



Strategic Community Plan 2019

What We Value

Mingenew is forward thinking, is innovative and leads change for our community, people and industry.

We are **passionate** about our place and creating an opportunity for people to belong and to share our special place.

We focus on building and strengthening our relationships with each other and our region as our **connections** enable us to build our community.

We support each other to **“have a go”** and to use our initiative and drive to create new opportunities and knowledge for our community and other people.

We welcome all people of all generations to Mingeneew and share our community so that people can **belong** and feel included and valued.

Vision

Mingenew is a forward thinking Shire that offers opportunity for all to prosper and thrive; it is a safe, inclusive community that punches above its weight.

Our Purpose

We are leaders in delivering services and development opportunities. We balance financial sustainability and community aspirations in partnership with our local community and our private and public partners.

We acknowledge the traditional custodians of the land, the Yamatji people.

We cherish first nation's people and respect their connection to their land, cultural heritage and belief systems.

We value these ancient systems and understand they are thriving, evolving and will empower and enhance all members of the community.



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Message from Shire President and Councillors

The Shire review of the Strategic Community Plan for Mingenew has led to an updated Strategic Plan Framework which encapsulates the aspirations of the community in 2019.

The plan has been closely shaped by the community through Community Workshops and in-depth community interviews. We have also welcomed contributions from our regional stakeholders who play a vital role in helping our community to achieve its aspirations.

In this document we have captured the aspirations of the community and created a cohesive plan that will guide us in delivery over the next decade, and beyond. The plan includes delivery of valued core services that the community expects of us, as well as new projects.

Some of the projects will not, or cannot, be developed or delivered by the Shire, but will require the work of partners, community groups or investors that choose to make Mingenew their home. We have included them here as the Shire may play an enabling, supporting and facilitating role.

The Shire and community together have set an aspirational target to grow the population of Mingenew to 500. This is an aspirational target. A realistic target will be to ensure we keep our current population which is approximately 450.

The strategies we have developed with the community will help to deliver on the more aspirational target. The plan is designed to drive growth. We are keen to do that in a manner that balances community aspiration, preserves what we love about Mingenew and is financially sustainable. We have outlined the priorities that Council has set to do that.

The plan however belongs to the community, please embrace it and make it yours. We are your partner in making Mingenew a place where everyone can thrive.

Councillor Helen Newton
Shire President





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Message from CEO

This is your Shire's plan for the future and will dictate our work plans, projects and programs going forward for the next 10 years.

We need to do this in a manner that supports diligent financial management to sustain our Shire as a key organisation for Mingenew into the future.

We cannot deliver this plan alone. Our community groups, regional stakeholders, our partners in State and Federal Government will help to deliver our long-term goals, and this strategy will be a key communication and engagement tool to achieve that.

While Mingenew Shire Council has a custodial role in initiating, preparing and maintaining the Strategic Community Plan on behalf of the community, it is not wholly responsible for its implementation.

Many of the projects will not be solely Council projects, but we will enable and facilitate as much as possible the community or investors attracted to Mingenew to achieve these projects.

This plan will drive our four-year Corporate Business Plan and become a roadmap for how we develop our strategic projects and programs. The Corporate Business Plan turns the strategic goals found in this plan into actions. This is the point where the Shire makes a commitment to deliver on the Strategic plan, and enacts those actions that are within our area of responsibility.

We can't do it all at once, but in a deliberate and well-planned fashion, by working closely with the community and region, we can achieve the priority projects in this plan in the next 10 years. This will be done in tandem with the service delivery the community expects of the Council.

We look forward to working with the community, the public and private sectors, all levels of Government, and key Regional Organisations to deliver on the Community's aspirations for their future.

Nils Hay

Chief Executive Officer





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Community and Economic Profile

Location and early History

Mingenew is located 383 kilometres north of Perth in the Mid West of Western Australia.

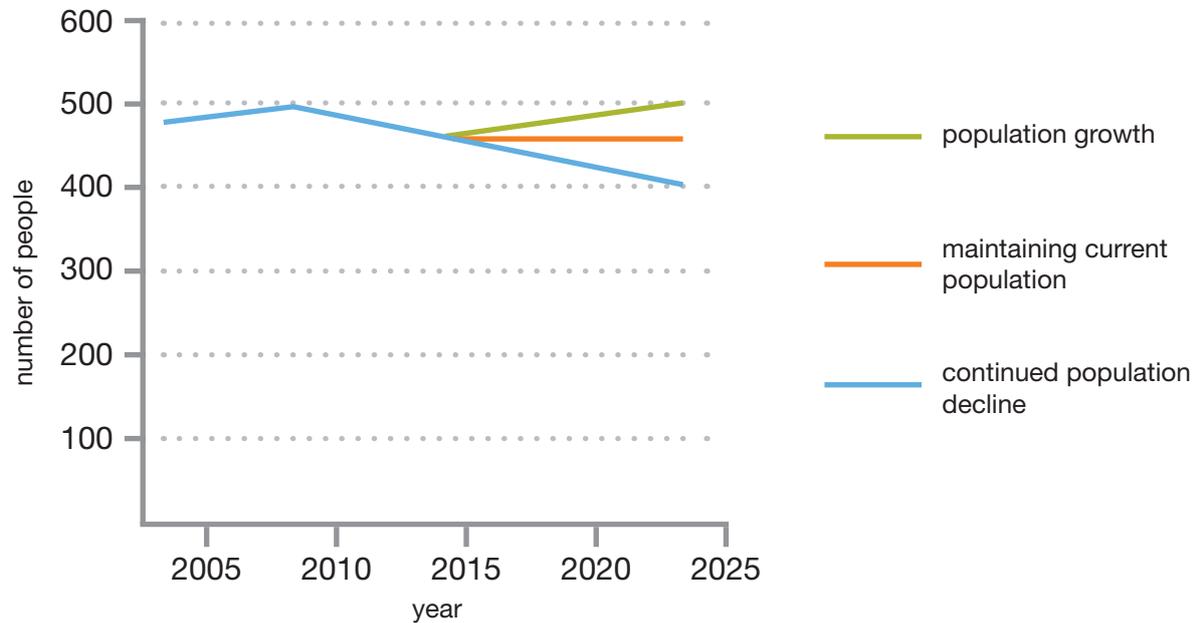
Named after Mingenew Spring, an Aboriginal word recorded by settlers in 1856. European settlement of the district occurred in the 1850's because it was ideal country for cattle. The Midland Railway opened in August 1891 and private land was subdivided, followed by gazettal of the township of Mingenew in 1894.



Population

The Shire of Mingenew had a population of 456 in 2016. Based upon current population trends this is predicted to be 408 by 2026. Figure 1 shows the trend in population decline. The majority of this decline is coming from the urban centre (town of Mingenew). The district population (broader shire area) is static.

Figure 1: Mingenew Population Projections



The community goal is to maintain population at the current level, at a minimum – with an aspiration to see it increase back to 500. To maintain at the same level will require active strategies to ensure the community continues to retain its population and attracts new residents. To achieve population growth (to return to 500 – “grey line”) will require significant investment in growth strategies by the Shire and community working with regional partners.

The other notable demographic is that the median age of the Mingenew population is increasing, especially in the Mingenew township. There is a declining proportion of 5 to 14 year-olds and the proportion of over 55 year-olds is increasing.



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Economy and Community

Mingenew has essentially three basic ingredients. Economically, we are an agricultural powerhouse and the southern hemisphere's largest grain facilitator. Aesthetically we are surrounded by breathtaking breakaway country, with fantastic flat-top ridges and, during WA's wildflower season, we are arguably its most sought-after destination. Finally, we are vibrant and happy! Below our rural and 'real country' persona, we enjoy a sporting and social calendar that is second to none. Many people who pass through for work or play end up staying and because we are a successful agricultural shire, there are many supporting industries, facilities and employment opportunities.

Key Drivers of Change for Mingenew

The Shire and Community have identified that there are key drivers that are influencing Mingenew and are important to recognise within the strategy framework. They are creating challenges and opportunities for Mingenew.

Challenges

Influence of globalisation and its impact particularly on agriculture and world markets – Mingenew is fully exposed to world trade markets and the livelihoods of its farming businesses which then in turn support the other small business community.

Metrocentricism, urban and coastal drift impact Mingenew and it is both blessed and cursed that it is in close proximity to Dongara and Geraldton as it does enable a drive-in/drive-out workforce and community.

Regional Education is challenging particularly in the senior school years which now start at year 7, and in early years through provision of long-day care childcare services.

Nature of work within the regions is also a challenge. Quality work for educated professional people (and in particular women) can be scarce and a high level of mobility is required for those that choose to overcome this challenge through micro business. Work in the key industry of agriculture can be highly seasonal and requires largely overseas labour.

Loss of population is a key trend that is exacerbated by slow withdrawal of government and private services (in particular health services).

Climate change has a large impact on business incomes creating more volatility in business conditions for small communities which can be difficult to manage.

Local markets such as the housing market are subject to bigger regional forces which can create a disincentive to invest in the community.

Communities and people within them are now hyperconnected through social media, but the need to connect people in face to face settings and in a manner that support positive interaction has never been more important.



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Opportunities

People can create economic outcomes – no community has to be a victim of globalisation. Mingenew has strong social capital (social cohesion, trust and cooperative behaviours are critical). Encouraging this capital is vital however as status quo is in effect, going backwards.

Mingenew demonstrates it is highly adaptive and resilient. Mingenew responds to challenges with a can-do attitude. This is an asset.

Anecdotal evidence suggests young people are taking over family farms in the Shire and there is a general confidence about the key industry of Agriculture (which supports other businesses). There is a desire to do more with agriculture and capture more value locally.

Mingenew has a strong history of trailblazing and pioneering effort. It is innovative and leads e.g. MIG, Expo, Lupin flour. Focussing on a rural innovation hub and exploring solutions to global problems that can be solved in Mingenew is a good opportunity.

Consultation would suggest that the community is fatigued from managing its many community organisations however, and this is reducing time spent on innovation.

Tourism is a growth opportunity for Mingenew and there are other community assets that can be developed to deepen the tourism product, experience and lengthen stay of visitors.

Digital connectivity solutions are starting to emerge that will empower rural communities to level the digital playing field. This is a key opportunity for Mingenew.

Developing new models for Health and Education is important – maintaining the status quo will not meet present or future community needs.

Addressing shortages such as housing and developing innovative business models to attract investment. This will in turn attract tree changers and signal a positive future to locals who love living in Mingenew.





Strategic Community Plan 2019

Strategic Community Plan

What is it?

The Strategic Community Plan 2019 to 2029+ (SCP) is the overarching strategic document in Councils Integrated Planning and Reporting Framework.

It translates community aspirations for their future into goals, projects and programs for the Shire and community to jointly deliver on. It enables the Shire to plan, manage and deliver services that will enhance the community.

It is an informing strategy, which together with an Asset Management Plan, Long Term Financial Plan and Corporate Business Plan will provide integrated strategies on which to base future decision making.

Council has a key custodian role in developing the plan, but realising its achievement is a partnership with community and regional, state and federal agencies.

Where does it fit?



How does it fit with other Regional Plans?

The SCP has been developed in consultation with key regional stakeholders such as the Mid West Development Commission, the Mid West Chamber of Commerce and Industry, Australia's Coral Coast and the North Midlands Project.

The SCP aligns with the Mid West Development Blueprint which is operationalised into an annual Business Plan for the Commission and region.

The SCP aligns with the goals and intent of Australia's Coral Coast tourism development process, and is aligned with the business development work that is undertaken by the RSM Business Local Development Manager which is then aligned with the Small Business Development Corporation.

The North Midlands Project will be releasing their priorities for Mingenew early in 2019 and alignment can then be tested for this Not for Profit social enterprise.



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What our Community Said

The community was engaged in the development of the SCP through a Community Workshop held on the 18th of October 2018 and a Community Plan Review Workshop on the 12th of March 2019. This was supplemented by in depth interviews with 8 members of the community. A detailed outline of the consultation process and outcomes are summarised in Attachment 1 to the SCP.

The Key priorities that emerged from the Community Workshop were:

- Attract and build industry
- Address housing needs
- Manage community facility needs
- Explore development of a centre of excellence for agriculture
- Grow employment
- Build tourism industry
- Long day childcare centre is critical to local families
- Ensure innovative and positive thinking
- Streamline volunteer efforts where possible

Voices from the community interviews



- Making the town a great place, cohesive and connected for those that live here is vital
- Access for young families to have a good life and pursue their careers is important
- opportunities for the arts and culture
- Too many associations
- Need to work better with the region
- Get the Railway Centre going
- Get a better approach to events management
- Build on more history and culture for tourism, build farm tourism, do more ag advocacy
- Capture more value in agriculture
- Do more with the crops we grow e.g. Lupin flour
- Connectivity big barrier to basing business here and trying to bring your job with you
- Need co-working space in town, somewhere with common user space
- Growing other types of crops e.g. hemp
- Developing irrigated projects - find competitive advantage in climate, transport, position in value chain e.g. fodder potential
- Potential to develop micro brewery to value add grains
- Lack housing
- More communication forums with groups
- Tourist and promotions need more space
- Promote Top 5 things to do in Mingenew
- Develop Ag Incubator
- Develop one good outdoor space
- Seek to gain more from partnership with CBH



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What our Regional Community Said

Key regional stakeholders were interviewed about opportunities and constraints for Mingenew. The more extended version is included in Attachment 1.

Mingenew has good natural and human assets for Tourism:

- The community could develop more formalised approach to tours using Geraldton and Dongara as the “local” market, and could do more structured ‘hinterland’ tourism. Link with other towns from Perth to Exmouth.
- Night time star experiences (Astro Tourism) are also a key opportunity for Mingenew, could tie space industry based tourism into this.
- Build more depth into the Tourism product to extend the tourism visitation window and ensure the community has a product in dry years when wildflowers are less abundant.
- The community could tell more of its history and promote its identity more.
- Lack of accommodation outside of the Van Park and Pub, need 20 good standard rooms to be able to hold groups moving between Perth and Exmouth.
- Railway Station is believed to be a unique asset within region and could be developed as a studio, artist in residence space, project hub, or place-making activity space.

Mingenew has comparative advantage in Agriculture, and is not necessarily utilising all its assets:

- Mingenew has the onshore largest grain receival facility in the southern hemisphere and hasn’t been able to leverage this asset (noting that a strong relationship with CBH is critical to achieving this). Identify value adding opportunities for agriculture, particularly in relation to this asset.
- MIG is seen as progressive, a leader and is supporting the collaborative approach. How can this be leveraged for greater value for the community?
- Horticulture is a potential area of opportunity, and a Water for Food project assessment has been done on the water resource between Mingenew and Three Springs. This is subject to policy position of the State on water allocations from the aquifer however, and current policy position is to limit allocations.
- Water supply opportunities – it was noted the Karara water pipeline travels through Mingenew

Supporting Business in Mingenew will take some concerted action in partnership with the community and region:

- Industry development could be more prospective through active approach to commercial/industrial land development opportunities.

New Economy opportunities need to be on the table:

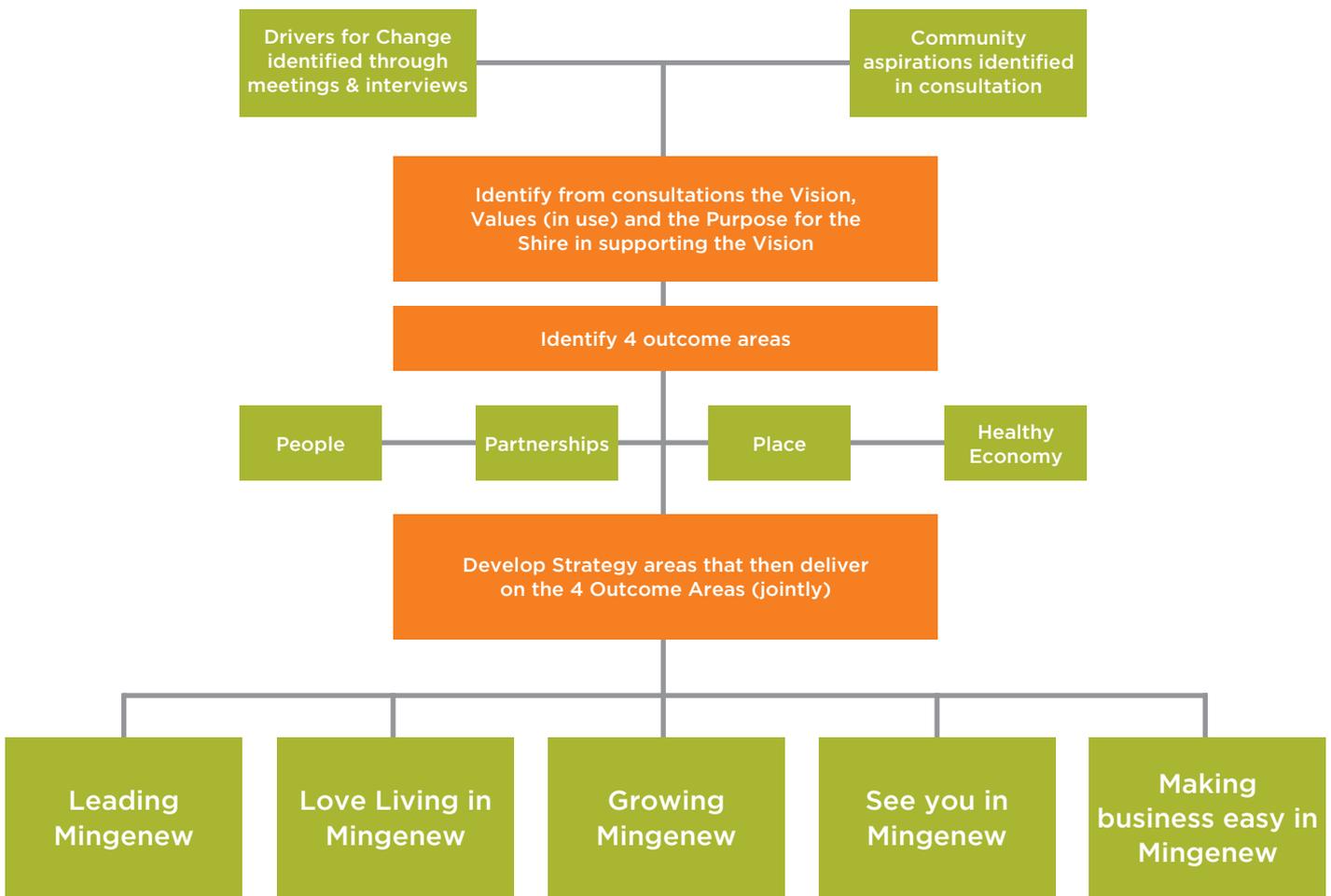
- Digital farms project for North Midlands area
- Could develop a vision to become a renewable power town and to use solar power
- Health and well-being area is a growing area and there could be jobs in this area for a community like Mingenew.



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Development of Strategies

The diagram outlines how the drivers for change, and community aspirations are converted into the vision, values, purpose and outcome statements. These are then underpinned by 5 key Strategy areas.



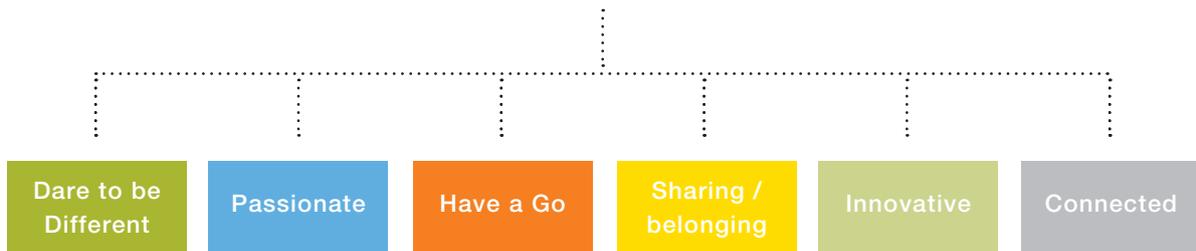


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Our Vision

Mingenew has a great lifestyle, is a forward thinking community and offers opportunity for all to prosper and thrive.

Our Values



Outcomes

What are we trying to achieve?

People Council will work with our community and region to shape opportunities for Mingenew to grow and prosper. Council will provide key services that retain and improve the quality of life in Mingenew. Together we will be a place where people are welcomed, can live a healthy life, and where people can reach their potential.
Place Council will work to deliver infrastructure, facilities, and community services that assist the community to have a great life. Mingenew will be a positive place to live and will be cohesive and connected. It will engage and attract new people to come share our special place. A healthy natural resource base underpins the health of our community.
Partnerships The leadership, energy, capability and resources of the Mingenew community and region is a great asset, and we must leverage it wherever possible. Together we will plan and deliver projects and initiatives that deliver on growth goals and a sustainable natural environment.
Healthy Economy Council will work with local businesses (town and farms) to create an enabling environment for businesses to thrive. In turn those businesses will generate employment, attract families to Mingenew and create enterprises in which people can thrive (reach their potential). Council acknowledges the importance of maintaining a sustainable natural environment to achieve this.

Our Purpose

We will be leaders in partnering to develop our community, and we will deliver services and development that balance financial sustainability and community aspirations.



Strategic Community Plan 2019

Strategy 1: Leading Mingenew

Goal: Council will provide accountable and transparent leadership with the Community to deliver on the Strategic Community Plan

	Strategies /Actions:	Councils Role	Partners
Infrastructure	Provide and support cost effective transport networks	Manage	Regional, State and Federal Stakeholders
	Provide buildings, facilities and services to meet community needs	Manage	Community
	Protect and promote the Shire's diverse culture and heritage	Manage	Community
Capability	Manage organisation in a financially sustainable manner	Manage	Community
	Enhance open and trusting communication between Council and the community, and deliver high quality services in partnership with external stakeholders	Manage	
	Provide effective corporate governance of Shire and create an attractive work environment	Manage	
Compliance	Provide a high level of compliance with external regulation, in a resource-efficient manner	Manage	
	Provide services and processes to enhance public safety	Manage	Community
Resource Management	Manage and protect water resources and infrastructure	Manage	Regional and State Stakeholders
	Manage and reduce waste	Manage	Community, Regional and State Stakeholders
	Adapt to and mitigate climate change drivers	Manage	Community, Regional, State, Federal and Global Stakeholders

KPIs/Targets

- Community satisfaction with Council communication > 90% approval
- Staff turnover rate <10% per annum
- Debt servicing/annual operating surplus/liquidity ratio targets
- # Audit elements complied with x total number > 90%



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Strategy 2: Love Living in Mingenew

Goal: Maintain and build a healthy, connected and sustainable community with great public open spaces and facilities which enables community volunteerism

	Strategies /Actions:	Councils Role	Partners
Health	Develop health care services improve to enable aging in place for the community	Support	Regional Health and Aged Care providers
	Develop an innovative health care model to support community health and well being	Support	Regional Health and social enterprises
Education	Develop childcare service to full time full day care model	Manage	Childcare Committee
	Ongoing planning for School Bus Routes	Manage	Dept of Transport, Community
Culture & Heritage	Develop arts spaces and programs to enliven community spaces and deepen experiences of visitors and community	Investigate and support	Community Groups, Regional Social Enterprises
	Capture more value from tourism – build local experiences and products, tourism infrastructure and connections, build new day trip and tour markets	Develop	Australia's Coral Coast, MWDC, MWCCI, Wildflower Country
	Enhance our natural and built environment and promote and protect the history and heritage within Mingenew	Support and manage	Community Groups
Sense of Community	Support community volunteers to maximise impact of their contributions	Facilitate	Community Groups
	Continue programs to improve the look and feel of the community – public spaces and places for young people	Manage	Council Works Department, Tourism and Promotions Committee

KPIs/Targets

- Full day 5 day a week childcare service operating by 2020
- Active and well used public open spaces developed and maintained
- Effective community volunteering model developed as a pilot by 2020





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Strategy 3: Growing Mingenew

Goal: Develop key enabling and underpinning investments to grow the community to a population of 500 by 2029

	Strategies /Actions:	Councils Role	Partners
Housing	Ensure pipeline of land available for development	Manage	Landcorp
	Develop local housing market (support new business model)	Investigate and support	Dept Housing, Local entrepreneurs
Development	Central business/community hub development	Develop	Community Groups Social Enterprises
	Light Industrial development (incubator) and land development and actively attract light industrial businesses	Develop	Landcorp, MWDC
	Build capacity for global impact agricultural research and development program supported by training & education model	Support	MIG, GGA, CSIRO Social enterprises
	Value capture/creation for agriculture (build on assets + capabilities)	Investigate and support	Local entrepreneurs
	Develop space industry opportunities	Investigate and support	Space industry operators, DPIRD, JTSI

KPIs/Targets

- 4 x new businesses attracted to set up in Mingenew
- 20 x Houses built (different configurations)
- 1 x Community Hub developed
- 3 x Value adding Agricultural businesses established from Mingenew





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Strategy 4: See you in Mingenew

Goal: Attract visitors to Mingenew by making it a highly desirable and dynamic place to visit and live resulting in an increase in population

	Strategies /Actions:	Councils Role	Partners
Diversity of Accommodation	Development of existing and future diverse accommodation options for business travellers and tourism	Facilitate	Local Entrepreneurs and businesses
Events	Facilitate the sustainability and growth of existing community and regional events, and encourage new ones to develop	Support	Community Groups Local and regional event organisers
Tourism Assets	Continue and deepen Tourism promotion and development and “see you in Mingenew” campaign	Manage	Tourist Promotions committee
	Support development of Tourism infrastructure to support deepening of local product	Investigate and support	Local community groups
	Capture more value from tourism – build local experiences & products	Support	Local businesses Local entrepreneurs Tourist promotions committee

KPIs/Targets

- Increase in level of activity for visitors to Mingenew, extend their stays and increase out of season tourism
- 1 x Railway precinct development and exchange, hub, arts space development by 2020
- 20 new residents move to Mingenew by 2023
- Visitation numbers x 3 by 2021, overnight stay x 3 by 2023





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Strategy 5: Making Business Easy in Mingenew

Goal: Ensure Mingenew is supporting local businesses to grow and maintain employment within the community

	Strategies /Actions:	Councils Role	Partners
Digital capacity	Support Digital infrastructure development + capacity in town	Investigate and support	DPRID, Telecommunications providers, MWDC, Supernet
	Support digital infrastructure and capacity on farms and rural areas	Investigate and support	DPIRD, Supernet
Economic Development	Support sustainable local banking model to develop	Facilitate	Banking and Finance organisations
	Enable small business support services to assist local businesses to grow	Support	Small business support providers
	Ensure pipeline of light industrial land available for development	Manage	Landcorp

KPIs/Targets

- Enterprise grade internet services delivered to shire and farms by 2022
- Community continues to have access to banking facilities and services
- Local businesses sustain current employment numbers in short term, grow by 15% in medium term

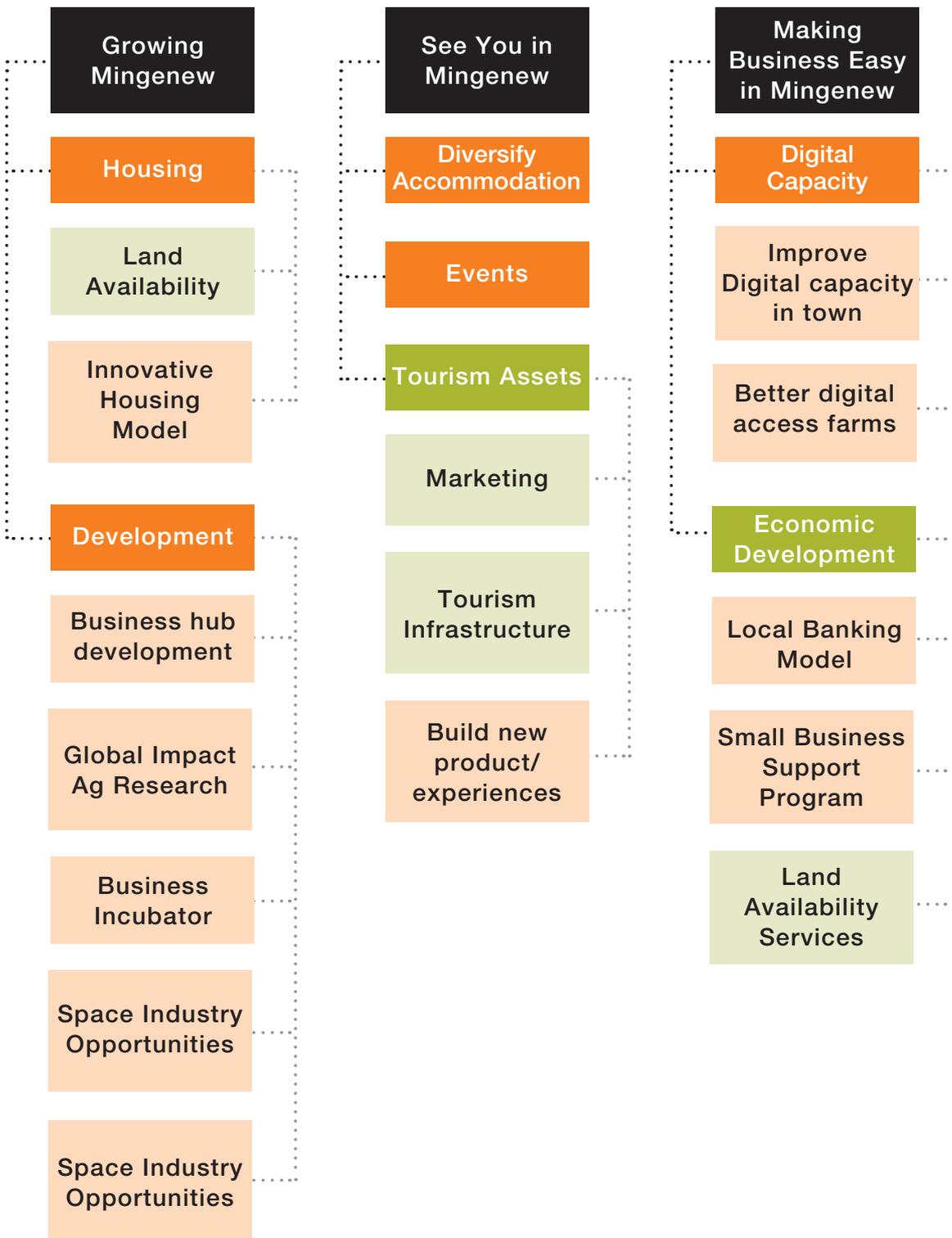






Strategy Framework





Strategy Framework – Community Strategic Plan – Shire of Mingenev

This framework outlines the key strategic areas and actions to be implemented over the 10 year timeframe of the Strategy. The different types of actions have been colour coded to represent whether the action is a core activity of the Shire (GREEN) or whether it is a New or Growth Activity (Orange) that the Shire would either do in partnership with key stakeholders/investors or would enable other parties to achieve.



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Financial Profile

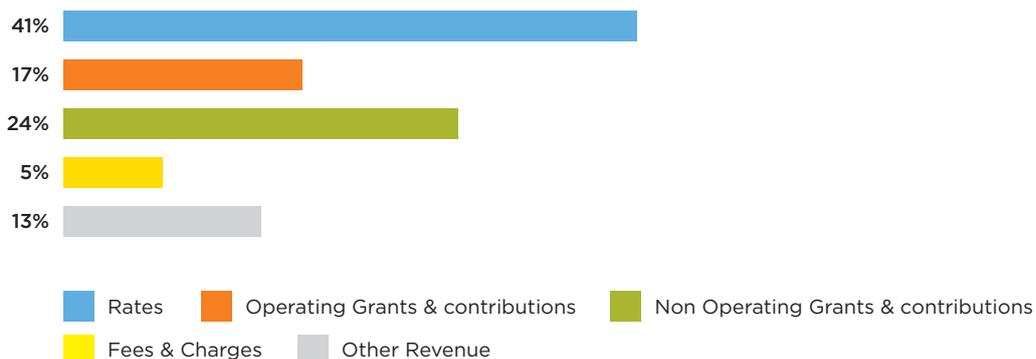
The Shire of Mingenew has developed a long-term financial plan which highlights the financial drivers for the Shire. It is important to understand this background to understand the constraints to achieve the Strategic Vision for the community.

This plan shows the financial resources of the Council are limited and financial decisions need to be made annually when the budget is set. The Shire should, and does, seek external funding to leverage its own resources where possible.

This does not preclude the Shire making longer term investments towards Strategic Projects the Shire and community wish to be undertaken. This could be undertaken by making strategic reserve commitments annually or undertaking a program of debt based upon need.

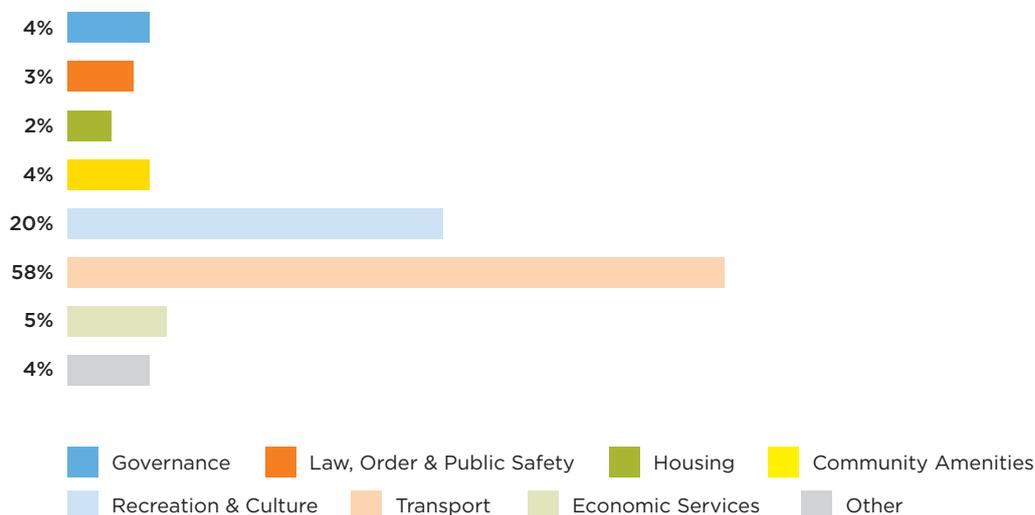
Debt may form a component of the Councils capital structure and utilised to enable key projects to be delivered over the next 10 years. The least preferred option is to raise rates.

Revenue



The revenue generated by the Shire is spent providing infrastructure and services for the community. The Shire provides many services including maintaining and improving roads, parks and gardens, leisure services and other community projects. A significant amount of the Shire’s resources (68%) are spent on maintaining road infrastructure and the provision of recreation services.

Expenditure by Program

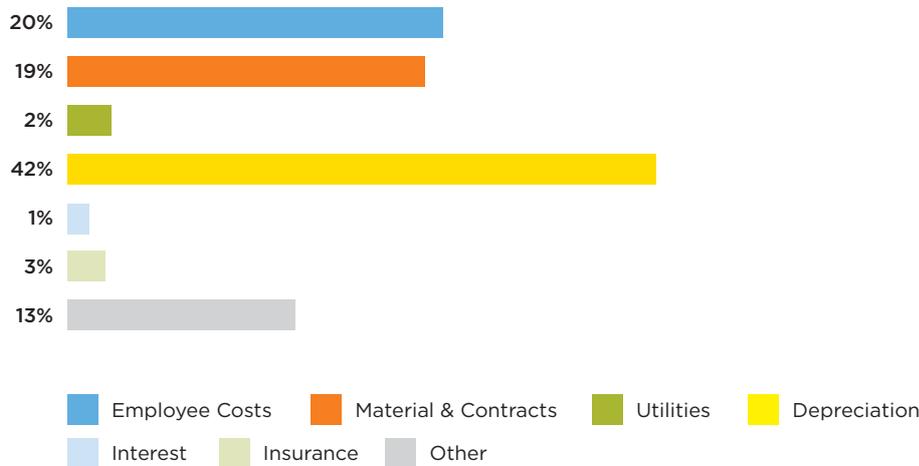




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When comparing the breakdown of these costs by nature and type, a significant 42% of all operating expenditure is attributed to depreciation charges. Depreciation is a non cash item and is attributed to the Shire having in excess of \$48m worth of assets, of which 72% is attributed to the Shire's road network and other related infrastructure whilst a further 24% is attributed to Property, Plant & Equipment. Other significant expenditure includes Employee Costs (20%), Materials & Contracts (19%) and Other Expenditure (13%). As with Revenue the majority of these Other Expenditure costs are attributed to police licensing costs.

Expenditure by Nature & Type



Reserve Funds

As at 30 June 2018 the balance in the Reserve Accounts was \$406,324 and comprised as listed below;

Reserve	Balance
Land & Building Reserve	\$60,169
Sportsground Improvement Reserve	\$2,811
Plant Replacement Reserve	\$152,726
Accrued Leave Reserve	\$64,509
Aged Persons Units Reserve	\$20,868
Economic Development & Marketing Reserve	\$19,310
Environmental Rehabilitation Reserve	\$18,570
Industrial Area Development Reserve	\$5,454
RTC/PO/NAB Reserve	\$21,025
Insurance Reserve	\$40,882
TOTAL	\$406,324

The above represents a modest increase from reserves held of \$396,475 at 30 June 2017. The Shire will continue to make a concerted effort to improve our cash reserves for the provision of future acquisitions and proposed developments.



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