



# Strategic Community Plan

2012/13 – 2022/23

Adopted by an absolute majority of Council on the 17<sup>th</sup> May 2013

Part of the Shire of Murchison's Resourcing Strategy



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



Development of this plan has been supported by the Department of Local Government and funding from the Royalties for Regions Country Local Government Fund, which is administered by the Department of Regional Development and Lands.

## Reliance and Disclaimer

### Scope

RSM Bird Cameron was engaged solely to prepare the Strategic Community Plan for the Shire of Murchison in accordance with Integrated Planning and Reporting Framework and Guidelines.

Our engagement was not an audit in accordance with Australian Auditing Standards or a review in accordance with Australian Auditing Standards applicable to review engagements. Had we undertaken such an audit, other matters might have come to our attention that would have been reported to you. Our report is solely for the Shire's information and is not to be used for any other purpose. We do not express any assurance on the balances stated in this report.

### Reliance

The professional advice and opinion in this report has been prepared for the exclusive use of the Shire of Murchison and for the purposes specified above. This report is supplied in good faith and reflects the knowledge, expertise and experience of the engagement consultant and is based on the information and representations provided by the Shire of Murchison. We accept no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the report, other than the Shire of Murchison.

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This is the first Strategic Community Plan for the Shire of Murchison, prepared in accordance with Integrated Planning and Reporting Framework requirements.

The Strategic Community Plan was prepared by Consultants RSM Bird Cameron in conjunction with Shire staff. This Plan has been prepared as per the standard DLG template. The following resources have been referenced in the development of this plan:

- Shire of Murchison Asset Management Plan 2013 – 2032;
- Shire of Murchison Long Term Financial Plan 2013 – 2023; and
- Shire of Murchison Workforce Plan 2013 – 2023.

This program reflects our intentions at the time of publication. As with any plan or budget, the actual results may vary from that forecast.

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## Message from the Shire President

Welcome to our 2013 Strategic Community Plan for the Shire of Murchison.

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 Murchison 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 survey and attend the public meeting.

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.

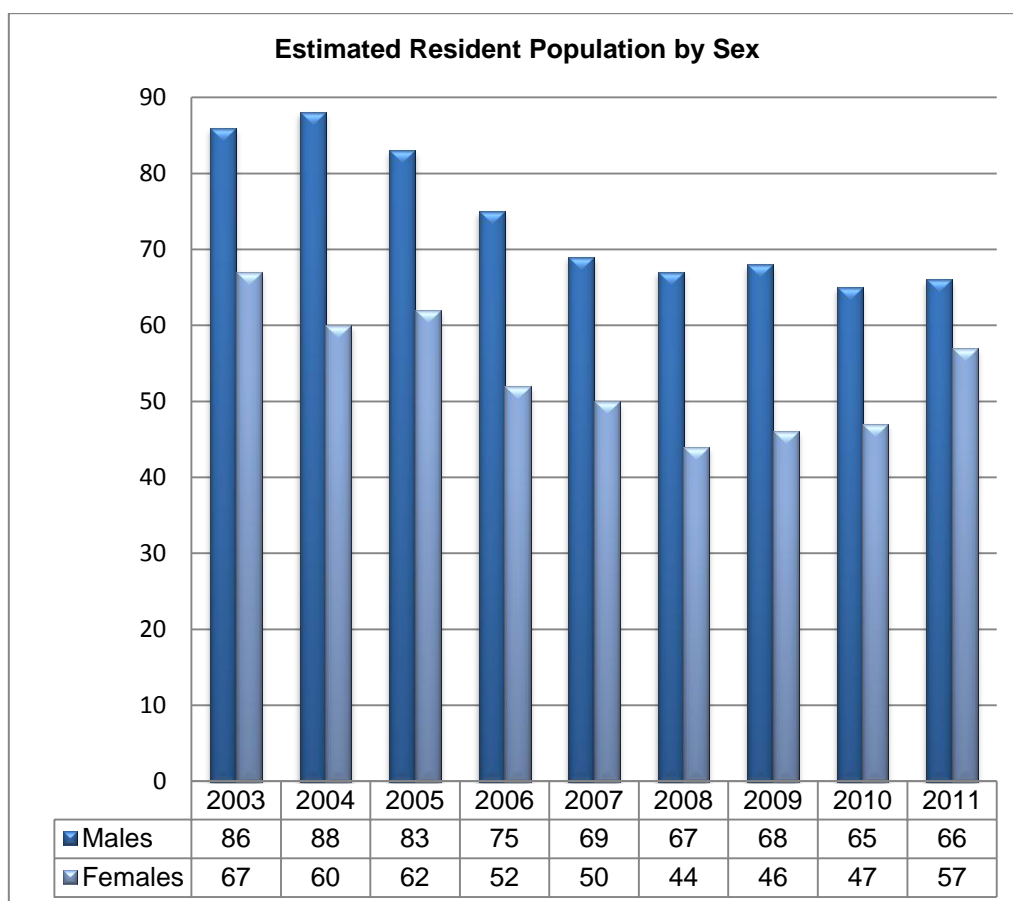
I welcome your contributions and thoughts, and look forward to continuing our focus to ensure Murchison continues to stand proud and grow strong.

Cr S A Broad  
Shire President.

## About our Shire

### The Murchison Community

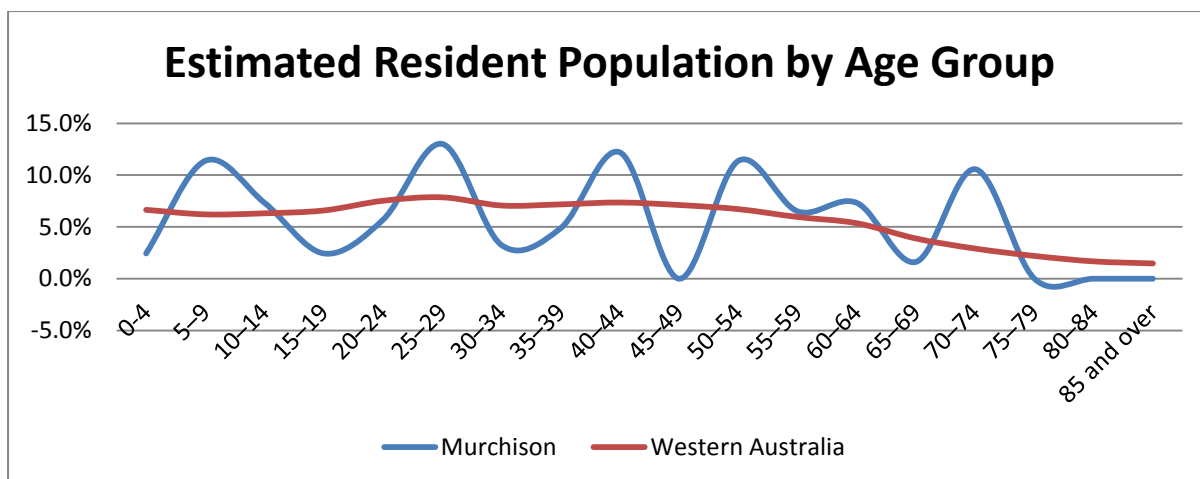
The Shire had an estimated resident population of 123 persons at the 2011 census. There are approximately 60 residents at Pia Wadjari, an indigenous community 76kms south east from the Murchison Settlement, 50 people on 26 pastoral stations and 17 residents at the Murchison Settlement.



When compared to the State population average, the region has a higher percentage of residents aged under 14, a higher percentage of young adults aged 25 to 29 and 50 to 65 year olds.

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





## The Natural Landscape

The Shire of Murchison covers an area of 49,500 square kilometres. The Murchison settlement is 650 kilometres north north-east of Perth, 200 kilometres north of Mullewa and 300 kilometres north-east of Geraldton.

The area is principally used for pastoral purposes, mainly sheep and cattle grazing.

The Shire is traversed by the Murchison River system including its two tributaries the Sanford and Roderick Rivers. These rivers only flow following significant rainfall events, however there are many permanent pools within the river system.

### Vegetation

The land is largely uncleared, however years of grazing have damaged some areas. The most common species of plants are varieties of acacia with eucalyptus trees inhabiting areas close to the various rivers and their channels.

### Wildlife

Kangaroos and emus are abundant in the Murchison. Other common wildlife includes wedge tail eagles, red-tail cockatoos and many reptile species.

Dingoes and feral animals such as goats, foxes, cats and rabbits have had a significant effect on the vegetation and fauna of the Region.

### Land Use

The predominant land use, by area in the region is pastoral stations which produce wool and meat (from sheep, cows, goats and kangaroos).

High technology radio astronomy facilities are being developed at Boolardy Station, stimulating development at the Murchison Settlement.

## The Built Landscape

The naming of the Murchison River took place in 1839 following exploration of the area by Lieutenant George Grey. He named the river the Murchison after Roderick Impey Murchison the President of the Geographic Society, London. The crest adopted by the Shire of Murchison is that of the Murchison family.

Pastoralists first settled the Murchison Shire in the 1860's with the production of wool being the major industry.

In 1864 the need for more grazing land for sheep brought settlement to the area. The combination of plentiful feed and good quality water saw many people take up the opportunity to graze their sheep or cattle in the area.

Local Aboriginal people were employed by the settlers as shepherds. Homesteads were built of readily available materials – stone and timber. Some of these buildings still exist today.

The Murchison Roads Board was formed in 1875. Then, as now, the Shire is one of the largest in the state with the fewest ratepayers. Apart from the provision of roads and later phone services the Shire remains an area with few services. The roads board became a Shire Council in 1961 and the area is now known as the Shire of Murchison.

These days the Shire is made up of 26 pastoral leases, which farm sheep, cattle and goats. The Shire of Murchison is known as the shire without a town as there is no designated town site in the shire, however a settlement was declared at the site of the Shire office in 1988 and the Murchison Settlement provides a hub for the community.

The Murchison Settlement is situated on the Carnarvon-Mullewa Road and consists of:

- The Shire Offices;
- Staff Housing;
- Roadhouse (with Fuel Sales);
- Caravan Park and Budget Accommodation;
- Museum;
- Polocrosse Fields;
- Cricket Pitch;
- Floodlit Tennis Courts;
- Children's Playground;
- Sports Club; and
- Stabling for Horses.

Events at the Murchison Settlement include the annual Polocrosse meet and Biannual Astrofest.

The 75 Km's of sealed roads and 1,887.7 Km's of unsealed roads within the district support the pastoral and tourism industry by providing vehicle access around the Shire and into adjoining areas of the Mid West and Gascoyne regions.

## How Our Community Had a Say

### Community Engagement

The Murchison 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:

- A community meeting held on the 13<sup>th</sup> February 2013 at the Murchison Sports Club, Murchison Settlement; and
- A community survey.

#### *Community Meeting*

31<sup>1</sup> people from the Murchison community gathered at the Murchison Sports Club, Murchison Settlement on the 13<sup>th</sup> February 2013 to discuss what they love about their community, what they would like to see change, key opportunities and key projects or investments they would like to see happen. This represents 25% of the estimated population<sup>2</sup> (123).

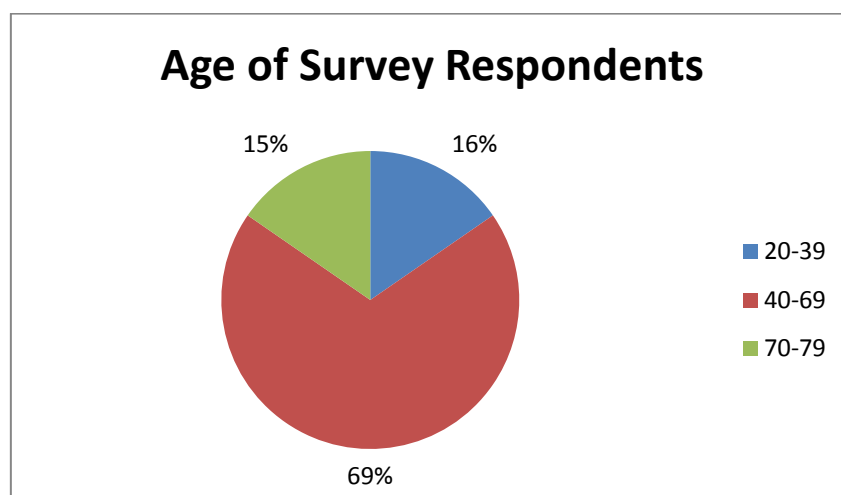
The following community meeting results outline the key priorities that were brainstormed on the day and were subsequently grouped together by the facilitator. The community also identified key opportunities for Murchison. These are listed as written by community members.

After the brainstorming session, the community broke into five small groups and explored their desired outcomes and performance measures for ideas important to them.

#### *Community Survey*

In addition, a community survey was distributed, for which 18 responses were received. The results from the survey have been combined with the priorities from the community meeting and considered in formulating this plan. Surveys were distributed to residents in December 2012 and were also available from the Shire's offices. The survey was promoted in the Shire newsletter and on notice boards.

We received a moderate response with 18 people participating. The responses were from a range of demographic cohorts, as represented in the graph below<sup>3</sup>.



<sup>1</sup> 31 people signed the attendance register for the day.

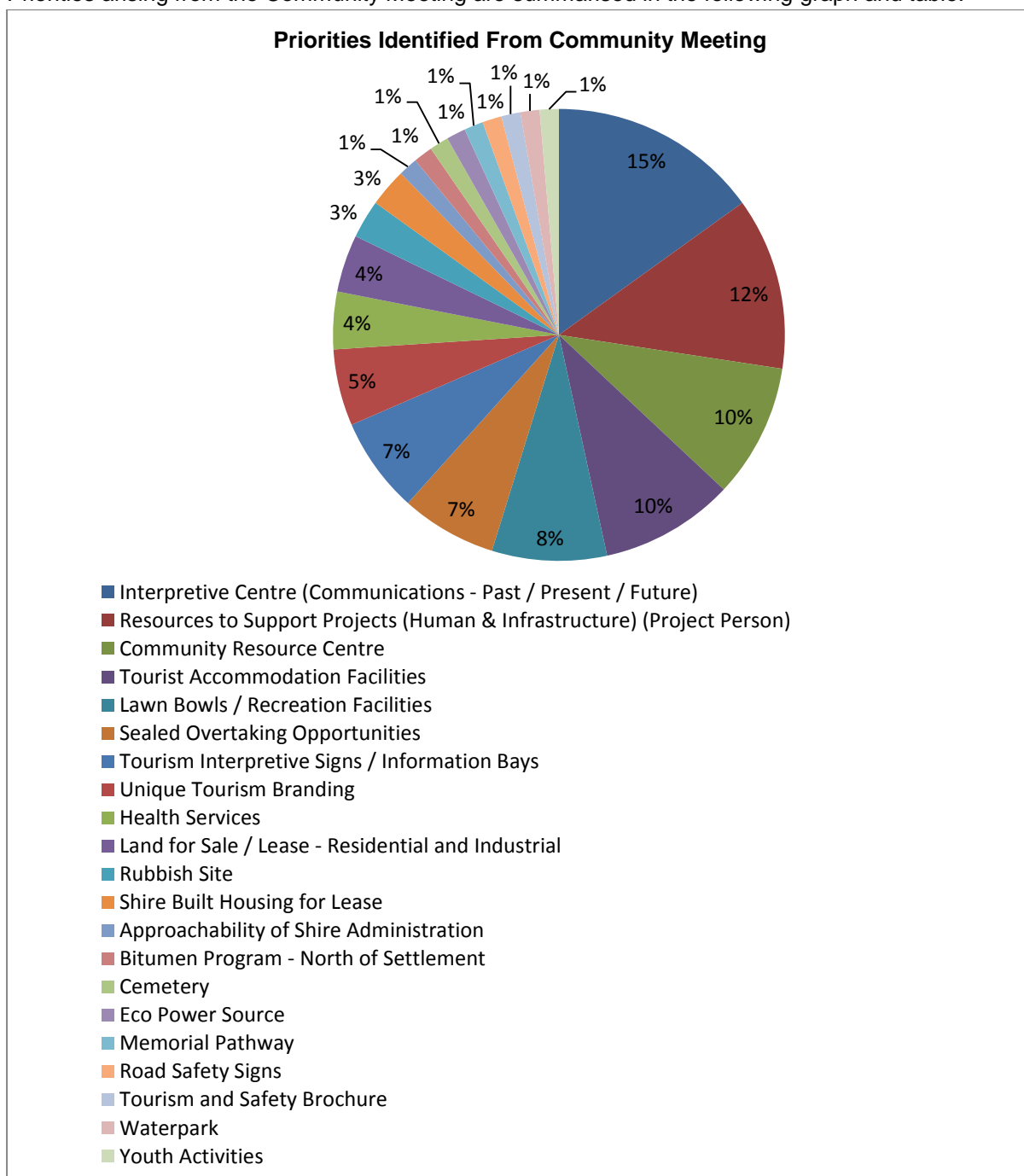
<sup>2</sup> ABS publication 3235.0 Population by Age and Sex, Regions of Australia 30 June 2011.

<sup>3</sup> Age of respondents based on 13 surveys. 5 online surveys completed which omitted demographics information.

## Community Feedback

### Community Meeting

Priorities arising from the Community Meeting are summarised in the following graph and table:



<b>Priorities Identified from Community Meeting</b>		
<b>Priority</b>	<b>Votes</b>	
	<b>#</b>	<b>%</b>
Interpretive Centre (Communications - Past / Present / Future)	11	15%
Resources to Support Projects (Human & Infrastructure) (Project Person)	9	12%
Community Resource Centre	7	10%
Tourist Accommodation Facilities	7	10%
Lawn Bowls / Recreation Facilities	6	8%
Sealed Overtaking Opportunities	5	7%
Tourism Interpretive Signs / Information Bays	5	7%
Unique Tourism Branding	4	5%
Health Services	3	4%
Land for Sale / Lease - Residential and Industrial	3	4%
Rubbish Site	2	3%
Shire Built Housing for Lease	2	3%
Approachability of Shire Administration	1	1%
Bitumen Program - North of Settlement	1	1%
Cemetery	1	1%
Eco Power Source	1	1%
Memorial Pathway	1	1%
Road Safety Signs	1	1%
Tourism and Safety Brochure	1	1%
Waterpark	1	1%
Youth Activities	1	1%
Annual Event Unique to Settlement	0	0%
Astro Fest	0	0%
Bitumen Program - Finish Sealing South of Settlement	0	0%
Engagement with Pia Wadjari	0	0%
Mobile Communications / Wireless	0	0%
More People - Business / Tourism	0	0%
Occupational Health and Safety Support for Events	0	0%
Rest Bays - Shade and Benches	0	0%
Rubbish Collections / Signs "Respect County - Don't Litter!"	0	0%
Social Media for Communications	0	0%
Support for Community Organisations	0	0%
<b>Total</b>	<b>73</b>	<b>100%</b>

### *Community Survey*

The survey has 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.

The following table shows the relative satisfaction with each service, according to the most common response from the community survey. Services classified as Extremely Important were ranked as Extremely Important by at least 50% of respondents.

Whilst not a definitive priority listing, the top left and central box contain the issues of most importance to the community.

<p><b>Extremely Important / Not Satisfied</b></p> <ul style="list-style-type: none"> <li>Health Services (50%)</li> </ul>	<p><b>Extremely Important / Moderately Satisfied</b></p> <ul style="list-style-type: none"> <li>Waste Dump Point (39%)</li> <li>Crime Prevention (39%)</li> <li>Tourist Centre (44%)</li> <li>Financial Management (44%)</li> <li>Police Licensing Services (44%)</li> <li>Employee Housing (50%)</li> <li>Public Toilets (50%)</li> <li>Drainage, Stormwater &amp; Flood Mgmt. (50%)</li> <li>Council's Customer Service (50%)</li> <li>Electricity Generation (50%)</li> <li>Freight (50%)</li> <li>Parks &amp; Sporting (50%)</li> <li>Support for Volunteers (56%)</li> <li>Community Engagement (56%)</li> <li>Festival &amp; Event Support (56%)</li> <li>Environmental Initiatives (61%)</li> <li>Tourism Management (61%)</li> <li>Community Hall &amp; Rec (61%)</li> <li>Libraries (61%)</li> <li>Town Planning (67%)</li> <li>Pest Control (67%)</li> <li>Economic Development (67%)</li> <li>Roads, Verges, Footpaths (67%)</li> <li>Long Term Planning (83%)</li> </ul>	<p><b>Extremely Important / Extremely Satisfied</b></p> <ul style="list-style-type: none"> <li>Water Supply for Settlement (44%)</li> <li>Emergency Services (56%)</li> <li>Road Works (56%)</li> <li>Roadhouse (61%)</li> <li>Playgrounds (61%)</li> <li>Caravan Park (67%)</li> <li>Landscaping (67%)</li> <li>Townscape Presentation (78%)</li> </ul>
<p><b>Important / Not Satisfied</b></p> <ul style="list-style-type: none"> <li>Childcare, Playgroup, Maternal and Infant Services (39%)</li> </ul>	<p><b>Important / Moderately Satisfied</b></p> <ul style="list-style-type: none"> <li>Building Control (39%)</li> <li>Youth Services (44%)</li> <li>Health Admin &amp; Insp (44%)</li> <li>Aged &amp; Disabled Servs (50%)</li> <li>Museum Management (50%)</li> <li>Ranger Services (61%)</li> <li>Regional Collaboration (67%)</li> <li>Street Lighting (67%)</li> <li>Indigenous Relations (78%)</li> </ul>	<p><b>Important / Extremely Satisfied</b></p> <ul style="list-style-type: none"> <li>General Garbage Collection (50%)</li> <li>Cemetery (56%)</li> </ul>

## 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 feedback received from 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:

- Strategies to achieve the objective;
- A selection of the community's comments;
- The Shire's actions to date;
- The Shire's planned future actions;
- Performance measures for each strategy; and
- An overview of the important partners that will help us achieve our objectives and outcomes.

## How we will use this Plan

This Plan shares our vision and aspirations for the future and outlines how we will, over the long term, work towards a brighter future for the Murchison community.

As we look into 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 Murchison intends to use the Strategic Community Plan in several ways, including:

- Guiding 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.

## **Shire of Murchison Vision Statement**

Working together to preserve the unique character of the Shire, supporting diverse and sustainable lifestyle and economic opportunities.

## **Key Themes and Objectives**

The issues identified during the Community Meeting and from the Community Survey, have been grouped under the following four community well-being priorities:

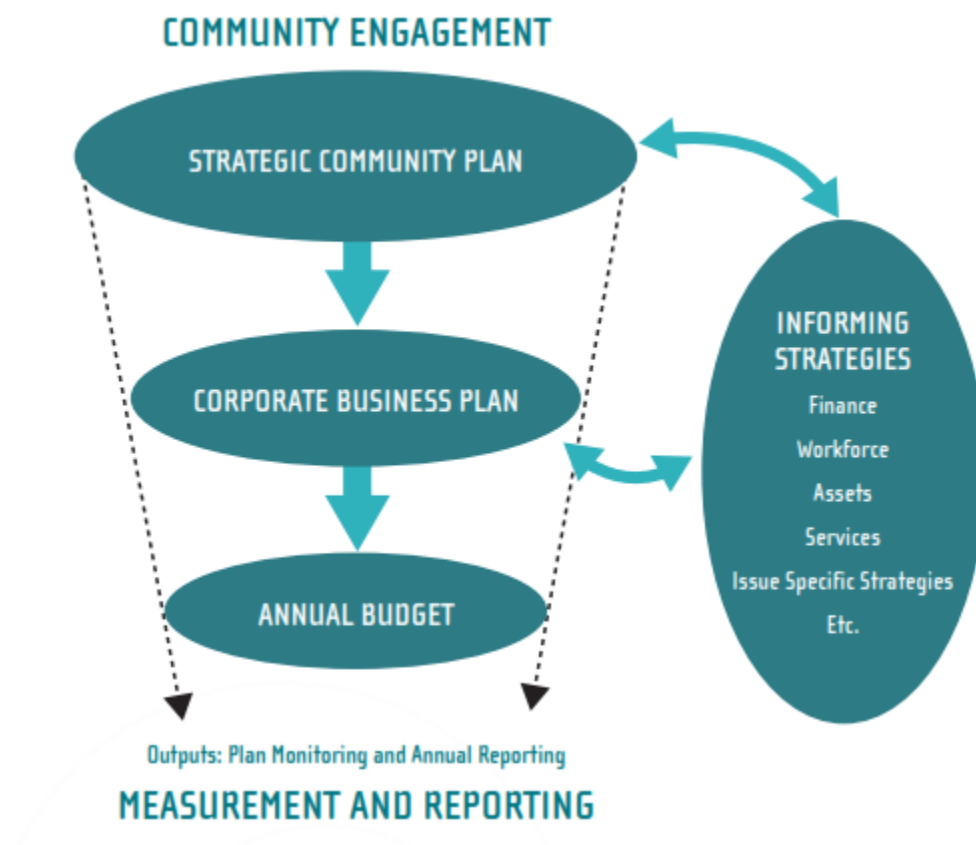
- Economic;
- Environmental;
- Social; and
- Civic Leadership.

These work towards sustainability through consideration of the environmental, social and cultural aspects instead of purely economic (financial).

The objectives included in the Strategic Community Plan are the broad outcomes which in the long term will ensure that the vision is achieved. They are the broad description of how the Shire will set about achieving the vision. The Shire's objectives provide the foundation for ensuring alignment between the Council's vision and aspirations; and the activities which are implemented. By constantly seeking alignment of all actions with the vision, Council will ensure that the Strategic Community Plan is implemented over the long term.

The Strategic Community Plan is just the beginning of the process and is a broad brush document which sets out the high level objectives of the community. To deliver on the goals, more detailed operational planning is required. This is documented in the Corporate Business Plan which sets out how the Shire of Murchison as an organisation, will structure itself and address the outcomes set out in the plan.

In the 2013/14 financial year this plan will determine expenditure in the annual shire budget.



## Major Projects

The following major projects are noted in the Forward Capital Works Plan:

- Maintenance and update of the road network.
- Staff Housing – To continue to upgrade standard of housing available in the settlement.
- Caravan Park Laundry, Accommodation and Dump Point – Construction of a laundry, on-site accommodation and dump point at the Murchison Caravan Park.
- Lawn Bowls Rinks – Construction of two synthetic turf lawn bowls rinks adjacent to the sports club in the Murchison Settlement.
- Ballinyoo Bridge Project – Replacement of the Ballinyoo Bridge.

## Economic

### Objective 1:

*To develop the region's economic potential to encourage families and businesses to stay in the area.*

### Selected Comments from Community Survey

- This is the most important aspect that is going to shape the Murchison's future. We have to start looking outside the square.
- Economic prosperity is crucial to the communities "health" and I feel individual station families - whether it be contracting, traditional pastoralism or something else need to be prosperous for the Murchison to have a good future.
- That the Murchison Shire and community is vibrant, progressive and economically viable. That the settlement has a cultural centre, more accommodation for tourists and be a base for people seeking casual employment throughout the district as well as those who would like to setup small businesses that support existing industries.
- Provision of private occupation of land for living and commercial enterprise.

## Strategies to Achieve Economic Outcomes

### Maintenance and Upgrade of Road Network

*To develop, maintain and improve an efficient road system to support the transport requirements associated with the pastoral and mining industries and tourism.*

#### Rationale

Development and maintenance of an efficient road network is a core function of the Shire.

#### Constraints to success

Government funding restraints.

Actions	Management	Timeframe	Partners
Lobbying State and Federal Governments to adequately fund roads.	CEO / Council	Ongoing	MRWA / DIT / MPs
Maintaining an effective working relationship with Main Roads WA.	CEO	Ongoing	MRWA

#### Actions taken to date

- Staged sealing program of the Carnarvon-Mullewa Road.

#### Actions planned for the future

- Continue road improvement program.
- Ballinyoo Bridge Project – Replacement of the Ballinyoo Bridge.

#### Performance measures

- Improved road safety (decrease in accidents).
- Km's of sealing on Carnarvon-Mullewa Road achieved per annum.
- Replacement of the Ballinyoo Bridge.

## Tourism Development

*To promote and support a sustainable tourism industry in the Shire of Murchison.*

### Rationale

To showcase the natural and built attractions and history of the Shire and develop a sustainable tourism industry.

### Constraints to success

- Attraction and retention of suitable staff to support tourism development.
- Adequate Infrastructure (Roads and Accommodation).

Actions	Management	Timeframe	Partners
Construction / Development of an Interpretive Centre in the Murchison Settlement	CEO	2013	CSIRO / DRDL

### Actions taken to date

- Budgeted to construct a waste dump point, laundry and more accommodation at the Murchison Settlement Caravan Park.

### Actions planned for the future

- Development of a Regional Tourism Strategy with neighbouring Shires to promote tourism in the region.
- Expansion of the Murchison Settlement Caravan Park's accommodation facilities and construction of a camp kitchen.

### Performance measures

- Increased visitor numbers.
- Longer duration of stay by visitors.

## Economic Development

*Retain existing industries and encourage the establishment of new industries to broaden the region's economic base through the provision of residential and industrial land / buildings in Murchison Settlement.*

### Rationale

To add to the economic and social viability of the Shire.

### Constraints to success

Freehold land is not currently available in the Murchison Settlement.

Actions	Management	Timeframe	Partners
Explore options for the provision of land for residential and industrial development options in the Murchison Settlement	CEO	2015/16	DP / Town Planning Consultant / DRDL
Dissemination of information on employment and training opportunities within Shire and other organisations to the community	CEO	Ongoing	CSIRO / Local Businesses

### Actions taken to date

- Town planning strategy and scheme being developed.

### Actions planned for the future

- Finalisation of the town planning strategy.
- Increase and improve Shire housing stock to accommodate further staff positions required to support the region's economic development (see Workforce Planning for further detail).
- Provide training and employment opportunities for the local community.

### Performance measures

- Finalisation of the town planning strategy.
- Availability of freehold land or alternative options for residential and industrial development.
- Construction of additional staff housing.

## Environmental

### Objective 2:

*To improve the sustainability of land use and improve the condition of the environment.*

### Selected Comments from Community Survey

- To be neat, tidy and in harmony with the environment. More sustainable practices introduced.
- Natural environment - in the past the Murchison shire were state leaders in their support and involvement in landcare and LCDC works. The use of shadow drainage by the shire in road construction was so good they were invited to present at road works field days. We would like to see the Shire return to its roots and support the land that supports all of us, by being more involved in Landcare, LCDC, CRBA etc.
- I would like to see continued emphasis on rangeland management and diversity.

### Strategies to Achieve Environmental Outcomes

#### Waste Management

*Develop and implement programs to reduce and control littering.*

##### Rationale

To reduce roadside littering throughout the Shire.

##### Constraints to success

- Geographic isolation and size of the Shire.
- Costs associated with implementing programs.

Actions	Management	Timeframe	Partners
Develop and implement programs to encourage community ownership of the road side litter issue	CEO / Council	Ongoing	Community

##### Actions taken to date

- Shire Gardner undertakes regular rubbish runs to collect roadside litter.

##### Actions planned for the future

- Better community engagement, signage encouraging 'respect for country' and encouraging people to take litter with them or leave it as rubbish facilities within the settlement. Provision of more bins at the roadhouse and caravan park to deal with this.

##### Performance measures

- Reduction in road side littering.

## Energy Efficiency

*Develop a policy to assess energy efficiency of appliances and other assets as part of the acquisition process.*

### Rationale

The Shire is responsible for the generation and supply of electricity and supply of water to the Murchison Settlement. Energy hungry appliances and other assets increase the load on the network, increasing the Shire's carbon footprint and costs.

### Constraints to success

- Control over appliances purchased by residents in a private capacity.
- Availability of energy efficient appliances.
- Harsh nature of the natural environment creates demand for air-conditioning.

Actions	Management	Timeframe	Partners
Develop a policy for assessing energy efficiency as part of the acquisition process for appliances and other assets	CEO and Council	2014	Community

### Actions taken to date

- Load testing of electricity supply network.
- In the past there has been informal assessment process of energy efficiency for acquisition of appliances and other assets.

### Actions planned for the future

- Develop a policy to assess energy efficiency of appliances and other assets.
- Replacement of existing appliances and other assets with more energy efficient models as part of the infrastructure maintenance and upgrade program.

### Performance measures

- Policy to assess energy efficiency of appliances and other assets developed.
- Base and peak load demand managed within constraints of the current electricity supply network.

## Environmental Initiatives

*To protect and rehabilitate the Shires natural environment and support the pastoral industry.*

### Rationale

To protect the environmental and economic value of the region.

### Constraints to success

Lack of adequate funding.

Actions	Management	Timeframe	Partners
Continued support for community groups.	Council	Ongoing	DEC / DAFWA / Landholders / Community Groups

### Actions taken to date

- Establishment of Bush Fire Brigade.
- Establishment of a Local Emergency Management Committee (LEMC).

### Actions planned for the future

- Develop strategy for managing drainage in relation to flood and storm water on roads with other stakeholders.
- Pursue funding opportunities for control of noxious weeds and declared animals.
- Continued support for community groups controlling noxious weeds and declared animals.

### Performance measures

- Flood and storm water drainage strategy developed.
- Reduction in populations of noxious weeds and declared animals.



## Social

### Objective 3:

*To develop, co-ordinate, provide and support services and facilities which enhance the quality of community life in the Shire by:*

- *Supporting and assisting in coordinating projects and events as required.*
- *Providing information on services (funding opportunities, Grant processes etc.).*
- *Supporting community groups.*
- *Supporting and maintaining social infrastructure (i.e. Parks, Gardens, Cemetery) and support those groups who use them.*

### Selected Comments from Community Survey

- Very little social well-being support is available on site. An improvement here would assist settlement in the "town".
- Hoping common sense will prevail & that we are NOT over regulated. Twice yearly health visits, more accommodation for school groups training days for all the community, regular first aid courses, school room for families with children.
- Support of new industries and businesses that come to the district, even if only a few benefit financially. Liaise with and encourage health and education services as well as continuing to support social events.

### Overview of Current Essential Services

The following services are currently provided:

- Electricity generation and supply to the Murchison Settlement.
- Water supply to the Murchison Settlement.
- Emergency Royal Flying Doctor Service (RFDS); and
- Pia Wadjari Remote Community School.

## Strategies to Achieve Social Outcomes

### Infrastructure Upgrade and Improvement

*Maintain and improve Infrastructure within the Shire to support social and economic activities (Buildings and Other Infrastructure).*

#### Rationale

Construction and maintenance of Buildings and Other Infrastructure is a core function of the Shire.

#### Constraints to success

Government funding restraints.

Actions	Management	Timeframe	Partners
Explore and pursue funding opportunities to support the Shire's capital works and maintenance programs	CEO	Ongoing	DRDL / RDA / Other State and Federal Government Departments
Follow up plans and ideas of disbanded Cemetery Committee	CEO and Community Advisory Group	2013/2014	Community

#### Actions taken to date

- Construction and maintenance of facilities in the Murchison Settlement including the Roadhouse, Caravan Park, Motel Units and Community Freight Shed.
- Commenced development of the Cemetery.

#### Actions planned for the future

- Lawn Bowls Rinks – Construction of two synthetic turf lawn bowls rinks adjacent to the sports club in the Murchison Settlement.
- Complete development of the Cemetery.
- Develop a business plan to consider construction of a Community Resource Centre to provide services to the local community.

#### Performance measures

- Construction of the Lawn Bowls Rink.
- Cemetery development completed.
- Completion of the Community Resource Centre business plan.

## **Emergency Services**

*Supply resources for, and co-ordinate delivery of, emergency services within the Shire.*

### Rationale

Geographic isolation and size of the Shire coupled with a relatively low population necessitate a co-ordinated approach by the Shire and community groups to supply emergency services to the community which are not provided by State Government agencies.

### Constraints to success

Limited availability of human resources.

### Actions taken to date

- Upgrade and maintenance of the Murchison Settlement airstrip to allow 24 hour use by the Royal Flying Doctor Service (RFDS) in an emergency.
- Shire operates a patient transfer vehicle for transporting patients to the RFDS which has recently been updated to a new vehicle including air conditioning and more comfortable seating for the transportation of patients under guidance of the RFDS.
- Establishment of Bush Fire Brigade.
- Establishment of Local Emergency Management Committee.

### Actions planned for the future

- New Bush Fire Brigade Vehicles – grant application with DFES for 2013/14.
- St John Ambulance First Aid Training to be held at Murchison Settlement.
- Bush Fire Brigade Training.
- Further development of the Local Emergency Management Arrangements.

### Performance measures

- Adequate response to emergency situations (fire, flood, accidents etc.).

## Provision of Health Service Information

*Shire to act as a reference point for the provision of health and well-being information for local residents.*

### Rationale

Health services were identified by the community as an extremely important service with dissatisfaction via the community survey.

### Constraints to success

- The Shire's small population cannot sustain the provision of direct health services locally.
- The Shire has limited resources to provide direct health services.

Actions	Management	Timeframe	Partners
Gather information on health services provided in neighbouring communities and develop methodologies for communicating to the local community.	CEO	Ongoing	WACHS / GRAMS / RFDS

### Actions taken to date

- In the past the Shire has received visits from Health Workers employed by the RFDS and Health Department. These were not well attended by the local community due to the irregular timetable of scheduled visits.

### Actions planned for the future

- Establish a central information hub advising of contact details and resources for services available in surrounding districts.

### Performance measures

- Increased awareness of available services amongst the local community.

## **Civic Leadership**

### **Objective 4:**

*To provide Good Governance to the Murchison Shire through:*

- *Regional collaboration where possible;*
- *Detailed and professional administration;*
- *High levels of accountability;*
- *Compliance with statutory requirements;*
- *High-quality forward planning, particularly for assets and finances;*
- *Openness and transparency and enhanced consultation and public participation;*
- *Provision of quality customer services, good financial management and pursuit of excellence in professional administration and communication.*

### **Selected Comments from Community Survey**

- The Murchison Shire - its employees and council - is the glue that holds this community together. Civic leadership needs to, at all times, put the needs and best interests of the community first, before personal interest, prejudice and ambition.
- Hope Murchison continues to have strong leadership in local government and pastoral industry so we can continue to have a community that is up with the times.
- Civic leadership means setting high standards and maintaining the impetus to follow through with the communities strategic planning wishes.

## Strategies to Achieve Civic Leadership Outcomes

### Workforce Planning

*Development of a workforce plan to ensure human resources can be optimised to achieve the Shire’s strategic objectives.*

#### Rationale

- Additional human resources (“Project Person”) identified as a priority at community meeting.
- Legislation and best business practice.

#### Constraints to success

- Additional staff housing will be required to accommodate additional staff positions.
- Financial resources to support additional staff positions.

Actions	Management	Timeframe	Partners
Development of a Community Development Officer position to implement actions to achieve Council’s strategic objectives.	CEO	2013	Consultant

#### Actions taken to date

- Engagement of a consultant to prepare the workforce plan.

#### Actions planned for the future

- Completion of the workforce plan.
- Construction of additional staff housing (see Economic Development).

#### Performance measures

- Completion of the workforce plan.
- Employment of additional staff member(s) to fulfil key roles identified in workforce plan (i.e. Community Development Officer).

## Regional Collaboration

*Work collaboratively with neighbouring shires, state and federal government and private enterprise to ensure the efficient and effective use of the Shire's scarce resources.*

### Rationale

Maximise the benefits the Shire can provide to the local community through best utilisation of scarce resources.

### Constraints to success

- Identification of suitable opportunities and partners.
- Geographic isolation of the region.

Actions	Management	Timeframe	Partners
Identify opportunities where collaboration can achieve greater outcomes for the local community than the Shire could achieve acting in isolation.	CEO	Ongoing	Neighbouring Shires / State and Federal Government / NGO's / Private Enterprise

### Actions taken to date

- Participation in the Murchison Gascoyne Regional Collaborative Group as part of the Local Government reform process.

### Actions planned for the future

- Development of a Regional Tourism Strategy with neighbouring Shires to promote tourism in the region (see Tourism Development for further detail).

### Performance measures

- Pursuit of opportunities on a collaborative basis.

## Financial Planning and Management

To responsibly manage Council's financial resources to ensure optimum value for money and sustainable asset management.

### Rationale

Legislation and best business practice.

### Constraints to success

Nil.

Actions	Management	Timeframe	Partners
Prepare and implement a long term financial plan.	CEO and Consultant.	Ongoing	Community / DLG
Adopt an asset management and replacement strategy that minimises the net cost of replacing assets.	CEO	Ongoing	Council
Assess all potential funding sources, particularly grants to enable the maximisation of community benefit from matching cash contributions by Council.	CEO	Ongoing	Various Funding Bodies

### Actions taken to date

- Attraction of grant funding for infrastructure, planning and community development initiatives.

### Actions planned for the future

- Development of a Corporate Business Plan in compliance with legislative requirements.

### Performance measures

- Adoption of finance and asset sustainability indicators and performance against those indicators.



## Strategic Planning

Ongoing reviews of the Community Strategic Plan.

### Rationale

To comply with legislation as well as keeping the Plan relevant.

### Constraints to success

Lack of community interest and involvement.

Actions	Management	Timeframe	Partners
A strategic review of the Strategic Community Plan will be scheduled for two years from when it is adopted.	CEO	2014/15	Council / Community / DLG
A full review of the Strategic Community Plan will be scheduled for four years from when it is adopted.	CEO	2016/17	Council / Community / DLG

### Actions taken to date

- Reviews completed in compliance with legislative requirements.

### Actions planned for the future

- Periodical review of Strategic Community Plan.

### Performance measures

- Community satisfaction with community engagement and process to review Strategic Community Plan.

## Asset Management

*Meet the required level of service in the most cost effective manner for present and future residents.*

### Rationale

Best business practice.

### Constraints to success

Nil.

Actions	Management	Timeframe	Partners
Develop and maintain an Asset Management Plan.	CEO / Contract Accountant / Consultant	2012/13	Council / DLG

### Actions planned for the future

- Develop and implement an Asset Management Plan in compliance with legislative requirements.

### Performance measures

- Measurement of performance against asset sustainability indicators and community satisfaction with level of service of infrastructure assets.

## Alignment between Shire Services, Facilities and Infrastructure with Vision and Objectives

The key objectives for each results area for the Shire are summarised as follows:

Results Area	Objective
Economic	To develop the region's economic potential to encourage families and businesses to stay in the area.
Environmental	To improve the sustainability of land use and improve the condition of the environment.
Social	To develop, co-ordinate, provide and support services and facilities which enhance the quality of community life in the Shire by: <ul style="list-style-type: none"> <li>• Supporting and assisting in coordinating projects and events as required.</li> <li>• Providing information on services (funding opportunities, Grant processes etc.).</li> <li>• Supporting community groups.</li> <li>• Supporting and maintaining social infrastructure (i.e. Parks, Gardens, Cemetery) and support those groups who use them.</li> </ul>
Civic Leadership	To provide Good Governance to the Murchison Shire through: <ul style="list-style-type: none"> <li>• Regional collaboration where possible</li> <li>• Detailed and professional administration;</li> <li>• High levels of accountability;</li> <li>• Compliance with statutory requirements;</li> <li>• High-quality forward planning, particularly for assets and finances;</li> <li>• Openness and transparency and enhanced consultation and public participation;</li> <li>• Provision of quality customer services, good financial management and pursuit of excellence in professional administration and communication.</li> </ul>

The link between the services provided by the Shire and these objectives are illustrated in the following table:

Vision: Working together to preserve the unique character of the Shire, supporting diverse and sustainable lifestyle and economic opportunities.				
Results Areas				
	Economic	Environmental	Social	Civic Leadership
<b>Community Facilities &amp; Infrastructure</b>				
Parks and Sporting Facilities			✓	
Libraries			✓	
Community Hall & Rec Facilities			✓	
Playgrounds			✓	
Tourist Centre	✓			
Cemetery			✓	
Roads, Verges and Footpaths	✓		✓	
Street Lighting			✓	
Public Toilets		✓	✓	
Museum Management	✓		✓	
Caravan Park	✓			
Waste Dump Point		✓		
Electricity Generation for Settlement	✓	✓	✓	
Water Supply to Settlement	✓	✓	✓	
<b>Community Services</b>				
Health Services			✓	
Childcare, Playgroup, Maternal and Infant Services			✓	
Youth Services			✓	
Aged and Disabled Services			✓	
Support for Volunteers		✓	✓	
Crime Prevention			✓	
Indigenous Relations			✓	

	<b>Vision: Working together to preserve the unique character of the Shire, supporting diverse and sustainable lifestyle and economic opportunities.</b>			
	<b>Results Ares</b>			
	<b>Economic</b>	<b>Environmental</b>	<b>Social</b>	<b>Civic Leadership</b>
Roadhouse	✓		✓	
Freight			✓	
<b>Shire Services</b>				
Council's Customer Service				✓
Long Term Planning				✓
Financial Management				✓
Community Engagement				✓
Economic Development	✓			
Festival and Event Support			✓	
Emergency Services			✓	
Environmental Initiatives		✓		
Regional Collaboration				✓
General Garbage Collection		✓	✓	
Building Control	✓	✓	✓	
Health Administration and Inspection		✓	✓	
Town Planning			✓	✓
Ranger Services		✓	✓	
Tourism Management	✓			
Employee Housing	✓		✓	
Townscape Presentation		✓		
Pest Control		✓	✓	
Landscaping			✓	
Drainage, Stormwater and Flood Management	✓	✓	✓	
Police Licensing Services			✓	
Road Works	✓		✓	

## Current and Future Resourcing Requirements

The Strategic Community Plan, with its emphasis on long-term community aspirations, could not have been developed and cannot be reviewed without an understanding of its associated broad resource implications. Informing strategies, such as the Workforce, Asset Management, Long-Term Financial and existing Service Delivery Plans provided a starting point for, and in turn will be affected by, the priorities identified in this Strategic Community Plan. Additionally, the current and future anticipated impact of relevant external factors, including potential funding sources and relevant plans of State and Commonwealth agencies, have been taken into account.

A sound understanding of the Shire's resourcing capacity is an essential starting point for developing a Strategic Community Plan that is grounded in reality. This includes up-to-date information regarding what assets the Shire currently has, and the current management position of those assets, including current and forecast future needs and adequacy of funding. It also includes information on the Shire's future workforce requirements and current financial position.

The following table provides an overview of the Shire's current resource profile (at 30 June 2012) compared against the position at 30 June 2007.

	30 June 2007	30 June 2012	Notes
Population	110	113	
Number of Electors	106	106	
Employees	10.0	11.9	
<b>Actual per audited Financial Statements:</b>			
Rates	75,701	304,192	
Financial Assistance Grants	2,144,985	3,412,293	
Other Operating Grants	610,865	9,628,809	
Non-Operating Grants	-	387,588	
Capital Expenditure	1,123,064	1,358,323	
Operational Expenditure	2,568,953	12,420,070	
WD Value of Assets	13,409,277	16,469,737	

The Strategic Community Plan has to be necessarily aligned to the resources that the Shire has at its disposal. The mix of resources required to implement and progress the plan comprise:

### Financial Resources

These include recurrent income derived from rates, transfers from reserves, fees and charges and general purpose grants. As illustrated in the above table, the Shire is heavily reliant on grant funding to deliver services to the community. Specific purpose funding is also required for some of the larger capital items. The Shire's Corporate Business Plan further expands on the alignment of the Community Strategic Plan with available financial resources.

### Human Resources

A professional, multi skilled, motivated and stable staff is necessary to enable the plan to be implemented. The Shire's Workforce Plan aligns the capacity of the organisation's human resources to progress and implement the Strategic Community Plan. The Shire's human resources comprise a mix of permanent, part time and casual employees, consultants and contractors.

The current workforce is able to deal with current demands with the assistance of Consultants and Contractors. However, it is likely at least one further position (Community Development Officer) will be required in order to deliver on the key objectives outlined in this plan.

## **Conclusion**

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 Murchison 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.

We believe we have captured the community's 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.

## Acronyms

The following acronyms have been used within this document.

CSIRO	Commonwealth Scientific and Industrial Research Organisation	<a href="http://www.csiro.au">www.csiro.au</a>
DAFWA	Department of Agriculture and Food	<a href="http://www.agric.wa.gov.au">www.agric.wa.gov.au</a>
DEC	Department of Environment and Conservation	<a href="http://www.dec.wa.gov.au">www.dec.wa.gov.au</a>
DFES	Department of Fire and Emergency Services	<a href="http://www.dfes.wa.gov.au">www.dfes.wa.gov.au</a>
DP	Department of Planning	<a href="http://www.planning.wa.gov.au">www.planning.wa.gov.au</a>
DIT	Department of Infrastructure and Transport	<a href="http://www.nationbuildingprogram.gov.au">www.nationbuildingprogram.gov.au</a>
DLG	Department of Local Government	<a href="http://www.dlg.wa.gov.au">www.dlg.wa.gov.au</a>
DRDL	Department of Regional Development and Lands	<a href="http://www.rdl.wa.gov.au">www.rdl.wa.gov.au</a>
GRAMS	Geraldton Regional Aboriginal Medical Service	<a href="http://www.ahcwa.org.au">www.ahcwa.org.au</a>
MPs	Members of Parliament	<a href="http://www.parliament.wa.gov.au">www.parliament.wa.gov.au</a> <a href="http://www.aph.gov.au">www.aph.gov.au</a>
MRWA	Main Roads WA	<a href="http://www.mainroads.wa.gov.au">www.mainroads.wa.gov.au</a>
NGOs	Non-Government Organisations	N/A
RDA	Regional Development Australia	<a href="http://www.rda.gov.au">www.rda.gov.au</a>
RFDS	Royal Flying Doctor Service	<a href="http://www.flyingdoctor.net">www.flyingdoctor.net</a>
WACHS	Western Australian Country Health Service	<a href="http://www.wacountry.health.wa.gov.au">www.wacountry.health.wa.gov.au</a>



## **References and Acknowledgements**

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

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

Facilitators for the process were RSM Bird Cameron.

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:

- Shire of Murchison Strategic Plan 2009 – 2014.
- Department of Local Government: Integrated Planning and Reporting Advisory Standard.