

9.4.2 Draft Strategic Community Plan 2017-2027*

Report date	19 April 2017
Applicant	Shire of Chittering
File ref	04/01/1
Prepared by	Alan Sheridan, Chief Executive Officer
Supervised by	Alan Sheridan, Chief Executive Officer
Voting requirements	Absolute Majority
Documents tabled	Nil
Attachments	1. Draft Community Strategic Plan 2017-2027

Executive Summary

Council is requested endorse the Draft Community Strategic Plan 2017-2021 for the purpose of public advertising and feedback from the community.

Background

The Integrated Strategic Planning Framework provides the basis for strategic planning in local government. Its purpose is to ensure integration of community priorities into strategic planning for Councils, in addition to delivering the objectives that have been set from these priorities. The Community Strategic Plan is the long term (10 year) plan for the future which reflects both the Community and Council's aspirations for the future of the Shire. A raft of other plans and documents sit under the Community Strategic Plan including the Corporate Business Plan (a more detailed five year plan), Long Term Financial Plan, Asset Management Plans and Workforce Plan.

The Shire of Chittering released its first Strategic Community Plan (SCP) in 2012 recently commenced a review of the current plan. An important part of developing this SCP is consultation with the community to understand what it is that they want to see in the Shire of Chittering. The community engagement process, which occurred between September and December 2016, involved two open invitation workshops in October, a Chittering Community Planning and Action Group (CPPAG) workshop in November and a Youth Focus Group workshop also in November. The aim of the workshops was to hear from a wide variety of residents and businesses. Community members were also encouraged to provide feedback through direct communication with the Shire.

Consultation

As noted above, community consultation was undertaken between September and December 2016. Councillors have been consulted via a number of briefing sessions, the most recent of these being held on 22 March 2017.

Statutory Environment

Local Government is required to have an Integrated Planning Framework in place and to review the plans which make up the Planning Framework on a regular basis. The Strategic Community Plan is scheduled for review in financial year 2016/17.

State: Local Government Act 1995, Section 5.56

5.56. Planning for the future

- (1) *A local government is to plan for the future of the district.*
- (2) *A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.*

Section 19C & 19D of the Local Government Administration Regulations states;

19C. Strategic community plans, requirements for (Act's. 5.56)

- (1) *A local government is to ensure that a strategic community plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A strategic community plan for a district is to cover the period specified in the plan, which is to be at least 10 financial years.*
- (3) *A strategic community plan for a district is to set out the vision, aspirations and objectives of the community in the district.*
- (4) *A local government is to review the current strategic community plan for its district at least once every 4 years.*
- (5) *In making or reviewing a strategic community plan, a local government is to have regard to—*
 - (a) *the capacity of its current resources and the anticipated capacity of its future resources; and*
 - (b) *strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and*
 - (c) *demographic trends.*
- (6) *Subject to subregulation (9), a local government may modify its strategic community plan, including extending the period the plan is made in respect of.*
- (7) *A council is to consider a strategic community plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.*
**Absolute majority required.*
- (8) *If a strategic community plan is, or modifications of a strategic community plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*
- (9) *A local government is to ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.*
- (10) *A strategic community plan for a district is to contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.*

19D. Adoption of plan, public notice of to be given

- (1) *After the adoption of a strategic community plan, or modifications of a strategic community plan, under regulation 19C, the local government is to give local public notice in accordance with subregulation (2).*
- (2) *The local public notice is to contain —*
 - (a) *notification that —*
 - (i) *a strategic community plan for the district has been adopted by the council and is to apply to the district for the period specified in the plan; and*
 - (ii) *details of where and when the plan may be inspected; or*
 - (b) *where a strategic community plan for the district has been modified—*
 - (i) *notification that the modifications to the plan have been adopted by the council and the plan as modified is to apply to the district for the period specified in the plan; and*
 - (ii) *details of where and when the modified plan may be inspected.*

Policy Implications

There are no direct policy implications. The effect of a Strategic Community Plan is to set the direction for the organisation and to determine long term priorities for the future.

Financial Implications

There is no direct financial implication from the adoption of a Strategic Community Plan, however the purpose of such a plan is to guide the allocation of resources and funding are allocated towards the priorities as articulated within the Plan.

Strategic Implications

This Community Strategic Plan sets the longer term strategic direction for Council and provides direction for the allocation of priorities and resources. Activation of the Strategic Community Plan is via a number of subordinate plans including the Corporate Business Plan, Long Term Financial Plan, Asset Management Plans and Workforce Plan.

A number of other supporting plans have been developed over the past five years including a Community Development Plan, Sports and Recreation Plan, Trails Network Master Plan, Safety and Crime Prevention Plan, Disability Access and Inclusion Plan, Communication Plan and Aged Care Plan.

Site Inspection

Not applicable

Triple Bottom Line Assessment

Economic implications

Economic Development and job creation is a strong focus in the revised plan.

Social implications

An inclusive, safe and healthy community is a strategic priority within the plan.

Environmental implications

Protection of the environment and biodiversity continues to be a strong focus.

Comment

The draft plan is tabled for Council endorsement prior to being advertised for public comment.

9.4.2 OFFICER RECOMMENDATION / COUNCIL RESOLUTION 130417

Moved Cr Rossouw / Seconded Cr Angus

That Council:

- 1. Resolves to adopt the Draft Strategic Community Plan 2017-2027; and**
- 2. Advertise the draft plan for public comment and then return the draft plan to Council for final consideration following the public comment period.**

**THE MOTION WAS PUT AND DECLARED CARRIED 6/0
BY AN ABSOLUTE MAJORITY**

8.51pm

SHIRE OF CHITTERING
STRATEGIC COMMUNITY PLAN 2017-2027
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Shire President: Foreword

The Shire of Chittering released its first Strategic Community Plan in 2012. A Community Strategic Plan is a long term (10 year) plan for the future which reflects both the Community's and Council's aspirations for the future of the Shire. A raft of other plans and documents sit under the Community Strategic Plan including the Corporate Business Plan (a more detailed five year plan), Asset Management Plans (for roads, buildings and other facilities), Workforce Plan, Local Planning Strategy and Long Term Financial Plan.

Council is required to update and review all of its planning documents on a regular basis. This particular plan is a review of the existing Community Strategic Plan, much of which is still relevant. Feedback has been sought from the community through a number of workshops with both residents and established Working Groups.

The Shire is entering an exciting time over the next few years with major highway linkages (Northlink and the Great Northern Highway upgrade) to be delivered between now and the end of 2019. By that time, Chittering Shire will be connected to Perth by a new four lane highway, making the area much more accessible as a place to live, work and play.

Additionally, the Muchea Employment Node (MEN), a proposed 1,100 hectare industrial area in the South of the Shire, will benefit from having these major transport upgrades at its doorstep. While the MEN has been in existence for many years, this new transport infrastructure will provide the incentive for planning and investment in that area. The jobs that are created through both the development and operation of the MEN will be vital to the economy of the region in the years ahead.

In preparing this plan, Council has also been mindful of the strong desire of its residents to protect and enhance the natural beauty and unique qualities that the region has to offer. People value the rolling hills, the natural environment, the wildflowers, the lakes and the rural lifestyle opportunities that are offered in the Chittering Shire; all within a short drive from the city and its outlying suburbs.

The plan is structured along five major themes covering:

Community - *An inclusive, active, safe and healthy community*

Natural Environment - *A protected and bio-diverse environment which community and visitors enjoy*

Built Environment - *Well-planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle*

Economic Growth - *Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large-scale industry*

Strong Leadership - *A responsive and empowering Council which values consultation, accountability and consistency*

The plan identifies a number of priorities which are developed further as part of the Corporate Business Plan; a four year plan which details specific projects for implementation.

Council has developed this plan so that it represents an aspirational vision for the Shire, while at the same time being both realistically achievable and affordable.

We look forward to working with the community in the years ahead to deliver a future for the region which builds on its natural strengths and; which provides a range of employment and investment opportunities for both individuals and the private sector.

Cr Gordon Houston
Shire President

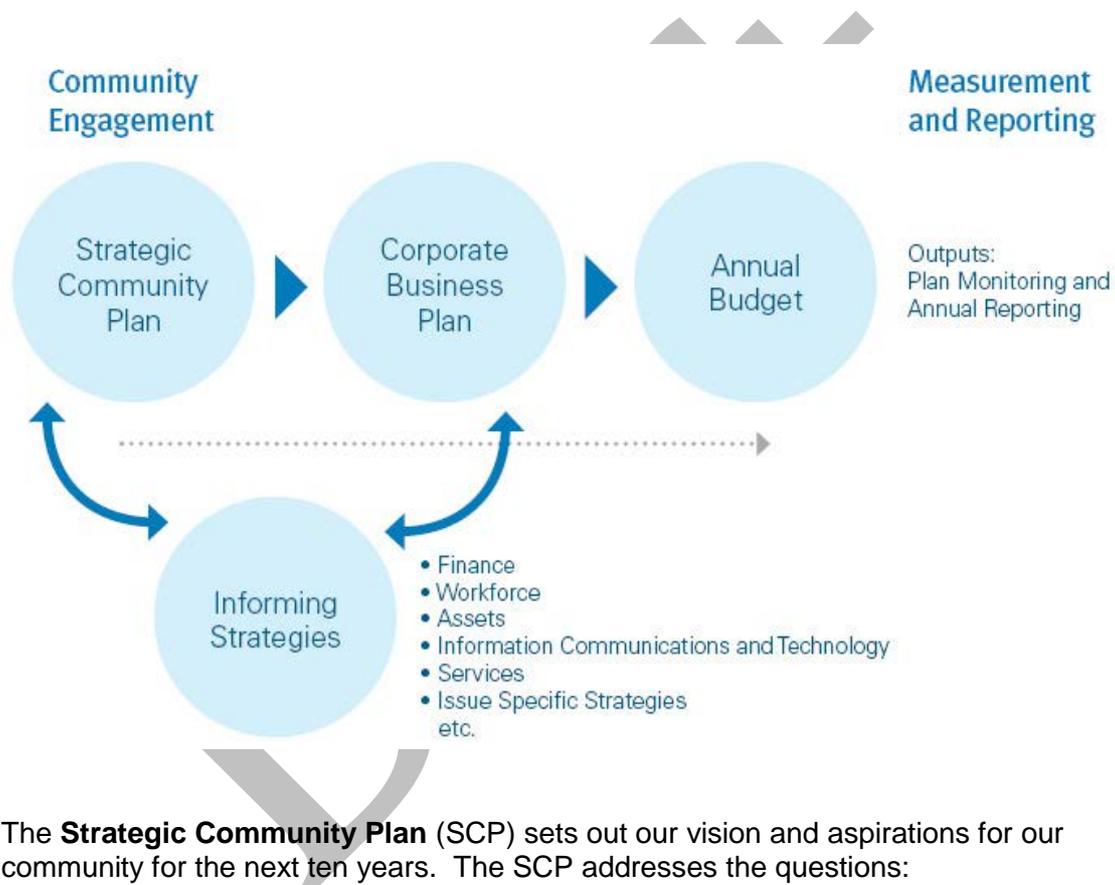
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OVERVIEW OF THE INTEGRATED PLANNING FRAMEWORK

The Integrated Strategic Planning Framework provides the basis for strategic planning in local government. Its purpose is to ensure integration of community priorities into strategic planning for Councils, in addition to delivering the objectives that have been set from these priorities.

Specifically, the Framework sets out the requirements for three levels of integrated strategic planning:

- Level 1: Strategic Community Plan (10+ years);
- Level 2: Corporate Business Plan (4+ years); and
- Level 3: Operational Plans (1 year).



The **Strategic Community Plan** (SCP) sets out our vision and aspirations for our community for the next ten years. The SCP addresses the questions:

- **Where are we now?**
- **Where do we want to be?**
- **How do we get there?**

The **Corporate Business Plan** sets out the Shire of Chittering's shorter-term priorities and "activates" our vision, and enables the community to monitor the Council's progress towards achieving these aspirations.

The Shire of Chittering needs to work with key stakeholders and partners, such as the State and Federal Government, business and philanthropists to achieve the community vision, objectives and strategies. The Shire also needs to work within its financial capability in order to leave a legacy for future generations.

WHERE ARE WE NOW?

The Shire of Chittering is a vibrant community located 55 km North-East of the Perth CBD and has over 5,300 residents. The demographic data below shows the uniqueness of the Shire of Chittering.¹

- Our Shire covers a geographic area of 1,200km².
- The Shire consists of 3 townships: Bindoon, Muchea and Wannamal, together with 2 districts – Upper Chittering and Lower Chittering.
- 1,506 private dwellings with an average number of people per dwelling of 2.8 (ABS 2011). More recent data not available.
- Our Community (as at 2016 census) includes over 5,301 residents with a median age of 43.5 (significantly older than the State median of 36.1). The population consists of:
 - 19.7% aged 0-14 years;
 - 13.8% aged 15-24 years
 - 6.4% aged 25-34 years (significantly below the State average of 16.1%);
 - 12.3% aged 35-44 years;
 - 18.24% aged 45-54 years (higher than the State average of 13.3%);
 - 14.6% aged 55-64 years (higher than the State average of 11.1%);
 - 9.3% aged 65 – 74 years (State average of 7.6%)
 - 5.5% aged 75 +
- **By 2027, the projected increase of over 70s in the Shire of Chittering will be close to 200%.**

Future growth

The Shire of Chittering continues to enjoy high growth rates as a peri-urban local government showing a population growth of 56.8% since 2005 (ABS 2015) and 5% (223 people) growth in 2014. This represents the greatest population growth of all local government areas in the Wheatbelt planning regions. Most of the population growth is occurring in the southern part of the Shire with people choosing a semi-rural lifestyle.

Population forecasts for the Shire estimate that 7,300 people will live in the Shire by 2026 which represents a 61% increase from the 2011 census.

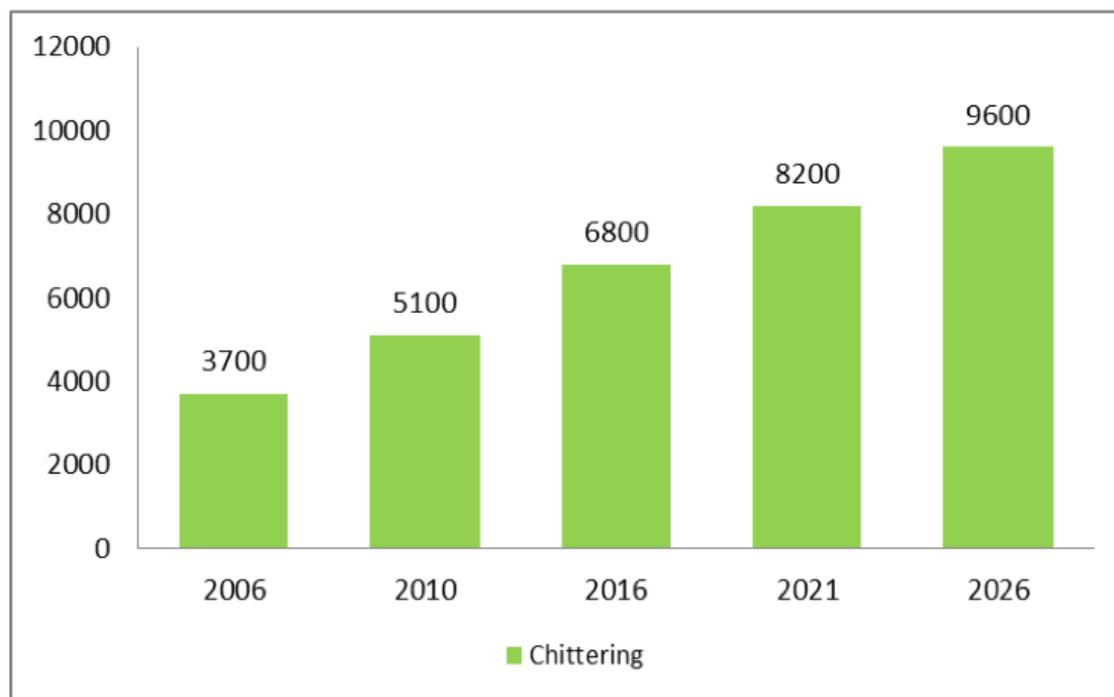
As it is expected that the Shire's aged population profile will increase, this will in turn increase the demand for healthcare, diverse housing and land options. By 2027, the Wheatbelt population over 70 years will have increased 75% with an increase from 10% in 2011 to 17% in 2027. The increase in this age group, as projected for the Shire of Chittering, is significantly higher and closer to 200%. As a further sign of how much the Shire is enjoyed by retirees, most respondents to a 2013 survey said they would remain in or relocate to Chittering when they are ready to retire.

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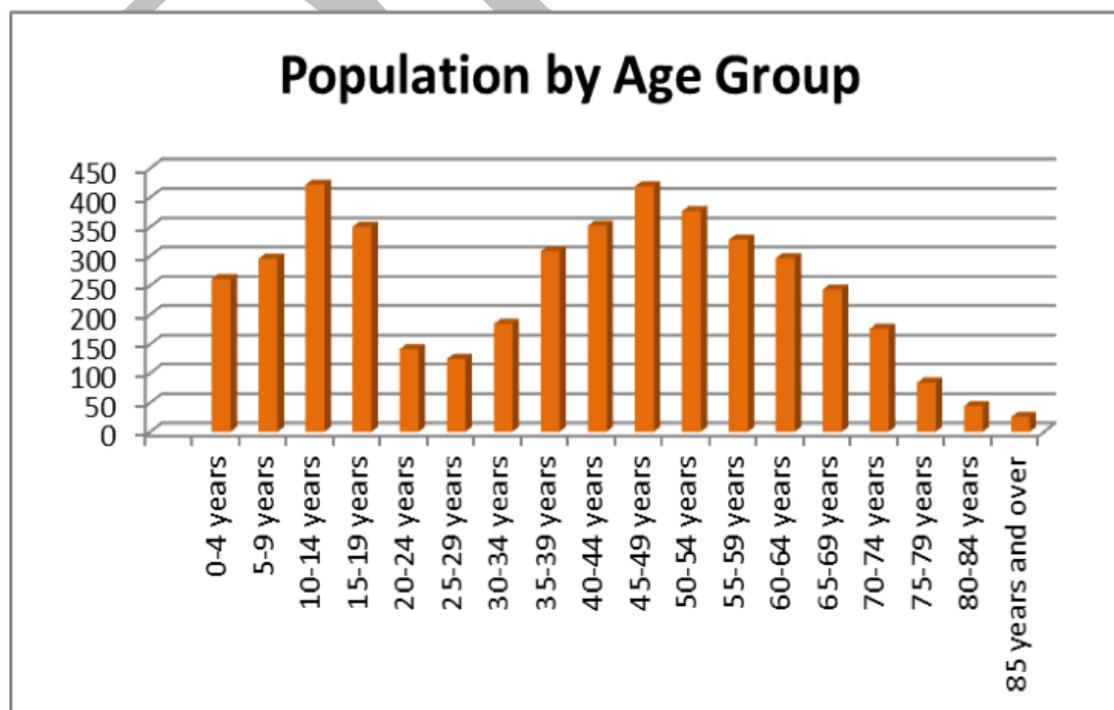
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At the other end of the age spectrum, the Shire also enjoys the second largest child population in the Wheatbelt (Northam being the largest). There is comparatively large number of children aged 0-14 years (22% of the population), but this figure drops significantly for the 15-29 age bracket (14% of the population).

Forecast population



Our population is changing and is predicted to double by 2026 (These forecasts exclude the influences of Muchea Employment Node and Chittering New Town).



The 2011 Australian Bureau of Statistics Census data indicates the current median age for Chittering is 41 years of age.

Our Economy

The Shire's economy is based on broad-acre farming, orchards and small rural lifestyle lots. Current industries in the Shire include:

- Extractive industries (clay, gravel and sand);
- Mineral sands processing; and
- Nurseries, viticulture and wineries along with other small businesses.

A challenge for the Shire is the tendency of young people (15 to 19 year olds) to leave the Shire. This is a result of limited local employment and training opportunities, limited higher education options and restricted transport. Transport is a standout deficiency that restricts the community's mobility and connection to services

The economy of the Shire is underlined by an employment self-sufficiency rate of 57% (in 2011). This, coupled with a moderate unemployment rate, indicates that there are fewer jobs in the Shire than employed persons, highlighting the presence of a drive-in/drive-out trend.

There is a large scale (1,100 ha) industrial area in the south of the Shire (the Muchea Employment Node) which is set aside for service-based uses such as transport, agribusiness, fabrication, warehousing, wholesaling and general commercial use. The structure Plan for this area has been in place since 2011 and the first development parcel (150 ha) is in the planning approval stage. New development in the employment node will provide a concentration of employment opportunities for people living in and around the Shire of Chittering.

Significant new transport linkages are planned over the next three years, including a four lane highway from Morley to Muchea, and an upgraded highway north from Muchea to the Chittering Road House. These projects will have a significant impact on the attractiveness of Chittering as a place to live and as a place to invest, particularly in the Southern parts of the Shire. A route for the Great Northern Highway bypass of Bindoon has been announced by the State Government, however funding is yet to be secured for this project.

There are currently 2,255 lots in the Rural Residential and Townsite zones, leaving a deficit of 545 lots of houses required to accommodate the projected population to 2026. Further development in the Bindoon townsite can be achieved through the implementation of the STED (sewerage) program, but this will be insufficient to cater for the projected demand. The Shire has 230km of sealed roads and 174km of unsealed roads.

HOW WE DEVELOPED THIS PLAN

An important part of developing this SCP was consultation with the community to understand what it is that they want to see in the Shire of Chittering.

This involved a community engagement process which occurred between [September] and December 2016 and involved:

- two open invitation workshops in October,
- a Chittering Community Planning and Action Group [CPPAG] workshop in November; and
- a Youth Focus Group workshop also in November.

The aim of the workshops was to hear from a wide variety of residents and businesses. Community members were also encouraged to provide feedback through direct communication with the Shire..

Council considered the community vision and aspirations in context with research and; within the local constraints and opportunities. Council concerns and priorities were well aligned to those of the community.

THE COMMUNITY VISION

Based on feedback from the community engagement process, the Council supports the following vision for the Shire:

A connected thriving community.

This has been developed based on clear messages from the community that were focused on living, working and playing in our thriving, diverse community in harmony with our natural environment.

- We will plan for our growing communities.
- We will value and look after our natural environment and habitat.
- We will advocate and partner with government and service providers ensuring future services in the local community.
- We will connect our diverse communities.

1. OUR COMMUNITY

What you said:



Where do we want to be:

An inclusive, active, safe and healthy community.

Strategic Priority 1: Our Community “An inclusive, active, safe and healthy community for all to enjoy.”		
Outcome	Strategies	Key Priorities
1.1 Active and supported community <i>Communities will have services and facilities within their local community hubs</i>	<ul style="list-style-type: none"> Strengthen aged, youth and children service access through partnerships and advocacy Develop and enhance existing recreation and social facilities for local communities 	<ul style="list-style-type: none"> Advocacy/partnerships with aged care providers and with youth services to address identified needs. Better alignment of services with adjoining communities of interest (both metro and wheatbelt) Develop new recreational and sporting facilities to service the growing population in Lower Chittering / Muchea area Enhance existing recreation and social facilities for local communities Promote a better understanding within the community of the role of Council and communicate defined service levels
1.2 Strong sense of community <i>Cohesive and connected communities through engagement, interaction and participation</i>	<ul style="list-style-type: none"> Actively support community, volunteer groups and networks Strengthen and grow social events and festivals Activate our local centres and towns 	<ul style="list-style-type: none"> Facilitate connections of community groups across the Shire Better coordination and evaluation of existing social events and festivals Encourage and grow markets with local produce Foster links with local communities through established networks, working groups and tourism / business associations Support community and volunteer groups and networks to build sustainability
1.3 Safe and healthy community	<ul style="list-style-type: none"> Improve the safety of our community 	<ul style="list-style-type: none"> Support and advocate for improved access to education services

<p><i>Future generations will have access to a range of health services and feel safe in their community</i></p>	<ul style="list-style-type: none"> • Advocate for improved education and health services 	<ul style="list-style-type: none"> • Develop a Health Services Plan as required by the new Public Health legislation • Extend security camera network to provide a deterrent and assist with enforcement • Support / assist with the development of a new Ambulance Station • Biennial review of, and linkages with: <ul style="list-style-type: none"> – Youth Plan – Aged Care Plan – Community Safety and Crime Prevention Plan
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Supporting Services:

- Community Development
- Library Services
- Planning
- Building
- Ranger Services
- Environmental Health Services

Success Measurements:

Draft

2. OUR NATURAL ENVIRONMENT

What you said:



Where do we want to be:

A protected and bio-diverse environment which community and visitors enjoy.

Strategic Priority 2: Natural Environment “A protected and bio-diverse environment, which the community and tourists enjoy in a well managed, respectful manner”		
Outcome	Strategies	Key Priorities
2.1 Protected Environment <i>Local diversity is valued, protected and promoted</i>	<ul style="list-style-type: none"> Ensure the protection of our local biodiversity Develop an integrated network of walking and cycling trails Explore other opportunities for other eco based recreational activities Support eco-tourism 	<ul style="list-style-type: none"> Explore options for responsible community access to environmentally sensitive areas Develop and fund a ten year capital works program for the prioritisation, funding and implementation of the trails network Review the Local Biodiversity Strategy (2010) Ensure alignment of Bushfire Planning with Biodiversity Planning Review of, and linkages with: <ul style="list-style-type: none"> Economic Development Plan Trail Network Master Plan Parks & Garden Precinct Plan Mountain Bike Master Plan
2.2 Sustainable resources <i>Focus on improved water and energy use, waste reduction and recycling</i>	<ul style="list-style-type: none"> Education and Partnerships Encourage sustainable design Improved waste management outcomes Improve the sustainability of Council buildings 	<ul style="list-style-type: none"> Community education in partnership with Landcare and other providers Greater emphasis on recycling through community education programs Regional cooperation and advocacy in regard to waste management Planning controls which encourage sustainable practices Incentives to install solar on leased community facilities
2.3 Protection of life and	<ul style="list-style-type: none"> Improve bushfire 	<ul style="list-style-type: none"> Hazard Risk mapping and planning

property	preparedness and recovery	<ul style="list-style-type: none">• Emphasis on community education• Promote Bushfire Education and Preparedness
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Supporting Services:

- Parks and Gardens
- Waste Management Services
- Building Maintenance
- Emergency Services
- Building Services
- Community Development
- Ranger Services

Success Measurements:

Draft

3. OUR BUILT ENVIRONMENT

What you said:



Where do we want to be?

Well-planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle.

Strategic Priority 3: Built Environment "Well planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle."		
Outcome	Strategies	Key Priorities
3.1 Development of Local Hubs <i>Development of Town Centres with improved access to housing, services and facilities</i>	<ul style="list-style-type: none"> Plan for new and enhanced community facilities Activate local town centres to ensure a good mix of residential, commercial and social infrastructure Plan for and facilitate housing choice 	<ul style="list-style-type: none"> Ongoing improvements to recreation and social infrastructure across the region Projects and planning controls which deliver housing diversity, amenity, commercial and residential growth opportunities New community and recreation facilities to support the growing population in the south of the Shire Advocate for a local high school service
	<ul style="list-style-type: none"> Balance urban development with a focus on natural environment protection and open spaces 	<ul style="list-style-type: none"> Investigate options for growing and diversifying existing towns Investigate opportunities for a new urban scale residential subdivision with shops and services Identify and dispose of surplus land assets Identify and purchase strategic land in key locations Investigate options for in-fill infrastructure in Muceha Implement place making strategies for key centres

<p>3.2 Safe Access</p>	<ul style="list-style-type: none"> • Advocate for improved public transport • Improve pedestrian and cycle access • Improve road safety options 	<ul style="list-style-type: none"> • Leverage positive outcomes from new highway links (Northlink / GNH / Bindoon Bypass) • New entrance / Gateway statements for key centres • Support for community transport options • Advocate for a public transport service which provides a connection to the urban centres and services in the south • Advocate for a review of school bus zones which provide for better access to school bus services
<p>3.3 Improved amenities</p> <p><i>Focus on improved asset management</i></p>	<ul style="list-style-type: none"> • Improve recreation and social infrastructure across the region 	<ul style="list-style-type: none"> • Develop standard lease agreements with community groups • Improved streetscapes and road verges • Improved street lighting • Annual review of: <ul style="list-style-type: none"> – Road Construction and Maintenance Program – Plant and Equipment Replacement Program – Sport and Recreation Plan – Long Term Financial Plan • Biennial review of Asset Management Plans

Supporting Services:

- Planning
- Building
- Building Maintenance
- Maintenance and Construction
- Economic Development
- Financial and Rates Services
- Community Development

Success Measurements:

4. ECONOMIC GROWTH

What you said:



Where do we want to be:

Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large-scale industry.

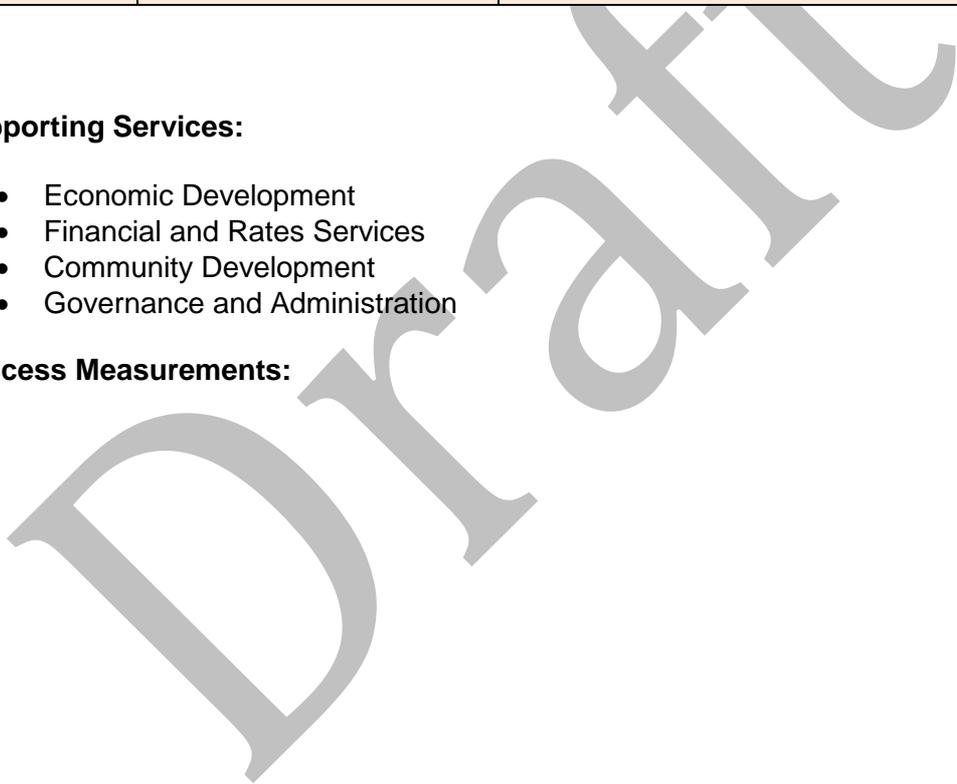
Strategic Priority 4: Economic Growth "Thriving, sustainable and diverse economic investments and employment opportunities, from cottage to large-scale industry."		
Outcome	Strategies	Key Priorities
4.1 Economic Growth	<ul style="list-style-type: none"> Support private investment which stimulates significant and sustainable jobs growth Actively pursue development of the Muchea Employment Node Support agricultural growth, with a focus on local produce and agribusiness 	<ul style="list-style-type: none"> Annual update / review of Economic Development Strategy Support for planning applications which promote economic activity and jobs growth Source Grant Funding for the implementation of the Muchea Employment Node Structure Plan Support for the Muchea Employment Node as a key part of the State Government's Agribusiness Expansion Project Continue to support for the Northern Valleys Agribusiness Project
4.2 Local business growth	<ul style="list-style-type: none"> Encourage and support local businesses and new investments for the future. 	<ul style="list-style-type: none"> Continued support for an active and engaged Chamber of Commerce Support for local retail, local cottage industry in partnership with the Chamber of Commerce Business mentoring and incentives in partnership with the Chamber of Commerce Continue to advocate for improved access to the NBN and better mobile phone coverage
4.3 Increased visitors <i>Visitors are welcome to</i>	<ul style="list-style-type: none"> Support and promote accommodation options 	<ul style="list-style-type: none"> Supported and promoted accommodation options: <ul style="list-style-type: none"> – resort style facilities

<p><i>stay and recreate</i></p> <p><i>Improved environmental access as places to visit</i></p>	<ul style="list-style-type: none"> • Support and grow events to attract visitation 	<ul style="list-style-type: none"> – caravan parks – overnight stops – B&Bs – farm-stays • Foster and assist with the growth of annual events: Ag Show, Wear Ya Wellies, Taste of Chittering, Spring Flower Festival • Explore opportunities for combining and enhancing the attractiveness of events across the community
	<ul style="list-style-type: none"> • Facilitate, promote and support ecotourism 	<ul style="list-style-type: none"> • Promotion and development of Chittering Trails Network • Ongoing commitment to staff and resources in support of economic development • Planning controls and projects which support diverse options for short stay accommodation

Supporting Services:

- Economic Development
- Financial and Rates Services
- Community Development
- Governance and Administration

Success Measurements:



5. STRONG LEADERSHIP

What you said:



Where do we want to be:

A responsive and empowering Council which values consultation, accountability and consistency.

Strategic Priority 5: Strong Leadership “A responsive and empowering Council, which values consultation, accountability and consistency.”		
Outcome	Strategies	Key Priorities
5.1 An engaged community	<ul style="list-style-type: none"> Encourage and promote community engagement 	<ul style="list-style-type: none"> Active communication through mail, email, website, social media and print Advocate for improved community services and infrastructure
5.2 Strong partnerships and relationships <i>Working with stakeholders to build strong and sustainable relationships and to ensure the best use of Shire resources</i>	<ul style="list-style-type: none"> Build effective partnerships with stakeholders Actively seek Grant Funding opportunities to support identified projects 	<ul style="list-style-type: none"> Continue to build relationships with surrounding local governments Continue to build relationships with the Chamber of Commerce and the Chittering Tourist Association Continue to build relationships with community groups through ongoing engagement and support Develop business case / draft funding applications for projects ahead of Grant Funding Rounds Build effective partnerships with other stakeholders i.e. Avon Regional Organisation of Councils (AROC), Northern Growth Alliance, State Government Departments, Federal Government agencies and philanthropists
5.3 Accountable governance	Good governance which supports efficient and effective service delivery	<ul style="list-style-type: none"> Broaden the role and scope of the Audit Committee to include Risk Management Continued focus on efficient and cost effective provision of services Better Financial controls through the adoption of the Local Government Standard Chart of Accounts Better use of IT systems to improve reporting

		and accountability <ul style="list-style-type: none">• Review of IT service provision and systems to ensure sustainability, deliver efficiencies and minimise risk• On a biennial basis:<ul style="list-style-type: none">– Review Community Engagement and Communication Plans– Undertake a community perception survey
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Supporting Services:

- Economic Development
- Financial and Rates Services
- Community Development
- Governance and Administration
- Executive Team and Elected Members

Success Measurements:

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