

Shire of Morawa

Strategic Community Plan

2022-2032



Acknowledgment of Country

The Shire of Morawa acknowledges the traditional custodians, the Yamatji people, and recognises the contribution of Yamatji elders past, present and future, in working together for the future of Morawa.



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Document Control

Period	Review Type	Review Conducted by	Adopted by Council
2012-2022	Initial Plan	UHY Haines Norton (WA) Pty Ltd	
2016-2026	Major Review	Left of Centre Concepts and Events	
2018-2028	Major Review	LG Services WA	8 May 2018
2020-2030	Desktop Review	Shire Administration	June 2020
2022-2032	Major Review	Shire Administration	18 August 2022

Foreword from the Shire President (Cr Karen Chappel)



The Morawa Strategic Community Plan (2022 to 2032) is the result of a major review of previous plans and broad community engagement by the Shire's Chief Executive Officer and others. This plan aims to capture the community vision and aspirations for Morawa and present them in an easy to digest format to enable us all to work together for the future.

In recent years I have been inspired by the resilience and camaraderie shown by our community as we have battled through the challenges presented firstly by Covid-19 and then the devastation caused by Tropical Cyclone Seroja in 2021. The Morawa community stuck together and supported one another to pull through and it is with great pleasure that I present this Strategic Community Plan that looks forward 10 years, hoping years of serious disruption are firmly behind us.

We have much to be proud of as a community with a beautiful main street, fantastic community events such as NAIDOC and the Art Show that are well attended by people across the region, modern medical and educational facilities, local business and support services that meet basic needs, and most of all talented people across the community who continue to perform well in professional, recreational or philanthropic pursuits.

This Strategic Community Plan (2022-2032) endeavours to be a plan for all and moves away from operational or goals specific to the local government and looks more holistically at what the community aspires to be. The community vision has been revised to emphasise the uniqueness of Morawa and Council and I look forward to working with the whole community to ensure that in 10 years' time:

“Morawa is a welcoming and inclusive community that embraces what makes it unique, offering livability, variety, and opportunity for all.”

Morawa - Our Story

Morawa is about 396 kilometres north of Perth and 153 kilometres inland from Geraldton. The district covers 3,528 km² of agricultural and pastoral farmland, mining leases, Crown land and townships, 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. The climate is hot and dry with the cooler winter months generating an abundance of wildflowers across the region.

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”.

The area has a rich cultural past with the region being Yamatji lands home to aboriginal groups over thousands of years. Traditionally, within the Yamatji region Aboriginal groups comprised a cultural bloc unified by dialects of common languages

and similar patterns of social organisation, as well as ritual, religious and mythological beliefs. Widi Mob as one of these groups lived a nomadic life of following the food cycle and seeking shelter in the natural features of the land and are the recognised group for the land Morawa is now located on. Members of Widi Mob continue to honour their heritage and continue to practice age old traditions and maintenance on country that is now within the Morawa shire.

The first farming families began to arrive in 1910 starting to clear land and grow crops with Morawa townsite being officially recognised in 1912. Like many towns in the area, Morawa owed its early existence to the railway line to Geraldton, which commenced in 1913, representing a vital transport link for the agricultural industry. The early pioneers found life in Morawa tough, and this was often intensified by difficulties with water supply, but the virile community spirit of Morawa remained strong.

In 1948, Prater Airport was opened for use by light aircraft. Improvements to agricultural machinery in the 1960s really accelerated the growth of the district with the 1960-61 Morawa Wheat harvest

yielding over 2m bushels for the first time. Mining in the region drove strong growth in the 80s, 90s and early 2000s.

The town has grown to include quality education and medical services including; a Primary School and District High School (pre- primary to Year 12), an Agricultural College, the Morawa Medical Centre with General Practitioner, and the Morawa District Hospital and health service. The Morawa town centre services residents needs with two supermarkets, agricultural agency, hardware store, drapery, pharmacy, roadhouse, service and other contractor businesses.

The Shire of Morawa maintains a number of core assets and services including; 195km of sealed roads and 850 km of unsealed roads, a townsite sewerage system, a 50m recreational pool, various sporting and community facilities, Morawa Youth Centre, and the town cemetery.

The Morawa townsite celebrated its 100th Birthday in 2010 and in 2011 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 Super Towns Program. The Morawa community took advantage of this opportunity but once again had to remain resilient when the funding for this initiative went away before Morawa had realised all its project and population goals.

In 2021, Cyclone Seroja hit the Morawa district hard with around 107 properties damaged by the storm and a number of homes becoming temporarily or permanently uninhabitable. In 2022, agriculture, mining, and government services are the area's biggest employers and the community remains resilient and committed to thriving and "Breaking New Ground".

The History of Morawa District – The Story of Progress
by Frank H. Goldsmith
Acknowledge Cr Yvette Harris – Widi Elder, Traditional Owner

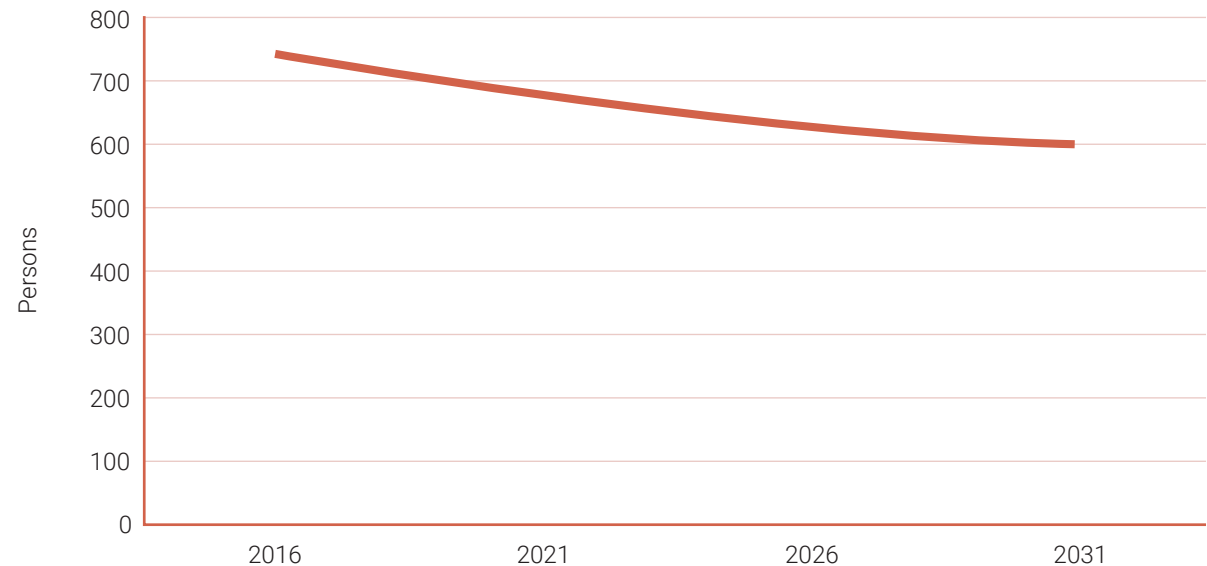


Community Trends

Given the 2021 census data has yet to be released the Shire has utilised the Department of Planning, Lands and Heritage's WA Tomorrow report published in 2018 as the best estimate of population trends relevant in 2022. The WA Tomorrow report contains the latest population forecasts by age and sex, for Western Australia and its regions. They represent the official WA State Government forecasts to 2031. The forecasts were compiled before the COVID-19 pandemic. Any possible impact from the pandemic on the population forecast may be evident in future WA Tomorrow reports.

The WA Tomorrow report predicts that the WA population will increase by 690,000 people from 2016 to 2031, with the estimated WA population in 2031 estimated to be 3.25m people. With approximately 400,000 arriving from overseas. Just over 80% of the growth is expected to centre around the Greater Perth and Southwest areas, and while the population will grow across all ages, by 2031 there will be proportionally more persons aged 65 and over and nearly twice as many aged 85+.

Morawa (S) Total Population



Source: WA Tomorrow Report No.11

The median predictions for Morawa paint a less promising picture with the Morawa population expected to decline by 19% from 2016 to 2031 (approx. 745 to 600 people).

When Morawa's population is broken down into age brackets the percentage of the population under 20 falls by 10% from 2016 to 2031 and the percentage 60+ increases by 9.5%. This is important as it shows that in a period where the districts population is set to reduce the dynamics of the population are also altering such that statistically a larger proportion of the remaining population will require services appropriate for their senior years. Less young people in the community generally indicates less families, which is also worrying for the ongoing survival of community groups and sporting associations, education services, and the town.

Outside of population and age demographics, Morawa has an even split of gender diversity and the employment statistics remain consistent with the previous Strategic Community Plan with Agriculture and Government Services (education, health, and local government) being the main industries for employment in the district.

From 2011 to 2016 there was a 7% increase in the percentage of the Morawa population identifying as being an Aboriginal or Torres Strait Island person. Given the general observed demographic it is predicted that the 2021 figures will increase this percentage further above 16.7% towards 20%+. This is a relatively large cohort and indicates the need to develop specific strategies and actions to engage with this sector of the community.

Although not updated since the 2016 census the Socio-Economic Indexes for Areas (SEIFA), produced by the Australian Bureau of Statistics (ABS), shows Morawa's SEIFA percentile at 32%. At the time of analysis this placed Morawa with a high level of socio-economic disadvantage when compared to Australia and Western Australia as a whole, and higher than the average for regional WA which in general is more disadvantaged than the other areas. Anecdotally it is not expected that the SEIFA score for Morawa based on the 2021 census data will demonstrate a marked improvement, as

many of the socio-economic disadvantage traits evident in 2016 are still prevalent today.

It is important for this Strategic Community Plan to consider historical trends and data to inform the future direction but critically the document must remain future focussed.

What is a Strategic Community Plan

All WA Local Governments are required to prepare a “Plan for the Future” under Section 5.56(1) of the Local Government Act 1995. Under the Integrated Planning and Reporting Framework, the Strategic Community Plan and the Corporate Business Plan, are the principal documents in a Local Government’s “Plan for the Future”.

The Strategic Community Plan is a long-term planning document that sets out the community’s vision and aspirations for the future, and an overview of the key strategies to be focussed on to achieve these aspirations. One of the key features of the Strategic Community Plan is community engagement. The Strategic Community Plan influences the Shire’s strategic direction as it seeks to achieve the community’s long-term vision and aspirations. The Strategic Community Plan receives a minor review after two years and then a major review with thorough community engagement after four years.

The Morawa Strategic Community Plan has been prepared in a manner that allows the community and organisations to adopt and utilise the identified vision and aspirations to guide their planning and activities.

The Shire of Morawa Corporate Business Plan is a more internal focussed strategic document that ascertains how the Shire will utilise its resources to deliver outcomes that align with the longer-term aspirations of the community as outlined in the Strategic Community Plan.



Community Engagement

The 2022 Major Review commenced in January 2022.

The Shire used various advertising mediums to ensure the community was aware of the consultation process, including:

- 5 mentions in the Shire Snippets
- Posters around town
- Over 600 letters sent – addressed to residents and ratepayers
- Designated page on the Shire website with 163 unique page views
- 6 Facebook posts reaching on average 380 people per post with 121 direct post engagements

Group workshops, a community sentiment survey, and one on one discussions were used to obtain inputs from over 100 community members during Stage 1 consultation.

The table on the right summarises some of the main themes coming through in the community engagement:

Key Strengths	Key Challenges	Opportunities	Desires
People and Community	Cost of Living	Tourism and Events	Increase community pride and positivity
Recreational Facilities and Opportunities	Community Fatigue	Unmet consumer demand	Increased use of recycling and renewable energy
Educational Facilities	Population Decline	Underutilised Facilities	Broader diversity and inclusion in all groups and events
Medical Facilities	Telecommunications and Utilities	Senior Community looking for activities	Livability and amenity improvements
	Climate especially summer heat	Strong indigenous and arts community	Road and public use assets well maintained

The Shire distributed a summary of engagement findings to active participants and the broader community. Stage 2 consultation has found that there is strong support for the simplified plan and the proposed vision and aspirations.

Community pride, belonging, socialisation, and engagement once again came through strongly as being most immediately in need of enhancement.

The Plan on a Page

Create a sense of place for visitors

- Factor the visitor experience into planning and design decisions
- Develop and Implement a Tourism Plan
- Embrace a commitment to excellent service
- Ensure the townsite and its services are accessible to all

Activate a vibrant small business sector

- Facilitate and support small business
- Encourage variety and competition
- Maintain strong support systems and services

Take pride in our community and an aesthetically appealing townsite

- Develop and implement a townsite greening plan
- Enhance the appearance of homes, gardens, businesses, public buildings, and open spaces
- Utilise public art
- Celebrate our wins

Embrace cultural and social diversity

- Develop and implement an Arts and Culture plan
- Champion inclusion and engagement
- Invest in socialisation and belonging
- Promote positive aging in place across the community

Cement strong foundations for growth and prosperity

- Safe and suitable road and other transport networks
- Ready to go commercial and industrial facilities
- Enhance partnerships and alliances

Occupy a Safe and Healthy living space

- Build safer neighbourhoods
- Occupy fit for purpose housing
- Increase active living
- Enhance health service provisions

Be future focussed in all we do

- Ensure the shire and its assets are well resourced and sustainable
- Embrace recycling and renewable energy
- Foster passion and belief in younger residents



The Vision

The current vision for Morawa was that by 2028 Morawa will be: “A welcoming and inclusive community with diverse regional partnerships that have created a vibrant and growing economy.”

The community feels that the Morawa is welcoming and inclusive but work still needs to be done to reach the level targeted by the vision. Regional partnerships exist especially across local and state government organisations but new and existing partnerships could be further enhanced.

The community are strong in their belief that Morawa still has a long way to go to create a vibrant and growing economy. Given the closure of a local mine, the aggregation of farm land, population decline, and the reduction in small businesses in the townsite many members of the community suggested a stagnation or decline had occurred as opposed to growth. To some extent parts of the community

believed a vision for a vibrant and growing economy a decade into the future was unattainable and the focus should be on ensuring the economy, businesses, infrastructure, and services are designed and operated to support a sense of liveability for the population and offer an opportunity for growth or investment into the future.

One of the major sentiments coming through the consultation process was that the Morawa “Community” and its “People” are generally viewed as the best and most unique things about living in Morawa. In recognising this, it is important that the revised vision considers the diverse demographics of the community and the value placed on time spent with each other.

The community engagement and feedback has resulted in a revised vision for Morawa in 2032:

“Morawa is a welcoming and inclusive community that embraces what makes it unique, offering livability, variety, and opportunity for all.”

The revised vision for Morawa incorporates aspects of opportunity and variety as well as the unique nature of the community and retains the goal to be as welcoming and inclusive as possible. Whilst the economy, growth and partnerships are still valuable to Morawa the end goal of the vision is about utilising these things to create variety, liveability, and enjoyment for all community members regardless of gender, age, culture, or economic status.





The Aspirations

The Strategic Community Plan's overarching vision can only be achieved by all groups, organisations, and community members contributing towards its success. To focus energy and efforts the vision has been separated into seven clear Community Aspirations with supporting strategic focus areas.

These are outlined and articulated in the following pages of the plan.

Create a sense of place for visitors

The Morawa community recognises the opportunities associated with tourism and Morawa's unique position as the heart of wildflower country and the gateway to the Murchison.

This aspiration goes beyond just the wildflowers and other regular tourists and looks at how Morawa can create an improved experience for anyone visiting the district. Recognising the role of Morawa as a sub-regional hub providing shopping, schooling, and recreational experiences to local visitors, and the transient nature of families and businesses in the area who may only spend a short time in Morawa.

The community aspiration to "Create a sense of place for visitors" is underpinned by four focus areas for success.

1. Factor the visitor experience into planning and design decisions

When visiting a town, simple planning and design decisions can substantially enhance your visitor experience. This focus area is designed to build visitor experience awareness into both town planning, business planning, and general community design decisions. Providing connectivity between key infrastructure and services, attractive buildings and landscapes, and clear way finding solutions will all enhance the visitor experience.

2. Develop and implement a tourism plan

The community was very clear in their desire for the Shire to develop a Tourism Plan that provides achievable deliverables that enhance and upgrade existing facilities and services. Without pre-empting the plan, the community saw opportunity for; the expansion of the Morawa Caravan Park offering caravan and family accommodation, supporting the existing volunteer run services, and signposting key locations.

Whilst the Shire is tasked with developing this plan it will need to work in collaboration with other tourist focussed organisations to ensure the outcomes prove to be sustainable and add value to the whole community.



3. Embrace a commitment to excellent service

A welcoming community goes beyond words, it creates a feeling of caring and gives a sense of pleasure. For visitors to Morawa to truly feel welcome and enjoy their experience they must get a sense of pleasure from their interactions with the community, businesses, and infrastructure.

Excellent customer service is the first step towards creating this sense of pleasure in visitors. A commitment to excellent service must be year-round and must apply to both locals and visitors alike to ensure it is engrained into the fabric of the community.

4. Ensure the townsite and its services are accessible to all

Accessibility of the townsite is important for ensuring all visitors feel included and welcome. Accessibility goes beyond ensuring suitable disability access and inclusion, it also involves looking at vehicle and visitor types, such as large trucks, caravans etc., and whether stopping areas and service access is appropriate for their needs.



Activate a vibrant small business sector

Agriculture, Mining, and Government services are the major employers and economic contributors to the region, but the role of small business is vital in creating a sense of variety and opportunity. The small business sector is important in building community identity and diversity, and ensuring money circulates in the local economy.

In WA the small business sector added \$54 bn to the WA Economy in the 2019/2020 financial year (pre-covid) and employed 462,000 people (38.4% of the WA Workforce). 97% of all WA businesses are classified as small. Morawa's traditional large businesses are unlikely to grow significantly or hire substantially more employees in the short term but by activating a vibrant small business sector the Morawa may improve liveability, create more sustainable jobs, and ensure the community is prepared with local options if large business increases its activity in the region.

The community aspiration to "Activate a vibrant small business sector" is underpinned by three focus areas for success.

www.smallbusiness.wa.gov.au/about/small-business-landscape

1. Facilitate and support small business

The decision to start or expand a small business is often dependant on several factors and for Morawa to be a location of choice for small business owners or entrepreneurs it needs to ensure barriers are removed, incentives for choosing Morawa are provided, and the local community supports local business to remain viable.

2. Encourage variety and cooptition

The notion of cooptition is such that competing companies cooperate. Essentially, the businesses engage in both competition and cooperation to achieve a shared goal or to take advantage of cooptition benefits.

Competition can often be viewed as a negative impact on the bottom line of a business but when looking to grow an entire economy within a small country town, internal competition can be essential to providing the fundamentals to drive a buoyant market. The aim of enhancing cooperation across the Morawa small business sector would be to grow the overall market and customer base so everyone benefits. Essentially Morawa would be competing with other districts to provide the most vibrancy and best service to attract residents, visitors, and investors that all add value to the broader economy.

3. Maintain strong support systems and services

For modern businesses and communities to survive core utilities such as power, telecommunications, water etc. must be reliable and fit for purpose. For Morawa to grow and prosper the reliability of these networks must be enhanced to ensure the area can compete with other locations on an even playing field. 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.

Take pride in our community and an aesthetically appealing townsite

To build a sense of inclusivity, belonging, and enjoyment, the community must first be proud of who they are and where they live. Pride comes in a variety of forms and can be derived from personal achievements, the achievements of others, or from the admiration of others, but the sense of pleasure gained from community pride is invaluable.

Morawa has talented individuals who should be proud of their skills and achievements, and the district has the potential to be admired by all.

The community aspiration to “Take pride in our community and an aesthetically appealing townsite” is underpinned by four focus areas for success.

1. Develop and implement a townsite greening plan

Attractive public open space and commuter routes play an important part in building a sense of pride and admiration in townsite surroundings. The Morawa community values the contribution of plants, flowers, and trees in providing shade, enhancing aesthetics, and complimenting architecture and existing views.

As the custodian of reserves and open space the Shire will need to develop a townsite greening plan to try and utilise natural elements to improve general liveability and aesthetics. The community will need to assist with the implementation and support of greening initiatives.

2. Enhance the appearance of homes, gardens, businesses, and public buildings and spaces

A pivotal factor in building a sense of pride across the district is for each individual and organisation responsible for a place or building to take pride in the presentation of their asset. Morawa’s low SEIFA score no doubt contributes to the ability of individuals and organisations to maintain their assets especially with current cost of living increases. A community wide commitment to enhancing the districts appearance is important to attracting the admiration of others but more importantly building a sense of pride in personal achievements and placing value on where you live, work, and play.

3. Utilise public art

Public art can add value to the cultural, aesthetic, and economic vitality of the community, and can be a unique way to display the community’s identity to foster community pride and a sense of belonging. Public art should aim to represent the Morawa community and regardless of form or size, seek to engage others.

4. Celebrate our wins

Unifying the community around positivity will help build positive momentum and build a sense of pride in Morawa and its people.

Embrace cultural and social diversity

“Being different is what makes us unique”

To build the best possible Morawa, the community must embrace its differences and celebrate the culture and history that makes the district special.

The community aspiration to “Embrace cultural and social diversity” is underpinned by four focus areas for success.

1. Develop and implement an arts and culture plan

Arts and Culture play an important role in breaking down boundaries and connecting communities. The Morawa community wants the opportunity to express itself in a variety of ways but also to showcase the works and expressions of others to create vibrancy and wellbeing.

The community believes an Arts and Culture Plan should be developed for the district to draw together existing and future artistic and cultural exploits. Without pre-empting the outcomes of the plan, the community has a strong desire for an arts/cultural precinct to better engage with arts and culture and to showcase the district to visitors.

2. Champion inclusion and engagement

Morawa is a diverse community with community relationship regularly breaking down the barriers of age, gender, culture, socio-economic situation, or other diversity factors in the community demographic. Everybody wants to feel included and part of the broader community, and groups, events, activities, and engagement needs to be for everyone. The community as a whole values Shire engagement and wants more feedback to close the loop on engagement areas to ensure the community sees the outcomes from its inputs.

The youth, aged, and indigenous demographics want more opportunities to feel included and engaged with life in Morawa. The inclusion and engagement of Morawa’s Aboriginal peoples is a priority to the community and district, as these people have a historical and spiritual attachment to natural resources and the land over generations. The traditional custodians, being the Yamatji and Widi People, and the non-traditional aboriginal people living in Morawa today still play an important role in sharing stories and culture from across the state.

Having more diversity on groups, regular events, and activities will help increase creativity and provide more opportunity for the community to showcase its skills and build a sense of togetherness.

3. Invest in socialisation and belonging

Morawa has a strong reputation for hosting sporting and artistic events, and recently has started to activate the town square, this needs to continue and expand. With social hubs and outlets providing the lifeblood of small country towns. With distances and limited opportunities for social interaction it is important for Morawa to invest time and energy into maximising the opportunities that are available.

Morawa needs community members to invest in and foster a sense of belonging, going beyond traditional activities and looking to do more for each other and the district. Volunteerism and social support activities help build a sense of belonging and ownership.

4. Promote positive aging in place across the community

Morawa needs to encourage aging in place and positive lifestyle options available to the older generation. Intergenerational connection and collaboration will be vital in breaking down any social or cultural barriers. Retirees are vital to communities as they tend to have more time capacity for engaging in community activities and groups which can then expand into social diversity for various other age and demographic groups.



Cement strong foundations for growth and prosperity

Opportunities come in various shapes and sizes but for Morawa to take advantage of opportunities it must first ensure it has strong foundations from which to grow.

The community aspiration to “Cement strong foundations for growth and prosperity” is underpinned by three focus areas for success.

1. Safe and suitable road and other transport networks

Given Morawa’s remote location and the train line being predominantly utilised by mining and CBH, the main transportation network available to industry, agriculture, residents, and visitors is the road network. A safe, stable, and fit for purpose road network will underpin future growth and development in the region. Morawa has a mixture of Shire and Main Roads WA Roads, with mostly unsealed gravel roads. The transport industry is seeking to utilise larger vehicles to move bigger loads more efficiently and for Morawa to prosper it must be able to accommodate the appropriate vehicle sizing’s to meet future industry needs.

For communities and businesses to prosper auxiliary transport infrastructure such as footpaths, drainage, lighting, and signage must also be fit for purpose.

2. Ready to go commercial and industrial facilities

The Morawa town planning scheme currently shows various commercial and industrial zoned locations that are underutilised and in need of work or a business plan to ensure they are utilised. These sites are the core areas where new businesses could be established which in turn would drive employment and other growth opportunities.

3. Enhance partnerships and alliances

Morawa will need to build and maintain strong partnerships with commercial operators, government agencies, and other large organisations to ensure the area is well connected to take advantage of opportunities as they arrive. Various alliances already exist but improvements in the way in which businesses and organisations in Morawa work with others will be paramount to generating ideas, opportunities, innovation and growth.

Occupy a safe and healthy living space

Communities need to feel confident in their ability to have adequate shelter, food, water, personal security, health services and other resources to prosper. These fundamental human needs are at the forefront of the Morawa community's desires, and they view recreation options, health services, and public safety as non-negotiable necessities.

The community aspiration to "Occupy a safe and healthy living space" is underpinned by four focus areas for success.

Source: WA Health Promotion Strategic Framework 2012–2016

South Metropolitan Population Health Unit (2015). *Pathway to increasing active living: A guide for local government*. Fremantle: SMPHU, Department of Health WA.

1. Build safer neighbourhoods

The community want to feel comfortable walking places, going out after dark, leaving their home unoccupied, or driving the district. A strong police presence and connection to the community is paramount. Developing a close-knit neighbourhood will provide further support and security and help to reduce the incidence of preventable crime.

2. Occupy fit for purpose housing

The Morawa community want to see town wide housing stock improvements to ensure all homes are of a reasonable standard and suitable housing options are available for anyone new wanting to move to town.

3. Increase active living

Active living is a way of life that incorporates activity into daily routines and gets people up and moving. It means increasing physical activity and reducing sedentary behaviour at all stages of life. Active living is recognised as having essential social and health benefits, as well as environmental and economic benefits and can have a significant impact on the health and wellbeing of individuals and the community. Everyday examples of active living include walking or cycling to the shops, school, or work; participating in an active class; playing sport; unstructured outdoor play for children; doing active tasks; and reducing recreational screen time. Morawa has several existing recreational options, and the community wants to see them better utilised, as well as the introduction of other general improvements in active living options across all ages and genders.

4. Enhance health service provisions

To prosper a community needs strong health care services to ensure its members are healthy and able to contribute towards the success of the area. Morawa is currently well serviced as a subregional centre with quality primary health care services, doctor, District Hospital, and a regular mobile dental clinic. The Morawa lodge and aged care units offer support to aging residents but enhancements to support aging in place would be welcomed. As would increases in the availability of allied and non-critical health services. Mental health support continues to be a focal point across the district and broader region.

Be future focussed in all we do

The Morawa community is passionate about meeting its current needs without compromising the ability of future generations to meet their needs. Sustainability is paramount to this Strategic Community Plan; it speaks directly to the survival of Morawa as a place and provides linkages throughout the communities' aspirations. The intent of this aspiration is for the community to look at practices, processes, and places to ensure they exist or are enhanced for future generations. With the community focussed on investing in opportunities that benefit future generations and looking at ways to work in unity with others to enhance the benefits to all.

To be truly "Future Focussed in all we do" the intentions of this aspiration must be incorporated throughout the Strategic Community Plan, with the three focus areas highlighted under the aspiration being more specific touch points but all focus areas must look to the future.

1. Ensure the Shire and its assets are well resourced and sustainable

The Shire of Morawa is essentially the major public service provider in the district. Overtime the State Government has withdrawn its physical presence from regional areas and the onus has been placed on Local Government to support the needs of the community. The Shire maintains a vast array of public use assets and infrastructure. A well run and well-resourced local government is paramount to the development of the community and district.

The benefits of a well-run and resourced local government in a remote area will go beyond the standard operational outputs but will contribute to the maintenance of the social fabric of the town. It is important that the Shire continual reviews all operations and assets with a continuous improvement and affordability mindset to enhance value for the community wherever possible.

2. Embrace recycling and renewable energy

The consensus across the community is that the accepted shift in WA to recycling and renewable energy is a good thing. Recycling in the region remains difficult with no designated recycling centre but initiatives such as the container deposit scheme and other alternative use ideas are gaining traction. Renewable energy options such as solar, wind power, and natural gas are becoming more popular, and solar in particular offers great potential for Morawa given the climate is generally sunny year-round. The use and reuse of natural resources will benefit both current and future generations and may provide a mechanism with which to control rising living costs.

3. Foster passion and belief in younger residents

Morawa hosts quality educational facilities and the district high school's motto to grow good people seems to resonate around the community. Morawa is genuinely committed to seeing the younger generation prosper and fulfill their potential. Overcoming the alienation and dis-engagement of the younger generation will be key to achieving a vibrant and inclusive community. For families to move to or back to Morawa they must see it as a good fit for their children to grow into passionate, engaged, and proactive young adults. This goes beyond the education system and falls on to the broader community engage and empower young people to be an integral part in the future of Morawa.

The role of the Shire and Council

Whilst, the Strategic Community Plan is designed to reflect the Community's long-term vision and aspirations for Morawa, the local government retains an integral role in facilitating and supporting its attainment. The Strategic Community Plan is designed to be the parent document community members, external members, organisations, government agencies, and the Shire of Morawa use to enable all groups to collaborate, achieve, decide, and fund projects, services, events and activities.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community and will be the primary driver for all other strategic planning undertaken by the Shire. The Shire of Morawa intends to use the Strategic Community Plan in several ways, including:

- i. Guide Council priority-setting and decision-making
- ii. Provide an overarching plan against which other strategic documents can be framed
- iii. Inform decision-making with respect to other partners and agencies, including the Federal and State Governments, regional bodies, and other local governments in our region
- iv. Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire
- v. Inform potential investors and developers of our community's aspirations and focus areas, and the way that the community vision may align with their goals.
- vi. Engage local businesses, community groups, and residents in various ways to contribute to the achievement of the Community vision and aspirations.

Importantly, plans are only effective if adequate resources are dedicated to ensuring they can be delivered. The Strategic Community Plan maps out the vision and aspirations for the next ten years, but it is important to note that circumstances can change over this period. Events beyond the community and Shire's control, such as major storms, or changes to State or Federal

government policies may require the Council to rethink the timing of projects, or to reallocate resources to address new issues not necessarily aligned with the Strategic Community Plan in its current form.

Whilst, the achievement of the vision and aspirations of the Morawa community will require a holistic community wide effort, the Shire of Morawa Corporate Business Plan will provide an overview of how the Shire will utilise its resources to deliver objectives and outcomes that align with the longer-term aspirations of the community.

The core components of the Corporate Business Plan include a four-year delivery program with capital and strategic projects, aligned to the Strategic Community Plan, accompanied by four-year (or greater) financial projections.

The Corporate Business Plan is subject to an annual review by Council and the Shire administration and will be informed by other Council strategic plans such as the Workforce Plan, Long Term Financial Plan, and Asset Management Plans as well as niche plans such as the Tourism Plan, and Arts and Culture Plan as referenced in this document.



Long Term Operational Planning

The purpose of the integrated planning framework is to ensure that Council decisions deliver the best results for the community with the available resources. The Corporate Business Plan is the key driver for the Shire's annual budget development and service delivery priorities.



Tracking our Performance

To ascertain whether Morawa is making progress towards the ultimate vision and aspirations set out in this plan it is important to have a clear mechanism with which to monitor progress.

As well as tracking the above statistics and general progress areas, the Shire commits to holding an annual community feedback workshop to provide an update on actions taken by the Shire in pursuit of the community's vision, this also provides the opportunity for community members to suggest ideas for the future and for other groups to provide their updates on what actions they have taken towards the vision and aspirations.

Survey	Deliver	Compare
<ul style="list-style-type: none">• Visitor feedback surveys• Bi-annual community satisfaction survey• Annual business prosperity survey	<ul style="list-style-type: none">• Actions delivered aligned to each focus area• Adoption and implementation as relevant informing plans• Nominate for a tidy town award	<ul style="list-style-type: none">• Bi-annual mid-west population• Quarterly crime statistics• Annual landfill waste diversion rate improving by 10%• Shire's financial health indicators all on target or improving





Shire of Morawa

A 26 Winfield Street,
Morawa WA 6623

P 08 9971 1204

morawa.wa.gov.au