

# SHIRE OF CORRIGIN



## STRATEGIC COMMUNITY

PLAN 2017- 2027

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# *Our Vision*

*Corrigin -strengthening our community  
now to grow and prosper into the future"*



## Foreword

The Shire of Corrigin Strategic Community Plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Shire of Corrigin community.

The Plan was reviewed in 2019 and we believe that it continues to capture the community's aspirations desired outcomes. As a local government, we will continue to work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this Plan.

We look forward to continuing our focus to ensure the Shire of Corrigin community is 'a proud community enjoying our rural lifestyle, cultural heritage and natural environment'.

Lyn Baker  
PRESIDENT

Natalie Manton  
CHIEF EXECUTIVE OFFICER

June 2019

# What is the Strategic Community Plan

The Strategic Community Plan is the highest-level planning document in the Integrated Planning and Reporting process. This Plan is designed to be a 'living' document that guides the development of the Shire of Corrigin community for at least the next ten years.

One of the key features of the strategic community planning process is community engagement and the part it plays in influencing the Shire's strategic direction as it seeks to achieve the community's long term vision and aspirations.

Strategic community planning is a recurring process, requiring constant refinement and review. Every second year a desktop review of this Plan is scheduled to occur which will alternate with a comprehensive review every four years to ensure the Plan remains in line with the community's vision, aspirations and objectives.

## How the Plan will be used

The Plan outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Corrigin community as it seeks to achieve its vision inspired by the community's aspirations.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community. The Plan forms the primary driver for all other planning undertaken by the Shire.

The Shire of Corrigin intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

Importantly, plans are only effective if adequate resources are dedicated to ensure they can be delivered.

The strategies are prioritised and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.

# Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district under *Section 5.56(1) of the Local Government Act 1995*. The Plan for the Future comprises the following two key strategic documents<sup>1</sup>, which a local government is required to have regard for when forming its annual budget.

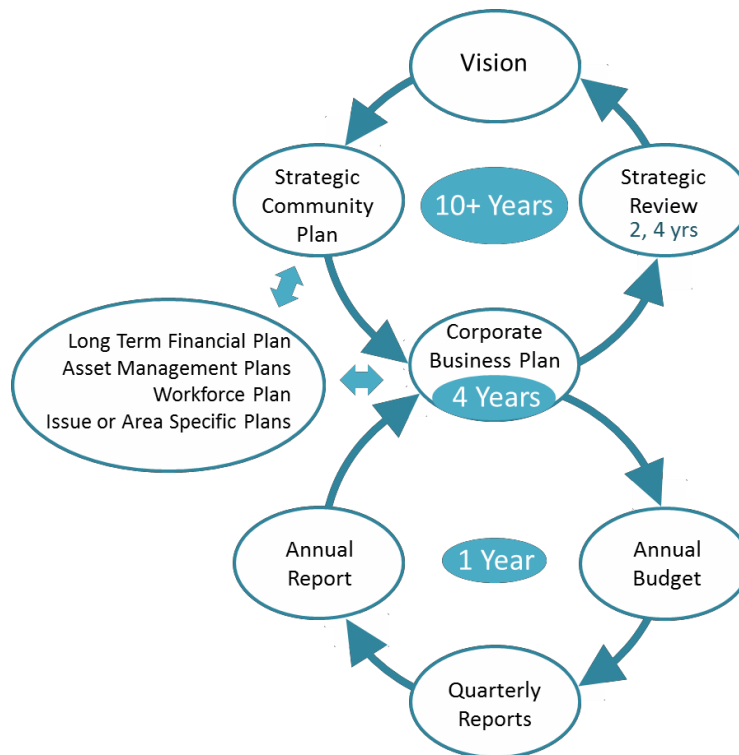
**Strategic Community Plan** – Council’s principal 10-year strategy and planning tool. It is the principal guiding document for the remainder of the Shire’s strategic planning as community engagement is central to this Plan.<sup>2</sup>

**Corporate Business Plan** – Council’s 4-year planning document. The core components of this Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by 4-year financial projections.<sup>2</sup>

Development of the Strategic Community Plan and Corporate Business Plan is undertaken in accordance with the Integrated Planning and Reporting Framework and Guidelines. An essential element of the Integrated Planning and Reporting process is to enable community members and stakeholders to participate in shaping the future of the community and in identifying issues and solutions. It is designed to articulate the community’s vision, aspirations, outcomes and priorities for the future of the district.

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key plans and processes. The connection between the community and the Shire’s strategic plans, annual budget and corporate documents developed to guide the Shire in delivering services to the community are shown in the diagram below. The term of each key plan is shown in the blue circles.

**Diagram: Integrated Planning and Reporting Cycle<sup>2</sup>**



<sup>1</sup>Local Government (Administration) Regulations 1996, Paragraph 19BA.

<sup>2</sup> Department of Local Government and Communities, Integrated Planning and Reporting: Framework and Guidelines, September 2016





***“a fantastic, progressive  
community and Shire”***

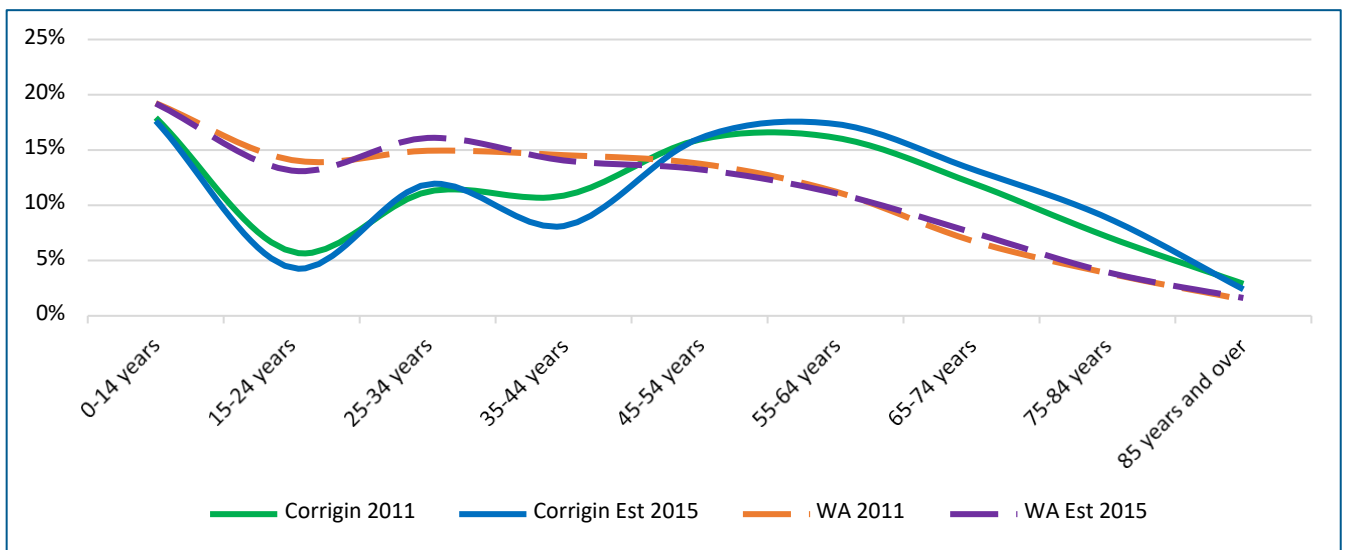


# Profile of the Shire of Corrigin

## Demographic Trend

In 2015, the Shire of Corrigin estimated resident population was 1,083<sup>3</sup>, with no significant variation forecast. The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Corrigin (represented by the green (2011) and blue (2015) lines) and Western Australia (represented by the orange (2011) and purple (2015) dotted lines).

**% of Population by Age Group**



When comparing the Shire’s demographic to Western Australia, (reflected by the dotted orange and purple lines), the Shire has a lower proportion of residents in the 0-44 year old age bracket, with many in this group leaving for schooling and early career opportunities. The percentage of the resident population from 45 to 84 years is noticeably higher than the State average with the percentage over 55 increasing from 2011 to 2015. This may be due to the combination of long term residents remaining in the Shire and people of this age group choosing to settle in the area for the lifestyle.

<sup>3</sup> Australian Bureau of Statistics 2011, Corrigin (S) (LGA 52100), Population and People Profile



# Corrigin Natural and Built Environment

## The Natural Landscape

Corrigin is a rural community located in the heart of the Wheatbelt region, 234 km south-east of Perth in Western Australia.

The Shire covers 3,095 square kilometres of agricultural farmland, crown land and town sites. At 1,200ha in size, the Corrigin Nature Reserve is one of the largest and most important areas of remnant vegetation in the central Wheatbelt. Like most of the Wheatbelt, Corrigin experiences some beautiful sights during the wildflower season, which is usually in September / October every year. Located 20kms from town, Gorge Rock is a natural rock pool which was once the local swimming hole. A walk to the top offers spectacular panoramic views of the Corrigin countryside. Many native animals and birds inhabit the surrounding natural bushland.

## The Built Environment

The Shire of Corrigin consists of a main town site: Corrigin, and three smaller localities at Bullaring, Bulyee and Bilbarin which support agricultural areas surrounding the towns.

The major industry in the district is agriculture, producing mainly cereal crops and sheep, with a variety of smaller industries including retail, steel fabrication, machinery sales and service located in the townsite. The most common industries in which people from the Shire of Corrigin work are agriculture, rental, hiring and real estate services, construction and retail trade<sup>4</sup>.

The Shire hosts a modern day care facility as well as a District High School catering for students from kindergarten through to secondary schooling. The Shire offers a range of health care services and facilities including a hospital, doctor and full time pharmacy. A range of recreational and leisure activities are available to the community including football, cricket, hockey, netball, basketball, tennis, 18 hole golf, lawn bowls, squash, 50m swimming pool, hydrotherapy pool, pistol/rifle shooting and darts.

4 Australian Bureau of Statistics 2011, Corrigin (S) (LGA 52100), Economy and Industry Profile

# Community Engagement

The Strategic Community Plan review process, commenced in April 2017 and sought to obtain the community’s aspirations, vision and objectives for the future as well as obtaining feedback in relation to Shire services and facilities.

The campaign was promoted and advertised in the local newspaper, newsletters, local noticeboards, the Shire of Corrigin website and Facebook page, CRC and Community & Public Notices Facebook pages and included a link to the electronic survey form. The survey was mailed out to all residents and community groups and key stakeholders were emailed invitations to attend the workshop.

A summary of the community communications undertaken to seek community involvement is provided below.



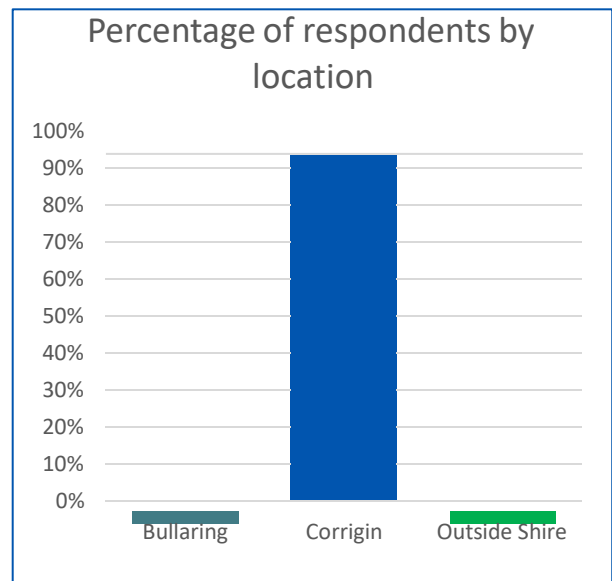
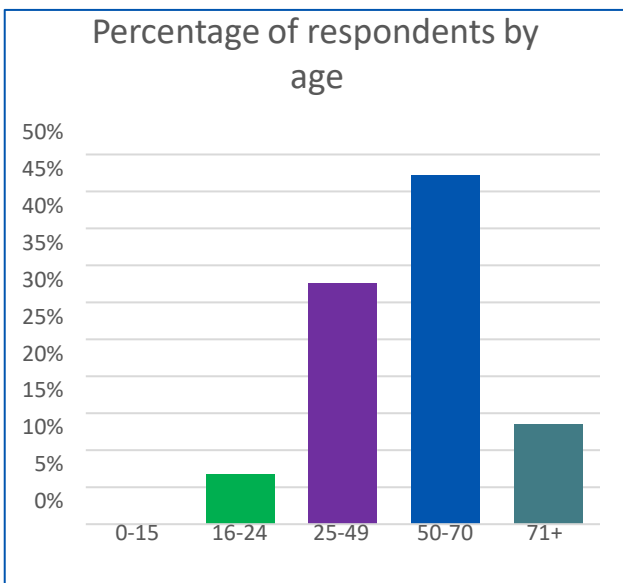
A summary of the community engagement response is provided on the following page.



# Community Response

The community engagement provided valuable insight into the key issues and aspirations as identified by the residents and ratepayers. Importantly for the Council, these views have established and confirmed clear priorities and shaped the visions, values, objectives and strategies documented in this Plan.

The community survey responses were from a range of age groups and locations, as represented in the charts below.



A community and key stakeholder workshop was held in Corrigin on 22 May 2017 at the Corrigin Recreation Centre. Responses were received from 127 individuals, who either completed the survey or attended the community workshop.

A summary of the community responses received from the two engagement processes is provided below.

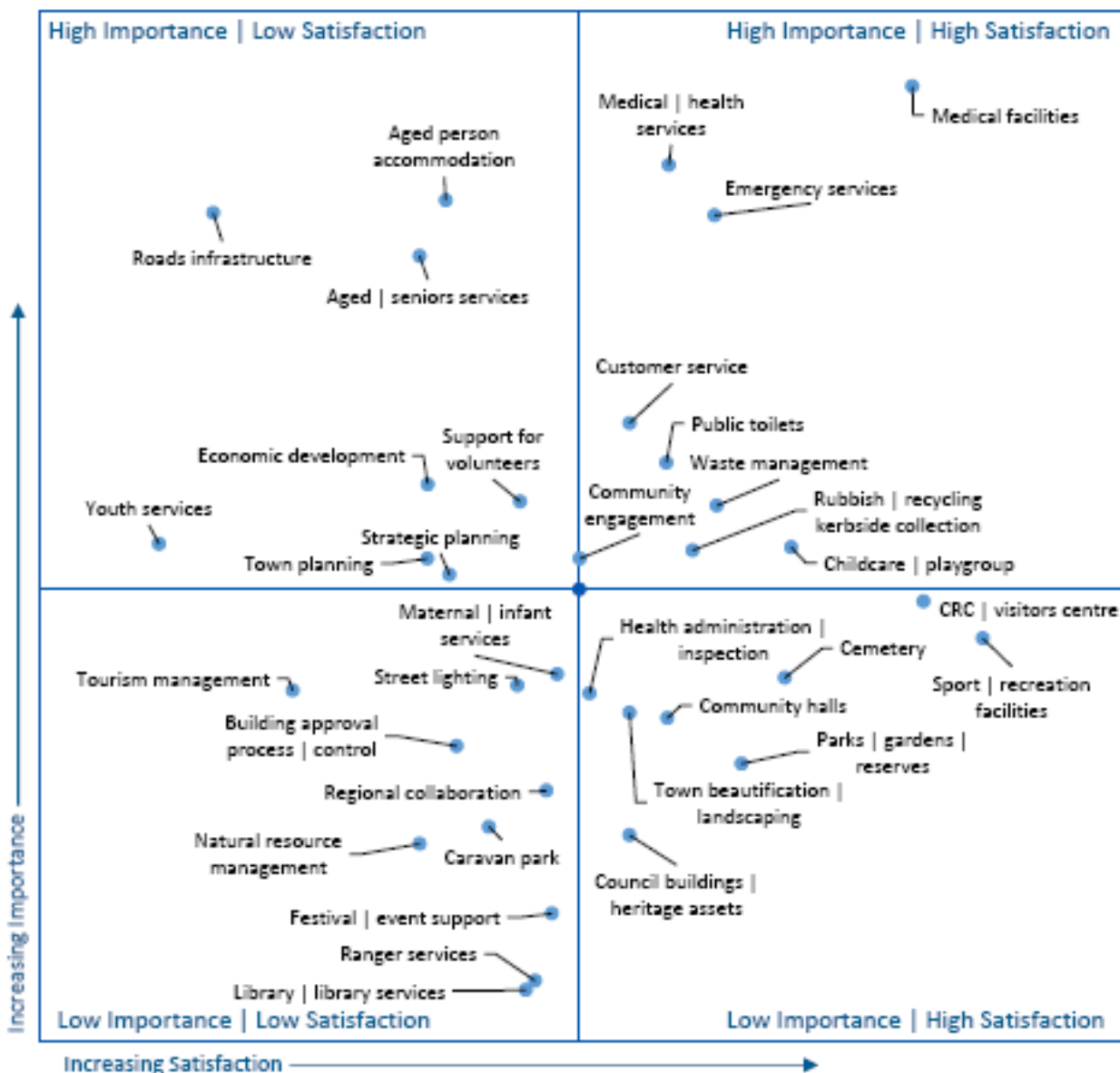


## Community Response (continued)

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services. Based on the survey results, the relative importance and satisfaction of various Shire services, community facilities and infrastructure was determined.

Services and facilities with a higher than average importance to the community are reflected in the top half of the chart below. Services and facilities the community is most satisfied with are reflected in the right half of the chart below.

### Relative Importance and Satisfaction with the Shire's Services and Facilities





# Structure of the Plan

Based on community engagement, the Plan sets out the vision for the Shire’s future and captures the community’s aspirations and values.

A strategic objective has been developed for each of four key themes of community interest, being:

- **Economic:** A strong, diverse economy supporting agriculture, local business and attracting new industry;
- **Environment:** An attractive natural and built environment for the benefit of current and future generations;
- **Social:** An effectively serviced, inclusive and resilient community; and
- **Leadership:** Strong governance and leadership.

Desired outcomes for each objective have been determined and strategies to achieve the outcomes established. In undertaking the review, the Shire had regard for the community’s feedback, current and future resources, strategic performance indicators and demographic trends. Commentary on each of these is provided within the Plan.

For each strategic objective, the following information has been provided:

- A summary of the major issues highlighted by the community;
- A selection of community comments;
- Tables of strategies to achieve the desired outcomes; and
- Strategic performance indicators to monitor achievement of desired outcomes.

The structure of the Strategic Community Plan within the overall Integrated Planning and Reporting Framework and its relationship to the annual budget is represented in the diagram below.

**Diagram: The Integrated Planning Structure**





*“a lovely town  
and great people”*



## Objectives and Outcomes

Based on the community feedback received, the Shire of Corrigin has set out four key objectives within this Plan as it delivers services to the community. An objective has been defined for each of four key themes, being: social, economic, environment and leadership. Each of the four objectives has a number of desired outcomes the Shire is aiming to achieve over the 10+ years of this Plan.

The following summarises the desired outcomes of working toward the strategic objectives in achieving the Shire’s vision. The tables on the following pages detail the strategies developed to achieve these desired outcomes and the strategic performance indicators to provide a signal of whether the Shire is meeting the objectives and will be monitored and reported.

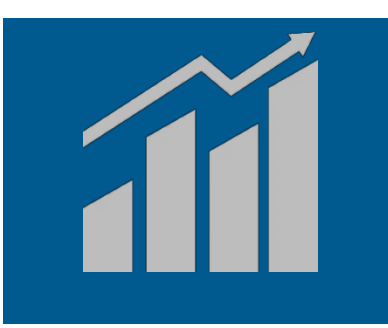
<b>ECONOMIC</b>  <i>A strong, diverse economy supporting agriculture, local business and attracting new industry</i>	Outcome 1.1	A well planned and connected transport and communications network within the district
	Outcome 1.2	Adequate land availability for development
	Outcome 1.3	Well supported diverse industry and business

<b>ENVIRONMENT</b>  <i>An attractive natural and built environment for the benefit of current and future generations</i>	Outcome 2.1	A natural environment for the benefit and enjoyment of current and future generations
	Outcome 2.2	A well-managed built environment

<b>SOCIAL</b>  <i>An effectively serviced, inclusive and resilient community</i>	Outcome 3.1	An inclusive, welcoming and active community
	Outcome 3.2	A community for all ages

<b>LEADERSHIP</b>  <i>Strong governance and leadership</i>	Outcome 4.1	A strategically focussed dynamic Council serving the community
	Outcome 4.2	An effective and efficient organisation

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.



## Comments from the Community:

*“Corrigin is a vibrant town, which we would hope should keep growing”*

*“Good local businesses who go out of their way to provide service”*

*“Encourage businesses into town to ensure stable population and secure future”*

*“Continue to grow and provide a high level of service to the population”*

## Economic Objective

**A strong, diverse economy supporting agriculture, local business and attracting new industry**

### Community Feedback

The community recognise it is important to support the agricultural industry, as the primary economic driver for the district, for economic stability and growth. Maintaining existing business whilst supporting new development and industry is important to the community.

### Economic Aspirations and Opportunities

Creating economic growth and employment opportunities is challenging for the district, with increased promotion of the region seen as a priority. Opportunities for small business development and industry diversification were identified by the community, with a desire to see further development.

Maintaining and improving the transport and communication network throughout the district is seen as essential to the continued economic prosperity.



## Economic Objective

**A strong, diverse economy supporting agriculture, local business and attracting new industry**

The following outcomes and strategies have been identified to achieve this objective.

### **Outcome 1.1 A well planned and connected transport and communications network within the district**

<b>1.1.1</b>	Develop and implement road asset management plans
<b>1.1.2</b>	Maintain transport network in line with asset management plans
<b>1.1.3</b>	Lobby for improved telecommunications infrastructure to service the district

### **Outcome 1.2 Adequate land availability for development**

<b>1.2.1</b>	Identify appropriate land available for development
<b>1.2.2</b>	Review Local Town Planning Scheme

### **Outcome 1.3 Well supported diverse industry and business**

<b>1.3.1</b>	Develop and implement an Economic Tourism Strategy for the district
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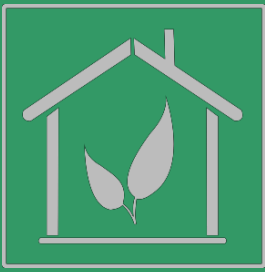
### **Strategic Performance Indicators:**

**Roads Condition**  
*(implementation of Asset Management Plan)*

**Land availability**  
*(variety of land available)*

**Economic Tourism Strategy**  
*(development and implementation)*





## Comments from the Community:

*“Great looking town with a good range of facilities”*

*“The town has wonderful facilities in most areas- sporting, medical, cultural, business, education, aged care services”*

*“We are lucky to have great sporting facilities and old aged care. A great hospital, fantastic doctor, thriving main street”*

*“A beautiful place with granite outcrops and beautiful open paddocks”*

## Environment Objective

**An attractive natural and built environment for the benefit of current and future generations**

### Community Feedback

The community values its beautiful natural environment with native reserves, granite rocks, wildflowers, bird life and tree covered bushland blending with agricultural land.

Existing built infrastructure, including roads, parks, buildings and facilities contribute to a valued lifestyle and community life.

### Environment Aspirations and Opportunities

The community appreciate the local attractions, both the built heritage and natural environment and would like these to be protected and enhanced for the enjoyment of current and future generations.

Managing and enhancing the Shire’s significant natural environment along with the built infrastructure are important to the community.



# Environment Objective

## An attractive natural and built environment for the benefit of generations

The following outcomes and strategies have been identified to achieve this objective.

### Outcome 2.1 A natural environment for the benefit and enjoyment of current and future generations

- |       |  |
|-------|--|
| 2.1.1 | Manage the natural environment within available resources            |
| 2.1.2 | Provide effective and efficient waste management services            |
| 2.1.3 | Collaborate with community groups to enhance the natural environment |

### Outcome 2.2 A well-managed built environment

- |       |   |
|-------|---|
| 2.2.1 | Review and implement asset management plans within available resources  |
| 2.2.2 | Maintain the integrity of heritage buildings within available resources |
| 2.2.3 | Enhance and maintain our townscape                                      |

### Strategic Performance Indicators:

**Statutory asset management ratios**  
*(maintain healthy ratios)*

**Compliance with waste management regulations**  
*(maintain compliance)*

**Quality of public open space and sports grounds**  
*(maintained)*



## Comments from the Community:

*“A great sense of community”*

*“It's safe with friendly locals and has most services”*

*“An increase in the care and housing of the elderly is of the utmost importance with a facility for extra care”*

*“Continue to encourage and support our good variety of sporting clubs, young and older participants.”*

## Social Objective

### An effectively serviced, inclusive and resilient community

#### Community Feedback

The residents highly value the strong sense of community displayed in the Shire of Corrigin. The community groups and facilities were highlighted as strong elements that make Corrigin special. The community recognise that Corrigin has an ageing resident population, with consideration required for this growing demographic in future planning.

The medical, health and education services currently provided in Corrigin are viewed as very important. The education options are well regarded, with support for higher education opportunities to be made available within the district.

#### Social Aspirations and Opportunities

Retention of the strong sense of a community lifestyle is of key importance, with an expressed wish to see more events organised during the year, encouraging engagement and integration of the community.

Retention and development of the medical, health and aged care services and accommodation are seen as essential to the district, with an expressed desire for these to be further developed.





## Social Objective

### An effectively serviced, inclusive and resilient community

The following outcomes and strategies have been identified to achieve this objective.

#### Outcome 3.1 An inclusive, welcoming and active community

3.1.1	Work in partnership with community and sporting groups
3.1.2	Continue to provide infrastructure to support social wellbeing of the community
3.1.3	Facilitate, encourage and support community events
3.1.4	Collaborate with emergency service and community volunteers

#### Outcome 3.2 A community for all ages

3.2.1	Implement Aged Friendly Community Plan
3.2.2	Collaborate with key stakeholders to encourage youth engagement
3.2.3	Continue to support family services
3.2.4	Ongoing support for the provision of health and associated services

#### Strategic Performance Indicators:

**Social media activity**  
*(maintain level of posts and engagement rate)*

**Community facilities usage rates**  
*(maintain reasonable level of usage)*

**Community participation levels in activities and events**  
*(increase number of participants / attendees)*



## Comments from the Community:

*“The Shire is well developed in all areas and caters for mostly everyone.”*

*“Desire to continue to be progressive without losing the country charm”*

*“Keep progressing and maintain services that are available now”*

*“Remain progressive and continue to meet the needs of the community”*

# Leadership Objective

## Strong governance and leadership

### Community Feedback

The community prides itself on offering a country lifestyle and a welcoming friendly environment. To retain these important traits, the community acknowledged that unity is essential.

The community wants the Shire to continue to advocate for increased services and infrastructure on its behalf.

### Leadership Aspirations and Opportunities

The community would like the Shire to continue to service the needs of the district through the provision and delivery of a high level of governance and accountability.

The Council is committed to strategic forward thinking, strong representation and providing the community with leadership. We will proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community’s needs.

Opportunities exist to work to leverage partnerships through greater collaboration. A primary aim is to continually enhance community capacity and investment whilst maximising efforts to advocate and lobby for more funding, resources and better services.



## Leadership Objective

### Strong governance and leadership

The following outcomes and strategies have been identified to achieve this objective.

#### Outcome 4.1 A strategically focussed dynamic Council serving the community

4.1.1	Provide leadership, communication and active engagement with the community
4.1.2	Undertake strategic planning and ensure legislative compliance
4.1.3	Maintain accountability and financial responsibility to ensure the stability of the Shire

#### Outcome 4.2 An effective and efficient organisation

4.2.1	Review and implement the Workforce Plan
4.2.2	Continue to improve operational efficiencies and provide effective services
4.2.3	Maintain a strong customer focus
4.2.4	Provide a positive and effective workplace

### Strategic Performance Indicators:

**Statutory financial ratios**  
*(maintain healthy ratios)*

**Employee retention rates**  
*(maintain / increase)*

**Integrated planning and reporting status**  
*(implementation of strategies and actions in accordance with Corporate Business Plan)*

**Percentage of projects completed on time and within budget**  
*(100%)*





*“Corrigin is a beautiful town and community”*



## Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Corrigin.

Services	Economic	Environment	Social	Leadership
Aged   seniors' services			3.2.1 3.2.4	
Aged person accommodation	1.2.1		3.2.1	
Building approval process   control				4.2.2
Caravan park	1.3.1	2.2.1 2.2.3		
Cemetery		2.2.1	3.1.2	
Childcare   playgroup			3.1.1 3.1.2	
Community engagement		2.1.3	3.1.1 3.1.3 3.2.2 3.2.3	4.1.1
Community halls		2.2.1	3.1.2	
Council buildings   heritage assets		2.2.1 2.2.2	3.1.2	
CRC   visitors centre		2.2.1		4.2.2
Customer service				4.2.2 4.2.3
Economic development	1.1.3 1.2.1 1.3.1			
Emergency services			3.1.4	
Festival   event support			3.1.3	
Health administration   inspection				4.1.2 4.2.2
Library   library services			3.1.2 3.2.3	4.2.3
Maternal   infant services			3.2.3 3.2.4	
Medical   health services			3.2.4	
Medical facilities			3.1.2 3.2.4	
Natural resource management		2.1.1 2.1.3		
Parks   gardens   reserves		2.1.1 2.1.3 2.2.3		
Public toilets		2.2.1	3.1.2	
Ranger services		2.1.1		4.1.2 4.2.2
Regional collaboration				4.1.1 4.1.2 4.2.2
Roads infrastructure	1.1.1 1.1.2			
Rubbish   recycling kerbside collection		2.1.2		
Sport   recreation facilities			3.1.2	
Strategic planning				4.1.2
Street lighting	1.1.2		3.1.2	
Support for volunteers			3.1.1 3.1.4	
Tourism management	1.3.1			
Town beautification   landscaping		2.2.3		
Town planning	1.2.2			
Waste management		2.1.2		
Youth services			3.1.2 3.2.2	

## Resource Capacity

This Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources. Whilst future resource capacity is not currently known, expected future resource capacity was considered in the development of this Plan.

At 30 June 2019, the Shire had the following current resource profile<sup>5</sup>. Future resource capacity is partially dependent on other levels of government, however the following long term trends expected in each resource level are provided in the table below.

Resource	Current	Future Trend
Workforce	31 FTE	Stable
Infrastructure Assets	\$122,025,305	Increasing
Property, Plant and Equipment	\$27,545,279	Stable
Cash Backed Reserves	\$1,420,585	Increasing
Borrowings	\$1,780,665	Reducing
Annual Rates Revenue	\$2,479,028	Stable   Increasing
Annual Revenue	\$7,452,670	Stable   Increasing
Annual Expenditure	\$10,166,380	Stable   Increasing

Review and further development of Asset Management Plans, the Workforce Plan and Long Term Financial Plan will influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.

<sup>5</sup> Shire of Corrigin Annual Financial Report 2017-18

# Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Corrigin operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below.

## External Factors

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Increasing community expectations in relation to service levels and service delivery.

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Rapid changes in information technology changing the service delivery environment.

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Increased compliance requirements due to Government Policy and Legislation.

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Cost shifting by Federal and State Governments.

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Reducing external funding for infrastructure and operations.

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Increasing population and economic development resulting in greater pressure on the natural environment and its resources.

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Changes in agricultural practices and the associated social impacts.

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Increasing community expectations and regulations in relation to waste management.

---

Climate change and subsequent response.

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## Internal Factors

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The objectives and strategies contained in the Council's current Strategic Community Plan.

---

The timing and actions contained in the Council's Corporate Business Plan.

---

Organisational size, structure, activities and location.

---

Human resourcing levels and staff retention.

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Current organisational strategy and culture.

---

The financial capacity of the Shire.

---

Allocation of resources to achieve strategic outcomes.

---

Maintenance of corporate records.

---

Current organisational systems and processes.

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***“We are a safe caring community where people can have a good life”***

## References and Acknowledgements

Acknowledgement and appreciation is expressed to the ratepayers and residents of the Shire of Corrigin for their time and effort in being a part of the community engagement process and for their invaluable input into the Strategic Community Plan.

The Shire of Corrigin Strategic Community Plan 2017 – 2027, has been developed by engaging the community and other stakeholders. Council’s Elected Members, management and staff have also had input to the development of the Plan. Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

Reference to the following documents or sources were made during the preparation of the Plan:

- Shire of Corrigin Strategic Community Plan 2013 - 2023;
- Council website: [www.corrigin.wa.gov.au](http://www.corrigin.wa.gov.au);
- Australian Bureau of Statistics 2011, Corrigin (S) (LGA 52100), Population and People Profile, viewed 13 June 2017, <http://stat.abs.gov.au>;
- Australian Bureau of Statistics 2011, Corrigin (S) (LGA 52100), Economy and Industry Profile, viewed 13 June 2017, <http://stat.abs.gov.au>;
- Shire of Corrigin Annual Financial Report 2015 – 2016; and
- Shire of Corrigin Age Friendly Community Report and Plan, August 2016.

## Review of the Plan

In accordance with statutory requirements, the Strategic Community Plan is reviewed and updated on a 4-year review cycle including community consultation, with a desktop review being undertaken every 2 years.

## Document Management

Status:	V1.3
Date of Adoption:	April 2017
Reviewed	June 2019 Res 78/2019





For further details on the Strategic Community Plan please contact

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