

# SHIRE OF YORK

## Strategic Community Plan

2012 to the Future



The rural gateway . . .





Department of **Local Government**  
Department of **Regional Development and Lands**



The Shire of York wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.

## Contents

Foreword .....	1
Introduction to Strategic Community Plan .....	3
Planning Framework .....	3
How the Plan was Developed .....	4
The Shire in Profile .....	5
Our Vision: A Place for Community .....	6
Our Goals .....	6
Community Priorities Against Key Areas .....	7
♦ Social: Building a Sense of Community .....	7
♦ Environment: Preserving and Sustaining Our Natural Environment .....	8
♦ Built Environment: Enhanced Lifestyle Choices .....	9
♦ Economic Development: Maximise Development .....	10
♦ Governance: Strengthen Shire Leadership .....	11
♦ Sustainability Performance Index .....	12





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## Foreword



The Shire of York Strategic Community Plan maps out our vision and represents a clear direction for the next ten years.

The Plan will serve as the key strategic planning tool, and it contains the primary aims, strategies and priorities to advance the Shire's vision of "The Rural Gateway".

My thanks go to the members of the community who played a vital role in providing the input and ideas via workshops, one to one meetings, and responding to a questionnaire. Elected Member input needs to be recognised, which revealed a close alignment with the community aspirations.

In implementing this Plan, and maintaining its relevance through regular reviews, the objectives of the Strategic Community Plan will be effectively delivered by working in partnership with the community, other Shires, State and Commonwealth Governments, and the private Sector.

Cr Tony Boyle  
Shire President



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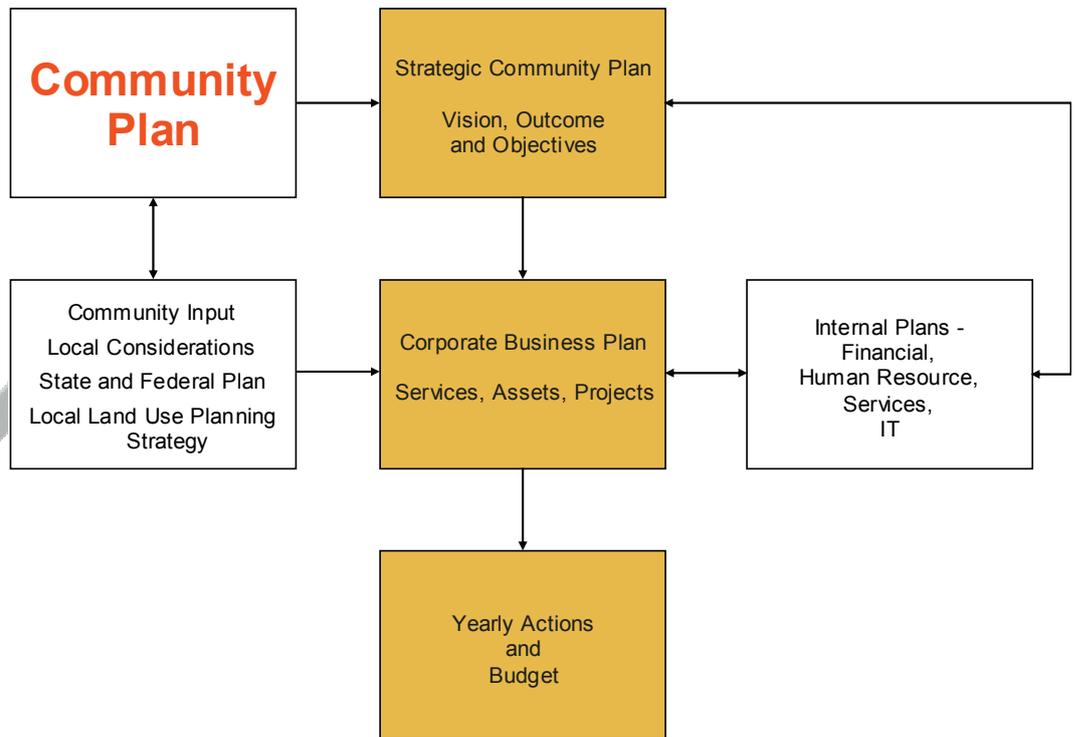
## Introduction to Strategic Community Plan

Our Strategic Community Plan (SCP) is a Council visionary document for the next ten years, based on community input and our research (Reference: Community Plan), to ensure our future is sustainable. Whilst it is recognised that not all outcomes can be delivered immediately, the Plan will guide our decisions over the next ten years.

The Corporate Business Plan identifies what we will achieve in the shorter term, and the steps we will take to reach our long term vision, and will enable us and the community to review and monitor our progress towards achieving our aspirations.

Implementing this Plan will demand that the Shire not only continues to deliver and represent the community, but recognises that we can't deliver alone. We will work in partnership with other Shires, State and Federal Governments, and the private sector, to advocate delivery of our Plan.

## Our Planning Framework



## How the Plan was Developed

The Shire, in partnership with community and stakeholders, has developed a shared strategic vision, goals and outcomes.

In the initial stages of development, research was undertaken across the quadruple bottom line to ensure our community and Council were able to make informed and appropriate priority decisions for our local community. This included a review of the external Federal and State Government plans, and long term demographic changes and impacts, risks, and the challenges facing our community, to ensure we are a sustainable and growing community.

Community feedback was critical to understand our identity in building our shared vision, and to provide the opportunity to develop key areas of need, opportunity, and community priorities. Community were given the opportunity to be involved in a number of ways. Recent community surveys and feedback were analysed, representative interest groups were interviewed, a survey provided feed back for all the community (at the front counter and via the web site), and a large representative focus group where participants were randomly selected to attend and give feedback. Community feedback was themed and analysed to produce a Community Plan, which will be continually used to ensure future decisions and priorities are reflective of the local community. The Community Plan was used as the basis to develop our Council Strategic Planning outcomes and objectives. Our identity and local vision for the next ten years is underpinned by environmental, social and economic goals, which were developed from community priorities and the research analysis.

In the consideration of priorities, articulated within the Plan, community ideas and projects were considered within our resource capacity, both financial and asset.

Our primary aim, “to manage growth, economically and socially, in supporting a progressive, vibrant community”, and our goals have been our focus in choosing our priorities, based on our concerns to sustain and manage our local area through growth, and to create economic capacity to ensure our sustainability, creating local employment, and strengthened social cohesiveness, whilst not losing our past identity and our proud history.

Our shared vision, aim and goals will assist Council in future decisions.

## The Shire in Profile

### Our Area

The Shire covers an area of 2,010km<sup>2</sup>, with 264kms of sealed road, and 471kms of unsealed road. Within the Shire there are numerous parks and facilities, including Daliak, the new Sports Centre, the Town Hall, that support lifestyle choices for our diverse community. The town is the oldest inland town, and as such, takes pride in its heritage and historical significance.

### Our Economy

The local industry has been historically based on broad farming, but as the population increases, the service and commercial opportunities have expanded and diversified. The area provides an attractive centre and destination for tourists and visitors. The economic viability, providing employment opportunities, will be critical in the future to support the increasing population in the urban area. We need to take on the opportunities provided by our strategic location and proximity to Perth, but still protect our viable farming land.

### Our People

The population of 3,449 (9% farms, 91% urban), is predicted to double by 2020, presenting growth management challenges for the area, with demands on housing, recreation, services and employment. The challenge of maintaining and preserving what people love about York, its sense of history, space and security, whilst growing has been recognised in the development of this Plan.

The population has a median age over 45 years, but also has a significant number of young families.

### Our Environment

The local environment needs to be valued and sustained during growth to ensure the rural aspect and the farming economy are respected and maintained.

### Our Key Challenges and Risks

Our Plan needs to manage our identified risks and local issues, which have been identified and considered within our Plan.

Issues identified and addressed:

- ◆ Rapid growth.
- ◆ Affordable housing demand.
- ◆ Increasing number of people over 65.
- ◆ Loss of broad acre farming.
- ◆ Infrastructure and service capacity.
- ◆ Climate change.
- ◆ Impact of natural disasters.
- ◆ Heritage sustainability.

## **Our Vision: The Rural Gateway**

### **Our Shire will be:**

- ◆ A place to visit, work, play and rest;
- ◆ A place of vibrancy and energy, but one of tranquillity and safety;
- ◆ A place of growth, where local businesses find opportunities and thrive;
- ◆ A place of history, and cultural interests, where past history is valued, building a sense of permanency and pride.
- ◆ A place of community, where lifestyle choices are important and where community matters.

### **Our Aim**

To manage growth, economically and socially, in supporting a progressive vibrant community.

## **Our Goals**

### **Social**

- ◆ Manage population growth, through planned provision of services and infrastructure.
- ◆ Strengthen community interactions and a sense of a united, cohesive and safe community.
- ◆ Build and strengthen community, culture, vibrancy and energy.

### **Environmental**

- ◆ Maintain and preserve the natural environment during growth, enhancing the 'rural' nature of York, and ensuring a sustainable environment for the future.
- ◆ Support sustainable energy and renewable resource choices.

### **Economic**

- ◆ Build population base through economic prosperity.
- ◆ Value, protect and preserve our heritage and past.
- ◆ Grow the economic base and actively support local businesses and service provision.

## Community Priorities Against Key Areas

### Social: Building a Sense of Community

#### Our Vision

- ◆ Our community will be inclusive and interactive, where people feel safe and are welcomed.
- ◆ Our community will value each other, building relationships and networks to interact, socialise and recreate.
- ◆ Our community will have access to service requirements.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Connected Community	Strengthen Community Cohesiveness and Participation	◆ Develop and participate in a regional social plan to capture and strengthen community development opportunities, such as recreation, social groups, communication and activities.
	Strengthen the Cultural and Historical Significance of York	◆ Develop a plan to support cultural experiences, such as events, festivals, crafts and entertainment.
Community Needs and Services are Met	Ensure Access to Services as Needs Change within the Community	<ul style="list-style-type: none"> <li>◆ Develop a regional plan for the provision of aged care services.</li> <li>◆ Develop a Youth Plan to capture specific youth activities and opportunities.</li> <li>◆ Facilitate community safety, security and well being.</li> </ul>
	Develop Quality Capable Services to Manage Community Demand	<ul style="list-style-type: none"> <li>◆ Develop service plans defining role, level of service, and partnerships to delivery.</li> <li>◆ Facilitate improved regional health and education services.</li> </ul>

## Environment: Preserving and Sustaining Our Natural Environment

### Our Vision

- ◆ Our environment will be preserved for future generations, protecting viable rural land, whilst our town grows and develops.
- ◆ We will sustain and enhance our rural identity and natural aspects within our thriving natural environment, ensuring our natural environment is protected and enhanced.
- ◆ We will support sustainable energy and seek solutions for innovative use of water, energy and other resources.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Preserved Natural Environment	Protect and Enhance Our Natural Environment and Biodiversity	<ul style="list-style-type: none"> <li>◆ Develop a river management plan (consider jetties, and resurrection of Mongers Fjord and aeration of river water).</li> <li>◆ Protect our natural reserves and walks.</li> <li>◆ Protect and sustain Mt Bakewell and Mt Browne.</li> <li>◆ Implement Regional Natural Resource Management Plan.</li> </ul>
Maintained Rural Identity	Protect and Enhance Our Rural Land and Spaces	<ul style="list-style-type: none"> <li>◆ Ensure parklands and streetscapes reflect our rural identity through the development of an open space strategy.</li> <li>◆ Establish land use strategy to ensure rural and farming land is protected.</li> </ul>
Efficient Use of Natural Resources	Support Sustainable and Renewable Resource Management	<ul style="list-style-type: none"> <li>◆ Explore options and improvements in the town's energy and water use.</li> <li>◆ Participate in a Regional Waste Management Strategy Plan.</li> <li>◆ Build on 'Days of Change'.</li> </ul>

## Built Environment: Enhanced Lifestyle Choices

### Our Vision

- ◆ Our built environment will sustain our growing needs, providing housing for all ages and employment.
- ◆ Our viable farming land will be protected.
- ◆ People will have choice in housing and be able to walk to shops and services within friendly village atmospheres.
- ◆ Our lifestyle choices will be supported with improved transport solutions.
- ◆ Our town centre will be vibrant where all community interact and build relationships.
- ◆ Our assets, facilities, roads and parks are well maintained and meet our requirements.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Improved Quality of Our Assets	Upgrade and Maintain Our Infrastructure	<ul style="list-style-type: none"> <li>◆ Develop and implement Asset Management Plans.</li> <li>◆ Work towards applying safe system principles to provide and maintain safe, efficient transport, including roads, footpaths and cycle ways.</li> <li>◆ Provide and maintain facilities for youth and aged services.</li> <li>◆ Provide and maintain local area spaces and parks.</li> <li>◆ Implement asset plans for youth facility, skate park, park improvements, pool upgrades, archives centre, town hall upgrades.</li> <li>◆ Lobby for the development of infrastructure plans that link to land use planning.</li> <li>◆ Develop and implement a road safety management or action plan incorporating the safe system approach.</li> </ul>
Planned Safe Town	Increased Capacity and Diversity of Housing Choices	<ul style="list-style-type: none"> <li>◆ Review land use strategy and policies to ensure housing and land size choices are available.</li> <li>◆ Facilitate affordable and sustainable housing options.</li> </ul>
Sustainable Development	Develop Commercial and Economic Viability to Support Growth Capacity	<ul style="list-style-type: none"> <li>◆ Align identified commercial and appropriate service industry opportunities to land use availability, whilst protecting rural and heritage significance.</li> <li>◆ Improve town centre.</li> </ul>
	Create and Support Local Activity areas as the Town Grows	<ul style="list-style-type: none"> <li>◆ Facilitate provision and availability of local community services and retail services.</li> </ul>

## Economic Development: Maximise Development

### Our Vision

- ◆ York will diversify economically through commercial growth, providing jobs and services to support our growing population.
- ◆ There will be employment and investment choices, providing a place for business access to rural and metropolitan opportunities.
- ◆ Visitors will be welcomed, with activities and places of significance to visit, providing a base to visit other regional and rural areas.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Commercial Growth	Facilitate Commercial and Service Industry Growth	<ul style="list-style-type: none"> <li>◆ Participate in the development of a regional economic plan.</li> <li>◆ Support industry growth through the provision of land use and encourage value add tertiary industries to support primary industry.</li> <li>◆ Actively lobby and facilitate eland location and availability for service industries to support population growth.</li> <li>◆ Support local business development.</li> </ul>
Sustainable Development	Facilitate Sustainable and Managed Development	<ul style="list-style-type: none"> <li>◆ Protect primary agricultural areas through effective land use management.</li> <li>◆ Support farming community through promotion of diversification alternatives to broad acre agriculture.</li> </ul>
York - A Regional Centre	Improve, Enhance and Grow the Town Centre, Creating a Regional Service Centre	<ul style="list-style-type: none"> <li>◆ Develop the Town Centre Plan, building on the historical significance to celebrate the culture, history and arts.</li> </ul>
Increase Visitors	Support York as a Regional Place to Visit	<ul style="list-style-type: none"> <li>◆ Develop a regional tourism plan.</li> <li>◆ Support the local visitor centre.</li> <li>◆ Build tourism capability through events, arts, history, walkways, and cultural experiences.</li> </ul>

## Governance: Strengthen Shire Leadership

### Our Vision

- ◆ We will ensure our sustainability through our leadership, our regional and government partnerships and ensure we make informed resource decisions for our community good.
- ◆ We will engage and listen to our community, advocate on behalf of our community, be accountable and manage within our governance and legislative framework.

Our objectives and priorities are built from our shared outcomes.

Outcomes	Objectives	Priorities
Sustainable Resource Management	Ensure Resources are Managed Effectively	<ul style="list-style-type: none"> <li>◆ Develop and maintain a strategic financial plan to support the yearly budgeting decisions.</li> <li>◆ Develop and implement asset management plans.</li> <li>◆ Develop service and place plans detailing role and levels of service.</li> <li>◆ Develop a risk management plan.</li> <li>◆ Explore opportunities to work with other local governments to deliver services and infrastructure.</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Develop Workforce Capability</li> <li>◆ Retain and Attract the Right People to do the Work</li> </ul>	<ul style="list-style-type: none"> <li>◆ Develop a workforce plan and contribute to regional capacity.</li> <li>◆ Develop human resource strategic plan, identifying future skills and development, retention and attraction strategies.</li> </ul>
Council and Community Leadership	Provide Leadership on Behalf of the Community	<ul style="list-style-type: none"> <li>◆ Develop partnerships and relationships to enhance community services and infrastructure.</li> <li>◆ Lobby and advocate for improved services, infrastructure and access.</li> <li>◆ Advocate for the regional strengthening of health, education services and IT technology.</li> </ul>
	Develop Community Leadership	<ul style="list-style-type: none"> <li>◆ Develop community participation plan and provide opportunities for community participation.</li> <li>◆ Develop community capacity through coordination and development of volunteer committees.</li> </ul>
Good Corporate Governance	Ensure Reasonable Decision Making	<ul style="list-style-type: none"> <li>◆ Develop risk management plan.</li> <li>◆ Review roles and accountabilities within a regional framework.</li> </ul>

## Sustainability Performance Index

Performance of the Shire of York (or the region if amalgamated), will be measured against a sustainability index, based on a balanced scorecard. Whilst four indices of performance are lag indicators to measure and report on, lead indicators have been identified for monitoring and review by the leadership teams.

### Performance Measures

Index	Lag Indicators	Lead Indicators
Resource Index	Financial: <ul style="list-style-type: none"> <li>◇ Local Government Financial Performance Measures Actual Results.</li> </ul>	Financial <ul style="list-style-type: none"> <li>◇ Operating surplus ratio between 0% - 15%.</li> <li>◇ Current ratio greater than 100%.</li> <li>◇ Rates coverage ratio equal to or greater than 40%.</li> <li>◇ Debt coverage ratio of at least 200%.</li> </ul>
	Assets: <ul style="list-style-type: none"> <li>◇ Local Government Asset Management Performance Measures and Actual Results.</li> </ul>	Assets <ul style="list-style-type: none"> <li>◇ Asset consumption ratio between 50% - 75%.</li> <li>◇ Asset sustainability ratio between 90% - 110%.</li> <li>◇ Asset renewal funding ratio between 95% - 105%.</li> </ul>
Capability Index	Percentage of Business Excellence Assessment Improvement (Every Two Years).	<ul style="list-style-type: none"> <li>◇ 5% identified improvements achieved.</li> <li>◇ 20% of processes reviewed.</li> </ul>
Customer Index	Customer Perception Survey.	<ul style="list-style-type: none"> <li>◇ Customer complaints.</li> <li>◇ Customer Requests.</li> </ul>
	Partnership Survey.	<ul style="list-style-type: none"> <li>◇ Number of partnership meetings.</li> </ul>
	Community Report.	<ul style="list-style-type: none"> <li>◇ Actions against Community Plan.</li> </ul>
People Index	Employee Survey.	<ul style="list-style-type: none"> <li>◇ 10% training performance measurement turnover.</li> <li>◇ Safety - Long Term Injuries (LTI's).</li> </ul>

The Strategic Community Plan Actions Against Plan will be monitored through the Corporate Business Plan reporting framework on a quarterly basis, and reported to the community on an annual basis.

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