

SHIRE OF MINGENEW

STRATEGIC INTEGRATED PLAN

1 JULY 2023 – 30 JUNE 2033

SHIRE
OF MINGENEW



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Message from the Shire President and CEO

The Shire of Mingenew Strategic Community Plan 2023-2033 is a culmination of community and stakeholder insight, review and strategizing, in conjunction with Council, that establishes our visionary roadmap for the next 10 years.

As required by the Local Government Act 1995 and Local Government (Administration) Regulations 1996, local governments are required to undertake a major review of its plan for the future every 4 years. The plan will continue to be a driver for all other plans and informing strategies.

Whilst our Vision, Purpose and Values remain unchanged, we have analysed changes in demographics, economic conditions, priorities and needs to determine what strategies and activities are going to keep us on our path to achieving our goals and objectives.

The community has confirmed that matters, such as housing, local roads, economic development and town beautification are priority focus areas, and our plan reflects this. Through the four key pillars of Grow Mingenew (economic), Love Mingenew (community), Protect Mingenew (environment) and Lead Mingenew (civic leadership), we have captured strategies and actions that foster growth, resilience and a deep commitment to the well-being of our community.

Whilst this document is recognised as our Strategic Community Plan, it also sets out our 4 year action plan, forming the Corporate Business Plan 2023-2027. We have combined the two documents in an effort to simplify these two key components of the integrated planning and reporting framework and to demonstrate how they are directly aligned.

The Shire is committed to using this document to guide future decision making, evaluating and tracking performance and strengthening community engagement to ensure Mingenew is the place we envision it to be.



SHIRE VISION

Mingenew is a safe, inclusive and connected community with a thriving local economy that provides opportunity for all to succeed.

OUR PURPOSE

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

WHAT WE VALUE

Mingenew is forward thinking, is innovative and leads change for our community, people and industry. We are passionate about our Shire and strive to create opportunities for people to belong and share this special place. We focus on building and strengthening our relationships with each other and our region as our connections enable us to build and care for our community. We support each other to “have a go” and to use our initiative and drive to create new opportunities for our community and other people. We welcome all people of all generations to Mingenev and share our community so that people can belong and feel included and valued.

INTRODUCTION

The Strategic Integrated Plan has been developed using previous plans, data, and surveys as its foundation. It has been ‘checked’ and priorities reconfirmed by the community and Council to ensure continuity and demonstrated progress towards our vision and purpose.

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.

Achievements Since the Last Strategic Plan

LEADING MINGENEW

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

- ✓ Coalseam Bridge upgrade
- ✓ Phillip Street Parking
- ✓ Town Street Sealing
- ✓ CBH Road Alignment (ongoing advocacy and consultation)
- ✓ Mingenew Railway Station Upgrade
- ✓ Audited and completed reseal of Town Carparks
- ✓ Conducted Community Satisfaction Survey
- ✓ Commenced engagement on Mingenew Town Hall options
- ✓ Realignment of Yandanooka NE Road / Mingenew Morawa Road intersection
- ✓ Upgrade of Mingenew Airstrip
- ✓ Transition from Landfill to Transfer Station

LOVE LIVING IN MINGENEW

Goal: Develop health care and recreation services for all the community to ensure the well-being and health of all age groups within the community.

- ✓ Installation of telehealth services in Mingenew (advocacy)
- ✓ Ongoing engagement with WACHS, Silver Chain, Mid West Aero Medical and other health providers to support the delivery of quality medical services (financial support and advocacy)
- ✓ Advocacy and facilitation of improved local childcare services (secured funding for new/upgraded Day care facility) in liaison with REED
- ✓ Support of Mingenew CRC to deliver tourism services, support for aged and youth and aged activities (financial assistance)
- ✓ Community Assistance Scheme (1.5% of rates revenue available annually)
- ✓ Upgrade to Cecil Newton Park and installation of playground /Skate Park

GROWING MINGENEW

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

- ✓ Advocacy for improvement of housing stock and land availability
- ✓ Support for development of Space industry opportunities
- ✓ Support for local tourism initiatives to promote visiting, living and investing in Mingenew
- ✓ Improvements to Mingenew Spring (ongoing)
- ✓ Upgrade to Mingenew Tennis Clubhouse (continuing)

WE'LL 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

- ✓ Deepen tourism promotion and development of the "We'll see You in Mingenew" campaign
- ✓ Developed Astrotourism infrastructure and broadened tourism market
- ✓ Support for Wildflower Country to promote regional tourism market
- ✓ Development of Local Heritage Survey

MAKING BUSINESS EASY IN MINGENEW

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

- ✓ Installed public wi-fi
- ✓ Established co-working space

Shire of Mingenew Profile

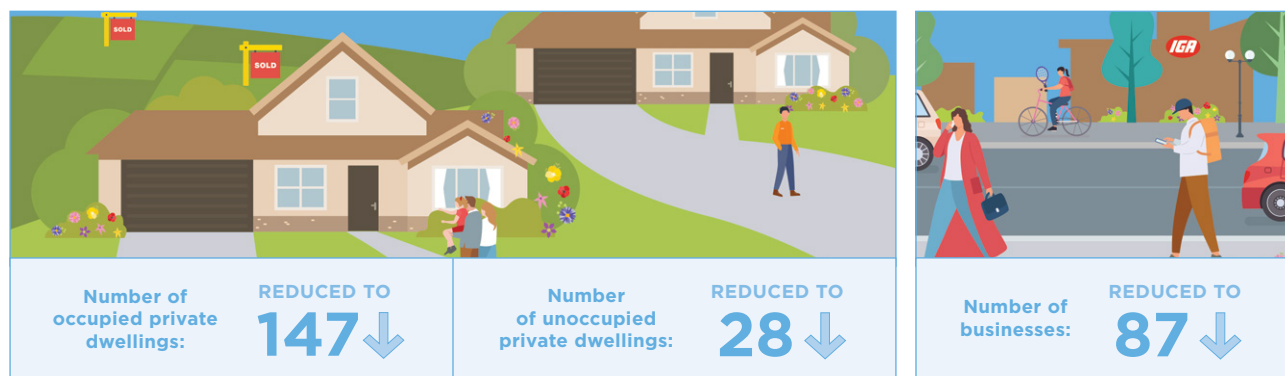
LOCATION AND EARLY HISTORY

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.

ECONOMY

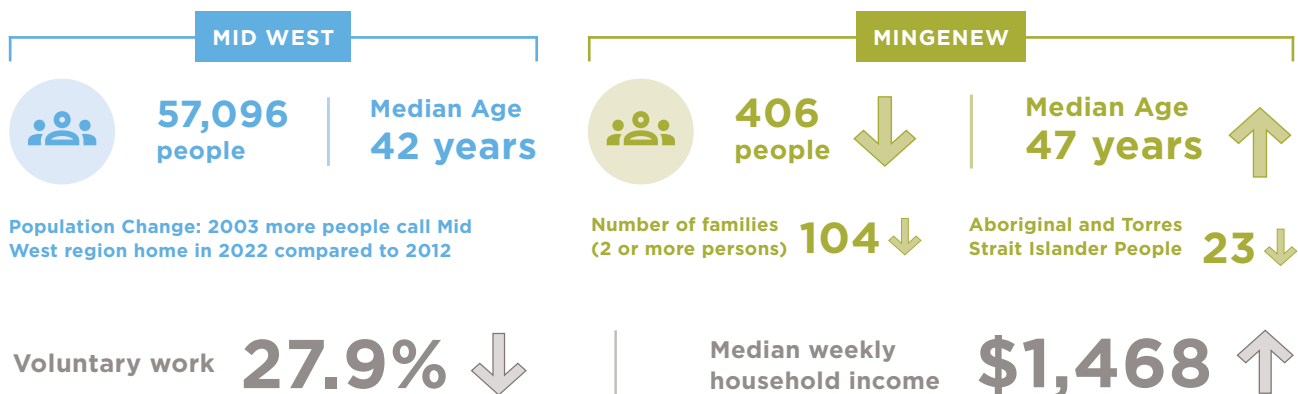


OVER A 10YR PERIOD



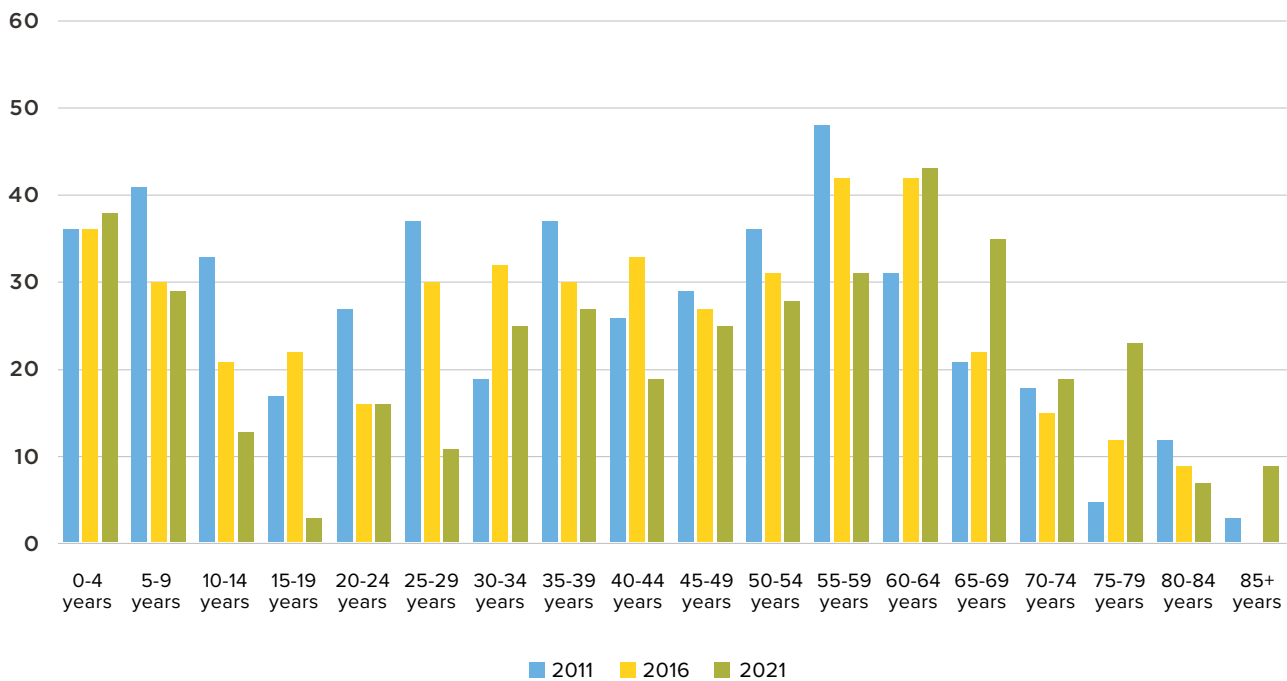
Mingenew has essentially three basic ingredients. Economically, we are an agricultural powerhouse and the southern hemisphere's largest grain facilitator. Aesthetically we are surrounded by breathtaking breakaway country, with fantastic flat-top ridges and, during WA's wildflower season, we are arguably 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.

POPULATION



Shire of Mingenew Profile *continued*

AGE GROUP 2011 - 2021 (CENSUS)



How We Developed This Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit Mingenew. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on:

- The blueprint for the region.
- Community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.

ACTIVITY	PARTICIPANTS
Council and Senior Staff Introduction Session	9
Council Concept Forum	12
Community Workshop	20
Constituent and stakeholder phone calls and submissions	27
Clubs Survey	12
Future of the Town Hall Survey	82
Community Scorecard	93

PROGRESS REPORTING

The Shire of Mingenew has adopted a traffic light based quarterly update to report progress against the priorities as detailed in this plan, which will be shared via a Council Item and on the Shire website. In addition, results are formally communicated to the community annually via the legislated Annual Report

IPR REVIEW CYCLE

The Integrated Planning Framework should consist of linked documents which evolve to reflect changes in organisation and community. The Strategic Integrated Plan 2023 – 2032 initiates a fresh review of integrated plans.

Strategic Integrated Plan	2025 (minor)	2027 (major)
Long Term Financial Plan	2023 (major)	
Asset Management Plan	2024 (major)	
Workforce Plan	2024 (major)	

Local Priorities

MARKYT Community Priorities

COMMUNITY PRIORITIES (% OF RESPONDENTS)



- 1 Council's leadership
- 2 Advocacy and lobbying
- 3 Consultation
- 4 Communication
- 5 Customer service



- 6 Youth services and facilities
- 7 Family / children services
- 8 Seniors' services / facilities
- 9 Disability access and inclusion
- 10 Aboriginal cultures and heritage
- 11 Volunteer recognition
- 12 Community safety
- 13 Lighting
- 14 Animal management
- 15 Health and community services
- 16 Sport and recreation facilities



- 17 Economic development and jobs
- 18 Town centre
- 19 History and heritage
- 20 Tourism attractions and marketing
- 21 Festivals, events, art and culture
- 22 Education and training
- 23 Library services
- 24 Telecommunications and internet
- 25 Growth and development
- 26 Housing
- 27 Community buildings
- 28 Playgrounds, parks and reserves
- 29 Streetscapes, trees and verges
- 30 Footpaths, trails and cycleways
- 31 Local roads



- 32 Sustainable practices
- 33 Conservation and environment
- 34 Waste management services
- 35 Natural disaster management

Strategic Priorities

In 2023, community members were asked to review the strategies from the previous two strategic plans (2012 and 2019), Town Hall survey in 2022 and 2022 Community Scorecard to determine whether the strategies/projects were still priorities for the next 10yrs. The following strategies/projects were highlighted as the most important and have been continued into this Strategic Integrated Plan:



GROW MINGENEW (ECONOMIC)

- Local road construction and maintenance
- Footpath construction, expansion and maintenance
- Tourism and worker accommodation
- Shire accommodation expansion
- Advocate for improved telecommunications
- Economic development and jobs
- Town centre beautification



LOVE MINGENEW (COMMUNITY)

- Recreation Centre development
- Public space development e.g. gardens, main street
- Support childcare facilities
- Develop full day care
- Sport and recreation facility development
- Facilitate access to local health and medical services
- Support for local clubs and volunteers
- Local events
- Community wellbeing and health for all age groups



PROTECT MINGENEW (ENVIRONMENT)

- Waste management
- Mingenew Spring development
- Mingenew Hill access improvements







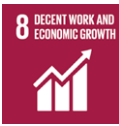










LEAD MINGENEW (CIVIC LEADERSHIP)

- Strong and transparent leadership
- High standard of customer service
- Attractive workplace
- Meet our compliance requirements
- Financial sustainability

Our Plan on a Page

There are four strategic pillars to our Strategic Integrated Plan – grow, love, protect, and lead. For each pillar there is an aspiration and desired outcomes.

Within each pillar there are details of what we will focus on (strategic priorities), aside from our ‘business as usual’ approach and desire for continuous improvement. We will report against the strategic priorities.

				
STRATEGIC PILLAR	GROW	LOVE	PROTECT	LEAD
ASPIRATION	<i>Develop key enabling and underpinning investments to grow the resident population</i>	<i>A place where people are welcomed, can live a healthy life, and where people can reach their potential</i>	<i>Healthy natural environment with sustainable use of resources</i>	<i>Responsible, accountable and transparent leadership to deliver our priorities</i>
10 YEAR OUTCOMES	<ul style="list-style-type: none"> 1. Safe, efficient, and connected transport network 2. Growth of the local economy and resident population 3. Reliable and high speed mobile and internet access across the Shire 4. Visitors have a positive experience and extend their length of stay 5. Locals can participate in the workforce 	<ul style="list-style-type: none"> 1. Strong sense of community and culture 2. Increased resident and visitor participation in our events 3. A healthy and active community with access to local health and recreation services and facilities 	<ul style="list-style-type: none"> 1. Valued and protected natural environment 2. Reduced impact of natural events and pests on businesses and the community 3. Sustainable Council practices 	<ul style="list-style-type: none"> 1. Community feel they are heard and can understand Council decision making 2. Continued high standard of governance 3. Our strategic priorities are achieved through cooperation and collaboration 4. Skilled and capable Council and resident workforce
UNITED NATIONS SUSTAINABLE DEVELOPMENT	Place Prosperity   	People Place  	Planet    	Performance  

Our Plan on a Page *continued*

The United Nations Sustainable Development Goals provide a global roadmap to increase prosperity, end social injustices and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Mingenew will incorporate the goals into its Strategic Integrated Plan.



CURRENT INFORMING STRATEGIES:

- ✓ Annual Budget
- ✓ Long Term Financial Plan
- ✓ Asset Management Plan
- ✓ Workforce Plan
- ✓ Local Planning Scheme and Strategy
- ✓ Local Roads Improvement Plan
- ✓ Shared Pathways Plan
- ✓ Disability Access and Inclusion Plan
- ✓ Information & Communications Plan

KEY ASSUMPTIONS

The Strategic Integrated Plan has been developed based on the following assumptions:

- Availability of external funding opportunities and success of grant applications
- Stabilisation of the population
- Ongoing community engagement, support and collaboration
- Financials
- Continued engagement with major industry in our Shire and region
- Planning
- Rate increases of 10% for the first three years and 5% thereafter
- Increase in reserve funds
- Full staff complement



Grow Mingenew

<div>GROW MINGENEW</div> <div>Aspiration: Develop key enabling and underpinning investments to foster population growth</div>			
10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
1. Safe, efficient, and connected transport network	1.1 Advocate for external funding to support construction and maintenance of key road assets and pathways	ADVOCACY	a. Advocate for a regional freight movement strategy and associated resourcing plan
	1.2 Develop, deliver and review the Shire's Local Roads Improvement Plan and Shared Pathways Plan	SERVICE DELIVERY	a. Develop and implement a Roads Improvement Plan b. Seek funding to implement the Shire's 10 Year shared Pathways Plan
	1.3 Advocate for improved access and road alignment for heavy vehicle routes and the Mingenew CBH site	ADVOCACY	a. Receive the Mingenew Bypass study and determine next course of action b. Continue to liaise with CBH and Main Roads on expansion plans to represent local traffic and grower needs
	1.4 Engage with industry stakeholders to ensure accountability for quality road standards	ADVOCACY	a. Negotiate road user agreements with relevant industry stakeholders, as required

Grow Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
2. Attract investment and grow resident population	2.1 Work collaboratively to grow resource, agricultural and service industries in Mingenew	ADVOCACY LIAISON	<ul style="list-style-type: none"> a. Proactively promote local investment and seek out opportunities to leverage support for local employment b. Continue to partner and engage with the Mingenew Irwin Group and local grower groups c. Maintain relations with space industry stakeholders to support the Mingenew Space Precinct
	2.2 Develop a suitable asset renewal and maintenance program for Council's housing stock	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Develop shire housing renewal and replacement program b. Develop a Building Maintenance Plan for Council-owned housing
	2.3 Advocate for and promote opportunities to external stakeholders, including the resource sector, to provide local diverse accommodation options	ADVOCACY	<ul style="list-style-type: none"> a. Partner with government agencies and stakeholders to address housing shortages and explore solutions b. Development of a regional housing strategy for increasing key worker housing accommodation c. Identify external funding sources and apply to support the expansion of quality housing stock d. Advocate to Government agencies for local housing to be included in operational approvals for resource sector projects.
	2.4 Ensuring adequate supply of industrial and residential lots	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Complete land swap transactions for rural land development around Mingenew Hill b. Investigate strategies for releasing and/or optimizing use of industrial land as required c. Participate in "More Than Mining" Initiative

Grow Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
3. Supporting infrastructure initiatives that makes business easy and support them to thrive	3.1 Actively encourage pride in local businesses to represent town	SERVICE DELIVERY	a. Create a welcoming Civic Precinct b. CAS support for improvements and promotion of local business
	3.2 Advocate for reliable, high-speed mobile and internet access across the Shire	ADVOCACY	a. Advocate to ensure telecommunication services are consistently reliable b. Identity and advocate for funding to improve mobile blackspots
	3.3 Advocate for and promote local spending and business partnerships	ADVOCACY	a. Continue to participate in the local Business Alliance b. Ensure shared facilities are accessible and affordable for mobile business c. Continue to practice procurement activities that support local business
	3.4 Deliver effective online services and information	SERVICE DELIVERY	a. Ensure the Shire's website is relevant and current
4. Visitors have a positive experience and extend their length of stay	4.1 CRC is supported to deliver tourism and information services	SERVICE DELIVERY COLLABORATION	a. Agreement to deliver tourism and information services b. Review local visitor servicing model in conjunction with CRC to continue cultivating and sharing local knowledge and delivery of tourism and information services
	4.2 Maintain a cost effective online presence to promote our tourism products, including social media	ADVOCACY	a. Maintain, broaden and deliver relevant promotional campaigns such as 'See you in Mingenew' and 'Make Mingenew the Centre of your Universe'.

Grow Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
4. Visitors have a positive experience and extend their length of stay	4.3 Delivery of well-maintained and accessible attractions and amenities	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Deliver a water play space at Cecil Newton Park b. Design and consult on development of the Mingenew Spring Botanical Garden c. Support diverse accommodation options in Mingenew d. Improve accessibility of Mingenew Hill
	4.4 Leverage and engage through regional partnerships to promote the diversity of tourism products, events, assets and programs	ADVOCACY PARTNERING	<ul style="list-style-type: none"> a. Advocate for the continuation of Wildflower Country b. Identify and cultivate partnership opportunities with Tourism WA, Australia's Coral Coast, Astrotourism WA etc.
5. Local talent returns and is retained to support the local workforce	5.1 Deliver a fit for purpose Mingenew Early Education & Childcare Centre to support current demand and future needs	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Build a value for money and fit for purpose Centre for early education and childcare b. Facilitate the best service delivery model for a new Childcare Facility
	5.2 Offer career opportunities – “Grow Your own” targeted at the local market	ADVOCACY SERVICE DELIVERY	<ul style="list-style-type: none"> a. Appoint a Cadet Engineer b. Appoint Horticultural Trainee/Apprentice c. Promote the Shire to secondary and tertiary institutions as potential career path d. Encourage resource companies to support local employment, development and training opportunities for youth

WFP Links / WFP 1.3 Continue to provide / facilitate affordable and quality employee accommodation options / WFP 3.2 Future-proof workforce resourcing needs through adequate succession planning

Love Mingenew

LOVE MINGENEW	<i>Aspiration: A place where people are welcomed, can live a healthy life, and where people can reach their potential</i>		
10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
6. Strong sense of community and culture	6.1 Community facilities continue to be fit for purpose, multi-use and meet sustainable community needs	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Develop and facilitate implementation of a Sport and Recreation Master Plan, with a focus on rationalizing assets b. Facilitate minor upgrades to the CRC
	6.2 Support social inclusion through co-investment with local community groups and sporting clubs	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Ensure the CAS is adaptive to deliver positive community-based outcomes b. Establish and maintain sponsorship agreements for community and sporting groups c. Manage community cropping to support financially sustainable initiatives d. Activate and promote arts, crafts and cultural activity at the Mingenew Railway Station
	6.3 Decide the future of the Town Hall	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Investigate options for the Town Hall b. Attract new cultural and recreational activities to support community use of the Hall
	6.4 Protect, preserve and celebrate local heritage assets, culture and traditional owners	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Support the service and operation of the Museum and Historical Society b. Continue to support and work with our traditional owners c. Upgrade the Mingenew Cenetaph and precinct

Love Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
7. Mingenew is valued as a livable community that supports diversity	7.1 Utilise, activate and showcase community spaces to deliver successful local and regional events and programs	SERVICE DELIVERY PARTNERING	<ul style="list-style-type: none"> a. Acknowledge funders and contributors of community projects and outcomes b. Continue to partner with and support Mingenew Expo to increase participation and attendance c. Continue to partner with and support the Turf Club for the Mingenew Races d. Install a Digital Community Sign e. Develop a Community Garden
	7.2 Support and include disabled and vulnerable community members	SERVICE DELIVERY CONSULTATION	<ul style="list-style-type: none"> a. Review and implement the Shire's Disability Access and Inclusion Plan b. Continue to support the CRC in delivery of seniors activities c. Activate a space for a community gym
8. A healthy and active community with access to local health services and facilities	8.1 Support and advocate to retain local GP services in Mingenew	ADVOCACY	<ul style="list-style-type: none"> a. Develop and continue to support service delivery agreements with service providers to ensure regular (at least fortnightly) doctor services are offered in Mingenew b. Provide quality facilities to encourage visiting health service providers
	8.2 Facilitate local access to primary and allied health services and support for in-home care and recovery	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Support and promote local St John Ambulance services b. Advocate for in-home care and ageing in place services c. Continue advocacy for sustained and enhanced health services provided through WACHS d. Support seniors activities and aged health services from the Autumn Centre e. Continue to promote and maintain the Autumn Centre for aged and health services

Love Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
8. A healthy and active community with access to local health services and facilities	8.3 Provide and maintain affordable housing for aged and disabled residents to meet demand	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Maintain and upgrade existing APUs / Independent living units b. Increase residential housing for aged and disabled residents
	8.4 Identify and monitor key community safety and health needs	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Develop a Public Health Plan b. Continue to support the WA Police in running youth engagement programs
9. Increased participation in sport and recreational activities	9.1 Facilitate options and funding to reduce volunteer fatigue, local club sustainability and administration efficiencies	FACILITATE SERVICE DELIVERY	<ul style="list-style-type: none"> a. Facilitate discussions on improving club efficiencies and governance b. Provide resources and support training and development opportunities to build local governance skills

Protect Mingenew

PROTECT MINGENEW	<i>Aspiration: Healthy natural environment with sustainable use of resources</i>		
10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
10. Valued and protected natural environment	10.1 Community jointly engages in the management of invasive species and environmental initiatives	ADVOCACY	<ul style="list-style-type: none"> a. Completion of rural roadside vegetation management plan b. Develop weed management plan for Littlewell and Mingenew Hill c. Implement a mosquito management plan d. Develop a management plan for Mingenew Spring
	10.2 Fully compliant Mingenew Waste facility (Transfer Station)	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Audit of Mingenew Transfer Station is regular and compliant b. Review DrumMuster arrangements
	10.3 Mining and energy companies are locally regulated to encourage responsible practices	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Local Planning Scheme to be updated to require Environmental Impact Statements and Social Management Plans be submitted with development applications. b. The Shire promotes and sets the expectation that Towards Sustainable Mining (TSM) benchmarks and principles are implemented by resource companies operating locally

Protect Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
11. The community is resilient and prepared for emergencies and natural disasters	11.1 Collaboratively plan, run scenarios and respond to emergency situations	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Ensure LEMC functions effectively b. Adopt and Implement a Bushfire Risk Management Plan c. Establish appropriate minimum standards for bushfire volunteers d. Advocate for DFES to increase resources to support local government in management of emergency volunteers e. Advocate for increased funding for emergency preparedness and recovery
	11.3 Facilitate initiatives, infrastructure and networks for natural disaster preparedness and resilience	ADVOCACY	<ul style="list-style-type: none"> a. Implement Council-led actions from Local Community Recovery Plan b. Upgrade the Town Fire Shed c. Advocate for adequate resourcing to support local volunteer emergency services e.g. fire brigades and St John Ambulance
	11.4 Standalone resources at Rec Centre for community evacuation hub	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Develop the Recreation Centre as a suitable and compliant Evacuation Centre b. Seek funding support for solar and backup power at Rec Centre
12. Sustainable Council practices	12.1 Commit to developing locally appropriate mitigation and adaption strategies to manage climate change	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Measure local climate impacts and develop a Climate Change Action plan b. Advocate for effective and adequately funded Commonwealth and State Government climate change policies and programs c. Investigate and implement feasible renewable, energy efficient utilities and services for facility renewals / builds d. Investigate water efficiency initiatives for sporting grounds, recreational facilities, staff housing and public open spaces

Lead Mingenew

<div> LEAD MINGENEW <i>Aspiration: Responsible, accountable and transparent leadership to deliver our priorities</i> </div>			
10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
13. Community feel they are heard and can understand Council decision making	13.1 Demonstrated delivery of priority projects and SCP outcomes	SERVICE DELIVERY	a. Report quarterly on achievement of priority projects
	13.2 Community expectations are measured and reported	SERVICE DELIVERY	a. Conduct community satisfaction survey every two years and report on outcomes b. Report outcomes of community engagement activities and outcomes, as required
	13.3 Develop effective communication, engagement and marketing strategies	SERVICE DELIVERY	a. Implement the staged Marketing and Communications Strategy based on priority and available resources
14. Operating with a high standard of good governance and transparency	14.1 Seek innovative ways to continually improve organisational efficiency and effectiveness	SERVICE DELIVERY	a. Transition to a new business management IT system b. Continually review the Shire's ICT services
	14.2 Prepare and respond in a timely manner to Local Government Act reforms	SERVICE DELIVERY	a. Monitor and comply with Local Government Act reform requirements b. Advocate for reform changes to consider resourcing capabilities of small, rural local governments

Lead Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
14. Continued high standard of good governance and transparency	14.3 Influence positive local and regional outcomes through WALGA and government agencies	ADVOCACY	a. actively participate and represent matters through NCZ
	14.4 Identify risks and implement adequate management controls	SERVICE DELIVERY	a. Continue to participate in the LGIS Regional Risk Coordinator Program
15. Financial practices are responsive to compliance requirements and revenue needs	15.1 Build our operational reserves to support long term goals and/or enable adaptation to changing needs	SERVICE DELIVERY	a. Establish through the LTFP a position on reserve management
	15.2 Balance value for money principles and compliance in procurement practices	SERVICE DELIVERY	a. Undertake a review of the Shire's Local Supplier Policy and Panel
	15.3 Develop an updated LTFP that considers asset management capabilities	SERVICE DELIVERY	a. Review and update Asset Management plans b. Develop and update LTFP
16. Resources are sourced efficiently through cooperation and collaboration	16.1 Investigate resource sharing and partnership opportunities where feasible	SERVICE DELIVERY	a. Continue to support shared Planning Services b. Continue to support shared Building Services c. Continue to participate in regional discussions and resource sharing opportunities
	16.2 Participate in regional collaborations to advocate for local needs	ADVOCACY	a. Continue to participate in the Midwest Library Consortium b. Participate in regional discussions and connect with organisations that can deliver value to our community and Shire

Lead Mingenew *continued*

10YR OUTCOMES	STRATEGIC PRIORITIES 2023-2033	COUNCIL ROLE	4YR PRIORITY ACTIONS 2023-2027
17. Competent, invested and capable Council and organisation	17.1 Identify and promote incentives and alleviate barriers to create an environment for civic pride and participation on Council	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Review and promote benefit packaging for Elected Members b. Identify and establish opportunities to engage youth to be involved in local decision making c. Advocate for increased incentives to support a diverse Council d. Upgrade the Civic Precinct
	17.2 Continue to attract and retain high calibre staff to live and work in our community	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Adopt an Attraction and Retention policy b. Continue to offer quality and affordable residential options for Shire employees c. Actively promote the Shire as an Employee of Choice
	17.3. Maintain a safe work environment and proactive safety culture	SERVICE DELIVERY	<ul style="list-style-type: none"> a. Implement a comprehensive safety management system b. Establish a suitable safety program for volunteers

WFP 1.1 Effectively promote the Mingenew Shire as a desirable place to live and work

WFP 2.2 Continue to provide a safe work environment and promote employee wellbeing

WFP 3.1 Identify and address skills and capacity gaps for meeting unplanned or altered workforce needs

WFP 4.4 Use technology as an essential tool to enhance efficiency

Resourcing the Plan

The plan relies on rates increases of 10% per annum for the next three years (2023/24-2025/26 inclusive) and 5% thereafter.

KPI'S / TARGETS	2023/2024	2024/2025	2025/2026	2026/2027
Net current assets at start of financial year	350,000	0	0	0
Total cash and cash equivalents	1,509,994	1,224,499	1,351,465	1,456,416
Revenue from operating activities (excluding grants, subsidies and contributions)				
Governance	7,200	6,000	6,000	6,000
General purpose funding	3,318,362	3,662,970	3,954,991	4,121,920
Law. Order, public safety	33,767	26,684	27,213	27,648
Health	1,000	970	970	970
Education and welfare	2,050	2,100	2,151	2,193
Housing	119,364	125,864	125,864	125,864
Community amenities	90,957	90,957	90,957	90,957
Recreation and culture	37,695	33,527	33,604	33,667
Transport	133,450	170,399	160,527	125,493
Economic services	34,804	61,970	24,770	24,770
Other property and services	29,100	53,890	29,358	29,465

Resourcing the Plan *continued*

KPI'S / TARGETS	2023/2024	2024/2025	2025/2026	2026/2027
Expenditure from operating activities				
Governance	(441,039)	(410,499)	(441,653)	(426,481)
General purpose funding	(143,632)	(156,768)	(153,135)	(152,883)
Law. Order, public safety	(176,940)	(170,058)	(174,421)	(174,892)
Health	(119,239)	(106,704)	(110,670)	(111,320)
Education and welfare	(136,758)	(136,131)	(140,457)	(140,925)
Housing	(265,882)	(220,358)	(221,306)	(218,830)
Community amenities	(402,114)	(406,948)	(419,700)	(424,144)
Recreation and culture	(1,269,991)	(1,184,229)	(1,310,571)	(1,322,831)
Transport	(2,116,097)	(2,108,594)	(2,134,079)	(2,152,837)
Economic services	(422,262)	(426,049)	(437,793)	(440,352)
Other property and services	(47,901)	(99,276)	(77,835)	(77,592)
Operating activities excluded from budget				
Profit on disposal of assets	(21,750)	(111,577)	(37,200)	0
Loss on disposal of assets	0	0	0	8,298
Movement in liabilities	0	0	0	0
Movement in other provisions	0	0	0	0
Depreciation and amoritisation of assets	2,471,973	2,494,211	2,503,411	2,488,070

Resourcing the Plan *continued*

The plan relies on rates increases of 10% per annum for the next three years (2023/24-2025/26 inclusive) and 5% thereafter.

KPI'S / TARGETS	2023/2024	2024/2025	2025/2026	2026/2027
Investing Activities				
Capital grants, subsidies and contributions	4,455,100	607,768	550,000	450,000
Proceeds from disposal of assets	153,900	219,700	40,000	50,000
Payments for property, plant and equipment	(3,312,000)	(327,625)	(246,361)	(381,791)
Payments for construction of infrastructure	(2,608,003)	(1,608,901)	(1,560,285)	(1,503,424)
Financing Activities				
Proceeds from new borrowings	400,000	0	0	0
Transfers to reserves	(64,524)	(23,573)	(24,280)	(25,008)
Repayment of borrowings	(87,403)	(56,220)	(56,670)	(28,505)
Payments for principal portion of lease liabilities	(3,187)	(3,500)	(3,500)	(3,500)
Surplus / (deficiency)	350,000	0	0	0
Amount attributable to operating activities	716,117	1,192,351	1,300,996	1,442,228
Amount attributable to investing activities	(1,311,003)	(1,109,058)	(1,216,646)	(1,385,215)
Amount attributable to financing activities	244,886	(83,293)	(84,350)	(57,013)

Resourcing the Plan *continued*

WORKFORCE PLAN

	2023/24	2024/25	2025/26	2026/27
Number of FTEs	15.4	16	16	16
Number of Councilors	7	7	7	7
Employee Costs	\$1,454,868	\$1,646,983	\$1,696,392	\$1,747,283



Resourcing the Plan *continued*

ONE OFF CAPITAL EXPENDITURE - FOUR YEAR PRIORITIES

PROJECT / ACTIVITY	STRATEGY LINK	TOTAL VALUE	KEY INFORMING ACTION	SHIRE FUNDING	EXTERNAL FUNDING	YEAR
Grow Mingenew						
Land purchase	2.2	52,000	Housing Strategy	52,000		
Rural residential land development	2.3	500,000	Planning Scheme	500,000		2025/26
New housing	2.2, 17.3	800,000	Housing Strategy	300,000	500,000	2026/27
Industrial land	2.4	40,000	Design	40,000		2024/25
Borewater infrastructure for town	12.1	100,000	Nil	100,000		2024/25
Street Beautification	3.1	50,000	Design and consultation	50,000		23/24
Water Park – Cecil Newton Park	4.3	150,000	Design and consultation		150,000	23/24
Mingenew Spring Development - Design	4.3	100,000	Concept Design and consultation			23/24
Mingenew Hill Trail	4.3, 10.1	55,000	Trail Design		DLGSC	23/24
Mingenew Daycare Facility Upgrade	5.1	1,000,000	Business Case completed, design completed	150,000	Lotterywest (500,000)	
Community Garden	3.1	20,000	Design and consultation	10,000	10,000	23/24
Digital Information Sign	3.1	60,000	Nil		DRFAWA (30,000)	24/25

Resourcing the Plan *continued*

ONE OFF CAPITAL EXPENDITURE - FOUR YEAR PRIORITIES

PROJECT / ACTIVITY	STRATEGY LINK	TOTAL VALUE	KEY INFORMING ACTION	SHIRE FUNDING	EXTERNAL FUNDING	YEAR
Love Mingenew						
Recreation Centre Upgrade (and evacuation centre upgrade)	6.1, 11.4	455,000	Design, consultation and sport and recreation plan		455,000	23/24
Tennis club lighting upgrade	6.1	100,000	Design, consultation and Sport and Recreation Master Plan	66,667	33,333	
Town Hall	6.3	2,000,000	Business Case		2,000,000	2024/25
Protect Mingenew						
Waste site upgrade	10.2	100,000	Site Assessment	50,000	50,000	2024/25
Lead Mingenew						
IT Upgrade	14.1	100,000	IT Plan	100,000		
Shire Administration building upgrade	17.3	TBA	Design Plan	TBA	TBA	2026/27

Strategic Risks for the Shire of Mingenew

The following risks were identified by Council and mitigation of these risks are included in this Plan and our informing strategies:



GROW MINGENEW (ECONOMIC)

Capturing local benefits from energy and mining industry activities in the region
Telecommunication reliability and coverage
Proximity to regional centre, drift to the coast
Limited local education opportunities
Retaining resident childcare service
Empty business premises
Limited resources
Larger agribusinesses
Increasing cost of contractors and low availability



LOVE MINGENEW (COMMUNITY)

Employment opportunities and diversity
Quality public and private accommodation
Attraction of skilled workforce
Retention of resident population and workforce
Reduction in the number of volunteers
Population decline
Aging population



PROTECT MINGENEW (ENVIRONMENT)

Changing of the climate
Natural events
Reduction in volunteer numbers for emergency services



LEAD MINGENEW (CIVIC LEADERSHIP)

Managing community expectations
Local Government reform
Competing for funding
Councillor succession
Staff attraction and retention, drive in and drive out
Increasing compliance
Aging workforce
Rationalisation of assets vs. funding and service models
Limited financial reserves





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