

SHIRE OF BEVERLEY

Strategic Community Plan



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A place for community . . .



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Foreword



The Shire of Beverley 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 "A Place for Community".

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 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 Dee Ridgway
Shire President



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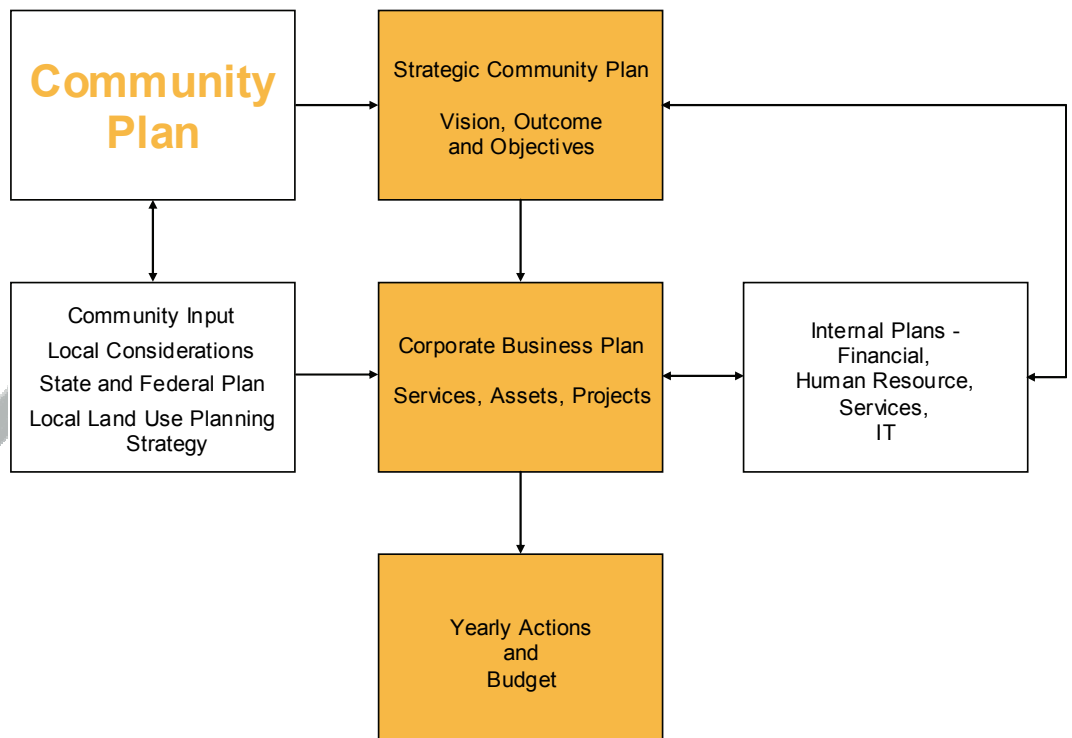
Introduction to Strategic Community Plan

Our Strategic Community Plan (SCP) is a Council visionary document for the next ten years, based on community input and our research (Reference: Community Plan), to ensure our future is sustainable. Whilst it is recognised that not all outcomes can be delivered immediately, the Plan will guide our decisions over the next ten 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 and represent the community, but recognises that we can't deliver alone. We will work in partnership with other Shires, State and Federal Governments, and the private sector, to advocate delivery of our Plan.

Our Planning Framework



How the Plan was Developed

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

In the initial stages of development, research was undertaken across the quadruple bottom line 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 Federal 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. Community were given the opportunity to be involved in a number of ways. Recent community surveys and feedback were analysed, representative interest groups were interviewed, a survey provided feedback for all the community, and a large representative focus group, where participants were randomly selected to attend and give feedback. Community feedback was themed and analysed 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 sustain and build the population and to ensure the delivery of sustainable services to our community”*, and our goals, have been our focus in choosing our priorities, based on our concerns to sustain our local area, to build and diversify our economic capacity, building local area employment opportunities, service delivery and advocacy, whilst not losing our past identity and history.

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

The Shire in Profile

Our Area

The Shire covers an area of 2,310km². Within the Shire, there are numerous reserves and facilities, including the recreation centre development, Independent Living Units, and a caravan park.

Our Economy

The local economy has been primarily based on broad acre farming and smaller diversified farming lots. There is limited retail and commercial industry, and a decline in local businesses. The area provides an attractive place and lifestyle choice for small hobby farms, and as a tourist destination.

The Future economic viability of Beverley represents a major risk, which has been considered extensively in the Plan.

Our People

The population of 1,800 is gradually increasing, but driven mostly by retirees, presenting demands on health and care at home in the future. There is a relatively high community turnover, with most new arrivals attracted to the town site and central/south rural areas. The Shire's role as a commuter locality has been considered as residents choose to live in the area for lifestyle reasons and commute to work.

Our Environment

The local environment is valued, supporting quiet, safe and peaceful lifestyle choices. The rural identity and natural environment, including the river, need to be sustained. Viable farming land is valued and needs to be maintained.

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:

- ◆ Economic capacity.
- ◆ Increasing number of people over 65.
- ◆ Closure of education, health institutions and government.
- ◆ Limited broadband.
- ◆ Decreasing local businesses, retail and commercial.
- ◆ Climate change.
- ◆ Land degradation.
- ◆ Cost of development.
- ◆ Limited success of small holding innovative business.

Our Vision: A Place for Community

Our Shire will be:

- ◆ A place of enhanced community;
- ◆ A place that values its past and history;
- ◆ A place that is welcoming and friendly;
- ◆ A place that is safe, relaxed and peaceful; and
- ◆ A place to live, work and visit.

Our Aim

To sustain and build population and to ensure the delivery of sustainable services to our community.

Our Goals

Social

- ◆ Build population growth through providing employment opportunities.
- ◆ Strengthen our advocacy role and regional partnerships in the provision of local services.
- ◆ Maintain and nurture the sense of community.

Environmental

- ◆ Preserve the natural environment.
- ◆ Maintain the rural identity of place.

Economic

- ◆ Build economic capacity through local business growth.
- ◆ Value and maintain our heritage and past.
- ◆ Manage our assets sustainably.

Community Priorities Against Key Areas

Social: Building a Sense of Community

Our Vision

- ◆ Our place will be a place for community.
- ◆ Our community will be welcoming and safe.
- ◆ We will care for each other through networking and events, reflecting a great community spirit.
- ◆ We will have access to our service and facility requirements.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Community	Encourage youth development.	◆ Implement the Youth Action Plan.
	Foster community participation.	◆ Develop a Community Development Plan. ◆ Support sporting and community needs.
	Support the ageing population to maximise opportunities for sustainable independent living.	◆ Review service requirements and develop a Regional Social Plan with focus on the provision of aged care.
Community Needs for Services and Facilities Are Met	Ensure access to services and facilities as needs change within the community.	◆ Implement service and place plans defining role, level of service, and partnerships to deliver. ◆ Advocate for local access to health and education services.

Environment: Preserving and Sustaining Our Natural Environment

Our Vision

- ◆ Our environment will be preserved, enhanced, and retain our natural identity.
- ◆ We will value and enhance our river foreshore.
- ◆ We will value our resources, managing our use of water and energy sustainability.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Preserved Natural Environment	Maintain and protect the natural environment and biodiversity.	<ul style="list-style-type: none"> ◆ Develop plans to review and manage areas of environment degradation and risk. ◆ Facilitate the regional management of the River. ◆ Implement the Regional Natural Resource Plan.
	Protect rural identity.	<ul style="list-style-type: none"> ◆ Maintain open spaces and reserves.
Sustainable Resources	Manage resources efficiently.	<ul style="list-style-type: none"> ◆ Develop options to manage use of water and energy.

Built Environment: Enhanced Lifestyle Choices

Our Vision

- ◆ Our built environment, our land use, and our assets, including local roads, parks and facilities, will meet our future and growing community needs.
- ◆ Our town centre will be improved and supported by improved transport.
- ◆ We will preserve our farming land, but ensure we provide affordable and diverse housing choices.
- ◆ We will provide commercial land use to build employment opportunities.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Infrastructure	Maintain and upgrade our assets and infrastructure	<ul style="list-style-type: none"> ◆ Develop and implement Asset Management Plans, including parks, reserves, local roads, and facilities. ◆ Review streetscape plan and identify walking routes. ◆ Provide facilities to support sporting and community needs. ◆ Improve the town site.
Planned Development	Increase land availability for commercial growth.	◆ Review land use strategies and plans, whilst protecting viable farming options.
	Enable diverse and affordable housing.	◆ Develop regional precinct plans within land use plans to ensure housing and land size choices are available.
	Preserve our heritage.	◆ Maintain and protect our heritage buildings and areas of significance.

Economic Development: Maximise Development

Our Vision

- ◆ Our economy will thrive through diversified business and opportunities for employment.
- ◆ Visitors will enjoy day trips, will be welcomed, and will wish to visit often.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Local Business Growth	Support and facilitate the increase of economic growth.	<ul style="list-style-type: none">◆ Participate and develop a Regional Economic Development Plan.◆ Support the development of industry, such as business incubators through advocacy and land use availability.◆ Enhance the town centre, facilitating linkages of Main Street and heritage areas.
Increased Visitors	Develop a regional approach to tourism.	<ul style="list-style-type: none">◆ Facilitate and promote Beverley as a tourist destination.

Governance: Strengthen Shire Leadership

Our Vision

- ◆ We will listen and inform our community, working in partnership to build our local capability and community leadership.
- ◆ We will advocate and lobby on their behalf, and form regional and government partnerships to ensure their service needs are met.
- ◆ We will be accountable and make informed decisions within our resource and government structures.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Governance	Manage resources effectively.	<ul style="list-style-type: none"> ◆ Develop and maintain Strategic and Asset Management Plans to inform decisions. ◆ Implement service and place plans detailing roles and service levels. ◆ Develop the Human Resource and Workforce Plan within the regional context to ensure Human Resources are available and future skills and development are identified. ◆ Develop Risk Management Plan. ◆ Develop and implement an Information Technology Plan. ◆ Ensure governance and legislative requirements are met.
Council Leadership	Foster community participation and collaboration.	<ul style="list-style-type: none"> ◆ Support volunteers and encourage community involvement. ◆ Develop a Community Engagement Strategy.
	Advocate on behalf of community for service delivery.	<ul style="list-style-type: none"> ◆ Develop partnerships with regional and government service providers. ◆ Advocate and lobby for improved services and infrastructure.

Sustainability Performance Index

Performance of the Shire of Beverley (or the region if amalgamated), 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 teams.

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 of at least 200%.
	Assets: ♦ Local Government Asset Management Performance Measures and 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.
	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 Actions Against Plan will be monitored through the Corporate Business Plan reporting framework on a quarterly basis, and reported to the community on an annual basis.

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