

# Sustainable Murchison 2040

## One Voice Leads to Action

# Community Vision



The Murchison Region includes the municipalities of:

- Waratah Wynyard
- Circular Head
- King Island
- West Coast
- Burnie is the Regional Hub

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*Helping groups move from uncertainty to purpose.*

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## Table of Contents

<b>Context</b> .....	<b>3</b>
<b>Sustainable Murchison 2040 Community Vision</b> .....	<b>5</b>
<b>Guiding principles</b> .....	<b>6</b>
<b>Sustainable Murchison 2040 Themes:</b> .....	<b>7</b>
<b>Themes and desired Strategic Outcomes</b> .....	<b>8</b>
Theme 1: Business and Industry.....	8
Theme 2: Tourism .....	10
Theme 3: Strong Communities and social capital .....	12
Theme 4: Access and Infrastructure .....	14
Theme 5: Natural Resource Management.....	16
Theme 6: Health and Wellbeing .....	18
Theme 7: Education.....	20
Theme 8: Place-making and Livability.....	22
Theme 9: Governance and working together .....	24

## Context

The Sustainable Murchison 2040 Community Plan combines evidence and aspiration to provide a shared vision for the Murchison Region. The delivery of the Community Plan is the responsibility of everyone in Murchison. Government and Councils cannot implement the plan alone. All sectors of the community need to accept the responsibility to advance the section of the plan relevant to them.

The Murchison region includes the local government areas of Waratah Wynyard, Circular Head, West Coast and King Island. It covers approximately 19,000 square kilometres most of which is managed forest, agricultural land and protected wilderness areas. Two thirds of the 28,742 residents live in urban centres and localities. The remaining third live in rural areas.

The City of Burnie is the regional hub. Burnie has an area of 611 square kilometres and a population of 19,329 persons. The City is a centre for education, health, retail, transport, arts and culture. The City's Strategic Plan "Making Burnie 2030" was referenced in the development of the Sustainable Murchison 2040 Community Vision.

Making Burnie 2030 has the following community vision for Burnie:

*A Vibrant, Thriving Beautiful Place*

*A Caring Community*

*A Regional Leader engaged with the World*

*A City that Lives its Dreams*

There are six Future Directions in the plan

1. An attractive place to live, work and play.
2. An inclusive and healthy community.
3. A centre for information, knowledge and learning.
4. A secure, innovative and diverse economy.
5. A Natural and built environment that is respected and cared for.
6. A regional hub.

The aspirations of the Burnie and Murchison Communities are closely aligned.

Although rich in natural resources, Murchison faces a number of, not unique, but none the less challenging issues: Primarily industry transition, unemployment and population decline. These challenges exist against a national profile of fiscal constraint by all three levels of government and an uncertain global economy.

A shared vision and narrative builds commitment and leads to common ground, agreed priorities and action. Combining evidence with community aspirations delivers 'one voice' on Murchison's preferred future. It is only through this one voice that real action and change can occur. When communities speak with one voice, they are taken seriously and have a better chance of influencing decision makers.

The community vision is the product of an extensive program of community and stakeholder engagement that involved more than 1,900 people.

The engagement activities included:

- Community workshops based on stakeholder representation held at Wynyard, Smithton and Currie;
- Employee and Councillor workshops for Waratah Wynyard, Circular Head and King Island Councils;
- A workshop with tourism operators on the West Coast held at Strahan;
- A West Coast Council and community leaders round table held in Queenstown;
- Cradle Coast Authority Board round-table;
- A workshop with Burnie City Council elected representatives and community leaders;
- A survey available in hard copy and online;
- Awareness raising consultation activities for smaller communities e.g. street meets and pop-up events;
- Reply postcards program capturing ideas on future Murchison;
- Involvement of students through activities undertaken in schools throughout the area.
- A Murchison Community Leaders Workshop held in Burnie

More information is available in the Community Engagement Report (26/4/2016)

The Sustainable Murchison 2040 Community Vision outlines the future aspirations of the communities that make up Murchison.

The document has the following components

- A vision statement describing the preferred destination for the Region in 2040
- A set of principles to guide future decision making
- Nine themes that provide a framework to organise future work
- Statements describing what the communities of Murchison want to see happening in 2040 for each theme area. They are aspirational and written in the present tense.
- Desired strategic outcomes within each theme
- The collaborations needed to achieve the strategic outcomes and a range of performance indicators to monitor progress

## **Sustainable Murchison 2040 Community Vision**

The preferred future, what we want Murchison to be in 2040

### **Rugged Natural Beauty and Productive Landscapes**

Side by side the natural beauty of ocean, coastlines, rivers and mountains with our rich, fertile productive landscapes inspire who we are and how we live.

### **Thriving, Vibrant Communities**

Our communities thrive with healthy lifestyles, employment, education and training opportunities. People choose to live in our attractive townships and region. We are self-reliant, and support each other.

### **Connected to Each Other and Engaging with the World**

There is an enduring connection to our past, present and future. We are outward looking, engaging with the world to learn, and responsive to opportunities.

### **Adventurers, Producers and Makers**

Our story is of people producing and making quality products that are valued by the rest of the world. Our adventurous spirit guides innovation, aspiration and experiences that challenge and excite.

## Guiding principles

These five principles guide all that we do on our journey.  
They will direct future choices and shape behaviour

We will:

### Take a long-term view

The path to our preferred future addresses current priorities without losing sight of long-term objectives. Today, much of our political decision making favours short-term gain at the expense of long-term resilience. Taking a long-term view is best articulated by the Greek proverb '*A society grows great when old men plant trees whose shade they will never sit in.*'

### Innovate

Much of the western world's continual rise in living standards is due to innovation. There are many types of innovation: product innovation: creating something that did not exist before; process innovation: changing the way we do things; business and service model innovation: changing the way we deliver what is needed and how we make money; and governance innovation; providing a strong leadership framework. Innovation requires adventurous, 'edge of the world' thinking.

### Be inclusive:

In communities that are inclusive the focus is not on difference (race, gender, class, generation, geography) but on equality of opportunity and participation. Governments and people cooperate and collaborate around a common agenda and mutually reinforcing activities.

### Be resilient and self-reliant

This is central for strong communities. Here you 'do with, not for'. To achieve this you need to build capabilities in resilience, agility and managing change. People accept responsibility for action and don't just rely on government. Education and learning about self, community, and the world are central for change.

### Foster wellness at core:

Integrating physical, mental and spiritual well being will create a quality of life where people and communities can reach their potential.

There are seven 'wells': *Social well being* – creating positive and productive relationships; *Emotional well being* - effectively coping with change and transition; *Spiritual well being* - establishing peace and harmony; *Environmental well being* - accepting our responsibility to the quality of our air, water and land; *Occupational well being* - making a positive contribution; *Intellectual well being* – being open to new ideas and experiences and *Physical well being* – increasing healthy habits and decreasing destructive habits.

## **Sustainable Murchison 2040 Themes:**

The 9 themes are the future directions to follow and achieve the Sustainable Murchison 2040 Vision. They provide structure for the strategic outcomes we want.

### **1. Business and Industry**

Value adding, diversification, innovation and employment. A resilient economy with global brand recognition and growing exports.

### **2. Tourism**

The must see destination, quality product, easy access, popular events and festivals with coordinated marketing. A longer season with increasing yields.

### **3. Strong Communities and Social Capital**

Growing, proud, self-reliant communities that are inclusive and engaged with volunteers and shared facilities.

### **4. Access and Infrastructure**

Safe and efficient access alternatives, growing freight capacity, renewable energy, water management and contemporary communications. Community infrastructure supports economic development.

### **5. Natural Resource Management**

Natural resource management is valued and development is environmentally sustainable. The environment is clean and healthy with unspoilt beauty and bio diversity.

### **6. Health and Wellbeing**

Healthy communities, people taking responsibility for their wellness, convenient access to medical services and facilities

### **7. Education**

Education and life long learning is valued and there is access to vocational training and tertiary education. Education retention rates have increased.

### **8. Place Making and Livability**

Liveable attractive townships, relaxed lifestyles and community pride attract people to Murchison. Communities have history and character that drive their place-making strategies. Sport and recreation is widely supported by everyone. Multi purpose recreational and cultural facilities are well utilised.

### **9. Governance and Working Together**

Everyone plays a part in achieving the objectives of the Sustainable Murchison 2040 Community Plan. There is cooperation, resource sharing and less duplication between councils. Leadership is provided across all community sectors.

## Themes and desired Strategic Outcomes

### Theme 1: Business and Industry

Value adding, diversification, innovation and employment. A resilient economy with global brand recognition and growing exports.

In 2040

Dairy, beef, fish and cropping continue to be the mainstay for Murchison as global demand for protein and niche agricultural products is progressively realised. The mining and forest industries contribute to the economy in a sustainable way; supporting the innovative management of carbon. The desire and demand for food security, quality food and dairy products has opened new Australian and international markets, particularly in Asia, the end result being industry growth. Value adding and downstream processing in all industry sectors has increased local employment opportunities particularly for young people. The growing retail sector also provides a variety of part time and casual work.

Burnie continues as the City of Makers with manufacturing businesses supplying both local and international consumers.

The diversified local economy is less vulnerable to global market forces like commodity prices and fluctuating exchange rates. Investment has steadily increased but not at the expense of local identity and control of resources.

The Murchison brand and the King Island brand complement each other and the region has a reputation for quality in the national and global economy. Bio-security is closely protected and is a competitive advantage.

Melbourne is a strong local market for many Murchison products resulting in increased and improved freight alternatives. Murchison businesses are 'price makers' with more control over their local destiny.

Transport is no longer a constraint for local businesses and costs are steadily decreasing as improvements in efficiency are achieved.

There are no more mobile phone black spots, and access to the Internet is continuing to facilitate different ways of doing business.

Governments collaborate with industry groups and frustration over 'green and red' tape is almost non-existent. The sound economic environment has given the banks and private investors the confidence to lend.

#### Strategic outcomes – Business and Industry

1.1 Increased innovation, value adding and downstream processing across all industry sectors

1.2 Globally recognised Murchison premium brand

1.3 Niche businesses less vulnerable to macro economic fluctuations

1.4 Increased local employment opportunities

1.5 Strong export markets

1.6 Vibrant retail and small business sector

1.7 Collaboration between government and business

1.8 Skilled local business operators

1.9 Settlements ready to accommodate new industries close to major roads and ports



**Collaborations needed – Business and Industry**

- Tasmanian Government Agencies
- Australian Government Agencies
- Local Government
- Cradle Coast Authority
- Industry Associations
- Educators including UTAS
- Port and airport management
- Financiers
- Chambers of Commerce
- Individual industry producers
- Employee organisations
- Investors

**Performance indicators – Business and Industry**

- Export data
- Business start ups
- Employment data
- Retail sales
- Real Estate data
- Vehicle and equipment sales
- Capital investment
- Port and airport movements
- Commodity prices

## Theme 2: Tourism

The must see destination, quality product, easy access, popular events and festivals with coordinated marketing. A longer season with increasing yields.

In 2040

Murchison is the must see place in Tasmania. There is a well-developed and recognised range of tourist destinations and experiences across Murchison. The ongoing product and experiences audit identifies gaps and opportunities that attract both public and private sectors responses. Growing numbers of national and international visitors are increasing yields.

The natural environment is the key asset and has delivered opportunities in 'eco and adventure' tourism. The role of geology in shaping the natural landscape prompted the development of geo trails across the region providing new attractions for all areas. The Aboriginal Community has a successful guiding business taking visitors to heritage sites along the geo trails.

The Tarkine is the iconic attraction supported by a reinvigorated Cradle Mountain / Dove Lake precinct. The Western Explorer loop road circulates visitors around the region.

Events and Autumn / Winter marketing campaigns are expanding the visitor season easing pressure on local resources whilst increasing numbers. Increased visitor numbers have triggered investment in accommodation for visitors and staff.

King Island is firmly on the international golf circuit and the re-developed airport manages the increased flights and aircraft. There is a "hop on - hop off" bus service that connects with flight schedules and provides island tours. There are more tourist flight packages into Burnie Airport and local airports at Smithton and Strahan accommodate larger charter flights.

The Murchison brand provides a specific value proposition. Internet access has enabled the use of smartphone applications to provide self guided tours and interpretation. This has reduced the need for signage and visual clutter in the wilderness landscape.

Tourism and customer service training has enhanced the quality and standard of experiences being offered visitors and residents. No longer is there a sense of 'over selling and under delivering'. Increased availability of local produce and seafood is meeting the premium wine and food expectations of visitors.

Local tourism groups collaborate in presenting the Murchison story and experiences. There is a clear community view that tourism growth should not compromise local identity or the environment. The guiding principle is to 'keep the experience honest'.

### Strategic outcomes

2.1 Improved transport and access by road, sea and air

2.2 Integrated tourism governance for regional product development and management

2.3 A distinct well marketed brand

2.4 Popular events and festivals

2.5 New tourism product development with supporting infrastructure

2.6 A quality visitor experience

**Collaborations needed – Tourism**

- Tourism Tasmania
- Airlines and airports
- TT Line
- Local tourism associations
- Cradle Coast Authority
- Murchison Councils
- Tourism operators
- Food suppliers
- Tourism training organisations
- Food and accommodation operators

**Performance indicators - Tourism**

- Murchison visitor statistics and market share
- Number of air services and seats
- Tas Visitor survey data
- Event attendance
- Website data
- Investment in product
- Number of beds and occupancy rates

### Theme 3: Strong Communities and social capital

Growing, proud, self-reliant communities that are inclusive and engaged with volunteers and shared facilities.

In 2040

Murchison people have a strong sense of community pride. The communities are cohesive, resilient, self-reliant and supportive particularly in times of adversity. Parochialism, 'small-picture' thinking, and insular attitudes have given way to a broader outlook and worldview. The unified Murchison vision helped bring the regions diversified communities together in outlook. The economically and socially disadvantaged areas across Murchison have declined as local prosperity increases. Social inclusion is achieving equity, full participation and engagement in community life including decision-making.

Population in all communities is increasing and young people are attracted by work and lifestyle opportunities. The "Welcome a Refugee" program has resulted in population growth and helped increase cultural diversity, understanding and harmony in the community.

Volunteering is popular. The regional volunteering program provides personal development opportunities to individual volunteers.

Aged care is delivered to people's homes enabling them to stay in their communities as long as they can. Outreach programs help smaller communities access services. People are moving from the crowded cities in mainland Australia to retire and this in turn generates service industry employment opportunities.

Local access to education and flexible public transport systems enable young people to stay at home longer. Young people still leave the region to see the world but more and more they are coming back. Their ability to return is helped by the growing economy.

Duplication of facilities has given way to higher quality community hubs that combine a range of recreational, social and educational opportunities including childcare. Many of the hubs are linked to schools or community facilities and have adjoining public spaces for socialising.

Rural Australia sees the Murchison Community Capacity Building program as a model.

#### Strategic outcomes – Strong Communities

3.1 Increasing population in communities including more young people and families

3.2 Strong participation in volunteering

3.3 A culture of community inclusion, engagement and understanding

3.4 Shared services and facilities

**Collaborations needed – Strong Communities**

- Community groups and associations
- Welfare sector organisations
- Schools and training organisations
- State Government Agencies
- Aged Care organisations
- Local Government
- Public transport operators
- Volunteers

**Performance indicators – Strong Communities**

- Population statistics
- Welfare payments
- Age profiles
- Educational attainment data and retention rates
- Number of volunteers
- Community programs
- Employment data

## Theme 4: Access and Infrastructure

Safe and efficient access alternatives, growing freight capacity, sustainable energy and water management and contemporary communications. Community infrastructure supports economic development.

### In 2040

Access into, around and out of Murchison is constantly being improved. Asset planning and management never ends. There are fewer accidents on the roads and travel times for passenger and freight vehicles are decreasing. Safer roads on the West Coast in particular help visitor access.

The long awaited upgrade of the Bass Highway to Smithton has reduced travel times and enabled safer road sharing between cars, trucks and buses. Including share ways into the road corridor opened up options for linking cycling and walking pathways.

Increasing the capacity of Burnie Port together with direct international shipping access is lowering freight costs and increasing competitiveness of local industries.

The flexible “hitch a ride” public transport system is using ride sharing to help locals and visitors get around the region. Young people love it.

Parents on the West Coast no longer have to drive to Derwent Bridge to pick up their children from the bus.

On King Island the port has been expanded and shipping services have increased. The airport has been redeveloped to accommodate the increasing number of aircraft. Public transport has also arrived on the island.

The cost and frequency of air services is improving. There are increased flights for passenger and freight purposes in and out of Burnie Airport. Upgraded smaller airports around the region can accept more charter flights.

Renewable energy is being harnessed. King Island is now 100% renewable and their tide generated power system is world class.

Water is a valued resource for power, agriculture and domestic use. The water long term quality and quantity plan is successful in conserving the resource.

Industrial development is not hampered by lack of land or services. Consolidation of community facilities has enabled the construction of major centres connected by transport and technology links. There are no more mobile phone black spots and every community has reliable, fast internet access.

### Strategic outcomes – Access and Infrastructure

4.1 Efficient, safe and fit for purpose road network

4.2 A range of access and transport alternatives

4.3 Lower cost freight

4.4 Optimal renewable energy usage

4.5 Sustainable water resources for commercial and residential uses

4.6 Improved communications network

4.7 Zoned industrial land available and suitable for development

4.8 Efficient use of community infrastructure

### Collaborations needed – Access and Infrastructure

- Australian Government
- Tasmanian Department of State Growth
- Local Government
- Cradle Coast Authority
- Port Authority
- Internet providers
- Energy providers
- TasWater
- Transport providers and associations
- Community groups associated with health, education, sports, cycling and walking
- Tas Roads

### **Performance indicators – Access and Infrastructure**

- Freight volumes and costs
- Shipping and air freight capacity and services
- Internet connections
- Black spots
- Energy availability and costs
- Water availability and quality
- Travel times
- Road safety statistics
- Industrial building approvals
- Usage of community facilities
- Public transport services
- Cycling and walking data

## Theme 5: Natural Resource Management

Natural resource management is valued and development is environmentally sustainable. The environment is clean and healthy with unspoilt beauty and bio diversity.

### In 2040

Murchison is rich in natural resources and landscapes including spectacular coastlines, beaches, forests, rivers and mountains. The agricultural land is productive and protected.

Mineral riches and wood production continue to help support the economy in a sustainable way.

Recycling is a way of life and has resulted in not just the extension of the life of landfill sites but signature regional design and innovation.

The environment is clean and healthy. It sustains everything.

Community understanding of the natural environment has increased and consequently the tension between preserving natural assets and economic growth has decreased.

There is growing community demand to live sustainability utilising renewable energy and conserving water. All environmental groups collaborate around a common agenda.

Climate patterns, biodiversity, extreme weather conditions and their outcomes still pose challenges requiring readiness and well-planned, pro-active responses to protect the Region's natural advantages.

Natural Resource Management continues as a key program managed through the Cradle Coast Authority.

### Strategic outcomes – Natural Resource Management

5.1 A clean natural environment

5.2 Unspoiled beauty in natural landscapes

5.3 Environmentally sustainable development

5.4 Protected biodiversity

5.5 Murchison communities value natural resource management



**Collaborations needed – Natural Resource Management**

- All levels of government
- Planning authorities
- NRM
- Cradle Coast Authority
- TasWater
- Producers and industry organisations
- Environmental groups
- Volunteers
- Farmers

**Performance Indicators – Natural Resource Management**

- E-coli counts and water testing results
- Air quality readings
- Volumes of waste recycled
- Volumes of waste into landfill
- Land use planning disputes
- Community responses to NRM issues
- Road kill reduction
- Weed and pest species reduction
- Numbers of threatened species – plant and animal

## Theme 6: Health and Wellbeing

Healthy communities, people taking responsibility for their wellness and convenient access to medical services and facilities

In 2040

The Region's health statistics are not so challenging. Trends around chronic disease, alcohol and drugs and mental health have all turned around.

People are aware of the need for exercise and healthy living. Linking communities with shared pathways has increased cycling and walking across all age groups.

Health education begins with early childhood and families and continues throughout schooling.

Locally grown produce is the preferred source of fresh healthy food. Smoking rates and obesity levels are down. The recent "slow down on sugar" campaign has reduced consumption of soft drinks.

There is more awareness about mental health and how to access support services.

A range of health care and emergency services in the main towns supports health and wellbeing through timely access to doctors and dentists. E-health technologies increase access to medical specialists and services are more affordable.

Technology is helping deliver home-based aged care and older people are ageing independently at home in their communities. The emphasis in aged care is on strength and wellbeing.

Increased volunteering has improved ambulance response times. Burnie and Smithton are key health service centres. Many residents on King Island still look to Melbourne for care they cannot access at Currie.

The emphasis has changed from cure to prevention as the core principle for achieving healthy, happy and strong communities. 'Wellness-making' is a focus for all.

### Strategic outcomes – Health and Wellbeing

6.1 Healthy and active lifestyles

6.2 Healthy eating habits and access to fresh fruit and vegetables

6.3 Regular and convenient access to medical services

6.4 Potable water for all residents

6.5 Education and awareness programs improve health levels

6.6 Consumer directed aged care services

**Collaborations needed – Health and Wellbeing**

- Tasmanian Department of Health
- Medical practitioners
- University of Tasmania
- Fitness and exercise providers
- Food producers and retailers
- Schools and adult education
- Aged care providers
- Community houses
- Hospitals and clinics
- TasWater
- Social services sector
- Parents and families

**Performance indicators – Health and Wellbeing**

- Reduced morbidity
- Incidence of chronic disease
- Smoking and alcohol consumption
- Hospital admissions
- Fruit and vegetable consumption
- Drug addiction
- Environmental health data

## Theme 7: Education

Education and life long learning is valued and there is access to vocational training, tertiary education and enabling technologies. Education retention rates have increased.

### In 2040

There is growing recognition of the value of education and life-long learning and the challenges of access are being overcome. University outreach centres are increasing access and participation in tertiary education. The University of the Third Age program is popular and well supported.

Murchison has a range of education facilities and opportunities for primary and secondary education up to Year 12. Accessing post year 10 alternatives, tertiary opportunities and vocational training no longer requires young people to relocate. Education retention rates have consequently increased.

Community education is well resourced and achieves consistent standards. Schools are the focal point for communities, teachers are respected community resources and young people have educational aspirations.

Good parenting skills and early learning interventions are recognised as essential to providing children with the foundation to strive for higher education standards. Programs are in place at all childcare centres, kindergartens and primary schools.

There are clearer pathways between education and skills development and the needs of local employers.

Technology is improving access to vocational training and tertiary education. This is particularly helpful for the more remote communities on the West Coast and King Island.

More flexible public transport systems are also helping people engage with education and learning activities and fewer families are relocating to access education.

### Strategic outcomes - Education

7.1 Retention of students in education and training to reach their potential.

7.2 Well trained and valued teachers.

7.3 Communities value and participate in life long learning.

7.4 Better access, to secondary and tertiary education, physically and through technology.

7.5 Collaborative approach to the strategic development of learning to meet future community needs.

7.6 Parents and families are involved in education

**Collaborations needed - Education**

- Tasmanian Department of Education
- University of Tasmania
- Vocational Training Organisations
- Schools
- Employee Organisations
- Parents and families
- Technology providers

**Performance indicators - Education**

- School retention Rates
- Educational Achievement data
- Participation and completion of online courses

## Theme 8: Place-making and Livability

Liveable attractive townships, relaxed lifestyles and community pride attract people to Murchison. Communities have history and character that drive their place-making strategies. Sport and recreation is widely supported especially by young people. Multi purpose recreational and cultural facilities are well utilised.

### In 2040

The naturally beautiful communities of the Murchison are free from the bustle and stress of city living. The built environment contains an interesting mix of heritage and contemporary architectural design and a range of housing alternatives.

People value the relaxed lifestyle and strong sense of community. They also recognise the importance of cleanliness, order, good urban design and a natural environment free of pollution.

Sport and recreation continues to be an important part of community life and is strongly supported, especially young people. The range of sport and recreation facilities include sports fields, indoor facilities, walking and cycling tracks. Clubs enjoy strong membership and financial independence.

Outdated community infrastructure is being replaced with multi purpose regional facilities.

Communities have history and character that drive their place-making strategies. Good urban design has further developed identity, reputation and appeal for residents and visitors. It has also enabled the development of housing options.

There is a trend for people from major population centres to seek a 'sea or tree-change' in Murchison and access to technology supports this. Increasing livability through place making provides a further opportunity to attract new residents and visitors.

Murchison is welcoming.

### Strategic outcomes

8.1 Well utilised sport, recreational and cultural facilities suited to a wide range of uses

8.2 Green space, attractive street scapes and community places in settlements

8.3 Planned settlements accommodating new development

8.4 Activities for young people and the community

8.5 Distinct and strong community identities that appeal to residents and visitors

**Collaborations needed – Place Making and Livability**

- Sporting groups
- Arts and Cultural Groups
- Local Government
- Planning Authorities
- Urban Design Organisations
- Local History Organisations
- Community Facilities Management

**Performance indicators - Place Making and Livability**

- Population data
- Participation Rates in sport and recreation activities
- Facility utilisation

## Theme 9: Governance and working together

Everyone plays a part in achieving the objectives of the Sustainable Murchison 2040 Community Plan. There is cooperation, resource sharing and less duplication between councils. Leadership is provided across all community sectors.

### In 2040

The Sustainable Murchison 2040 Community Plan directs the activities of Councils in the region. Linking the aspirations of Murchison to the greater Northwest Region is less challenging and there are more shared projects and less rivalry between Councils.

Councils are collaborating around the provision of regulatory services. Elected Councils still provide political leadership at the local level but there is resource sharing and less duplication in management and administration. This is releasing funds for the provision of public goods.

There is still a need for State and Australian Government funding but there are better working relationships and regional priorities are clearly articulated. This responsible, regional approach is building the confidence of other levels of government to trust funding decisions and ease regulatory constraints. The Cradle Coast Authority successfully achieves funding for regional projects.

Everyone plays a part in achieving the objectives of the Sustainable Murchison 2040 Community Plan. Councils recognise they cannot deliver the plan on their own and leadership is provided by all community sectors.

Maintaining local identity and working together for the common good has produced innovative governance arrangements. Governance models have shifted from dependency on government to inter-dependency through strong community networks. The role of Councils has moved from predominantly service provision to facilitation.

Strengthening cooperative local leadership capacity is easier as people are more involved and interested in their community.

### Strategic Outcomes - Governance

9.1 Cooperative and Innovative Governance Structures

9.2 Shared Resources

9.3 Achievement of the Murchison Vision

9.4 Interdependent and engaged Community Networks

9.5 Strong Local Political Leadership

9.6 Government Funding of Key Projects



### Collaborations needed - Governance

- Councillors and Management of Murchison Councils
- DRAC Local Government Division
- Local Government Association of Tasmania
- Employee organisations
- Local Communities
- State and Australian Government Agencies
- Cradle Coast Authority
- Contractors and Consultants
- Technology providers

### Performance Indicators - Governance

- Rates and charges
- Operational and administrative efficiencies
- Voter turnout for Council elections
- Government grants for major projects
- Borrowings
- Employee numbers
- Candidates standing for Local Government

End of document