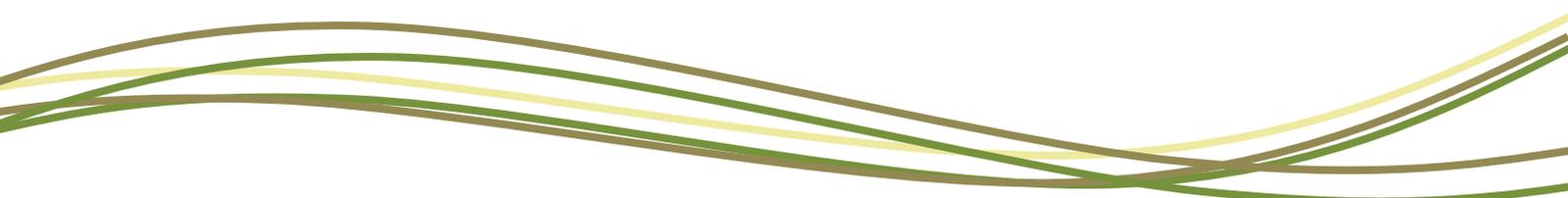




Department of **Local Government**
Department of **Regional Development and Lands**



**ROYALTIES
FOR REGIONS**



Shire of Mingenew
10+ Year
Strategic Community Plan

2012



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Our Vision

*Standing proud,
growing strong.*



Message From the Shire President

“Welcome to our 2012 Strategic Community Plan for the Shire of Mingenew.

This plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Mingenew community.

As a result of changes to the legislation, all Western Australian local governments are required to develop a Strategic Community Plan for a period of at least 10 years. Our Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by the community. We are also planning to develop a Corporate Business Plan, which will be an internal working document to ensure our priorities and resources are aligned to the Strategic Community Plan, and there is a mechanism to ensure the strategies are delivered.

This plan could not have been produced without the input of the local community and I thank everyone for their enthusiastic response and taking the time to fill in the surveys and attend the various workshops and events held.

Your responses gave us a valuable insight into your visions and aspirations for the future.

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

I welcome your contributions and thoughts, and look forward to continuing our focus to ensure Mingenew continues to stand proud and grow strong.

Shire President
Michelle Bagley



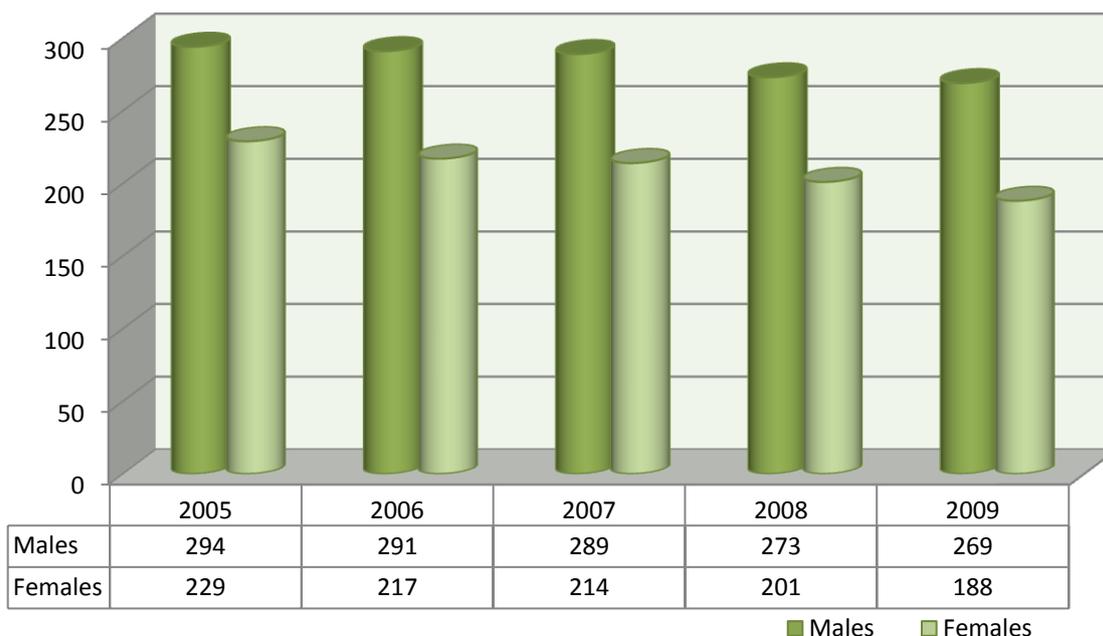
About our Shire

The Mingenew Community

The Shire of Mingenew is home to approximately 457 residents. The estimated resident population shows a slight decline over the five years ending in 2009, with a corresponding increase in the ratio of males to females.

Recent information indicates the population trend reversed in 2010 with an increase in mining activity in the region. Maintaining this population growth is the most significant challenge for the Shire in the medium to long term.

Estimated Resident Population by Sex



Data Source: Australian Bureau of Statistics

An important element to continuing this population growth will be an increased availability of serviced residential, commercial and industrial land and ensuring the provision of adequate services to support the expected economic growth.

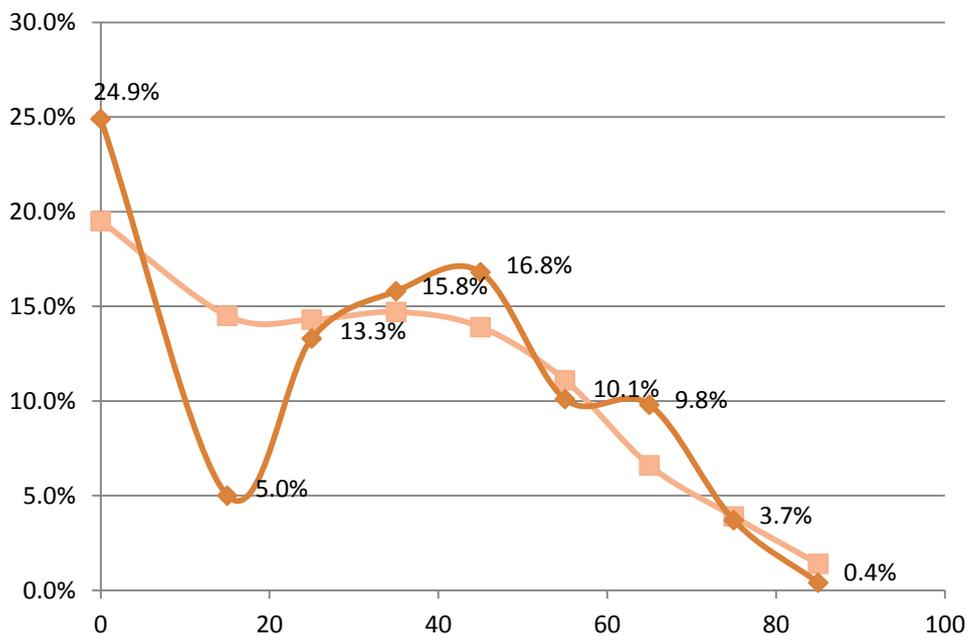
About our Shire

The Mingenew Community (Continued)

When compared to the State population average the district has a higher percentage of residents aged under 14, and a lower percentage of young adults aged 15 to 24.

The age demographic of the resident population, compared to the State average, is shown below.

Estimated Resident Population by Age Group



Data Source: Australian Bureau of Statistics

—■— WA —◆— Mingenew

The lack of secondary and tertiary education facilities within the district and neighbouring districts is considered the main reason for the low percentage of young adults.

The challenge for the Shire is attracting these young adults back to the district once they have completed their secondary education.

With a higher percentage of the population aged 65 to 74 the demand for aged and health services is likely to increase over the next 10 years. Maintaining the provision of high quality community infrastructure and improved community health will be necessary to meet this demand.

About our Shire

The natural landscape

The name Mingenew has its origins in two indigenous names:

Minganu - Place of Many Ants; and

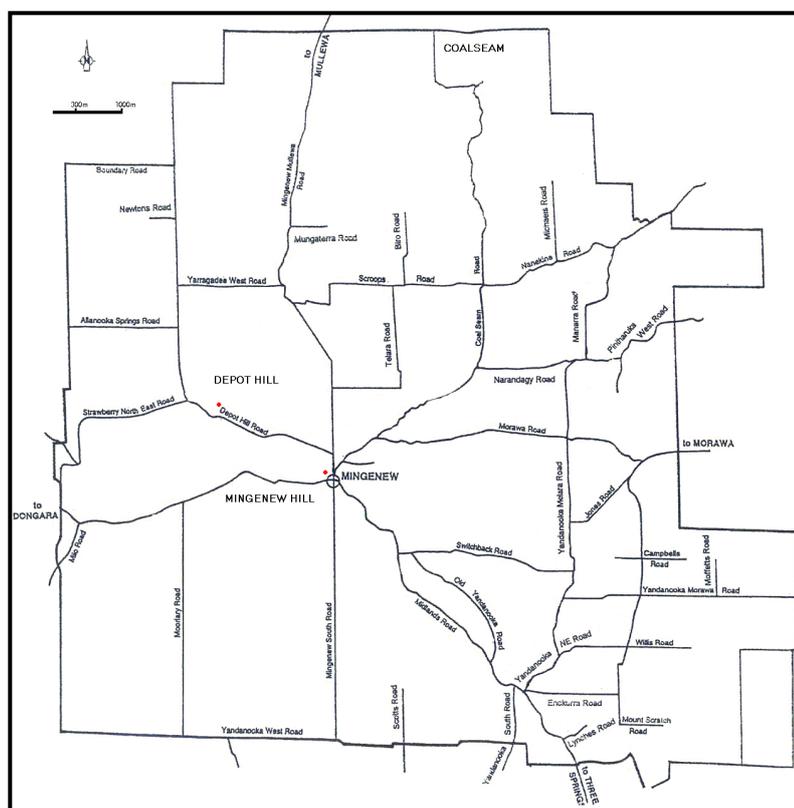
Mininoo - Place of Many Waters.

Situated within the Irwin River basin the Shire of Mingenew covers 1,927 km² of agricultural land producing \$62.3 million (2006) of gross agricultural production. Broadacre crops valued at \$55 million per annum are produced in the district and dominate the landscape.

Located 380 km north of Perth and 50 km inland from the coast the district is the entrance to the Midwest wheat belt.

The Coalseam Conservation Park situated 34 km north of the town of Mingenew is managed by the Department of Environment and Conservation and was the site of WA's first coal discovery in 1846. Providing a spectacular annual show of everlastings and other wildflowers the Park attracts many visitors with its limestones cliffs, riverbed and carved gorges providing a year round attraction.

Shire of Mingenew



About our Shire

The built landscape

The agricultural industry drives the built landscape and the CBH grain receivals point is a dominant feature in the townsite. Boasting many historic buildings dating from the late 1850's and early 1900's many are still in use today by a number of small businesses.

The extensive recreation area supports a number of sporting clubs including horse racing and bowls in a combined facility.

Every September the community comes alive as the facility hosts the Mingenew Lions Midwest Expo where over 380 exhibitors display agricultural machinery and related products attracting over 8,000 people.

The 191km of sealed roads and 327km of unsealed roads within the district support the agriculture and tourism industry by providing vehicle access around the Shire.



The Mingenew Lions Midwest Expo with the CBH Grain Receivals Point in the background.

How Our Community Had a Say

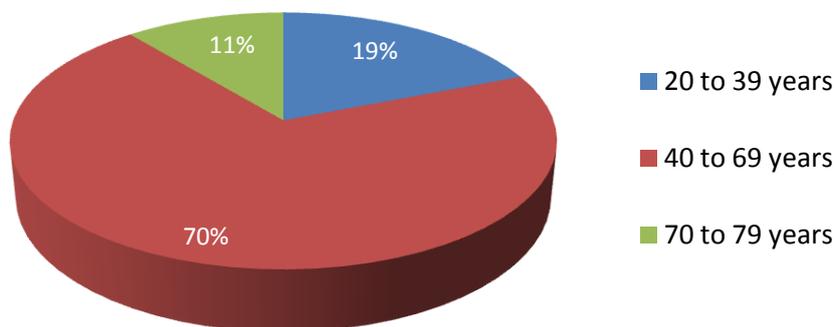
Community engagement

The Mingenew community were asked to share their visions and aspirations for the future, and encouraged to participate in the preparation of this Strategic Community Plan in the following ways:

- Surveys were sent to over 220 residents and was also available on the Shire's website;
- A stakeholder workshop was held on the 19th September 2011 at the Mingenew Recreation Centre;
- The survey was promoted in the local newspaper, on notice boards and also the website.

We received a moderate response, with 40 people participating which provides a 95% confidence level with a sampling error of plus or minus 14.8%. The responses were from a range of demographic cohorts, as represented in the graph below.

Age of survey respondents



The surveys have provided a valuable insight into the key issues and aspirations, important to the local community. These views have established clear priorities for Council, and have subsequently shaped the visions, values, objectives and strategies outlined in this Plan.

How Our Community Had a Say

Community Importance and Satisfaction

A portion of the survey respondents included information on the importance of, and satisfaction with current and future Shire services. The results are grouped and summarised in the table below providing a guide to the prioritisation of service provision.

Whilst not a definitive priority listing the top left quadrant contains a list of the issues of most importance to the community.

Very Important / Low Satisfaction

- Affordable housing
- Youth services
- Long term planning
- Crime prevention
- Road works
- Economic development
- Community engagement
- Aged and disabled services and access
- Aged person homes
- Maintenance
- Roads, verges and footpaths
- Support for volunteers
- Drainage, storm water and flood management
- Town planning
- Health Services

Very Important / High Satisfaction

- Parks and sporting facilities
- Child care, playgroup, maternal and infant services
- Emergency services
- Townscape presentation
- Community Halls and Rec Centre
- Council's customer service and administration
- Public toilets
- Financial management

Important / Low Satisfaction

- Ranger services
- Indigenous relations
- Skate park
- Vegetation management
- Street lighting
- Museum Management
- Community Resource Centre
- Employee housing

Important/ High Satisfaction

- Festival and event support
- Police Licensing Services
- Cemetery
- General garbage collection
- Playgrounds
- Tourist Centre
- Pest control
- Libraries
- Landscaping
- Tourism management
- Waste Dump Point
- Building control
- Regional collaboration
- Environmental initiatives
- Health administration and inspection

How Our Community Had a Say

What is in our plan

The Plan reflects a vision for the future and is the principal strategic guide for our future planning and activities.

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

A strategic objective has been developed for each of the four key areas of community interest being, **economic, environmental, social** and **civic leadership**. Desired outcomes have been set to achieve each of these objectives after considering the capacity of the Shire's current resources and anticipated future capacity along with the demographic trends.

For each strategic objective we have provided the following:

- a summary of the major issues highlighted by the community;
- a selection of the community's comments;
- the opportunities available to the Shire;
- how we will know we are achieving our objectives;
- tables of strategies to achieve our desired outcomes; and
- an overview of the important partners that will help us achieve our objectives and outcomes.

We have also set out how we will measure our success in achieving our objectives and who else has influence over our ability to achieve these objectives.



How Our Community Had a Say

How we will use this plan

This plan shares our visions and aspirations for the future and outlines how we will, over the long term, work towards a brighter future for the Mingenew community.

As we look to the future, our Strategic Community Plan will influence how we as a Shire, resource and deliver our operations. It will also be the primary driver for all other planning undertaken by the Shire.

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

- Guide Council priority-setting and decision-making;
- A mechanism for the on-going interaction of local planning initiatives;
- Inform the decision-making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources to demonstrate how specific projects align with the aspirations of our community, and within the strategic direction outlined in the Strategic Community Plan;
- Inform potential investors and developers of our community's key priorities, and the ways in which we want to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision, values and aspirations.

Importantly, plans are only effective if adequate resources are dedicated to ensuring an outcome. Strategies will be prioritised and actions applied, after an assessment of available resources, through the development of a Corporate Business Plan.

Key performance indicators will be used to report to the community on the Shire's performance in achieving the outcomes.

Aspirations and Values

Community aspirations and values

The community identified the following aspirations and values:

- Strong leaders, good decisions;
- Striving to be innovative and progressive;
- Respecting our environment and each other; and
- Proud independent community spirit.



Economic

Objective 1:

To be a diverse and innovative economy with a range of local employment opportunities.

“I hope to enjoy a productive and happy retirement and think Mingenew will still be growing and prospering”.

Member of Community



What the community told us

Economic prosperity was identified as the most critical issue to Mingenew's future. Key issues identified in relation to the economy were:

- Maintain and increase population to support local businesses and employment opportunities;
- Good planning and long term visioning is essential; and
- It is important to work with but not be dictated by the opportunities presented by mining.

The opportunities

The Shire of Mingenew is fortunate to be supported by one of Western Australia's most productive agricultural regions. It is situated in the heart of the mid-west, which is also gaining momentum as one of the State's newest mining regions.

The community acknowledges the need to proactively stem any population decline, and ensure the continued provision of an adequate level of services and infrastructure.

The Shire will promote managed growth ensuring Mingenew continues to be recognised as an attractive place to live, work and invest.

Mingenew will seek to maximise its advantages to secure future economic stability. In addition to supporting existing businesses, the Shire will help facilitate the provision of adequate services to support economic growth, and leverage opportunities, such as tourism, mining and the national broadband network.

Quotes from the Community

"A long term vision and plan that encapsulates greater diversity than broad acre agriculture and provides alternatives for future generations. "

"Planning is the most important stage and more should be invested into community consultation".

"Improved business, education and employment opportunities with support through providing incentives and affordable, quality housing."

"Survival and Lifestyle."

"Important to maintain the population. Loss of services equates to loss of people, which in turn affects the school, success of local businesses etc. "

"Don't be ruled by mining \$. Maintain what you have and budget or cut back on luxury things to maintain what we have. "

"I hope to enjoy a productive and happy retirement and think Mingenew will still be growing and prospering. "

"More jobs, more people The need to work with the mining industry which is going to be MAJOR throughout these regions... "

"We need to look at attracting more businesses to town and tap into external revenue sources rather than relying heavily on the ratepayers - if this doesn't happen we will struggle to survive into the future at a level that the community has come to expect. "

"Making this town/district more attractive to people who will improve our access to services and support."

"Mingenew should still be recognised as a viable, friendly and resourced centre."

"If the town business can't economically survive we will have nothing to be a town for. "

How will we get there?

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

Outcome 1.1	Increase the number of visitors and extend the tourism season within the region.	Key Partners
1.1.1	Provide good quality tourism facilities such as rest areas and toilets.	TWA, MTPC
1.1.2	Continue to consult and support the Mingenew Tourist and Promotions Committee.	TWA, MTPC
1.1.3	Support and encourage tourism development.	TWA, MTPC
1.1.4	Continue to support local events and encourage new events.	
1.1.5	Develop and implement a Tourism Plan (infrastructure and marketing).	TWA, MTPC
1.1.6	Investigate and develop options for additional tourism and service worker accommodation.	TWA, MTPC
1.1.7	Instigate 'Recreational Vehicle' friendly town status.	-
1.1.8	Employ a Tourism and Promotional Officer.	-
1.1.9	Install interpretative trails and signage, including the CBH receival point and indigenous heritage.	HCWA, TWA, DIA
1.1.10	Participate and support the 'Wildflower Way'.	TWA, MTPC
Outcome 1.2	Increased availability of serviced residential, commercial and industrial land.	Key Partners
1.2.1	Ensure there are adequate land options available for residential, commercial and industrial purposes.	LC, Regional Mining
Outcome 1.3	Protect and enhance economic infrastructure.	Key Partners
1.3.1	Maintain and enhance existing historical infrastructure and consider heritage listing and funding opportunities.	HCWA
1.3.2	Continue to lead by example to support business accommodation and investigate future options to develop business incubators.	MWDC, SBDC

To be a diverse and innovative economy with a range of local employment opportunities.

Outcome 1.4 **To maintain and increase the number of local businesses, industries and services that will provide a range of employment opportunities for the people of Mingenew.** **Key Partners**

1.4.1	Support and encourage business unity.	Local Businesses
1.4.2	Support sustainable farming and other industry developments including mining.	MWDC, Regional Mining
1.4.3	Encourage and support value adding industries.	MWDC
1.4.4	Investigate and facilitate community investment in the relocation of the roadhouse.	-
1.4.5	Support a buy-local campaign.	Local Businesses

Outcome 1.5 **Ensure the provision of adequate services to support economic growth.** **Key Partners**

1.5.1	Increased availability of power.	Horizon
1.5.2	Efficient use of water resources within the Shire.	Water Corp, DoW
1.5.3	Improved telecommunications.	Telstra
1.5.4	Lobby to secure the national broadband network in Mingenew.	NBN
1.5.5	Investigate options and advocate for alternative sources of power.	MWDC

A close-up photograph of several pink orchid flowers with white centers and dark spots, growing in a field of tall green grass. The flowers are the central focus, with some in sharp focus and others slightly blurred in the background. The overall scene is bright and natural.

Environment

Objective 2:

A sustainable natural and built environment that meets current and future community needs.

“A healthy natural environment is what you want people to experience while living in Mingenew or passing through our town.”

– Member of Community

What the community told us

The key issues in relation to the environment were:

- Retain Mingenew Town Centre as an attractive place to live and visit;
- Protected natural environment; and
- Conservation awareness.

The opportunity

Mingenew is a well presented and appealing town, of which the community is proud.

There will always be opportunities for improvement, to enhance and improve heritage assets, maintain and improve road and ancillary infrastructure, rehabilitate the natural environment whilst continuing to acknowledge Mingenew's cultural and indigenous heritage.

Mingenew aims to remain proactive in the maintenance and management of the town's environmental assets.



Quotes from the Community

"Maintain and expand public open space for locals and visitors - we have the space, make it a feature as many larger centres are losing theirs."

"A good balance of conservation and practicality."

"At least another 10% of farm land restored to natural bushland."

"Create protection and awareness for conservation of areas of interest."

"Public spaces free from iron ore dust."

"The planting of a tree corridor in the Main St is a great move."

"Clean air, well cared for gardens and surrounds. Good pathways for all transport."

"Buildings rustically very good."

"We need to maintain what we have. It really is very good. If we see a tree with a problem, rather than just take it out, plan now to replace it in a position nearby."

"Just to tidy up all the messy areas, like empty flowers pot in front of IGA, and to encourage residents to be proud of the front gardens."

"Very similar to 2011... although would like to see development of smaller affordable 'hobby farms'!!"

"I would like to see Mingenew continue to build on what it currently has and continue with the plans to enhance the appeal of the main street to help attract and retain residents as well as encouraging tourists to stop a little longer in our town."

"Better standards of access to all of these places."

"Traffic diversions required in main street and more native plants, tree vegetation and slow traffic down."

How will we get there?

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

Outcome 2.1	Our natural environment is enhanced, promoted, rehabilitated and leveraged so it continues to be an asset to our community.	Key Partners
2.1.1	Support and promote environmental management practices.	DEC
2.1.2	Efficient use of water resources within the Shire.	Water Corp, Mining Companies
2.1.3	Promotion of tourism opportunities that are environmentally focused.	Tourism WA, MTPC
2.1.4	Lobby government for the protection of natural environment.	WALGA, DEC
2.1.5	Rehabilitate, protect and conserve shire controlled land.	DEC
2.1.6	Continue to manage feral flora and fauna.	DEC
Outcome 2.2	Our indigenous and cultural heritage is acknowledged.	Key Partners
2.2.1	Continue to liaise with the local indigenous and cultural groups.	Local community, DCA, DIA
Outcome 2.3	To retain Mingenew as an attractive town that is a comfortable and welcoming place to live and visit, and reflects our lifestyle values.	Key Partners
2.3.1	Continue to implement the Town Centre Beautification Plan.	Local community
2.3.2	Maintain the current high standard of presentation.	Local community
2.3.3	Continue participation in Tidy Towns.	Local community
2.3.4	Investigate opportunities for improved shire administration facilities.	-
Outcome 2.4	To provide recognition and retention of places of heritage.	Key Partners
2.4.1	Maintain and enhance existing historical infrastructure.	HCWA

Outcome 2.5 Safe and functional road and ancillary infrastructure.**Key Partners**

2.5.1	Maintain and improve road assets.	MRWA
2.5.2	Develop and implement a Footpath Plan.	-
2.5.3	Develop a plan to improve road signage.	MRWA

Outcome 2.6 Efficient usage of resources.**Key Partners**

2.6.1	Develop and implement a Waste Management Plan.	DEC
2.6.2	Promote recycling where practical.	DEC
2.6.3	Investigate options for water harvesting.	-
2.6.4	Lobby Governments for the efficient use of natural resources.	DEC

Social

Objective 3:

A safe and welcoming community where everyone has the opportunity to contribute and belong.

“Social well-being is a very important part of why people choose to live in Mingenev – it needs to continue to be a number one focus for the Shire and all government agencies.”

– Member of Community



What the community told us

The key issues identified in relation to social well-being were:

- Maintaining and enhancing the provision of local services to ensure Mingenew remains an attractive community to live;
- Retaining and attracting new residents to assist current services levels to be maintained; and
- The provision of affordable and aged care housing.

The opportunity

Mingenew's strength is the strong sense of stewardship held by local residents and businesses. Continuing to support and encourage such a proactive communal spirit will ensure the Town remains an attractive, comfortable and welcoming place to live and visit, and sustains steady population growth into the future.

Opportunities exist for Mingenew over the next decade to retain and increase the population base, ensuring services and infrastructure are maintained and enhanced.

The Shire acknowledges, nurturing the strong sense of community and local pride, and maintaining high quality infrastructure, will be vital to Mingenew's future survival.

Quotes from the Community

"We need to keep working hard in these areas, keep our police station, our hard working P & C and support the volunteers who do their best to raise funds in various areas in order to support these services."

"Affordable housing will result in new residents, who in turn will help support the social aspects of the town."

"By becoming big and important enough to encourage the types of people and families that will give us these essential commodities."

"Need to maintain community nurse and doctors visits, as well as a silver chain post. Keep an active school to keep children in the community as long as possible."

"Maintain safety, provide full time health services and increased education opportunities to attract new people to our community."

"There needs to be more aged housing provided for those that wish to stay in our community, there needs to be better quality affordable housing including staff housing, we need to have a regular visiting doctor service, continue to have a good vibrant school and maintain our very low level of crime."

"Good health and education will mean more people, more new modern housing with more bedrooms."

"By providing the young people with some better sporting facilities."

"Social well-being is extremely important to Mingenew's future for current residents and if looking to attract investors."

"Social well-being is essential - lose these and you lose the community."

"Very important to keep all of the above to the highest standard the community can afford."

How will we get there?

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

Outcome 3.1 Maintain and increase population. Key Partners

3.1.1	Ensure there are adequate land options available for residential, commercial and industrial purposes.	LC
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Outcome 3.2 Maintain the provision of high quality community infrastructure. Key Partners

3.2.1	Investigate and develop a water park.	
3.2.2	Continue to support youth swimming lessons.	MPS
3.2.3	Maintain and further develop the recreation complex.	DSR
3.2.4	Continue to develop seniors facilities.	DHA
3.2.5	Investigate and encourage youth facilities and services.	DCD
3.2.6	Continue to support child care facilities.	DCD
3.2.7	Continue to provide facilities to support local community organisations and ensure the best use of community infrastructure.	DCA, DCD
3.2.8	Undertake improvements to the Mingenew Main Hall to ensure that it continues to be used.	-
3.2.9	Implement the 10 Year Sport and Recreation plan.	DSR
3.2.10	Obtain and maintain a bus for community services.	LWA
3.2.11	Improve and beautify the cemetery.	-

Outcome 3.3 Improved capacity of education and training. Key Partners

3.3.1	Advocate for bus services for students travelling to higher education.	DET, DTWD
3.3.2	Support and promote local traineeships.	Local Businesses
3.3.3	Continue to support the provision of higher education and vocational training in our region.	DTWD
3.3.4	Continue to support the local school.	MPS, DET

A safe and welcoming community where everyone has the opportunity to contribute and belong.

Outcome 3.4 Affordable housing options that respond to community needs.

Key Partners

3.4.1	Provide information on the Country Housing Authorities subsidised loans.	CHA
3.4.2	Provide accommodation for service workers and housing for seniors.	DHW
3.4.3	Continue to develop housing for shire employees.	-
3.4.4	Investigate options to utilise vacant houses on farming properties.	-
3.4.5	Develop new housing for the aged through a Joint Venture Program.	DHW

Outcome 3.5 Improved community health and well-being.

Key Partners

3.5.1	Increased access to appropriate medical services.	DoHA
3.5.2	Continue to support medical practitioners and other health organisations.	DoHA
3.5.3	Improved provision of home and community care support services.	DoHA, HACC
3.5.4	Promote a drug free culture within the community.	DCA
3.5.5	Encourage and support shire staff and the community to participate in community organisations.	-

Outcome 3.6 Community events continue to be supported.

Key Partners

3.6.1	Continue to provide quality facilities for events.	-
3.6.2	Continue to provide administrative support for event organisations.	-
3.6.3	Identify opportunities for special events.	TWA

Outcome 3.7	Maintain a safe community environment.	Key Partners
3.7.1	Implement strategies contained in the Community Safety & Crime Prevention Plan.	WAP
3.7.2	Undertake a review and upgrade of street lighting in the Mingenew town site.	-
3.7.3	Continuously improve emergency services.	FESA
3.7.4	Continue to lobby to maintain and enhance police services.	WAP
3.7.5	Promote participation in emergency services organisations.	FESA

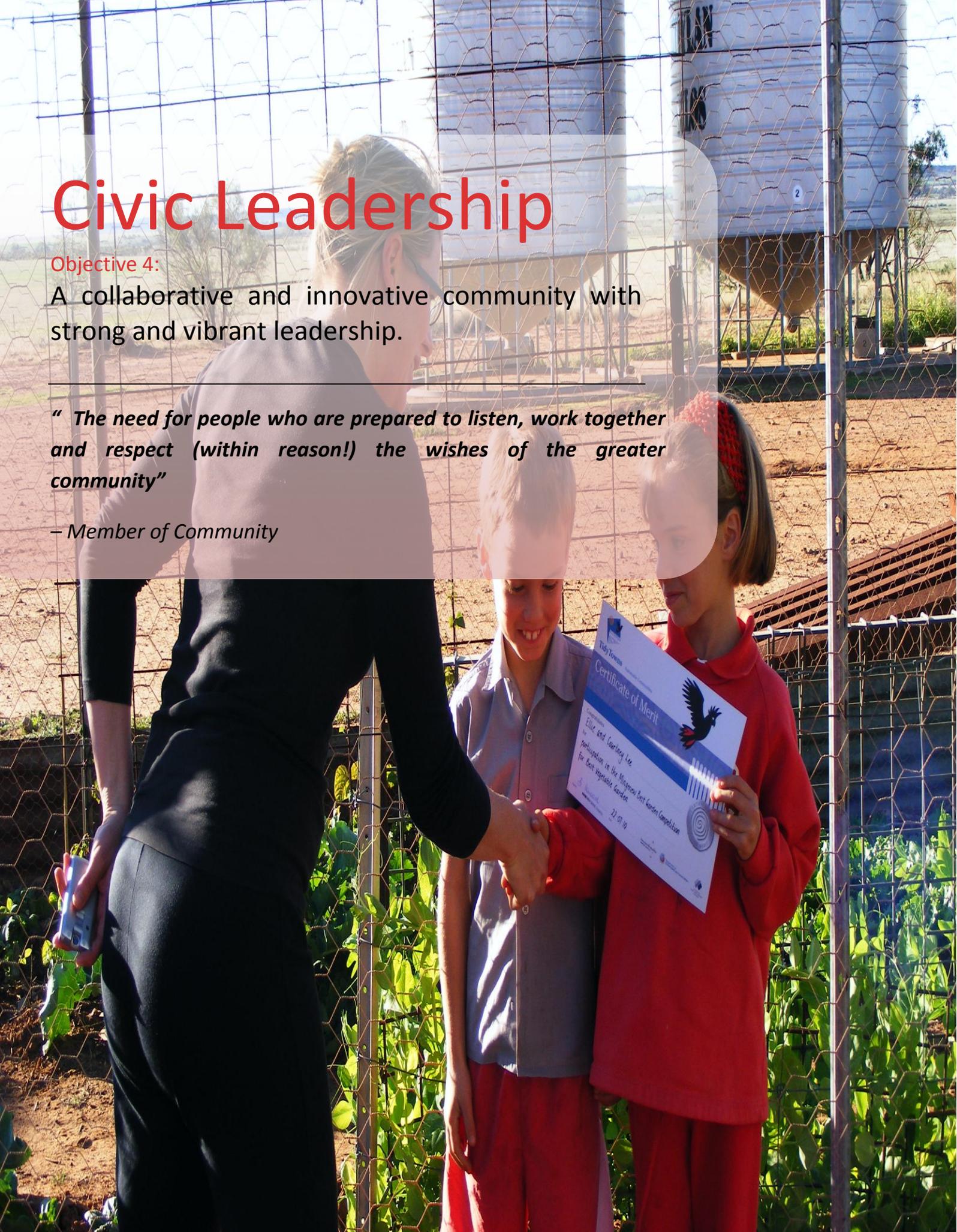
Civic Leadership

Objective 4:

A collaborative and innovative community with strong and vibrant leadership.

“ The need for people who are prepared to listen, work together and respect (within reason!) the wishes of the greater community”

– Member of Community



What the community told us

The community indicated that civic leadership is critical to Mingenew's future survival.

The key issues identified were:

- Encouraging, nurturing and cultivating new leaders;
- Strong and proactive leadership;
- Good communication with the community;
- Everyone working together, listening and respecting all views; and
- Good planning.

The opportunity

Mingenew's volunteers are the backbone of the community.

Mingenew must encourage young leaders to step up, to ensure civic and volunteer leadership remains as robust and proactive in the future, as it is today.

The Community encouraged the Shire to continue to be a respected, professional and trusted organisation.

The Shire aims to continue to lead by example and strive to be forward thinking, have strong representation and provide good leadership and planning.

Working smarter to leverage partnerships and greater collaboration to continually improving the quality of service, the Shire will also proactively communicate and acknowledge local feedback.

Quotes from the Community

"The problem with this issue is being able to visualise where and how this shire will be placed economically and socially in such a time scale. the imperatives of economic sustainability will need to be addressed much earlier than this time scale."

"Leaders in every community are very important. The question is, who in current Civic Leadership plans to be here in 15yrs time? Should we be trying to cultivate leaders who will be here in 15yrs time to get involved in their future?"

"Encourage proactive community members to represent on Council and enable them with appropriate skills to understand needs of community and implement strategies in the best possible way."

"Good communication as ratepayers are the backbone of the shire. If shire want ratepayers to support them they must keep them informed and given a chance to be heard – seriously."

"Civic Leadership will still be required and I hope it will be as inspired and honest as our current group of people."

"Civic leadership is strong planning and decision making by council and the community to help provide all the things mentioned above."

"Civic Leadership will mean, Shire admin staff and councillors who are all involved in the community seven days a week. If they are not involved they do not have first hand knowledge about the problems facing those who are trying to keep things going."

How will we get there?

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

Outcome 4.1 A well informed and engaged community that actively participates. Key Partners

4.1.1	Continue to support community groups.	Community Organisations
4.1.2	Provide and encourage leadership within the community.	Community Organisations
4.1.3	Improve our levels of engagement and communication with all sectors of our community.	-
4.1.4	Nurture and encourage young community leaders.	Community Organisations
4.1.5	Community volunteers continue to be supported and acknowledged.	Community Organisations

Outcome 4.2 An open and accountable local government that is respected, professional and trustworthy. Key Partners

4.2.1	Continue to deliver quality local government services and facilities.	-
4.2.2	To be strong advocates representing the Shire's interests.	WALGA, MWDC, DLG
4.2.3	Provide long term strategic leadership.	-
4.2.4	Provision of professional development opportunities for councillors and staff.	WALGA, DLG
4.2.5	Annual customer feedback surveys.	-
4.2.6	Maintain a high standard of customer service with a can-do attitude.	-

Outcome 4.3 Improved partnerships. Key Partners

4.3.1	To continue to collaborate and investigate opportunities for shared services in cooperation with other local, state and federal government agencies, industry and community organisations.	MWDC, MWRC
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A collaborative and innovative community with strong and vibrant leadership.

Outcome 4.4 Long term planning and strategic management.

Key Partners

4.4.1	Develop and implement a Long Term Financial Plan.	DLG
4.4.2	Develop and implement a Workforce Management Plan.	DLG
4.4.3	Develop and implement Asset Management Planning.	DLG
4.4.4	Develop and implement a Corporate Business Plan.	DLG
4.4.5	Development and implement an Information Communications Technology Plan.	DLG

Outcome 4.5 Achieve a high level of compliance.

Key Partners

4.5.1	Ensure compliance with local, town planning, building and health and all other relevant legislation.	-
4.5.2	Maintain, review and ensure relevance of Council policies and local laws.	-

Summary of Objectives and Outcomes

	Objectives	Outcomes
ECONOMIC	<i>To be a diverse and innovative economy with a range of local employment opportunities.</i>	<ul style="list-style-type: none"> • Increase the number of visitors and extend the tourism season within the region. • Increased availability of serviced residential, commercial and industrial land. • To maintain and increase the number of local businesses, industries and services that will provide a range of employment opportunities for the people of Mingenev. • Protect and enhance economic infrastructure. • Ensure the provision of adequate services to support economic growth.
ENVIRONMENT	<i>A sustainable natural and built environment that meets current and future community needs.</i>	<ul style="list-style-type: none"> • Our natural environment is enhanced, promoted, rehabilitated and leveraged so it continues to be an asset to our community. • Our indigenous and cultural heritage is acknowledged. • To retain Mingenev as an attractive town that is a comfortable and welcoming place to live and visit, and reflects our lifestyle values. • To provide recognition and retention of places of heritage. • Safe and functional road and ancillary infrastructure. • Efficient usage of resources.
SOCIAL	<i>A safe and welcoming community where everyone has the opportunity to contribute and belong.</i>	<ul style="list-style-type: none"> • Maintain and increase population. • Maintain the provision of high quality community infrastructure. • Affordable housing options that respond to community needs. • Improved community health and well-being. • Improved capacity of education and training. • Community events continue to be supported. • Maintain a safe community environment.
CIVIC LEADERSHIP	<i>A collaborative and innovative community with strong and vibrant leadership.</i>	<ul style="list-style-type: none"> • A well informed and engaged community that actively participates. • An open and accountable local government that is respected, professional and trustworthy. • Improved partnerships. • Long term planning and strategic management. • Achieve a high level of compliance.

Services and Facilities

Services undertaken and facilities provided by the Shire are linked with the relevant strategy of the Strategic Community Plan below. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Three Springs.

Services	Associated Strategies
Community Services	
Affordable Housing	1.2.1 • 3.4.1
Aged and disabled services	3.4.2 • 3.4.5
Child Care Facilities	3.2.6
Crime prevention	3.5.4 • 3.7.1 • 3.7.2 • 3.7.4
Education services support	3.3.1 • 3.3.2 • 3.3.3 • 3.3.4
Indigenous relations	2.2.1
Medical services	3.5.2 • 3.5.3
Youth services	3.2.2 • 3.2.5
Shire Services	
Building control	4.5.1
Community development	3.2.7 • 3.6.1 • 3.6.2 • 3.6.3 • 4.1.5
Community engagement/support	3.2.7 • 3.2.10 • 3.5.5 • 3.6.1 • 3.6.2 • 3.6.3 • 4.1.1 • 4.1.2 • 4.1.3 • 4.2.5
Council's customer service	4.2.1 • 4.2.6
Drainage, stormwater and flood management	2.1.2
Economic development	1.1.6 • 1.1.8 • 1.2.1 • 1.3.2 • 1.4.1 • 1.4.2 • 1.4.3 • 1.4.4 • 1.4.5
Emergency services	3.7.3 • 3.7.5
Environmental initiatives/management	2.1.1 • 2.1.2 • 2.1.4 • 2.1.5 • 2.1.6 • 2.6.3
Festival and event management	1.1.4 • 3.6.1 • 3.6.2 • 3.6.3
Financial management	4.4.1 • 4.4.4
Governance & elected member support	4.5.1 • 4.5.2
Health administration & inspection	4.5.1
Information & Communications Technology	1.5.3 • 1.5.4
Land Development	1.2.1 • 1.4.4 • 3.1.1
Landscaping	2.1.2 • 2.3.1 • 2.3.2 • 2.3.3
Local Business Support	1.4.1 • 1.4.2 • 1.4.3 • 1.4.4 • 1.4.5
Long term planning	4.2.3 • 4.4.1 • 4.4.2 • 4.4.3 • 4.4.5
Maintenance	1.3.1 • 2.3.2 • 2.4.1 • 2.5.1 • 2.5.3 • 3.2.3 • 3.2.8 • 3.2.10
Marketing and Promotion	1.1.2 • 1.1.8 • 1.1.9 • 2.1.3
Political & Industry Lobbying	1.5.1 • 1.5.2 • 1.5.3 • 1.5.4 • 1.5.5 • 2.1.4 • 2.6.4 • 3.3.1 • 3.7.4
Regional collaboration	3.3.1 • 3.3.3 • 4.3.1
Reserves management	2.1.5 • 2.1.6
Sport and Recreation services	3.2.2 • 3.2.9
Staff development	4.2.4 •
Support for volunteers	4.1.1 • 4.1.5
Tourism management	1.1.1 • 1.1.2 • 1.1.3 • 1.1.5 • 1.1.7 • 1.1.8 • 1.1.9
Town planning	4.5.1 •
Waste collection & management	2.6.1 • 2.6.2 •

Services and Facilities

Facilities	Associated Strategies
Community Facilities	
Cemetery	3.2.11
Community Halls & Rec Facilities	2.3.4 • 3.2.3 • 3.2.7 • 3.2.8
Libraries	3.2.7
Medical facilities	3.5.1 • 3.5.2
Parks and Sporting Facilities	1.1.1 • 3.2.1 • 3.2.5 • 3.2.9
Playgrounds	1.1.1 • 3.2.1
Public Toilets	1.1.1
Seniors Facilities	3.2.4 • 3.4.2 • 3.4.5
Skate Park	3.2.5
Swimming Pools	3.2.1 • 3.2.5
Tourist Centre	1.1.1 • 1.1.5
Infrastructure	
Employee housing	3.4.2 • 3.4.3 • 3.4.4
Heritage / Tourism facilities	1.1.1 • 1.1.9 • 1.3.1 • 2.4.1
Roads, verges and footpaths	2.5.1 • 2.5.2 • 2.5.3

Measuring Our Success

The aim of this Plan is to align the community's visions and aspirations for the future, to the Shire's objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

We will use the following two measures to identify how we progress towards our objectives.

Community satisfaction

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

By conducting an annual community satisfaction survey we will obtain an indication of ongoing community satisfaction levels to guide the prioritisation of the delivery of this plan.

Key performance measures

Key performance measures which are able to provide an indication of whether we are meeting our objectives will be monitored and reported. A combination of measures will be developed by the Shire along with a base level and target level for each measure.

An example of some of the measures we may use for each objective is provided in the table below.

	Objectives	Key Performance Measures
ECONOMIC	<i>To be a diverse and innovative economy with a range of local employment opportunities.</i>	Population statistics No. of business licences Vacancy rates (business and residential) No. of building approvals
ENVIRONMENT	<i>A sustainable natural and built environment that meets current and future community needs.</i>	Percentage of waste placed in landfill Energy usage statistics
SOCIAL	<i>A safe and welcoming community where everyone has the opportunity to contribute and belong.</i>	Crime rates Community participation rates Community satisfaction levels No. of cultural events
CIVIC LEADERSHIP	<i>A collaborative and innovative community with strong and vibrant leadership.</i>	Financial ratios Long-term financial viability Asset sustainability ratios Employee retention levels Volunteer levels

Who will Influence Our Success

Our ability to achieve our desired outcomes may be influenced by other levels of government. The table below lists our outcomes and the various levels of government which we believe may have significant influence on our ability to achieve these outcomes. Where achievement of an outcome is primarily influenced by our own strategies and actions no other level of government is indicated. 'Region' is a reference to regional collaboration.

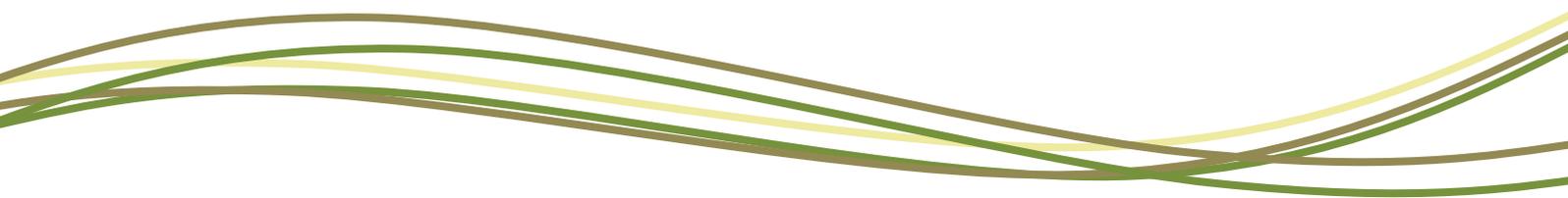
	Outcomes	Region	State	Federal
ECONOMIC	1.1 Increase the number of visitors and extend the tourism season within the region.	●	-	-
	1.2 Increased availability of serviced residential, commercial and industrial land.	-	●	-
	1.3 Protect and enhance economic infrastructure.	●	●	-
	1.4 To maintain and increase the number of local businesses, industries and services that will provide a range of employment opportunities for the people of Mingenew.	●	●	-
	1.5 Ensure the provision of adequate services to support economic growth.	●	●	-
ENVIRONMENT	2.1 Our natural environment is enhanced, promoted, rehabilitated and leveraged so it continues to be an asset to our community.	●	●	-
	2.2 Our indigenous and cultural heritage is acknowledged.	-	●	-
	2.3 To retain Mingenew as an attractive town that is a comfortable and welcoming place to live and visit, and reflects our lifestyle values.	-	-	-
	2.4 To provide recognition and retention of places of heritage.	●	●	-
	2.5 Safe and functional road and ancillary infrastructure.	●	●	●
	2.6 Efficient usage of resources.	●	●	-
SOCIAL	3.1 Maintain and increase population.	●	●	-
	3.2 Maintain the provision of high quality community infrastructure.	●	●	●
	3.3 Affordable housing options that respond to community needs.	-	●	-
	3.4 Improved community health and well-being.	-	●	-
	3.5 Improved capacity of education and training.	●	●	-
	3.6 Community events continue to be supported.	●	-	-
	3.7 Maintain a safe community environment.	●	●	-
CIVIC LEADERSHIP	4.1 A well informed and engaged community that actively participates.	-	-	-
	4.2 An open and accountable local government that is respected, professional and trustworthy.	-	-	-
	4.3 Improved partnerships.	●	●	-
	4.4 Long term planning and strategic management.	●	●	-
	4.5 Achieve a high level of compliance	-	-	-

Acronyms

The following acronyms have been used within this document.

CHA	Country Housing Authority	
DAFWA	Department of Agriculture and Food	www.agric.wa.gov.au
DCA	Department of Culture and the Arts	www.dca.wa.gov.au
DCD	Department for Communities	www.communities.wa.gov.au
DEC	Department of Environment and Conservation	www.dec.wa.gov.au
DET	Department of Education	www.det.wa.edu.au
DTWD	Department of Training and Workforce Development	www.dfwd.wa.gov.au
DIA	Department of Indigenous Affairs	www.dia.wa.gov.au
DLG	Department of Local Government	www.dlg.wa.gov.au
DHW	Department of Housing	www.housing.wa.gov.au
DoHA	Department of Health and Ageing	www.health.gov.au
DOT	Department of Transport	www.transport.wa.gov.au
DoW	Department of Water	www.water.wa.gov.au
DSR	Department of Sport and Recreation	www.dsr.wa.gov.au
FESA	Fire and Emergency Services Authority	www.fesa.wa.gov.au
LC	Landcorp	www.landcorp.com.au
LWA	Lotteries West	www.lotterywest.wa.gov.au
MPS	Mingenew Primary School	-
MTPC	Mingenew Tourism Promotion Committee	-
MRWA	Main Roads WA	www.mainroads.wa.gov.au
MWDC	Midwest Development Commission	www.mwdc.wa.gov.au
MWRC	Mid West Regional Council	www.mwrc.wa.gov.au
NBN	National Broadband Network	www.nbnco.com.au
RDL	Department of Regional Development and Lands	www.rdl.wa.gov.au
SBDC	Small Business Development Corporation	www.smallbusiness.wa.gov.au
TWA	Tourism WA	www.westernaustralia.com
WALGA	Western Australian Local Government Association	www.walga.asn.au
WAP	WA Police	www.police.wa.gov.au

References & Acknowledgements



We thank the people of the Shire of Mingenew for their time and effort in taking part in our community engagement and for their invaluable input into our Strategic Community Plan.

The Shire of Mingenew 10+ Year Strategic Community Plan 2012, has been developed by engaging the community and other stakeholders. Council's Elected Members, Management and Staff have also had input to the development of the Plan.

Facilitators for the process were UHY Haines Norton.

Much of the information contained in this Plan has been derived from documents in the public domain and liaison with key stakeholders. We have also made reference to the following documents or sources during the preparation of the plan.

The Shire of Mingenew 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.

We have also made reference to the following documents during the preparation of the plan.

Shire of Mingenew Plan for the Future March, 2008

Shire of Mingenew Strategic Plan 2007 - 2012

Council Website: <http://www.mingenew.wa.gov.au>
