STRATEGIC COMMUNITY PLAN

2020 /2030

Shire of **MUNDARING**
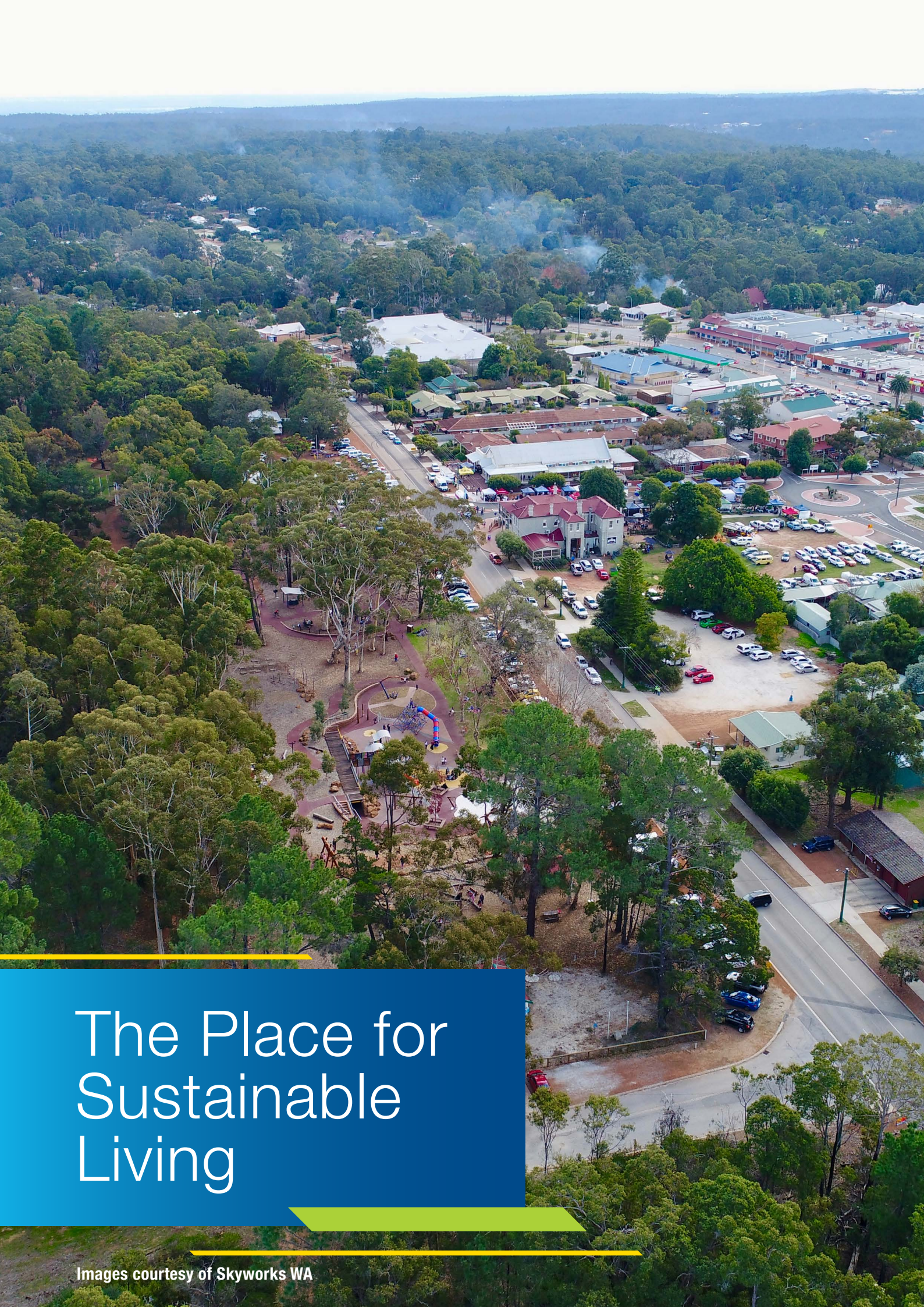
The Place for Sustainable Living

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MESSAGE FROM THE SHIRE PRESIDENT

We are proud to present the Shire of Mundaring's 2020 - 2030 Strategic Community Plan. This plan expresses our community's vision and prioritises the way forward.
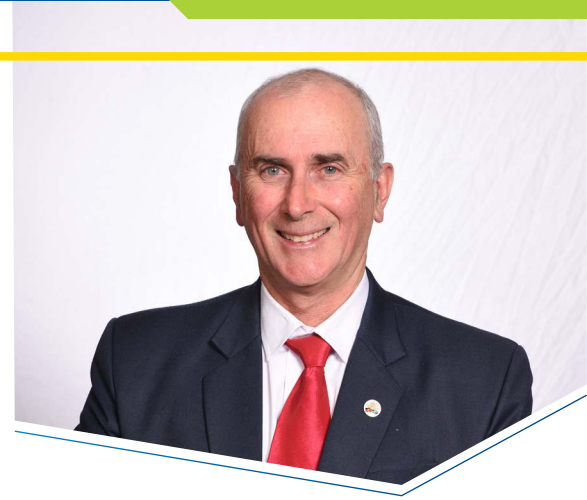
On behalf of the Council, I thank the hundreds of people who contributed to the plan. The opportunity to contribute was open to all. Multiple workshops were held and on-line submissions were collected. Many young leaders also came forward with their ideas.

These community voices have given Council a strong and compelling message.

The community's priority is for the natural environment to be well managed and for our Shire to remain a great place to immerse oneself in nature.

The community wants the Shire to be a great place for young and old and everyone in between.

The community wants to take the lead on sustainable living initiatives and has asked the Shire to support them in these endeavours.

Shire-Community partnerships are strengthened through Shire grant funding, and in-kind and professional support. We will continue to support the community to access grants from the Federal and State Governments. The Shire will continue to provide high quality facilities at a low cost to the community.

Council supports the call from the Aboriginal community for increased celebration and learning of Noongar language and culture. We also back the local business community in their aspirations. There is strong community support for local businesses and developing the tourism potential of our distinctive culture, arts, and natural environment.

Council's strategic focus for the coming decade is to develop, strengthen and expand our partnerships with the community. Together we will strive to be the most sustainable community we can be.

Council has listened to the community and we have responded with this 10-year strategic plan. The strength of this plan lies in the strength of the community's vision and desire to lead the way. Mundaring is, and will remain, a community-focused Shire Council.

Cr John Daw
Shire President

THE PLACE FOR SUSTAINABLE LIVING

The community's vision for sustainable living encompasses the principles of sustainable development at a whole of community level, and at the household level.

Sustainable development integrates social, economic and environmental outcomes to meet the needs of the community, without compromising the ecosystems that support life or the ability of future generations to meet their own needs.

Sustainable living is built on high trust within communities, and between communities and the institutions that work with and for them.

It is an inclusive and empowering concept, where neighbourhoods and communities of interest are supported to create places they love.

Local businesses are valued and thriving, offering employment opportunities close to home.

Sustainable living sees residents, businesses and organisations minimise use of natural resources, reduce waste, and act to protect and regenerate biodiversity and eco-systems.

Being the place for sustainable living means that everyone has a role to play, including:

- the Shire incorporating sustainable development principles into its decision-making and own operations

- households and businesses making sustainable choices

- the community sharing knowledge, including Aboriginal knowledge, and leading community-based activities to promote, inspire and inform sustainable living

Images courtesy of Skyworks WA

NAVIGATING THE PLAN

This is how the plan is put together.

Introduction and Summary
The main points of the Plan in a nutshell.

Community Profile
Key aspects of our geography and population that affect how we plan for the future.

Progress since the last Strategic Community Plan (2016 – 2026)
Reflections on community satisfaction and how we are going against our objectives.

Community Engagement
What we heard from the community on their challenges, vision, values and priorities.

Strategic Direction
The compass of the Plan – including the community vision, priorities, strategies and resourcing implications.

Council Decision-Making Criteria
How the Council will ensure the Plan is followed in all significant decisions.

Strategic Risk Management
What could put the Plan off track and what the Council will do to address those risks.

Success Measures
How progress will be measured, with a focus on the ten year priorities.

INTRODUCTION AND SUMMARY

ACKNOWLEDGEMENT OF COUNTRY

Shire of Mundaring respectfully acknowledges the Whadjuk people of the Noongar Nation, who are the traditional custodians of this land.

We wish to acknowledge Elders past, present and emerging and respect their continuing culture and the contribution they make to the region.

INTRODUCTION

Welcome to the Shire of Mundaring's Strategic Community Plan. It is a long term plan that shows the community's vision and how the Council has responded. The purpose of the Plan is to:

- Guide Council in its corporate business and financial planning and other decisions
- Engage the community in a unified sense of direction
- Influence others who can help make the Plan a reality (eg funding bodies)
- Enable Council and the community to monitor progress

The Shire of Mundaring Council is responsible for approving the Strategic Community Plan. Execution is detailed in the Corporate Business Plan, which is a four year delivery plan with accompanying budget forecast. The Shire Administration is responsible for implementation and reporting on progress to the Council.

These two plans are part of the Integrated Planning and Reporting Framework, which is applied by all local governments in Western Australia. If you are interested to know more about the framework, please see **Appendix 1: Western Australia Local Government Integrated Planning and Reporting Framework**.

See the current Councillors in **Appendix 2: Shire of Mundaring Council**. The five key roles of the Shire of Mundaring are outlined in **Appendix 3: The Shire's Roles**.

State and Federal Government have a significant effect on the Shire's planning for the future. See **Appendix 4: State and Federal Government** planning landscape for key legislation, frameworks, strategies and plans.

Council adopted the draft Plan for consultation on 10 December 2019. Council adopted the final Plan on 10 March 2020 after incorporating community feedback. The Plan will be reviewed by 2022 and then two yearly.

SUMMARY

The process undertaken in developing this Strategic Community Plan has demonstrated the desire of the people within the Shire of Mundaring for sustainable living, and a move towards a more community-based approach, which embraces leadership, collaboration, and inclusivity.

The community vision, what we value most as a community, ten and four year priorities, goals and resourcing implications of the Strategic Community Plan are listed below.

Community Vision
The place for sustainable living

What we value most as a community
- Protection of the natural environment
- Peaceful lifestyle
- Safe and inclusive community

Ten and Four Year Priorities
While the Plan has comprehensive goals (see below), objectives and strategies, the Council has adopted three major ten year priorities. Each ten year priority has four year priorities which will be reflected in the Corporate Business Plan and accompanying budgets.
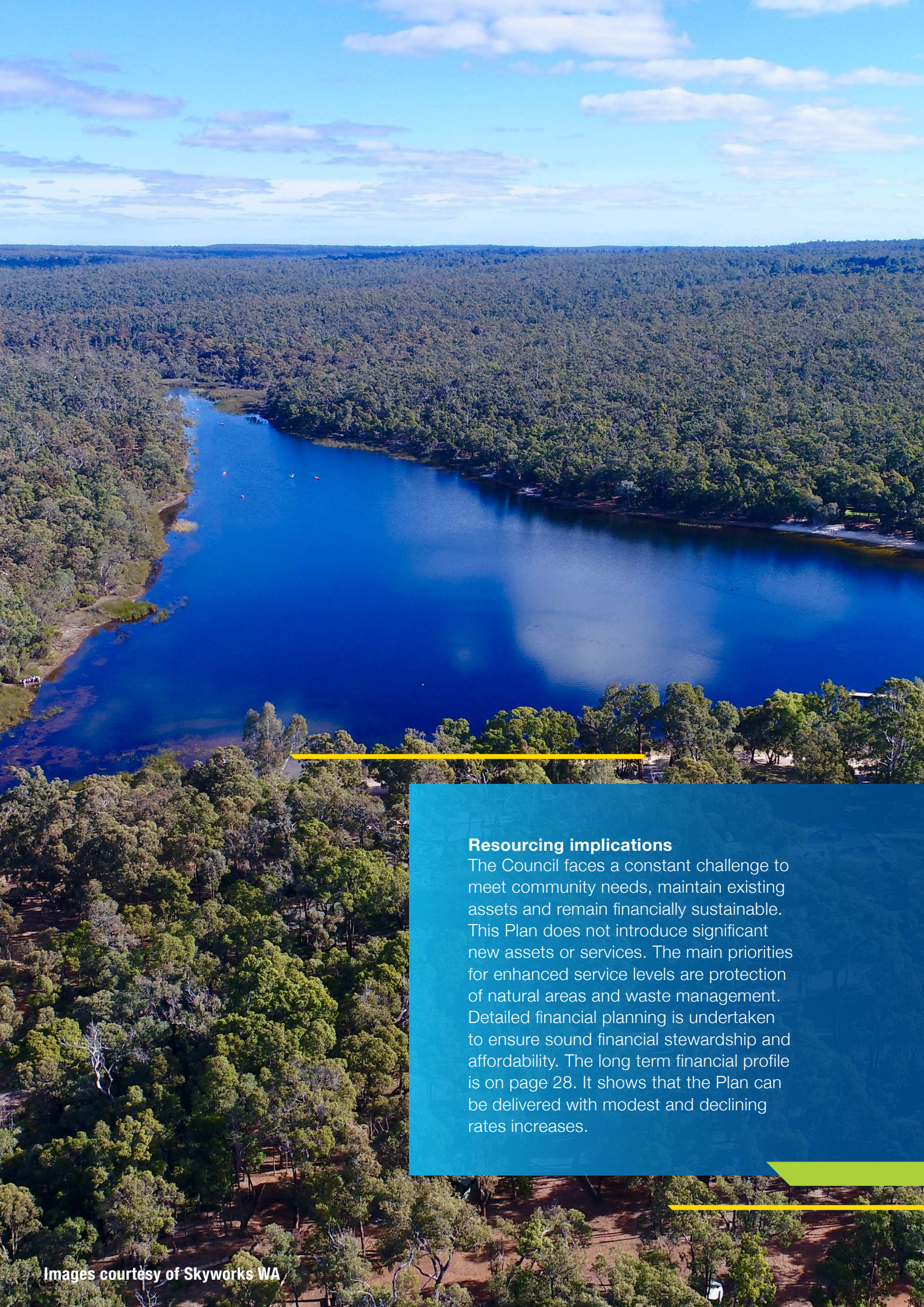
Table 1: Ten and Four Year Priorities

Ten year priorities	Four year priorities
Leadership and collaboration for sustainable living – Shire, community, business	• Shire-led conservation, protection and retention of natural areas • Community-led initiatives and innovation • Business-led economic and tourism development
A place for young and old	• Youth-led Shire and community partnerships for skill development, youth connections, peer support • Transport and downsizing options for older people • Connect the generations
Recognise and celebrate Noongar language and culture	• Aboriginal community-led Shire and community partnerships for reconciliation and enhanced cultural awareness

Goals
Our goals are as follows:

	Community	Healthy, safe, sustainable and resilient community, where businesses flourish and everyone belongs
	Natural environment	A natural environment that is protected, sustainable and enjoyed
	Built environment	Transport, infrastructure and planning for liveable, connected communities
	Governance	Trusted, leading and listening local government

Resourcing implications

The Council faces a constant challenge to meet community needs, maintain existing assets and remain financially sustainable. This Plan does not introduce significant new assets or services. The main priorities for enhanced service levels are protection of natural areas and waste management. Detailed financial planning is undertaken to ensure sound financial stewardship and affordability. The long term financial profile is on page 28. It shows that the Plan can be delivered with modest and declining rates increases.

Images courtesy of Skyworks WA

COMMUNITY PROFILE

LOCATION

The Shire of Mundaring is located on the eastern edge of metropolitan Perth, about 35 kilometres from the Perth CBD. Its land area is 644 km2, of which nearly half is National Park, State Forest or water catchments. Its neighbours are the Shires of Toodyay (north), Northam and York (east), and the Cities of Kalamunda (south), and Swan (west/north-west). Mundaring is thought to derive from an Aboriginal word meaning "a high place on a high place" or "the place of the grass tree leaves". The Shire is made up of 22 distinct localities across rural, bush and more urbanised environments:

Bailup

Beechina

Bellevue

Boya

Chidlow

Darlington

Glen Forrest

Gorrie

Greenmount

Helena Valley

Hovea

Mahogany Creek

Malmalling

Midvale

Mount Helena

Mundaring

Parkerville

Sawyers Valley

Stoneville

Swan View
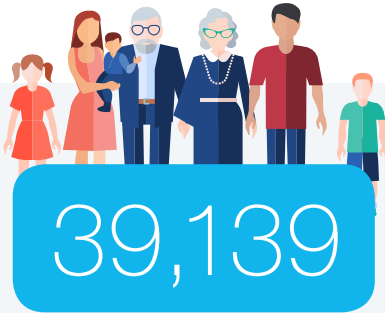
The Lakes

Woorooloo

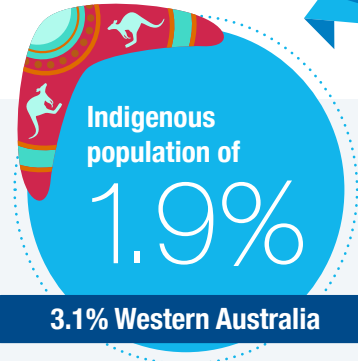*Figure 1: Map of Shire of Mundaring*

KEY FEATURES

The "Community Snapshot" in Figure 2 summarises key features of the Shire of Mundaring population. See the full community and economic profile here **https://profile.id.com.au/mundaring/home.**

39,139 Estimated resident population for 2019

Median age is **42**

Indigenous population of **1.9%**
3.1% Western Australia

Total persons by age

0-4	5-11	12-17	18-24	25-34	35-49	50-59	60-69	70-84	85+
5%	8.7%	7.9%	8%	10.9%	21%	15.3%	12.7%	8.9%	1.6%

Birthplace summary

11.5% born from United Kingdom

Not stated 5.6%

Overseas 24.2%

2.9% born from New Zealand

70.2% Australia

Language spoken

Speak English **84%**

Not stated **9.9%**

Non-English **6.1%**

Italian 0.9%

German 0.5%

Filipino/Tagalog 0.5%

3.7% total persons needing assistance with core activities
3.9% Western Australia
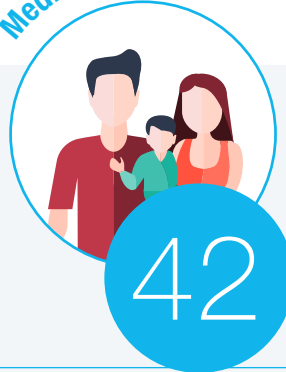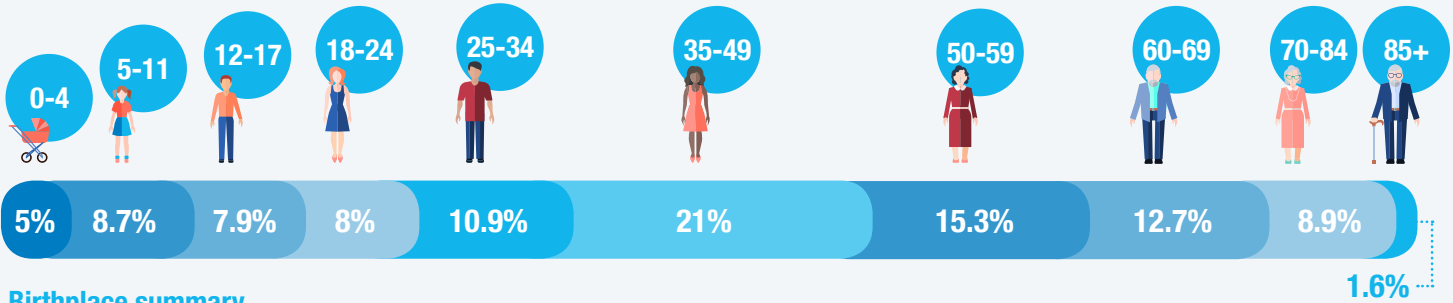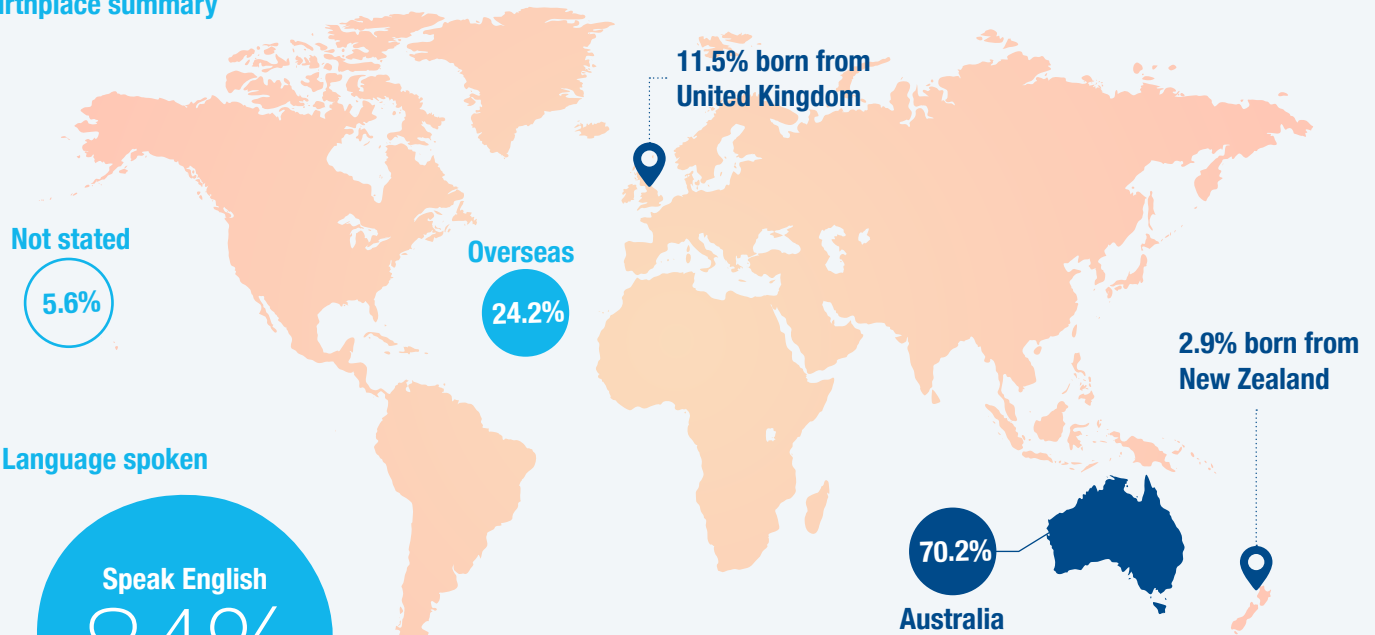
Figure 2: Shire of Mundaring Community Snapshot

PROGRESS SINCE THE LAST PLAN (2016-26)

COMMUNITY SATISFACTION

Community satisfaction is a key indicator of progress. The 2019 Community Perceptions Survey found that the community is mostly satisfied with the overall performance of the Shire (74%). The service with the greatest impact on the evaluation of overall services and facilities is environmental management. This is consistent with the results of the community engagement as shown in the following section. Faith and trust in the Shire and leadership are the aspects most strongly correlated with positive reputation. The survey indicates potential to improve 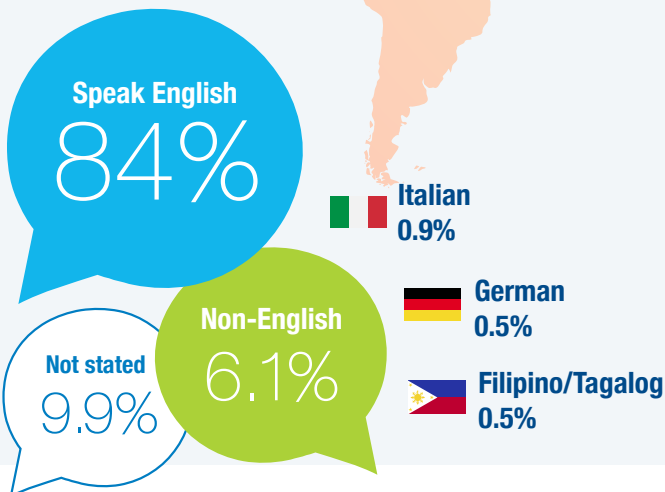the quality of life of residents through initiatives that promote inclusion, with only 41% of residents agreeing that residents of all ages, needs and backgrounds are engaged and supported by their community.

PROGRESS ON OBJECTIVES

The objectives in the last Strategic Community Plan are listed below with a short snapshot of progress for each area. All are a mixture, so a "heat map" indicator of progress is shown with green being most positive, orange being average and red being least positive.

Governance

Objectives
- A fiscally responsible Shire that prioritises spending appropriately
- Transparent, responsive and engaged processes for Shire decision making

Progress
The Shire applies prudent financial policies and balances its expenditure decisions to responsibly manage the asset base (roads, parks, libraries etc) and deliver valued services to the community, taking into account the community's priorities within what is affordable to the community. The Shire meets the required ratios for financial and asset sustainability.

The Shire is open and engages with the community on all major decisions, including the Strategic Community Plan, issue specific strategies and plans, and land use planning.

Community

Objectives
- A community that is prepared for bush fire and other natural disasters
- Residents of all ages, needs and backgrounds are engaged and supported by their community
- A strong and localised community spirit
- A place of vibrant culture and arts
- Flourishing local business

Progress

There has been pleasing progress in bush fire and natural disaster preparedness. While the proportion of residents who have an up-to-date Bushfire Survival plan has reduced slightly (62%), there has been a considerable increase among those who have practiced bushfire survival with their family (56%).

Community spirit is strong, and there are many activities, events and services for different groups (eg young people, seniors). The Arena and Boya Community Centre have been built and ovals have been upgraded. Community groups are supported and celebrated, and culture and the arts are strong.

However, the community survey indicates engagement and support could be improved.

The local business community is in a challenging environment, which is also an area of concern.

Natural Environment

Objectives
- A community that manages water sustainably
- A place where the environment is well managed
- A great place to immerse yourself in nature

Progress

There has been good progress in the natural environment. Efforts made to limit water and energy use while still meeting community expectations for facilities and services. The community has increased recycling and less waste is going to landfill. There is substantial and increasing community involvement in environmental management, in partnership with the Shire. Some aspects of environmental management in the Shire are an ongoing battle, such as weed control.

Built Environment

Objectives
- A place that is connected, safe and easy to move around
- Community needs are considered in planning for the future
- Reliable digital services and power supply

Progress

Extending the footpath and cycleway network is taking longer than originally anticipated as the Shire is staging this work more slowly to manage costs for ratepayers. Amenity for public transport users is incrementally improving with the addition of bus shelters.

Planning for development is occurring, taking into account community needs and concerns, which can be in conflict. These processes occur outside the Community Strategic Plan framework.

Power supply has improved and internet coverage via the National Broadband Network (NBN) is on track.

COMMUNITY ENGAGEMENT

BACKGROUND

Engagement with our community was a vital part of developing the Strategic Community Plan. A summary of the process is outlined in Appendix 5: Community Engagement Process.

As well as engagement with the general community, the Shire specifically sought the views of young people, the business community, the Aboriginal community and community leaders across a range of groups that are active in the district. Workshops were held in different areas to ensure a good geographic mix. In addition, there was a parallel online process.

The following sections summarise the overall participation and results. The specific groups have also significantly influenced this Plan and the priorities. You can see all the detailed results (forthcoming) on Engage Mundaring.

PARTICIPATION

A total of 417 people participated in the community, youth and Aboriginal workshops. Their demographic profile shown in Figure 3 below. In addition, we had 56 responses online, 18 attendees at the business sundowner and 22 attendees in the community leaders' workshop. A total of 513 responses were received overall.

Figure 3: Age and sex profile of community, youth and Aboriginal workshop participants

Legend

● Male ● Female
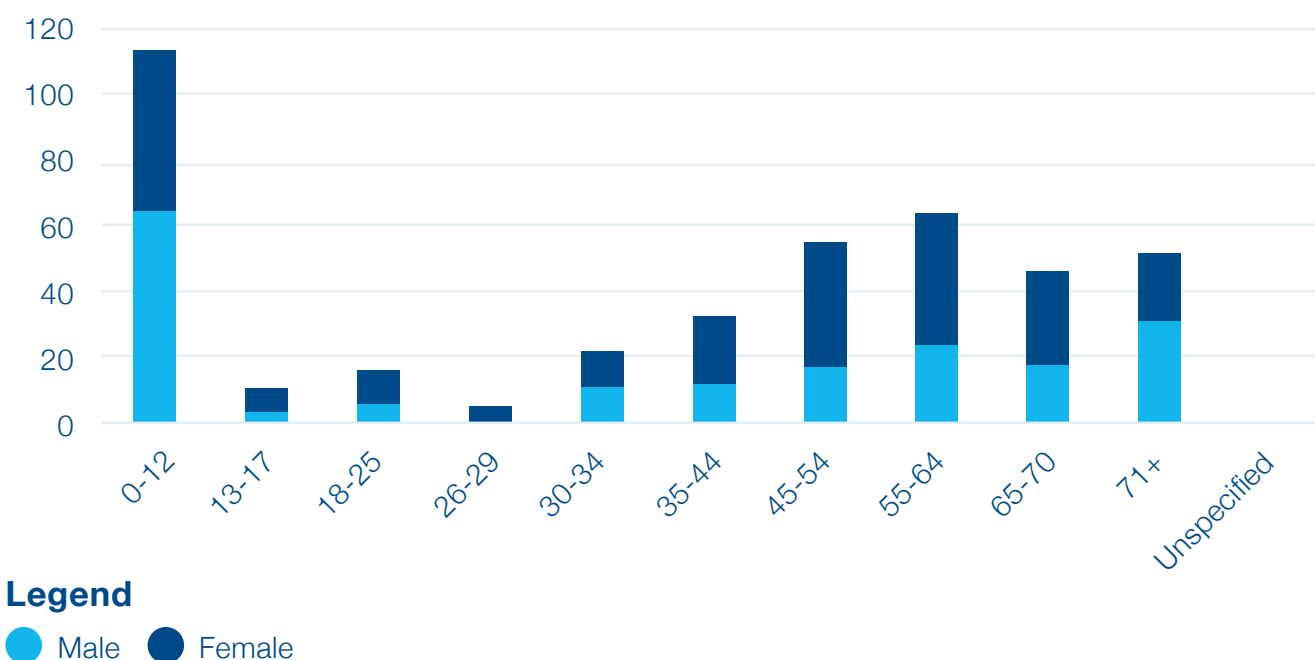
OVERALL RESULTS

Major challenges

The staff and Council made a preliminary identification of the major challenges facing the community for the decade ahead. The face to face and online engagement checked in with community to see what other major challenges they saw. The items added by the community are shown in italics below.

Community

- Ageing population
- *Opportunities for young people*
- *Embracing Aboriginal culture, history and language*
- Local business sustainability
- Household finances
- Mutual trust within communities
- Fire risk, including lengthening of the bush fire season

Natural environment

- Threats to bushland and species
- Climate change adaptation
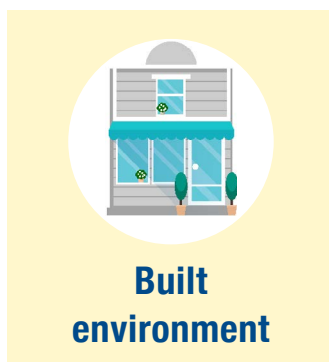
Built environment

- *Maintain the highly valued character of the built and natural environment*
- Sewerage infrastructure – State Government support
- *Public transport*
- Connectivity of roads
- Congestion

Governance

- Council cost pressures – especially lifecycle costs of infrastructure and facilities
- Rates – keeping increases to a minimum
- Mutual trust between community and Council

What the community loves most

The following word cloud captures what the community loves most about the Shire of Mundaring. Key elements include the natural environment, the peace and quiet, the community and way of life.

Figure 4: What the community loves most

Vision

The following word cloud captures the community's vision for the Shire of Mundaring. Key elements again include the natural environment, peace and quiet, the community and way of life: things the community does not want to lose. The notion of remaining unspoilt is strong. Elements of the vision that are less strong in the current state (representing a desire for positive change) include recognition of Aboriginal culture, improved transport (walking, cycling, public transport), accessibility and jobs.

Figure 5: Vision

Images courtesy of Skyworks WA

What we want to be known for

The following word cloud captures what the community most wants to be known for. This question sheds a different light on the community's vision. These are the things that would engender pride and reflect how the community wants to see itself. The responses revealed a desire for environmental leadership; a place to unwind and experience nature; a hub for arts, food and eco-tourism; and a beacon for sustainable living.

Figure 6: What we want to be known for

Images courtesy of Skyworks WA

Top five priorities for the next four years

The top five priorities for the next four years were (in order):

- environmental management
- bushfire brigades and fire prevention
- youth services
- community development (grants, events and activities)
- waste management

Top five priorities – willing to pay more

A little over half of the participants (58%) said they would be willing to pay higher rates if the additional revenue was earmarked for specific priorities. The top five priorities in this category were (in order):

- environmental management
- waste management
- bushfire brigades and fire prevention
- tourism
- roads, footpaths, drainage and public works

Bottom five services – willing to forego

Just under half of participants (47%) said they would be willing to forego spending on some services if the savings were earmarked for reducing rates increases. The services in this category were (in order):

- street lighting
- roads, footpaths, drainage and public works
- waste management
- town planning and statutory building services
- animal control

The above exercises highlighted that priorities are influenced by where a person lives in the Shire. For example, there are those who enjoy a rural aspect and do not have or value street lighting. Others who live in the more urbanised parts of the Shire, especially in the western parts, value streetlighting highly. The waste management result was also interesting, appearing in both the top and bottom five lists. This was because while waste management was a high priority, some participants considered that better waste management would actually cost less and not more, due to reduced collection and/or disposal costs.

It is not unusual for communities to identify regulatory services such as town planning and statutory building services as lower priorities. In this case, concern about development in the Shire was also an influencing factor.

One low cost idea

Participants were asked to suggest one low cost idea to improve community outcomes. The suggestions were mainly focused on ideas that support:

- sustainable living at the household level
- community action at the locality and Shire-wide level
- business and tourism promotion and growth

Efficiency improvements

Participants were also asked to suggest any efficiency suggestions they could think of. The two biggest areas for efficiency suggestions were energy (particularly LED and solar powered lighting) and reducing waste to landfill.

STRATEGIC DIRECTION

COMMUNITY VISION

The place for sustainable living

WHAT WE VALUE MOST AS A COMMUNITY

- Protection of the natural environment
- Peaceful lifestyle
- Safe and inclusive community

TEN AND FOUR YEAR PRIORITIES

While the Plan has comprehensive goals, objectives and strategies to achieve the community's vision, the Council has adopted three major ten year priorities. Each ten year priority has four year priorities which will also be reflected in the Corporate Business Plan and accompanying budgets.

Table 2: Ten and four year priorities

Ten year priorities	Four year priorities
Leadership and partnerships for sustainable living – Shire, community, business	• Shire-led conservation, protection and retention of natural areas • Community-led initiatives and innovation • Business-led economic and tourism development
A place for young and old	• Youth-led Shire and community partnerships for skill development, youth connections, peer support • Transport and downsizing options for older people • Connect the generations
Recognise and celebrate Noongar language and culture	• Aboriginal community-led Shire and community partnerships for reconciliation and enhanced cultural awareness

ASSUMPTIONS

The following assumptions have been used in the development of this Plan.

Table 3: Assumptions

Item	Assumptions
Shire population	38,157 (2016) growing to 41,220 by 2030, an increase of 3,063 (8%) (Department of Planning, Western Australia Tomorrow 2016-2031)
Property base growth	0.5%
Interest rate (borrowing)	3.5%
Inflation	Average 2.0% - 2.5%
Independent costs	2.5% - 3.25% annually
Grant funding environment	Assume no change. Assumed level of external funding for some key operating and capital projects. These projects will not proceed at budget time if funding not secured.
Staffing levels	Assume steady staffing levels overall
Climate change	It is assumed that drier conditions, heatwaves, longer bushfire seasons and more extreme weather events will have increasing impacts on the landscape and community over coming decades.

GOALS, OBJECTIVES AND STRATEGIES

The following goals, objectives and strategies respond to the community engagement process undertaken in the development of this Plan. They reflect the four and ten year priorities but also provide clear and comprehensive strategic direction across the whole scope of the Shire's activity. The strategies in this section are often interconnected, as actions in one area will affect another area. The program of work to deliver these strategies will be detailed in the Corporate Business Plan.

Goals

The goals are grouped into four areas: community, natural environment, built environment and governance. The goals are as follows:

	Community	Healthy, safe, sustainable and resilient community, where businesses flourish and everyone belongs
	Natural environment	A natural environment that is protected, sustainable and enjoyed
	Built environment	Transport, infrastructure and planning for liveable, connected communities
	Governance	Trusted, leading and listening local government

Facilities and Services grouped into the goals

Table 4 below groups the Shire's facilities and services into the goals. Note that some facilities and services support more than one goal and have been listed under the one where it fits the best.

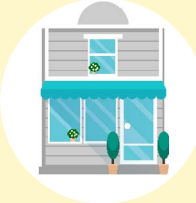| **Community**	**Natural environment**	**Built environment**	**Governance**
Healthy, safe, sustainable and resilient community, where businesses flourish and everyone belongs	**A natural environment that is protected, sustainable and enjoyed**	**Transport, infrastructure and planning for liveable, connected communities**	**Trusted, leading and listening local government**

Community	Natural environment	Built environment	Governance
• Environmental Health	• Environmental Advice	• Bridges and Bus Shelters	• Elected Members and Decision-Making
• Community Safety	• Environmental Assessment (planning)	• Stormwater Drainage	• Regional co-operation
• Companion Animal Control	• Sustainable and Environmental Education	• Roads, Trails Footpaths, Cycleways,	• Governance, risk and compliance
• Volunteer Bushfire Brigade support	• Sustainability Projects	• Cemeteries	• Advocacy
• Emergency management and recovery	• Strategic Environmental Projects	• Street Lighting	• Customer Service
• Aquatic Centres	• Parks, Reserves and Open Spaces	• Public toilets	• Marketing and Communication
• Recreation Centres, Sports Grounds and Sports Facilities, Skateparks, Dirt Jumps	• Bush Reserves	• Community Halls	• Integrated planning and reporting (IPR)
• Leased Community Facilities	• Verge Weed Management	• Strategic and Statutory Land Use Planning and approvals	• Property Management
• Libraries	• Waste Management	• Statutory Building Services	• Corporate Support Services
• Community and Cultural Grants, Events, Activities	• Lake Leschenaultia	• Asset Management	
• Disability Access/ Inclusion	• Verge/Median Maintenance	• Infrastructure Design	
• Community Engagement	• Firebreak Inspections	• Plant and Fleet Maintenance	
• Volunteer Support	• Fire Protection and Mitigation	• Building construction project management	
• Seniors	• Fire Hazard Inspection	• Building maintenance	
• Family and Children's Services		• Graffiti removal	
• Youth Services			
• Tourism Visitor Services			
• Business Relationships			

Table 4: Facilities and Services grouped into goals

Objectives and Strategies

The section below sets out the objectives the community and the Council wish to see achieved over the next ten years under each of the goals. These are shown in grey shading. Strategies are identified under each of the objectives. These objectives and strategies will drive Council investment and action over the medium and long term, paying particular attention to the ten and four year priorities, which are highlighted in italics.

Goal 1: Community
Healthy, safe, sustainable and resilient community, where businesses flourish and everyone belongs

ITEM	OBJECTIVES AND STRATEGIES
1.1	Healthy, safe, sustainable and resilient community
1.1.1	Provision of sport, recreation and community facilities
1.1.2	Provision and support for arts, culture and events
1.1.3	Provide life-long learning resources through library and information services
1.1.4	*Support community collaboration and community-led initiatives and activities*
1.1.5	*Encourage and promote neighbourliness*
1.1.6	Promote and recognise volunteering within the Shire
1.1.7	Provide emergency management planning, disaster management and disaster recovery, and associated community liaison and education
1.1.8	Ensure safety and amenity standards are upheld
1.2	Flourishing local businesses
1.2.1	*Support business collaboration and be a business-friendly local government*
1.2.2	*Encourage 'buy local'*
1.2.3	*Support tourism development and promote the distinctive character of the attractions of the district including arts, food, sustainability and natural environment*
1.2.4	*Encourage economic development opportunities in the Shire (NB: Added due to public feedback)*
1.3	Everyone belongs
1.3.1	*Engage with and support the Shire's young leaders*
1.3.2	*Provide and support youth facilities and activities*
1.3.3	Provide and support family and children's facilities and activities
1.3.4	*Encourage opportunities for interaction between generations*
1.3.5	*Provide and support seniors' facilities and activities*
1.3.6	*Seek opportunities to facilitate age appropriate housing*
1.3.7	Ensure Shire facilities and infrastructure are accessible for people with disability
1.3.8	Increase awareness and celebration of the cultural diversity within the Shire
1.3.9	*Promote Noongar language and culture (Subject to Reconciliation Action Plan)*

Goal 2: Natural environment
*A natural environment that is protected, sustainable and enjoyed*

ITEM	OBJECTIVES AND STRATEGIES
2.1	Protecting natural areas and biodiversity
2.1.1	*Pursue revegetation and address weeds and other threats to native flora and fauna in partnership with Friends Groups, the wider community, government and non-government organisations*
2.1.2	Manage bushfire risk, having regard to conservation of natural landscapes and biodiversity
2.1.3	Manage parks, nature reserves and green spaces appropriately
2.2	Water management that is efficient and sustainable
2.2.1	Maintain waterwise practices to minimise mains and ground water consumption
2.2.2	Encourage community water efficiency and water sensitive design
2.2.3	Manage watercourses appropriately to maintain habitat values
2.3	Waste management that is efficient and sustainable
2.3.1	Provide efficient waste collection services
2.3.2	Increase recycling rates and diversion from landfill
2.3.3	Provide and support community education on waste avoidance, reduction and reuse
2.4	Energy management that is efficient and sustainable
2.4.1	Increase renewable energy use
2.4.2	Improve energy efficiency and adopt low-emissions technology
2.4.3	Encourage residents, schools and businesses to reduce energy use and emissions

Goal 3: Built environment
Transport, infrastructure and planning for liveable, connected communities
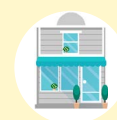
ITEM	OBJECTIVES AND STRATEGIES
3.1	Shire assets and facilities that support services and meet community need
3.1.1	Roads and drainage are appropriately managed according to their need and use
3.1.2	Footpaths, verges and trails are appropriately managed according to their need and use
3.1.3	Maintain and improve bus stop facilities
3.1.4	Buildings and facilities are appropriately managed according to their need and use

ITEM	OBJECTIVES AND STRATEGIES
3.1.5	Revitalise the Mundaring Town Centre
3.2	Advocate for infrastructure improvements by others
3.2.1	Advocate for required upgrades to waste water provision in the Mundaring Town Centre
3.2.2	Advocate for improvements to the State road network
3.3	Regulated land use and building control to meet the current and future needs of the community
3.3.1	Incorporate appropriate planning controls for land use that meet current and future needs without compromising the highly valued character of the natural and built environment
3.3.2	Adopt appropriate building regulation practices
3.3.3	Promote sustainability in design and development for buildings
3.4	Preservation of local heritage buildings and places of interest
3.4.1	Effective planning controls to preserve and maintain heritage buildings and places of interest
3.4.2	Appropriate maintenance and signage for Shire-owned heritage buildings and places of interest
3.4.3	Provide and maintain heritage trails

Goal 4: Governance
Trusted, leading and listening local government

ITEM	OBJECTIVES AND STRATEGIES
4.1	Civic leadership
4.1.1	*Showcasing Mundaring as the place for sustainable living*
4.2	The Shire advocates on behalf of its community
4.2.1	The Shire develops partnerships with government and non-government organisations to achieve positive outcomes for the community and wider region
4.3	A well engaged and informed community and a high standard of customer service
4.3.1	The community can access information on their community through a range of media
4.3.2	The community is engaged in planning for the future and other matters that affect them
4.3.3	The community can readily access friendly and efficient bookings, registers, applications, advice and other customer services

4.4	High standard of governance and accountability
4.4.1	Robust decision-making by culturally aware, well-informed and supported Councillors
4.4.2	*Seek Aboriginal representation for advice and collaboration (mechanism subject to the Reconciliation Action Plan)*
4.4.3	Risks are well managed
4.4.4	The Shire will apply sustainability principles in its own operations and corporate practices
4.4.5	Continual improvement in the Integrated Planning and Reporting (IPR) standard
4.4.6	Sound financial and asset management
4.4.7	Be an employer of choice, attracting and retaining the right people with the right skills in a diverse and productive workplace
4.4.8	Compliance with the Local Government Act 1995 and all relevant legislation and regulations

RESOURCING IMPLICATIONS

The Council faces a constant challenge to meet community needs, maintain existing assets and remain financially sustainable. This Plan does not introduce significant new assets or services. Within financial constraints, the main priorities for enhanced service levels are protection of natural areas and waste management. Detailed long and medium term asset and financial planning is undertaken to ensure sound financial stewardship and affordability. The long term financial profile is provided in Table 5 on page 28. It shows that the Plan can be delivered with modest and declining rates increases. The assumptions underpinning the long term financial profile are shown on page 21.

Images courtesy of Skyworks WA

Table 5: Long Term Financial Profile

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
OPERATING REVENUES									
Rates – Annual Increase	2.80%	2.50%	2.40%	2.40%	2.30%	2.30%	1.50%	1.50%	1.50%
Rates – Annual Growth (additional rateable properties)	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Rates – Annual Increase in Rate Yield	3.30%	3.00%	2.90%	2.90%	2.80%	2.80%	2.00%	2.00%	2.00%
Operating Grants, Subsidies and Contributions	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Non-Operating Grants, Subsidies and Contributions	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees and Charges	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest Earnings	2.40%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Other Revenue	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
OPERATING EXPENSES									
Employee Costs	2.75%	3.00%	3.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Materials and Contracts	2.25%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Utility Charges	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Insurance Expense	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other Expenditure	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

COUNCIL DECISION-MAKING CRITERIA

In implementing the Strategic Community Plan, the Council will make many decisions beyond those already made in the plan. This includes decisions on the Corporate Business Plan and Annual Budget, as well as decisions on issue-specific plans and many other matters that come before a local government.

The Council will apply a two-step process as shown below to significant decisions. Step one is designed to eliminate proposals that are not within our lawful remit or contrary to the strategic direction contained in this Plan. Step 2 then assesses the proposal against criteria and associated considerations.

Images courtesy of Skyworks WA

Step 1 **Getting to maybe**

GO — Is it within our remit and aligned with our strategic direction?

YES → (path from question)

NO → STOP

PROCEED TO STEP 2

Step 2 **Assessment against criteria**

Criteria	Considerations
Compliance	Legislative requirements. Consistency with broader legislative and policy framework. Meeting financial and asset sustainability ratios.
Capacity	Cost and benefits/ Reallocation of resources/Non-rates revenue Return on Investment/Implications to LTFP/Renewal Life-cycle costs/Capital/Maintenance/Operations – including workforce implications Other delivery models/Partnerships Ability to attract external funding or increased income
Risks	Compliance/Financial Impact Reputation/Property People (Physical/Psychological) Interruption to service
Sustainability	Integrated and balanced consideration of social, environmental, economic and governance issues to deliver improved outcomes now and into the future
Community vision and priorities	Contribution to vision and priorities expressed in the SCP Community demand, views and feedback Demonstrably supported by the broader community Ability to inform and/or build capacity of community
Fairness	Balancing needs of majority with needs of specific interest groups Balancing current needs with future needs and capacity to pay Balancing across the whole Shire Geographical/demographical/ temporal Addressing disadvantage Intergenerational equity - balancing who carries cost and who benefits over time
Standards	Generally accepted standard (unless net benefit demonstrated and supported by community); ie not over-expending to deliver above expectations/needs

STRATEGIC RISK MANAGEMENT

The following table outlines the strategic risks to the Plan and the risk controls that apply.

Table 6: Strategic Risks and Controls

RISK CATEGORY	RISK DESCRIPTION	RISK CONTROLS
Political	Core changes to Local Government – eg rating powers, boundary changes, Local Government Act	• LTFP • Sector wide Lobbying and Advocacy Strategy eg WALGA, input into LG Act review
Financial	State government changes to fees, cost shifting, rebates and unfunded service requirements	• LTFP • Sector wide Lobbying and Advocacy Strategy eg via WALGA
Financial	Reduced capital program linked to increased costs, borrowing capacity and potential additional projects	• LTFP/Integrated Planning and Reporting • Rigour of Council prioritisation • Rigour of project management • Asset Management Plans
Financial	Increased waste management costs due to variations in world recycling markets and state government waste initiatives	• LTFP • Regional Waste Education Steering Group
Financial	Employee cost rises above assumption	• LTFP • Workforce Plan (WFP) • EBA
Financial	Reduced external grants Roads to Recovery	• LTFP/Integrated Planning and Reporting • Lobbying and Advocacy eg via ALGA, WALGA • Evaluation/accreditation
Financial	Increased demand for services out stripping capacity to deliver unrealistic community requests	• LTFP • Strategic Community Plan • Community Engagement Framework • Community Perception Survey
Economic	Major economic shifts	• LTFP Integrated planning process

RISK CATEGORY	RISK DESCRIPTION	RISK CONTROLS
Economic	Slow rate growth in areas identified under the LPS4	• LTFP • Sector wide lobbying and advocacy • LPS4
Environmental	Major Natural Disasters ie bushfire / flooding	• Local Emergency Management Arrangements • Business Continuity Plan • LPS4 and relevant policies • Bushfire mitigation service • Volunteer bushfire brigades • Memorandum of Understanding with DFES
Environmental	Impact of Climate Change	• Local Climate Change Adaptation Action Plan • Regional Climate Change Adaptation Action Plan • LPS4
People	Structure not aligned to SCP Inefficiencies/Over delivery	• Regular Reviews
People	Lack of available skilled staff/contractors/volunteers	• Workforce Plan
Interruption to services	Business interruption (systems/people/facilities)	• Business Continuity Plan • Insurance • CBP • Asset Management Plan • Local Emergency Management resources
Reputation	Emerging unregulated broadcast channels (social media) resulting in instantaneous global communications which can amplify issues and misinformation	• Social Media Operational Plan and adequate resourcing • Social Media Policy and training (staff and elected members)

SUCCESS MEASURES

The following table outlines the measures, sources of data and targeted direction for the Strategic Community Plan, with a focus on the strategic priorities. These are not measures of the Shire's performance. They are focusing on outcomes that require a whole of community effort and even then are influenced by many other factors. However, it is important to monitor these outcomes as they reflect the community's aspirations for positive change.

If these indicators are going in the right direction, we will know we are making good progress towards achieving the community's vision. Conversely, where they are going off track, we can re-consider our strategies at the next Strategic Review.

The Corporate Business Plan will be accompanied by a comprehensive set of outcome measures and performance indicators, including financial and asset ratios.

Table 7: Success Measures

MEASURES	SOURCE	TARGET
Leadership and partnerships for sustainable living – Shire, community, business		
Conservation, protection and retention of natural areas (measure to be determined in forthcoming Local Biodiversity Strategy)	To be determined	To be determined
Reduction in Shire CO_2 emissions	Shire data	30% reduction
Household resource efficiency (water and waste)	EMRC and Shire data	To be determined
Mundaring Community Strength Index[1] (composite measure)	Community survey	Increasing
Mundaring Business Confidence Index	Business survey	Increasing
A place for young and old		
Sense of belonging by young people	Community survey	No lower than the community average
Sense of belonging by seniors	Community survey	No lower than the community average
Recognise and celebrate Noongar culture and language		
Aboriginal cultural awareness in community – new measure to be developed (subject to Reconciliation Action Plan)	Community survey	To be determined

[1]A composite measure derived from responses to the following statements in the community survey:
- I would feel ok about turning to a neighbour for help
- I have people within the local community I can turn to when in need
- I feel like I belong to this community
- We have a strong and localised community spirit
- I feel residents of all ages, needs and backgrounds are engaged and supported by their community

The Integrated Planning and Reporting Framework is shown in Figure 7. The idea behind the framework is to ensure that the Council's decisions consider the community's aspirations and deliver the best results possible within available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

This is not a fixed plan for ten years – it would be long out of date by then. Rather, it is a "rolling" Plan, which is reviewed every two years. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

The most recent minor review found that the following issues warranted further consideration in the Corporate Business Plan. These have also been factored into this Strategic Community Plan:
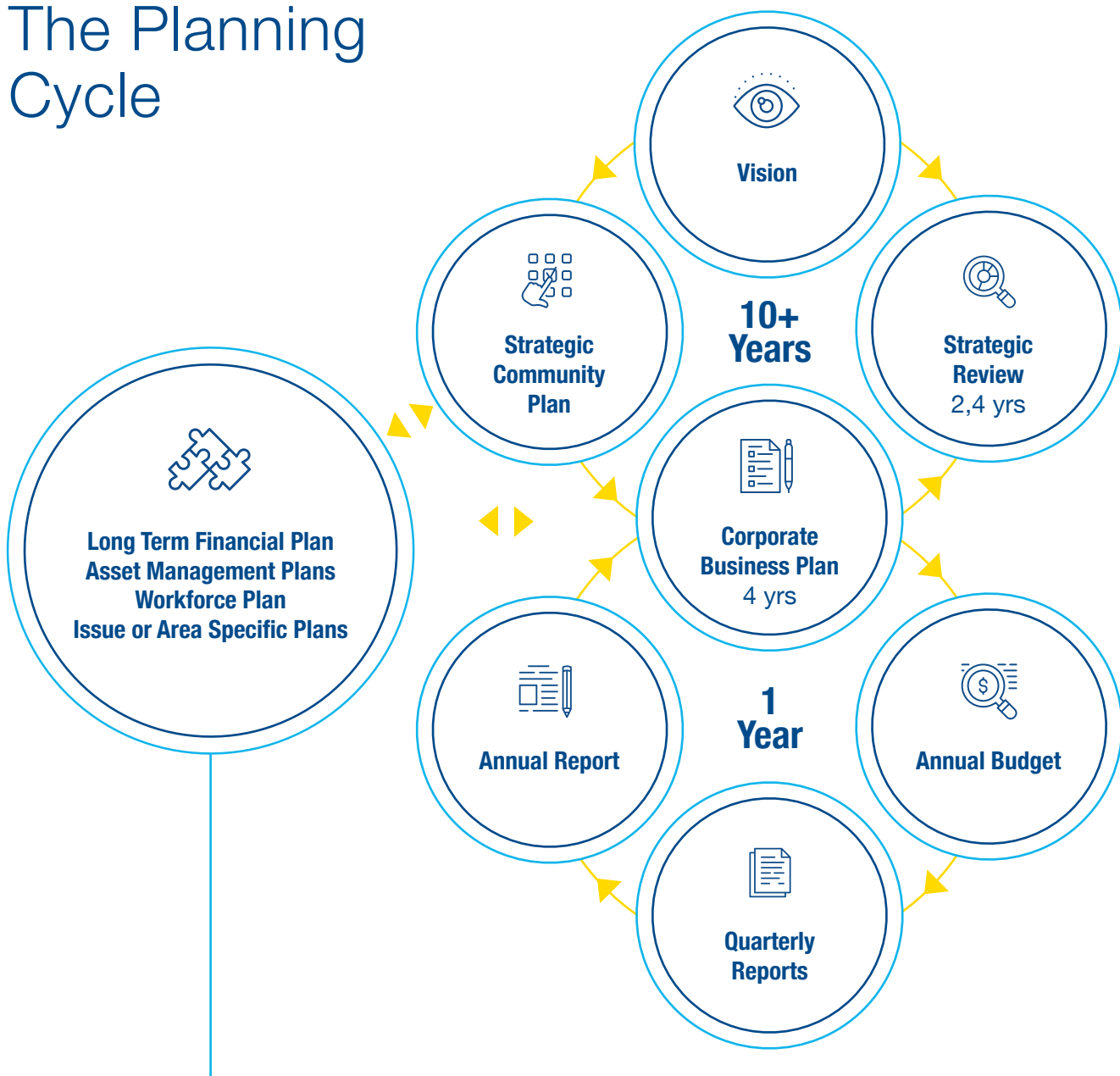
- support local business
- visitor attractions/nature based activities
- weed control
- sustainable water management
- Mundaring Town Centre land assembly

The Plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The "Informing Strategies" – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced. Further guidance is obtained from the issue specific informing strategies. A selection of key issue specific strategies are listed in Figure 7 below.

The Annual Budget relates to that year's "slice" of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

The Planning Cycle

The circles in the cycle:

- **Vision** — 10+ Years
- **Strategic Review** 2,4 yrs
- **Strategic Community Plan**
- **Corporate Business Plan** 4 yrs
- **Annual Budget**
- **Quarterly Reports** — 1 Year
- **Annual Report**
- **Long Term Financial Plan / Asset Management Plans / Workforce Plan / Issue or Area Specific Plans**

The Shire of Mundaring's major issue specific plans include:

- Local Biodiversity Strategy (revised, forthcoming)
- Roadside Conservation Strategy (will become part of new Local Biodiversity Strategy)
- Water Efficiency Action Plan
- Energy and Emissions Reduction Strategy
- Youth Informing Strategy
- Age Friendly Informing Strategy (forthcoming)
- Reconciliation Action Plan (forthcoming)
- Disability Access and Inclusion Plan
- Recreation Facilities Informing Strategy
- Community Health and Wellbeing Informing Strategy (Public Health Plan, forthcoming)

Figure 7: Integrated Planning and Reporting Framework Planning Cycle

APPENDIX 2
SHIRE OF MUNDARING COUNCIL

A Council, with 12 elected members who elect a Shire President, governs the Shire. There are four Wards. The Council is responsible for the provision of good governance to the residents of the district.
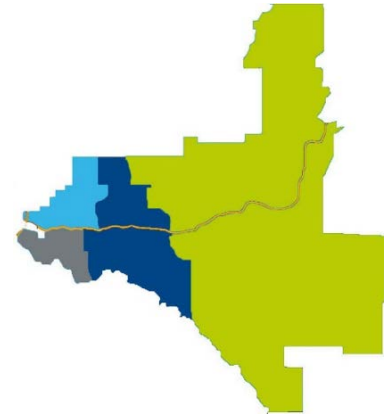
- West Ward
- Central Ward
- South Ward
- East Ward

WEST WARD

Cr Matthew Corica

Cr Jason Russell
Deputy President

Cr Ian Green

SOUTH WARD

Cr James Martin

Cr David Lavell

Cr Darrell Jones

CENTRAL WARD

Cr Doug Jeans

Cr Amy Collins

Cr Toni Burbidge

EAST WARD

Cr Kate Driver

Cr John Daw
President

Cr Simon Cuthbert

The Shire's roles are described below.

Delivery of facilities and services

The Shire delivers a broad range of facilities and services that benefit the whole community directly or indirectly (see table 4). Most Shire facilities and services are partially or fully rates funded as they either can't be provided by the market (for example public open space) or wouldn't be within the reach of most families if they were (for example swimming pools).

Some services are based on infrastructure, for instance parks and playgrounds, roads and buildings. Maintenance and renewal of those infrastructure assets is a vital part of the Shire's service delivery role. Some services are non-asset based, such as provision of events like the Summer of Entertainment Series.

Regulation

The Shire must fulfil statutory obligations as required by the State and Federal Governments, which are vital for community well-being. For example, we have a regulatory and enforcement role in:

• public health (eg licensing and monitoring food premises)

• issuing approval under State planning legislation

• the appropriateness and safety of new buildings

These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (eg food poisoning, injuries or hazardous activities too close to population).

Enabling and facilitation

The Shire assists, supports and enables community groups and other strategic partners to develop and deliver solutions that meet the needs and aspirations of the community.

This occurs through activities such as provision of grants programs, volunteer support programs and provision of community facilities including subsidised use of community facilities.

Education

The Shire has a role in providing information and educational campaigns that assist the community to identify safe, healthy, sustainable and more economical choices. Bush fire prevention is a good example of this.

Civic leadership and advocacy

The Shire provides civic leadership with a broad and deep view of relevant trends and issues. This includes engaging and leading the community in its development; wise stewardship of community assets; advocacy to State Government for recognition, funding or policy support.

APPENDIX 4
STATE AND FEDERAL GOVERNMENT PLANNING LANDSCAPE

Table 8 lists relevant State and Federal Government legislation, frameworks, strategies and plans. This Strategic Community Plan has regard to this planning landscape, which has a significant effect on the Shire's planning for the future.

Table 8: Relevant State and Federal Government Legislation, Strategies and Plans

Relevant Strategy	Comment
Local Government Act	Review currently in progress
National Construction Code of Australia	Became operational in May 2019
National Disaster Risk Reduction Framework	Climate change provisions particularly relevant
Perth and Peel @ 3.5 million (including both population and the transport network)	Overarching WA State Government approach to growth management in Perth and Peel
North-East Sub-Regional Planning Framework	Applies Perth and Peel @ 3.5 million to the Cities of Swan and Kalamunda and the Shire of Mundaring
Planning and Development (Local Planning Schemes) Regulations 2015	Sets out planning processes that all local governments must follow
State Planning Policy 5.1	Changes to the Australian Noise Exposure Forecast (ANEF) affecting land in the vicinity of Perth Airport which is, or may in the future, be affected by aircraft noise
State Planning Policy 4.2	Requires us to have an activity centre plan approved for Mundaring town centre

Relevant Strategy	Comment
State Government Sewerage Policy	Launched in September 2019, this Policy changes some requirements for effluent disposal which can affect minimum lot sizes and subdivision potential
State Planning Policy 7	Includes R-Codes – Volumes 1 & 2, Liveable Neighbourhoods Review and Precinct Design Guidelines). Will require changes to the way we do statutory, strategic and environmental planning
Guidelines for Planning in Bushfire Prone Areas	Suite of recent changes will require changes to the way we do statutory, strategic and environmental planning
Metronet – Bellevue Station area	Possible extension of the Midland line to Bellevue to create a new station and surrounding community precinct.
EastLink WA (Orange Route) (incorporating Perth to Adelaide National Highway)	Great Eastern Highway is four-lanes, but has poor geometry and is winding and quite steep on the descent into Perth. There is increasing localised commuter traffic merging onto this key freight route. Eastlink WA is an alternative route between Northam and Perth to the current alignment of the Great Eastern Highway. Mentioned in the Perth and Peel @ 3.5million strategy, the North-East Sub-Regional Planning Framework, and a number of other strategies.
Waste Avoidance and Resource Recovery Strategy 2030	This strategy aims for a consistent three bin kerbside collection system across Perth and Peel by 2025. Local governments are also required to develop waste plans that are in alignment with the State's Strategy.
State Public Health Plan 2019-24	Requires all Western Australian local governments to develop a Public Health Plan (Community Health and Wellbeing Informing Strategy)

APPENDIX 5
COMMUNITY ENGAGEMENT PROCESS

Figure 3: Steps in the community engagement process (2019)

1 | **30 May - 6 June** Managers and staff scene-setting workshops

2 | **19 June** Council scene-setting workshop

3 | **6 Aug - 23 Aug** Face to face and online community engagement

4 | **28 Aug** Summit

5 | **25 Sept** Council deliberation workshop

6 | **11 Nov** Council workshop on draft SCP

The steps are outlined below.

Steps 1 and 2: Scene-setting workshops
Workshops held with staff and Councillors to set the scene for the Strategic Review, review progress, make a preliminary identification of the key challenges facing the community for the decade ahead, and confirm the engagement process.

Step 3: Face to face and online community engagement
The face to face engagement schedule is outlined in table 9. The workshops focused on challenges facing the community, what is most valued about the Shire, vision, what we want to be known for and priorities for achieving the vision. The online engagement replicated the same questions.
The workshops were independently facilitated, with assistance from table facilitators, who were staff from a variety of roles who nominated to be involved. Councillors and Executives were present at the workshops to listen and assist with enquiries as required.

The workshops were held in a variety of times and locations to maximise the opportunity for participation. The workshops were well subscribed apart from two (one open community workshop and a young adults workshop), which were both cancelled.

The invitation community workshops were attended by people who received one of 6,000 letters from the Shire. Those who responded registered into one of the six invitation workshops offered. One community workshop was open to all community members. As noted above, originally two open workshops were offered, but one was cancelled due to low registration.

The engagement included traditionally harder to reach groups – the business community, young people and Aboriginal community members. In addition to the workshops listed below, a large number of children were able to participate through the Child and Parent Centre's engagement with local schools.

The community leaders' workshop was an exception to the format described above. That workshop looked at practical ways some of the community's ideas could be implemented utilising Shire and community collaboration.

All the workshops elected two representatives to report back directly to the Council (see Step 4).

Table 9: Schedule of face to face community engagement

Date	Time of day	Location	Type of engagement
6 August	Afternoon	Civic Area	Community workshop - invitation
6 August	Evening	The Hub	Community workshop - invitation
8 August	Evening	Civic Area	Community workshop – open to all
10 August	Morning	Mundaring Arena	Community workshop - invitation
14 August	Evening	Civic Area	Youth workshop
15 August	Evening	Civic Area	Business Sundowner workshop
17 August	Afternoon	Civic Area	Community workshop - invitation
21 August	Afternoon	Boya Hub	Community workshop – invitation
21 August	Evening	Bruce Douglas Pavillion	Community workshop – invitation
22 August	Evening	Civic Area	Community leaders' workshop
23 August	Morning	Child and Parent Centre	Aboriginal community – yarning workshop

Step 4: Council Summit
A Council Summit was held in the Mundaring Arena with the Councillors, Executive and representatives from the workshops. The results of the workshops and online engagement were presented and there was intensive discussion whereby the Councillors and Executives gained a deeper understanding of the community's perspectives. At the end of the Summit, Councillors summarised what they had heard.

Step 5: Council deliberation workshop
Following the Council summit, Councillors met to deliberate on the results and give guidance to the drafting of the Strategic Community Plan.

Step 6: Council workshop on draft Strategic Community Plan
Following step 5, work proceeded on developing the draft Strategic Community Plan. Councillors met to review and refine the draft document before being adopted for public consultation.

Images courtesy of Skyworks WA

Shire of
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