



# STRATEGIC COMMUNITY PLAN 2017 – 2027 (V17)



*Adopted 2017*

Prepared with the assistance of



# CONTENTS

Message from the Shire President.....	1
Introduction .....	2
Strategic Context .....	5
Community Engagement .....	13
Strategic Direction .....	15
Progress since the last Plan.....	17
Council Goals, Outcomes and Services .....	19
Goal 1: Our Community .....	21
Goal 2: Our Economy .....	22
Goal 3: Our Natural Environment .....	23
Goal 4: Our Built Environment.....	24
Goal 5: Our Business .....	25
Financial/Resourcing Implications .....	26
Strategic Risk Management .....	27
How will we know if the Plan is succeeding? .....	28

# MESSAGE FROM THE SHIRE PRESIDENT

As we look ahead to the next ten years, we see new opportunities and growth based on our deep competencies and progressive community.

This is the path our community has chosen. It came through loud and clear in the community's visioning and engagement in Reimagining Collie.

The Strategic Community Plan 2017 – 2027 takes a key step in translating that drive and vision into the Council's strategic direction and priorities. It builds on the achievements since the previous plan, including significant revitalisation of the Collie CBD as part of the SuperTowns program.

The benefits of having a strong and visionary Plan are evident – it communicates where we want to go, helps us to unlock external resources, and keeps us on track. We will continue to invest in the future of Collie, facilitate partnerships and collaboration, and provide local services for a liveable Shire. In ten years, when we look back, I believe we will say we took the right path.



Councillor Wayne Sanford  
President, Shire of Collie

# INTRODUCTION

Welcome to the Shire of Collie's Strategic Community Plan. This Plan is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will focus on to achieve our aspirations, with and for the community.

The Plan is based on a major strategic review of the Strategic Community Plan that was developed in 2013, and incorporates more recent community engagement and visioning work through the Reimagining Collie work completed in 2016. The more detailed actions and service levels are in the Corporate Business Plan, which is a four-year delivery program.

The Strategic Community Plan will be used to:

- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, and community groups and other local institutions that contribute to the future of our community
- Inform decision-making by other partners and agencies, including the State Government, other local governments, and private investors
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan
- Provide a framework for monitoring progress against the community's vision and aspirations

This plan was adopted in 2017. The next strategic review (minor) will be undertaken by 30 June 2019.

## KEY POINTS OF THE PLAN

The Shire of Collie is in a period of significant change, and the global shift in energy generation is having an impact on the Shire. This is reflected in the following strategic priorities:

- Economic diversification to provide new opportunities for the workforce displaced by changes in the coal mining and coal fired power generation sector; i.e. Agriculture
- Developing tourism products, infrastructure and the capacity of operators
- Branding and marketing Collie
- Position Collie as the ideal centre for creating sustainable alternatives for the power industry
- Embrace and promote the Shire of Collie as an aged-friendly community and retiree destination
- Improve the attractiveness of Collie to families and retain the youth population

- Maintain existing community infrastructure and develop regional infrastructure and improved transport connections in the region for the Collie community and tourists
- Advocate and provide for the health of the Collie River in collaboration with stakeholders

## FINANCIAL IMPLICATIONS

An important part of developing this plan was to consider the resource implications of identified strategies from a financial perspective. This was undertaken with a review of the Council's Long Term Financial Plan (LTFP) document.

The LTFP highlights the following key issues;

- Council's rate base is not expected to grow significantly in the short term.
- A forecast increase of around 4% in rates will be required to improve the financial position of the Council over the next five years.
- Council needs to consider its operating cost structures in order to improve its operating surplus position, particularly in the short term.
- Non Operating Income (contribution towards assets) is expected to decrease in the short to medium term.
- The vision and strategies in this document do not require significant additional resources and can be accommodated with reprioritisation and minor change to organisational structures.

## WESTERN AUSTRALIA LOCAL GOVERNMENT INTEGRATED PLANNING AND REPORTING FRAMEWORK

The Integrated Planning and Reporting Framework is shown in the diagram below. The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The Informing Strategies – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced. Each Annual Budget relates to the corresponding year of the Corporate Business Plan, with appropriate adjustments as required.

## The Planning Cycle

The Strategic Community Plan is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a rolling plan which is reviewed every two years, as shown in the diagram below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

The plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

Figure 1: The Planning Cycle



# STRATEGIC CONTEXT

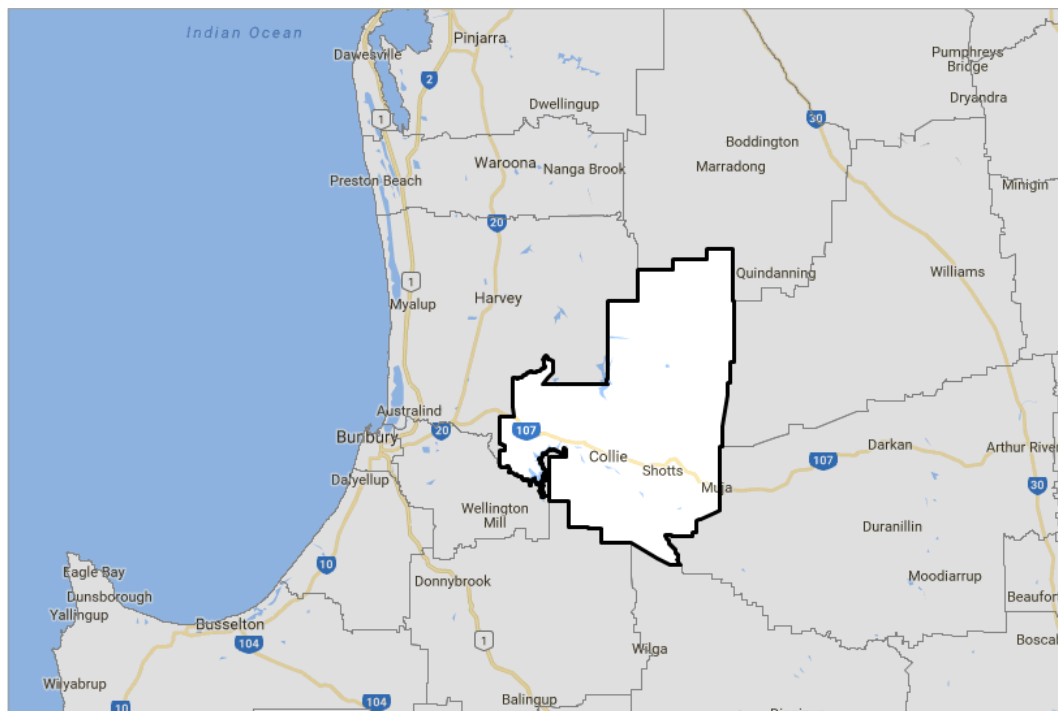
This section lays out Shire of Collie's community profile, other agency strategies and plans that have a bearing on the future of Shire of Collie, and strategic issues facing the community.

## COMMUNITY PROFILE

### Overview

The Shire of Collie is a Super Town Local Government Authority, covering 1,711 square kilometres in Western Australia's South West, 60 kilometres east of the City of Bunbury. Its main town is Collie, with small townships at Allanson, Cardiff and Collie Burn. Collie is the main centre of coal mining in Western Australia. Collie was designated as one of nine Super Towns in 2011.

Figure 2: Location of the Shire of Collie



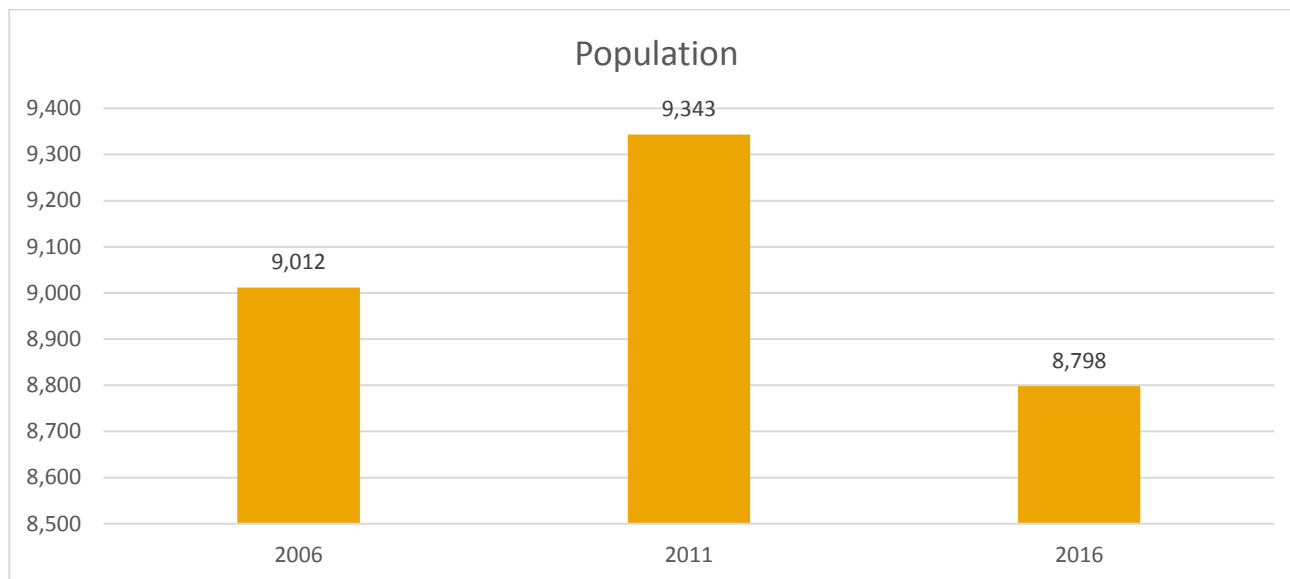
Source: <http://mapbuilder.remplan.com.au/> Retrieved 10 May 2017

### Population

The 2016 Census recorded the Shire's usually resident population at 8,798 on census night. Over the last 10 years, the Shire's population has remained relatively stable, with minor changes over the years. Population forecasts will be included once updated for the 2016 Census information.



Figure 3: Shire of Collie Population Estimates 2006, 2011, 2016



Source: Australian Bureau of Statistics, Regional Population Growth, Australia, Estimated Resident Population, Local Government Areas, Western Australia, 2015-2016 Cat. No. 3218.0, 30 March 2017 release. Figures to 30 June of each year. Retrieved 10 May 2017.

## Age Distribution

As can be seen in Table 1, the age distribution of the population of the Shire of Collie is very similar to Western Australia as a whole but with a slightly higher proportion of persons aged 50 and older. The 2016 median age for the Shire of Collie was 42 years.

Table 1: Shire of Collie Age Distribution

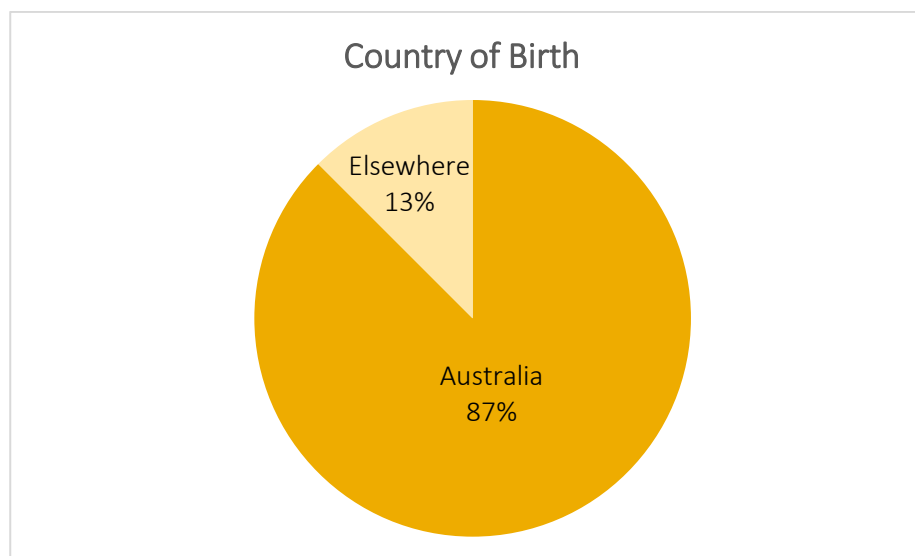
	PERSONS	SHIRE OF COLLIE PERCENTAGE	WESTERN AUSTRALIA PERCENTAGE
0-4 years	522	6%	7%
5-14 years	1,152	13%	13%
15-19 years	563	6%	6%
20-24 years	510	6%	6%
25-34 years	985	11%	15%
35-44 years	977	11%	14%
45-54 years	1,207	14%	14%
55-64 years	1,321	15%	11%
65-74 years	994	11%	8%
75-84 years	422	5%	4%
85 years and over	152	2%	2%
Total	8,798	100%	100%



## Country of Birth

The 2016 census shows that a large majority (87%) of residents were born in Australia. 13% were born elsewhere, with the majority of these coming from the United Kingdom.

Figure 4: Country of Birth



## Aboriginal Population

As of the 2016 Census, the Shire of Collie is home to an Aboriginal or Torres Strait Islander population of approximately 350 (4% of the total population), slightly higher than the State average of just over 3%.

## Education (to be updated October 2017)

At the time of the 2011 census, just under 1 in 5 Shire of Collie residents was enrolled as a student. This is very similar to Western Australia as a whole (19% in the Shire of Collie compared with 22% in WA). While the percentages are small, only 3% of Shire of Collie residents were enrolled in post-secondary education (e.g. TAFE or University) compared with 7% of WA residents.

Table 5: Level of Educational Institute of Enrolment for Shire of Collie vs Western Australia

	SHIRE OF COLLIE	WESTERN AUSTRALIA
Pre-school	2%	1%
Primary/Infants	9%	8%
Secondary School	5%	6%
Technical or Further Educational Institution (including TAFE Colleges)	2%	2%
University or other Tertiary Institution	1%	4%
Other	0%	1%
Not stated	8%	8%
Not applicable	73%	70%
Total	9,126	2,239,171

## Qualifications (to be updated October 2017)

According to the 2011 Census, only 28% of Collie residents have achieved a post-secondary school qualification compared with 36% for Western Australia. The highest proportion have obtained a Certificate level qualification (22%), slightly higher than Western Australia as a whole (16%).

*Table 6: Post-Secondary School Qualifications in the Shire of Collie vs Western Australia*

	SHIRE OF COLLIE	WESTERN AUSTRALIA
Postgraduate Degree Level	0%	2%
Graduate Diploma and Graduate Certificate Level	0%	1%
Bachelor Degree Level	3%	10%
Advanced Diploma and Diploma Level	3%	7%
Certificate Level	22%	16%
Level of education inadequately described	1%	2%
Level of education not stated	9%	8%
Not applicable	60%	54%
Total	9,126	2,239,171

## Workforce (to be updated October 2017)

As at the 2011 census, the Shire of Collie had a workforce of 4,369, representing a participation rate of 59%. Of these, 205 persons (4.7%) were currently unemployed but looking for full-time or part-time work.

## Volunteering

The 2016 census shows that there are 1,594 volunteers in Collie, up from 1,449 in 2011, representing a sizeable 10% increase.

## Industry of Occupation (to be updated October 2017)

As at the 2011 census, the highest proportion of the Shire of Collie's workforce is employed in the Construction industry (16%) and Mining industry (15%), and Manufacturing (11%). Of those employed in the Mining sector, 79% (503 persons) were employed in Coal Mining.

Table 8: Industry of Occupation in Shire of Collie vs Western Australia

	SHIRE OF COLLIE	WESTERN AUSTRALIA
Construction	16%	10%
Mining	15%	6%
Manufacturing	11%	8%
Retail Trade	9%	10%
Health Care and Social Assistance	7%	10%
Electricity, Gas, Water, and Waste Services	6%	1%
Accommodation and Food Services	6%	6%
Education and Training	6%	8%
Public Administration and Safety	4%	6%
Transport, Postal and Warehousing	3%	5%
Administrative and Support Services	3%	3%
Professional, Scientific and Technical Services	2%	7%
Agriculture, Forestry, and Fishing	1%	2%
Wholesale Trade	1%	4%
Information Media and Telecommunications	1%	1%
Financial and Insurance Services	1%	3%
Rental, Hiring and Real Estate Services	1%	2%
Arts and Recreation Services	0%	1%
Other Services	3%	4%
Inadequately described	1%	1%
Not stated	1%	1%
Total	4,163	1,097,888

### Occupations (to be updated October 2017)

The largest employed group are Machinery Operators and Drivers (27%). Within this classification, the largest sub-group was Machine and Stationary Plant Operators followed by Road and Rail Drivers. At a lower occupational sub-category level, the top five occupations accounting for 26% of the Shire's employed workforce were classified as:

- Drillers, Miners and Shot Firers (253 persons)
- Metal Fitters and Machinists (234 persons)
- Structural Steel and Welding Trades Workers (224 persons)
- Sales Assistants (General) (182 persons)
- Electricians (170 persons)

Comparisons with Western Australia show that the Shire has a significantly higher proportion of Machinery Operators and Drivers (27% compared with 8%) and Sales workers (17% in the Shire compared with 9% in WA). There is also a considerably lower proportion of Professionals in the Shire (8% compared with 20% for Western Australia) and Technicians and Trade Workers (8% in the Shire, 17% in WA).

*Table 9: Occupations in Shire of Collie vs Western Australia*

	SHIRE OF COLLIE	WESTERN AUSTRALIA
Machinery Operators and Drivers	27%	8%
Sales Workers	17%	9%
Clerical and Administrative Workers	16%	14%
Technicians and Trades Workers	8%	17%
Labourers	8%	10%
Professionals	8%	20%
Community and Personal Service Workers	7%	9%
Managers	6%	12%
Inadequately described or not stated	2%	1%
Total	4.163	1,097,884

## Business Counts

ABS 2015 estimates<sup>1</sup> reveal there were 415 businesses operating in the Shire of Collie. The majority were non-employing businesses (237). Only 9 employed 20 or more persons.

*Table 10: Business Counts in Shire of Collie*

	SHIRE OF COLLIE
Non-employing businesses	237
1-4 employees	112
5-19 employees	57
20 or more employees	9
Total Business Counts (2015)	415

## Building Approvals

As at 30 June 2016, the Shire of Collie had building approvals to a total value of \$10million (ABS data).

## Median House Sale Price

According to the Q1 2017 REIWA figures, the annual median house sale price for Collie was \$215,000<sup>2</sup>, which suggests the availability of affordable housing.

<sup>1</sup> Source: National Regional Profiles, Australian Bureau of Statistics.

<sup>2</sup> Source: REIWA <https://reiwa.com.au/wa/collie/6225/>

## OTHER STRATEGIES AND PLANS

The following plans provide links and context for the Shire of Collie's Strategic Community Plan.

### Reimagining Collie

The [Reimagining Collie](#) project was carried out in 2016 by the Collie Economic Development Taskforce, led by the Shire of Collie and the South West Development Commission. Extensive engagement and analysis led to recommendations to ensure healthy diversification of the local economy. This Plan builds upon and integrates much of the engagement and planning done through this process and many of the Strategies identified in the Re-imagining Collie project are reflected in both the Community Strategic Plan and the Corporate Business Plan documents. Specific provision has been included in the financial projections to support implementation and ensure momentum is maintained.

### South West Regional Blueprint

The [Blueprint](#) was led by the South West Development Commission, in an extensive, robust and collaborative process to identify the best opportunities to help the region develop in a sustainable way as its population grows over the coming decades. The current focus of the Blueprint's implementation is to promote growth based on strong investment, a talented workforce and global connection; to build collaboration and leadership based on innovation and risk; and to create a global identity supported by vibrant places, culture, and lifestyle.

### State Government Priorities for Collie–Preston

The State Government has indicated priorities for Collie to support business and jobs growth and liveability in this challenging and exciting phase. A key element is the Collie Futures Fund, which is expected to be established in the early stage of implementing the Strategic Community Plan. The Plan will help position Collie by clearly outlining the Shire's direction for the next 10 years, and facilitate collaboration towards its goals for a healthy, thriving community.

The State priorities for Collie-Preston are an important consideration of the Council. The Strategic Community Plan reflects Council's commitment to working closely with the State Government to ensure the delivery of the strategies within both the Reimagining Collie report and the plan for Collie-Preston which represent the best outcome for the Collie community.

## KEY CHALLENGES FOR OUR COMMUNITY

The following section outlines the strategic issues and opportunities for the Shire of Collie over the next ten years. Dealing with pressures and change and taking advantage of opportunities, which can be sustained are central to the community's future and will drive the Shire's investment decisions.

### Diversification of local Economy

Collie is an economic hub in the South West (representing 12% of the region's GRP), benefitting from the state's only productive coalfields, together with state-significant energy generation and

transmission infrastructure. This confers substantial comparative advantage in the coal mining and coal-fired energy generation industries.

While the Shire of Collie remains committed to the coal generation industry, declining production due to declining demand for energy will have a considerable impact on employment in related industries. This presents opportunities to explore and identify alternative uses of coal and alternative energy generation fuels (gas and renewables) to drive the creation of new jobs to replace those lost.

Collie also has exciting potential in other sectors such as intensive agriculture and tourism, the latter based particularly on the Shire's outstanding natural environment, recreational and adventure tourism attractions, heritage and culture, and the creative industries.

### **Serving an ageing population**

Like many places, the Shire of Collie is facing an ageing population. Planning will need to ensure health and lifestyle facilities are available to meet the needs of the growing group of residents aged 60 and over.

### **Meeting the needs of young people**

At the same time, it is critical to ensure that Collie is an attractive place for young people, who can see a future and are able to smoothly transition from school to work or further education or training. For those young people who do move away for education or employment, Collie needs to be a place to which they would choose to return when the time is right.

### **Positioning businesses, services, and the local workforce to adapt**

The emerging demand for services based on population change and tourism growth presents challenges and opportunities for existing businesses and education providers. There will be greater demand for skills in providing health services and aged care and it will be important to provide education and employment opportunities which will retain young people in the Shire.

### **Constrained rate base**

The Shire's rate base is severely constrained. A substantial proportion (5/6) of the land area is non-rateable, while still requiring Shire infrastructure and services. The costs of meeting government requirements continue to rise. The workforce is also characterised by a large drive in-drive out cohort. These workers earn their income in the Shire of Collie but largely spend it and pay rates in other Local Government Areas.

### **Rising community aspirations**

Notwithstanding limitations on the community's ability to pay, community engagement shows that aspirations and expectations are increasing.

# COMMUNITY ENGAGEMENT

The development of the Strategic Community Plan incorporated community engagement recently completed by the Shire in the *Reimagining Collie* work, the Community Perceptions Survey, and feedback on the draft Strategic Community Plan as well as other issue specific strategies and plans.

As detailed below, community consultation and engagement was a core element of *Reimagining Collie*, a key project to look at ways to broaden Collie's industry base and economy carried out in 2016. The Positive Ageing Plan completed in 2016 engaged with local thought leaders and community and this, as well as the engagement used in the Public Health and Wellbeing Plan 2015-2018, inform this Strategic Community Plan. The Shire's biennial Community Perceptions Survey conducted in 2015 also provided vital community input for this updated plan. The draft Strategic Community Plan was then provided to the community for comment in June 2017 before the Plan was adopted.

## Reimagining Collie

The Collie Economic Development Taskforce developed a comprehensive *Communications and Stakeholder Engagement Plan* to identify stakeholders, engage with them through a variety of methods and collect ideas, feedback, and concerns. Three community forums in March 2016 launched the engagement – a youth forum at the Collie Senior High School, and two public forums at the Margareta Wilson Centre. A community survey was also launched on the same day, giving residents and stakeholders the opportunity to provide feedback and opinions across a range of key areas. These included:

- General feelings about Collie's future
- Tourism
- Small Business
- Industry
- Agriculture
- Education

The consultation built upon previous community engagement undertaken for the SuperTowns planning, the first Shire of Collie Strategic Community Plan and the South West Regional Blueprint. There was significant participation as listed below:

- 360 ideas collected via community forums
- 85 opportunities identified through 5 working groups
- 60 community survey participants with 840 comments
- 303 *Reimagining Collie* website visits



## Community Forums

The March 2016 community forums explored the topic: “How can Collie diversify, grow and sustain its economy into the next decade and beyond?” Over 150 people participated in the forums, including 50 students. Key themes and opportunities for Collie’s future that arose out of the forums included:

- Acceptance of the need to diversify the economy
- Identification of opportunities around tourism, agriculture and aged care
- Ideas to re-energise Collie’s brand, e.g. create a signature event
- Stemming the tide of young people leaving Collie when they finish high school

## Industry Engagement

As part of the consultation process for *Reimagining Collie*, workshops were held with key industry stakeholders in tourism, arts and culture, agriculture, industry and aged care and health. Input from these workshops was used to develop the scenarios identified in the Collie Economic Development Task Force Report<sup>3</sup>. The engagement included a briefing session with the Reimagining Collie Industry Advisory Group, an open house community briefing session, and a Reimagining Collie Final Report Survey, which was available online and in hard copy. There were 100 final report downloads and 19 surveys completed.

## The Positive Ageing Plan

This Plan, also undertaken in 2016, is designed to ensure that the Shire of Collie considers the needs of older residents in the design, planning and delivery of services. Engagement included a workshop, focus group sessions and a survey.

## Public Health Plan

The purpose of this Public Health and Wellbeing Plan (2015-2018) is to protect, improve and promote public health and wellbeing amongst all residents and ratepayers in the Shire of Collie. It aims to support all members of the community, through various life stages to enjoy good health and wellbeing across a range of identified priority health issues. The consultation for this plan engaged with staff members, external stakeholders, and community members of all ages. A total of 132 adults, 36 young people, 32 staff members, 3 Elected Members and 14 external agencies were consulted.

---

<sup>3</sup> Final Draft Collie Economic Task Force Report, November 2016. <http://yoursay.collie.wa.gov.au/collie-industry-futures>

# STRATEGIC DIRECTION

## VISION

Collie – a connected, committed and creative community

## VALUES

The core values at the heart of the Council's commitment to the community are:

- Acting with integrity, transparency and accountability
- Leading the delivery of the community's vision
- Enabling community-led endeavours to make the Shire of Collie a better place
- Respectful progress

## LONG TERM STRATEGIC PRIORITIES AND MEDIUM-TERM FOCUS

The next 10 years represents a challenging and exciting time for Collie. The table below shows the strategic priorities for the coming ten years and the specific focus for the next four years. The medium-term focus will drive the Corporate Business Plan.

*Table 12: Long Term Strategic Priorities and Medium-Term Focus*

Long Term Strategic Priorities (10 years)	Medium Term Focus (4 years)
Economic diversification to provide new opportunities for the workforce displaced by changes in the coal mining and coal fired power generation sector	<ul style="list-style-type: none"> <li>Secure resources and facilitate implementation of <i>Reimagining Collie</i></li> <li>Work with industry, government and community to achieve more local people in local jobs, and support small business development and innovation</li> </ul>
Developing tourism products, infrastructure, and the capacity of operators Branding and marketing Collie	<ul style="list-style-type: none"> <li>Further develop the Motorplex facility, new caravan park and nature based camping facilities</li> <li>Provide new and upgraded infrastructure to support Collie as the region's Tracks and Trails hub</li> <li>Develop and implement brand and marketing campaign for Collie</li> </ul>
Position Collie as the ideal centre for creating sustainable alternatives for the power industry	<ul style="list-style-type: none"> <li>Investigate the feasibility of alternative power generation in the Shire including a concentrated solar thermal technology pilot plant and waste to energy plant</li> </ul>
Embrace and promote the Shire of Collie as an aged-friendly community and retiree destination	<ul style="list-style-type: none"> <li>Renew infrastructure where needed and provide new infrastructure where appropriate</li> </ul>
Improve the attractiveness of Collie to families and expand the youth population	<ul style="list-style-type: none"> <li>Embrace and promote the Shire of Collie as a family friendly community and advocate for improved secondary school infrastructure with a wide diversity of subjects</li> <li>Explore potential for TAFE and University educational opportunities within the Shire of Collie (particularly where linked to local industry and employment prospects)</li> </ul>
Maintain existing community infrastructure and develop regional infrastructure and improved transport connections, where appropriate and affordable	<ul style="list-style-type: none"> <li>Renew aging infrastructure (including Roche Park, Recreation Ground and Wallsend)</li> <li>Advocate for a gas pipeline extension from Worsely to Collie</li> <li>Pursue improved transport connections in the region for the Collie community and tourists</li> </ul>
Advocate and provide for the health of the Collie River in collaboration with stakeholders	<ul style="list-style-type: none"> <li>Continue to implement the Collie River Rehabilitation Plan</li> </ul>

# PROGRESS SINCE THE LAST PLAN

## KEY ACHIEVEMENTS

Considerable progress has been made against the strategic goals in the last Strategic Community Plan (2013) as shown in the table below, including significant revitalisation of the Collie CBD, and planning for economic diversification through *Reimagining Collie*. Council has been recognised in several areas, winning state and national awards from a variety of bodies for disability, youth and waste management.

*Table 13: Key Achievements Since Previous Strategic Community Plan*

GOAL	KEY ACHIEVEMENTS SINCE PREVIOUS STRATEGIC COMMUNITY PLAN
Our Community	<ul style="list-style-type: none"> <li>Upgrades to sports and recreation facilities increasing usage, including refurbishment of turf wicket at Collie Cricket Club and Roche Park Improvements. Town Site Mountain Bike Trail on Council vested land in Venn Street in progress.</li> <li>Health Gap Analysis completed. Upgrades to hospital currently underway. Additional \$12.2m committed by new government to finish upgrades.</li> <li>Community programs and projects introduced or expanded including: Better Beginnings program expanded to include kindergarten and pre-primary children, Domestic Violence project, Skippers program, and the annual Seniors Luncheon.</li> <li>Construction of the Collie Art Gallery which is delivering successful exhibitions and events, with Council support.</li> <li>Improved provision of disability access parking bays within the CBD, including an ACROD bay in front of the CRV Medical Centre, through input from the Disability Access and Inclusion Committee into key projects.</li> <li>Won the National Disability Award – Most accessible community in Australia plus 2 State regional awards in the PHAIWA Children’s Environment and Health awards, and a Tidy Towns award for Waste Management.</li> <li>Health and Wellbeing Plan 2015-2018 and Age-friendly Community Plan 2016 adopted.</li> </ul>
Our Economy	<ul style="list-style-type: none"> <li>Reimagining Collie Plan 2017 completed with extensive community and industry engagement.</li> <li>Building the Shire of Collie as a tourism destination with the Bunbury Wellington Boyup Brook Tourism Strategy 2015-2019 and upgrades for Collie Caravan Park.</li> <li>Progress towards the Collie Motorplex track extension.</li> <li>Fixed wireless broadband and fibre to the node is now available to the premises.</li> <li>Buckingham Stage 2 land release.</li> </ul>
Our Natural Environment	<ul style="list-style-type: none"> <li>Improved bushland management from a fire perspective. Draft Bush Fire Risk Management Plan completed</li> <li>Organic bin collection service commenced April 2016 with outstanding results - target of 50% recycling by 2020 reached already.</li> </ul>
Our Built Environment	<ul style="list-style-type: none"> <li>Collie CBD Revitalisation Project completed.</li> <li>Coalfields Highway works completed.</li> <li>Pile Road seal completed.</li> <li>Collie Mineworkers Memorial Pool revitalisation completed.</li> </ul>

## KEY INDICATORS

The following indicators were included in the 2013 Strategic Community Plan as measures of success. It is important to monitor how the community is travelling with regard to these key measures, however, the Council often has limited control (see left hand column). The results are colour coded using a simple traffic light system where red is “off track”, orange is “doing ok” and green in “on track”. It is easy to see at a glance why this Plan has such a strong emphasis on business and jobs growth.

### Key

Off track	Doing ok	On track
-----------	----------	----------

*Table 14: Measures of success for previous Strategic Community Plan*

Control	SUCCESS MEASURES	2012	TARGET	2016
A vibrant, supportive and safe community				
Low	Percentage change in population	1.2% (2011)	3.4%	-4%
Low	Number of dwelling approvals	44	50	23
Low	Assaults Burglary offences	120 41	Decrease Decrease	131 77
Low	Community satisfaction survey results for:			
	– Access to health services	-	-	77% (2015)
	– Post secondary education and training opportunities	-	-	39% (2015)
A strong and diversified economic base driven by a range of business and employment opportunities				
Low	Unemployment rate compared to State average	1.7%	Below WA	0.5%
Low	Participation rate (previously percentage change in labour force)	59.4%	Increase	-
A protected, sustainable natural environment that supports the needs and aspirations of the community				
High	Community satisfaction survey results for:			
	– Rehabilitation and restoration of Collie River	42% (2013)	Increase	51% (2015)
	– Kerbside recycling	71%	Increase	-
Medium	Cost of domestic waste management per property	\$193	\$160	\$227
Infrastructure, amenities and development that supports the needs and aspirations of the community				
High	Average condition rating of roads	66.46%	62.5%	83%
High	Average condition rating of footpaths	65%	62%	67%
Good governance through an effective, efficient and sustainable organisation				
High	Financial sustainability and asset management ratios:			
	– Asset consumption ratio (target: improving)	64.3%	60%	71.8%
	– Asset sustainability ratio (target: improving)	139%	100%	384%
	– Asset renewal funding ratio (target: improving)	169%	100%	173%
Medium	Staff Turnover rate	9.1%	<15%	10%

# COUNCIL GOALS, OUTCOMES AND SERVICES

The following table presents the five goals of the Strategic Community Plan, objectives and the services provided by the Shire. The tables that follow outline at a high level how the Shire will achieve these SCP goals and objectives over the next 10 years. The Shire's Corporate Business Plan 2017-21 details the four-year delivery program.

*Table 15: Council Goals, Outcomes and Services at a glance*

GOAL 1: OUR COMMUNITY	GOAL 2: OUR ECONOMY	GOAL 3: OUR NATURAL ENVIRONMENT	GOAL 4: OUR BUILT ENVIRONMENT	GOAL 5: OUR BUSINESS
A vibrant, supportive and safe community	A strong and diversified economic base driven by a range of business and employment opportunities	A protected, sustainable natural environment that supports the needs and aspirations of the community	Infrastructure, amenities and development that supports the needs and aspirations of the community	Good governance through an effective, efficient and sustainable organisation
<b>Outcomes</b>				
1.1 Health, education and family support services that are accessible and meet the needs of the community. 1.2 Participation in sport, recreation and leisure opportunities. 1.3 An active and supportive community. 1.4 A growing community. 1.5 A safe community.	2.1 Local industrial development and diversification. 2.2 A strong business and services sector. 2.3 A growing tourism industry.	3.1 A protected natural environment. 3.2 Water resources sustainability. 3.3 Effective waste diversion and recovery. 3.4 Adaptation to climate change.	4.1 Appropriate land use, development and heritage conservation. 4.2 Attractive townscapes and streetscapes. 4.3 A safe and reliable transport system. 4.4 Council buildings and service related assets that support community needs. 4.5 A sustainable asset and infrastructure base.	5.1 Good governance and leadership. 5.2 Effective and efficient people and corporate services. 5.3 Financial sustainability and accountability.

GOAL 1: OUR COMMUNITY	GOAL 2: OUR ECONOMY	GOAL 3: OUR NATURAL ENVIRONMENT	GOAL 4: OUR BUILT ENVIRONMENT	GOAL 5: OUR BUSINESS
<b>Services at a glance</b>				
<ul style="list-style-type: none"> <li>Collie Art Gallery</li> <li>Events and Festivals</li> <li>Collie Museum</li> <li>Roche Park Recreation Centre</li> <li>Sport and Recreation Grounds</li> <li>Aquatic Services</li> <li>Tracks and Trails</li> <li>Community Development</li> <li>Youth Services</li> <li>Library Services</li> <li>Disability Access and Inclusion Services</li> <li>Emergency Services</li> <li>Ranger Services</li> <li>Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development</li> <li>Marketing/Tourism Promotion</li> <li>Caravan Park</li> <li>Visitors' Centre</li> <li>Collie Motorplex</li> </ul>	<ul style="list-style-type: none"> <li>Verges and Reserves</li> <li>Collie River</li> <li>Bushland and Weed Management</li> <li>Waste Collection and Recycling Services</li> <li>Landfill Operations</li> </ul>	<ul style="list-style-type: none"> <li>Roads, Footpaths and Cycleways</li> <li>Drainage</li> <li>Parks and Gardens</li> <li>Strategic Land Use Planning</li> <li>Statutory Land Use Planning</li> <li>Building Services</li> <li>Heritage Protection</li> <li>Cemetery</li> <li>Civic Buildings</li> <li>Leasing Services</li> </ul>	<ul style="list-style-type: none"> <li>Governance</li> <li>Customer Services</li> <li>Media and Communications</li> <li>Records Management</li> <li>Councillor Activity/Liaison</li> <li>Advocacy and Partnerships</li> <li>Integrated Planning and Reporting</li> <li>Financial Management</li> <li>Asset Management</li> <li>Information Technology Services</li> <li>Depot, Plant and Fleet Services</li> <li>Human Resources</li> <li>Local Laws</li> <li>Risk Management</li> </ul>



# GOAL 1: OUR COMMUNITY

## A VIBRANT, SUPPORTIVE AND SAFE COMMUNITY

The following table outlines how the Shire of Collie will maintain, and where possible enhance, the attractiveness of the Shire as a place for residential and business development.

*Table 16: Goal 1 Outcomes and Strategies*

OUTCOMES	STRATEGIES
1.1 Health, education and family support services that are accessible and meet the needs of the community	1.1.1 Continue to advocate for health, education and family support services 1.1.2 Support and promote opportunities for youth development, employment and activities 1.1.3 Support the provision of a range of facilities and services to encourage ageing in place in our community 1.1.4 Advocate for adequate early childhood facilities and programs 1.1.5 Support lifelong learning, arts and culture in the community through the provision of library and cultural facilities and services 1.1.6 Promote a high standard of public health 1.1.7 Support a collaborative approach to alcohol management in the community 1.1.8 Ensure people with disabilities can access and use both Shire and general facilities and services
1.2 Participation in sport, recreation and leisure opportunities	1.2.1 Provide and promote sport, recreation and leisure facilities and programs 1.2.2 Provide support to local sport and recreation clubs and groups to increase participation
1.3 An active and supportive community	1.3.1 Support community initiated and owned projects 1.3.2 Work in partnership with community groups and other relevant organisations to increase volunteer numbers 1.3.3 Support and encourage participation in community and civic events 1.3.4 Develop stronger links with the local Indigenous community 1.3.5 Recognise and celebrate the culturally diverse groups within the community
1.4 A growing community	1.4.1 Attract new residents through promoting and marketing the lifestyle, natural environment, facilities, services, and business opportunities in Collie 1.4.2 Encourage the development of rural residential opportunities 1.4.3 Work with industry to encourage new employees to reside in Collie
1.5 A safe community	1.5.1 Work with the local Police Department and other relevant agencies to provide a safer community 1.5.2 Support emergency and fire management planning, preparedness, response and recovery arrangements 1.5.3 Provide animal management services

## GOAL 2: OUR ECONOMY

### A STRONG AND DIVERSIFIED ECONOMIC BASE DRIVEN BY A RANGE OF BUSINESS AND EMPLOYMENT OPPORTUNITIES

The following table outlines how the Shire will create a strong and diversified economic base driven by a range of businesses and employment opportunities.

*Table 17: Goal 2 Outcomes and Strategies*

OUTCOMES	STRATEGIES
2.1 Local industrial development and diversification	2.1.1 Work with the State Government to invest in Collie's economic future 2.1.2 Promote and support local industry development and diversification, i.e. Agriculture 2.1.3 Ensure the provision of industrial land
2.2 A strong business and services sector	2.2.1 Promote and support growth in the commercial, professional and government services sectors 2.2.2 Work with the Collie Chamber of Commerce and Industry to promote improved retail facilities and encourage local shopping 2.2.3 Promote information technology business opportunities utilising the National Broadband Network 2.2.4 Maintain communication with local businesses to understand their opportunities and barriers, and how Council can best support them
2.3 A growing tourism industry	2.3.1 Support the provision of appropriate visitor servicing facilities including the Collie Visitor Centre 2.3.2 Support local and regional tourism destination management and marketing initiatives that provide local tourism growth; including: <ul style="list-style-type: none"> <li>Collie Caravan Park</li> <li>supporting development of Lake Kepwari and Collie Motorplex</li> <li>support development of camping facility managed by the Department of Parks and Wildlife (DPAW)</li> </ul>

## GOAL 3: OUR NATURAL ENVIRONMENT

A PROTECTED SUSTAINABLE NATURAL ENVIRONMENT THAT SUPPORTS THE NEEDS AND ASPIRATIONS OF THE COMMUNITY

The following table outlines how the Shire will support the protection and sustainability of the natural environment.

*Table 18: Goal 3 Outcomes and Strategies*

OUTCOMES	STRATEGIES
3.1 A protected natural environment	3.1.1 Sustainably manage bushland 3.1.2 Support community based environmental protection initiatives 3.1.3 Encourage industry to take a collaborative approach to environmental management 3.1.4 Investigate the supply of natural gas to residential areas
3.2 Water resources sustainability	3.2.1 Advocate for improvement of the Upper Collie River Catchment 3.2.2 Continue the revitalisation of the Collie River environment in the town 3.2.3 Advocate for improved water quality and utilisation of the Wellington Dam for recreational purposes 3.2.4 Continue to implement the International Communities for Local Environmental Initiatives (ICLEI) Water Campaign Local Action Plan 3.2.5 Promote water conservation practices in the community
3.3 Effective waste diversion and recovery	3.3.1 Provide waste collection, recycling and disposal services 3.3.2 Promote recycling, reuse and minimisation of waste in the community 3.3.3 Support development of appropriate regional waste management strategies
3.4 Adaptation to climate change	3.4.1 Identify and undertake appropriate climate protection actions aligned with the International Communities for Local Environmental Initiatives (ICLEI) programs 3.4.2 Incorporate energy saving initiatives into all new and redeveloped Council facilities and encourage the community to adopt energy saving initiatives to their homes and developments 3.4.3 Incorporate environmentally friendly initiatives into Council facilities 3.4.4 Advocate for cleaner coal technologies (see also Goal 2)

## GOAL 4: OUR BUILT ENVIRONMENT

### INFRASTRUCTURE, AMENITIES AND DEVELOPMENT THAT SUPPORTS THE NEEDS AND ASPIRATIONS OF THE COMMUNITY

The following table outlines how the Shire will maintain, and where possible enhance the built environment to support the needs and aspirations of the community.

*Table 19: Goal 4 Outcomes and Strategies*

OUTCOMES	STRATEGIES
4.1 Appropriate land use, development and heritage conservation	4.1.1 Ensure appropriate planning controls for land use and development 4.1.2 Promote the development of high quality residential developments 4.1.3 Identify urban renewal opportunities 4.1.4 Support and promote the conservation and maintenance of heritage buildings, sites and places of interest
4.2 Attractive townscapes and streetscapes	4.2.1 Manage and maintain infrastructure in the Central Business District and support vibrant services and retail shopping 4.2.2 Manage and maintain the Council's parks, gardens, verges and open space 4.2.3 Upgrade and maintain the approaches to Collie
4.3 A safe and reliable transport system	4.3.1 Maintain and further develop local roads and footpath networks 4.3.2 Lobby the State Government for upgrading of main roads servicing the Shire 4.3.3 Work with Main Roads WA and Industry to manage heavy vehicle movement through Collie
4.4 An effective and reliable drainage system	4.4.1 Manage and maintain the Shire's drainage system
4.5 Council buildings and service related assets that support community needs	4.5.1 Manage and maintain public buildings, facilities and public amenities 4.5.2 Provide an appropriately serviced cemetery 4.5.3 Manage and maintain service related machinery, vehicles and equipment
4.6 A sustainable asset and infrastructure base	4.6.1 Develop and implement long-term asset management plans for all Council assets 4.6.2 Develop capital programs based on asset management plans and complete identified projects within scheduled timeframes 4.6.3 Maintain effective liaison with other levels of government and regional bodies to ensure coordinated provision of regional infrastructure

## GOAL 5: OUR BUSINESS

### GOOD GOVERNANCE THROUGH AN EFFECTIVE, EFFICIENT AND SUSTAINABLE ORGANISATION

The following table outlines how the Shire will be an effective, efficient and sustainable organisation.

*Table 20: Goal 5 Outcomes and Strategies*

OUTCOMES	STRATEGIES
5.1 Good governance and leadership	5.1.1 Implement Council's communication strategy 5.1.2 Promote the role of Council by informing, resourcing, skilling and supporting Elected Members 5.1.3 Represent and promote the Shire at a local, regional, state and national level 5.1.4 Promote collaboration with other Councils on a local and regional level 5.1.5 Administer local laws and ensure compliance with statutory obligations
5.2 Effective and efficient people and corporate services	5.2.1 Develop and implement a workforce plan and appropriate human resource management policies and procedures to provide opportunities for our staff in a safe and supportive environment 5.2.2 Provide and promote responsive customer services 5.2.3 Ensure information and communications services support efficient service delivery and meet compliance requirements 5.2.4 Manage corporate risks, supported by appropriate policies and procedures 5.2.5 Manage Integrated Planning and Reporting in accordance with local government regulations 5.2.6 Promote continuous improvement of services, corporate systems and processes
5.3 Financial sustainability and accountability	5.3.1 Resource sharing and collaboration with other local governments 5.3.2 Advocate for industry covered by State Agreement Acts to contribute to our rate base equitably 5.3.3 Lobby the State and Federal governments to oppose cost shifting to Local Government 5.3.4 Ensure a rating system is in place which is transparent and promotes equity, timeliness, affordability and comparability 5.3.5 Provide corporate financial services that support the Shire's operations and meet planning, reporting and accountability requirements 5.3.6 Continue to work with the State Government to ensure a sustainable Local Government

# FINANCIAL/RESOURCING IMPLICATIONS

The Council has ensured that the strategies identified are realistically achievable and result in minimal additional financial impost on the local community.

The Long Term Financial Plan (LTFP) considers the financial impact of the strategies identified in this plan as well as the Corporate Business Plan and other key planning documents. It also considers the financial implications of the Council's Asset Management Plans and future variables including expected CPI, wage growth, movements in government grants and anticipated rates increases.

The LTFP is a publication which Council endorses separately and reviews on an annual basis to ensure it remains relevant as it is a key component of the Council's integrated planning and reporting framework. Under Integrated Planning and Reporting regulations, Councils are required to have a 10-year financial plan in place which incorporates KPI's and ratios. An effective LTFP will demonstrate the sustainability of the Council.

The plan indicates that the main challenge will be to meet the basic operational needs of the organisation including the maintenance of our roads, buildings and other infrastructure whilst minimising the impact on ratepayers. This will be challenging given current economic climate and limited increase in our rate base which is anticipated.

The plan also identifies that any significant capital expenditure will require leveraged finance from a third party.



*Collie Central Water Park*

# STRATEGIC RISK MANAGEMENT

The following table outlines the strategic risks to the Plan and the risk controls that apply.

*Table 21: Strategic Risks and Controls*

RISK CATEGORY	RISK DESCRIPTION	RISK CONTROLS
Political	Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> <li>Long Term Financial Plan</li> <li>Lobbying and advocacy</li> <li>Community engagement</li> </ul>
Community	Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> <li>Communications and community engagement</li> </ul>
Economic	Low business growth	<ul style="list-style-type: none"> <li>Long Term Financial Plan</li> <li><i>Reimagining Collie</i></li> </ul>
Financial	Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> <li>Long Term Financial Plan</li> <li>Asset Management Plans</li> <li>Budget process</li> <li>Rigor of project management</li> </ul>
Financial	Employee cost rises above assumption	<ul style="list-style-type: none"> <li>Long Term Financial Plan</li> <li>Workforce Plan</li> <li>Collective Agreement negotiations</li> <li>Budget process</li> </ul>
Financial	Reduced external grants/funding	<ul style="list-style-type: none"> <li>Long Term Financial Plan</li> <li>Budget process</li> <li>Lobbying and advocacy</li> </ul>
Financial	Misappropriation of funds	<ul style="list-style-type: none"> <li>Policies and Procedures</li> <li>Audit controls</li> </ul>
Human Resources	Lack of available skilled staff	<ul style="list-style-type: none"> <li>Workforce Plan</li> </ul>
Human Resources	High staff turnover	<ul style="list-style-type: none"> <li>Workforce Plan</li> </ul>
Human Resources	Lack of available skilled contractors / suppliers	<ul style="list-style-type: none"> <li>Tender and Procurement Process</li> <li>Workforce Plan</li> </ul>
Environmental	Disasters i.e. bushfire/flood/storm	<ul style="list-style-type: none"> <li>Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements</li> <li>Disaster Recovery Plan</li> <li>Business Continuity Plan</li> </ul>



# HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The indicators below will help Council and the community monitor progress towards achieving the community vision and strategic goals. Some of them are in the direct control of the Shire while others are less so. The Strategic Community Plan is more focused on Community Wellbeing Indicators, whilst the Corporate Business Plan will focus on Performance Indicators. Some measures have been dropped and others added since the last Plan to better track and monitor our progress for this plan.

*Table 22: Success Measures, Benchmarks and Targets*

SUCCESS MEASURES	2015/16 Baseline	2027 Target
Overall Measures		
<ul style="list-style-type: none"> <li>Community satisfaction survey results for: <ul style="list-style-type: none"> <li>Collie as a place to live</li> <li>The Shire of Collie is moving in the right direction</li> </ul> </li> </ul>	86 54	increase increase
A vibrant, supportive and safe community		
<ul style="list-style-type: none"> <li>Community satisfaction survey results for: <ul style="list-style-type: none"> <li>Services and facilities for those with a disability</li> <li>Safety and security</li> <li>Access to health services</li> <li>Post secondary education and training opportunities</li> <li>Services and facilities for families and children</li> <li>Services and facilities for youth</li> </ul> </li> <li>Percentage change in population</li> </ul>	55 57 77 39 68 59 1.2%	increase increase increase increase increase increase increase
A strong and diversified economic base driven by a range of business and employment opportunities		
<ul style="list-style-type: none"> <li>Community satisfaction survey results for: <ul style="list-style-type: none"> <li>Promoting Collie to tourists</li> <li>Employment opportunities</li> <li>Encouraging people who work in Collie to live in Collie</li> </ul> </li> <li>Number of businesses in the Shire</li> <li>Unemployment rate compared to State average</li> <li>Participation rate</li> </ul>	57 33 34 415 0.5% 59.4% (2011)	increase increase increase increase decrease increase
A protected, sustainable natural environment that supports the needs and aspirations of the community		
<ul style="list-style-type: none"> <li>Community satisfaction survey results for: <ul style="list-style-type: none"> <li>Rehabilitation and restoration of Collie River</li> <li>Bushfire prevention and control</li> </ul> </li> <li>Waste recovery (diversion from landfill)</li> </ul>	51 73 53%	Increase Increase Increase

SUCCESS MEASURES	2015/16 Baseline	2027 Target
Infrastructure, amenities and development that supports the needs and aspirations of the community		
<ul style="list-style-type: none"> <li>Community satisfaction survey results for: <ul style="list-style-type: none"> <li>Road maintenance</li> <li>Storm water drainage</li> <li>Footpaths and cycleways</li> <li>Providing sufficient parking in the town centre</li> <li>Streetscapes, parks and sporting grounds</li> <li>Building and planning approvals</li> </ul> </li> <li>Average condition rating of roads</li> <li>Average condition rating of footpaths</li> </ul>	71 58 62 44 75 59 83% 70%	Increase Increase Increase Increase Increase Increase Maintain Maintain
Good governance through an effective, efficient and sustainable organisation		
<ul style="list-style-type: none"> <li>Community satisfaction survey results for: <ul style="list-style-type: none"> <li>The Shire of Collie, the organisation that governs the area</li> <li>The Shire's leadership and communication</li> <li>The Shire of Collie's advocacy for Collie in WA</li> <li>The Shire of Collie's understanding of our needs</li> <li>How the community is consulted about local issues</li> <li>The Shire of Collie has developed and communicated a clear vision for the Shire</li> </ul> </li> <li>Financial sustainability and asset management ratios: <ul style="list-style-type: none"> <li>Asset consumption ratio</li> <li>Asset sustainability ratio</li> <li>Asset renewal funding ratio</li> </ul> </li> <li>Staff turnover rate</li> </ul>	71 63 58 45 54 33  71.8% 384% 173% 13%	Increase Increase Increase Increase Increase Increase  60% 100% 100% <15%



Unit 2, 1 Almondbury Rd  
Mt Lawley WA 6050

T: +61 8 9271 1030

M: +61 4 5882 8540

E: [info@wearelocalise.com](mailto:info@wearelocalise.com)