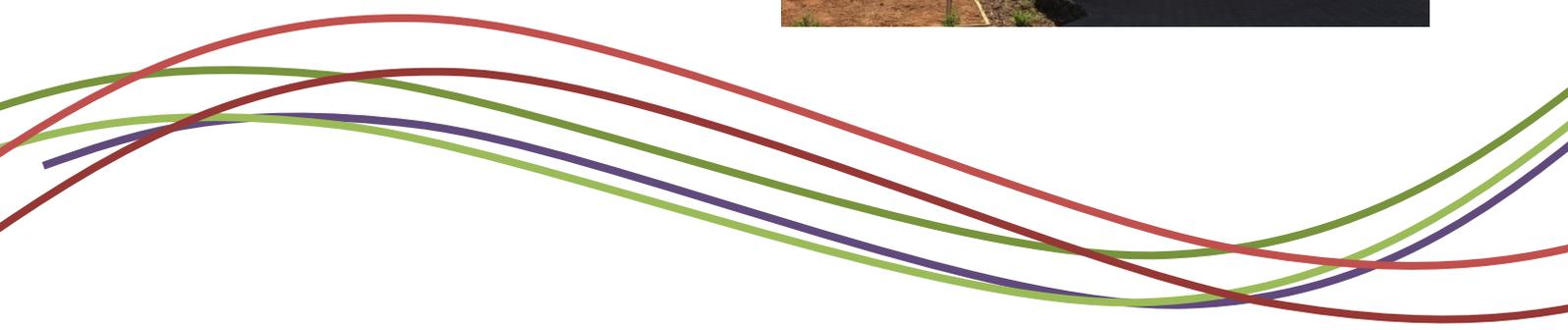


## Area 2: Industry and Business Development – Our Economy

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

### Strategic Theme 2: Industry and Business Development

	Objectives	Measurement	Timing	Projects	Partners	Priority	Resourcing
Current & Future Business Planning	Work with CCI to support business growth and communications across businesses in PJ	Group established and running 2 projects/yr	2017 - 2020	Regional Business Support Services	Mid West CCI	High	CEO 0.05
	Support strong sustainable agricultural industry	Planning for growth function in place	2017 - 2020	Agricultural Industry support	CCI, SBDC, MWDC, Enterprise Connect Program	Med	
	Support the management of pests	Farming extension projects offered, farming success	2017-2020		NEFF		
		Wild dog funding	2017-2020		DAFWA	Med	
		Continued growth rates	ongoing		CBH	High	
				Biodiversity group			
Land Development	New Industrial park development	Existing industrial blocks built on	2018	Land Development projec	Landcorp	Med	CEO 0.02
	New residential land development	New blocks available for purchase	2018		Landcorp	Med	



## Strategic Theme 2: Industry and Business Development

Tourism Development	Development of Tourism Marketing Strategy	Strategies developed and integrated with all stakeholders	2018	Perenjori Tourism Marketing Strategy	MWDC Tourism WA	High	CEO 0.07
	Development of tourism information	Signage, QR codes, consistent info across all outlets, brochures	2018	Perenjori Tourism Project	Perenjori Caravan Park	High	
		Visitor centre sufficiently resourced, web information up to date	2017/18		Perenjori Museum and Visitor centre		
	Development of tourism activities, sites	At least one tour on offer, sites maintained and checked during season	2018		DEPAW Visitor Centre Gundawa Lotterywest	High  Med	
Explore Geo trail and establish two drive trail							
Workforce Development	Link CRC to Universities, Durack Institute and private sector to deliver training in region	Increase level diploma to tertiary level education	2017-20	Regional Business Support Services	Private provider Durack	High	CEO 0.01
	Encourage the employment of locals, and skill development, promote career path opportunities	People aged 15 – 21 stay in community	2017-2020	Developing our workforce	Reg Workforce Development Centres		CDO 0.01
		Traineeships on offer Skills list developed				Private Sector, Durack Institute	
New Industry Development	New industry ideas identified and pursued eg. local produce, market gardens, eggs, linen, hydroponics, algae farming	New industry developments in region	2017 – 2020	Economic development	Curtin Uni Ignition Program	Med	CEO 0.02
		Business After Hours			MWCCI		
	Support Renewable Energy Development	Meetings with regional business			WA Innovation Centre		
		Renewable energy projects in Perenjori	2020	Perenjori Solar project	Private developer Western Power		CEO 0.02

### 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.

#### Strategic Theme 3: People and Place

	Objectives	Measurement	Timing	Projects	Partners	Priority	Resourcing
Affordable Housing	Continued housing development to support demand and allow for population growth	Number houses built and sold/rented including key worker, aged care, single accom	Ongoing	Perenjori Housing Project	Dept of Housing, MWDC, Commonwealth	High	CEO 0.05 MCDS 0.02
	Ensure the continued maintenance and preservation of housing	Adequate budgets for maintenance and replacement					
	Support services provided to young people and children – Holiday program, Junior Council, Youth Advisory Council	Number of activities and number of young people involved	ongoing	Youth support	Perenjori Primary School Dept Education	High	CEO 0.05 CDO 0.05
Education & Learning	Continue to develop PECC Perenjori Early Childhood Centre	Number of users, numbers of allied health services	ongoing	PECC	Dept for Communities	Med	
	Develop knowledge base hub that fosters innovation (CRC) and provides all post-secondary options for learning	Level of use by business, regional and general community	ongoing		Dept of Health		PECC Coord 0.1
	Support the development of NMEITA and Secondary schooling options in the North Midlands	Improved education options	2017/18	Education importance	Local Governments Morowa Secondary School Morawa Ag College Other Schools Education Department	High	CDO 0.02 CEO 0.02
		Retention of population, families and children					
		Number of communications with NMEITA					

## Strategic Theme 3: People and Place

Educational and Learning	Support services provided to young people and children – Holiday program, Junior Council, Youth Advisory Council	Number of activities and number of young people involved	ongoing	Learning & Development	Perenjori Primary School	High	CEO 0.05 CDO 0.05
	Continue to develop PECC Perenjori Early Childhood Centre	Number of users, numbers of allied health services	ongoing	PECC	Dept for Communities	Med	PECC Coord 0.1
	Develop knowledge base hub that fosters innovation (CRC) and provides all post secondary options for learning	Level of use by business, regional and general community	ongoing	CRC Project	RDL – CRC Program	High	CDO 0.02
	Support the development of NMEITA and Secondary schooling options in the North Midlands	Improved education options Retention of population, families and children Number of communications with NMEITA	2017/18	North Midlands Education project	Local Governments Morawa Secondary School Morawa Ag College Other Schools Education Department	High	CEO 0.02
Town Revitalisation	Continue town revitalisation	New retail offerings to plug leaks RSL site works completed Completed paths	2017/1	CBD Development and Infill project	MWDC + RfR SBDC	Med	CDO 0.1 Town Team Leader 0.1

## Strategic Theme 3: People and Place

Lifestyle including cultural, heritage and sport and rec facilities

Support Touring Facility to visit Perenjori	Two live shows per year	Ongoing		CAWA	Med	CDO 0.02
				Lotterywest		
	Implement project annually			Dept of Arts and Culture		CDO 0.02
		2018	Aboriginal History project	Lotterywest		
Acknowledgement of Aboriginal history in area, promoting to residents and visitors.	Sites documented, history documented and mapped			Local Aboriginal Groups		
	Story and information available in public places			DIA		
	Community awareness			Reconciliation Australia		
Complete Sport and Recreation Plan and review periodically	Implementation of plan	2017	Perenjori Sport and Recreation Plan implementation	Dept of Sport and Recreation		
	Establishment of PJ Advisory Group	Ongoing				
	High level community satisfaction with sport and rec facilities	Ongoing				
	Outside area completed with BBQ and Kitchen re-furb	2017/18	Perenjori recreation centre re-furb	Lotterywest MWDC	Med	CEO 0.02 ClubDO 0.2
Develop PJ Rec Centre to be more user friendly for all	Stage 2 – roofing, wet areas refurbished					
	Stage 3 – all other areas completed	2017/18				
Ensure ongoing maintenance and renewal of existing facilities	Asset Management Plan developed guiding maintenance and renewal schedules	2018/19	Asset Management Plan			MCDS 0.05
		2017/18				Accountant 0.1 MIS 0.05 CEO 0.01

## Strategic Theme 3: People and Place

	Activity	Key Performance Indicator	Timeline	Strategic Initiative	Partners	Risk Level	Responsible Officer	
Safety and Security	Monitor risk management plan for major events such as fire	Rapid response to major events or incidences	ongoing	Keeping PJ Safe and Alert	FESA, St Johns, Roadwise	High	CEO 0.01	
	Support FESA, St Johns and Roadwise Committee to continue services to community	All Services continue to be provided to community	ongoing			Ongoing	CEO 0.01	
	Improve community awareness on safety risks for community and address where possible	Feedback from community	ongoing		Schools Community	Med	CEO 0.05	
		Public information sessions			WA Police DFES			
Building Population	Develop migration strategy to support population growth	Number of new families to PJ	2017/18	Growing our community	Department of Housing, Migration services, Commonwealth & State Govt.	High	CEO 0.07	
	Shire recruitment focus on attracting families							
	Ensuring affordable accommodation available		ongoing			Ongoing	CEO 0.01	
	Assisting with job matching where possible							
		Keeping houses for families, housing options include 1, 2, 3 and 4 bedroom properties		ongoing		Schools Community Farmers	High	MCDS 0.01 CEO 0.01
		Number of jobs created matched			Local Business			
Community enrichment	Keep the community informed of progress on projects	Website updates	2017/18	Community Engagement	Community	High	CDO 0.1	
		Social media			CRC			
		News letter			School			
	Seek feedback from the community on Shire performance	Forum and meetings			Progress Ass'n			
		Surveys, meetings,		ongoing			Ongoing	CDO 0.01
		Feedback board at CRC						
	Support the conduct of Events to attract people to PJ and to celebrate our community	Conduct:		ongoing				CDO 0.1
	Aus Day			PJ Events	Schools		CEO 0.02	
	Anzac Day				Community			
	B4B				Ag Society			
	Seniors and volunteer function				BHA	High		
	Support: Ag Show, Car Race				RSL Nissan Car Club			

## 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							
	Objectives	Measurement	Timing	Projects	Partners	Priority	Resourcing
							17/18 FTE's
Marketing the Community	Develop a marketing program for Perenjori including:	New residents package developed	2017-2020	Marketing, Tourism, Community Engagement Program	Wildflower Country Tourism	High	CDO 0.05
	<ul style="list-style-type: none"> <li>Induction for new residents</li> <li>Marketing PJ to itself – 'whats great about PJ'</li> <li>To keep the community informed of progress with projects and activities</li> </ul>	Perenjori Prospectus review and redeveloped			TWA	Med	
		Develop a Perenjori centric document which presents an Action Plan for developing Tourism			Golden Outback VC		
		Community newsletters, website updates, community notices			Caravan Park		
Volunteer Support	Support volunteering and the development of volunteers	Volunteer groups continue to provide necessary services	Ongoing	Community Engagement Program	Local community groups	Med	CDO 0.02
		Thank a Volunteer event			John Curtin Volunteers	Med	
					Lotteries West		
Leadership and Innovation	Children and young people leadership through the Junior Council and Youth Advisory Council	Junior and Youth Councils established, and linked to Council	ongoing	Community leadership	Schools	Med	CDO 0.02
	Ensure local leaders are trained, mentored and supported	Number of local leaders undertake sponsored training each year	2019		YACWA		
	Innovation space is created in CRC/business incubator space so people with good ideas can come together and link digitally to support mechanisms		2018		Office of Young People's Interests		
				RDL – Regional Leadership	Med	CEO 0.01	
				WA Innovation Centre	Med		

## 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**

Objectives	Measurement	Timing	Projects	Partners	Priority	Resourcing	
Build capacity	Invest in leadership and management capacity building for Councillors and Staff	High performing government	ongoing	Shire Capacity Building Project	MWRC Dept of Local Government WALGA	High	CEO 0.01
	Invest in Workforce Development Plan	Top performance staff	Ongoing		LGIS WALGA	High	CEO 0.02
	Improve Financial management understanding and skills	Training and excellent audits and FMR	2018	Financial management	Accountant WALGA DLGC	High	MCDS 0.08
	Build risk management capacity and skills	Staff undertake Risk Management Training	2018	Risk Management	LGIS DFES		MCDS 0.05
	Develop and Implement Asset Management	Risk Management monitoring	ongoing	Asset Management	DLGC Consultant		MCDS 0.01
		Asset Management in place and operational					

## Strategic Theme 5: Investing in Councils Capacity

Implement Integrated Strategic Planning

Financial Leveraging

Update Corporate Business Plan:	Community satisfaction with councils performance	2019	Integrated Strategic Planning Program	MWRC	Med	CEO 0.05
<ul style="list-style-type: none"> <li>Minor review every 2 yrs</li> <li>Major review every 4 yrs</li> </ul>	Shire complies with requirements under reform agenda			Dept of Local Government		
	Compliance requirements completed					
	Reviews undertaken on time					
Link Asset Man Plan, FCWP and Financial Plan to Strat Plan through Corp Bus Plan		ongoing				
Undertake Strategic Plan Review in 2021						
Develop high level of knowledge of alternative funding sources and build capacity to access	Funding secured and documented	Ongoing	Building Financial Leveraging Capacity	All funding bodies	Med	CDO 0.05
						CEO 0.02
Review Long Term Financial Plan	Long Term Financial Plan developed linking capital works, strategic, corporate business plans.	2017/18	Contract accountant		High	CEO 0.01



## 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 17/18 year to implement this plan are:

- CEO 0.83
- Manager Corporate and Development Services 0.33
- Community Development Officer 0.56
- Manager Infrastructure Services 0.27
- Senior Finance 0.10
- Coordinator PECC 0.10
- Club Development Officer 0.20
- Team leader Town – 0.10
- Team Leader Roads – 0.60

These estimated FTE's are within current staffing allocations, indicating the plan will be able to be delivered within current capacities. **There are therefore no new workforce requirements created by this plan. The concern however is that the CEO has a number of other duties to fulfil which are not included here, including the support and supervision of 6 FTE and 1 contract position, administrative tasks and human resource matters.**

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 opportunity to resource share exists to address specialist areas including:

- Asset Management
- Engineering
- Health and Building
- Planning
- Accounting

These additional resources will enable the Shire to extend the existing capacity of the current staff resources. It will also support possible mentoring of staff that can create peer mentoring and support. This model is currently being developed informally across the mid-west.

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 (368), railway crossings (23),
- road signs (1,231), floodways (61),
- footpaths (5km) and kerbing (10.6 km)

Buildings comprising

- recreation (5),
- Council/ depot (8), public/civic (10) and
- housing (27)

Other assets covering

- recreation (13),
- Tourism (8),
- Council (1),
- public/civic (3),
- airport (3) and
- waste (2)

## 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.

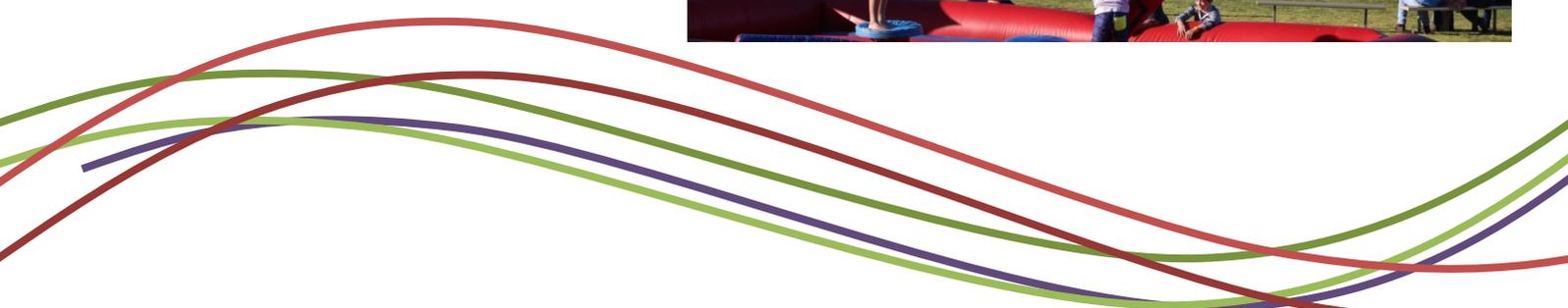
	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$
Council Contribution				
Mid West Dev Comm				
Other				
<b>TOTAL</b>				

The key risk that this plan exemplifies is the high degree of dependence upon external revenue sources to develop the community's infrastructure. The Shires 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 reviewed 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.



## Assets of Shire

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.

Strategy Number	Strategic Area	Key Performance Measures
1	Infrastructure and Natural Assets	Community satisfaction telecommunication services (annual survey) Community satisfaction town amenity (annual survey) Community satisfaction power supply (annual survey) Community satisfaction other services eg. Roads, pathways (annual survey)
2	Industry and business development	Number houses built per year Waste targets achieved Number ha carbon farming plantings/yr
3	People and place	Number new businesses per year attracted Reliable Doctor service in Perenjori – at least one session per week Number cultural events held Annual community satisfaction with cultural, heritage and recreation services (annual survey)
4	Community capacity	Volunteering rate each census period Community satisfaction with engagement with Council (annual survey) Number new community leaders undergo training per year Health clubs – Club Development Officer
5	Councils capacity	Financial ratios meet standards Low employee turnover Successful fundraising for key projects

## Acknowledgements

This plan has been developed with the active assistance of key staff within the Perenjori Shire. They include the CEO Ali Mills, the Community Development Officer, Christina Laue, Manager of Infrastructure services, Ken Markham and the Manager Corporate and Community Development Services, Peter Money. 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 Laurie Butler, the Shire President who has given extra time and great support to the planning process.

Finally the community members who entrusted their opinions and dreams for their future to the Facilitator of the process – thank you! 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.

DRAFT



**Perenjori**  
Embrace Opportunity

