

Shire of Mukinbudin

2018 - 2028 Strategic Community Plan



From the President

The Shire of Mukinbudin's Community Strategic Plan is an essential document that aligns Council's programs with the aspirations of the community. It identifies how we will continue to provide essential services to our growing community and how we will ensure our assets are well maintained and our workforce appropriately skilled.

This Strategic Plan provides policy direction and strategies which seek to deliver value for money services in a sustainable manner. It focuses on social, economic, environmental and civic leadership for the future and considers issues impacting our community including the ability to access increased state and federal funding.

This revised Strategic Community Plan outlines our long term vision, values, and aspirations, based on the valuable input provided by the community through community workshops, surveys and visioning sessions. The Community Strategic Plan is the overriding document for Council and therefore a very important one in which many residents, ratepayers and interested persons were involved in the preparation and on which everyone is invited to have their say. Council is aware of its current resources and assets and what it needs to work towards to ensure our vision is achieved by 2028. We acknowledge that the Shire's ratepayers and residents are our number one customer and the reason we exist. Council will keep the community at the forefront of every action and decision we make in relation to our endeavours to enhance the Shire. We are committed to achieving outcomes for this community and look forward to working with you to provide a sustainable future for everyone in the Shire.

On behalf of the Council, I would like to thank the many people who have contributed to the development of the first long-term Strategic Community Plan for the Shire. We invite your continued contributions to assist with our future planning.

This plan aims to develop not only an appropriate response for today's environment, but also for the future in order to be pro-active and meet upcoming challenges. The role of the various levels of government is to provide advocacy and facilitate specific actions on behalf of the community through this ongoing partnership.

The Community Plan takes into account the broad social, cultural, economic and environmental areas and how other government agencies, community groups and local councils bordering our municipality might contribute to achieve each of the community aspirations.

The Strategic Community Plan spans 10 years (2018 – 2028) and from 1 July 2018 will be subject to a 'desktop' review every two years and a full review every four years.

Shire President

Gary Shadbolt

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INTRODUCTION

The Strategic Community Plan outlines the community's long term (10+ years) vision, values, aspirations and priorities.

The Plan is a living document and is to be reviewed regularly. It is intended to establish the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of corporate plans, resourcing and other informing strategies.

An objective is the integration of asset, service and financial plans so that the Shire's resource capabilities are matched to the community's needs.

Our Community

The Shire of Mukinbudin is situated in the North Eastern Wheatbelt, 296 kilometres north east of Perth and 85 kilometres north of Merredin and 3,437 square kilometres in area. The Shire adjoins the local governments of Mount Marshall, Trayning, Nungarin and Westonia.

The Shire's economy is based around wheat growing and with the advances in farming practice and technology. There is also an increase in tourist activity with many fascinating rock formations and spectacular wildflowers mostly in the spring.

Mukinbudin is the only developed townsite within the Shire's population of 554. The town is located at the southern end of the Shire and is the service centre for a farming population of 270 with the balance of the population residing in the urban centre of Mukinbudin.

The road network involves 921 kilometres of roads links the districts of Mukinbudin, Bonnie Rock, Wialki, Wilgoyne and Lake Brown.

The Shire has a number of sporting facilities for football, hockey, cricket, basketball, golf, netball, lawn bowls, tennis, swimming and pistol shooting. Other facilities accommodate art and craft groups, community service groups, book clubs, Community Shed, playgroup and occasional care centre.

The town of Mukinbudin has a Primary School, incorporating a Pre-Primary and Kindergarten, a High School to Year 10, Tertiary and Further Education and Distant Education.

The nearest hospital is at Kununoppin, a distance of only 45 km's. Allied Health Services are available through the Mukinbudin Nursing Post and a volunteer Ambulance service is on call.

Localities

Bonnie Rock, Dandanning, Karloning, Lake Brown, Mukinbudin and Wilgoyne

Significant Local Events

Mukinbudin Spring Festival

Tourist Attractions

Large rock formations; wildflowers (July – September); Heritage Silo; Men's Shed; Pope's Hill; Cleomine.

Local Industries

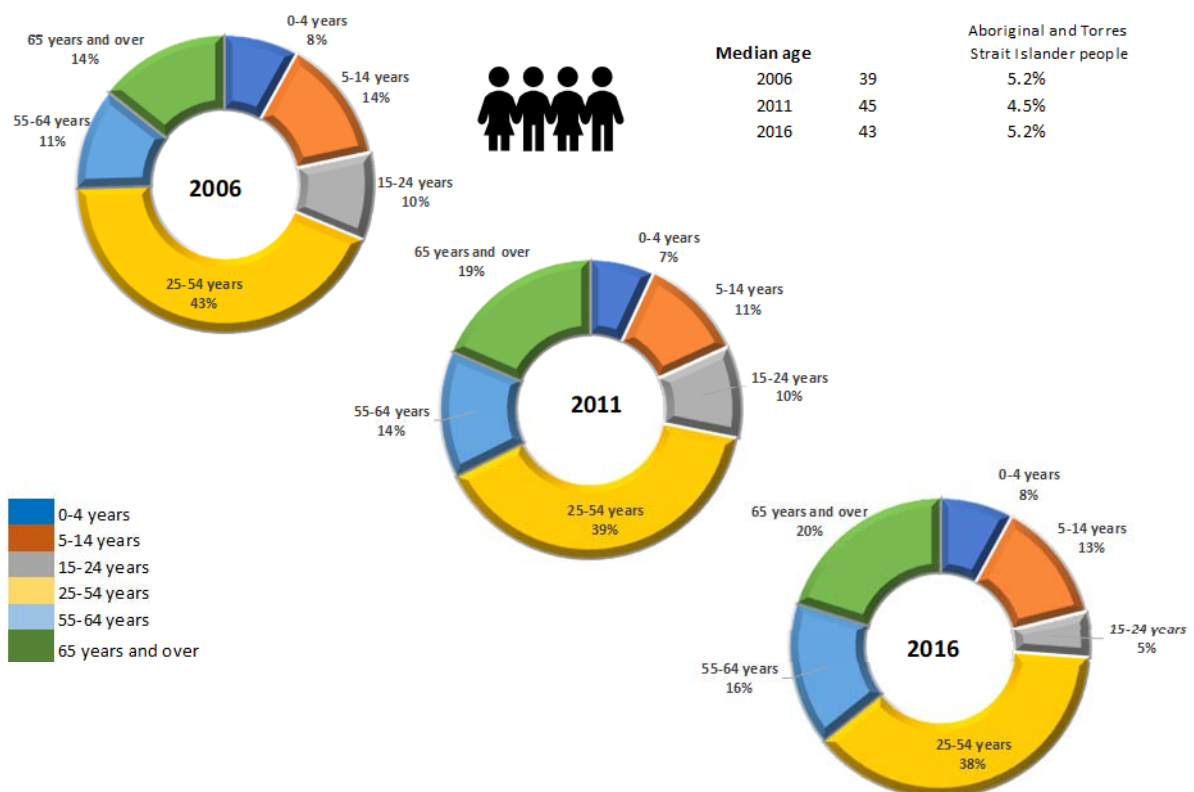
Broadacre grain; sheep; wool; mining; farm machinery; metal fabrication; farm stay accommodation;





Shire Population

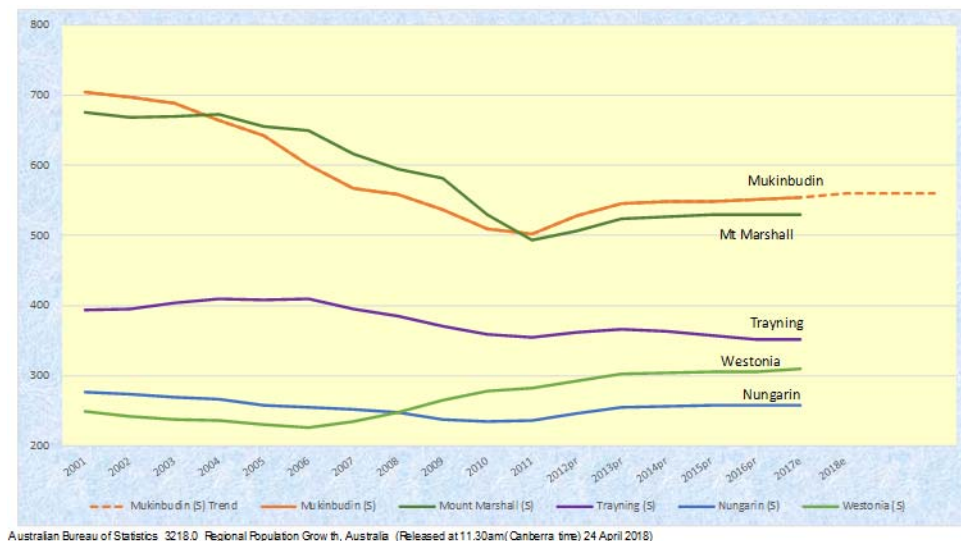
In the 2016 Census, there were 555 people in the Shire. Of these 53.2% were male and 46.8% were female. Aboriginal and/or Torres Strait Islander people made up 5.2% of the population.





Population trends

The decline in population up to 2011 has been reversed with a steady growth in the past six years. The median age of people in Mukinbudin was 43 years down from 45 in 2011. Over the past decade the percentage of the population the workforce age group (16 to 65) has declined, however given the number people remaining in the workforce beyond 65, the number tends to stabilise.

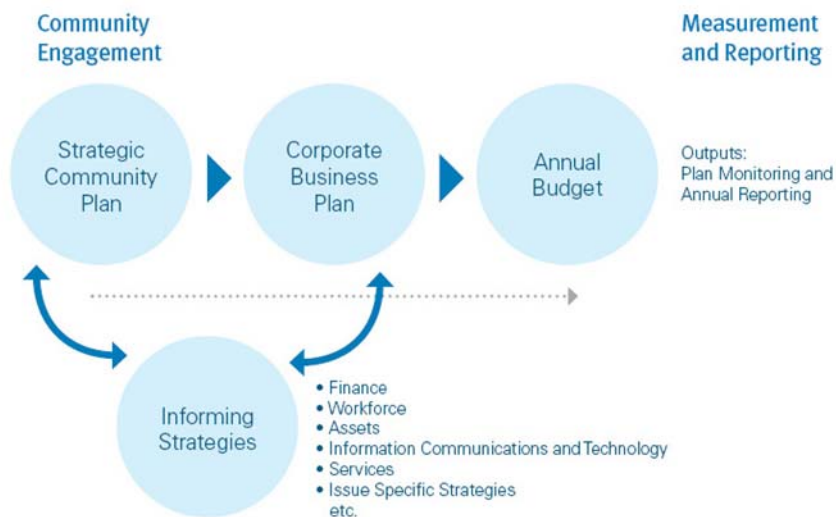


Environment and Economic Activity

The predominant economic activity in the community is agriculture, with agriculture related business accounting for most of local businesses. Weather, land care and transport are issues that clearly have a significant impact on the agricultural industry, with an associated effect on the economic health of the community. The effects of drought, salinity and climate change are issues for the communities in the region.

INTEGRATED STRATEGIC PLANNING

This Plan establishes the community's vision for the Shire's future, including aspirations and service expectations. It is intended to drive the development of corporate business plans, resourcing and other informing strategies. An objective is the integration of asset, service and financial plans so that the Shire's resource capabilities are matched to the community's needs. This document is part of a series



Elements of Integrated Planning and Reporting Framework

The process has led to the development of priorities for social, economic, environmental, changing demographics and land use, and civic leadership.

Strategic Community Plan outlines community long term vision, values, aspirations and priorities

Corporate Business Plan summarises current and future resources required to deliver priorities outlined in Strategic Community Plan

A review of the Strategic Community Plan is to be undertaken every two years, with the next review scheduled for 2020, after the Council elections to be held in October of that year. A full review including a comprehensive community consultation process is to be undertaken in late 2022 and early 2023.

Community Engagement

In reviewing the Strategic Community Plan, the Shire sought the views of its community through a community workshop. The current plan was also reviewed by Council and staff as to the currency and performance against previous community outcomes. All members of our community were given the opportunity through forums to make a contribution to the review and development of this plan.

OBJECTIVES AND STRATEGIES

Mukinbudin is an enthusiastic, progressive and proud community with an abundance of community spirit. The community is friendly and safe and the lifestyle is informal and relaxed, but with a high level of community participation and expectation. It's a great place to live and work in – most people don't want to leave.

Our Values

Respect

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Exist to help a community that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork

Fairness and equity

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations on their needs
- Facilitate services that are age appropriate
- Respond to the needs of the community in a fair and equitable way

Communication

- Create opportunities for consultation with the broader community
- Demonstrate leadership by promoting Council and community teamwork
- Open communication between the Community and the Council

Leadership

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

Accountable and Sustainable

We will be transparent, display good governance and manage our customer service commitments within our resources.

Advocating Improvement and Reform

We are determined to be solution focused, proactively seeking innovative partnerships, working collaboratively with stakeholders and industry to enable growth and ensure that our Shire is sustainable.

Objectives and strategies have been presented under four main categories; social, economic, environmental and civic leadership.

What our community wants to be in 10 years:

To be innovative and proactive in addressing issues that are both environmentally sensitive and beneficial in providing affordable living costs and housing to the local community.

A community that is friendly, approachable, fair minded and responsive and acts with honesty and integrity.

VISION STATEMENT

To assist our community towards a prosperous future by providing a positive environment in which to work and live



SOCIAL

Build on the existing strong community spirit and sense of belonging



Issues we face:

The ability to manage the changes in our population with a limited employment base, restricted services and facilities.

Providing sustainable infrastructure (roads, recreation and business facilities).

Our ability to lobby Government investment in services and infrastructure in our community.

Maintaining reasonable access to medical facilities

Facilities and services for an ageing population.

To meet the communities needs within the financial capacity of our financial resources.

Our commitment:

We will provide services and infrastructure on an equitable basis which will retain and enhance our community values.

We will enhance our community through individual commitment, partnerships and community involvement to enhance our way of life.

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

Outcome 1.1 - Access to quality learning, cultural facilities and events

Strategies	Priority	Measuring Success
1.1.1 Encourage involvement in lifelong learning, skill enhancements and cultural involvement	M	<i>Proactive engagement with all stakeholders, improved services.</i>
1.1.2 Enhanced youth development through increased participation in the community	H	<i>Proactive engagement with all stakeholders</i>
1.1.3 Advocate for the improvement of the existing range of education facilities and training programs	ongoing	<i>Proactive engagement with all stakeholders, maintain facilities</i>

Outcome 1.2 - Health services which are accessible and meet the needs of the community

Strategies	Priority	Measuring Success
1.2.1 Advocate for a high standard and integrated approach to health services to support all residents	H	<i>State Services maintained</i>
1.2.2 Promote and enhance the health and wellbeing of those who live in the Shire	H	<i>State Services maintained, support Emergency Services</i>
1.2.3 Promote local and regional aged care accommodation facilities and services	M	<i>Provision of affordable aged accommodation</i>
1.2.4 Promote healthy, active ageing in partnership with government agencies	M	<i>State Services maintained, support Emergency Services</i>

Outcome 1.3 - Align infrastructure and facilities to community needs

Strategies	Priority	Measuring Success
1.3.1 Integrated, accessible and safe transport networks	H	<i>Maintain strong and active engagement with all agencies</i>
1.3.2 Effectively plan, develop and manage infrastructure and facilities	M	<i>Strong Asset Management KPI's, WALGA Road Survey</i>
1.3.3 Advocate for the provision of regional transportation links, including rail, air and bus services	M	<i>Effective advocacy in regional initiatives</i>
1.4.4 Provide high quality recreation facilities and public open space	H	<i>Strong Asset Management KPI's, Community surveys</i>

Outcome 1.4 - A quality lifestyle

Strategies	Priority	Measuring Success
1.4.1 Advocate promote and market the Shire as a place to live, work and visit	H	<i>Proactive engagement with all stakeholders, population trends.</i>
1.4.2 Encourage positive community participation in events and facilities	H	<i>Community participation in community groups/activities.</i>
1.4.3 Promote community safety	H	<i>Effective advocacy in regional initiatives, community surveys</i>
1.4.4 Proactively plan for growth	M	<i>Identify need and opportunities for projects.</i>
1.4.5 Promote and encourage community services and organisations delivered by volunteers	H	<i>Level of community volunteers, community surveys</i>
1.4.6 Support the development of a range of housing styles and accommodation options for singles, families and professionals	M	<i>Wait lists, occupancy rates, availability rates</i>

ECONOMIC

A diverse and innovative economy with a range of local employment opportunities



Issues we face:

Providing sustainable infrastructure (water, power, internet, roads, recreation and business facilities).

Our ability to solicit Government investment in services and infrastructure in our community.

Seasonal fluctuations in agricultural seasons and the instability of the agricultural sector

Access to telecommunications and technology

Our commitment:

We will promote growth by ensuring that the district is recognised as an attractive place to live, work and invest.

We will implement the appropriate planning and ensure that there is adequate consideration of the social and environmental impacts of all future development, in order to achieve balanced growth for our community, whilst also conserving the environment and retaining our local character and relaxed lifestyle.

We acknowledge that to maintain or grow we need to ensure services and infrastructure can be provided to meet local expectations.

An increase in our population and investment will also pave the way for better employment opportunities and help retain our youth.

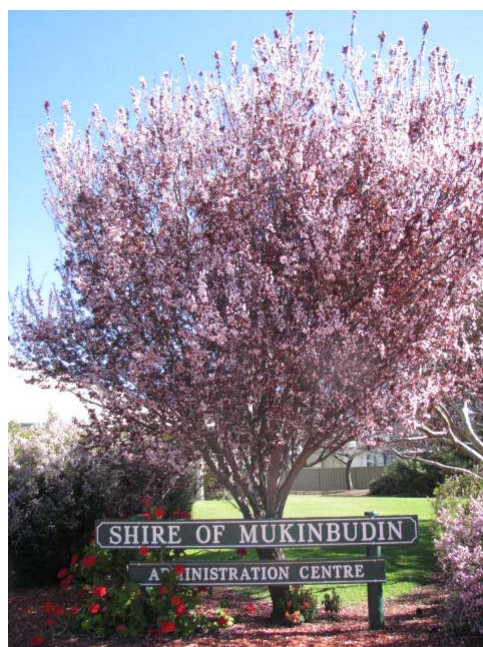
Outcome 2.1 - A innovative, vibrant and entrepreneurial local economy

Strategies	Priority	Measuring Success
2.1.1 A business friendly Shire with a diverse economic base	H	<i>Proactive engagement with all stakeholders, improved business environment.</i>
2.1.2 A skilled and capable local workforce with diverse career opportunities	M	<i>Proactive engagement with all stakeholders</i>
2.1.3 Lobby for the infrastructure necessary to support commercial and business growth	M	<i>Local businesses, community survey</i>
2.1.4 Enhance the aesthetic environment to support business opportunities	L	<i>Business survey, active regional involvement</i>
2.1.5 Promote and market land availability and lifestyle benefits to the commercial property market	L	<i>Land availability, Market demand</i>
2.1.6 Support investing in local apprenticeships and traineeships	M	<i>Proactive engagement with appropriate stakeholders</i>

Outcome 2.2 - Encourage greater levels of tourism activity

Strategies	Priority	Measuring Success
2.2.1. Seek innovative ways to promote and develop tourism whilst strengthening partnerships	M	<i>Effective advocacy in regional initiatives, community surveys.</i>
2.2.2 Provide relevant tourist information and marketing services	M	<i>Proactive engagement with all stakeholders, business survey</i>
2.2.3 Integrate technology and best practices into visitor servicing	M	<i>Proactive engagement with all stakeholders, surveys</i>

Priorities: L—Low, M—Moderate, H—High





ENVIRONMENTAL

To have a balanced respect for our environment and heritage, both natural and built

Issues we face:

Weather events

Environmentally sustainable power generation

Our commitment:

We will continue to nurture a strong sense of stewardship amongst our residents, businesses and visitors of the natural environment.

We will welcome tourists and will ensure everyone feels welcomed and inclusive whilst respecting the natural environment.

We will maintain our existing infrastructure and develop new infrastructure, so they are sustainable into the future

Outcome 3.1 - Protect and enhance the natural environment

Strategies	Priority	Measuring Success
3.1.1 Protect and enhance significant natural assets	H	Community awareness, Signage and tourist awareness
3.1.2 Encourage and support community environmental projects	M	Proactive engagement with all stakeholders, drum muster
3.1.3 Actively seek partnerships for landcare projects, salinity, drainage, and natural resource management initiatives	H	Effective advocacy in regional initiatives, community surveys, active partnerships
3.1.4 Preserve and protect biodiversity through the control and reduction of weeds and feral pests/animals	M	Pest eradication, community awareness

Outcome 3.2 - Integrate resource management and sustainability

Strategies	Priority	Measuring Success
3.2.1 Plan for long term, viable waste management practices	M	<i>Effective advocacy in regional initiatives</i>
3.2.2 Plan for water conservation, reuse and efficiency, water catchment and storage	M	<i>Proactive engagement with all stakeholders, water sustainability levels</i>
3.2.3 Provide leadership for energy conservation and renewable energy generation projects and initiatives	M	<i>Proactive engagement in regional initiatives, alternative energy supply</i>
3.2.4 Encourage property owners (residential and commercial) to install water recovery and recycling systems	H	<i>Proactive engagement with all stakeholders,</i>
3.2.5 Encourage the use of recycled materials and create a zero-waste culture amongst the community	H	<i>Proactive engagement in regional initiatives, Level of recyclable material,</i>

Priorities: L—Low, M—Moderate, H—High

CIVIC LEADERSHIP

To provide exceptional leadership, working with our community towards a sustainable future

Issues we face:

- Council's leadership within the community
- How the community is consulted and informed about local issues
- The community newsletter Information
- Use of webpage and social media
- The efficiency and effectiveness of customer service
- Local Government structural reform

Our commitment:

- We will continue to strive to be forward thinking, have strong representation and provide good leadership.
- We will proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

Outcome 4.1 - Provide good strategic decision making, governance, leadership and professional management

Strategies	Priority	Measuring Success
4.1.1 Develop leadership skills and behaviours that enhance the knowledge, skills and experience of the Shire staff and Councillors	M	<i>Compliance returns, Skills inventory, professional associations</i>
4.1.2 Manage the organisation in a transparent and accountable manner	H	<i>Audit reports, policy framework for resource allocation, Compliance return and regulated process reviews</i>
4.1.3 Deliver services that meet the current and future needs and expectations of the community, whilst maintaining statutory compliance	M	<i>Asset KPI's, financial resources Improvement in KPI's, Increase in regional resource sharing.</i>
4.1.4 Enhance open and interactive communication between Council and the community.	H	<i>Community survey, complaints register</i>
4.1.5 Engage the community in decision making and a shared responsibility to achieve our goals	M	<i>Community newsletter, workshops</i>
4.1.6 Facilitate resource sharing on a regional basis	M	<i>Effective advocacy in regional initiatives, regional partnerships</i>
4.1.7 Provide responsive high-level customer service	H	<i>Community survey, complaints register</i>

Priorities: L—Low, M—Moderate, H—High



Goodchilds Gateway situated 9 km's north of Mukinbudin

RESOURCING OUR PLAN

The Plan states vision, purpose, values and goals of the community to help the Shire plan for the future. It is recognised that there are many stakeholders who are active in different areas connected to the Plan's vision and goals. Thus working effectively with key stakeholders and our community will be a major factor in achieving successful outcomes.

A review of this Plan will occur informally every two years and formally every four years. The Plan is continually evolving and will be evaluated regularly to assess our progress towards realising our vision.

To assist in the implementation and activation of this Plan the Shire will have to consider its current and future resource capacity. The Corporate Business Plan will assist in the realisation of our community's vision and aspirations in the medium term. It details the actions, services, operations and projects the Shire will deliver within a 4-year period, the resources available and associated costs.

Other critical informing strategies associated with this plan are the Long Term Financial Plan, Asset Management and Workforce Plans.



The Long Term Financial Plan will guide the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.

Strategic Risk

It is important to consider the external and internal context in which the Shire of Mukinbudin operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives. The external and internal factors identified and considered during the preparation of this Plan are set out below:

External Factors

- Climate change and impact on natural environment
- Extreme weather events
- Changes in population numbers and age profile.
- Cost shifting by Federal and State Governments.
- Reducing external funding for infrastructure and operations.
- Increased compliance requirements due to Government Policy and Legislation
- Changing community expectations in relation to service levels.

Internal Factors

- The financial capacity of the Shire.
- Asset renewal gap.
- Allocation of resources to achieve strategic outcomes.
- Organisational size, structure and functions.
- Staff levels and retention.
- Organisational strategy and culture.
- Current organisational systems and processes.



Photo: Dirk Sellenger



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