

KOJONUP 2027+

SMART

POSSIBILITIES





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WELCOME FROM THE SHIRE PRESIDENT

"Welcome to our Strategic Community Plan, 2017 to 2027, titled Smart Possibilities. In April 2017, the Kojonup people came together to express their views on where the Shire should be in 10 year's times. It was quite an exhaustive process as thoughts were gathered from all age groups, starting with listening to primary school children, to engaging with long-time residents in an over 55 cluster. More than one fifth of our population came up with a wide and varied collection of possibilities.

As Shire President, I genuinely thank Kojonup's people for sharing your thoughts and opinions. We don't always agree, in fact we often disagree. This is okay, as we realise now that Kojonup is a place of many features. In fact, with the diverse thoughts collected, it's now apparent why Kojonup uses the tagline One Community, Many Choices. We do have many choices, yet we are one community.

We have gone through a period of planning and frugality, ensuring we run a risk adverse and smart Shire. Now we can take a step forward to explore future possibilities. We do have to continue being smart, yet now we can add possibilities. This is why we have called this plan Smart Possibilities.



From our 2017 engagement process the major areas of focus are more modern forms of transparent communication, equality of services, sustainability of employment, a balance between living, working and visiting, and a celebration of the Shire's farming uniqueness. It was also apparent that the community, as well as the Shire, wish to be strategic, forward-thinking and continually engaged.

I personally look forward to focusing on achieving the desired community outcomes and note that community engagement is not just a one off; it's continual, so I encourage us all to stay engaged as we collectively achieve the 'Smart Possibilities' we have before us,"

Cr Ronnie Fleay,
President, Shire of Kojonup.

Kojonup is a **smart** region featuring a technologically advanced **agricultural** community, an educational and historical **destination**, and a healthy and enviable **lifestyle**.

A MESSAGE FROM OUR CEO

"The Shire of Kojonup has been through a period of fine-tuning, or smart resourcing, where the best decisions possible have been made to maximise the resourcing available. We now look forward to progressing on from this positioning to better realise Kojonup's potential. Collaboratively, we aim to advance the community's desires of maximising our inimitable agricultural community, of driving our visitation opportunities and enhancing our lifestyle choices through 2027 and beyond.

Going through the 2017 engagement process has ensured we, as a community, can form the 2017 to 2027 Strategic Community Plan. Not only is this process the right thing to do, it also ensures the Shire has met the Integrated Planning and Reporting Framework as stipulated by government. All local governments, in Western Australia, are required to develop long-term community plans looking at least 10 years in the future. This Plan was adopted by the Shire of Kojonup Council and is in effect from July 1, 2017. To put this long-term vision into practice we adhere to a four-year Corporate Plan.



We will now work as a local government, in partnership with the local community, to complete the community's outcomes, to advocate for progress and to enable or inspire through collective community effort. By advocating, completing and enabling, we will deliver upon the outcomes detailed in this Shire of Kojonup 2017 to 2027 Strategic Community Plan,"

Rick Mitchell-Collins,
Chief Executive Officer, Shire of Kojonup

SMART KOJONUP

agriculture + destination + lifestyle

Smart: balancing living, working, visiting and educating

Smart: partnering to achieve more

Smart: performing strategically and excellently

Smart: driving prosperity and economics

Smart: thinking with technology, data and analytics

KOJONUP'S SUCCESSES 2013 TO 2017

Over the last four years, since the 2013 to 2023 Strategic Community Plan was formed by the community, the following successes have been realised by the people of Kojonup.

Construction of six new independent living units totalling \$2.4 million completing the Loton Close precinct.

Sporting Precinct Master Plan completed in conjunction with all stakeholders and implementation begun through construction of a new access road.

Continued implementation of the 10 year road program including widening of major secondary roads and footpath, kerbing and drainage upgrades in the townsite.

Established Natural Resource Management advisory committee and appointed NRM Officer after obtaining \$200,000 in funding.

Southern Link VROC funding provided upgrades to Waste Transfer/Recycling Station, construction of Independent Living Units and Waste Water Reuse and Storm Water Harvesting Project. Shire of Kojonup has been very active with Resource Sharing Environmental Health Officer, Building Surveyor and Ranger services.

Significant building, bathroom, security and energy efficiency upgrades exceeding \$1 million at Springhaven Lodge.

Hire-in-Style, Craft shop, Hair Salon and Aura Gallery new businesses commenced and Koji Ag Supplies and Nightingales Nest expanded and relocated. Conducted Business Breakfast Forums in Kojonup.

Planning Approval for cattle feedlot; capacity of 20,000, value of \$20 million, flat rocks wind farm; value \$400 million and intensive piggery; capacity of 28,300, including the construction of finisher sheds, feed mill sheds, additional worker's accommodation and an anaerobic digester that will convert the waste material into power for use at the site. Total project value \$14.5 million. The Town Planning Scheme has been amended to allow for an abattoir adjoining feedlot.

Integrated approach across organisation and continuing: focus on increasing 'in-house' capacity and capability to increase knowledge and use of IT, software applications such as Synergy. All three formats of NBN available within Kojonup. Councillors and executive utilise mobile devices aiming for a paperless environment.

Investment in the volunteer driven MOSAIC program at The Kodja Place to catalogue and document items. Major building maintenance continues on historical buildings.

New management structure introduced for The Kodja Place and Community Development and Tourism department established. The Kodja Place Master Plan completed by international (NZ) organisation providing strategic direction. The Council intervened to maintain operations of the Black Cockatoo Café.

Community Engagement Survey 2015, Employee Survey 2015 and now Strategic Community Plan review (act on responses/feedback what we do well, where we need to improve), held drug forums, increased Council profile on Facebook and web site as well as Kojonup News. The Shire President has been available every Wednesday for community engagement.

Held drug and alcohol awareness forums which informed the community about addiction and effects, as well as the long road to rehabilitation. Lobbied for changes to the Bail Act 1982.

Creation of initial Asset Management Plan, Long Term Financial Plan, Corporate Business Plan, Workforce Plan, Risk Management Plan, Disaster Recovery and Business Continuity Plan, The Kodja Place Master Plan, Sporting Precinct Master Plan and Mainstreet Renewal Strategy.

Significant capital expenditure budget growth (doubled) without raising any new loans. Reserve account balanced maintained at approximately \$3 million while loans only \$344,000

A photograph of a museum interior. In the foreground, there are several large, weathered wooden poles. One pole on the left is wrapped with metal bands. In the center and right, there are wooden stumps covered with animal skins, possibly kangaroos or wallabies. The floor is covered with a colorful, patterned rug. In the background, there are large glass windows and a doorway leading to another room. The lighting is warm and ambient.

SMART KOJONUP

ABOUT THE PLAN AND PROCESS

Why we plan

The Shire of Kojonup fits within the Western Australian Local Government Integrated Planning and Reporting Framework as shown below:

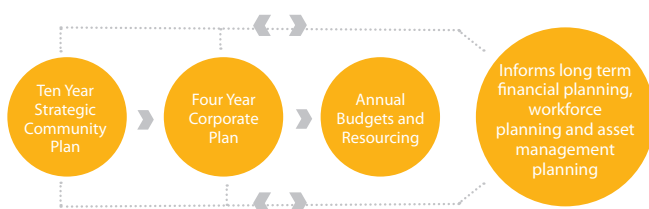


Diagram : WA Local Government Integrated Planning and Reporting Framework

The ten-year Strategic Community Plan is a long-term view summarising the community's aspirations. It's updated every second year, with a thorough review taking place every four years. This document is reflective of community views, collected from the deep stakeholder engagement review completed in 2017. The Strategic Community Plan informs the four-year Corporate Plan, and subsequently the one-year budgets and resource provisions, which feeds back through to the ten-year Strategic Community Plan.

Although the Strategic Community Plan is a long-term, ten-year plan, it is not fixed. It's a rolling plan, ensuring all decisions on a short-term basis are working towards a ten-year horizon.

When we will plan again?

The Shire of Kojonup aims to update the 10 year Strategic Community Plan in March/April 2019. This update will again ask for community engagement, and will focus attention on the relevance of the outcomes and deliverables. The vision, which has been chosen to stand the test of time, and selected key pillars, will stay the same.

In March/April 2021, the Shire will embark on a greater engagement pattern, and will complete a full re-write of the Strategic Community Plan. The key pillars, outcomes and deliverables will be up for negotiation at this point in time.

Within this current Strategic Community Plan, the stakeholders have chosen an outcome that relates to ongoing stakeholder engagement (please see Outcome 3.1: Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group). In effect, stakeholders will be engaged on an ongoing basis, not just during Strategic Community Plan updates and re-writes.

Community engagement process

The Shire of Kojonup instigated a stakeholder engagement process to be completed between April and May, 2017. An external facilitator was used to collect trends, views and opinions as to the vision of Kojonup in 2027 and beyond. A PowerPoint-based narration was formed to ensure all groups received the same impetus for their feedback. In total seven stakeholder groups attended sessions over two visits, and, as well, community members were invited to contribute their feedback through an online survey. The Shire was responsible for garnering stakeholder interest of which they did so through Facebook, Kojonup News, Shire of Kojonup ENews and flyers. For these sessions, the Shire divided the stakeholder groups into:

Group 1: Councillors and Senior Executives

Group 2: 18- 55 year olds

Group 3: School years 5 and 6 (St Bernard's)

Group 4: Shire of Kojonup Staff

Group 5: School years 7 to 10 (Kojonup District High)

Group 6: 55 Plus

Group 7: 18-55 year old (any extra age-group)

In total over 200 stakeholders contributed to this process which showed an increase of 80 per cent from the previous face-to-face engagement process in 2013 (where 40 community members participated and 206 community members were surveyed). The sessions were held at the Sporting Complex, the two schools, and the Shire Administration building. All anecdotal feedback was collected into a report. Voting data was also collected and analysed. The Shire has taken into consideration all community members views in forming the 2017 to 2027 Strategic Community Plan. The Shire will strive to continually engage with the community through informing, consulting, actively listening and recording views.

The external facilitator noted that the views and aspirations of the community, collected through this process, were very diverse, and often contradictory, however never divisive and always respectful. The facilitator also mentioned that improved communication will enhance the collective knowledge of the region for future engagement processes.

COMMUNITY INPUT

'There appears to be negativity in tourism. We need to use data and analytics to prove the value of this to our community.'

'We need to contribute to the environment rather than continually taking from it.'

'Technology is not talked about often enough and we need it to survive in a modern day town.'

'Fly in and fly out farming is a future reality.'

'There is an overwhelming need from our community to have 'our buildings'. Ownership and control is a problem.'

'Medical provisions and health will be provided very differently in 2027.'

'The newspaper is not a good way to communicate anymore.'

'To change or grow our population means our vision needs to welcome visitors. It can't just be about the residents.'

'Clubs need to build their own funds and finances.'

'Yeah, like we would like to bring some Perth friends here, but the tourism is for older visitors.'

'The way of going about things needs to change.'

'We need to be better informed on all matters.'

'Sustainable asset management, here in Kojonup, is a tough and expensive issue.'

'When considering education, we may need to plan for different methods of schooling. It could affect our town both positively and negatively.'

'We need more people in Kojonup. It will then be more interesting, we will have more events, we will have more fun and more excitement.'

'We need to consider new industry, other than farming.'

'We need to concentrate on our lifestyle. Make it fun. And increase the community's sense of wellbeing.'

'We want more non-organised sport activity (recreation) that happens regularly, like rollerblading.'

'We have strong community spirit, which we should capitalise more on.'

'More information, more data, and then more open-minded.'

'How do we get people to stop in Kojonup and spend? We need to debate the tourist destination versus bypass issue.'

'Farms are getting bigger, and we are having less people on the farms, perhaps we should shift our focus onto tourism.'

'We need to work out who our partners are, target them, and work with them (is it Katanning and Albany?).'

'A modernised communication system would be better, so we all know what is going on.'

'Council should utilise technology to control what is going on.'

'It would be good for all of us if we had a big recreation centre here in Kojonup.'

'Different tourism for different sort of people, not just people who want old fashioned things.'

'I think the population would have to increase to get everything to work. Shouldn't we work on increasing our population?'

'I would like to be proud of our education, particularly post year 12.'

'Our vision should start with agriculture and everything should fall out of that.'

'Youth need to be looked after and recognised. We need to keep youth in the town because they are most important.'

'The Council's job should be to drive prosperity and economic development.'

'We want to support the local businesses in the community.'

'It would be great to get better transparency.'

'It would be interesting to know what our population has done in the last ten years.'

'Kojonup is the crown jewel of the south west and I would like people to know it.'

'Farming is the future in Kojonup.'

'Community involvement needs to be a feature of our future vision- that is what is unique about Kojonup.'

'If we stagnate and become too cautious, we will go backwards.'

'Our main themes should include strong education, access to technology, population to support business, business to support population (including employees), environmental care and sustainability.'

'I find that in this town if we have a project, we get commitment...it has to be something worthwhile. Everyone sees a difference when we have a project and everyone gets excited.'



COMMUNITY INPUT

TODAY WE ARE MOST PROUD OF

Farmers 67% History 25%	Kodja Place 36% Farmers 27% Financial Management 27%	Sport Success 45% Farmers 36%	Farmers 47%	Farmers 34% Main Street 20%	Farmers 56% Sport Success 19% History 13%	Farmers 58% History 25%
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18-55 Councillors and Executives St Bernards PS Council Staff Kojonup District High School 55 Plus 18-55 Plus Repeat Session

IN 2027 WE WISH TO BE MOST PROUD OF

New Employment 60% Youth Advisory 30%	Townscape 36%	Industry 45% Youth Advisory 36%	New Employment 53%	New Employment 34% Vibrant Retail 34%	New Employment 65% Townscape 15% Vibrant Retail 15%	New Employment 80%
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WE WISH FOR

Our high school students wish for
excitement | jobs | events | cinema

Our primary school students wish for
recreation | technology | retail

Our community members wish for
recreation | education | health

Compared to the last plan, our community members wish to push this plan by

90%
18-55

90%
Councillors and Executives

70%
Council Staff

70%
55 Plus

90%
Repeat Session

COMMUNITY INPUT

MOST IMPORTANT THEMES

60%

SAID
ensuring Kojonup is
a safe and attractive
place to live

15%

SAID
being well
governed within
our means

14%

SAID
staying healthy
and active

11%

SAID
building and
maintaining
prosperity

TO MAKE KOJONUP MORE ATTRACTIVE

39%

SAID
sport and activities

32%

SAID
youth activities

18%

SAID
history and heritage

11%

SAID
tourism

TO INCREASE OUR PROSPERITY

39%

SAID
value adding to
existing industries

36%

SAID
attractive new
industries

25%

SAID
supporting existing
industries

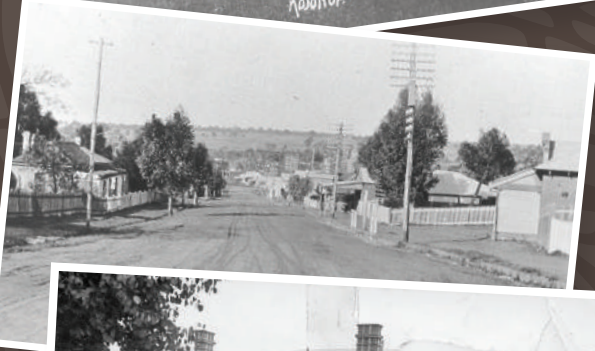
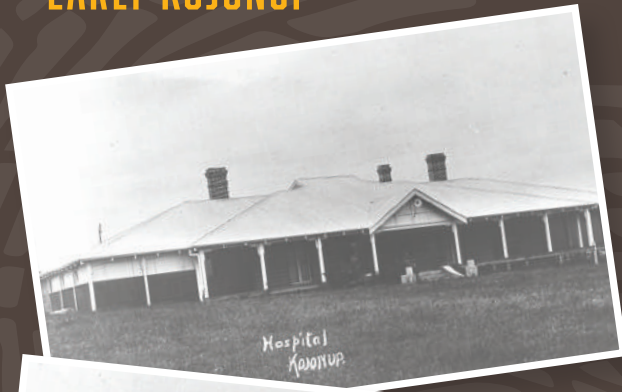


On average we want our population to
grow by 37% by 2027 (=2738 people)



S M A R T
K O J O N U P

EARLY KOJONUP



THE NOONGAR PEOPLE ARE THE TRADITIONAL OWNERS AND INHABITANTS OF KOJONUP, WITH THEIR HISTORY DATING BACK NEARLY 40 000 YEARS. THE NOONGAR PEOPLE OF KOJONUP TODAY ARE DESCENDANTS OF THE KANEANG TRIBE. THE NOONGAR PEOPLE DRANK FROM THE LOCAL FRESHWATER SPRING AND HUNTED GAME WITH THE TRADITIONAL NOONGAR 'KODJ' OR STONE AXE WITH BOTH KOJONUP AND THE KODJA PLACE NAMED AFTER THE IMPLEMENT. THE FIRST EUROPEAN IN THE AREA WAS SURVEYOR ALFRED HILLMAN WHO ARRIVED IN 1837 AND HAD BEEN GUIDED TO FRESHWATER SPRING BY THE NOONGAR PEOPLE.



**RENOWNED FOR DATA
COLLECTION AND
ADDING TO NATIONAL
RESEARCH**



**VIBRANT DESTINATION,
STOP OFF, AND RECHARGE
BETWEEN PERTH AND ALBANY**



**ONCE A YEAR
PREMIER
EVENT AT THE
KODJA PLACE**

**AN ACTIVE,
ENTERTAINED
AND SPORTING
COMMUNITY**



**A WELL-CATERED
FOR TRANSIENT
WORKFORCE**

**HUGELY CONNECTED
AND STRATEGIC
COMMUNITY**



**A GROWING
PERMANENT
POPULATION
OF 2,500+**



**KOJONUP BUSINESS
AND TECHNOLOGY HUB**

**AGRICULTURAL
TECHNOLOGY CENTRE
FOR EXCELLENCE**



**CELEBRATED
AGRICULTURAL-BASED
EDUCATION**

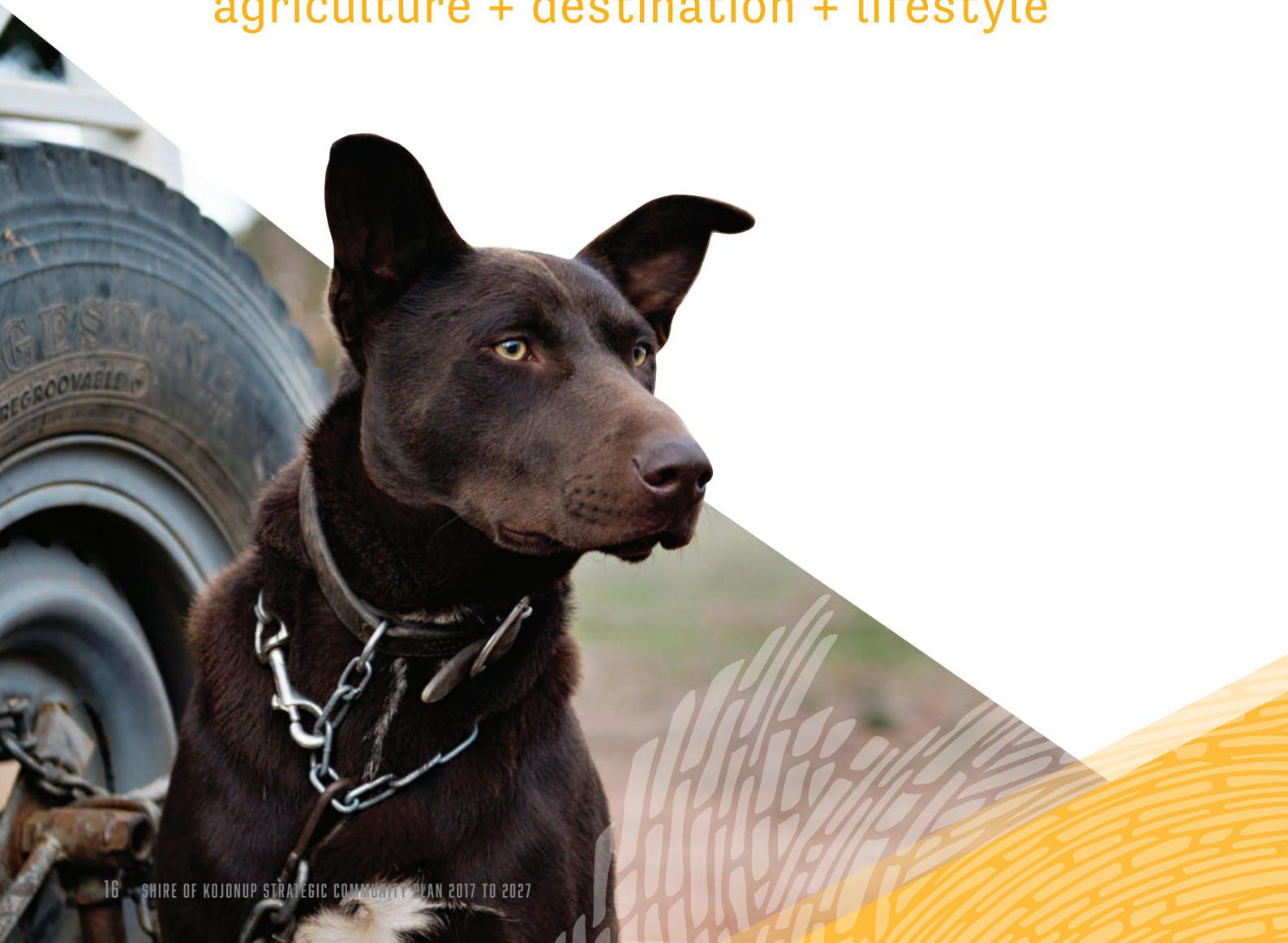
IMAGINE KOJONUP 2027

STRATEGIC COMMUNITY PLAN

The community members of Kojonup identified a range of issues they wished included in the 2027 Strategic Community Plan. These issues were then blended with globally accepted strategic formulas to produce five key pillars, or focus areas, which help achieve the community-inspired vision.

The vision is where we wish to be in 10 years' time and the key pillars are mechanism to reach this vision. Having a vision which is ten years in the future requires some outcomes that should be quite hard to achieve, therefore, they could be perceived as 'stretch targets'.

SMART KOJONUP agriculture + destination + lifestyle



The five key pillars, or mechanisms to reach the vision are:

KEY PILLAR 1

PLACE

Kojonup celebrates its diversity for residents and visitors.

KEY PILLAR 2

CONNECTED

Kojonup advances through connections, partnerships and alliances.

KEY PILLAR 3

PERFORMANCE

Kojonup's people show commitment to strategy and operational excellence.

KEY PILLAR 4

PROSPERITY

Kojonup invests in its own prosperity and drives economic growth.

KEY PILLAR 5

DIGITAL

Kojonup is ambitious with technology, data and analytics.



COMMUNITY VISION

Kojonup is a **smart** region featuring a technologically advanced **agricultural** community, an educational and historical **destination**, and a healthy and enviable **lifestyle**.

KEY PILLAR 1 - PLACE

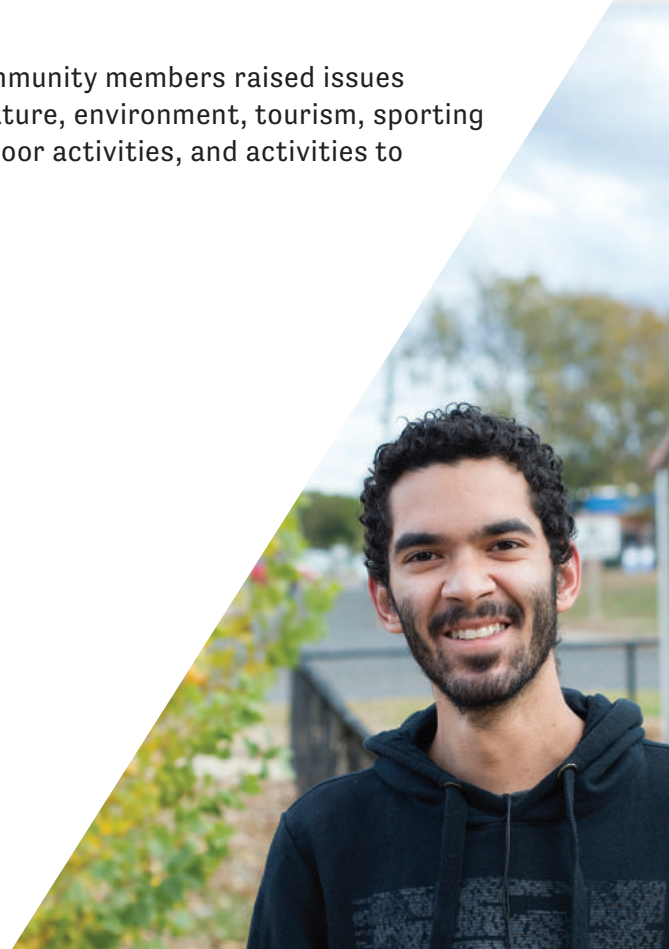
Kojonup celebrates its diversity for residents and visitors.

During the stakeholder engagement phase of 2017 our community members raised issues regarding balancing resourcing and investment in arts, culture, environment, tourism, sporting clubs, non-sports based fun and recreation, education, indoor activities, and activities to celebrate the diversity of our people.

Community Outcomes:

By 2027 we will

- | | |
|-----|---|
| 1.1 | Have maximised our 'One Community' program through specific events, celebration of built form and enhancement of our environment. |
| 1.2 | Be a happy, healthy, connected and inclusive community driven by the provision of high standard sport, recreation and open space facilities and programs. |
| 1.3 | Have systems in place to attract youth to the region, even in a transient manner. |
| 1.4 | Be enjoying a Main Street which is an inviting meeting place where we celebrate our history and heritage in a modern way. |



Strategic Deliverables

Develop and grow an annual calendar of events where community and visitors celebrate diversity, history, and place.

Celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups.

Grow The Kodja Place to become an iconic WA attraction.

Develop and activate a trail network and reserve walks in conjunction with State-wide recreation partners.

Implement and action a Sport, Recreation and Open Space Master Plan.

Provide community infrastructure that attracts outsourced or privately run facilities and programs.

Collect data on the needs of youth, as they live, educate, work, visit and return to Kojonup.

Account for long-term and forecasted social changes such as changing household types and density.

Work with local retail outlets to build a people-friendly, active, vibrant and smart Main Street.

Plan, construct and enable improved off-street parking with a people-friendly Town Square.

Form a programmed upgrade of Main Street through landscaping, furniture and signage.

KEY PILLAR 2 - CONNECTED

Kojonup advances through connections, partnerships and alliances.

During the stakeholder engagement phase of 2017 our community members raised issues regarding partnering for growth in child care, children's activities, public transport, airport provisions, accommodation options, utility services (such as water quality) and forming alliances to grow employment options.

Community Outcomes:

By 2027 we will

- | | |
|-----|---|
| 2.1 | Be growing our state-wide and local tourism and shopping capabilities through regional alliances. |
| 2.2 | Have enhanced our aged-care and health provisions by progressing our connections with regional and state-wide groups. |
| 2.3 | Be providing for a safe and secure environment by working with State and Federal authorities. |
| 2.4 | Have enabled and facilitated improved housing options through public and private partnerships. |



Strategic Deliverables

Build partnerships with WA recreation, business and tourism.

Promote and facilitate Kojonup as a short term tourism destination to and from Albany.

Cooperate to increase activation of Main Street and better use of underutilised Main Street spaces.

Reach out to investors for management of amenities and future industry growth.

Foster a strong relationship with Kojonup's Aboriginal community to further recognise and grow the recognition of Aboriginal culture and leadership in the Shire.

Work with regional, state and national health providers to develop innovative health services.

Enhance alliances with state and local health providers to grow a sustainable and modern health system.

Establish formal networks between all health service providers within Kojonup.

Enable a sustainable aged-care service through public-private partnerships.

Maximise community safety through safe urban design and advocate for enhanced emergency service provisions.

Adopt new Town Planning Scheme to support infill residential growth and private subdivisions and advocate for change in the cost of development headworks at a state level.

KEY PILLAR 3 - PERFORMANCE

Kojonup's people show commitment to strategy and operational excellence.

During the stakeholder engagement phase of 2017 our community members raised issues regarding a considered and agreed customer service charter, efficiency in shared services with VROC, a modern governance structure to attract young professionals within Shire activities, as well as more action with less planning.

Community Outcomes:

By 2027 we will

- | | |
|-----|---|
| 3.1 | Be a continually engaged and strategic community which leads and organises throughout the entire stakeholder group. |
| 3.2 | Be exceptional in two-way communication within our community, and market our brand outside of our community. |
| 3.3 | Use a Building Assessment Framework and control our investment in building maintenance. |
| 3.4 | Be organised and transparent with our financial management. |



Strategic Deliverables

- Have a highly rated Customer Service experience from a cohesive, happy and technology-driven workforce.
- Encourage interaction and input to the Shire of Kojonup, particularly through contemporary working party teams.
- Conduct a bi-annual Community Engagement Survey.
- Develop uniformity of Kojonup's visual identity and encourage use by all community groups.
- Engage with our residents and industry members through increased use of social media.
- Develop and implement a formal media and two-way communications strategy.
- Develop an inside-out brand strategy to promote Kojonup to visitors, future residents and potential partners.
- Promote the Shire of Kojonup as an opportunistic place to live.
- Define and grow our brand, and continually promote and activate the diverse features of Kojonup.
- Implement an asset rationalisation process based on the Building Assessment Framework.
- Maximise usage of community facilities whilst reducing the financial obligation on the Shire and its people.
- Develop a Capital Assessment Framework for all new asset decisions.
- Increase regularity of readable financial reporting to the community.
- Act with sound long-term and transparent financial management and deliver residents considered value for money.
- Commit to future state-wide measurement systems testing local government performance.



KEY PILLAR 4 - PROSPERITY

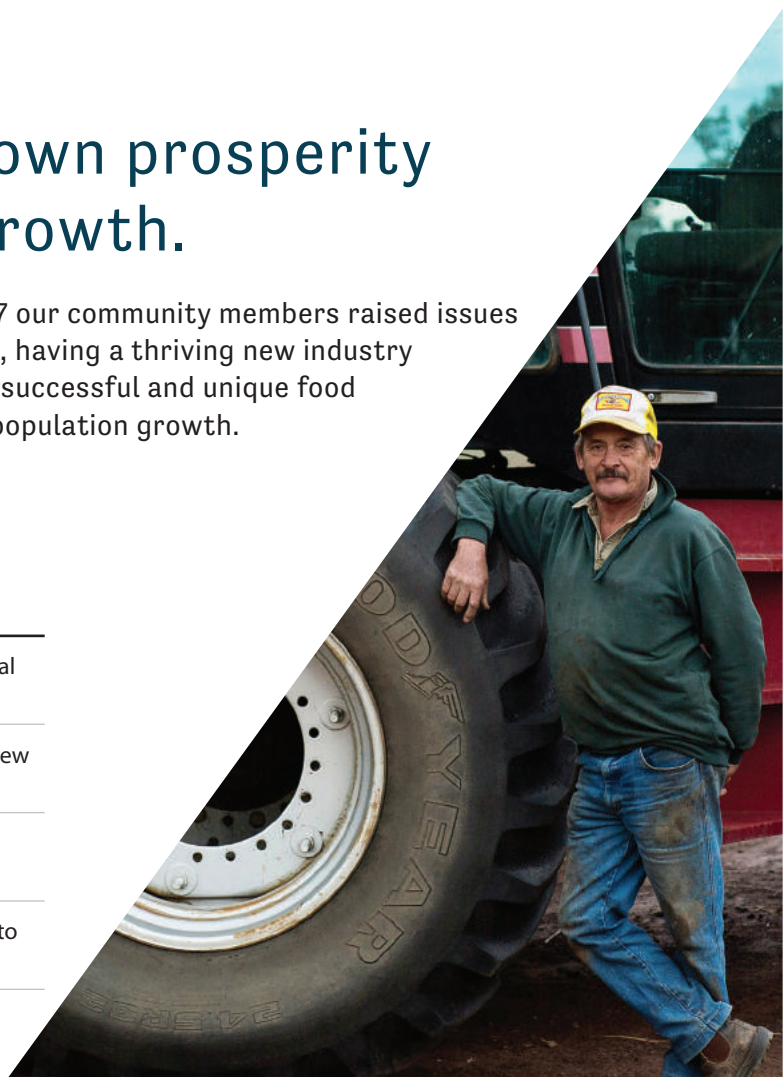
Kojonup invests in its own prosperity and drives economic growth.

During the stakeholder engagement phase of 2017 our community members raised issues regarding ways to reach new and diverse markets, having a thriving new industry over the next ten years, stimulating employment, successful and unique food and beverage, plus retail ventures, and targeted population growth.

Community Outcomes:

By 2027 we will

- | | |
|-----|---|
| 4.1 | Be providing business assistance for growth in small local industry. |
| 4.2 | Have added value to the agricultural sectors to attract new people to the region. |
| 4.3 | Be attracting support industries and diverse and new business sectors to the region. |
| 4.4 | Have collaborated to enhance and attract diverse retail to ensure a successful and renewed Main Street. |



Strategic Deliverables

Amend Town Planning Scheme to encourage economic development and private investment.

Establish partnerships with Small Business Centre Albany and Chamber of Commerce and Industry to support local business.

Advocate regionally, state-wide and federally for issues such as traffic control and water quality.

Encourage community engagement through the establishment of a local Chamber of Commerce and Industry, particularly advancing Kojonup's future and smart agricultural capabilities.

Enable and advocate for new industry to set up in and around Kojonup.

Identify and adopt alternate Heavy Haulage Route into the Kojonup planning schemes.

Whilst growing business, advocate and manage for expected water efficiency, energy efficiency and waste management to support regional and state-wide environmental standards.

Establish a noteworthy Kojonup Business Hub for the provision of shared facilities and services.

Enhance the Agricultural Farm and Education Precinct component to Kojonup District High School, including programs to attract university education or further study in Kojonup.

Drive population growth through the support of local industry, development of new industry and promotion of Kojonup's point of difference.

Develop a transient and seasonal worker, and an all-age educational strategy.

Support Main Street urban renewal through in-kind support and policy development.

Further develop Council policies and business incentives to enhance a 'shop local' philosophy.

KEY PILLAR 5 - DIGITAL

Kojonup is ambitious with technology, data and analytics.

During the stakeholder engagement phase of 2017 our community members raised issues regarding ongoing transparent data to and from the Shire, realised they didn't know enough about Kojonup in real-time, wished for a more digitally connected community, discussed how technology could make the Shire safer, requested greater access to broadband services, and realised the tech farming skills were a point of difference within the region.

Community Outcomes:

By 2027 we will

- | | |
|-----|---|
| 5.1 | Be fuelling our analytical knowledge to support business growth, operational excellence and farming productivity. |
| 5.2 | Be the State's tech-farming epicentre and have an Agricultural Technology Centre for Excellence. |
| 5.3 | Be focussing on agricultural research and have maximised the educational potential of such knowledge. |
| 5.4 | Have used technology to become a smart, safe, collaborative and informed region. |



Strategic Deliverables

- Undertake bi-annual economic and productivity audit of the Shire to enable ongoing knowledgeable planning.
- Improve technology to enable 24 hour two-way digital communication strategy with, within, and outside of the Shire.
- Create partnerships with key stakeholders and business partners to develop Kojonup's Agricultural Technology Centre for Excellence.
- Provide co-location of Kojonup's agricultural community-based organisations with similar objectives into one public technology facility: the Kojonup Business Hub.
- Engage with state-wide, international or private education institutions to establish an Agricultural Education Precinct in Kojonup.
- Enable and advocate for public access to NBN for all residents.
- Set up Kojonup so industry can increase productivity, better connect to the global market place or work remotely, through enhanced technology provisions.
- Attract new residents who can run businesses remotely, whilst living in Kojonup.
- Use continually collected data and analysis to better plan for population, accommodation, education, health and aged care services.
- Provide surrounding regions with data to support their growth and to build alliances.
- Technology provisions to ensure all residents have instant access to innovative health provisions.

PLANNING CONSIDERATIONS

Use of the plan

The Shire of Kojonup realise that plans are effective when adequate resources are dedicated to deliver or drive the Plan. This Strategic Community Plan will be used:

In committee and working parties when forming Terms of References

To form the four-yearly Corporate Plan

To brief consultants and external providers

As a form of induction for new Councillors, staff and new residents

To attract investment and grants

To encourage development in and around Kojonup

To educate partners across the WA State Government

To appropriately resource the Shire

To continually attract interest in working at the Shire

To continually attract interest in becoming a Councillor

Make decisions within Executive and Council

To inspire the community to be continually engaged

To cross check performance, and grow further, every two and four years

Financial

The Shire of Kojonup Strategic Community Plan was formed noting that funding is based on the 'current situation'. As this plan has a ten year forecast, it is understandable financial models are hard to predict that far in advance. Therefore all outcomes are based on an 'as is' funding. Shorter term 'Corporate Plans' will demonstrate more applicable financial implications against the outcomes listed in this document. Other plans, such as the pending Shire of Kojonup Asset Management Plan and government of Western Australia WA Country Health Service review, should be considered when completing the 2019 Strategic Community Plan review.

Resourcing

The Shire of Kojonup's current resourcing model is based on Shire staff, Springhaven staff and The Kodja Place staff. To achieve the outcomes in this Plan, the resourcing model will have to evolve over the years. New resourcing models will be reflected in four year Corporate Plans, and yearly budgets and workforce planning. Staff will need upskilling, for instance, to better achieve Key Pillar Five: Kojonup is ambitious with technology, data and analytics. New or enhanced community committees and working parties will be formed to clearly achieve outcomes as listed in the Plan. Key Shire staff will also be engaged with reporting achievement of the five Key Pillars completed at Council meetings.



Decision making

To ensure community feedback is continually used, Councillors and Executives will refer to the community driven vision statement, the Strategic Community Plan, the Corporate Plan and the collation of anecdotal and data-based feedback gathered during the engagement process of 2017. The community wished for many elements that are either considered the Shire's purpose, a task requiring the Council's enabling capabilities or the Council's advocacy capabilities. Please refer to the diagram below to consider these three offerings.

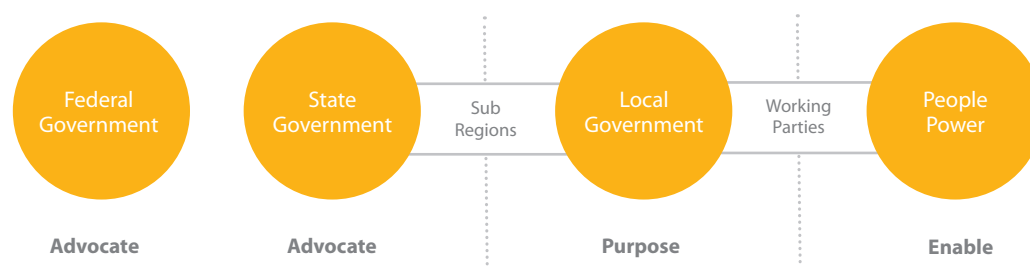


Diagram 2. Role of the Shire in decision making and outcome provision.

The Shire of Kojonup has business-as-usual key roles to play. The Shire delivers services and facilities (such as roads, footpaths, gardens), regulates (such as licensing food and beverage premises and building safety), educates (on topics such as waste management and health), and plans (asset management, street-scaping, tourism). Examples of each type of service provision typically provided by the Shire are found below; indicating how they can be considered advocacy, purpose and/or enabling.

Advocate	Purpose	Enable
Health services	Effective workforce and contractors	Affordable and diverse housing options
Technology provisions	Defined risk management	Population diversity
Sport and social events	Prudent financial planning	Retail success
Population growth	Master planning for urban and built form	Tourism sustainability
Regional and state-wide collaboration	Maintain community spaces (such as public art, historical and cultural interpretation)	Commercial success, and small business development
Main road transport safety	Communication throughout community	Agricultural performance
Indigenous celebration	Raise revenue	Aged Care and senior's accessibility
Crime prevention and safety	Monitor drainage	Inclusion
Employment sustainability	Supply waste management	Volunteerism
Environmental protection	Advance street lighting	Community engagement
	Emergency management	Private sector buy-in

Table 1. Examples of various service provisions provided by local governments.

The Shire of Kojonup has a set of six guiding principles it uses when making decisions. These principles are checked and enhanced every two years; in line with the Strategic Community Plan review schedule.

LEADING COMMUNITY OUTCOMES

Community strategic direction, plus regional impact and state-wide needs are fused together when making decisions.

COMPLIANCE

appropriate compliance and tolerable risk is considered, although not so much as to fatigue or delay growth.

PAST AND PRESENT

forward-thinking growth is encouraged, whilst we consider and celebrate the past.

6

1

PEOPLE FIRST

when considering public spaces, people will be given precedence, over transport and business.

2

SHARP FUNDING

short and long term financial implications will be considered, along with collaborative ownership options.

3

ANALYSIS-BASED

objective and evidence-based data and insights must support decision making.

4

5

THE SHIRE OF KOJONUP DECISION MAKING GUIDING PRINCIPLES (2017)

Community members are encouraged to use the same six guiding principles when making local and working party decisions or recommendations.

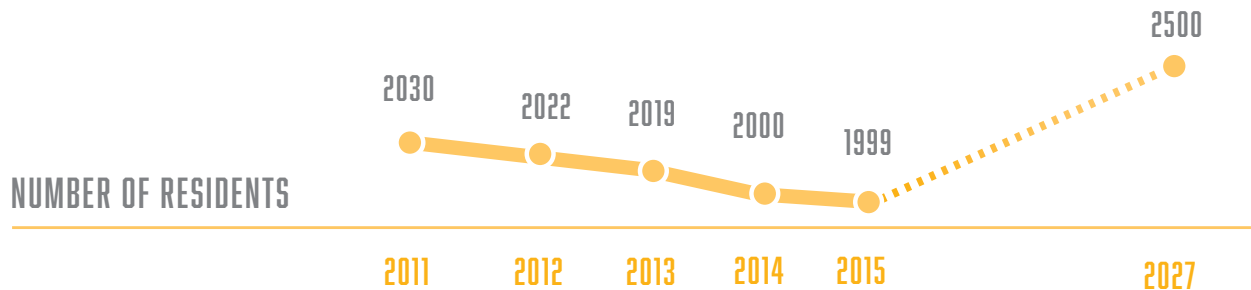


Performance Measures

Based on community feedback, the following performance measures have been formed to ensure the Shire reaches the outcomes derived in the Strategic Community Plan. The Council is committed to achieving the outcomes chosen by the community and as such, will report on the measures four times yearly and then report on the success of the Strategic Community Plan once annually. Community members will also report on the indicators once a year through the annual community survey.

Key Pillar	Community Outcomes	Community Measures
Key Pillar One	Place Kojonup celebrates its diversity for residents and visitors.	<ul style="list-style-type: none"> • Kojonup has a defined and celebrated brand and visual identity. • Main Street is attractive and celebrates Kojonup's competitive advantage. • A Kojonup Business Hub and Agricultural Technology Centre of Excellence, are two new prime destination features of Kojonup.
Key Pillar Two	Connected Kojonup advances through connections, partnerships and alliances	<ul style="list-style-type: none"> • Community members and visitors feel welcomed, safe, and communicated with. • Kojonup has achieved project growth through regional and state collaboration. • Kojonup's financial and asset management is improved through public/private ownership.
Key Pillar Three	Performance Kojonup's people show commitment to strategy and operational excellence.	<ul style="list-style-type: none"> • Most community members are interested in Kojonup's strategic growth and vision. • Most community members are satisfied by Shire of Kojonup's operational achievements. • Most community members are interested in contributing to Kojonup's strategic needs. • Kojonup's community is well aware of trends and statistics in the Shire and across regional Western Australia.
Key Pillar Four	Prosperity Kojonup invests in its own prosperity and drives economic growth.	<ul style="list-style-type: none"> • Kojonup Business Hub is functioning and effective. • Kojonup's Main Street is prosperous, attracts investment and well-rated by customers. • Kojonup is known as the tech-farming epicentre of Western Australia. • Kojonup's transient and long term population has grown.
Key Pillar Five	Digital Kojonup is ambitious with technology, data and analytics.	<ul style="list-style-type: none"> • All residents have access to ever-developing technology provisions. • Kojonup communicates through digital means, and makes decisions through digital analysis. • Kojonup is celebrated by its technology-based Agricultural Centre of Excellence, across Australia. • Kojonup embraces digital change and advances through tech-farming.

POPULATION



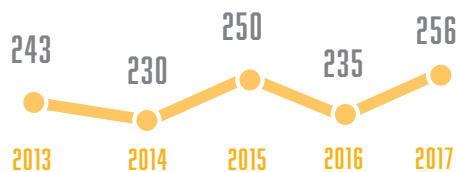
Kojonup's median age of 43.1 is slightly younger than that of Plantagenet at 46.6

52% of our population is female, whereas Boddington's female population is 35% and Kondinin's is 42%.

There are around 17% of people in Kojonup living with a disability, however in Katanning 18.5% live with a disability.



KOJONUP DISTRICT HIGH SCHOOL ENROLMENT NUMBERS



Nearly 5% of Kojonup's population is indigenous whereas in Broome it is 29%, Collie it's 3.1%, and nationally the indigenous population is 3%.



Amongst our local community, 3.6% of us use languages other than English.

Over the last five years Kojonup's population has reduced by 1.53%, Katanning's has increased by 1.38%, Plantagenet's has increased by 2.95% and Cranbrook's has gone down by 3.5%



AGE	MALE	FEMALE
0-4	73	89
5-9	71	96
10-14	62	58
15-19	47	47
20-24	41	33
25-29	49	65
30-34	37	56
35-39	50	64
40-44	64	59
45-49	73	71
50-54	83	77
55-59	87	58
60-64	53	55
65-69	57	49
70-74	34	34
75-79	42	43
80-84	22	50
85+	24	26
Population	969	1030

ECONOMY & PLACE

The top four business sectors in Kojonup are

45%
AGRICULTURE

9%
RETAIL

7%
EDUCATION

6%
HEALTH & SOCIAL SERVICES



Albany's median house price of \$385 000 is considerably more than Kojonup's at \$217 500

In 2017, there are 35 retail outlets on Main Street.

59

Most number of new business entries were recorded in 2014

30

Least number of new business entries were recorded in 2013, across all of Kojonup



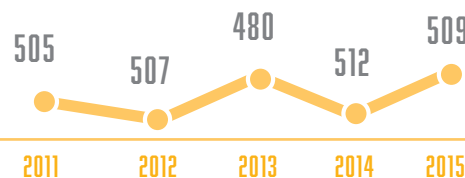
In the last few years.

- Kojonup Co-op. Home, Timber and Hardware
- Gallery Aura
- Shear Class Hair Studio
- You and Me Beauty Boutique
- My Giddy Aunt
- Bignell's Physio
- Hire-in-Style Party Hire



- Crafty Patches
- Jones Road Emporium
- Tom's Bakehouse Takeaway and Diner

BUSINESS NUMBERS



THE RAC Electricity Highway charging will feature 12 charging locations in Perth and the South West. There are plans for charging facilities at The Kodja Place.



THERE ARE
19
Nature
Reserves
in Kojonup

Shire of Kojonup has **67 employees**, 16 of which are employed specifically at Springhaven Aged Care facility.

Interestingly **we earn, on average, \$35,934** compared to higher earnings of Manjimup residents who earn \$38,367 and Williams residents who earn \$40,773

Kojonup covers 293 114.1 ha of land which is slightly larger than neighbouring Boyup Brook with 282 650 ha but smaller than Cranbrook with 327 746.6 ha.

(Statistic gained from ABS data 2011 to 2016)



VALUABLE CONTRIBUTION

'As a consequence of community feedback, the Shire of Kojonup is actioning a stronger advocacy and enabling positioning to achieve the desired outcomes. In doing so, the Shire is calling upon local residents who wish to be part of various action groups and working parties. The groups will have defined 'terms of reference' and 'key measures', ensuring their efforts are being truly valued, monitored and strategic. For potential involvement, please don't hesitate to make contact via email ceo@kojonup.wa.gov.au,

Rick Mitchell-Collins,
Chief Executive Officer, Shire of Kojonup



‘The Shire encourages and values
stakeholder input so please continue
to provide your feedback on all occasions,’

Shire of Kojonup CEO, Rick Mitchell-Collins.

Shire of Kojonup
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Shire of Kojonup
93-95 Albany Highway
PO Box 163, Kojonup WA 6395
08 9831 2400
council@kojonup.wa.gov.au
www.kojonup.wa.gov.au

