



Strategic Community Plan

2016/17 – 2026/27

Adopted by an absolute majority of Council on the 29th March 2017

Part of the Shire of Murchison's Resourcing Strategy



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Reliance and Disclaimer

Scope

RSM 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 second 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 in conjunction with Shire staff. The following resources have been referenced in the development of this plan:

- Shire of Murchison Draft Strategic Resource Plan 2016 – 2031; and
- Shire of Murchison Corporate Business Plan 2016 – 2020.

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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Contents

Message from the Shire President	6
About our Shire.....	7
The Murchison Community	7
The Natural Landscape	8
The Built Landscape	9
How Our Community Had a Say.....	10
Community Engagement.....	10
Community Feedback.....	11
Council Overall Ranking of Priorities.....	14
What is in Our Plan	16
How we will use this Plan.....	16
Shire of Murchison Vision Statement	17
Key Themes and Objectives.....	17
Major Projects	18
Economic	19
Selected Comments from Community Survey.....	19
Strategies to Achieve Economic Outcomes	20
Maintenance and Upgrade of Road Network.....	20
Water Supply Upgrade for Settlement	21
Green Power Upgrade for Settlement.....	22
Small Scale Support for Vermin Control	23
Negotiate Communication Concerns with CSIRO.....	24
Interpretive Centre.....	25
Tourism Development.....	26
Economic Development.....	28
Environmental	29
Selected Comments from Community Survey.....	29
Strategies to Achieve Environmental Outcomes	30
Policy on Road Drainage.....	30
Continuation of Bunding and Remediation of Old Roads and Borrow Pits	31
Renewable Energy for Settlement	32
Social.....	33
Selected Comments from Community Survey.....	33

Overview of Current Essential Services.....	33
Strategies to Achieve Social Outcomes.....	34
Health Services.....	34
Support for Community Groups	35
Refurbishment of Community Centre.....	36
Regional Community Emergency Services Manager	37
Explore Education Opportunities	38
Civic Leadership	39
Selected Comments from Community Survey.....	39
Strategies to Achieve Civic Leadership Outcomes	40
Communication Strategies and more involvement with Pia Wadjari.....	40
Regional Collaboration	41
Emergency Management	41
Financial Planning and Management.....	43
Strategic Planning	45
Asset Management	46
Alignment between Shire Services, Facilities and Infrastructure with Vision and Objectives	47
Current and Future Resourcing Requirements.....	50
Conclusion.....	51
Acronyms.....	52
References and Acknowledgements.....	53

Message from the Shire President

Welcome to our 2017 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.

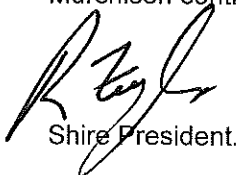
As a result of legislation, all Western Australian local governments are required to develop a Strategic Community Plan for a period of at least 10 years. Our Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by the community. We have also updated the Corporate Business Plan, which is 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.



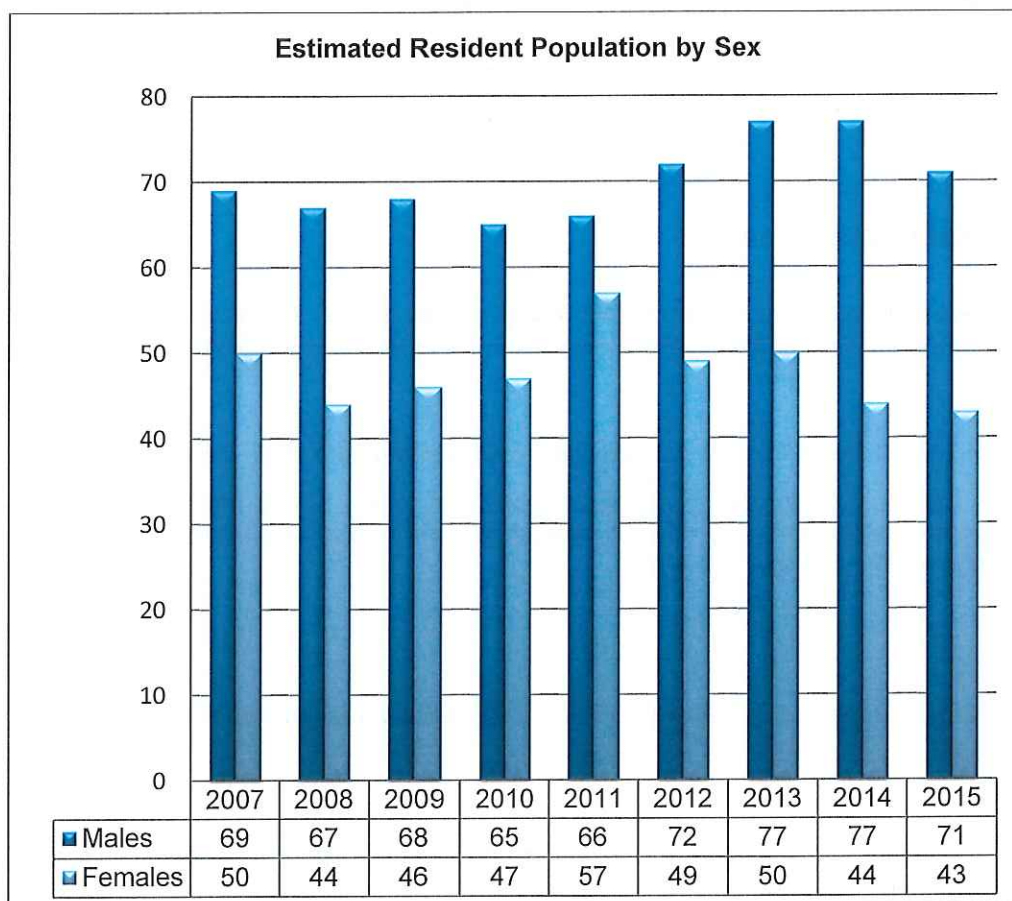
Shire President.

(ROSSCO FOULKES-TAYLOR)

About our Shire

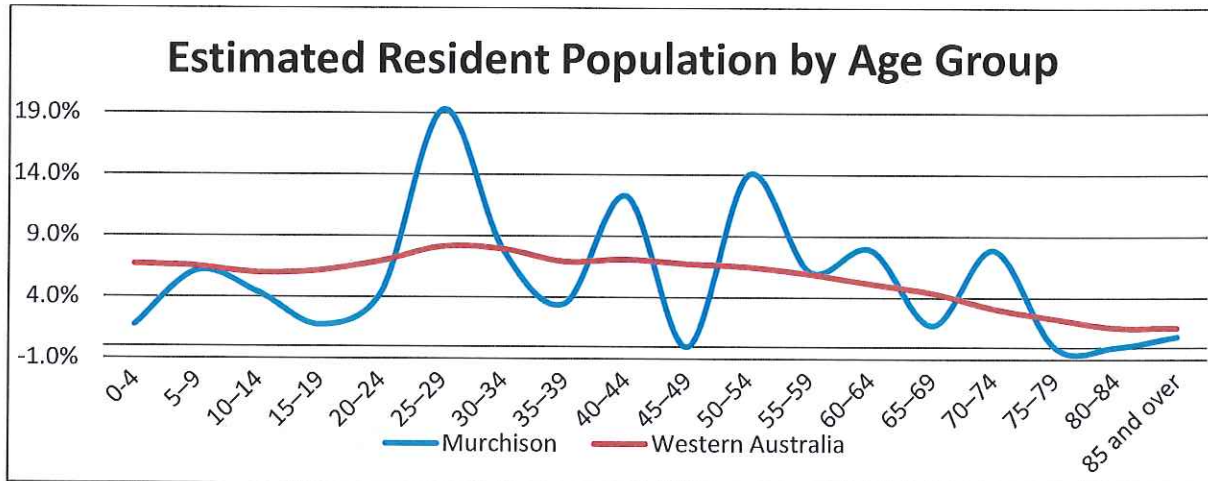
The Murchison Community

The Shire had an estimated resident population of 114 persons in 2015. There are approximately 43 residents at Pia Wadjari, an indigenous community 76kms south east from the Murchison Settlement, 52 people on 27 pastoral stations and 17 residents at the Murchison Settlement.



When compared to the State population average, the region has a lower 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.

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 meat (mainly from sheep and cattle, but can include goats and kangaroos).

High technology radio astronomy facilities are being developed at Boolardy Station.

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 27 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, including new three bedroom house;
- Roadhouse (with Fuel Sales);
- Caravan Park and both Budget and Ensuite Accommodation;
- Museum / Botanical Walk;
- Polocrosse Fields;
- Cricket Pitch;
- Floodlit Tennis Courts;
- Two Lawn Bowls Rinks
- Children's Playground;
- Sports Club; and
- Stabling for Horses.

Events at the Murchison Settlement include the annual Polocrosse meet, Anzac Day Celebrations and a Community Christmas Tree function.

The 177.7 Km's of sealed roads and 1,764 Km's of unsealed roads within the district support the pastoral and tourism, science and mining industries 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 25th November 2016 at the Murchison Sports Club, Murchison Settlement; and
- A community survey.

Community Meeting

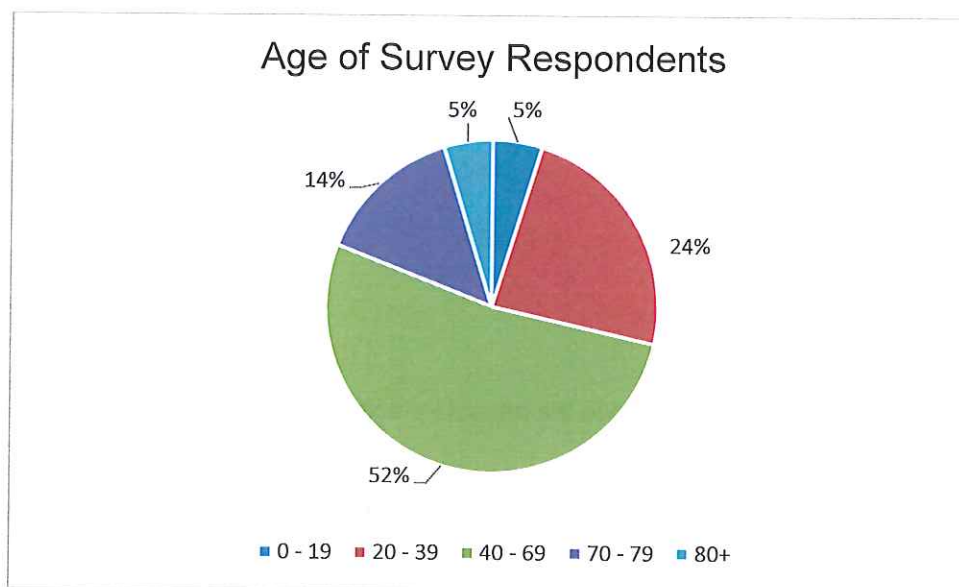
24¹ people from the Murchison community gathered at the Murchison Sports Club, Murchison Settlement on the 25th November 2016 to discuss what they love about their community, what they would like to see change, key opportunities and key projects or investments they would like to see happen. This represents 21% of the estimated population² (114).

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.

Community Survey

In addition, a community survey was distributed, for which 21 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 November 2016 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 21 people participating. The responses were from a range of demographic cohorts, as represented in the graph below³.



¹ 24 people signed the attendance register for the day.

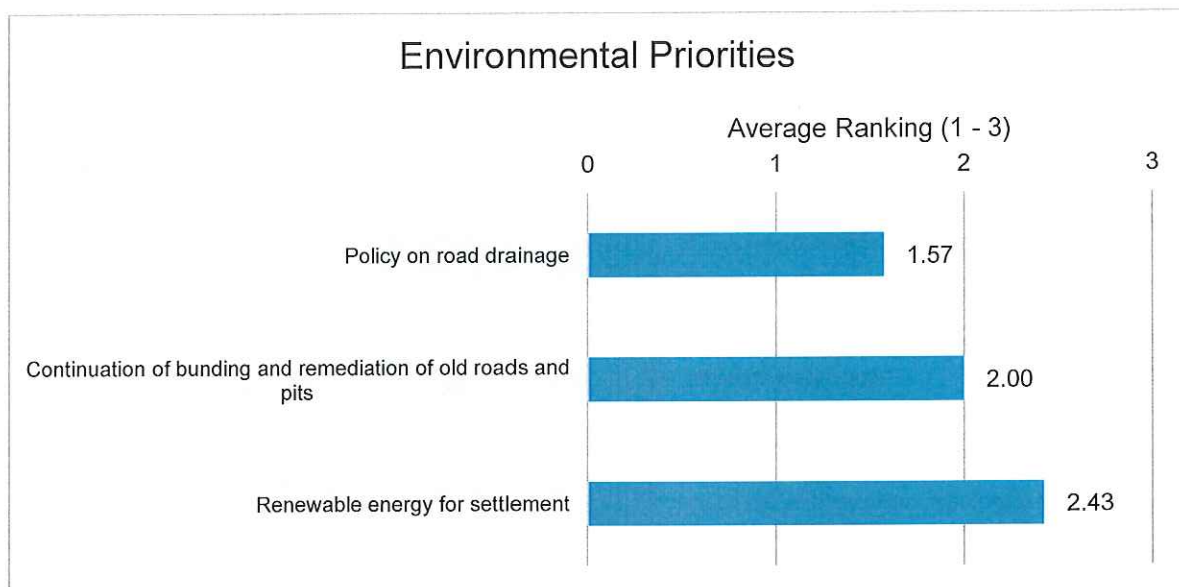
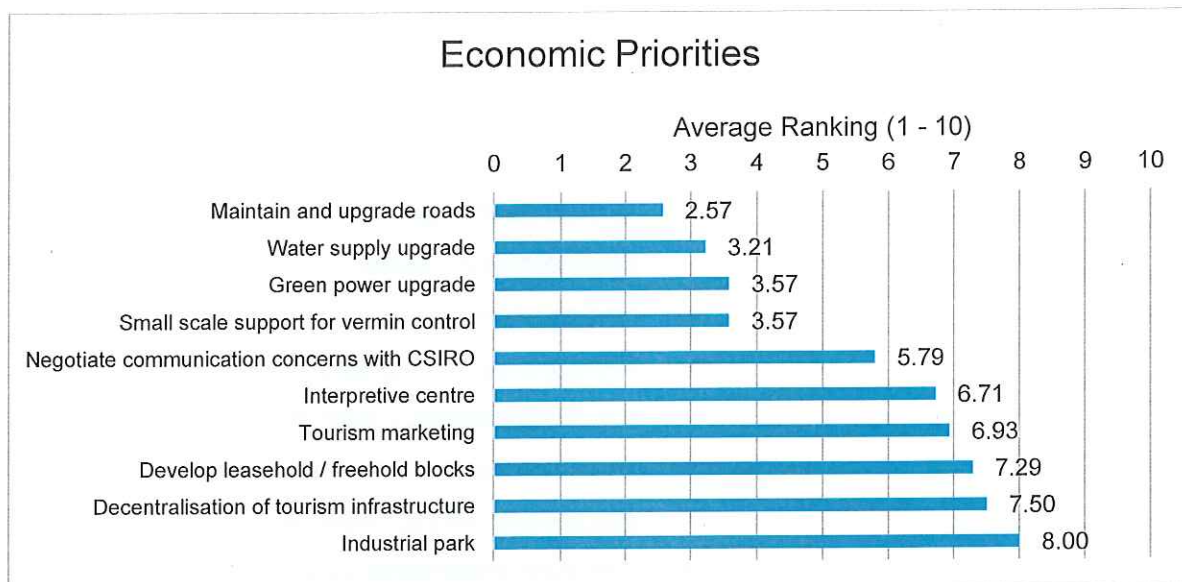
² ABS publication 3235.0 Population by Age and Sex, Regions of Australia 30 June 2015.

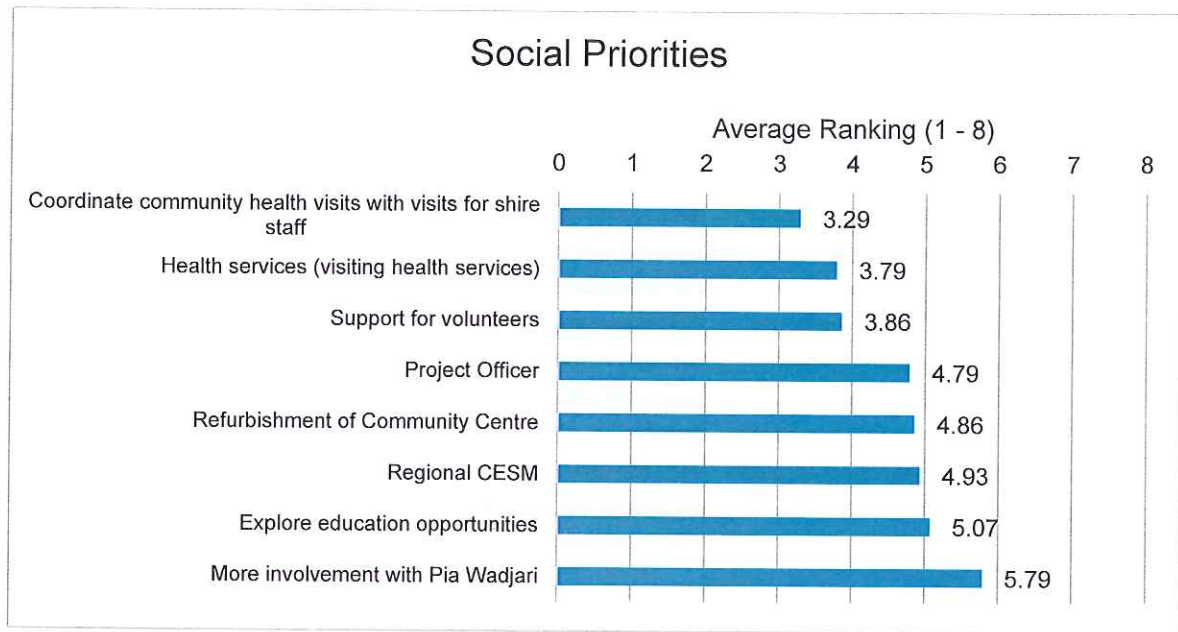
³ Age of respondents based on 21 surveys.

Community Feedback

Community Meeting

Priorities arising from the Community Meeting are summarised in the following graphs (with 1 being highest priority):





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.

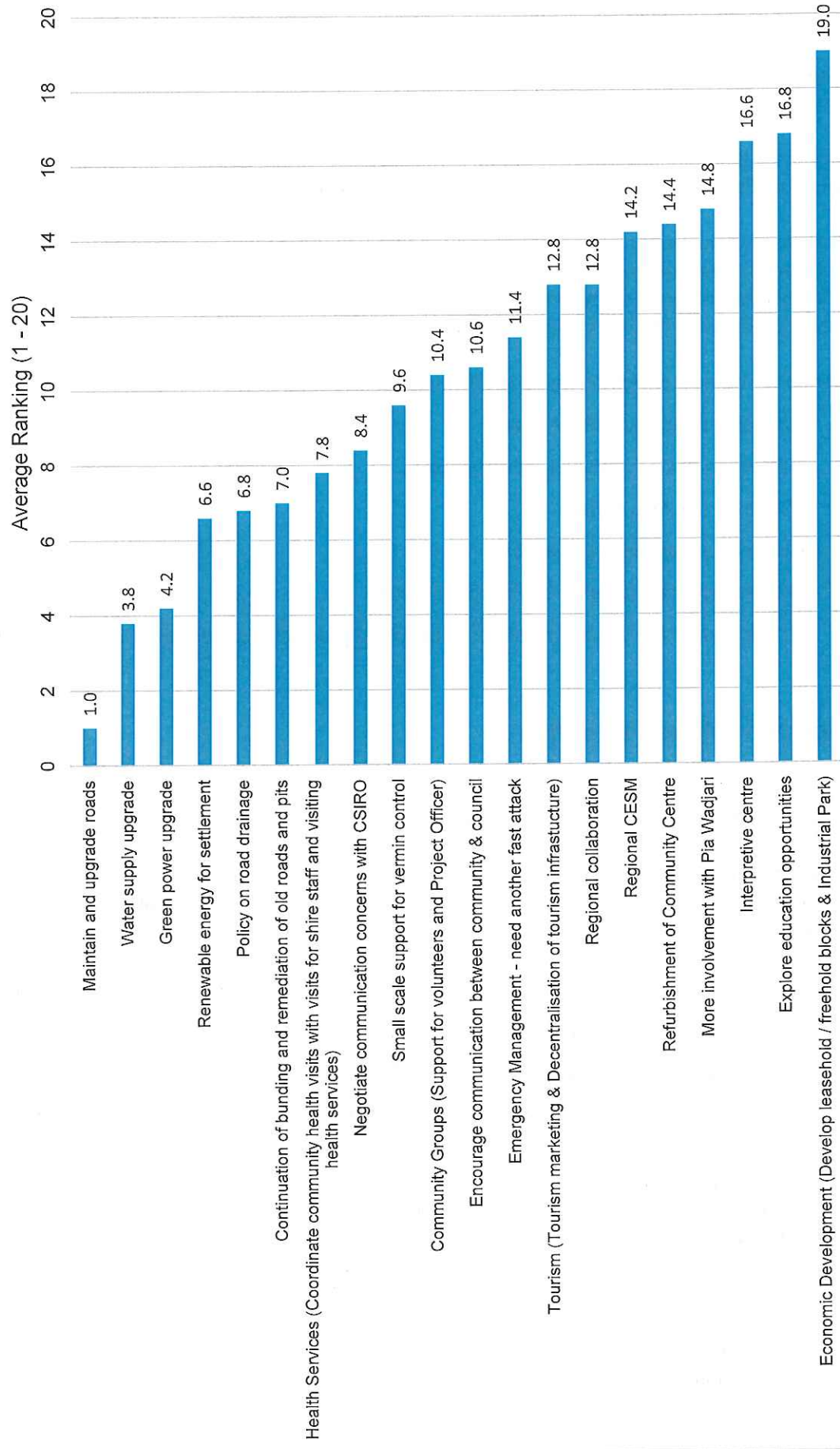
Whilst not a definitive priority listing, the top left and central box contain the issues of most importance to the community.

Extremely Important / Not Satisfied	Extremely Important / Moderately Satisfied	Extremely Important / Extremely Satisfied
<input type="checkbox"/> Health services (43%)	<input type="checkbox"/> Roadhouse (48%) <input type="checkbox"/> Freight (43%) <input type="checkbox"/> Economic development (38%) <input type="checkbox"/> Tourism management (62%) <input type="checkbox"/> Electricity generation for settlement (62%) <input type="checkbox"/> Water supply to settlement (48%) <input type="checkbox"/> Environmental initiatives (57%) <input type="checkbox"/> Landscaping (48%) <input type="checkbox"/> Support for volunteers (43%) <input type="checkbox"/> Festival and events support (52%) <input type="checkbox"/> Long term planning (48%) <input type="checkbox"/> Regional collaboration (38%)	<input type="checkbox"/> Roads, verges & footpaths (48%) <input type="checkbox"/> Museum management (48%) <input type="checkbox"/> Caravan Park (52%) <input type="checkbox"/> Waste dump point (57%) <input type="checkbox"/> Employee housing (62%) <input type="checkbox"/> Roadworks (71%) <input type="checkbox"/> Parks and sporting facilities (52%) <input type="checkbox"/> Public toilets (52%) <input type="checkbox"/> Town planning (38%) <input type="checkbox"/> Townscape presentation (71%) <input type="checkbox"/> Pest control (29%) <input type="checkbox"/> Drainage, stormwater and flood management (38%) <input type="checkbox"/> Community hall and recreation facilities (52%) <input type="checkbox"/> Emergency services (48%) <input type="checkbox"/> Council's customer service (62%) <input type="checkbox"/> Community engagement (33%)
Important / Not Satisfied	Important / Moderately Satisfied	Important / Extremely Satisfied
<input type="checkbox"/> Tourism centre (43%)	<input type="checkbox"/> Playgrounds (48%) <input type="checkbox"/> Street lighting (38%) <input type="checkbox"/> Childcare, playgroup, maternal and infant services (33%) <input type="checkbox"/> Youth services (29%) <input type="checkbox"/> Aged and disabled services (29%) <input type="checkbox"/> Indigenous relations (33%) <input type="checkbox"/> Ranger services (45%) <input type="checkbox"/> Police licensing services (48%)	<input type="checkbox"/> General garbage collection (38%) <input type="checkbox"/> Building control (29%) <input type="checkbox"/> Libraries (43%) <input type="checkbox"/> Cemetery (52%) <input type="checkbox"/> Crime prevention (43%) <input type="checkbox"/> Health administration and inspection (38%)

Council Overall Ranking of Priorities

20 key priorities were identified from the Community Consultation process across the key focus areas of Economic, Environmental, Social and Civic Leadership. The Shire has limited resources available to address these priorities. Council has therefore considered these priorities and ranked them in overall priority order as follows (with 1 being the highest priority and 20 being the lowest):

Council Ranking of Priorities



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 revision of the 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:

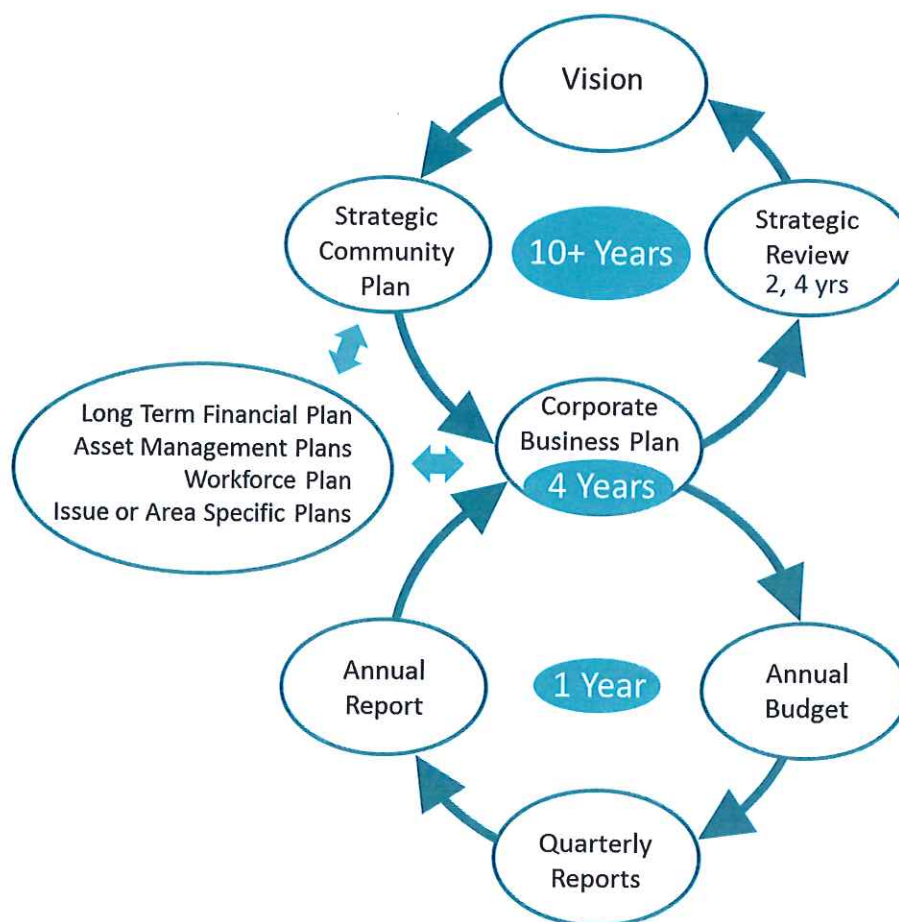
- ☐ Economic;
- ☐ Environmental;
- ☐ Social; and
- ☐ Civic Leadership.

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 2017/18 financial year this plan will determine expenditure in the annual shire budget.



Major Projects

The following major projects are scheduled to be commenced in the 2016/17 financial year:

- ☐ Extension of the Office Administration Building;
- ☐ sealing of 9km of the Carnarvon Mullewa Road immediately south 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

- Tourism & Recreation could be better managed, The Murchison is a great region that not many people know about.
- Would be good to link provision of services to the development of CSIRO and Pia Wadjari communities. Provide more supplies for example.
- It think there is a lot of potential to develop tourism at the Settlement. We could build on the presence of the SKA. Perhaps there is an opportunity to offer some land for the development of tourist facilities to a private operator? More economic activity = more people = more opportunities for the Murchison
- Eco tourism focus, establish renewable energy for settlement
- Supporting diversified businesses. Better social capacity, better economic capacity, possibly better environmental sustainability

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.

Ranking

Council (1- 20)⁴: 1.00

Community (1 – 10)⁵: 2.57

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;
- Replacement of the Ballinyoo Bridge.

Actions planned for the future

- Continue road improvement program;
- Install safety signage at entry points to the Shire, including 'drive to conditions', UHF frequencies, 'no mobile service', 'carry enough water'.

Performance measures

- Improved road safety (decrease in accidents) – there have been several accidents in the last few years, but to date there has been no register maintained to track these events. In future, a register of accidents will be maintained including details such as when, where and contributing factors.
- Km's of sealing on Carnarvon-Mullewa Road achieved per annum.

⁴ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁵ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to *How Our Community Had A Say* for further detail.

Water Supply Upgrade for Settlement

The water supply to the Murchison Settlement is currently non-potable. Provision of a safe water supply is important to the ongoing amenity and development of the Settlement.

Ranking

Council (1- 20)⁶: 3.80

Community (1 – 10)⁷: 3.21

Rationale

The Shire is responsible for the supply of water to the Murchison Settlement.

Water is provided to the Murchison settlement from groundwater bores located within close proximity. There are no designated public drinking water sources, areas or protection plans available for the Shire.

The Shire has been granted a licensing exemption pursuant to the Water Services Act 2012, subject to the Shire developing and implementing a Drinking Water Quality Management Plan to the satisfaction of the WA Department of Health or labelling it's water as non-potable.

Due to the nature and size of the Murchison Settlement and the onerous nature of maintaining a Drinking Water Quality Management Plan, it has been determined that the Shire will retain a non-potable water supply.

Constraints to success

- ☐ Costs associated with water treatment / upgrades to system;
- ☐ Licensing requirements.

Actions taken to date

- ☐ Testing and monitoring of the Settlements water supply.
- ☐ Existing reticulated water supply has been retained as a non potable supply.
- ☐ Reticulation has been improved so that it is circular, so that there are no 'dead legs' in the system where bacteria can breed.
- ☐ Formation of the Settlement Drinking Water Working Group.
- ☐ Consideration of fitting a chlorinator to settlement water supply:

Actions planned for the future

- ☐ Distinguish between need for safe water supply and potable water supply and define the requirements for the settlement;
- ☐ Investigation of various water treatment options.

Performance measures

- ☐ Provision of a safe water supply.

⁶ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to Council Overall Ranking of Priorities for further detail.

⁷ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to How Our Community Had a Say for further detail.

Green Power Upgrade for Settlement

Update of the Settlement electricity supply network to renewable sources

Ranking

Council (1- 20)⁸: 4.20

Community (1 – 10)⁹: 3.57

Rationale

The Shire is responsible for the generation and supply of electricity to the Murchison Settlement.

Electricity is supplied to the settlement by a diesel power generation plant which services buildings located within the Settlement. This provides power for security lighting, the roadhouse, motel and Caravan Park, the administration building and workshop, the settlement's water supply, the freezer and cool room facilities, recreation facilities and Shire houses.

The Settlement electricity supply network is currently serviced by two diesel generators. Upgrading the supply to renewable forms of electricity generation could potentially result in operating cost savings to the Shire as well as reducing the Shire's carbon footprint.

Constraints to success

- Capital costs associated with upgrading to renewable sources for electricity generation.

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

- Investigate options and costs associated with renewable electricity generation sources.

Performance measures

- Report on options to incorporate renewable electricity generation sources.

⁸ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁹ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Small Scale Support for Vermin Control

The Pastoral industry is a key industry within the Shire. Vermin issues, in particular wild dogs, have the ability to impact on the ongoing viability of the Pastoral industry within the Shire. The Shire supports a range of measures in relation to vermin control.

Ranking

Council (1- 20) ¹⁰: 9.60

Community (1 – 10) ¹¹: 3.57

Rationale

The Pastoral industry is a key industry within the Shire. Vermin issues, in particular wild dogs, have the ability to impact on the ongoing viability of the Pastoral industry within the Shire.

Constraints to success

- Funding constraints within Shire's existing resources.

Actions taken to date

- Support for community groups controlling noxious weeds and declared animals.
- The Shire has successfully trialled a Vermin (wild dog, donkey and camel) bounty program.

Actions planned for the future

- Continuation of the Vermin bounty program
- Pursue funding opportunities for control of noxious weeds and declared animals.
- Continued support for community groups controlling noxious weeds and declared animals.

Performance measures

- Increase in stock numbers / reintroduction of stock on stations;
- Reduction in populations of noxious weeds.

¹⁰ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

¹¹ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Negotiate Communication Concerns with CSIRO

The Square Kilometre Array (SKA) is a global next-generation radio telescope project being hosted by Australia and South Africa.

The Murchison's Radio-astronomy Observatory (MRO) is Australia's site for the SKA project, chosen largely due to its remote location. The site already hosts precursor telescopes including the Australian SKA Pathfinder (ASKAP) and the Murchison Widefield Array (MWA).

The MRO is protected for radio-astronomy activity under both Commonwealth and State legislation. Section 19 exemptions under the WA Mining Act 1978 apply to a portion of land surrounding the site where grant of mineral titles is not permitted. Under the Commonwealth Radio Communications Act 1992 a 70 kilometre radio-quiet zone has been established consistent with the Frequency Band Plan where radio astronomy has primacy over all other land uses and activities. Between the 70 kilometre and 150 kilometres radius coordination with the MRO Entity is required under the legislation. Further to these restrictions, the Australian Communications Media Authority (ACMA) also has several conditions on class licences (i.e. CB radios) and spectrum licenses (e.g. mobile phone networks) in the radio quiet zone.

The MRO is wholly situated on the 346,000 hectare Boolardy pastoral station, approximately 315 kilometres north-east of Geraldton. The area has been selected for its excellent sky coverage, superb radio quietness, ionosphere stability and benign tropospheric conditions which allows highly sensitive telescopes such as ASKAP, MWA and SKA to conduct astronomy research.

SKA preconstruction will be running between 2013 until 2017. The project will then be carried out in two phases with an operating lifespan of 50 years. Consideration should be given to the impacts the future expansion of the SKA activities will have on existing activities due to any expansion of the radio-quiet zone.

Ranking

Council (1- 20) ¹²: 8.40

Community (1 – 10) ¹³: 5.79

Rationale

Restrictions on the use of communication technologies within the Shire can impact on the future economic development of the region and also represents a safety concern.

Constraints to success

- Legislation governing the radio quiet zone.

Actions taken to date

- Shire Councillors and Staff attend CSIRO stakeholder meetings and communicate concerns to CSIRO.
- CSIRO conducted a community workshop at the Murchison Settlement to discuss communication concerns.

Actions planned for the future

- Continuation of attendance at CSIRO stakeholder meetings.

Performance measures

- Ensure Shire Councillors and staff are known to CSIRO management and that CSIRO management remain aware of communication concerns.

¹² Council overall ranking of all 20 priorities from the Community Consultation process. Refer to Council Overall Ranking of Priorities for further detail.

¹³ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to How Our Community Had a Say for further detail.

Interpretive Centre

Development of an Interpretive Centre was identified within the Tourism Development Strategies of the 2013 Strategic Community Plan.

Ranking

Council (1- 20) ¹⁴: 16.60

Community (1 – 10) ¹⁵: 6.71

Rationale

There is sound community support that aligns to the Shire's intentions to develop the tourism sector. There is the opportunity to align with the SKA to develop a unique tourism attraction.

Constraints to success

- ☐ The Murchison does not feature heavily in regional tourism strategies and a strong business case would be required to secure significant government investment.

Actions taken to date

- ☐ Community Workshop in relation to Interpretive Centre conducted in March 2016.

Actions planned for the future

- ☐ Conduct a feasibility study into a potential interpretive centre, to determine the viability of the project and to make recommendations regarding detail of the project if it were to proceed (i.e. stakeholder engagement, budget, benefits, risks, centre content, building design, centre operations);
- ☐ Should Council wish to proceed with the project, complete a business case to secure funding;
- ☐ Implement project on securing required investment.

Performance measures

- ☐ Decision as to whether to proceed with construction of the Interpretive Centre.

¹⁴ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

¹⁵ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Tourism Development

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

Ranking

Council (1- 20) ¹⁶: 12.80 Community (1 – 10) ¹⁷: 6.93 (Tourism Marketing)
7.50 (Decentralisation of
Tourism Infrastructure)

Rationale

The potential for tourism development is wide across the region, with the opening up of the inland areas through the Gascoyne Murchison Outback Pathways and the growing opportunities for 'station stays'. There is also a growing eco-tourism industry with the Kennedy Ranges 163 kilometres east of Carnarvon, and Mount Augustus, 450 kilometres east of Carnarvon, which is twice the size of Ayres Rock.

Tourism activity has the capacity to help to stimulate improved business and industry growth, provides alternative forms of income streams to local residents and the Shire via council assets (recreational parks, camping grounds etc.). In return, local economic stimulus via tourism development and increased visitor demand can also stimulate investment into infrastructure upgrading from a State level.

The Shire of Murchison and the settlement itself is currently not identified on a number of main tourist routes or maps within the Mid-West Region. Due to the Shire's geographical extremities and isolation, the locality generally appeals to tourists travelling "off the beaten track" exploring the natural landscape, wildflowers and outback.

The Shire's road conditions along key tourism routes present both opportunities and challenges. The area has the potential to be daunting to travellers due to the road conditions, lack of telecommunications, distances between services and facilities and the isolation. On the other hand this is a key draw card for tourists who are seeking adventures down the roads less travelled.

Constraints to success

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

Actions taken to date

- ☐ Construction of a waste dump point, laundry and more accommodation at the Murchison Settlement Caravan Park.
- ☐ Development of a Regional Tourism Strategy with neighbouring Shires to promote tourism in the region – Upper Gascoyne Murchison Tourism Development Strategy 2015-19 was adopted by Council on the 18th December 2014. This is a collaboration between eight Shires (Shire of Murchison, Shire of Upper Gascoyne, Shire of Meekatharra, Shire of Wiluna, Shire of Cue, Shire of Mt Magnet, Shire of Sandstone and Shire of Yalgoo) to grow tourism visitation, stay and expenditure across the upper Gascoyne Murchison region.

¹⁶ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

¹⁷ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Actions planned for the future

- Expansion of the Murchison Settlement Caravan Park's accommodation facilities and construction of a camp kitchen.
- Consideration of developing Tourism infrastructure in locations throughout the Shire other than the Settlement.
- Support for a proposed regional Geotourism venture.

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.

Ranking

Council (1- 20) ¹⁸: 19.0 Community (1 – 10) ¹⁹: 7.29 (Develop leasehold / freehold blocks)
8.00 (Industrial Park)

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	2018/19	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 were adopted by Council on 19 March 2015 and forwarded to the Planning Commission for final determination by the Minister.
- Increase and improve Shire housing stock to accommodate further staff positions required to support the region's economic development – a new house has been constructed at 16 Mulga Crescent.

Actions planned for the future

- Increase and improve Shire housing stock to accommodate further staff positions required to support the region's economic development.
- Provide training and employment opportunities for the local community.
- Liaise with Department of Lands to map an action pathway.

Performance measures

- Availability of freehold land or alternative options for residential and industrial development.

¹⁸ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

¹⁹ Community ranking of the 10 economic priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Environmental

Objective 2:

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

Selected Comments from Community Survey

- Shire to be able to work out side of our road reserves to control water and create shadow drainage on both sides of our road network.
- Improve our carbon footprint - move away from total diesel generators - solar / windpower.
- Would like to see wild dogs removed from the landscape. Would like to see the Settlement running on renewable energy. Would not like to see any further degradation of the land. Would like to see water shadows from road building reduced. Would like to see the Settlement environment continue to improve.
- More local endemic species planted around the settlement. Green power for the whole settlement. Recycling & green waste management.

Strategies to Achieve Environmental Outcomes

Policy on Road Drainage

Preparation of an evidence based report to support off reserve remediation work, including downstream dispersal.

Rationale

Improve environmental management of impacts of road drainage on road reserves and adjoining land.

Ranking

Council (1- 20)²⁰: 6.80

Community (1 – 3)²¹: 1.57

Constraints to success

- Legislation limiting the Shire's ability to manage drainage issues to the Road Reserve.

Actions taken to date

- Bund Policy adopted by Council July 2016.

Actions planned for the future

- Preparation of an evidence based report to support off reserve remediation work, including downstream dispersal;
- Coordination with land owners in relation to road works.

Performance measures

- Preparation of the report.

²⁰ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

²¹ Community ranking of the 3 environmental priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Continuation of Bunding and Remediation of Old Roads and Borrow Pits

Continuation of the Shire's current management practices in relation to bunding and remediation of old roads and borrow pits.

Rationale

Continued bunding and remediation of old roads and borrow pits is essential to minimise the impact of road works on the Shire's natural environment and comply with legislative requirements.

Ranking

Council (1- 20) ²²: 7.00

Community (1 – 3) ²³: 2.00

Constraints to success

- ☐ Costs associated with undertaking such works.

Actions taken to date

- ☐ Bund Policy adopted by Council July 2016.
- ☐ Bunding of old roads and borrow pits.

Actions planned for the future

- ☐ Continuation of current practices.

Performance measures

- ☐ Compliance with legislative requirements.

²² Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

²³ Community ranking of the 3 environmental priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Renewable Energy for Settlement

Update of the Settlement electricity supply network to renewable sources

Ranking

Council (1- 20)²⁴: 6.60

Community (1 – 3)²⁵: 2.43

Refer to Green Power Upgrade under Economic Objectives for further discussion of this priority. Council is of the view that these two priorities identified from the Community Consultation process refer substantively to the same priority.

²⁴ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

²⁵ Community ranking of the 3 environmental priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

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

- ☐ Project Officer - to implement other social development. A school room - teacher, medical services - fly in fly out?
- ☐ I think a small school / education facility plus teachers house / quarters to enable the Shire to employ staff with say Primary School kids.
- ☐ Any provision of health & education facilities would be fantastic. Community resource centre / education centre. If the share wants to attract families they need resources.

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

Health Services

Explore strategies to improve the delivery of health services to residents of the Shire.

Rationale

There are currently no health facilities located within the Murchison settlement. Murchison is serviced via a multi-purpose service which has allowed for a flexible approach to health services across the Mid-West region. Hospital services are based in Meekatharra, which also serves as the regional base for the Royal Flying Doctor Service. The closest medical service is provided at Mullewa with nursing posts also located at Mount Magnet, Cue and Sandstone.

Within the Shire there is also a patient transfer vehicle which is a local emergency service provided by the Shire. This vehicle is used to assist in emergencies by providing interim health assistance to those in need until such time as professional medical attention can be received. This service plays an important role in responding to emergencies within an isolated area.

Ranking

Council (1- 20) ²⁶ :	7.80	Community (1 – 8) ²⁷ :	3.29 (Coordinate community health visits with those for Shire Staff 3.79 (Visiting Health Services)
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Constraints to success

- Small and dispersed population presents challenges for health care professionals to service the region.

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

- Look at ways to coordinate visits by health professionals for Shire Staff so as to make services available to other residents within the Shire;
- Explore other options for visiting health services

Performance measures

- Increased visits by health professionals which are accessible to residents.

²⁶ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

²⁷ Community ranking of the 8 social priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Support for Community Groups

Provision of Human Resources to assist community groups.

Rationale

The Shire has a small population. Attracting volunteers to undertake activities for community groups is generally not an issue, however, complying with administrative requirements for community groups proves more challenging.

Ranking

Council (1- 20) ²⁸: 10.40 Community (1 – 8) ²⁹: 3.86 (Support for Volunteers)
4.79 (Project Officer):

Constraints to success

- ☐ Availability of human resources within the Shire's staffing structure (quantity and relevant qualifications / experience).
- ☐ Financial resources to support additional staff positions.

Actions taken to date

- ☐ Construction of additional staff housing – 16 Mulga Crescent constructed for Deputy CEO, freeing up one unit of housing for Project Officer.

Actions planned for the future

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

Performance measures

- ☐ Hours of support provided to community groups;
- ☐ Register of support provided to community groups.

²⁸ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

²⁹ Community ranking of the 8 social priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Refurbishment of Community Centre

The Community Centre is a key building within the Murchison Settlement. The Centre was built in the 1980's and has maintained since this time, however is due to refurbishment.

Rationale

Refurbishment will extend the economic life of the centre and improve the level of service provided to the community from this key asset.

Ranking

Council (1- 20) ³⁰: 14.40

Community (1 – 8) ³¹: 4.86

Constraints to success

- Costs associated with Refurbishment.

Actions taken to date

- Routine repairs and maintenance undertaken as required.

Actions planned for the future

- Refurbishment of the Community Centre (i.e. floor treatments, painting etc.)

Performance measures

- Refurbishment of the Community Centre completed;
- Community satisfaction with the Centre.

³⁰ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

³¹ Community ranking of the 8 social priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Regional Community Emergency Services Manager

Emergency Services planning and response is a key issue for the Shire. Additional resources would improve the planning and response to emergency situations.

Ranking

Council (1- 20) ³²: 14.20

Community (1 – 8) ³³: 4.93

Rationale

To develop, implement and coordinate the delivery of Community Emergency Services functions within the Shire, in conjunction with neighbouring Shires.

Key components of this role include the provision of volunteer support, emergency management planning, supervision of financial reporting, community liaison, maintaining fire control, undertaking general inspections, and attending to relevant administration requirements.

Constraints to success

- ☐ Additional funding would be required to engage a suitable contractor / employee

Actions taken to date

- ☐ Preliminary consultation has taken place with some neighbouring Shires.

Actions planned for the future

- ☐ Explore funding opportunities;
- ☐ Consultation with neighbouring Shires and defining scope of role.

Performance measures

- ☐ Definition of the scope of the role;
- ☐ Engagement of a suitable contractor / employee.

³² Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

³³ Community ranking of the 8 social priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Explore Education Opportunities

Explore potential opportunities to improve access to existing education services for residents within the Shire.

Ranking

Council (1- 20) ³⁴: 16.8

Community (1 – 8) ³⁵: 5.07

Rationale

Lack of access to suitable education services has been identified as a potential barrier to attracting young families to the Shire.

Constraints to success

- Unlikely to attract further government funding for education services given low demand and low population in the Shire.

Actions taken to date

- Support for the Isolated Children's Parents' Association (ICPA).

Actions planned for the future

- Consider options for improving access to existing education opportunities, including, but not limited to:
 - School of the Air;
 - Possible coordination / sharing of resources with Pia Wadjari School;
 - Investigate transport options to enable greater utilisation of existing services.
 - Continued support for the ICPA

Performance measures

- Report as to outcomes of investigation of above services.
- Acknowledgment of support from ICPA.

³⁴ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

³⁵ Community ranking of the 8 social priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

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

- ☐ Be innovative, forward thinking & good at communication with the population
- ☐ Promoting the quality of life in a place and in the community. Civic leaders need to engage with the community to find out what they want to happen and then help make it happen. Civic leaders need to build trust with the community and behave honestly, thoughtfully and for the greater good.
- ☐ The Leaders of the traditional Wadjari custodians of country in Murchison need to be encouraged to give their opinions on the future of the Shire.

Strategies to Achieve Civic Leadership Outcomes

Communication Strategies and more involvement with Pia Wadjari

Increase communication between the Council and all sectors of the Community (both ways).

Ranking

Communication Strategies:

Council (1- 20) ³⁶ :	10.60	Community (1 – 3) ³⁷ :	1.43
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More Involvement with Pia Wadjari

Council (1- 20) ³⁸ :	14.80	Community (1 – 8) ³⁹ :	5.79
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Rationale

It is important to ensure there is regular and clear communication between the Council and the Community to ensure the community's needs are being met within the legislative and financial constraints within which the Council Operates.

The Council believes communication permeates everything the Council does. As such, communication strategies have been embedded into the strategies and objectives outlined in this plan and the Shire's other key planning documents.

Actions taken to date

Examples of communication strategies employed include:

- Publication and distribution of the Shire's bi-monthly newsletter (the Murchison Monologue);
- Hosting community meetings and forums on key topics, such as:
 - Annual Electors Meeting;
 - Community Consultation day for Strategic Community Plan;
 - Main roads opportunities for contractors.
- E-mail communications on developing issues;
- Representatives from the Community were invited and attended the opening of the Ballinyoo Bridge project.

Actions planned for the future

The Council plans to continue with the strategies outlined above.

³⁶ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

³⁷ Community ranking of the 3 civic leadership priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

³⁸ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

³⁹ Community ranking of the 8 social priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

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.

Ranking

Council (1- 20) ⁴⁰: 12.80

Community (1 – 3) ⁴¹: 2.21

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 Executive Group as part of the Local Government reform process.
- ☐ Development of a Regional Tourism Strategy with neighbouring Shires to promote tourism in the region (see Tourism Development for further detail). – Upper Gascoyne Murchison Tourism Development Strategy 2015-19 was adopted by Council on the 18th December 2014. This is a collaboration between eight Shires (Shire of Murchison, Shire of Upper Gascoyne, Shire of Meekatharra, Shire of Wiluna, Shire of Cue, Shire of Mt Magnet, Shire of Sandstone and Shire of Yalgoo) to grow tourism visitation, stay and expenditure across the upper Gascoyne Murchison region.

Actions planned for the future

- ☐ Pursuit of opportunities on a collaborative basis as and when appropriate opportunities arise:
 - o Regional Community Emergency Services Manager;
 - o Regional Geotourism initiative.

Performance measures

- ☐ Pursuit of opportunities on a collaborative basis.

⁴⁰ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁴¹ Community ranking of the 3 civic leadership priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Bush Fire Brigade – Fast Attack

The need for a fast attack unit has been identified as a required piece of equipment to respond to emergency situations.

Ranking

Council (1- 20) ⁴²: 11.40

Community (1 – 3) ⁴³: 2.36

Rationale

The need for a fast attack unit has been identified as a required piece of equipment to respond to emergency situations.

Constraints to success

- Department of Fires and Emergency Services (DFES) Local Government Grants Scheme cannot be utilised for purchases of plant.

Actions taken to date

- Preliminary investigation into funding sources for the purchase of the fast attack unit.

Actions planned for the future

- Purchase of fast attack unit to be funded either from grant sources or alternatively from the Shire's operational budget.

Performance measures

- Purchase of the fast attack unit.

⁴² Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁴³ Community ranking of the 3 civic leadership priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

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.

Ranking

Council (1- 20)⁴⁴: N/A

Community (1 – 3)⁴⁵: N/A

This strategy was not identified through the community consultation process, however Council believes this is an important strategy to ensure the overall good governance of the Shire.

Constraints to success

Nil.

Actions	Management	Timeframe	Partners
Prepare and implement a long term financial plan.	CEO and Consultant.	Ongoing	Community / DLG/Council
Prepare and implement a Workforce Plan	CEO and consultant	Ongoing	Community/ DLG/council
Adopt an asset management and replacement strategy that minimises the net cost of replacing assets.	CEO	Ongoing	Council
Prepare and implement a Corporate Business Plan	CEO and consultant	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;
- ☐ Development of a Workforce Plan adopted by Council June 2013;
- ☐ Development of a Long Term Financial Plan adopted August 2013 and then reviewed annually;
- ☐ Development of an Asset Management Plan adopted June 2013 and then reviewed annually;
- ☐ Development of a Corporate Business Plan in compliance with legislative requirements – adopted August 2013 and then reviewed annually.

Actions planned for the future

- ☐ Assess all potential funding sources, particularly grants to enable the maximisation of community benefit from matching cash contributions by Council.

⁴⁴ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁴⁵ Community ranking of the 3 civic leadership priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Performance measures

- Adoption of finance and asset sustainability indicators and performance against those indicators -
On 16th August 2013 Council adopted asset and sustainability indicators as part of its inaugural Long Term Financial Plan. These were reviewed in the Long Term Financial Plan 2015-30 and the Strategic Resourcing Plan 2016-2031. Performance against the ratios is displayed in the Annual Financial Report as a three year comparative.

Strategic Planning

Ongoing reviews of the Community Strategic Plan.

Rationale

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

Ranking

Council (1- 20) ⁴⁶: N/A

Community (1 – 3) ⁴⁷: N/A

This strategy was not identified through the community consultation process, however Council believes this is an important strategy to ensure the overall good governance of the Shire.

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	2018/19	Council / Community / DLGC
A full review of the Strategic Community Plan will be scheduled for four years from when it is adopted.	CEO	2020/21	Council / Community / DLGC

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.

⁴⁶ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁴⁷ Community ranking of the 3 civic leadership priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

Asset Management

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

Rationale

Best business practice.

Ranking

Council (1- 20) ⁴⁸: N/A

Community (1 – 3) ⁴⁹: N/A

This strategy was not identified through the community consultation process, however Council believes this is an important strategy to ensure the overall good governance of the Shire.

Constraints to success

Nil.

Actions taken to date

- Develop and implement an Asset Management Plan in compliance with legislative requirements – Inaugural Asset Management Improvement Strategy adopted by Council 21 June 2013 and reviewed annually since that time.

Actions planned for the future

- Review and update of Asset Management Plans as required.

Performance measures

- Measurement of performance against asset sustainability indicators and community satisfaction with level of service of infrastructure assets – a three year comparative of the asset sustainability ratios are provided in the Annual Financial Report.

⁴⁸ Council overall ranking of all 20 priorities from the Community Consultation process. Refer to *Council Overall Ranking of Priorities* for further detail.

⁴⁹ Community ranking of the 3 civic leadership priorities identified from the Community Consultation process. Refer to *How Our Community Had a Say* for further detail.

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

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 Ares				
	Economic	Environmental	Social	Civic Leadership	
Community Facilities & Infrastructure					
Parks and Sporting Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Libraries	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community Hall & Rec Facilities	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Tourist Centre	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Cemetery	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Roads, Verges and Footpaths	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Street Lighting	✓ <input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Public Toilets	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Museum Management	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Caravan Park	✓ <input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Waste Dump Point	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Electricity Generation for Settlement	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Water Supply to Settlement	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Community Services					
Health Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
Childcare, Playgroup, Maternal and Infant Services	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Youth Services	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Aged and Disabled Services	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Support for Volunteers	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Crime Prevention	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>
Indigenous Relations	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>		<input type="checkbox"/>

	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
Roadhouse	✓ <input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Freight	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Shire Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Council's Customer Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>
Long Term Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>
Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>
Community Engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>
Economic Development	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Festival and Event Support	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Emergency Services	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Environmental Initiatives	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regional Collaboration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>
General Garbage Collection	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Building Control	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Health Administration and Inspection	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Town Planning	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>
Ranger Services	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Tourism Management	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Housing	✓ <input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Townscape Presentation	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pest Control	<input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Landscaping	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Drainage, Stormwater and Flood Management	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Police Licensing Services	<input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>
Road Works	✓ <input type="checkbox"/>	<input type="checkbox"/>	✓ <input type="checkbox"/>	<input type="checkbox"/>

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 2016) compared against the position at 30 June 2012.

	30 June 2012	30 June 2016	Notes
Population	113	121	
Number of Electors	106	105	
Employees	11.9	11.0	
Actual per audited Financial Statements:			
Rates	304,192	372,152	
Financial Assistance Grants	3,412,293	3,418,868	
Other Operating Grants	9,628,809	3,481,919	
Non-Operating Grants	387,588	1,472,994	
Capital Expenditure	1,358,323	6,303,534	
Operational Expenditure	12,420,070	9,796,652	
WD Value of Assets	16,469,737	81,954,904	

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 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 have also developed a Corporate Business Plan, which is 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	www.csiro.au
DAFWA	Department of Agriculture and Food	www.agric.wa.gov.au
DEC	Department of Environment and Conservation	www.dec.wa.gov.au
DFES	Department of Fire and Emergency Services	www.dfes.wa.gov.au
DP	Department of Planning	www.planning.wa.gov.au
DIT	Department of Infrastructure and Transport	www.nationbuildingprogram.gov.au
DLGC	Department of Local Government and Communities	www.dlgc.wa.gov.au
DRDL	Department of Regional Development and Lands	www.rdl.wa.gov.au
GRAMS	Geraldton Regional Aboriginal Medical Service	www.ahcwa.org.au
MPs	Members of Parliament	www.parliament.wa.gov.au www.aph.gov.au
MRWA	Main Roads WA	www.mainroads.wa.gov.au
NGOs	Non-Government Organisations	N/A
ICPA	Isolated Children's Parents' Association	www.icpa.com.au
RDA	Regional Development Australia	www.rda.gov.au
RFDS	Royal Flying Doctor Service	www.flyingdoctor.net
WACHS	Western Australian Country Health Service	www.wacountry.health.wa.gov.au

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.

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 2012/13 – 2022/23.
- Department of Local Government and Communities: Integrated Planning and Reporting Advisory Standard.

