



shire of
moora

a brilliant opportunity

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 THE MID-CYCLE REVIEW OF THE 2018-2028 STRATEGIC COMMUNITY PLAN THAT WAS BUILT ON COMMUNITY CONSULTATION AND COLLABORATION. THE DOCUMENT AIMS TO RECONFIRM THE VISION AND ASPIRATIONS OF THE SHIRE OF MOORA COMMUNITY IN LIGHT OF THE EXPERIENCE OF THE LAST SIX YEARS. 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. RECOGNISING THE ENVIRONMENTAL, ECONOMIC AND POLITICAL EXPERIENCES OVER THE FIRST HALF OF THE PLAN'S CYCLE, THE SHIRE HAS MADE MINOR ADJUSTMENTS TO ADDRESS THESE IMPACTS OVER THE REMAINDER OF THE PLAN'S OPERATIVE LIFE.

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.

TRACY LEFROY

SHIRE PRESIDENT

3 YOUR COUNCILLORS



LEFT TO RIGHT: CR TL (TRACY) ERRINGTON, CR KM (KEN) SEYMOUR, CR EL (LYN) HAMILTON, SHIRE PRESIDENT - CR TL (TRACY) LEFROY, CR SA (SHERYL) BRYAN, DEPUTY PRESIDENT – CR SJ (STEVE) GILBERT CR D (DENISE) CLYDESDALE-GEBERT. TOP RIGHT OFFSET: CR TW (TROY) DUGAN FROM OCT 2023 ELECTION

4 ABOUT THIS PLAN

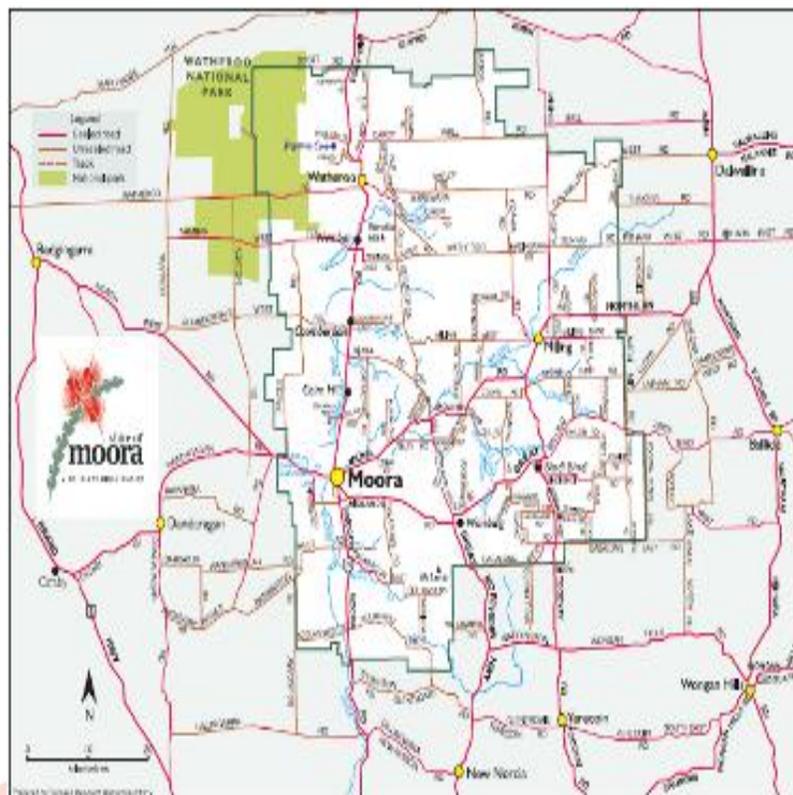
THIS 10-YEAR STRATEGIC COMMUNITY PLAN HAS BEEN DEVELOPED TO ENSURE THAT A CLEAR STRATEGIC DIRECTION IS MAPPED OUT WHICH WILL LEAD TO IMPROVED SERVICES AND OUTCOMES FOR THE PEOPLE OF THE SHIRE OF MOORA, AND TO ENSURE THAT THE COUNCIL WILL PROVIDE A PLANNED APPROACH TO LEADERSHIP IN A CHALLENGING AND CHANGING 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](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, JINGEMIA 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 HOURS 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

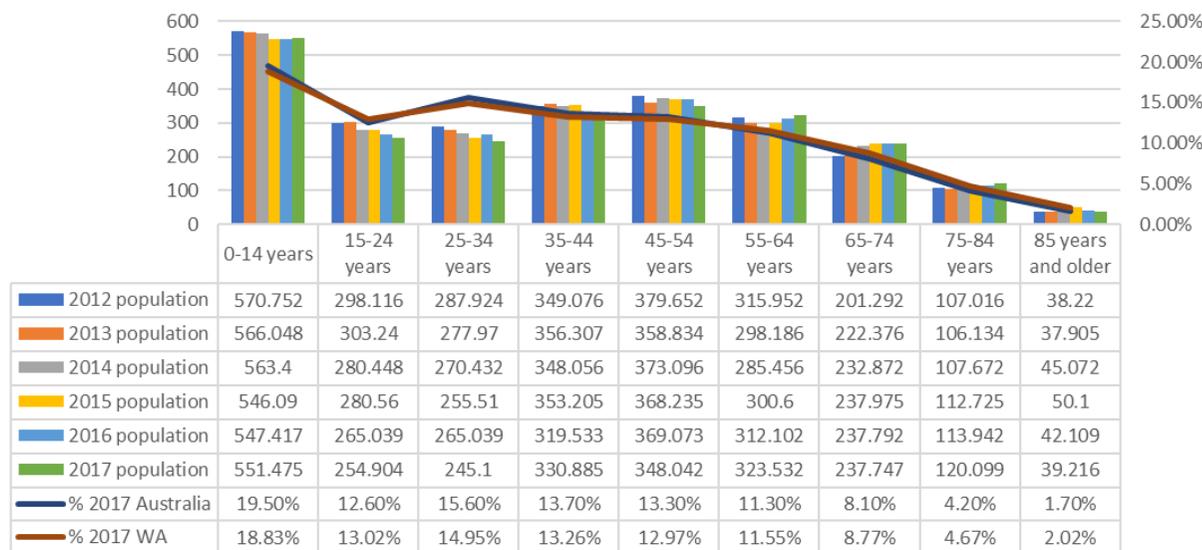
Moora (S)

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	2.2

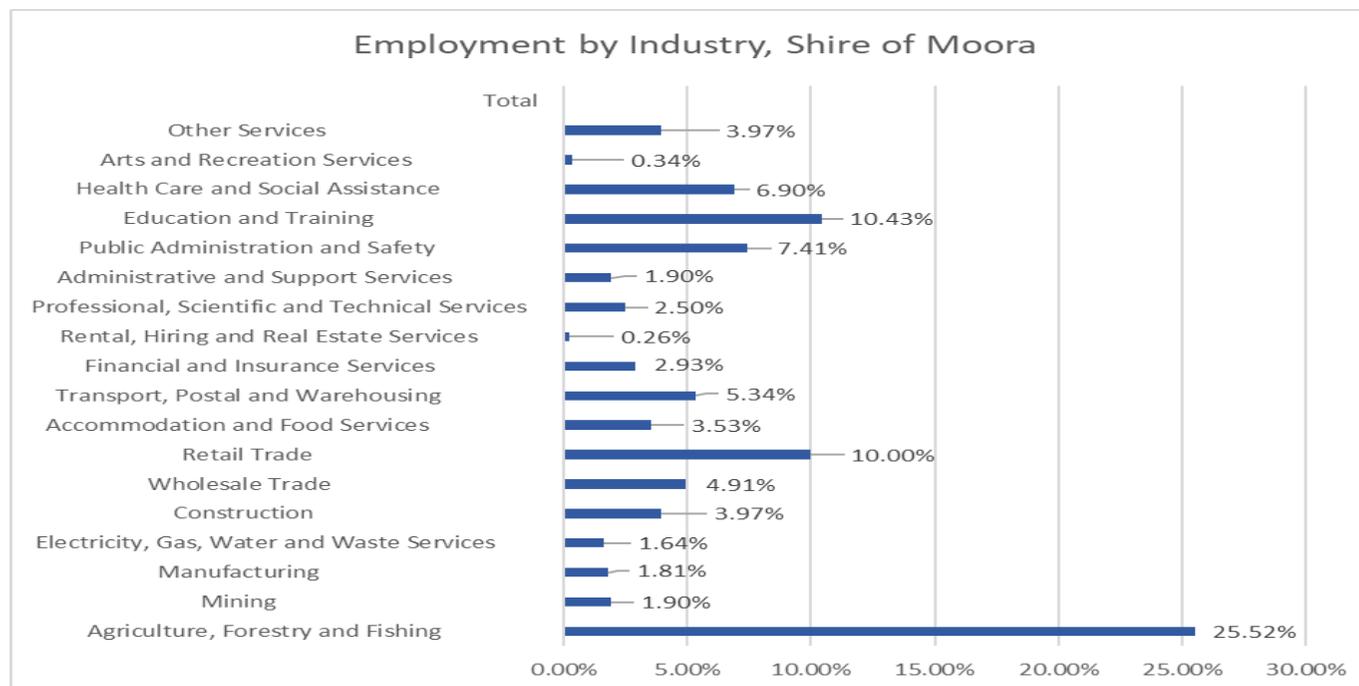
Age Distribution by Population, Shire of Moora



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.

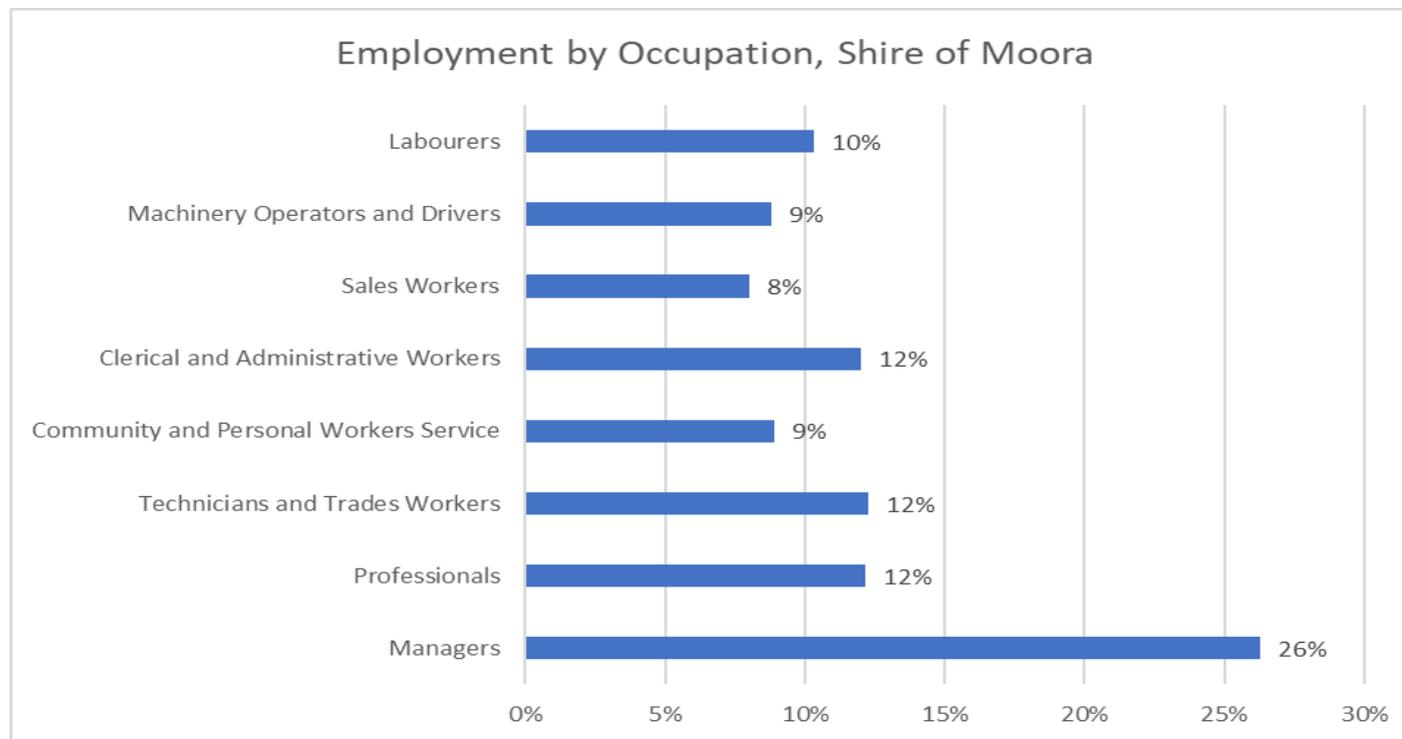
THE MEDIAN AGE OF PEOPLE IN THE SHIRE IN 2016 WAS 41 YEARS. CHILDREN AGED 0-14 YEARS MADE UP 22.10% OF THE TOTAL POPULATION AND PEOPLE AGED 65 YEARS AND OVER MADE UP 15.9% OF THE TOTAL POPULATION. THE SIZE OF THE SHIRE'S LABOUR FORCE IN 2016 WAS 1,190 PERSONS OF WHICH 747 WERE FULL TIME WORKERS (62.8%) 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 2021 CENSUS REVEALED A FURTHER DECLINE IN POPULATION TO 2,306 AND THE AGE AND THAT THE DEMOGRAPHIC PROFILE IS SIMILAR, ALTHOUGH THE OVER 65 PERCENTAGE OF THE POPULATION HAS INCREASED TO OVER 20%.



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 2021 CENSUS RECORDS THE TOP THREE SECTORS FOR EMPLOYMENT HAVING A CHANGE, WITH HEALTH CARE AND SOCIAL ASSISTANCE OVERTAKING RETAIL TRADE (109 AND 85 RESPECTIVELY) AND THE TOTAL NUMBER OF PEOPLE EMPLOYED IN THESE SECTORS WAS 532.



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. THESE WERE STILL THE TOP THREE OCCUPATIONS IN 2021, WITH 273, 126 AND 147 RESPECTIVELY, PROFESSIONALS MOVING PAST TECHNICIANS AND TRADE WORKERS, 546 IN TOTAL.

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 FOCUSING ON PEOPLE AND SUPPORTING ECONOMIC AND COMMUNITY GROWTH.	AN INNOVATIVE, THRIVING AND DIVERSE LOCAL ECONOMY.	PROFESSIONALLY, COLLABORATIVELY AND ACCOUNTABLY ADVOCATE FOR AND NURTURE THE COMMUNITY
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. A STRONG SUPPORTIVE AND SAFE COMMUNITY. 	<ul style="list-style-type: none"> A PROTECTED NATURAL ENVIRONMENT INTEGRITY OF WATER RESOURCES. SUSTAINABLE WASTE MANAGEMENT 	<ul style="list-style-type: none"> PLAN, MONITOR AND IMPLEMENT APPROPRIATE AND SUSTAINABLE DEVELOPMENT CONSULTATIVELY PLAN AND DEVELOP A SAFE, EFFICIENT AND RELIABLE TRANSPORT NETWORK. SUSTAINABLE COUNCIL BUILDINGS, ASSETS AND INFRASTRUCTURE, TOWN- AND STREETSAPES AND FACILITIES THAT MEET COMMUNITY NEEDS. 	<ul style="list-style-type: none"> SUPPORT, PROMOTE AND ADVOCATE FOR A STRONG, INNOVATIVE AND DIVERSIFIED ECONOMIC BASE AND A DYNAMIC, RESILIENT BUSINESS ENVIRONMENT. COLLABORATIVELY PROGRESS POTENTIAL TOURISM OUTCOMES 	<ul style="list-style-type: none"> ELECTED MEMBERS AND EMPLOYEES ENGAGE WITH STAKEHOLDERS AND THE COMMUNITY IN EFFECTIVE SERVICE DELIVERY A PROFESSIONAL AND ACCOUNTABLE ORGANISATION MODELING LEGISLATIVE COMPLIANCE, EQUITY AND TOLERANCE ACTIVELY ADVOCATING FOR COMMUNITY OUTCOMES



LOCAL CHILDREN PARTICIPATE IN A MODIFIED HOCKEY GAME

GOAL I: 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 AND CULTURE

STRATEGY 1.1.1: DEVELOP, IMPLEMENT AND MONITOR PLANS FOR SPORT, RECREATION AND LEISURE FACILITIES AND PROGRAMS

STRATEGY 1.1.2: PROVIDE, PROMOTE AND SUPPORT SPORT, RECREATION AND LEISURE FACILITIES AND PROGRAMS

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 AN APPROPRIATE LEVEL OF CHILDCARE AND YOUTH SERVICES.

STRATEGY 1.2.3: MONITOR, PROMOTE AND ADVOCATE FOR AN APPROPRIATE LEVEL OF EDUCATIONAL FACILITIES, SERVICES AND DIFFERENT LEARNING MODALITIES.

STRATEGY 1.2.4: MONITOR, PROMOTE AND ADVOCATE FOR AN APPROPRIATE LEVEL OF AGED CARE SERVICES AND INFRASTRUCTURE.

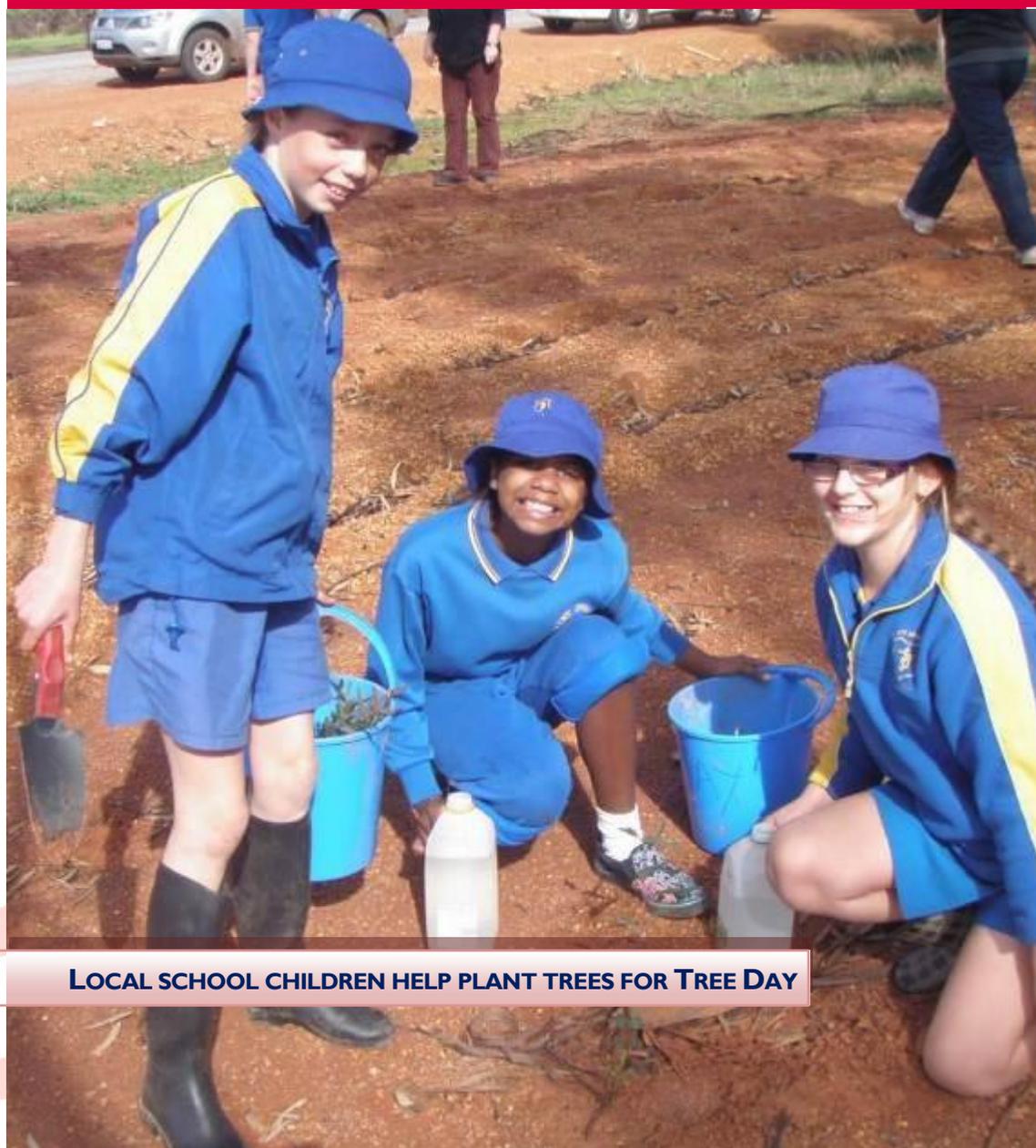
OUTCOME 1.3: A STRONG, SUPPORTIVE AND SAFE COMMUNITY.

STRATEGY 1.3.1: SUPPORT APPROPRIATE COMMUNITY INITIATED AND OWNED PROJECTS.

STRATEGY 1.3.2: PROMOTE AND PROVIDE SUPPORT FOR INDIGENOUS, CULTURAL AND COMMUNITY EVENTS.

STRATEGY 1.3.3: MONITOR, PROMOTE AND ADVOCATE FOR, SUPPORT AND PROVIDE ACTIONS TO APPROPRIATELY PREVENT, RESPOND AND RECOVER FROM CRIME OR IMPROVE COMMUNITY SAFETY.

STRATEGY 1.3.4: MONITOR, PROMOTE AND ADVOCATE FOR, SUPPORT AND PROVIDE ACTIONS TO APPROPRIATELY PREVENT, RESPOND AND RECOVER FROM NATURAL DISASTER AND EMERGENCY EVENTS, PARTICULARLY FIRE AND FLOOD



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 ON APPROPRIATE INITIATIVES OR PROJECTS

STRATEGY 2.1.4: SUPPORT OR UNDERTAKE PROJECTS OR INITIATIVES FOR SUSTAINABLE CLIMATE OR ENERGY MANAGEMENT PRACTICES

OUTCOME 2.2: INTEGRITY OF WATER RESOURCES.

STRATEGY 2.2.1: FACILITATE SUSTAINABLE GROWTH OF INDUSTRY AND BUSINESS INNOVATION.

STRATEGY 2.2.2: PROVIDE EFFECTIVE WASTEWATER COLLECTION, TREATMENT AND DISPOSAL SERVICES.

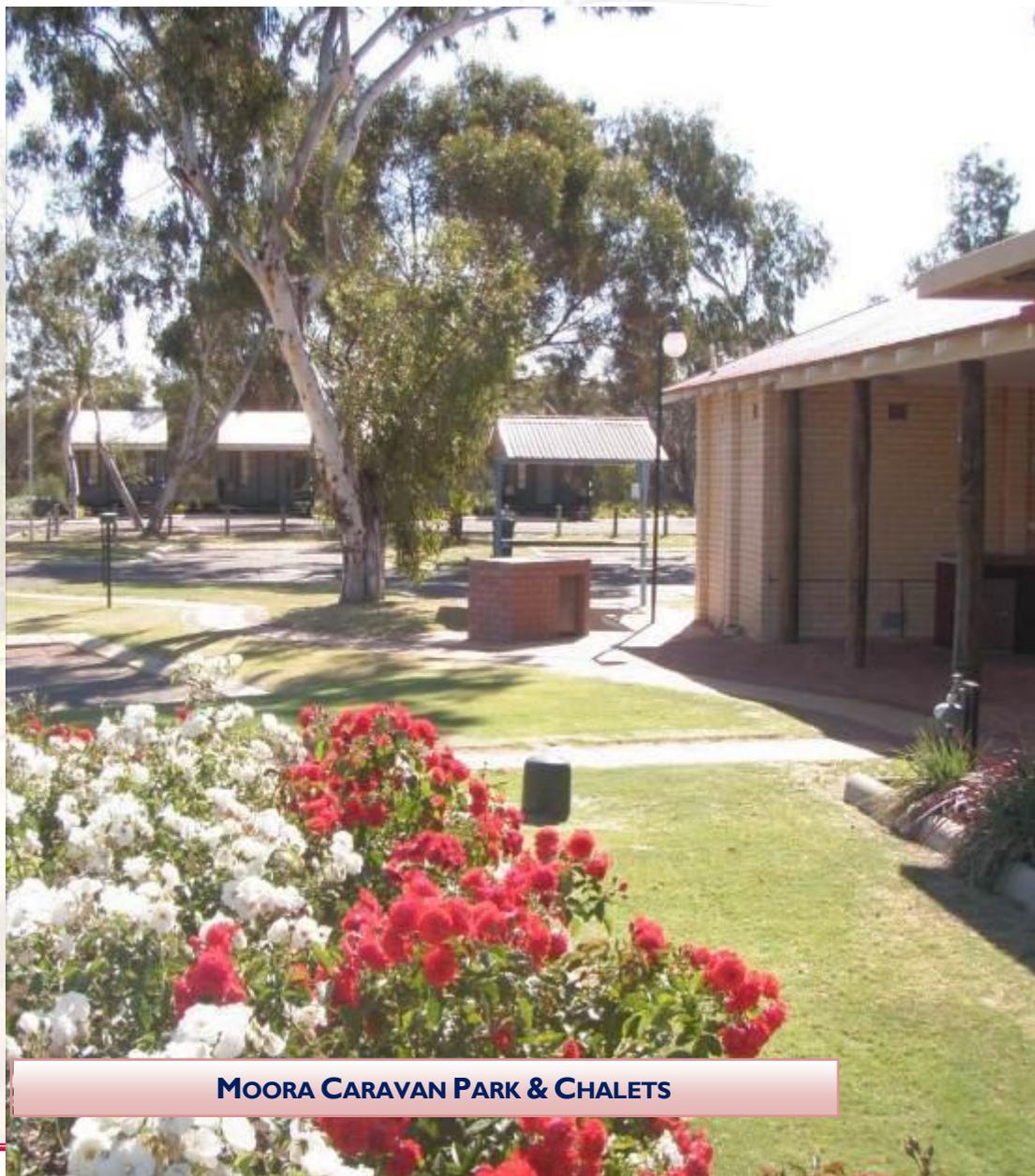
STRATEGY 2.2.3: SUPPORT AND ENCOURAGE THE COMMUNITY IN IMPROVING EFFICIENT AND EFFECTIVE WATER USAGE.

STRATEGY 2.2.4: PROTECT AND ENHANCE WATER CATCHMENTS, WATERWAYS AND UNDERGROUND WATER ASSETS.

OUTCOME 2.3: SUSTAINABLE WASTE MANAGEMENT.

STRATEGY 2.3.1: PLAN, IMPLEMENT AND MONITOR APPROPRIATE WASTE MANAGEMENT STRATEGIES.

STRATEGY 2.3.2: IMPLEMENT EFFECTIVE AND EFFICIENT WASTE MANAGEMENT SERVICES INCLUDING COLLECTION, RECYCLING AND DISPOSAL



MOORA CARAVAN PARK & CHALETS

GOAL 3: A BUILT ENVIRONMENT FOCUSING 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: PLAN, MONITOR AND IMPLEMENT APPROPRIATE AND SUSTAINABLE DEVELOPMENT.

STRATEGY 3.1.1: MONITOR AND MANAGE THE APPROPRIATENESS OF THE PLANNING SCHEME AND ASSOCIATED PLANS AND POLICIES

STRATEGY 3.1.2: STRONGLY ENCOURAGE APPROPRIATE AND SUSTAINABLE DEVELOPMENT

STRATEGY 3.1.3: PLAN, SUPPORT, FACILITATE AND DEVELOP INDUSTRIAL AND RESIDENTIAL LAND AS APPROPRIATE.

OUTCOME 3.2: CONSULTATIVELY PLAN AND DEVELOP A SAFE, EFFICIENT AND RELIABLE TRANSPORT NETWORK.

STRATEGY 3.2.1: MAINTAIN AND ENHANCE THE TRANSPORT INFRASTRUCTURE IN THE SHIRE.

STRATEGY 3.2.2: CONSULTATIVELY REVIEW AND DEVELOP STRATEGIC TRANSPORT ROUTES.

STRATEGY 3.2.3: PLAN AND IMPLEMENT THE DEVELOPMENT OF THE MOORA AIRFIELD.

OUTCOME 3.3: SUSTAINABLE COUNCIL BUILDINGS, ASSETS AND INFRASTRUCTURE, TOWN- AND STREETSCAPES AND FACILITIES THAT MEET COMMUNITY NEEDS.

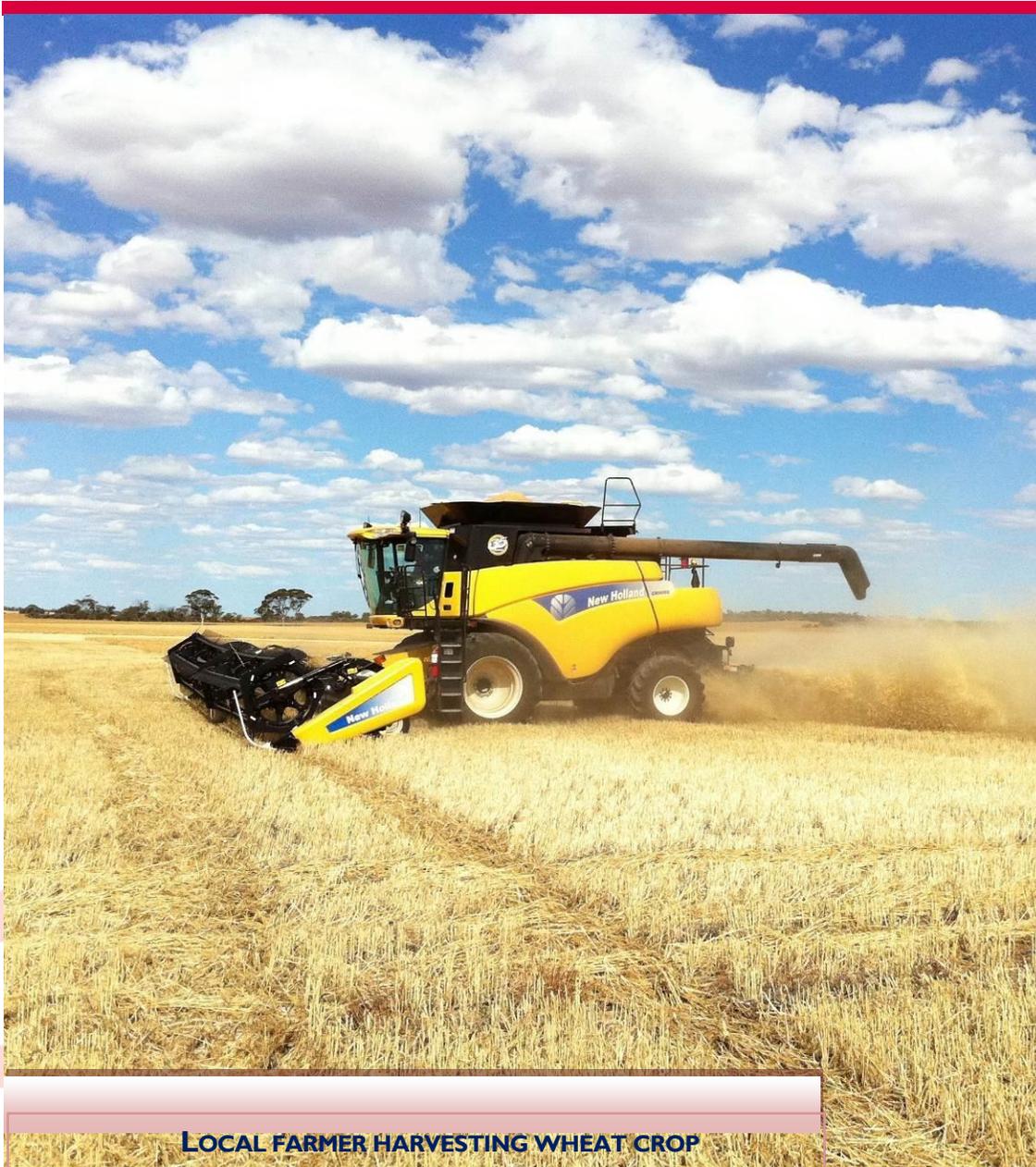
STRATEGY 3.3.1: DEVELOP, IMPLEMENT, MONITOR AND REVIEW PLANS FOR COUNCIL BUILDINGS

STRATEGY 3.3.2: DEVELOP, IMPLEMENT, MONITOR AND REVIEW PLANS FOR PARKS AND RECREATION INFRASTRUCTURE.

STRATEGY 3.3.3: MAINTAIN AND ENHANCE COUNCIL BUILDINGS AND FACILITIES

STRATEGY 3.3.4: MAINTAIN AND ENHANCE PARKS AND RECREATION INFRASTRUCTURE.

STRATEGY 3.3.5: DEVELOP AND IMPLEMENT PLANS FOR AND MAINTAIN AND ENHANCE TOWNSCAPES AND STREETSCAPES.



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: SUPPORT, PROMOTE AND ADVOCATE FOR A STRONG, INNOVATIVE ECONOMIC BASE AND A DYNAMIC, RESILIENT BUSINESS ENVIRONMENT.

STRATEGY 4.1.1: SUPPORT, PROMOTE AND PARTICIPATE IN REGIONAL INITIATIVES AND PROJECTS FOR SUSTAINABLE AND APPROPRIATE ECONOMIC AND BUSINESS DEVELOPMENT.

STRATEGY 4.1.2: SUPPORT, PROMOTE AND PARTICIPATE IN LOCAL INITIATIVES AND PROJECTS FOR SUSTAINABLE AND APPROPRIATE ECONOMIC AND BUSINESS DEVELOPMENT.

STRATEGY 4.1.3: ENSURE THE AVAILABILITY OF SERVICED INDUSTRIAL AND RESIDENTIAL LAND

STRATEGY 4.1.4: PROGRESS THE AVAILABILITY OF A RANGE OF HOUSING OPTIONS TO APPROPRIATELY FULFIL ACCOMMODATION NEEDS

OUTCOME 4.2: COLLABORATIVELY PROGRESS POTENTIAL TOURISM OPPORTUNITIES.

STRATEGY 4.2.1: SUPPORT, PROMOTE AND PARTICIPATE IN REGIONAL INITIATIVES AND PROJECTS FOR TOURISM.

STRATEGY 4.2.2: SUPPORT, PROMOTE AND PARTICIPATE IN LOCAL INITIATIVES AND PROJECTS FOR TOURISM.

STRATEGY 4.2.3: MAINTAIN AND ENHANCE TOURISM ACCOMMODATION FACILITIES AND INFRASTRUCTURE

STRATEGY 4.2.4: MAINTAIN AND ENHANCE TOURISM SIGNAGE, INTERPRETATION AND BRANDING.



WILDFLOWER COUNTRY

DISCOVER
GOLDEN
HORIZONS



SHIRE STAFF PROVIDING CUSTOMER SERVICE TO LOCAL RESIDENT

GOAL 5: PROFESSIONALLY, COLLABORATIVELY AND ACCOUNTABLY ADVOCATE FOR AND NURTURE THE COMMUNITY

SCOPE:

QUALITY PARTNERSHIPS ARE DEVELOPED AND MAINTAINED THROUGH EFFECTIVE LOCAL LEADERSHIP THAT ADVOCATE STRONGLY FOR THE COMMUNITY CUSTOMER SERVICES.

OUTCOME 5.1: ELECTED MEMBERS AND EMPLOYEES ENGAGE WITH STAKEHOLDERS AND THE COMMUNITY IN EFFECTIVE SERVICE DELIVERY.

STRATEGY 5.1.1: ELECTED MEMBERS AND STAFF IDENTIFY AND ENGAGE WITH STATEWIDE AND REGIONAL STAKEHOLDERS AND PEERS TO ENHANCE SERVICE DELIVERY

STRATEGY 5.1.2: ELECTED MEMBERS AND STAFF IDENTIFY AND ENGAGE WITH LOCAL STAKEHOLDERS TO ENHANCE SERVICE DELIVERY.

STRATEGY 5.1.3: SUPPORT, PROMOTE AND PARTICIPATE IN APPROPRIATE LOCAL AND REGIONAL ALLIANCES, FORUMS AND ASSOCIATIONS, ETC TO ENHANCE COMMUNITY DEVELOPMENT AND SERVICE DELIVERY

STRATEGY 5.1.4: IDENTIFY AND SUPPORT EMERGING AND EXISTING COMMUNITY LEADERS

OUTCOME 5.2: A PROFESSIONAL AND ACCOUNTABLE ORGANISATION MODELING LEGISLATIVE COMPLIANCE, EQUITY AND TOLERANCE ACTIVELY ADVOCATING FOR COMMUNITY OUTCOMES.

STRATEGY 5.2.1: ELECTED MEMBERS AND STAFF DEVELOP AND IMPLEMENT GOVERNANCE PROCESSES TO ACHIEVE AND COMMUNICATE LEGISLATIVE COMPLIANCE

STRATEGY 5.2.2: ELECTED MEMBERS AND STAFF ADOPT AND IMPLEMENT CODES OF BEHAVIOUR EVIDENCING TOLERANCE AND EQUITY WITHIN THE ORGANISATION AND COMMUNITY.

STRATEGY 5.2.3: DEVELOP AND IMPLEMENT COMMUNICATION PLANS AND STRATEGIES TO APPROPRIATELY, EFFECTIVELY AND TRANSPARENTLY PROVIDE SERVICES AND ADVOCATE FOR THE COMMUNITY

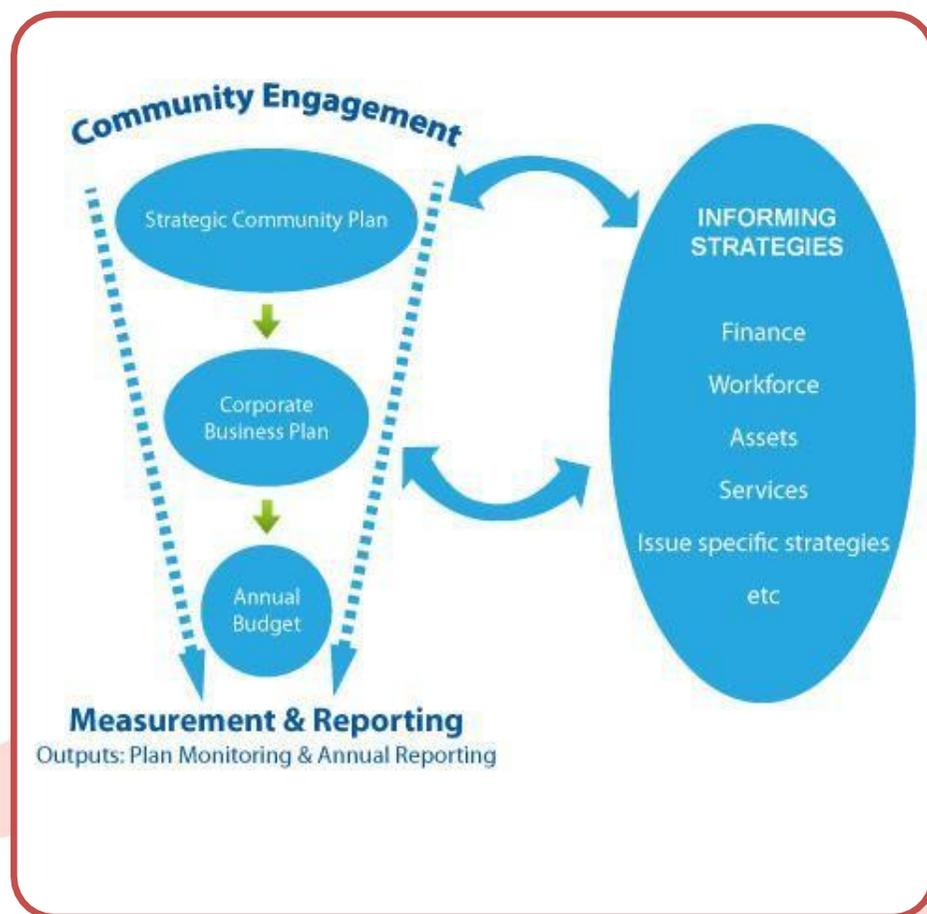
16 PERFORMANCE MEASUREMENT

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 PROACTIVE, HEALTHY AND SAFE COMMUNITY.	KEY PERFORMANCE INDICATORS
<p>OUTCOMES:</p> <ul style="list-style-type: none"> ● OUTCOME 1.1: A HEALTHY COMMUNITY THROUGH PARTICIPATION IN SPORT, RECREATION, ARTS, AND CULTURE. ● OUTCOME 1.2: HEALTH, EDUCATION AND FAMILY SUPPORT SERVICES THAT ARE ACCESSIBLE AND MEET COMMUNITY NEEDS. ● OUTCOME 1.3: A STRONG SUPPORTIVE AND SAFE COMMUNITY 	<ul style="list-style-type: none"> ● PARTICIPATION LEVELS IN SPORT, CULTURAL, ART AND RECREATIONAL EVENTS IN THE SHIRE ● 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 CRIME STATISTICS. ● HEALTH, EDUCATION AND FAMILY SUPPORT SERVICES AVAILABLE TO THE COMMUNITY.
<p>GOAL 2: VALUE, PROTECT, ENHANCE AND MANAGE THE NATURAL ENVIRONMENT.</p>	
<p>OUTCOMES:</p> <ul style="list-style-type: none"> ● OUTCOME 2.1: A PROTECTED NATURAL ENVIRONMENT. ● OUTCOME 2.2: INTEGRITY OF WATER RESOURCES. ● OUTCOME 2.3: SUSTAINABLE WASTE MANAGEMENT. 	<ul style="list-style-type: none"> ● REPORTS FROM MOORE CATCHMENT COUNCIL (MONTHLY NEWSLETTERS) ● COMMUNITY SATISFACTION WITH WASTE MANAGEMENT SERVICES. ● SATISFACTORY WASTE AVOIDANCE/RECOVERY REPORT ● WASTE MANAGEMENT STRATEGY REVIEWED

<p>GOAL 3: A BUILT ENVIRONMENT FOCUSING ON PEOPLE THAT SUPPORTS ECONOMIC AND COMMUNITY GROWTH.</p>	
<p>OUTCOMES:</p> <ul style="list-style-type: none"> ● OUTCOME 3.1: PLAN, MONITOR AND IMPLEMENT APPROPRIATE AND SUSTAINABLE DEVELOPMENT. ● OUTCOME 3.2: CONSULTATIVELY PLAN AND DEVELOP A SAFE, EFFICIENT AND RELIABLE TRANSPORT NETWORK. ● OUTCOME 3.3: SUSTAINABLE COUNCIL BUILDINGS, ASSETS AND INFRASTRUCTURE, TOWN- AND STREETSCAPES THAT MEET COMMUNITY NEEDS. 	<ul style="list-style-type: none"> ● CUSTOMER SATISFACTION WITH PLANNING AND DEVELOPMENT APPLICATION INFORMATION AND ADVICE. ● PLANNING AND BUILDING STATISTICS ● PLANNING SCHEME REVIEW UNDERTAKEN ● 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.
<p>GOAL 4: AN INNOVATIVE, THRIVING AND DIVERSE LOCAL ECONOMY.</p>	
<p>OUTCOMES:</p> <ul style="list-style-type: none"> ● OUTCOME 4.1: SUPPORT, PROMOTE AND ADVOCATE FOR A STRONG, INNOVATIVE AND DIVERSIFIED ECONOMIC BASE AND A DYNAMIC, RESILIENT BUSINESS ENVIRONMENT ● OUTCOME 4.2: COLLABORATIVELY PROGRESS POTENTIAL TOURISM OUTCOMES. 	<ul style="list-style-type: none"> ● CUSTOMER SATISFACTION WITH COUNCIL SUPPORT FOR BUSINESS AND INDUSTRY. ● TOURISM FEEDBACK RECEIVED. ● OCCUPANCY RATES OF CHALETS AND CARAVAN PARKS.
<p>GOAL 5: PROFESSIONALLY, COLLABORATIVELY AND ACCOUNTABLY ADVOCATE FOR AND NURTURE THE COMMUNITY</p>	
<p>OUTCOMES:</p> <ul style="list-style-type: none"> ● OUTCOME 5.1: ELECTED MEMBERS AND EMPLOYEES ENGAGE WITH STAKEHOLDERS AND THE COMMUNITY IN EFFECTIVE SERVICE DELIVERY. ● OUTCOME 5.2: A PROFESSIONAL AND ACCOUNTABLE ORGANISATION MODELING LEGISLATIVE COMPLIANCE, EQUITY AND TOLERANCE ACTIVELY ADVOCATING FOR COMMUNITY OUTCOMES. ● OUTCOME 5.3 DEVELOP AND IMPLEMENT COMMUNICATION PLANS AND STRATEGIES TO APPROPRIATELY, EFFECTIVELY AND TRANSPARENTLY PROVIDE SERVICES TO AND ADVOCATE FOR THE COMMUNITY 	<ul style="list-style-type: none"> ● COMMUNITY SATISFACTION WITH GOVERNANCE AND LEADERSHIP OF THE SHIRE. ● COUNCIL AND OFFICER MONTHLY REPORTS ON COMMUNITY AND GOVERNMENT ENGAGEMENT. ● STAFF TURNOVER RATIO. ● COMMUNITY SATISFACTION WITH CUSTOMER SERVICES. ● OUTCOMES OF LEGISLATIVE COMPLIANCE REPORTS AND AUDITS

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	2017	2024
POPULATION	2,451	2,306
NUMBER OF ELECTORS	1,610	1,688
EMPLOYEES	50	49
OPERATING REVENUE	9,314,586	10,911,258
RATES	3,800,685	4,844,188
OPERATING GRANTS	2,891,597	2,429,174
NON-OPERATING GRANTS	2,173,151	5,160,205
OPERATING EXPENDITURE	9,563,862	13,950,6108
CAPITAL EXPENDITURE	4,587,887	8,692,375
VALUE OF ASSETS	182,792,798	240,319,455



SHIRE OF MOORA

STRATEGIC COMMUNITY PLAN 2018-2028