



Shire of Moora

Strategic Community Plan 2018 - 2028

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I ACKNOWLEDGEMENT

The Strategic Community Plan has been developed and endorsed by the Shire of Moora.



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2 FOREWORD

Message from the Shire President

This document is built on community consultation and collaboration. The document aims to articulate the vision and aspirations of the Shire of Moora community. It is underpinned and supported by other key planning documents such as but not limited to;

- Long-Term Financial Plan;
- Corporate Business Plan;
- Asset Management Plan Strategy;
- Workforce Plan;
- Local Planning Scheme.

The Plan provides the Shire of Moora with an understanding of what matters most to the communities within the Shire of Moora and guides the way in which we plan for the future and deliver services and new infrastructure.

Achieving success of identified aspirations will rely on successful collaboration and partnerships with various groups and agencies in the community, State and Federal Government and the business community alike. A key objective of Council is to maintain transparency and an effective manner of communication with all relevant agencies and stakeholders with a view to facilitating and achieving successful outcomes.

The Shire of Moora commends this review of the Community Strategic Plan and welcomes feedback and comments from community members.

Ken Seymour
Shire President

3 YOUR COUNCILLORS



Left to Right: Cr TL (Tracy) Humphry, Cr D (Denise) Clydesdale-Gebert, Cr PJ (Phil) Bellamy, Cr JM (Julie) Thomas, Cr KM (Ken) Seymour – Shire President, Cr LC (Louise) House – Deputy President, Cr PF (Peter) Nixon, Cr TL (Tracy) Lefroy, Cr EI (Lyn) Hamilton.

4 ABOUT THIS PLAN

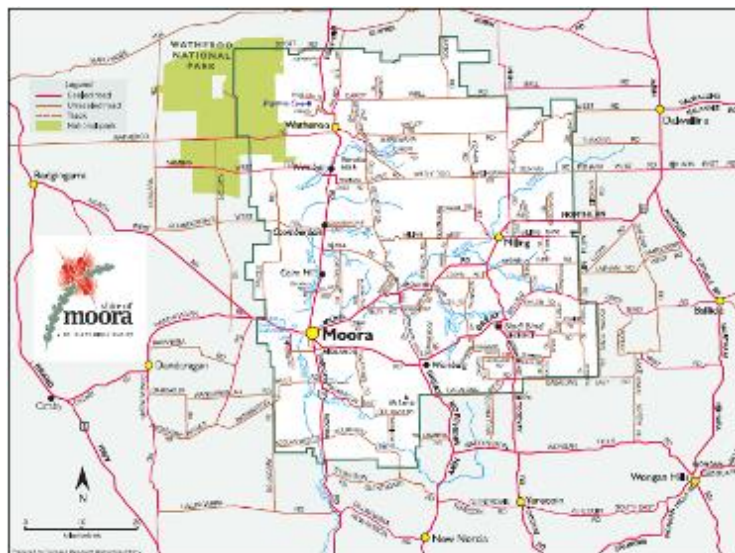
This 10-year Strategic Community Plan has been developed to ensure that a clear strategic direction is mapped out which will lead to improved services and outcomes for the people of the Shire of Moora, and to ensure that the Council will provide a planned approach to leadership in a challenging and changing environment. The Strategic Community Plan is a requirement under the Local Government Act 1995 and is designed to connect community aspirations with long term Local Government strategies and resourcing.

The Shire has undertaken extensive community and stakeholder consultation between 2016-2017 in association with the following Shire plans and strategies which can be found on the Shire of Moora website <https://www.moora.wa.gov.au/documents/council-documents>

- Community Safety & Crime Prevention Plan 2011-2016
- Community Cultural Plan 2012-2016
- Moora Youth Centre Strategic Plan 2012-2016 (*not available on website*)
- Child Care Strategic Plan 2012-2016
- *Sport and Recreation Strategic Plan DRAFT 2012-2016*
- Tourism Development Strategy 2012-2016
- *Economic Development Strategy DRAFT 2012-2016 (not available on website)*
- Asset Management – Service Delivery Documents (*not available on website*)

In addition to several Councillor workshops, a series of community consultation sessions were held at the Moora Recreation Centre (5 May 2017), Watheroo Pavilion (4 May 2017) and Miling Pavilion (18 April 2017).

5 SHIRE SNAPSHOT



The Shire of Moora is situated in the heart of the Central Midlands district of Western Australia's Wheatbelt region, 172km north of Perth. The Shire covers an area of approximately 3,763km². The area is located between the Brand Highway and the Great Northern Highway, and consists of three main townships Moora, Milling and Watheroo.

Moora is the largest inland service centre between Perth and Geraldton. Services include four commercial banks, a senior high school, TAFE, pharmacy, dental practice, medical practice, a district hospital, commerce and retail sectors as well as community cultural and recreational facilities.

The Shire of Moora has earned the reputation as one of the State's most reliable pastoral and farming districts. Consequently, industry within the Shire is primarily agricultural, particularly broad acre crops, horticulture, cattle and sheep. Other industries include tourism and hospitality, manufacturing, retail, education, health, mining of granite and silica, timber (pine), sandalwood and brushwood.

Moora is strategically placed between two of the State's most popular tourist attractions – New Norcia and the Pinnacles. Local tourist attractions include the Western Wildflower Farm, Watheroo National Park, Jingemba Cave, Watheroo Station Tavern, Moora Town Walk, Carnaby Cockatoo Interpretive Walk Trail, Painted Roads Murals, Berkshire Valley, Marah Homestead Ruins and Kolburn Heritage Park.

6 TOWN PROFILES

Moora



Moora is a regional centre located less than two hour's drive to the north of Perth. It is a thriving town, nestled amongst a diverse range of economic opportunities including horticulture and livestock developments. It is also strategically located between two of the State's most popular tourism attractions – New Norcia and the Pinnacles.

Watheroo



Watheroo is a small town situated roughly half way between Perth and Geraldton on the scenic part of the Midlands road. Along with wheat and sheep farming, Watheroo grew up as a major stopover on the Perth-Geraldton railway line and at its peak the town bustled with line gangs and maintenance crews who worked in the railway complex.

Miling



Miling is the first true Wheatbelt town that the traveller encounters on the Great Northern Highway as they venture north of Perth. It is a small but friendly community whose focus is predominately the wheat and sheep farming in the surrounding area. Miling is also the terminus of one of W.A.'s most scenic railway lines which winds back to Perth through some of the state's most productive farming land, including the Avon Valley.

7 STRATEGIC PROFILE

Moora (S)

Code LGA55600 (LGA)

[Search for a Community Profile](#)


People

2,428

Male

51.8%

Female

48.2%

Median age

41



Families

613

Average children per family
for families with children
for all families

1.9
0.7


All private dwellings

1,195

Average people per household

2.4

Median weekly household income

\$1,395

Median monthly mortgage repayments

\$1,100

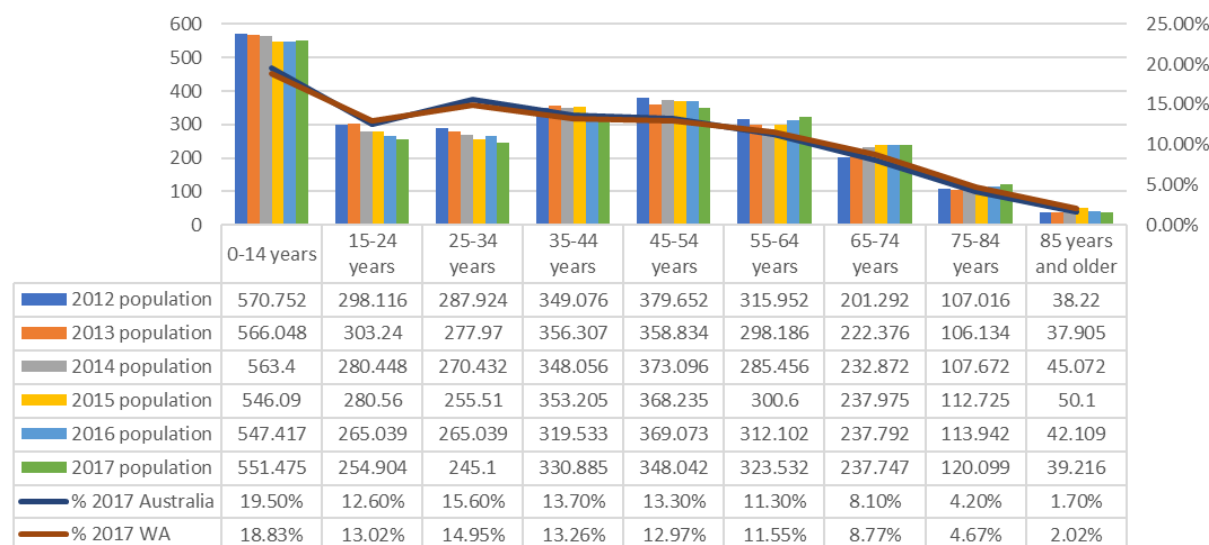
Median weekly rent

\$166

Average motor vehicles per dwelling

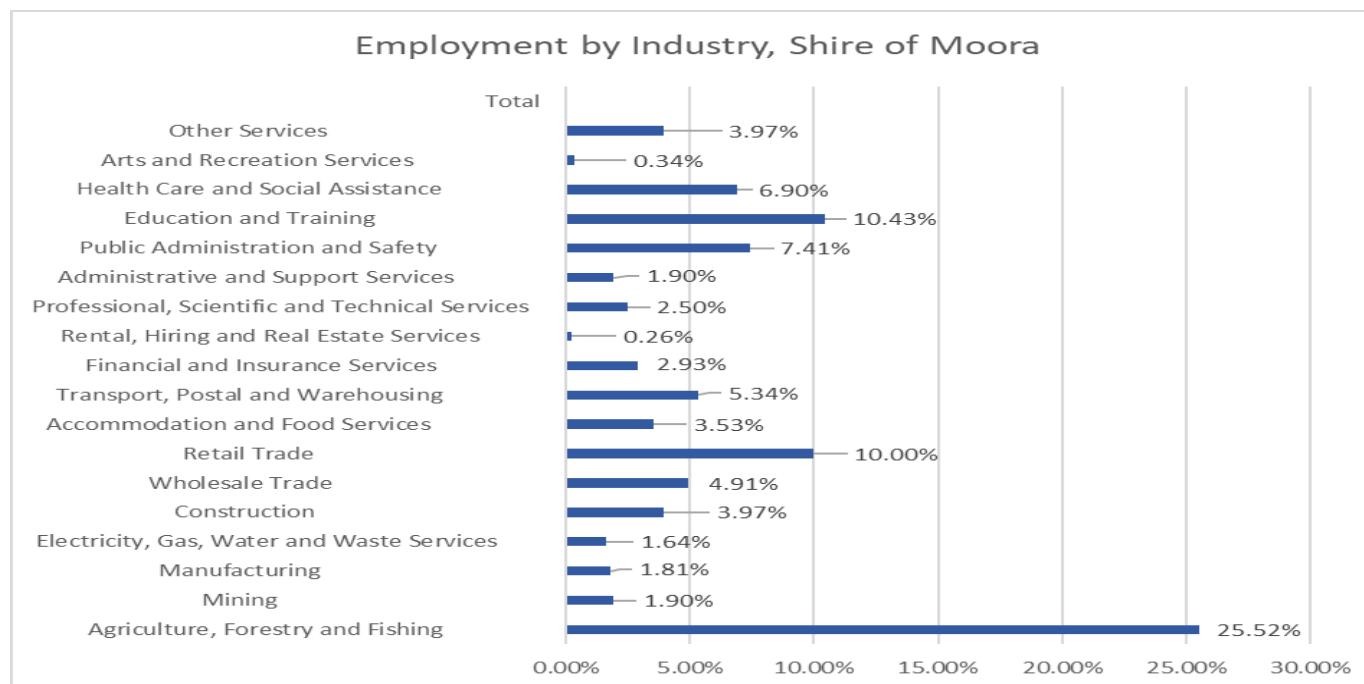
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Age Distribution by Population, Shire of Moora

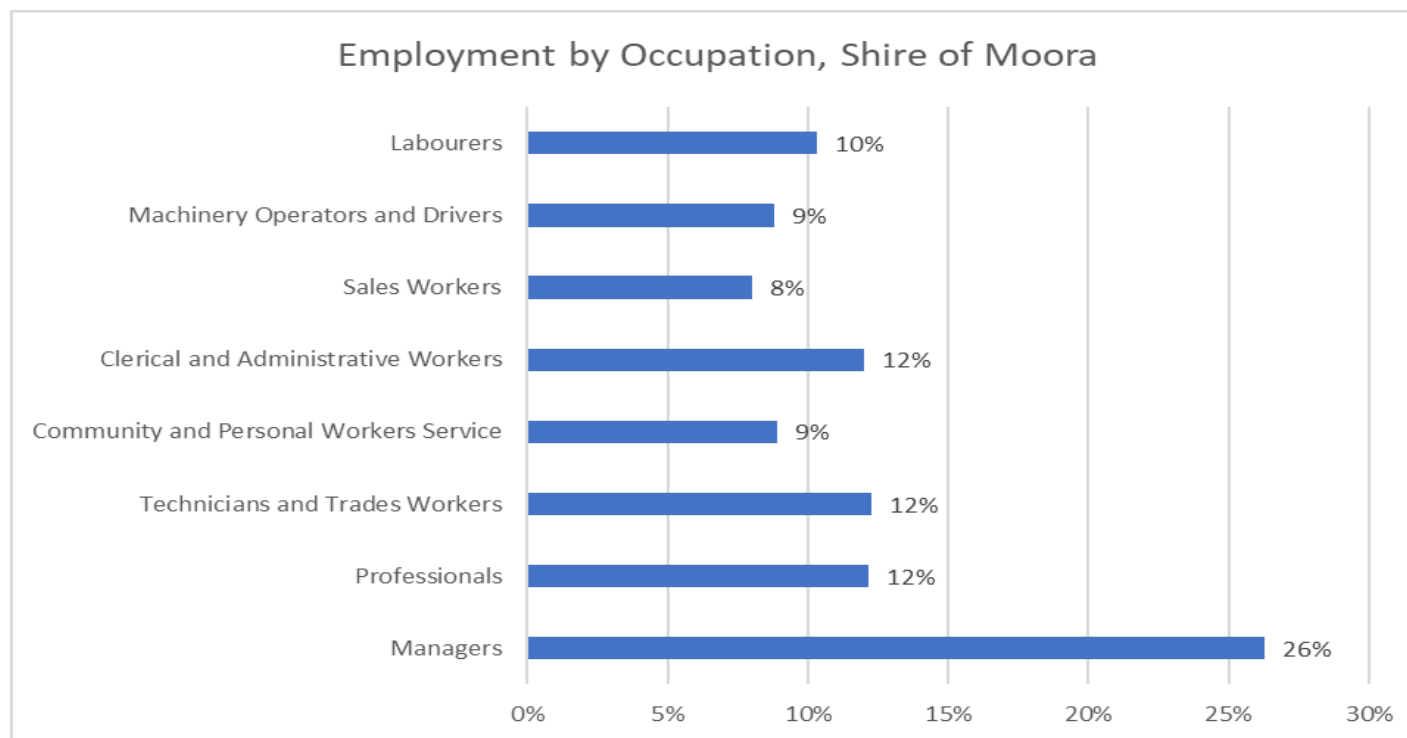


The Shire of Moora experienced a slight population decline for the period 2012 to 2017. The estimated resident population for the Shire was 2,548 people in 2012 compared to 2,428 in 2016. The gender distribution was 51.8% males and 48.2% females. Aboriginal people made up 10.7% of the total population.

The median age of people in the Shire in 2016 was 41 years. Children aged 0-14 years made up 22.10% of the total population and people aged 65 years and over made up 15.9% of the total population. The size of the Shire's labour force in 2016 was 1,190 persons of which 747 were full time workers (62.8%) and 317 were employed part-time (26.6%). Analysis of the Shire's employment status in comparison to Western Australia in 2016 shows that there was a higher proportion of employed, ie 95.5% compared to 93.1% State-wide.



The top three industry sectors for employment in 2016 were Agriculture, Forestry and Fishing (296 persons or 25.5%), Education and Training (121 persons or 10.4%) and Retail Trade (116 persons or 10.0%). The total of these three industries employed 533 people or 45.9% of the total labour force.



The top three occupations for employment in 2016 were Managers (305 persons or 26.3%), Technicians and Trades Workers (142 persons or 12.2%) and Professionals (141 persons or 12.2%). In combination, these three occupations accounted for 588 people in total or 50.7% of employed residents.

8 VISION

Shire of Moora - a vibrant, affordable Regional Centre with a growing, caring community



Watheroo Gravel Grinder: community participants at the finish line in Watheroo



Canola Crop South of Moora

9 MISSION

To provide the leadership, services and infrastructure that will meet the needs of the community and surrounds

10 VALUES

- **Leadership** – by example and through a passion for what we do
- **Accountability** – for our actions, guided by principles of honesty and integrity
- **Respect** – for others, through understanding, tolerance and inclusiveness
- **Professionalism** – by thinking strategically and working with a local and regional perspective
- **Consultative** – regularly engaging, consulting and communicating with our community

II STRATEGIC PLAN FRAMEWORK

Strategic Focus:	Community	Natural Environment	Built Environment and Infrastructure	Local Economy and Business	Governance and Organisation
Goals:	A proactive, healthy and safe community.	Value, protect, enhance and manage the natural environment.	A built environment focussing on people that supports economic and community growth.	An innovative, thriving and diverse local economy.	A community that collaborates effectively, nourishes local leadership and advocates for its future.
Outcomes:	<ul style="list-style-type: none"> A healthy community through participation in sport, recreation, arts and culture. Health, education and family support services that are accessible and meet community needs. Opportunities for development and participation of young people. A strong supportive community. A safe community. 	<ul style="list-style-type: none"> Support agricultural best practice initiatives. Valued quality water resources & capacity. Encourage effective climate practices Effective waste management practices A protected natural environment 	<ul style="list-style-type: none"> Best practice planning and development that responds to community and industry needs Attractive townscapes and streetscapes. A safe, efficient and reliable transport network. Council buildings and facilities that meet community needs. Sustainable asset and infrastructure management. 	<ul style="list-style-type: none"> A strong, innovative and diversified economic and employment base. A dynamic and resilient business environment. Enhance and promote collaborative tourism opportunities. Work with Chamber of Commerce encouraging connectivity to grow and connect local businesses to markets. 	<ul style="list-style-type: none"> Well-developed partnerships Community leadership is encouraged and supported. Partners in the government and private sectors. Professional employees in a supportive environment. Ensure effective and efficient corporate and administrative services.



Local children participate in a modified hockey game

Goal 1: A proactive, healthy and safe community.

Scope:

Access to services and facilities that support health, education, safety and well-being of the community.

Outcome 1.1: A healthy community through participation in sport, recreation, arts, culture and leisure opportunities.

Strategy 1.1.1: Provide and promote sport, recreation and leisure facilities and programs.

Strategy 1.1.2: Develop a sport and recreation master plan for the Shire of Moora.

Strategy 1.1.3: Support and assist community clubs and groups.

Outcome 1.2: Health, education and family support services that are accessible and meet community needs.

Strategy 1.2.1: Monitor, promote and advocate for an appropriate level of programs and health care service provision.

Strategy 1.2.2: Ensure the provision of childcare services.

Strategy 1.2.3: Advocate for appropriate educational facilities, services and different learning modalities.

Strategy 1.2.4: Advocate for more efficient and effective use of existing catering, agricultural and mechanical educational facilities in Moora.

Strategy 1.2.5: Seek continuous improvement and growth of aged care services and infrastructure.

Outcome 1.3: Opportunities for development and participation of young people.

Strategy 1.3.1: Support the engagement of young people, primarily around issues that directly impact them and the community around them.

Strategy 1.3.2: Promote and provide support for programs and services for the development of young people.

Strategy 1.3.3: Facilitate relevant forums to address youth issues at a community level.

Outcome 1.4: A strong and supportive community.

Strategy 1.4.1: Support appropriate community initiated and owned projects.

Strategy 1.4.2: Promote and provide support for indigenous cultural and community events.

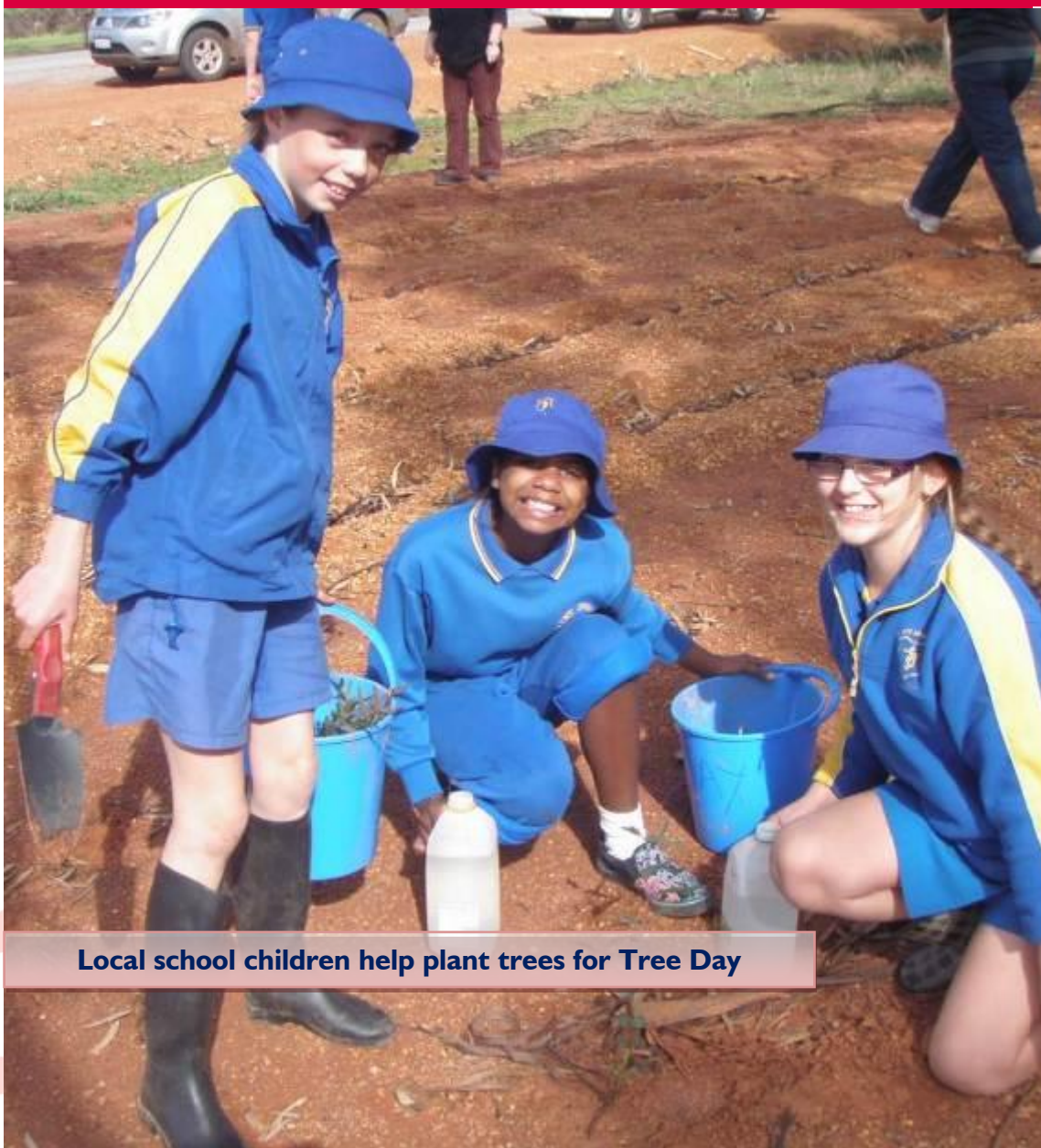
Strategy 1.4.3: Develop a multi-faceted communication strategy.

Strategy 1.4.4: Develop a coordinated approach to the delivery of community services.

Outcome 1.5: A safe community.

Strategy 1.5.1: Maintain awareness of government agency connectivity to with a view to improving social behaviour across the community.

Strategy 1.5.2: Provide support for mechanisms that can be used to make the community safer. Contribute to private, state and/or federal initiatives.



Local school children help plant trees for Tree Day

Goal 2: Value, protect, enhance and manage the natural environment.

Scope:

Contribute to, and/or lead the management of the Shire's natural resources and minimisation of the impact of waste on the environment.

Outcome 2.1: A protected natural environment.

Strategy 2.1.1: Support the preservation and regeneration of natural habitats including Shire managed reserves.

Strategy 2.1.2: Support community based environmental protection initiatives.

Strategy 2.1.3: Collaborate with the state and federal governments.

Outcome 2.2: Integrity of water resources.

Strategy 2.2.1: Facilitate growth of industry and business innovation.

Strategy 2.2.2: Provide effective wastewater collection, treatment and disposal services.

Strategy 2.2.3: Support and encourage the community in improving efficient and effective water usage.

Strategy 2.2.4: Protect and enhance water catchments, waterways and underground water assets.

Outcome 2.3: Sustainable climate practices.

Strategy 2.3.1: Consider the impact of the addition of renewable energy sources.

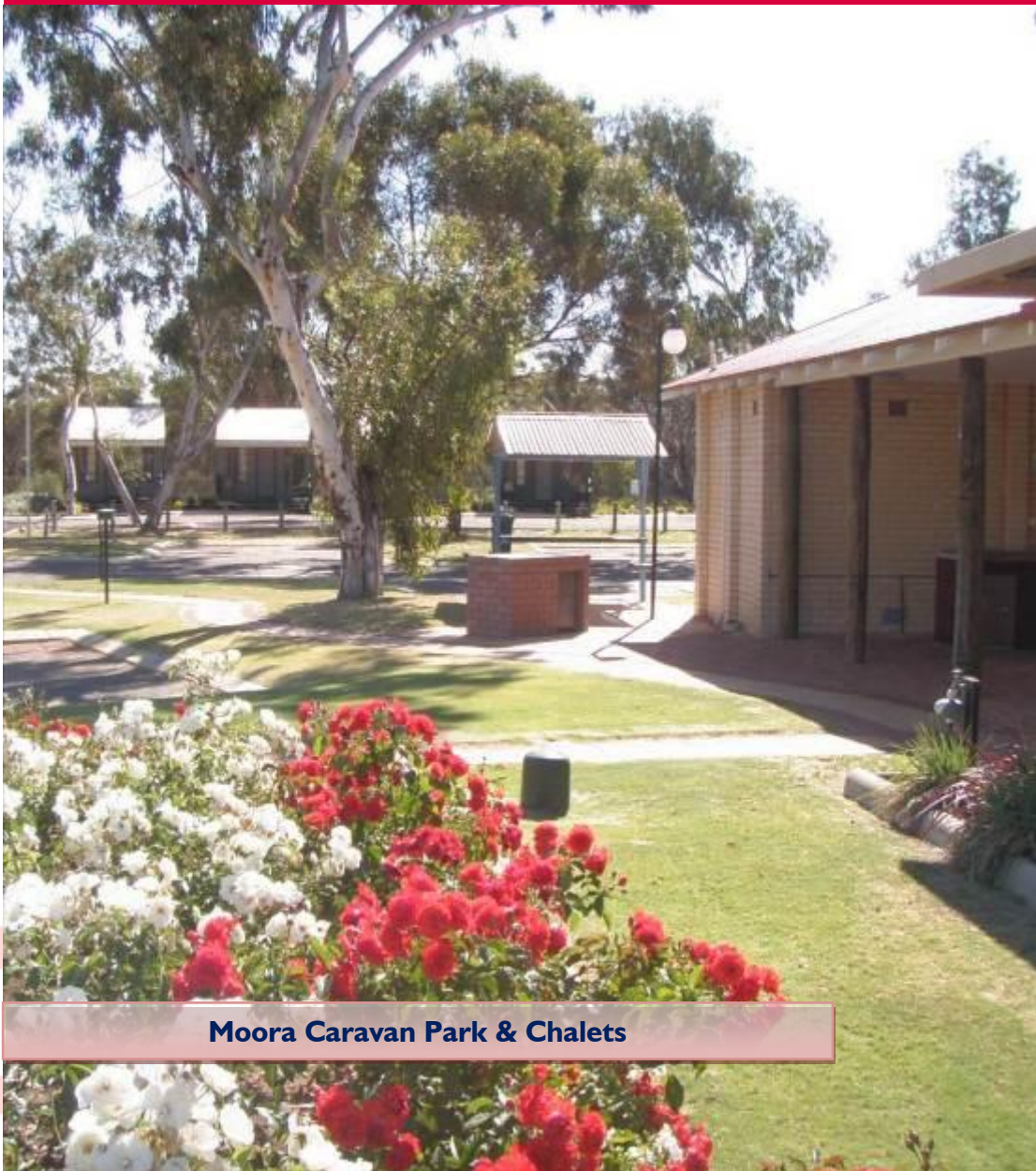
Strategy 2.3.2: Support community awareness programs on efficient energy management practices.

Outcome 2.4: Sustainable waste management.

Strategy 2.4.1: Support appropriate regional waste management strategies.

Strategy 2.4.2: Investigate opportunities for more cost-effective waste services.





Moora Caravan Park & Chalets

Goal 3: A built environment focussing on people that supports economic and community growth

Scope:

Ensure the planning for infrastructure development meets current and future community and commercial needs

Outcome 3.1: Appropriate planning and development.

Strategy 3.1.1: Review and update the town planning scheme and associated sub plans for each town centre on a regular basis.

Strategy 3.1.2: Develop and implement a Shire growth plan.

Strategy 3.1.3: Provide planning and development advice on major and minor land developments.

Strategy 3.1.4: As part of the Shire's Growth Plan lobby for the reduction in headwork charges and payment options for new developments.

Strategy 3.1.5: Facilitate the development of West End for expansion of residential and/or light industrial land.

Outcome 3.2: Attractive townscales and streetscales.

Strategy 3.2.1: Develop, maintain and enhance town streetscales and public spaces.

Outcome 3.3: A safe and reliable transport system.

Strategy 3.3.1: Enhance the transport infrastructure in the Shire.

Strategy 3.3.2: Review the strategic freight routes and engage the appropriate stakeholders.

Strategy 3.3.3: Facilitate the continued improvement of the Moora airfield.

Outcome 3.4: Council buildings and facilities that meet community needs.

Strategy 3.4.1: Plan for the funding and development of a new governance, cultural and business development centre in Moora

Strategy 3.4.2: Develop and enhance parks and passive space related infrastructure.

Strategy 3.4.3: Relocate and develop a new Shire depot

Strategy 3.4.4: Promote and support the growth of the Moora Lifestyle Village.

Strategy 3.4.5: Critically analyse the use of civic facilities with a view to determine ongoing viability.



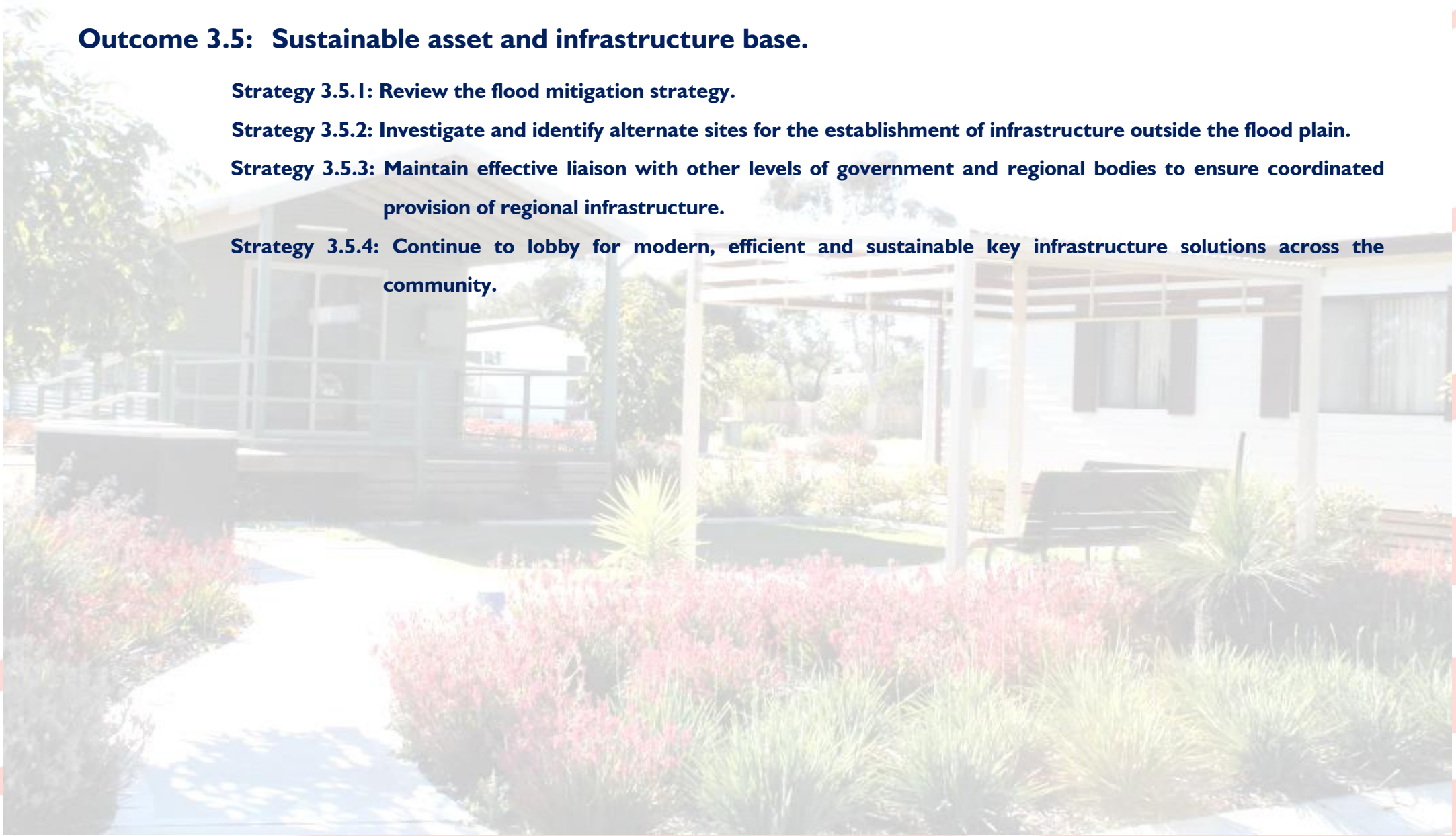
Outcome 3.5: Sustainable asset and infrastructure base.

Strategy 3.5.1: Review the flood mitigation strategy.

Strategy 3.5.2: Investigate and identify alternate sites for the establishment of infrastructure outside the flood plain.

Strategy 3.5.3: Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure.

Strategy 3.5.4: Continue to lobby for modern, efficient and sustainable key infrastructure solutions across the community.





Local farmer harvesting wheat crop

Goal 4: An innovative, thriving and diverse local economy

Scope:

Planning, promotion and advocacy for local industries, business and employment opportunities.

Outcome 4.1: A strong and diversified economic base.

Strategy 4.1.1: Support the implementation of the Midlands Centres Economic Development Strategy, thus ensuring Moora is positioned to lead the region.

Strategy 4.1.2: Promote and support local industry development initiatives through the Shire's Economic Growth Plan.

Strategy 4.1.3: Continue to support Innovation Central Midlands Inc with a view to facilitating private investment towards key infrastructure and community projects.

Strategy 4.1.4: Support new and existing local businesses and employment.

Strategy 4.1.5: Pursue the provision of serviced commercial, industrial and residential land.

Strategy 4.1.6: Pursue opportunities to develop affordable accommodation options to house residents within the town sites of the shire

Strategy 4.1.7: Promote and market the benefits of working and living in the Central Midlands Region.

Strategy 4.1.8: Suggest innovative ways to develop a broader economic base through the establishment of an investment think tank.

Outcome 4.2: Innovative and resilient business sector.

Strategy 4.2.1: Ensure the local planning strategy is aligned with the needs of industry and business.

Strategy 4.2.2: Promote and support the awareness of business opportunities in the Shire.

Strategy 4.2.3: Advocate for increased resources and incentives for business development (new and existing).

Strategy 4.2.4: Support the identification and attraction of agricultural based value adding businesses to the Shire.

Strategy 4.2.5: Advocate for innovative education and training opportunities and apprenticeship programs to retain, attract and employ local youth.

Outcome 4.3: Recognition and realisation of local tourism opportunities.

Strategy 4.3.1: Support and cooperate with initiatives to build and strengthen local, regional and international tourism.

Strategy 4.3.2: Enhance the infrastructure and services to support tourism.

Strategy 4.3.3: Ensure the Shire has a strong recognisable brand.

Strategy 4.3.4: Develop a comprehensive tourism strategy that encapsulates the differences associated with each of the town sites within the shire.



Shire staff providing customer service to local resident

Goal 5: A community that collaborates effectively, nourishes local leadership and advocates for its future

Scope:

Quality partnerships are developed and maintained through effective local leadership that advocate strongly for the community customer services.

Outcome 5.1: Well-developed partnerships are evident and effective within the community.

Strategy 5.1.1: Promote collaboration with other Councils on a local and regional level.

Strategy 5.1.2: Support strategic alliances, stakeholder forums and advisory committees and local town progress associations that assist with the development of the Shire.

Outcome 5.2: Community leadership is encouraged and supported.

Strategy 5.2.1: Develop an environment of support for existing and emerging community leaders

Strategy 5.2.2: Ensure there is transparency in all the activities of the elected members of council.

Strategy 5.2.3: Promote and sustain an environment of inclusiveness, equity and tolerance across the organisation and within community.

Outcome 5.3: Partners in the government and private sectors understand the aspirations of the Moora Shire communities.

Strategy 5.3.1: Invest appropriate resources to facilitate effective and coordinated advocacy for key Issues relevant to the Shire of Moora.

Strategy 5.3.2: Represent and promote the Shire in Regional, State and National forums.

Outcome 5.4: Professional employees in a supportive environment.

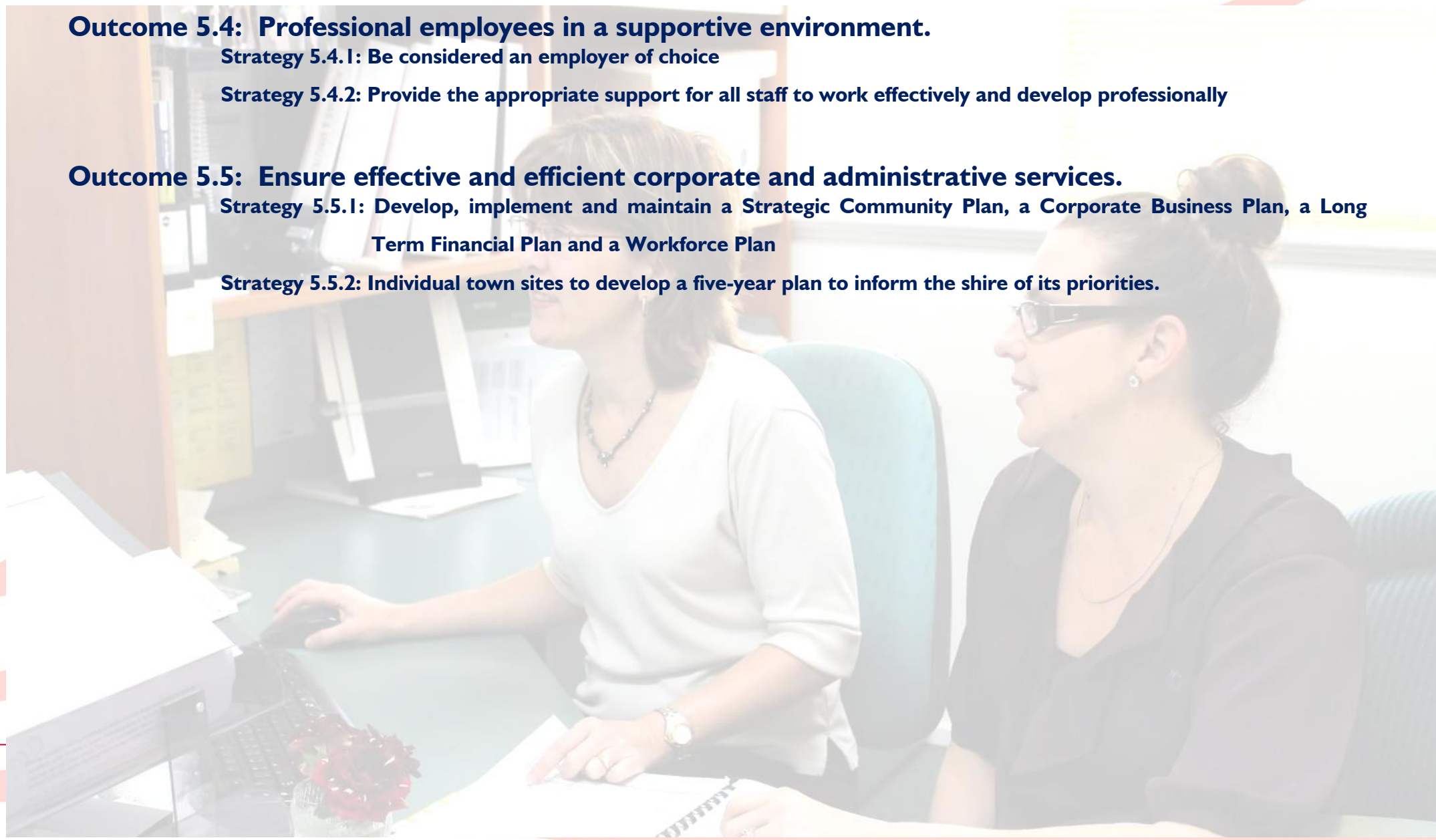
Strategy 5.4.1: Be considered an employer of choice

Strategy 5.4.2: Provide the appropriate support for all staff to work effectively and develop professionally

Outcome 5.5: Ensure effective and efficient corporate and administrative services.

Strategy 5.5.1: Develop, implement and maintain a Strategic Community Plan, a Corporate Business Plan, a Long Term Financial Plan and a Workforce Plan

Strategy 5.5.2: Individual town sites to develop a five-year plan to inform the shire of its priorities.



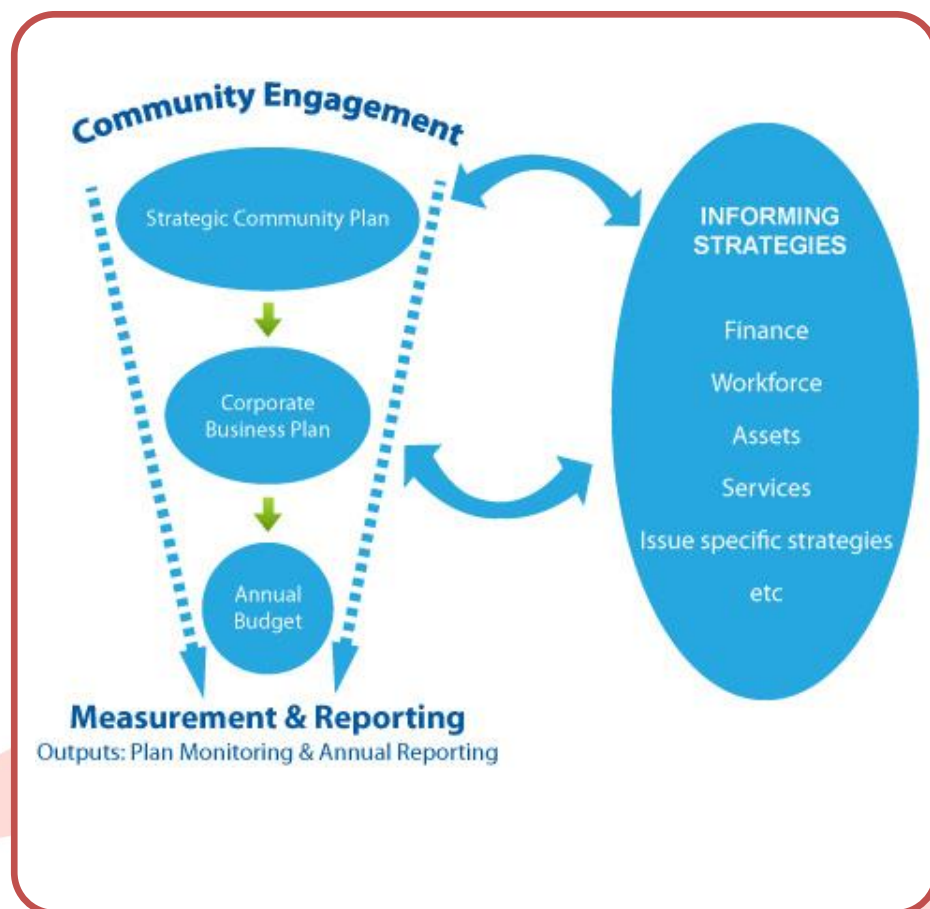
16 PERFORMANCE MEASUREMENT

The following strategic measures or key performance indicators will be monitored and reported annually, to track our progress in achieving the outcomes identified in the Strategic Community Plan.

Goal 1: A vibrant, healthy and safe community.	Key Performance Indicators
Outcomes: <ul style="list-style-type: none"> • Outcome 1.1: A healthy community through participation in sport, recreation, arts, culture and leisure opportunities. • Outcome 1.2: Health, education and family support services that are accessible and meet community needs. • Outcome 1.3: Opportunities for development and participation of young people. • Outcome 1.4: An integrated, connected, respectful and supportive community. • Outcome 1.5: A safe community 	<ul style="list-style-type: none"> • Number of participants in Council organised sporting events • Number of participants in Shire supported youth activities. • Community satisfaction with Council services and facilities. • Percentage of the population who volunteer. • Community perception of safety in public places. • Analysis of Shire's social media presence. • Sport and recreation master plan completed.
Goal 2: Value, protect, enhance and manage the natural environment.	
Outcomes: <ul style="list-style-type: none"> • Outcome 2.1: Support agricultural best practice initiatives. • Outcome 2.2: Valued quality water resources & capacity. • Outcome 2.3: Encourage effective climate practices. • Outcome 2.4: Effective waste management practices. • Outcome 2.5: A protected natural environment. 	<ul style="list-style-type: none"> • Community satisfaction with Shire supported natural environment initiatives. • Community satisfaction with waste management services. • Quality and capacity of water resources meet community needs.

Goal 3: A built environment focussing on people that supports economic and community growth.	
Outcomes: <ul style="list-style-type: none"> Outcome 3.1: Best practice planning and development that responds to community and industry needs. Outcome 3.2: Attractive townscapes and streetscapes. Outcome 3.3: A safe, efficient and reliable transport network. Outcome 3.4: Council buildings and facilities that meet community needs. Outcome 3.5: Sustainable asset and infrastructure management 	<ul style="list-style-type: none"> Customer satisfaction with planning and development application information and advice. Community satisfaction with townscapes and streetscapes. Community satisfaction with the standard of roads, bridges and footpaths. Community satisfaction with the standard of Council buildings and facilities. Asset consumption ratio, asset renewal funding ratio and asset sustainability ratio.
Goal 4: An innovative, thriving and diverse local economy.	
Outcomes: <ul style="list-style-type: none"> Outcome 4.1: A strong, innovative and diversified economic and employment base. Outcome 4.2: A dynamic and resilient business environment. Outcome 4.3: Enhance and promote collaborative tourism opportunities. 	<ul style="list-style-type: none"> Customer satisfaction with Council support for business and industry. Tourism feedback received. Tourism strategy produced.
Goal 5: A community that collaborates effectively, nourishes local leadership and advocates for its future.	
Outcomes: <ul style="list-style-type: none"> Outcome 5.1: Well-developed partnerships are evident and effective within the community. Outcome 5.2: Community leadership is encouraged and supported. Outcome 5.3: Partners in the government and private sectors understand the aspirations of the Moora Shire and its communities. Outcome 5.4: Professional employees in a supportive environment. Outcome 5.5: Ensure effective and efficient corporate and administrative services. 	<ul style="list-style-type: none"> Number of community based organisations assisted by Council. Community satisfaction with the governance and leadership of the Shire. Council and officer monthly reports on community and government engagement. Staff turnover ratio. Community satisfaction with customer services.

17 STRATEGIC PLAN IMPLEMENTATION



The Strategic Community Plan drives the development of the Corporate Business Plan and is integrated with the Council's Asset Management, Workforce and Long Term Financial Plans.

Future revisions of the Strategic Community Plan and associated plans and strategies will be carried out ensuring that the plans remain flexible and adaptable to the resources available. Council will conduct a strategic review within 2 years from adopted of this plan with a full review within four years from adoption, in accordance with legislative requirements.

The integration of asset, service and financial plans means the Shire's resource capabilities are matched to the Moora community's needs. In the meantime, this Strategic Community Plan has been developed with the organisation's current assets, financial and workforce resources in mind

Implementation of this Strategic Plan is achieved through the development of priority actions and projects as part of the Corporate Business Planning process.

Key performance indicators at the strategic and operational levels provide valuable information on how efficiently the Shire is delivering its services, actions and projects and how successful it is in achieving its outcomes and goals set out in the Strategic Community Plan.

Resource Profile	2011	2017
Population	2,476	2,451
Number of Electors	1,563	1,610
Employees	48	50
Operating Revenue	6,957,410	9,314,586
Rates	3,087,366	3,800,685
Operating Grants	1,780,574	2,891,597
Non-operating Grants	950,181	2,173,151
Operating Expenditure	7,038,078	9,563,862
Capital Expenditure	2,412,551	4,587,887
Value of Assets	78,442,179	182,792,798

A photograph of the Shire of Moora building, a single-story structure with a brown tiled roof and large windows. The building is surrounded by a green lawn and various plants, including a palm tree and flowering bushes. Several flags are flying on poles to the left of the building. The sky is blue with some clouds.

Shire of Moora **Strategic Community Plan 2018-2028**