

STRATEGIC COMMUNITY PLAN

2013 - 2023

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President's Message



The Shire of Boyup Brook Strategic Community Plan maps out our vision and represents a clear direction for the next ten years.

The Plan will serve as the key strategic planning tool and it contains the primary aims, strategies and priorities to advance the Shire's vision of "Growing Our Community Together".

My thanks go to the members of the community who played a vital role in providing the input and ideas via workshops, one to one meetings and responding to a questionnaire. Elected member input needs to be recognised, which revealed a close alignment with the community's aspirations.

In implementing this Plan and maintaining its relevance through regular reviews, the objectives of the Strategic Community Plan will be effectively delivered by working in partnership with the community, other Shires, State and Commonwealth Governments, and the private sector.

Cr M Giles
Shire President

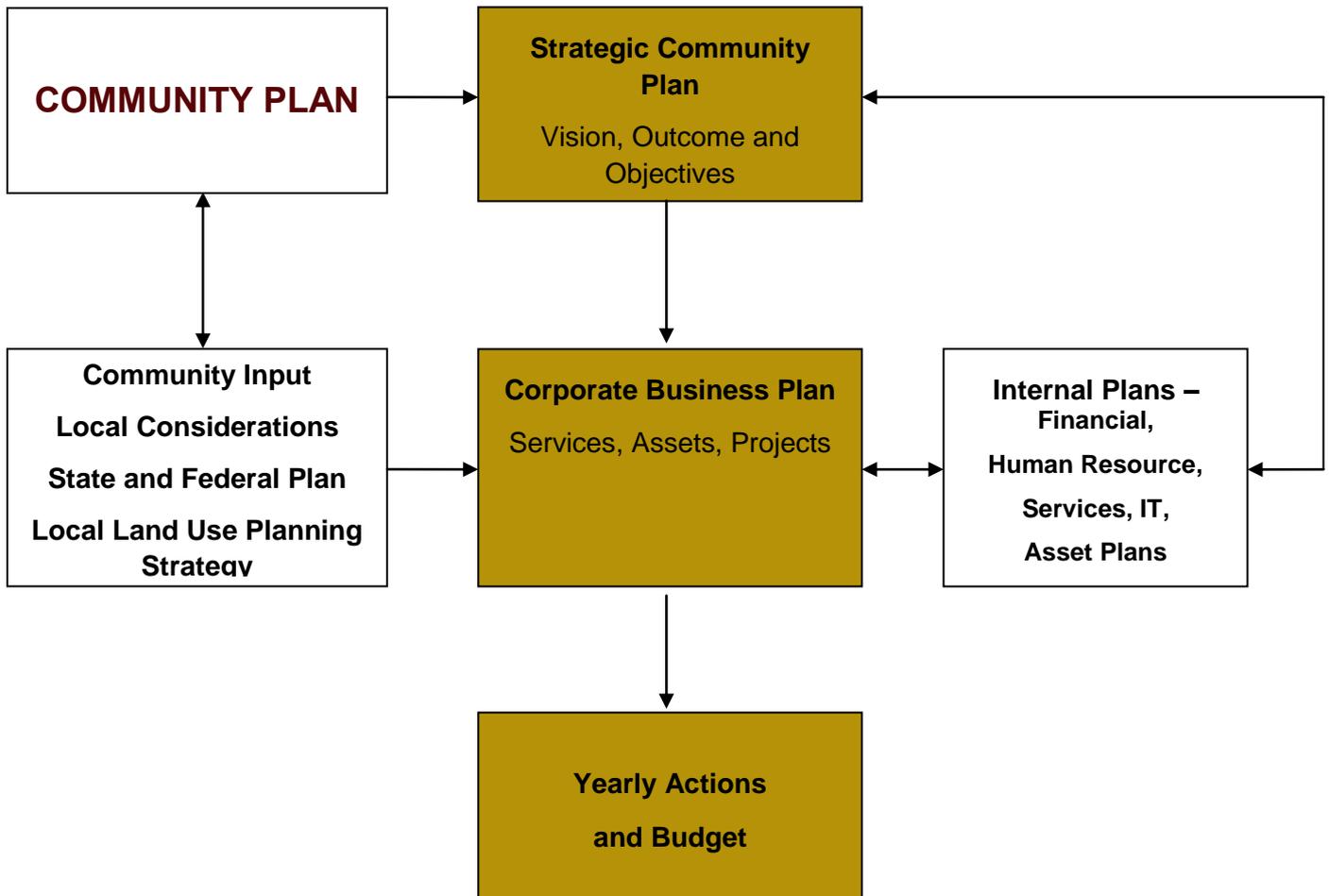
Introduction

Our Strategic Community Plan (SCP) is a Council visionary document for the next 10 years, based on community input and our research (Community Plan) to ensure our future is sustainable. Whilst it is recognized that not all outcomes can be delivered immediately, the plan will guide our decisions over the next 10 years.

The Corporate Business Plan identifies what we will achieve in the shorter term and the steps we will take to reach our long term vision and will enable us and the community to review and monitor our progress towards achieving our aspirations.

Implementing this plan will demand that the Shire not only continues to deliver community outcomes and represent the community, but recognizes that we can't deliver alone. We will work in partnership with other Shires, State and Federal Governments and the private sector to advocate the delivery of outcomes in our plan.

Our Planning Framework



How the Plan was Developed

The Shire, in partnership with community and stakeholders, has developed a shared vision, goals and outcomes.

In the initial stages of development, research was undertaken across the quadruple bottom line, which examined Social, Environment, Economic and Governance to ensure our community and Council were able to make informed and appropriate priority decisions for our local community. This included a review of the external Commonwealth and State Government plans, and long term demographic changes and impacts, risks and the challenges facing our community, to ensure we are a sustainable and growing community.

Community feedback was critical to understand our identity in building our shared vision, and to provide the opportunity to develop key areas of need, opportunity, and community priorities. The community were provided the opportunity to be involved in a number of engagement activities, such as community surveys (473 responses received), individual interview opportunities, and community workshops/forums (38 attendees). Feed-back and comments were obtained from each activity and analysed.

Community feedback from these sources was themed to produce a Community Plan; which will be continually used to ensure future decisions and priorities are reflective of the local community. The Community Plan was used as the basis to develop our Council Strategic Planning Outcomes and Objectives. Our identity and local visions for the next ten years is underpinned by environmental, social and economic goals, which were developed from community priorities and the research analysis.

In the consideration of priorities articulated within the Plan, community ideas and projects were considered within our resource capacity, both financial and asset.

Our primary aim, “to build a safe and secure community, and grow the population through commercial and employment diversity”, and our goals, have been our focus in choosing our priorities, based on our concerns to preserve and sustain our natural environment, maximise development opportunities and diversify our economic capacity, building local area employment opportunities, strengthen service delivery and advocacy, whilst not losing our past identity and history.

Our shared vision, aim and goals will assist Council in future decisions.

Our Shire Profile

Our Area

The Shire covers an area of 2,838 square kilometres. It consists of six localities; being Boyup Brook, Dinninup, Kulikup, Mayanup, Tone Bridge and Wilga. Boyup Brook contains the majority of the population. Features of the Shire include a wide range of recreational facilities – notably the sporting complex and swimming pool; a youth centre, the Hospital and Medical Centre; the Playgroup, Catholic Primary School (K to Year 7) and District High School (K to Year 10); Rylington Park Institute of Agriculture; the Citizens Lodge for well-aged; the Community Resource Centre, and the Music Park.

Our Economy

The local economy relies mostly on agriculture, with a mix of broad acre farming, sheep, cattle, olives, timber plantations and vineyards. Retail services are limited but expanding, and the community is self-served by a variety of tradespersons. There is currently limited mining activity, but recent exploration has indicated the potential for expansion.

The area offers many tourist attractions and it provides a variety of lifestyle choices.

The future economic viability of Boyup Brook is optimistic, but significantly dependent upon the agricultural sector. This reliance has been considered in the plan.

Our People

The 2011 Census details a population of 1,588; an increase of 12 persons over the 2006 Census of 1,576. The population demographic is diverse in nature; presenting challenges in managing a significantly ageing population (33.9% over 55, when compared to the State average of 23.6% over 55).

Our Environment

Our local environment is valued, supporting quiet, simple, peaceful but active lifestyle choices. The natural environment, including the Blackwood River and State forests need to be sustained and it is vital that our fertile farming land is preserved.

Our Key Challenges and Risks

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our plan. Issues identified and addressed include:

- Economic capacity
- Community safety
- Road Infrastructure safety
- Preservation of essential community services
- Increasing number of people over 65

Our Resourcing Capability

Our financial capabilities are limited by our capacity to grow our revenue streams, which includes our ability to source external funding from grant programs and how much our community can sustain in the way of rate increases.

Our Asset Management Plans tell us that we are managing the replacement and renewal of our building and structure assets very well, with minimal or no funding gap. However it is a different situation with our roads and bridges assets. Our Roads and Bridges Asset Management Plan shows we have a renewal funding gap that is currently beyond our financial capacity and unless we change our financial management approach we will not close this funding gap.

Our Long Term Financial Plan modelling details a range of financial management strategies we can implement that will assist us to begin to address the funding gap for road and bridges, and also allow us to deliver the outcomes our community has asked to provide. Some of the actions and strategies identified in our priorities are contingent upon external grant funding and the Council will be working hard to secure these funding sources so we can deliver our communities outcomes.

Our initial workforce planning assessment, based on forecast trends, highlights that our workforce will remain relatively constant over the planning period. Our workforce is aging and we will need to implement a series of workforce planning and succession strategies to ensure we capture important corporate knowledge before some of our employees retire.

Review of Our Plan

We will undertake a desktop review of our Strategic Community Plan every two years; and a full review every four years where we will seek further input from our community. This will ensure that our Plan continues to be relevant and that we are able to respond to the demands of the current environment.

Our Vision

Growing our Community Together

Our Shire will be:

A place for people, with a sense of community, one that is active, vibrant, engaged and connected.

A place that is safe and secure.

A place that nurtures its youth and aging population; and retains its health and medical services.

A place that grows and has employment opportunities, through commercial diversity, which is based on our local comparative advantage.

Our Aim

To build a safe, caring and secure community, and grow the population through lifestyle choices, commercial and employment diversity.

Our Goals

Social

- Improve community safety.
- Strengthen community participation, interactions and connections.
- Build and strengthen an active and vibrant community.

Natural Environment

- Maintain and preserve the natural environment, enhancing the 'river and forest' experience of Boyup Brook.
- Sustain and promote the natural environment through the use of green energy solutions.

Built Environment

- Improve road infrastructure.

Economic

- Build the economic base through diversification and actively supporting local businesses.

Community Priorities against Key Areas

Social: Building a Sense of Community

Our Vision:

Our place will be a safe, caring and secure community.

Our place will be an active and vibrant community.

We will have access to services and facilities that meet our requirements.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Sustainable community	Build community participation, interactions and connections.	<ul style="list-style-type: none"> ✦ Engagement with community in promotion of Boyup Brook. ✦ Increase volunteer support. ✦ Advocate for increased social support networks in town (crisis accommodation, family support networks). ✦ Develop a cultural plan. ✦ Develop a Regional Aging Strategy in partnership with other local governments in the region.
	Enhance youth services	<ul style="list-style-type: none"> ✦ Expand operation of youth services. ✦ Investigate collocation of youth centre with sporting facilities.
	Develop a safe, secure community	<ul style="list-style-type: none"> ✦ Advocate for increased access to police services. ✦ Implement Emergency Management and Disaster Recovery Planning. ✦ Advocate for improved hazard reduction in state forests, national parks and road reserves.
Community needs for services and facilities are met	Ensure access to services and facilities as needs change within the community.	<ul style="list-style-type: none"> ✦ Develop and implement service plans that detail aim of service, level and frequency of service, and partnerships required to deliver services. ✦ Advocate for retention and improvement to health, medical and education services. ✦ Advocate for improved banking services.

Natural Environment: Preserve and Sustain our Natural Environment

Our Vision:

Our environment will be preserved, enhanced and we will retain our 'river and forest' identity.

We will value our natural resources, managing our use of water and energy.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Preserved and enhanced natural environment	Maintain the natural environment.	<ul style="list-style-type: none"> ✦ Beautification of parklands and gardens, utilising native species. ✦ Advocate for improved management of road and nature reserves.
Sustainable resources	Support the use of sustainable and renewable resources.	<ul style="list-style-type: none"> ✦ Support the use of renewable energy resources.

Built Environment: Enhanced Lifestyle Choices

Our Vision:

Our land-use and assets, including local roads, parks, reserves and facilities will meet the future needs of our growing community.

Our town will be enhanced through improved streetscaping and infrastructure.

We will provide commercial and industrial land-use to create employment opportunities.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Sustainable Infrastructure	Strengthen road safety and local infrastructure.	<ul style="list-style-type: none"> ✦ Develop and implement asset management plans for roads, footpaths, and buildings & structures. ✦ Investigate and implement improved rural road maintenance and construction techniques, particularly on school bus routes and commodity routes. ✦ Advocate for reduced restrictions relating to control of road reserve vegetation. ✦ Investigate heavy haulage access through town. ✦ Implement improved disabled access in town (gopher access and disabled parking). ✦ Investigate the expansion of street lighting.

OUTCOMES	OBJECTIVES	PRIORITIES
	<p>Beautification of community spaces.</p>	<ul style="list-style-type: none"> ✦ Develop and implement landscaping/streetscaping plan. ✦ Develop and implement an active and passive recreation parklands strategy. ✦ Maximise opportunities for re-use and recycling of water for recreation areas and parklands.
	<p>Enhanced refuse and recycling opportunities</p>	<ul style="list-style-type: none"> ✦ Investigate the expansion of the Shire's refuse collection service. ✦ Examine extension of Waste Transfer Station opening hours. ✦ Examine potential to introduce free waste transfer station vouchers as part of annual refuse collection service.
<p>Planned development</p>	<p>Create land use capacity for industry</p>	<ul style="list-style-type: none"> ✦ Review land-use planning to ensure commercial and industrial opportunities are maximised. ✦ Advocate for provision of sewerage solutions to permit more intensive land use in town.
<p>Housing needs are met</p>	<p>Facilitate affordable and diverse housing options</p>	<ul style="list-style-type: none"> ✦ Review land-use planning to provide housing and land size choices. ✦ Advocate for the State to develop residential land for release. ✦ Develop a range of aged accommodation opportunities.

Economic Development: Maximise Business and Employment Opportunities

Our Vision:

Our economy will thrive through diversified business and employment opportunities, taking advantage of our local comparative advantages.

We will endeavour to attract industrial and commercial opportunities for our growing community.

We will actively support our local businesses.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Economic Growth	Build and support new businesses.	<ul style="list-style-type: none"> ✦ Encourage new businesses through information, incentives and land-use provision. ✦ Advocate for new business start-up support. ✦ Encourage business diversity through promotion of local comparative advantages. ✦ Examine potential for buy local campaign supported by local price preference policy.
	Promote commercial centre	<ul style="list-style-type: none"> ✦ Investigate development of the music park. ✦ Develop and implement streetscaping/landscaping plan. ✦ Investigate options to encourage owners of business houses to renovate shop frontages.
Increased Visitors and Residents	Develop tourism industry	<ul style="list-style-type: none"> ✦ Investigate development of cultural register. ✦ Support tourism capability through events, fairs, arts, produce, history and cultural experiences.
	Attract permanent residents	<ul style="list-style-type: none"> ✦ Promote the family friendly lifestyle of Boyup Brook.

Governance: Strengthen Local Leadership

Our Vision:

We will ensure our sustainability through our leadership, our regional partnerships and ensure we make informed resource decisions for the good of our community.

We will engage and listen to our community, advocate on their behalf, be accountable and manage within our governance and legislative framework.

Our objectives and priorities are built from our outcomes.

OUTCOMES	OBJECTIVES	PRIORITIES
Council and Community Leadership	Provide leadership on behalf of the community.	<ul style="list-style-type: none"> ✦ Lobby and advocate for improved services, infrastructure, and access to. ✦ Advocate for the strengthening of health and education services. ✦ Develop partnerships with stakeholders to enhance community services and infrastructure.
	Foster community participation and collaboration.	<ul style="list-style-type: none"> ✦ Develop a community engagement strategy and provide opportunities for community participation. ✦ Develop new website to communicate information more easily to residents. ✦ Support volunteers and encourage community involvement.
Sustainable Governance	Manage resources effectively.	<ul style="list-style-type: none"> ✦ Develop and maintain strategic financial plan and asset management plans to inform decisions. ✦ Develop and implement service plans that detail aim of service, level and frequency of service, and partnerships required to deliver services. ✦ Ensure governance and legislative requirements are met.
	Develop workforce capability	<ul style="list-style-type: none"> ✦ Develop workforce plan to ensure human resources are available and future skill requirements are identified and developed.

Sustainability Performance Index

Performance of the Shire of Boyup Brook will be measured against a sustainability index, based on a balanced scorecard. Whilst four indices of performance are lag indicators to measure and report on, lead indicators have been identified for monitoring and review by the leadership team.

Performance Measures

INDEX	LAG INDICATORS	LEAD INDICATORS
Resource index	Financial: ✦ Local Government Financial Performance Measures Actual Results	Financial: ✦ Operating surplus ratio - between 0% - 15%. ✦ Current ratio - greater than 100%. ✦ Rates coverage ratio - equal to or greater than 40%. ✦ Debt coverage ratio – equal to or greater than 200%.
	Assets: ✦ Local Government Asset Management Performance Measures Actual Results	Assets: ✦ Asset consumption ratio - between 50% - 75%. ✦ Asset sustainability ratio - between 90% - 110%. ✦ Asset renewal funding ratio - between 95% - 105%.
Capability Index	Percentage of Business Excellence Assessment Improvement (Every Two Years)	✦ 5% identified improvements achieved. ✦ 20% of processes reviewed.
Customer index	Customer Perception Survey.	✦ Customer complaints. ✦ Customer requests. ✦ Survey satisfaction levels.
	Partnership Survey	✦ Number of partnership meetings.
	Community Report	✦ Actions against Community Plan.
People Index	Employee Survey	✦ 10% training performance measurement turnover. ✦ Safety – Long Term Injuries (LTI's).

The Strategic Community Plan will be monitored through the Corporate Business Plan reporting framework on a quarterly basis, and reported to the community on an annual basis.