



Shire of Morawa
Breaking New Ground
Strategic Community Plan
2018 to 2028



The Shire of Morawa

PO Box 14

Morawa WA 6623

Phone: 08 9971 1204

Fax: 08 9971 1284

Email: admin@morawa.wa.gov.au

Web: www.morawa.wa.gov.au

Inaugural Plan 2012 Prepared by:

UHY Haines Norton (WA) Pty Ltd

Phone: (08) 9444 3400

Email: perth@uhyhn.com.au

Update 2016 Prepared by:

Left of Centre Concepts and Events

Phone: 0427 426 496

Email: emily@leftofcentreevents.com.au

2018 – 2018 Major Review Prepared by:

Dale Stewart



Phone: 0458 132 249

Email: lgserviceswa@bigpond.com

Document Management

Version: 1

Status: Draft

Date: 24 February 2018

Adopted: 8 May 2018



Table of Contents

Our Vision Our Mottos	1
Message from the Shire President and Chief Executive Officer	2
About Our Shire	5
The Morawa Community.....	5
Estimated Resident Population (ERP).....	5
Age structure - Service age groups, 2011 to 2016	6
Change in age structure - service age groups, 2011 to 2016	7
Change in age structure - five year age groups, 2011 to 2016.....	9
Industry sector of employment, 2011 to 2016.....	10
Index of Relative Socio-economic Disadvantage, 2011 to 2016	11
Shire of Morawa Community Profile Snapshot	12
Further valuable information on the Profile of the Shire of Morawa, is contained in the key informing document, <i>Shire of Morawa Community Profile – a Snapshot</i> , compiled by JoynerSlot Consulting, in December 2017, as part of the Regeneration Morawa Project.....	12
The Natural Landscape	13
The Built Landscape.....	14
A Guide to this Plan	15
Community Engagement	15
Community Importance and Satisfaction.....	19
What is in the plan?.....	20
How we will use this plan?	21
Aspirations and Values	23
Pillar: Economic	24
Objective 1 A diverse, resilient and innovative economy.	24
What the Community told us.....	25
The Opportunity.....	25
How will we get there?	26
Pillar: Environment	30
Objective 2 Protect and enhance the natural environment.	30
What the Community told us.....	31
The Opportunity.....	31
How will we get there?	32
Pillar: Social Connection	34
Objective 3 A community that is friendly, healthy and inclusive.	34
What the Community told us.....	35
The Opportunity.....	35
How will we get there?	37
Pillar: Leadership & Governance	40
Objective 4 A connected community with strong leadership.	40
What the Community told us.....	41
The Opportunity.....	41
How will we get there?	42
Summary of Objectives and Outcomes	45
Who will Influence Our Success?	46
Services and Facilities	48
Measuring Our Success	51
Community Satisfaction	52
Key Performance Measures	52
Review Requirements	53
Acronyms	54
References & Acknowledgements	56
Disclaimer.....	57

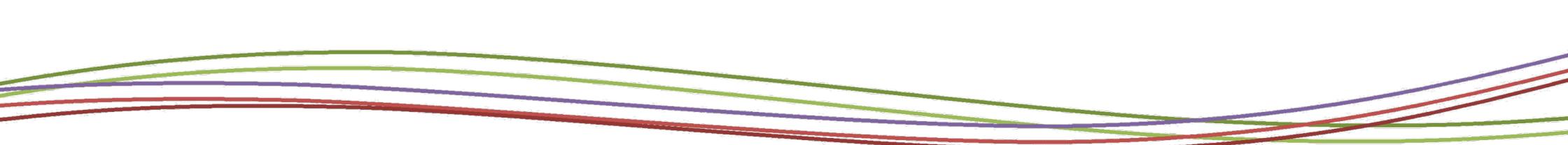


Our Vision

A welcoming and inclusive community with diverse regional partnerships that have created a vibrant and growing economy.

Our Mottos

*Shire of Morawa: Breaking New Ground
Tourism: Exploring Wildflower Country*



Message from the Shire President and Chief Executive Officer

Welcome to *your* Strategic Community Plan (2018 to 2028) for the Shire of Morawa. This plan captures your visions and aspirations for the future and outlines how we, as your elected representatives and local government employees will, over the next decade, work towards a brighter future for the Morawa community.

Our Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by you, our community. The outputs will then be fed into the next iteration of our Corporate Business Plan, which is an internal working document to cover the period 2018 to 2022, and our Annual Plan (covering the period 2018/19) to ensure our priorities and resources are aligned, and provide a mechanism to ensure the strategies are delivered and our effectiveness measured.

A lot has come to pass since 2011, when the then Minister for Regional Development and Lands, Hon Brendon Grylls MLA, nominated Morawa as one of nine local governments in the southern part of the State to be part of the State Government's Royalties for Region's SuperTowns Program. And whilst Morawa is still a 'super town', we now need to respond to circumstances that present in 2018, with a different Government, a different economy, and far changed access to grants than presented in the years following 2011. So whilst the name and grant opportunities may have changed, the opportunities and confidence we have in our community as a sub-regional centre have not.

Morawa will continue to thrive and *break new ground*, as we have for the last 100 years, and innovate and develop our comparative advantages, whilst minimising and diversifying from our disadvantages.

Mining and Resource activity is still an area that the community will grasp and maximise as opportunities arise, however our mainstay continues to be Agriculture and Service Industries, together with Health and Education.

As a community we have benefited immensely from participating in the SuperTown Project, with much of the planning still valid today and upgrades to community facilities and our main street permanent and valuable legacies.

In this our second Strategic Community Plan, we believe we have captured your aspirations and have reflected these in our desired outcomes. We will work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this plan.

The Plan could not have been produced without the input of the local community and I thank everyone for their enthusiastic response and taking the time to fill in the surveys and attending the workshops. Your responses gave us a valuable insight into your visions and aspirations for our future.

The Strategic Community Plan is part of an Integrated Strategic Planning Framework (IPRF) that drives all of our activity. The framework has been developed in accordance with the Department of Local Government, Sport and Cultural Industries Integrated Planning and Reporting Framework and Guidelines, which were released in October 2010 (updated 2016). Section 5.56(1) of the *Local Government Act 1995* requires that each local government is 'to plan for the future of the district', by developing plans in accordance with the regulations.

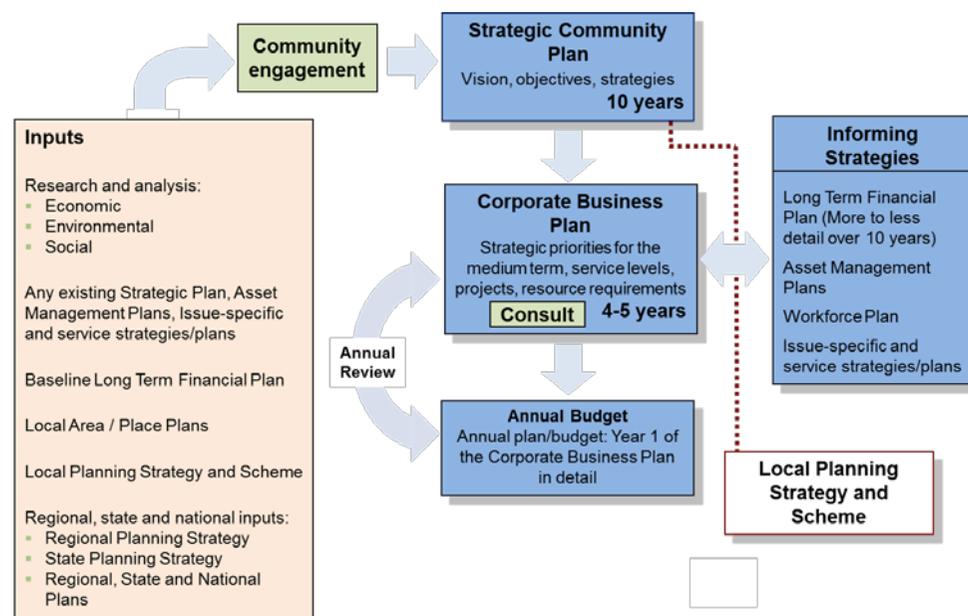


Diagram 1: Integrated Strategic Planning Framework

The framework has the following elements:

- 10 year Strategic Community Plan which outlines our vision for the future, our values and our strategic goals. This was adopted by Council in July 2012.
- 4 year Corporate Business Plan which details what we will do to implement the Strategic Community Plan. This document details the key projects and resources required to deliver on the Strategic Community Plan and details the planned project outputs/outcomes, estimated project costs, source of funds, project schedule and resources required to implement projects. The Corporate Business Plan also contains a risk assessment of the Shire's financial and human resource capacity to implement the Plan over the 4 years.
- An Asset Management Plan which enables the Shire to plan and manage their assets so that the community's aspirations can be reached. It is based upon 'whole of life' and 'whole of organisation' approaches and the effective identification and management of risks associated with the use of assets.

- 10 year Long-term Financial Plan that indicates the Shire's long term financial sustainability at a high level, allows for early identification of financial issues and their longer term impacts, and shows the financial impacts of plans and strategies.
- A Workforce Development Plan which analyses the operational capacity of the Shire, in contrast to the strategic needs created by the plans, and identifies the capacity, skills and knowledge gaps and how to address them.
- An Annual Budget which records the planned activity and expenditure for each year; and
- An Annual Report which provides the community with a detail account of what has been achieved each year and progress made towards the Performance Targets and achievement of Corporate Business Plan.

We have much to be proud of as a community, having brought much needed new investment into the Shire during the life of the 2012 Strategic Community Plan.

Amongst our successes we count a much needed and improved Town Centre and Town Square, bringing with it a much safer and attractive Main Street and gardens, improvements in rural road maintenance, new industrial and residential land subdivisions, improvements to our Swimming Pool and Skate Park and quality new Residential Aged Care Units.

This new Plan now challenges us to look beyond Royalties for Regions and SuperTowns and with our promise to communicate more and more often.

The Council and administration welcome your contributions and thoughts, and look forward to continuing our focus to ensure Morawa achieves its stated vision to be *'a welcoming and inclusive community with diverse regional partnerships that have created a vibrant and growing economy'*.

Karen Chappel
Shire President



Chris Linnell
Chief Executive Officer

About Our Shire

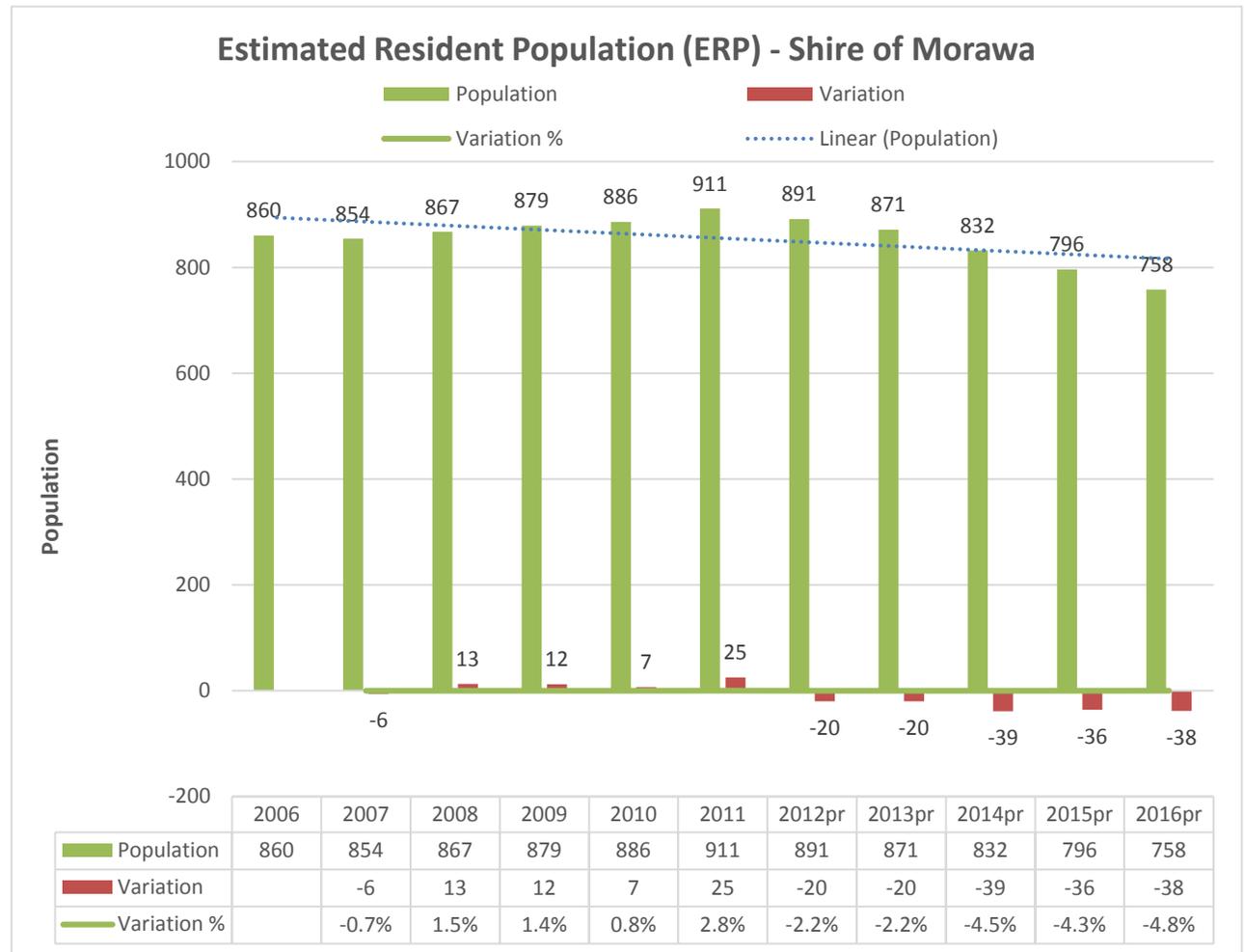
The Morawa Community Estimated Resident Population (ERP)

Source: The Australian Bureau of Statistics (ABS) 3218.0 - Regional Population Growth, Australia, 2016, Issues Date 28 July 2017.

Morawa is a proud and inclusive community with a traditional farming economic backbone. Located in the Mid West Wheatbelt (also referred to as the North Midlands) and home to 758 residents (as at 2016), Morawa is positioning itself to become a multi-faceted sub-regional centre to arrest the decline over the past decade and provide for a modest increase over the next. In addition to the town of Morawa, the District also includes the communities and localities of Canna, Gutha, Koolanooka, Merkanooka and Pintharuka.

Whilst the current estimated resident population has shown a slight decrease over the past five years, it can be predominantly be accounted for with the cyclical nature of mining and resource industry activity.

The ABS census population data showed a split of 53.3% male and 46.7% female, closely following the State proportion of 50.0% males and 50.0% females.



Source: Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0) Issued date 28 July 2017.

Age structure - Service age groups, 2011 to 2016

The Age Structure of the Shire of Morawa provides key insights into the level of demand for age based services and facilities such as child care. It is an indicator of the Shire of Morawa's residential role and function and how it is likely to change in the future.

Service age groups divide the population into age categories that reflect typical life-stages. They indicate the level of demand for services that target people at different stages in life and how that demand is changing.

Care should be taken with the statistics as they do not necessarily exactly correspond with the ERP Statistics, as one is an estimate of population and the other where persons were on census night.

Shire of Morawa - Total Persons (Usual residence) Five year age groups (years)	2016			2011			Change
	Number	%	Regional WA %	Number	%	Regional WA %	2011 to 2016
0 to 4	47	6.4	6.7	61	6.8	7.2	-14
5 to 9	62	8.4	7.1	75	8.4	7.0	-13
10 to 14	43	5.8	6.5	89	10.0	7.1	-46
15 to 19	76	10.3	5.7	99	11.1	6.0	-23
20 to 24	37	5.0	5.0	31	3.5	5.8	+6
25 to 29	37	5.0	6.5	49	5.5	6.9	-12
30 to 34	46	6.3	7.1	29	3.2	6.8	+17
35 to 39	30	4.1	6.7	52	5.8	7.4	-22
40 to 44	49	6.7	7.0	69	7.7	7.7	-20
45 to 49	42	5.7	7.2	68	7.6	7.4	-26
50 to 54	45	6.1	7.1	64	7.2	7.3	-19
55 to 59	64	8.7	6.9	46	5.1	6.4	+18
60 to 64	50	6.8	6.0	34	3.8	5.5	+16
65 to 69	20	2.7	5.3	42	4.7	3.9	-22
70 to 74	26	3.5	3.6	26	2.9	2.9	0
75 to 79	19	2.6	2.6	26	2.9	2.0	-7
80 to 84	25	3.4	1.6	15	1.7	1.5	+10
85 and over	18	2.4	1.5	19	2.1	1.2	-1
Total population	736	100.0	100.0	894	100.0	100.0	-158

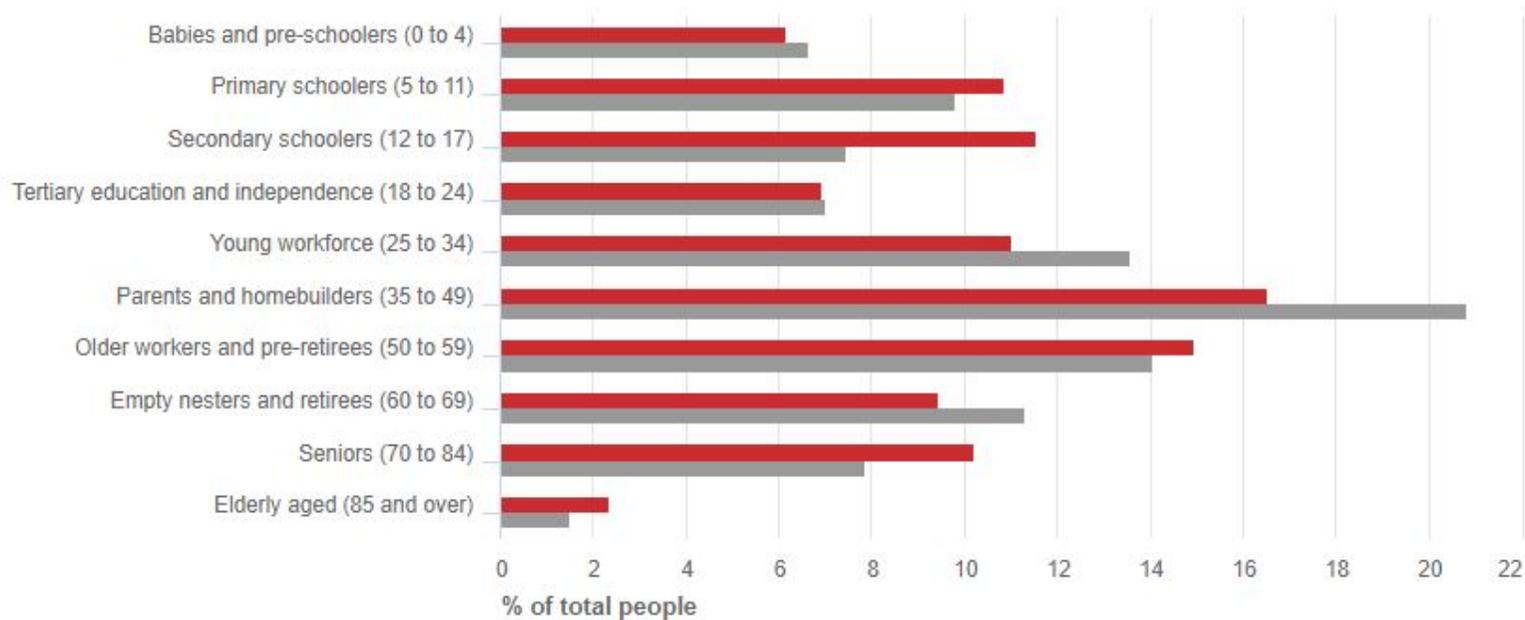
Change in age structure - service age groups, 2011 to 2016

Analysis of the service age groups of the Shire of Morawa in 2016, compared to Regional WA, shows that there was a higher proportion of people in the younger age groups (0 to 17 years), as well as a higher proportion of people in the older age groups (60+ years).

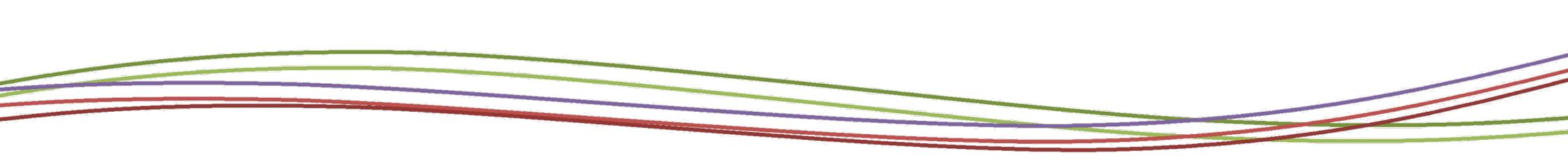
Age structure - service age groups, 2016

Total persons

■ Shire of Morawa ■ Regional WA



Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2011.
Compiled and presented by .id, the population experts.



Overall, 28.6% of the population was aged between 0 and 17, and 22.0% were aged 60 years and over, compared with 23.9% and 20.6% respectively for Regional WA.

The major differences between the age structure of the Shire of Morawa and Regional WA were:

- A *larger* percentage of 'Secondary schoolers (12 to 17)' (11.5% compared to 7.4%)
- A *larger* percentage of 'Seniors (70 to 84)' (10.2% compared to 7.8%)
- A *smaller* percentage of 'Parents and homebuilders (35 to 49)' (16.5% compared to 20.8%)
- A *smaller* percentage of 'Young workforce (25 to 34)' (11.0% compared to 13.6%).

Emerging groups

From 2011 to 2016, Shire of Morawa's population decreased by 131 people (14.7%). This represents an average annual population change of -3.12% per year over the period.

The largest change in the age structure in this area between 2011 and 2016 was in the age group:

- Parents and homebuilders (35 to 49) (-63 people).

As mentioned earlier, this is predominantly due to the cyclical nature of activity in the mining and resource sector, and accordingly we believe this trend is not likely to continue into the next five year period.

From 2011 to 2016, 16.7% (124 people) of the population identify as being Aboriginal or Torres Strait Islander, compared with 9.7% in 2011. This is a large cohort and indicates the need to develop specific strategies and action to engage with this sector of the community.

Change in age structure - five year age groups, 2011 to 2016

Five year age groups present a classic age profile of the population. Each age group covers exactly five years, which enables direct comparison between each group.

Age structure - Service age groups

Shire of Morawa - Total Persons (Usual residence)	2016			2011			Change 2011 to 2016
	Number	%	Regional WA %	Number	%	Regional WA %	
Babies and pre-schoolers (0 to 4)	47	6.2	6.7	61	6.8	7.2	-14
Primary schoolers (5 to 11)	83	10.9	9.8	104	11.6	9.9	-21
Secondary schoolers (12 to 17)	88	11.5	7.4	134	15.0	8.0	-46
Tertiary education and independence (18 to 24)	53	6.9	7.0	56	6.3	7.9	-3
Young workforce (25 to 34)	84	11.0	13.6	78	8.7	13.7	+6
Parents and homebuilders (35 to 49)	126	16.5	20.8	189	21.1	22.5	-63
Older workers and pre-retirees (50 to 59)	114	14.9	14.1	110	12.3	13.7	+4
Empty nesters and retirees (60 to 69)	72	9.4	11.3	76	8.5	9.5	-4
Seniors (70 to 84)	78	10.2	7.8	67	7.5	6.4	+11
Elderly aged (85 and over)	18	2.4	1.5	19	2.1	1.2	-1
Total	763	100.0	100.0	894	100.0	100.0	-131

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2011.
Compiled and presented by .id, the population experts.

Industry sector of employment, 2011 to 2016

Of particular note with respect to employment during the period 2011 to 2016, are the fluctuations and structural changes associated with mining or ancillary support (construction / manufacturing) services. Agriculture remains the lifeblood of the community and is steady. Government services such as administration, education and health, employ more persons overall than agriculture within the district, highlighting the importance of retention and attraction of appropriate government services. The net loss of over 100 jobs, or 25% of the workforce in the preceding five years due to these structural changes, has however placed an enormous strain on existing service industries.

Source: Australian Bureau of Statistics, Census of Population and Housing 2016 and 2011.
Compiled and presented by .id, the population experts.

Industry sector of employment

Shire of Morawa - Employed persons (Usual residence)	2016			2011			Change 2011 to 2016
	Number	%	Regional WA %	Number	%	Regional WA %	
Agriculture, Forestry and Fishing	98	33.2	9.1	97	24.4	8.9	+1
Mining	7	2.4	11.1	33	8.3	11.2	-26
Manufacturing	0		5.3	7	1.8	7.2	-7
Electricity, Gas, Water and Waste Services	0		1.3	0		1.3	0
Construction	11	3.7	9.2	27	6.8	10.9	-16
Retail Trade	23	7.8	8.7	24	6.0	9.2	-1
Wholesale trade	0		2.0	10	2.5	2.5	-10
Accommodation and Food Services	5	1.7	6.4	12	3.0	6.1	-7
Transport, Postal and Warehousing	12	4.1	4.7	22	5.5	4.8	-10
Information Media and Telecommunications	0		0.5	0		0.6	0
Financial and Insurance Services	0		1.1	6	1.5	1.2	-6
Rental, Hiring and Real Estate Services	3	1.0	1.4	3	0.8	1.5	0
Professional, Scientific and Technical Services	0		3.3	0		3.2	0
Administrative and Support Services	0		3.1	5	1.3	2.7	-5
Public Administration and Safety	20	6.8	5.7	24	6.0	5.8	-4
Education and Training	79	26.8	8.3	64	16.1	7.6	+15
Health Care and Social Assistance	27	9.2	9.6	37	9.3	8.4	-10
Arts and Recreation Services	0		1.1	0		0.7	0
Other Services	0		3.9	14	3.5	3.9	-14
Inadequately described or not stated	10	3.4	4.2	13	3.3	2.3	-3
Total employed persons aged 15+	295	100.0	100.0	398	100.0	100.0	-103

Index of Relative Socio-economic Disadvantage, 2011 to 2016

Socio-Economic Indexes for Areas (SEIFA), produced by the Australian Bureau of Statistics (ABS) show Morawa is consistent with the rest of regional WA.

The Shire of Morawa SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. The index is derived from attributes that reflect disadvantage such as low income, low educational attainment, high unemployment, and jobs in relatively unskilled occupations.

The Shire of Morawa's SEIFA percentile is 32%. This indicates a relatively high level of socio-economic disadvantage when compared to Western Australia at 58%. It is interesting to note that Morawa is very similar on the index to regional WA as a whole which sits at 36%. This would indicate that overall regional towns and centres are home to more disadvantaged communities than say cities.

When targeting services to the Morawa community, it has been important to also look at these underlying characteristics, as they can differ markedly between areas with similar SEIFA scores and shed light on the type of disadvantage being experienced. These demographics and population trends have influenced the outcomes and strategies contained within this plan, resulting in a number of strategies specifically to address these issues.

Please note that the 2016 Census SEIFA data is not released until later in 2018.

Index of Relative Socio-economic Disadvantage

Shire of Morawa's small areas and benchmark areas

Area	2011 index	Percentile
Western Australia	1021.5	58
Australia	1002.0	47
Regional WA	980.5	36
Shire of Morawa	969.9	32

Source: Australian Bureau of Statistics, Census of Population and Housing 2011.
Compiled and presented in profile.id by .id, the population experts.

Shire of Morawa Community Profile Snapshot

Further valuable information on the Profile of the Shire of Morawa, is contained in the key informing document, *Shire of Morawa Community Profile – a Snapshot*, compiled by JoynerSlot Consulting, in December 2017, as part of the Regeneration Morawa Project.

At one of the Regeneration Morawa Forums, conducted in November 2017, the participants were asked to describe in one word, what depicted Morawa most to them.

This was the result:

Happy
 Resilient
Potential
 Community
Positive
 Evolving
Initiative
 Broken
Growing
 Positively challenging
Promising
 Persistent
Forward-thinking
 Amazing potential

Estimated Residential Population: 758 Median age: 38 years	Location 370km north of Perth Transport Road (4 hours from Perth); TransWA bus services and airport facilities	Localities Cannu, Gutha, Koolanooka, Merkanooka, Morawa and Pintharuka.
Income: Median total family income: \$1,357/week Median total personal income: \$360/week	Neighbours City of Greater Geraldton to the north, Shire of Yalgoo to the east, Shires of Perenjori and Three Springs to the south, and Shire of Mingeneew to the west.	Our name Morawa is named from an Aboriginal word thought to refer to the dalgite (bilby) - a small marsupial that burrows into the earth - or meaning, "the place where men are made"
Housing Median house price: \$68,000 Median rent: \$130/week	Economy Broad acre agriculture, education and medical sectors. Emerging iron ore mining industry including mining service businesses, trades and commerce.	Environment Wheat and sheep farming town situated in the heart of wildflower country in Mid West region
Education District High School (Yrs K-12) WA College of Agriculture (Yrs 10-12), including residential hostel and trade training centre	Facilities Medical centre, community health centre, childcare centre, youth centre, swimming pool, aged care accommodation, community resource centre, police and St John ambulance services	Retail/commercial Supermarkets, pharmacy, banks, newsagency, agricultural supplies, clothing and hardware Hospitality Hotel, cafe, caravan park with quality self contained units

Source: Shire of Community Profile, JoynerSlot Consulting December 2017.

The Natural Landscape

Morawa is located approximately 370 kilometres north east of Perth and 180 kilometres south east of Geraldton. The Shire is bordered by the community of Mullewa to the north, the Shire of Perenjori to the South, and Mingenew and Three Springs to the West and Yalgoo to the East.

The Shire covers 3,528 km² of agricultural and pastoral farmland, mining leases, Crown land and townsites, and is within the Yarra catchment area. The landscape varies from large flat plains, to rolling hills and rugged breakaway country. Approximately 12.8 km² of land is salt affected or salt lakes. Soil types are primarily York Gum soil (light/heavy), interspersed with Salmon Gum clay.

Morawa is an Aboriginal name, first shown on maps of the area for a rock hole in 1910. It is possibly derived from "Morowa" or "Morowar", the Dalgite, a small marsupial which burrows into the earth. A Dalgite is a type of bilby. Another possible meaning is "the place where men are made". This is probably a reference to initiation ceremonies conducted in the area by the Aboriginal inhabitants.

Situated within the *Wildflower Region*, the landscape turns to a mass of colour when the warmth of spring arrives, particularly after a wet winter, attracting tourists from all over Australia.



The Built Landscape

Morawa was declared a townsite in 1912 and the railway service commenced in 1913.

Like many towns in the area, Morawa owed its early existence to the railway line to Geraldton, which represented a vital transport link for the agricultural industry. In 1948, Prater Airport was opened for use by light aircraft. The airstrip is fully illuminated, to allow night landings, by the Royal Flying Doctors Service and courier aircraft.

Since the 'early days', the town has grown to include quality education and medical services. The education services include a Primary School and District High School (pre-primary to Year 12), with 230 students enrolled in 2016 (up 15 from 2011) and the WA College of Agriculture with a further 62 students.

The Morawa Perenjori Multi-purpose Medical Centre, includes the Morawa-Perenjori Health Service, providing clinical services and primary health services, community care and the patient assisted scheme. The Morawa Medical Centre supports a general practitioner who services the community 3.5 days per week.

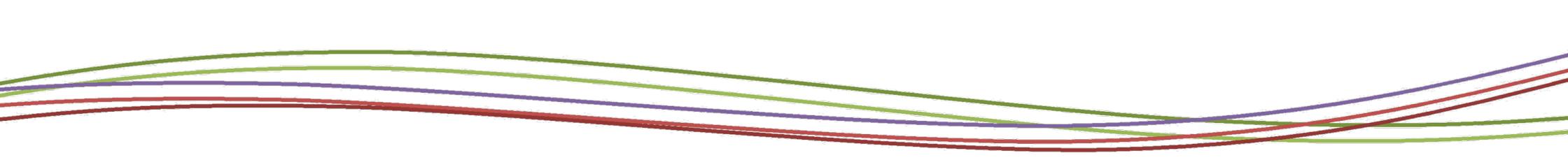
One bank, two supermarkets, agricultural agency, hardware store, drapery, pharmacy, newsagency, roadhouse, service and contractor businesses are all part of a vibrant commercial and industrial sector for the town.

To service agriculture and other industries, along with residents and visitors to the district, the Shire maintains 195km of sealed roads and 850 km of unsealed roads.

A major challenge for the area continues to be electricity supply reliability, as the town is located on the edge of the South West interconnected power grid, with power usage at 90% of available supply. Water is obtained from the Arrowsmith borefield and approximately 80% of the borefield's allocation is being extracted each year.

Sewerage is managed by the Shire of Morawa and assists maintain green parks and reserves, through effective reuse and recovery systems.





A Guide to this Plan

Community Engagement

The State Government's Integrated Planning and Reporting Framework requires all local governments to develop their 10+ year Strategic Community Plan through a process of community engagement aimed at identifying long term community aspirations, visions and objectives.

The Morawa community were asked to share their visions and aspirations for the future through a number of engagement methods, which were supported by a communications campaign that included newspaper articles and advertisements, regular information updates on the Shire's website, the distribution of project flyers and displays on information boards.

Statistically, the total responses received were from 144 persons, from all cohort age groups over the age of 11, representing an impressive 19% of the districts population of 758 (as at 2016).

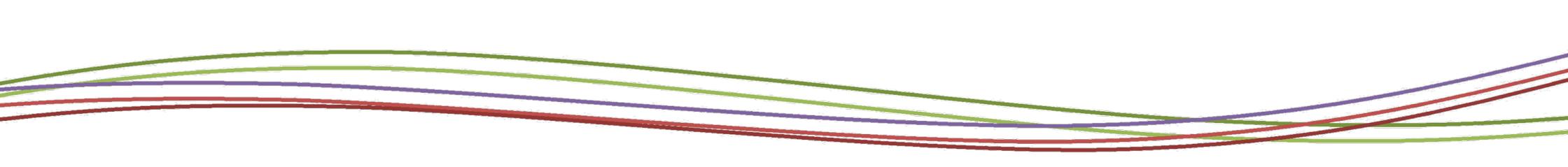
With the basic community engagement standard defined in the Integrated Planning and Reporting Advisory Standard being at least 500 or 10% of residents, whichever is the fewer, and to be conducted by at least 2 documented mechanisms, Council is confident that we have a sound basis for giving us reliability in the validity of the engagement conducted in informing the 2018 Plan.

The focus groups and forums provided valuable insight into the key issues and aspirations important to the local community. These views have been recognised by the Council and subsequently shaped the visions, values, objectives and strategies documented in this Plan.

Given the Strategic Community Plan is required to and designed to represent the communities' aspirations and vision for the future (not the Council's per se), elected members were formally invited to participate in the final session of engagement in late December 2017.

That session tested;

- The current 'Pillars' of the Plan, slightly changing their titles but not the intent or objectives;
- Marginally modified some of the words in the proposed 'Vision', which has changed only slightly from that adopted in 2012;
- Identified many achievements and several shortcomings that the Council was cognoscente of since creation of the first Strategic Community Plan;
- Identified current priorities and potential threats; and
- Slightly modified the wording of the stated 'Values', to better reflect the communities views about greater communication and consultation needing to be demonstrated by the Council in implementing the Plan.



This Plan represents a significant departure and shift from the one adopted in 2012, immediately post the nomination and acceptance of Morawa as a 'SuperTown' in 2011.

Significant structural changes have transpired since that time including;

- A downturn in mining and associated resource industry support services;
- Effective removal of the SuperTowns program and its associated funding;
- Effective removal of grants available through Royalties for Regions and
- Drought conditions.

As a result, it has necessitated a recasting of the next 10 years priorities and resultant strategies.

Whilst our 'Vision' is significantly the same, *"A welcoming and inclusive community with diverse regional partnerships that have created a vibrant and growing economy"*, our 2016 census population and previous predications around growth with future populations have changed. We are now casting our Plan around stabilisation and modest growth aspirations, rather than seeing mining and allied resource activities as some form of saviour.

The Strategic Community Plan 2018 – 2028 reflects the views of the community via several workshops, surveys, forums and engagement exercises conducted by the Council since the minor review undertaken in 2016, by Left of Centre Concepts and Events.

These included;

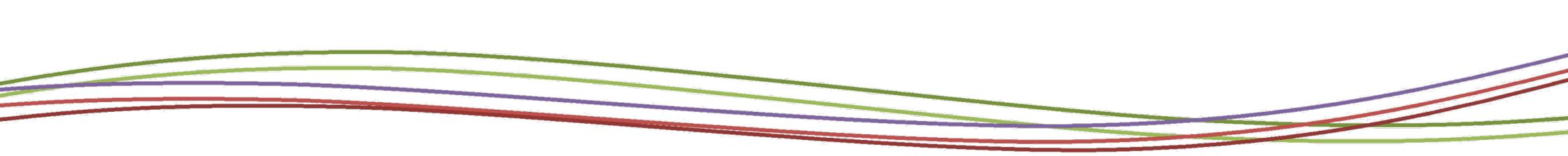
Morawa Regeneration Group – October 2017

Group Workshops in Morawa, with 48 different residents and ratepayers contributing. It was conducted by JoynerSlot Consulting, in association with Liz Storr from Storybox, over the days of 25 and 26 October 2017. These Workshops were divided into three distinct focus groups;

- Community (28 people);
- Business (14 people); and
- Farmers (6 people).

It involved visioning exercises exploring interest areas as follows;

- Social Capital;
- Human Capital;

- 
- Financial Capital;
 - Built Capital;
 - Natural Capital;
 - Political Capital; and
 - Cultural Capital.

Community Engagement Stage 1 – August 2017

Focus Group Workshops in Morawa in August 2017, with 12.66% of the total population (96 persons), conducted by Dr Barbara Maidment, Director of the Margaret River Business Centre. These workshops were divided into the following distinct focus groups;

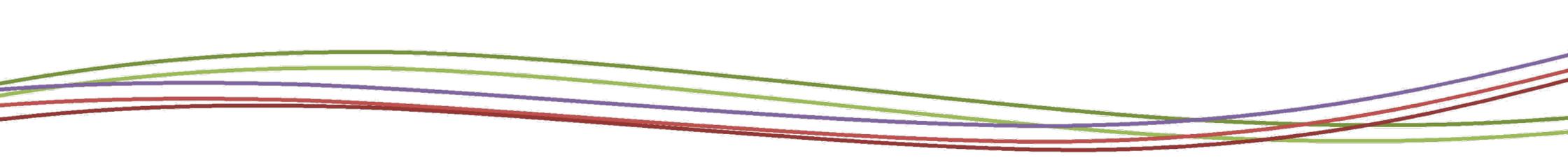
- Ratepayers (2);
- Teen students (11);
- Young mothers (13);
- Outlying community members (Canna and Gutha) (15);
- General community (35);
- Senior local government staff members (8); and
- Business owners (12).

With the exception of the teens, which involved a less formal approach, they involved visioning exercises exploring interest areas as follows;

- Have there been any significant changes in the organisation's internal capacity?
- Have there been any changes in the organisation's external environment?
- Review and reaffirm values;
- Review and reaffirm vision and mission statements;
- Review and adjust objectives, considering new objectives, actions or strategies and;
- Priority key focus areas.

Full details of the survey methodology and cohorts can be found in the informing community engagement documents:

- Shire of Morawa Strategic Community Plan Review (Oct 2017), undertaken by Dr Barbara Maidment of the Margaret River Business Centre; and
- Morawa Regeneration Report (Nov 2017), undertaken by JoynerSlot Consulting, in association with Liz Storr from Storybox.



Community Engagement Stage 2 – April 2018

As a part of the engagement strategy for the Strategic Community Plan the draft document was returned to the Community for final comment. The engagement process was spread across a variety of mediums including online, notice boards and workshops in the community. The only responses collected during this stage of the engagement process was via the community workshops. The workshops were facilitated by the CEO and senior staff across two venues with a total of 20 adult participants.

The first meeting many of the concerns were general in nature and were not specifically targeted at the Strategic Community Plan document itself. Some of the key areas discussed at this meeting were:

- Complaints about the current quality and price of fresh food and products
- Perceived limitations of our current educational and health facilities
- Concerns about roads and RAV ratings
- Need for tourism diversification and Grey Nomad attraction, with free camping sites
- Need for business and population diversification (which relates to Regeneration Morawa Strategy)

Attendees at the second meeting were also highly engaged yet took a different approach to discussing the draft SCP. Discussions focused more on content, and more specifically the wording choices for each of the itemised points in the SCP. Some of the key areas discussed at this meeting were:

- 3.13.3 highlight 'support traineeships and workforce re-entry programs
- 3.10.3 'maintain high standard of customer service and record keeping'
- 3.1.5 'change the priority from low to high and provide advocacy'
- 1.6.2 Research as question as to whether will be needed or changed or revised? Change gateway to entrance statement
- 3.6 Action – add outdoor gym equipment (budget/funding sources)

The feedback from participants have been incorporated in the draft SCP where applicable. The Strategic Community Plan 2018-2028 will then be used as the key informing document for the development of our Corporate Business Plan (CBP) which will then filter into our annual budget which will inform our individual work-plan priorities.

Community Importance and Satisfaction

A number of the focus group respondents added their views on the importance of, and satisfaction with, current Shire services and planning for proposed future services. The results of these responses are grouped and summarised in the table below, providing a guide to the prioritisation of service provision.

Whilst not a definitive priority listing, this feedback will assist guiding the Shire with prioritisation of service provision. The table categorises services according to the community's assessment of their relative importance and satisfaction.

Very Important Low Satisfaction	Very Important High Satisfaction	Important Low Satisfaction	Important High Satisfaction
<ul style="list-style-type: none"> • Long term planning • Economic development • Small Business • Maintenance • Townscape presentation • Water supplies • Support for volunteers • Aged person homes • Education and Training • Drainage, storm water and flood management • Telecommunications • Verges and footpaths • Road works • Affordable housing • Power supplies 	<ul style="list-style-type: none"> • Health services • Emergency services • Council's customer service • Parks and sporting facilities • Crime prevention • Playgrounds • Financial management • Child care, playgroup, maternal and infant services • Aged and disabled services • Community engagement 	<ul style="list-style-type: none"> • Mining partnerships • Community Resource Centre • Town planning • Waste Dump Point • Environmental initiatives • Museum management • Vegetation management • Street lighting • Employee housing • Pest control • Skate park • Libraries • Ranger services • Tourism management 	<ul style="list-style-type: none"> • Tourist Centre • Police licensing services • Community Halls and Rec Centre • Regional collaboration • Festival and event support • Public toilets • Youth services • Cemetery • Health administration and inspection • General garbage collection • Indigenous relations • Building control • Landscaping

What is in the plan?

The Morawa Strategic Community Plan reflects the community's vision for the future and is the principal strategic guide for future Shire planning and activities.

Based on the community engagement results, we have set out the vision for the Shire's future and captured the community's aspirations and values.

A strategic objective has been developed for each of the four key areas of community interest, which we have called our pillars (our core foundations if you will).

They are very similar to those in the 2012 Plan, with only slight terminology changes to reflect the communities understanding of these terms. They have been grouped as underlying foundations, or *pillars*, as follows:

- **Economic**
- **Environmental**
- **Social Connection**
- **Leadership & Governance**

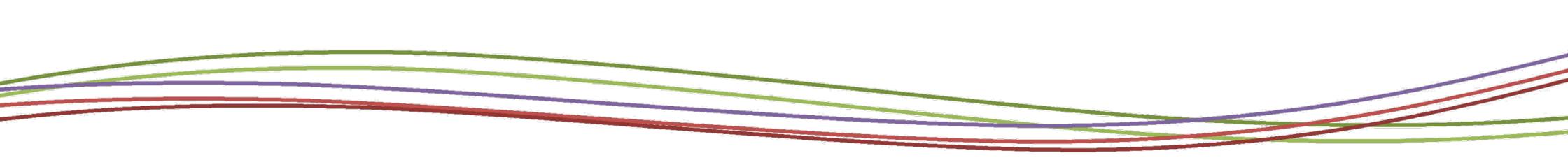
Desired outcomes have been determined to achieve each of these objectives, after considering the capacity of the Shire's current and future resources, along with demographic trends.

For each strategic objective, we have provided the following:

- a summary of the major issues highlighted by the community;
- a selection of the community's comments;
- the opportunities available to the Shire;
- a table of strategies to achieve our desired outcomes; and
- an overview of the primary partners that will help us achieve our objectives and outcomes.

In later sections, we have also stated how we will measure our success in achieving our objectives, and who else has influence over our ability to achieve these objectives.





How we will use this plan?

The former (and inaugural) Strategic Community Plan was produced and adopted by the Shire of Morawa Council in 2012.

The Department of Local Government, Sport and Cultural Industries' Local Government (Administration) Regulations of 1996, stipulates that every WA Council needs to fully review and update their plan every four years. Thus the first major review process commenced in 2016, with final community and stakeholder consultation and engagement concluding in early 2018 and, as a result, this updated Strategic Community Plan has now been developed.

The update to the Strategic Community Plan has involved:

- A thorough review of the population and demographic statistics for the Shire of Morawa;
- An update of the emerging trends, challenges and changes from 2012 to now and also predicting what may occur for the next four year period;
- A thorough review of the 2012 Strategic Community Plan;
- A thorough review of the 2016 Update;
- A thorough review, led by the Shire of Morawa's elected Council body, of the objectives, outcomes and strategies included in the 2012 and 2016 documents;
- The development of a new prioritised list of objectives, outcomes and strategies that the Shire of Morawa Council group have identified as assisting to reach the Shire's overall vision for the next four year period and;
- Consultation with the community via several community forums to ensure the plan reflects the long term aspirations of the community.

The Council now presents this draft Plan and provides a final opportunity for the entire community to review the draft and provide feedback, before considering those comments and submissions, with the intent of the Council to then adopt the plan (as amended).

This plan shares our visions and aspirations for the future and outlines how the Shire will, over the long term, work towards a brighter future for the Morawa community. We encourage your comments and thoughts.

The 2012 Strategic Community Plan has influenced how as a Shire we resource and deliver our services. Similarly this new Plan will be the primary strategic plan for all new planning undertaken by the Shire.

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

- Guide Council priority-setting and decision-making;
- Provide a framework for the on-going integration of local planning initiatives;
- Inform decision-making at other agencies and organisations, including community groups and State Government;
- Provide a rationale to pursue grants and other resources to demonstrate how specific projects align with the aspirations of our community and within the strategic direction outlined in the Strategic Community Plan;
- Inform potential investors and developers of our community's key priorities, and the ways in which we seek 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, values and aspirations.

Importantly, plans are only effective if resourced adequately to ensure the desired outcome.

Strategies will be prioritised and actions applied (after an assessment of available resources) through the review of the current Corporate Business Plan and for this to be updated annually.

Key performance indicators will be used to report to the community on the Shire's performance in achieving the outcomes, via the Annual Report, Shire snippets and other forums and avenues from time to time.



Aspirations and Values

Whilst not critical to incorporate into a Strategic Community Plan, the Council has adopted a number of values that it has gleaned from the various workshops and stakeholder forums, including the 2017 Regeneration Morawa Forums.

Words like: *Happy, Resilient, Potential, Community Positive, Evolving, initiative, Growing, Promising Persistent, Forward-thinking and Amazing Potential*, were some of the words used, in describing how they felt about the future for Morawa.



Values

The Shire of Morawa aspires to be guided by the following values:

- Innovative and creative;
- Collaborative through partnerships;
- Open and accountable
- Strong leadership, governed by informed decisions; and
- Listen, communicate and respond.

As a result, the values described above, are what the Council and its employees seek to aspire to live up to, in communicating with the community and in passionately advocating for, on its behalf.



Pillar: Economic

Objective 1 A diverse, resilient and innovative economy.

“Morawa! Affordable housing in a community going places.”

– Member of Community

What the Community told us

Attracting steady economic growth, more jobs and population growth was one of the most common responses, in relation to the question, “what is your greatest ‘wish’ for the future?” Other important issues in relation to the economy were:

- Attract a diverse range of new businesses and maintain government services in Town;
- Industry diversification (agriculture, mining, renewable energy, supporting trades, health, education) and technological advancement;
- Population attraction and retention;
- Improving the availability and range of quality/affordable housing;
- Improved regional road access between towns and traffic management (truck freight bypass);
- That the objective remained valid;
- Retain local community character and a safe environment (including heritage properties) and improve Town Centre; and
- Improved infrastructure, particularly power, water and telecommunications.

The Opportunity

Over recent years, the Shire of Morawa has experienced an exciting phase with iron ore mining emerging in the region. While the opportunities presented by the mining industry were, and continue to be embraced, the community maintains the importance of agriculture as the local economy’s ‘backbone’. The resource sector slowing in the region has highlighted opportunities for other potential value-add businesses associated with agriculture as important employment generators, as well as services, such as health, renewable energy industries, education and government administration.

On-going liaison with the North Midlands sub-region and the Mid West Development Commission is viewed as important in facilitating these opportunities. The provision of adequate infrastructure to accommodate growth, such as a reliable power supply, suitable land supply, well-maintained roads and new technologies and innovation were noted as important issues. Whilst the community embrace the growth associated with the resources sector, they acknowledge the importance

Quotes from the Community

“Fix up the water tower making it into an observatory with telescopes.”

“Develop a regional skills audit/register and a regional /town community calendar of events.”

“Visiting artists/pop up shops; bands, pop-up bars/food trucks.”

“More attention to agriculture and food in everyday subjects at the school; help to make agriculture as a career path.”

“Morawa: the resilient town pushing through the mining and farming downturn.”

of a range of quality, affordable housing, services and amenities to ensure Morawa continues to remain an attractive district in which to live. A vibrant main street with an increased level of retail, food, commercial and entertainment services was highlighted as a keen wish for the future.

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 1.1 Maintain and increase population.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.1.1	Make land available for commercial and industrial uses, including progression of stage 1 industrial.	YES	HIGH	2 – 4 YEARS	LANDCORP
1.1.2	Investigate the feasibility of the Morawa Migration Settlement Research Program, encouraging skilled migrants to the area (part of Regeneration Morawa)	YES	HIGH	2 – 4 YEARS	OMI, MWDC

Outcome 1.2 Maximise business, industry and investment opportunities.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.2.1	Continue to liaise with CBH to upgrade and extend grain handling and storage facilities.	YES	HIGH	ONGOING	CBH
1.2.2	Promote Morawa as an attractive place to live and work with appropriate promotional videos suitable for different platforms, including social networking.	YES	HIGH	ONGOING	MWDC, DRD
1.2.3	Review the Morawa incentives for Investment (New Businesses) Program.	YES	HIGH	ONGOING	
1.2.4	Continue to support development of the tourism industry such as trail development, Aray Way, Pop Up Shops and enhancement of the Morawa Caravan Park.	YES	HIGH	ONGOING	TWA
1.2.5	Explore the business case for development of a Mountain Bike Trail Network.	YES	HIGH	< 1 YEAR	MWDC

1.2.6	Continue to support NMEITA and its strategic direction (Education Industry Training Alliance).	YES	HIGH	<1 YEAR	NMEITA, DoE
1.2.7	Engage with resource and mining companies to invest in the region and commit to local employment and buying local.	YES	HIGH	ONGOING	
1.2.8	Develop a Shire based Economic development Strategy aligned with NMEDS and Regional BluePrint.	YES	MEDIUM	<2 YEARS	MWDC
1.2.9	Explore any new initiatives from Morawa Regeneration Project.	YES	HIGH	1 – 4 YEARS	MWDC
1.2.10	Continue to Support the Morawa Visitors Information Centre.	YES	HIGH	ONGOING	TWA
1.2.11	Continue to support the Wildflower Country Tourism Committee.	YES	HIGH	ONGOING	TWA
1.2.12	Develop an Industry Training Centre.	YES	MEDIUM	1 – 2 YEARS	NMEITA, MWDC
1.2.13	Develop new road signage to attract and promote Morawa.	YES	MEDIUM	<5 YEARS	MRWA

Outcome 1.3 Responsive to innovation and new technologies.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.3.1	Support DAFWA in the identification of agriculture innovations.	YES	HIGH	ONGOING	DAFWA
1.3.2	Advocating for improved telecommunication options and solutions.	YES	HIGH	< 1 YEAR	MWDC, DRD, NMLGA

Outcome 1.4 Provide essential services and infrastructure to support population growth.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.4.1	Advocate and partner with Water Corp for the provision of adequate water capacity, quality and supply.	YES	HIGH	ONGOING	WC
1.4.2	Investigate and promote Morawa as ideal location to partner to explore green technologies to become independent of grid for power supplies.	YES	MEDIUM	ONGOING	MWDC, DRD

Outcome 1.5 Planned and balanced growth.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.5.1	Develop North Midlands Sub-regional Economic Development Strategy	YES	MEDIUM	ONGOING	MWDC, NMLGA

Outcome 1.6 The main street is the civic and retail heart connecting the town.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.6.1	Town Centre revitalisation strategies as contained in the Morawa Growth Plan.	YES	HIGH	2 – 4 YEARS	MWDC, DRD
1.6.2	Implementation of Entrance Statement Project subject to high level community engagement.	YES	MEDIUM	2 – 4 YEARS	MWDC, DRD

Outcome 1.7 Attractive and well maintained buildings and streetscapes.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.7.1	Continue to implement and fund Façade Enhancement and Policy 2.3 Heritage Colours – but through the entire Shire subject to high level community engagement.	YES	LOW	ONGOING	
1.7.2	Continue to maintain a high standard of landscaping and maintenance with appropriate vegetation selection.	YES	MEDIUM	ONGOING	
1.7.3	Explore the concept, including the costs and benefits of establishing a tourism, community and cultural precinct at the old Shire Council Chambers and Town Hall.	YES	HIGH	< 1 YEAR	MWDC, DRD
1.7.4	Encourage local residents to improve presentation of their properties including removal of those dilapidated and beyond useful life or heritage value.	YES	MEDIUM	ONGOING	
1.7.5	Implement the Street Tree Planning, Footpath and Greening Project utilising native vegetation where possible.	YES	MEDIUM	ONGOING	MWDC

Outcome 1.8 Well maintained local roads and ancillary infrastructure.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.8.1	Establish a prioritisation schedule and road hierarchy for the upgrade of roads infrastructure and promote successes and completion.	YES	HIGH	< 1 YEAR	MRWA
1.8.2	Maintenance and renewal of roads, and ancillary infrastructure is undertaken in accordance to Shire Asset Management Plan.	YES	HIGH	ONGOING	MRWA
1.8.3	Lobby government and private sector for increased road maintenance funding.	YES	HIGH	ONGOING	MRWA
1.8.4	Control roadside vegetation.	YES	HIGH	ONGOING	MRWA
1.8.5	Develop Footpath Development and Asset Management Plan.	YES	MEDIUM	<2 YEARS	

Outcome 1.9 Affordable, diverse and quality accommodation options for both residential and business.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.9.1	Identify preferred sustainable options and seek funding to redevelop the old Morawa Hospital.	YES	HIGH	< 1 YEAR	HDWA
1.9.2	Investigate options and facilitate the development of a broader range of affordable and quality tourism accommodation.	YES	LOW	< 5 YEARS	

Outcome 1.10 Increased investment in transport networks.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
1.10.1	Secure funding to seal the Morawa airport.	YES	HIGH	< 5 YEARS	MWDC, DOT, DRD, RFDS
1.10.2	Continue to lobby the widening and upgrade of the Mullewa-Morawa section of the Wubin-Mullewa Road.	YES	HIGH	< 5 YEARS	MRWA
1.10.3	Encourage multi-user activities of the Morawa aerodrome from within the aviation industry.	YES	MEDIUM	ONGOING	



Pillar: Environment

Objective 2 Protect and enhance the natural environment.

“Good job by the Shire on the wild dog/feral animal control.”
– Member of Community

What the Community told us

The key issues in relation to the environment were:

- Maintain the Town Centre’s natural landscape;
- Leverage the natural environment through tourism opportunities (fauna, flora and landscape);
- That the objective remained valid;
- More natural parklands, trees and shade in town; and
- Reduced salinity.

The Opportunity

Morawa’s natural environment and central location is highly regarded as one of the community’s most valued attributes.

Morawa also has impressive natural and built assets, including the old Kadji Kadji Station – now part of the Karara Rangelands Park, beautiful wildflowers and significant heritage buildings.

Maintaining a natural bush landscape and the town’s local character was a common message from the community.

Whilst the main street is very well presented, especially with the newly redeveloped ‘Town Square’, there is still concern over the presentation of other buildings in town, including commercial buildings, derelict housing and poorly maintained yards. Improved Town Centre presentation and amenity will create the impression Morawa is an attractive and inviting town, which may in turn, encourage more future residents, and entice visitors and commuters to extend their stay.

Quotes from the Community

“Come for wildflowers, warm weather, agriculture, not as much traffic and people.”

“Like to see more investment in wind & solar power.”

“Good job with salinity funding & programs.”

“There has been no visible rehabilitation work.”

“Waste management an issue; tourist use the bins at the hall for demoing.”

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 2.1 Ensure natural resources are used efficiently and effectively.					
Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
2.1.1	Greater communication, encouragement and promotion of recycling and recycling initiatives.	YES	MEDIUM	ONGOING	
2.1.2	Continue promotion and visitation of Karara Rangelands Park.	YES	LOW	ONGOING	DER
2.1.3	Increase capacity of Town Dam to enable reuse greening initiatives.	YES	LOW	ONGOING	WC, DOW
2.1.4	Investigate opportunities for co-locating alternative energy opportunities.	YES	MEDIUM	5 YEARS	DER, DOH
Outcome 2.2 Enhance and promote rehabilitation of our native vegetation.					
Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
2.2.1	Continue to manage feral flora and fauna.	YES	HIGH	ONGOING	DER
2.2.2	Rehabilitate, protect and conserve Shire controlled land, with greater emphasis on controlling Declared Pest Plants.	YES	MEDIUM	ONGOING	
2.2.3	Support and promote environmental management practices.	YES	MEDIUM	ONGOING	
2.2.4	Undertake a Flora and Fauna Study.	YES	LOW	5 YEARS	DER

Outcome 2.3 A regional waste management solution to achieve zero landfill.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
2.3.1	Review and update Waste Management Strategy and identify regional locations for waste collection.	YES	HIGH	< 1 YEAR	SOP
2.3.2	Investigate commercial opportunities to receive and process externally sourced liquid and solid waste.	YES	MEDIUM	5 YEARS	SOP, DER, DOH



Pillar: Social Connection

Objective 3 A community that is friendly, healthy and inclusive.

“Morawa is a highly liveable town and with more connection could be more so.”

– Member of Community

What the Community told us

Morawa's people and lifestyle, its friendly, strong community spirit and its good facilities and quality infrastructure were identified as amongst the Shire's most valued social attributes.

The key issues identified in relation to social well-being, were predominately service driven and include:

- Improved medical services, particularly more doctors and dentists;
- Improve and expand the provision of education and training;
- Maintain and improve the provision of facilities and services, including Centrelink, Medicare and Police;
- More affordable housing;
- That the objective remained valid;
- Services and facilities to support the ageing population; and
- Continue to support our volunteer base.

The Opportunity

In 2011, the community overwhelmingly identified maintaining and improving social services, as fundamental to future community well-being and this has not changed in 2017 focus groups and responses.

Improved health and aged care services, particularly doctors and dentists, was highlighted as particularly important. The Shire Council considers these services as a continuing critical priority in 2018.

Morawa's economy has seen growth in the areas of education, health services and government administration in recent years. Quality and affordable housing was identified by the community as critical to meeting the future demand of new families, key workers, aged persons and students.

The development of the North Midlands Education and Industry Training Alliance (NMEITA) has seen a partnership alliance develop in Morawa to provide a high quality, customer-focused education and training program that will attract and retain the youth of the region and to be recognised as an outstanding educational

Quotes from the Community

"Much of the activity is aimed at the younger crowd; middle-aged getting overlooked."

"Maybe a youth council; it's hard to keep older kids entertained; bike track next to skate park...."

"Aboriginal recognition & inclusion through a walk trail explaining uses of bush tucker/medicines close to town...."

"Continue to support police and emergency services & police licensing."

"Continue to support GP, visiting specialist & allied health & regulatory health services."

services provider in regional Western Australia. Morawa seeks to leverage its local strengths, and has identified the opportunity to become recognised as a ‘Centre of Excellence’ for education, training and innovation in the North Midlands district.

This opportunity was strongly endorsed by the local community and the Shire will continue to support this education partnership alliance. NMEITA is currently undergoing significant planning to ensure their long term vision and strategies aligns with the community’s aspirations in this area.

The Shire’s diverse range of recreational infrastructure and events play an important role in promoting community cohesiveness and nurturing its strong community spirit. These facilities will require on-going refurbishment and consolidation, to ensure they are appropriately maintained and tailored to meet the needs of the diverse age groups comprising the local community.



How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 3.1 Services and facilities that meet the needs of the community.					
Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.1.1	Support the provision of adequate GP services, dental, Allied Health, the role of NDIS and aged persons support.	YES	HIGH	ONGOING	DoHA, WAH
3.1.2	Support and Implement the NMEITA strategy and 10 Year Education Master Plan (refer to 1.2.7).	YES	HIGH	< 1 YEAR	NMEITA
3.1.3	Advocate and support the maintenance of adequate police and emergency services.	YES	HIGH	ONGOING	FESA, WAP
3.1.4	Continue to operate and resource the Morawa Youth Centre.	YES	MEDIUM	ONGOING	DC, DSR, DCA
3.1.5	Advocate and continue to support the Morawa Community Resource Centre.	YES	HIGH	ONGOING	DLG
3.1.6	Continue to provide Department of Transport Licensing Services.	YES	LOW	ONGOING	DOT, WAP
3.1.7	Continue to support the visiting Vet Services.	YES	MEDIUM	<2 YEARS	
Outcome 3.2 Respect our cultural, indigenous and heritage assets.					
Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.2.1	Support to community activities and events.	YES	HIGH	ONGOING	DCA, TWA
3.2.2	Develop a Reconciliation Action Plan (RAP) thorough high level community engagement.	YES	MEDIUM	<2 YEARS	DOP, MWDC
3.2.3	Explore opportunities and grants to appropriately repurpose heritage assets.	YES	MEDIUM	ONGOING	HCWA

Outcome 3.3 Retain a safe environment.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.3.1	Continue to support visiting ranger services.	YES	MEDIUM	ONGOING	MWRC
3.3.2	Develop a Public Health Plan	YES	LOW	<5 YEARS	HWA

Outcome 3.4 A wide range of regional events.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.4.1	Continue to support Morawa Biennial Arts Awards and Exhibition.	YES	HIGH	ONGOING	DCA
3.4.2	Work with the community to develop and promote a community events calendar and plan with a unique or iconic event.	YES	MEDIUM	ONGOING	

Outcome 3.5 Improved and well maintained community, recreational and civic infrastructure.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.5.1	Maintain community recreational and civic infrastructure in accordance to the Shire Asset Management Plans.	YES	HIGH	ONGOING	
3.5.2	Continue to implement the Recreation Master Plan to ensure Morawa recreation assets are sub-regional centre standard	YES	HIGH	ONGOING	DSR

Outcome 3.6 Promote and support a Healthy Community.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.6.1	Explore repurposing of the former Shire Chambers into a precinct for appropriate future use.	YES	HIGH	<2 YEARS	
3.6.2	Explore and implement outdoor gymnasium equipment		LOW		

Outcome 3.7 Support an Inclusive Community.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
3.7.1	Welcome and support new community members through appropriate activities and events.	YES	HIGH	ONGOING	OMI
3.7.2	Encourage groups and activities that provide opportunities to come together and socialise, taking into account diversity and age.	YES	HIGH	ONGOING	
3.7.3	Encourage activities and strategies that encourage children to be more engaged in community activities.	YES	MEDIUM	ONGOING	



Pillar: Leadership & Governance

Objective 4 A connected community with strong leadership.

“Councillors doing a good job, but people want to know exactly where their rates are going...more transparent, talk to us!”

What the Community told us

The key issues identified in relation to leadership & governance were:

- Amalgamation was perceived as inevitable, and strong representation will be important;
- Morawa as a regional services hub;
- That the objective remained valid;
- Greater collaboration with the region; and
- Greater engagement, interaction and regular communication with the community, particularly from the Council body itself.

The Opportunity

The community expects the Shire to lead by example and continue to be a respected organisation into the future. The Shire will continue strive to have strong representation and provide good leadership.

The Shire of Morawa is already well regarded for its strong relationship management and cooperative and collaborative partnerships with neighbouring communities. The Shire is committed to continue to nurture these relationships as a core focus into the future.

As a small Shire, with tremendous ambition, resource constraints will continue to confront the Shire. Where possible, the Shire will continue to advocate for funding to implement the strategies identified in this plan.

Attracting and retaining quality staff will remain an important focus to ensure the Shire can maintain the delivery of quality services to support the local community. Morawa will work closely with the community and its volunteers, as they continue to be the driving force behind Morawa's strong community spirit and pride. In response to the community's request for greater engagement, interaction and improved communication, the Shire plans to continue to proactively communicate and acknowledge local feedback to ensure the services delivered are well promoted and representative of the community's needs.

In response to this clear direction from the community for greater communication, in September 2017, the Morawa Council adopted an inaugural Community Engagement Plan and accompanying Framework as an ongoing Policy of the Shire.

Quotes from the Community

"Morawa is a highly liveable town with great connection, could be even more so."

"More town promotion via shire website /facebook/ promotional products."

"Buy-local promotion; a town festival on the salt lakes with music, entertainment, eco-activities."

"Local government needs to shop local as well so new businesses have certainty of custom as much as possible."

"Engage with resource and mining companies to invest in the region and commit to local employment."

"Promote Morawa ongoing with a new video and new road signs."

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 4.1 A well informed, connected and engaged community that actively participates.					
Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
4.1.1	Continue to produce the Snippets and develop ways of communicating and interacting more effectively.	YES	HIGH	ONGOING	
4.1.2	Implement the communications and engagement plan and framework in all major initiatives.	YES	HIGH	ONGOING	
4.1.3	Develop and implement community development, governance and marketing strategies in the Growth Plan.	YES	MEDIUM	ONGOING	MWDC, DRD
4.1.4	Effectively utilise social engagement platforms such as Facebook to engage in a timely and efficient manner.				
Outcome 4.2 Existing strong community spirit and pride is fostered and encouraged.					
Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
4.2.1	Continue to administer the Morawa Future Fund.	YES	HIGH	ONGOING	SMC
4.2.2	Support leaderships / youth development programs through the Morawa Youth Centre.	YES	HIGH	ONGOING	DC, DSA, DCA
4.2.3	Continue to acknowledge and support volunteers and provide access to tools and information such as through the government site https://www.dsr.wa.gov.au/clubs .	YES	HIGH	ONGOING	DC

Outcome 4.3 A local government that is respected, professional and accountable.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
4.3.1	Provision of professional training and development opportunities for Councillors.	YES	MEDIUM	ONGOING	DLGSCI, WALGA
4.3.2	Undertake annual customer satisfaction and feedback surveys.	YES	HIGH	ONGOING	
4.3.3	Maintain a high standard of customer service and record keeping.	YES	HIGH	ONGOING	

Outcome 4.4 Strong regional partnerships with government and industry.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
4.4.1	Deliver services as a sub-regional hub for the North Midlands.	YES	HIGH	ONGOING	MWDC, NMLGA

Outcome 4.5 Long term financial viability.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
4.5.1	Maintain a Financial Health Indicator (FHI) score within acceptable benchmarks	YES	HIGH	ONGOING	DLGSCI
4.5.2	Continue to assess quality and usage of the Shire's services, facilities and assets.	YES	MEDIUM	ONGOING	
4.5.3	Ensure currency of all required IPRF documents including Assets Management Plans, Plant Replacement Programs, Corporate Business Plans and Long Term Financial Plans.	YES	HIGH	ONGOING	DLGSCI

Outcome 4.6 Attract and retain quality staff.

Reference	Strategy	Still Relevant	Priority	Timeframe	Key Partners
4.6.1	Continue to provide staff training and development.	YES	HIGH	ONGOING	DLGSCI, WALGA
4.6.2	Provide quality affordable rental housing for staff.	YES	MEDIUM	ONGOING	DOH

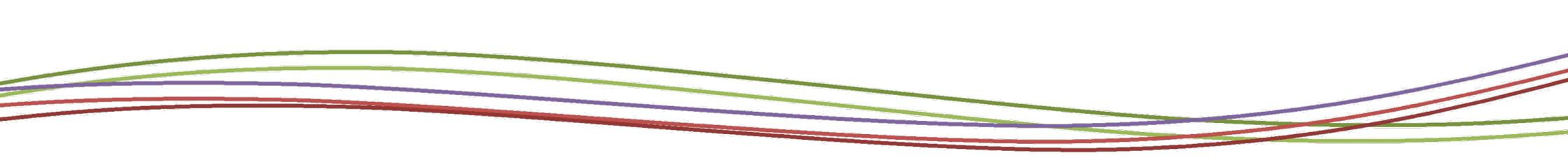
4.6.3	Support traineeships and workforce re-entry program within the Shire.	YES	HIGH	ONGOING	WALGA
4.6.4	Develop a staff attraction and retention strategy.	YES	HIGH	1 – 2 YEARS	WALGA
4.6.5	Provision of appropriate professional development opportunities for Staff.	YES	HIGH	ONGOING	WALGA, NMLGA

Summary of Objectives and Outcomes

Pillars	Objectives	Outcomes
Economic	Objective 1 A diverse, resilient and innovative economy.	<ul style="list-style-type: none"> 1.1 Maintain and increase population. 1.2 Maximise business, industry and investment opportunities. 1.3 Responsive to innovation and new technologies. 1.4 Provide essential services and infrastructure to support population growth. 1.5 Planned and balanced growth. 1.6 The main street is the civic and retail heart connecting the town. 1.7 Attractive and well maintained buildings and streetscapes. 1.8 Well maintained local roads and ancillary infrastructure. 1.9 Affordable, diverse and quality accommodation options for both residential and business. 1.10 Increased investment in transport networks.
Environment	Objective 2 Protect and enhance the natural environment.	<ul style="list-style-type: none"> 2.1 Ensure natural resources are used efficiently and effectively. 2.2 Enhance and promote rehabilitation of our native vegetation. 2.3 Regional waste management solution(s) to achieve zero landfill.
Social Connection	Objective 3 A community that is friendly, healthy and inclusive.	<ul style="list-style-type: none"> 3.1 Services and facilities that meet the needs of the community. 3.2 Respect our cultural, indigenous and heritage assets. 3.3 Retain a safe environment. 3.4 A wide range of regional events. 3.5 Improved and well maintained community, recreational and civic infrastructure. 3.6 Promote and Support a healthy community. 3.7 Support an inclusive community.
Leadership & Governance	Objective 4 A connected community with strong leadership.	<ul style="list-style-type: none"> 4.1 A well informed, connected and engaged community that actively participates. 4.2 Existing strong community and spirit and pride is fostered and encouraged. 4.3 A local government that is respected, professional and accountable. 4.4 Strong regional partnerships with government and industry. 4.5 Long term financial viability. 4.6 Attract and retain quality staff.

Who will Influence Our Success?

Pillars	Outcomes	Region	State	Federal
Economic	1.1 Maintain and increase population.	○	○	-
	1.2 Maximise business, industry and investment opportunities.	○	○	○
	1.3 Responsive to innovation and new technologies.	-	○	○
	1.4 Provide essential services and infrastructure to support population growth.	○	○	-
	1.5 Planned and balanced growth.	○	○	-
	1.6 The main street is the civic and retail heart connecting the town.	○	○	-
	1.7 Attractive and well maintained buildings and streetscapes.	○	-	-
	1.8 Well maintained local roads and ancillary infrastructure.	○	○	○
	1.9 Affordable, diverse and quality accommodation options for both residential and business.	○	○	-
	1.10 Increased investment in transport networks.	○	○	○
Environment	2.1 Ensure natural resources are used efficiently and effectively.	○	○	-
	2.2 Enhance and promote rehabilitation of our native vegetation.	○	○	-
	2.3 A regional waste management solution to achieve zero landfill.	○	○	-
Social Connection	3.1 Services and facilities that meet the needs of the community.	○	○	○
	3.2 Respect our cultural, indigenous and heritage assets.	○	○	○
	3.3 Retain a safe environment.	○	○	-
	3.4 A wide range of regional events.	○	○	○
	3.5 Improved and well maintained community, recreational and civic infrastructure.	○	○	○
	3.6 Promote and Support a healthy community.	○	○	○
	3.7 Support an inclusive community.	○	○	○
Leadership & Governance	4.1 A well informed, connected and engaged community that actively participates.	-	-	-
	4.2 Existing strong community and spirit and pride is fostered and encouraged.	-	-	-
	4.3 A local government that is respected, professional and accountable.	○	○	○
	4.4 Improved regional partnerships with government and industry.	-	-	-
	4.5 Long term financial viability.	-	-	-
	4.6 Attract and retain quality staff.	-	-	-



The ability to achieve the desired outcomes may be influenced by other levels of government.

This table lists the outcomes and the various level of government which the Shire believes may have significant influence on its ability to achieve the desired outcomes.

Where achievement of an outcome is primarily influenced by Shire strategies and actions, no other level of government is indicated.

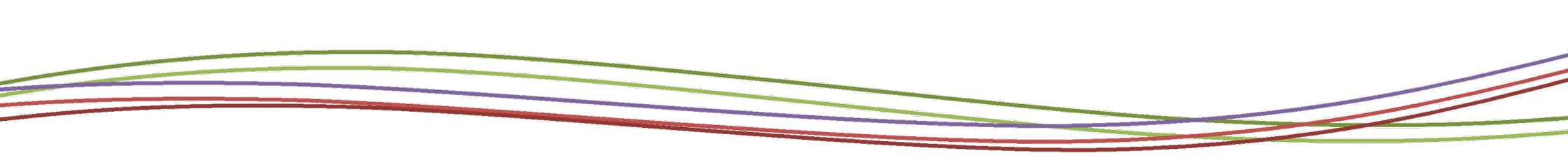
With respect to 'Region' the reference is to collaboration at a regional level.

Services and Facilities

Services undertaken, and facilities provided by the Shire, are linked with the relevant strategy of the Strategic Community Plan below. The table provides a connection between the services and facilities and the desired outcomes in seeking to achieve the community vision for the Shire of Morawa.

Services	Associated Strategies	Services	Associated Strategies
Community Services		Shire Services (cont.)	
Affordable/Multi Use/Tourism Housing	1.9.1 1.9.2 1.9.3 1.9.6 3.2.3 4.3.2	Regional collaboration	1.1.2 2.1.4 2.1.5 2.2.4 2.3.1 4.4.1
Aged and disabled services	1.9.1 3.2.1 3.3.2 3.2.3 3.3.2 3.4.1 3.6.1 3.7.1 3.7.2 4.3.2	Staff development & management	4.4.1 4.6.1 4.6.3 4.6.4 4.8.1
Aged person homes	1.9.1 1.9.2 3.2.3 3.3.2 4.3.2	Support for volunteers	3.1.11 4.2.2 4.2.3
Agriculture innovations	1.2.7 1.3.1 2.1.4 3.2.1 3.4.2	Tourism management	1.2.7 1.2.10 1.2.11 1.6.1 1.6.2 1.9.2 4.3.2
Arts, Heritage & Culture	1.6.1 1.7.3 1.9.1 2.1.2 3.2.1 3.2.2 3.4.1 3.4.2 3.6.1 3.7.1 3.7.2 4.3.2	Town planning	1.5.1 1.6.1 4.3.2 4.5.2
Childcare, Playgroup, infant health	1.9.1 3.2.1 3.7.1 3.7.2 4.3.2	Vegetation management, Reserves, etc.	1.7.2 1.7.5 1.8.4 2.2.2 4.3.2
Crime prevention	1.2.6 1.9.1 3.1.6 3.6.1 3.7.1 4.3.2	Waste collection & management	2.1.1 2.1.4 2.3.1 2.3.2 4.3.2 4.4.1
Education facilities/services	1.2.3 1.2.7 1.2.8 1.9.1 3.1.5 3.2.1 3.6.1 3.7.1 4.3.2	Facilities	Associated Strategies
Medical services	1.9.1 3.1.1 3.1.2 3.1.3 3.3.2 4.3.2	Community Facilities	
Youth services	1.2.3 1.2.6 1.2.13 1.9.1 1.9.2 3.1.4 3.2.1 3.6.1 3.7.1 3.7.2 3.7.3 4.2.2 4.2.3 4.3.2	Cemetery	1.7.4 3.5.1 3.5.4 4.3.2
Shire Services		Community Halls & Rec Facilities	1.7.3 1.7.4 1.9.1 3.5.1 4.3.2
Building control	1.7.4 3.2.3 4.3.2 4.5.2	Libraries	1.7.4 3.5.1 4.3.2
Community engagement/support	1.7.4 1.7.6 1.9.1 3.4.2 3.7.1 3.7.2 4.2.2 4.3.2	Parks and Sporting Facilities	1.2.6 1.7.4 3.1.7 3.5.1 3.5.2 4.6.3
Council's customer service	4.1.1 4.1.2 4.3.2 4.3.3 4.6.3	Playgrounds	1.7.4 3.5.1 4.3.2

Services	Associated Strategies	Services	Associated Strategies
Drainage, stormwater and flood management	1.4.4 2.1.1 2.3.1 2.1.3	Public Toilets	1.7.4 3.5.1 4.3.2
Economic development	1.1.1 1.1.2 1.2.1 1.2.4 1.2.5 1.2.6 1.2.7 1.2.9 1.2.10 1.2.13 1.3.2 1.5.1 1.9.1 1.9.2 1.10.1 1.10.2 1.10.3 1.2.8 2.1.5 2.1.2 2.1.3 2.1.4 3.1.1 3.1.6 3.3.3 3.4.1 3.4.2 3.7.1 3.7.2 4.2.1 4.4.1 4.6.3 4.3.2	Skate Park	1.7.4 3.5.1 4.3.2
Emergency services	1.3.2 3.1.3 3.1.7 3.3.3 4.3.2	Swimming Pools	1.7.4 3.5.1 3.5.3 4.3.2
Environmental initiatives/management	1.4.2 1.8.4 2.1.1 2.1.2 2.1.4 2.1.5 2.2.1 2.2.2 2.2.3 2.2.4 2.3.1 2.3.2 3.6.1 4.3.2	Tourist Centre	1.2.11 1.2.12 1.2.14 1.7.4 1.9.2 3.5.1 4.3.2
Festival and event management	1.2.6 1.2.5 1.2.11 1.2.12 3.2.3 3.2.5 3.4.1 3.4.2 3.6.1 3.7.2 4.3.2	Youth facilities	1.7.4 3.5.1 4.3.2
Financial management	3.5.1 4.2.1 4.3.2 4.5.1 4.5.2 4.5.3	Infrastructure	
Governance & elected member support	4.1.1 4.1.2 4.1.4 4.3.1 4.5.1 4.5.3	Airport	1.7.4 1.10.1 1.10.3 3.5.1 4.3.2
Health administration & inspection	3.3.2 4.3.2 4.5.2	Caravan Parks	1.2.9 1.7.4 3.5.1 4.3.2
Local Business Support	1.2.2 1.2.3 1.2.4 1.3.2 1.5.1 1.7.6 1.9.7 3.2.1 3.4.2 3.6.1 3.7.1 4.1.1	Dams	2.1.3 4.3.2
Long term planning	1.1.2 1.2.4 1.2.5 1.5.2 1.8.5 1.9.4 3.5.1 4.1.4 4.2.1 4.3.2 4.5.1 4.5.2 4.5.3	Employee housing	1.7.4 1.9.5 3.5.1 4.6.2 4.6.4
Maintenance and landscaping	1.7.2	Heritage Assets/Interpretation Signage	1.7.1 1.9.1 2.1.2 3.2.1
Marketing and Promotion	1.2.3 1.2.4 3.2.1 3.4.1 3.4.2 3.6.1 4.1.3 4.1.4 4.3.2	Roads, verges and footpaths	1.2.14 1.7.4 1.8.1 1.8.2 1.8.3 1.8.4 1.8.5 1.10.2 2.1.3 2.2.1 2.2.1 3.5.1 4.5.3 4.6.3

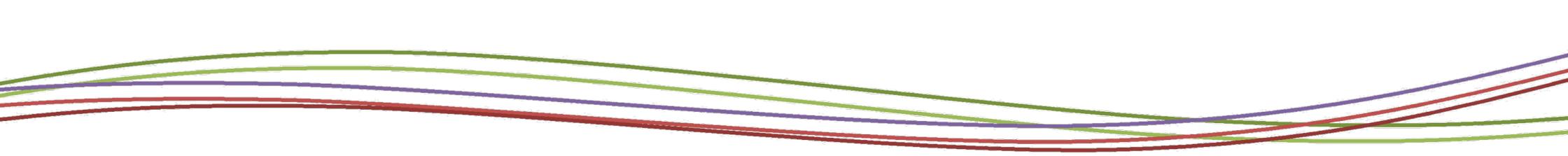


Services	Associated Strategies	Services	Associated Strategies
Pest control	2.2.1 2.2.2 2.2.4 3.3.1 4.3.2	Sewerage infrastructure	1.4.3 2.1.1 2.1.4 4.3.2 4.5.3
Political & Industry Lobbying	1.1.1 1.1.2 1.2.1 1.2.6 1.2.7 1.2.8 1.3.2 1.3.4 1.4.1 1.4.2 1.8.3 1.9.1 1.9.4 1.10.1 1.10.2 1.10.3 1.10.4 1.10.5 1.10.6 2.1.2 2.1.4 2.1.5 2.3.1 2.3.2 4.1.1 4.1.2 4.3.2 4.4.1 4.5.3	Solar Thermal Power Project	1.3.1 1.4.2 2.1.5
Ranger services	2.2.1 2.2.2 3.3.1 3.1.7 4.3.2	Townscaping	1.6.1 1.7.4 2.1.3 2.2.1 3.5.1 4.3.

Measuring Our Success

The aim of this Plan is to align the community's visions and aspirations for the future to the Shire's objectives and resultant strategies and plans. These objectives will be measured by both quantifiable and non-quantifiable outcomes. The Shire will use the following two *primary* types of measures, to identify how we progress towards our objectives.

Pillars	Objectives	Key Performance Measures
Economic	A diverse, resilient and innovative economy.	<ul style="list-style-type: none"> • Population statistics • Number of business licences • Vacancy rates (business and residential) • Number of building approvals
Environment	Protect and enhance the natural environment.	<ul style="list-style-type: none"> • Percentage of waste placed in landfill • Energy usage statistics • Revegetation initiatives undertaken • Incidence of feral animals
Social Connection	A community that is friendly, healthy and inclusive.	<ul style="list-style-type: none"> • Crime rates • Community participation rates • Community satisfaction levels • Number of community & cultural events
Leadership & Governance	A connected community with strong leadership.	<ul style="list-style-type: none"> • Financial ratios • Long-term financial viability • Asset sustainability ratios • Employee retention levels



Community Satisfaction

As part of the formulation of this plan, the community was asked to provide feedback on the importance of existing services and facilities provided, and the level of satisfaction with these services and facilities.

By initiating annual community satisfaction surveys, the Shire will obtain an indication of ongoing community satisfaction levels to guide the prioritisation of the delivery of this plan and to ensure continual alignment and, importantly, comparing over time with our own improvements, and hopefully benchmark partners and peers.

Key Performance Measures

Key performance measures will be monitored and reported, which will then be able to provide an indication as to what extent the Shire is meeting the stated objectives. A combination of measures will be developed by the Shire, along with a base level and target level for each measure. In time, it is hoped that many of these will be able to be benchmarked against industry peers.

An example of some of the measures which will be used for each objective is provided in the table.

Review Requirements

This Strategic Community Plan is required be reviewed at least every four years, pursuant to regulation 19C of the Local Government (Administration) Regulations 1996.

The recommended approach by the Department of Local Government, Sport and Cultural Industries however, is that a minor review should be undertaken following every biennial election, to allow potential new incoming elected members to contribute to the strategic directions, and ensure alignment with community expectations and views, and consider trends and changes that have occurred since the last major review.

Therefore, this Plan should be subject to a minor review in at least two years, being in the year 2020.



Acronyms

The following acronyms, predominantly agencies and government departments, have been referenced within this document.

Acronym	Name	Website	Acronym	Name	Website
ABS	Australian Bureau of Statistics	www.abs.gov.au	HCWA	Heritage Council of WA	www.stateheritage.wa.gov.au
BR	Brookfield Rail (now known as Arc Infrastructure)	www.brookfieldrail.com	HWA	Department of Health	www.health.wa.gov.au
CASA	Civil Aviation Safety Authority	www.casa.gov.au	Id	Id The Population Experts	www.id.com.au
CBH	Cooperative Bulk Handling	www.cbh.com.au	IPRF	Integrated Planning & Reporting Framework	
DAFWA	Department of Agriculture and Food	www.agric.wa.gov.au	LC	LandCorp	www.landcorp.com.au
DCA	Department of Culture and the Arts (now DLGSCI)	www.dca.wa.gov.au	MRWA	Main Roads	www.mainroads.wa.gov.au
DC	Department for Communities (now DLGSCI)	www.communities.wa.gov.au	NMEITA	North Midlands Education and Industry Training Alliance	
DER	Department of Environment and Water Regulation	www.der.wa.gov.au	MWDC	Mid West Development Commission	www.mwdc.wa.gov.au
DLGSCI	Department of Local Government, Sport and Cultural Industries	www.dlgsc.wa.gov.au	MWRC	Mid West Regional Council	www.mwrc.wa.gov.au
DoE	Department of Education	www.det.wa.edu.au	NMLGA	North Midlands Local Government Authorities	
DIA	Department of Indigenous Affairs (now department of Planning, Lands and Heritage)	http://www.daa.wa.gov.au/	PTA	Public Transport Authority	www.pta.wa.gov.au
DJTSI	Department of Jobs, Tourism, Science and Innovation	www.drd.wa.gov.au	SBDC	Small Business Development Corporation	www.smallbusiness.wa.gov.au
DLG	Department of Local Government	www.dlgsc.wa.gov.au	SMC	Sinosteel Midwest Corporation Ltd	www.smcl.com.au
DoHA	Department of Health and Ageing	www.health.gov.au	SOP	Shire of Perenjori	www.perenjori.wa.gov.au
DoH	Department of Housing	www.housing.wa.gov.au	TWA	Tourism WA	www.westernaustralia.com
DOW	Department of Water (now Department of Water and Environment Regulation)	www.water.wa.gov.au	WACHS	Western Australian Country Health Services	www.wacountry.health.wa.gov.au

Acronym	Name	Website	Acronym	Name	Website
DoP	Department for Planning, Lands & Heritage (WA Planning Commission)	www.planning.wa.gov.au	WC	Water Corporation	www.watercorporation.wa.gov.au
DOT	Department of Transport	www.transport.wa.gov.au	WP	Western Power Corporation	www.westernpower.com.au
DRD	Department of Primary Industries and Regional Development	www.drd.wa.gov.au	WALGA	Western Australian Local Government Association	www.walga.asn.au
DSD	Department of State Development (now DJTSI)	www.dsd.wa.gov.au	WAP	Western Australian Police	www.police.wa.gov.au
DSR	Department of Sport and Recreation (now DLGSCI)	www.dsr.wa.gov.au	YGCC	Yarra Yarra Catchment Council	
FESA	Fire and Emergency Services Authority	www.fesa.wa.gov.au			



References & Acknowledgements

We thank the people of the Shire of Morawa for their time and effort in being a part of our community engagement and for their invaluable input into our second Strategic Community Plan.

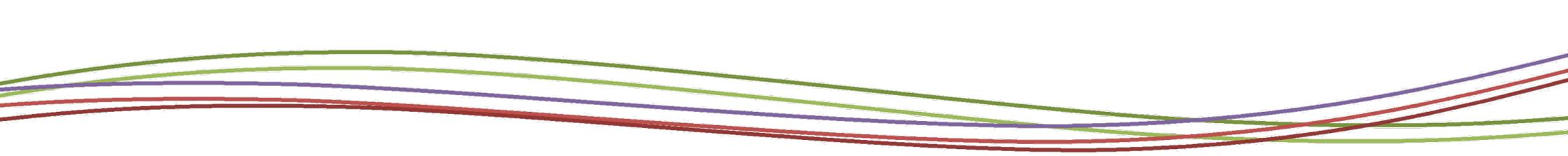
The Shire of Morawa Strategic Community Plan 2018 - 2028 has been developed by engaging the community and other stakeholders and through compilation of a number of reports, including the inaugural Plan, and community engagement projects undertaken since 2016 through to early 2018.

Council's Elected Members, Chief Executive Officer, Management and Staff have also provided valuable 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 in liaison with key stakeholders via community and specific focus group workshops.

We have also made reference to the following key informing strategies and documents, or other sources and documents, during the preparation of the plan:

Shire of Morawa Strategic Community Plan 2012	Shire of Morawa Corporate Business Plan Update 2016
Shire of Morawa Strategic Plan Update August 2016	North Midlands Economic Development Strategy 2012
Shire of Morawa Strategic Community Plan Review 2017	Morawa SuperTown Growth and Implementation Plan 2012
Shire of Morawa Corporate Business Plan Update 2016	Midwest Regional Blueprint 2050 (produced 2015)
Shire of Morawa, Morawa Prospectus 2012	Midwest Investment Plan 2011
Shire of Morawa Long Term Financial Plan 2016 (Draft)	Midwest Innovation Agenda 2016
Shire of Morawa Disability Access & Inclusion Plan 2013-2019 (reviewed 2014)	Midwest Tourism Development Strategy 2014
Shire of Morawa Tourism Development Strategic Plan 2012-2017	Midwest Digital & Communication Strategy
Morawa Sport & Recreation Masterplan 2011	WA Master Bike Strategy 2015-2020
Shire of Morawa Envisio Corporate Planning Status Report February 2018	ABS Census Data 2016, 2011
Shire of Morawa Local Planning Scheme No.2	Morawa Regeneration Findings Report 2017
Shire of Morawa Workforce Plan 2013-2017	Morawa Regeneration Report 2017
Shire of Morawa Asset Management Plans 2011	North Midlands Economic Development Strategy 2012
Shire of Morawa Annual Budget 2017/18	Morawa SuperTown Growth and Implementation Plan 2012
Shire of Morawa Plan for the Future Facilitation Report 2010	Midwest Regional Blueprint 2050 (produced 2015)
Shire of Morawa Annual Report 2016/17	10 year Education & Training Masterplan 2016
Shire of Morawa Community Profile - a Snapshot December 2017	.id The Population Experts.



Disclaimer

This report has been prepared for the purposes set out in the brief and scope engagement agreed between the Shire of Morawa and LG Services WA.

Any reliance placed by a third party on this report is that party's sole responsibility. The information contained herein is believed to be reliable and accurate, however, no guarantee is given as to its accuracy and reliability, and no responsibility or liability for any information, opinions or commentary contained herein, or for any consequences of its use, will be accepted by LG Services WA, nor any members or by any person involved in the preparation of this report.