



# INTEGRATED STRATEGIC PLAN 2025 - 2035



**Contents**

Message from Council..... 3

Achievements Since the Last Strategic Plan ..... 4

Shire of Mukinbudin Profile ..... 6

How we developed this Plan ..... 7

Strategic Priorities ..... 8

Community Voices ..... 8

Our Vision ..... 9

Our 10 Year Plan on a Page ..... 9

Current Informing Strategies: ..... 10

Progress Reporting ..... 10

Integrated Planning and Review Cycle..... 10

Strategic Pillar 1: Economy ..... 11

Strategic Pillar 2: Community ..... 13

Strategic Pillar 3: Environment ..... 15

Strategic Pillar 4: Civic Leadership ..... 16

Strategic Risks for the Shire of Mukinbudin ..... 17

RESOURCING THE PLAN..... 18

Workforce..... 18

One Off Capital Projects for the Shire of Mukinbudin – Four Year Priorities ..... 19

# Message from Council

This document integrates the Shire of Mukinbudin's **Strategic Community Plan (2025 - 2035) and Corporate Business Plan**, providing a comprehensive guide for development and decision making over the next decade. It sets out the vision, goals, and priorities for our community.

Council extends its gratitude to the many residents, community groups, and business owners who participated in the extensive consultation process for this plan. Your valuable feedback has been incorporated where it aligns with our strategic priorities, resulting in a detailed and insightful snapshot of our community's aspirations for the future.

Council is entrusted with the important responsibility of making informed decisions that shape the social, economic, and environmental development of our Shire, ensuring the wellbeing of current and future generations. This requires balancing competing priorities, managing resource constraints, maintaining financial responsibility, and upholding good governance, always with the broader interests of the Shire in mind.

To ensure the plan remains relevant, it will undergo a minor review in two years and a major review in four years, aligning with the evolving needs and aspirations of the community. This is part of our commitment to the Integrated Planning and Reporting (IPR) Framework, which supports informed and robust decision making.

Council will continue to engage with the community, seeking feedback on the plan's progress and considering the needs and expectations of residents to shape a dynamic and sustainable future.

Thank you to everyone who contributed to the development of this plan. Your input has allowed us to map a clear path forward and create a sense of optimism about the opportunities ahead.

The success of this ambitious plan relies on collaboration between Council, State and Federal Governments, businesses, private sector stakeholders, and community volunteers. Together, we can achieve our shared vision for the Shire of Mukinbudin.



# Achievements Since the Last Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan (2018):

|                        |  |
|------------------------|--|
| <p><b>Social</b></p>   | <ul style="list-style-type: none"> <li>▪ Early Learning Centre completed</li> <li>▪ CRC under Shire management with provision of training services</li> <li>▪ Supported REED daycare model to assist local families to work in community</li> <li>▪ Upgrades to Town Hall to support Mainstreet Gallery</li> <li>▪ Continued to improve Lions Park, Aquatic Centre and Complex facilities</li> <li>▪ Annual Community Budget Requests program for sporting and community groups</li> <li>▪ Continuing to be a member of CEACA to ensure delivery of appropriate accommodation and services to all ages</li> <li>▪ Improvements to sporting facilities - Resurface tennis and basketball courts - Installed pump track - Outdoor toilet near pump track - Playground - Oval and hockey lights - Ceiling fans rec centre</li> <li>▪ Constructed and long-term leases for 3 GROH houses</li> <li>▪ Member of Wheatbelt Secondary Freight Network WSN</li> <li>▪ Active member of North Wheatbelt Sub Regional Road Group</li> <li>▪ Community consultation undertaken via annual budget roadworks request feedback</li> <li>▪ Developed plant replacement program for Council</li> <li>▪ Provision of new Medical Centre</li> <li>▪ Continued provision of Doctor through Kununoppin Medical Practice Agreement</li> <li>▪ Generators installed to critical services</li> <li>▪ Upgrades at aged units</li> </ul> |
| <p><b>Economic</b></p> | <ul style="list-style-type: none"> <li>▪ Shop local campaigns undertaken prior to Christmas via CRC</li> <li>▪ Employed local school leavers through CRC on traineeships</li> <li>▪ School based work placement program supported by Shire</li> <li>▪ Council policy for new business rental subsidy</li> <li>▪ Industrial land sold in 2024</li> <li>▪ Assisted Café transition</li> <li>▪ Improved tourism infrastructure including; Mainstreet Gallery - Ablutions - Bonnie Rock - Ablution Upgrade Main Street of Mukinbudin</li> <li>▪ Caravan Park enhancements</li> <li>▪ Free pool entry initiative</li> <li>▪ Centenary Event</li> </ul>  |



## Environment

- New tourism brochure highlights tourist awareness
- Support DrumMuster through P & C
- Barbalin Pipe project – drought proofing project
- Tree revegetation south of townsite
- Community garden
- Water catchment improvements at Barbalin
- Solar panels at Shire Office and Recreation Centre
- Establishment of Containers for Change facility/program
- 6 monthly verge waste collection program

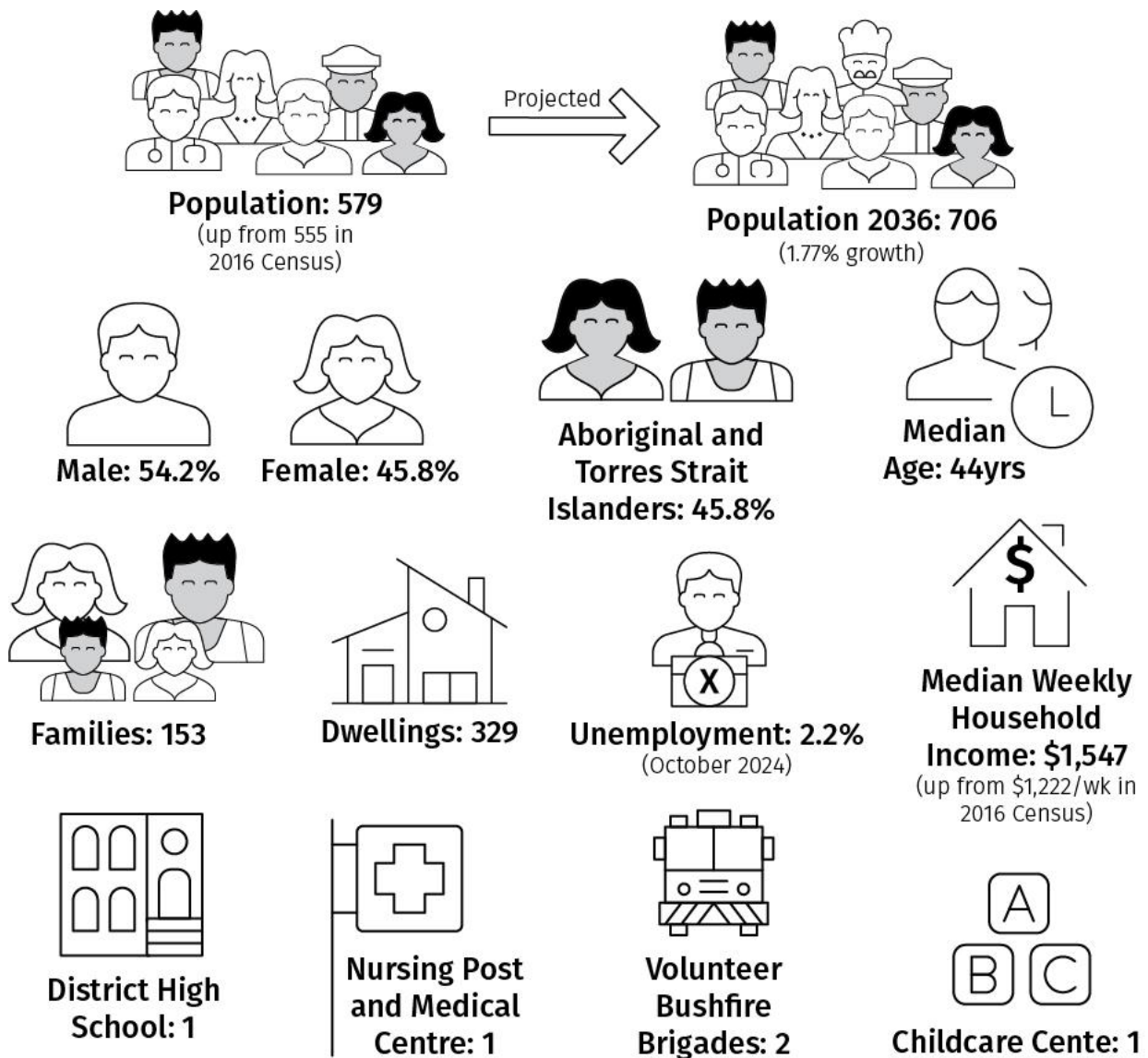
## Civic Leadership

- Annual Compliance Audit Returns submitted
- Audits successfully completed by Auditor General
- Asset Revaluations undertaken
- Complaints register maintained
- Monthly newsletters distributed on social media and local paper (Muka Matters)
- Social media presence to promote Council awareness in community
- Staff and Councillor training



# Shire of Mukinbudin Profile

Mukinbudin is located 296 kilometres north-east of Perth in the north eastern Wheatbelt. The Shire also includes the locality of Bonnie Rock.



# How we developed this Plan

The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document. This Plan includes the Strategic Community Plan (10yrs) and Corporate Business Plan (4yr deliverables).

It was developed based on:

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

Key assumptions made in this Strategic Community Plan:

- The number of residents in the Shire is expected to remain stable.
- Agricultural industry can adapt and mitigate to the changing climate.
- Annual rates will increase by CPI.
- External grants will be attracted for significant capital projects.
- Human resources remain stable.
- Collaborative and strong leadership across key organisations in the Shire.
- Positive reputation of key organisations such as childcare and the District High School.
- Retention of essential business and consumer services in the townsite.

We fulfill our vision, mission and purpose through the following roles, which has been identified in the four-year delivery plan:

**Advocate:** We lead and represent the community on key issues

**Partner:** We collaborate with other organisations to deliver services and projects

**Deliver:** We provide services and infrastructure

**Facilitate:** We coordinate and enable other organisations

**Regulate:** We enforce statutory requirements

# Strategic Priorities

From the voices of the community in 2024 the following priorities were highlighted as the most important and have been continued into this Strategic Integrated Plan:

|   |  |
|---|--|
| <b>ECONOMIC</b>   | <b>COMMUNITY</b>   |
| <ul style="list-style-type: none"> <li>▪ Construction of a Community Hub</li> <li>▪ Main Street Aesthetics</li> <li>▪ Maintained Standard of Road Network</li> <li>▪ Improved Footpath Network</li> <li>▪ Attraction of tourists and visitors</li> <li>▪ Housing and accommodation development</li> <li>▪ Support new and existing businesses</li> <li>▪ Population stabilisation - growth</li> </ul> | <ul style="list-style-type: none"> <li>▪ Future of Memorial Town Hall</li> <li>▪ Enhancement of Health Services</li> <li>▪ Retain and improve local recreation opportunities</li> <li>▪ Improvements to Cemetery</li> <li>▪ Support for youth activities</li> <li>▪ Support and engagement with sporting and community groups</li> <li>▪ Aquatic Centre Development</li> <li>▪ Caring and providing for the aged</li> <li>▪ Welcoming new community and supporting our volunteers</li> </ul> |
| <b>ENVIRONMENT</b>  | <b>CIVIC LEADERSHIP</b>  |
| <ul style="list-style-type: none"> <li>▪ Waste management and recycling</li> <li>▪ Beringbooding tank roof</li> <li>▪ Water catchment and management of townsite stormwater</li> <li>▪ Encouraging tree planting</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Stronger community consultation and engagement</li> <li>▪ Improved communication of Council plans and decisions</li> </ul>  |

## Community Voices

| Activity                               | Participants |
|--|--------------|
| Community Workshop                     | 28           |
| Council workshops                      | 3            |
| Sporting and Community Groups Workshop | 21           |
| Resident and Ratepayer Survey          | 38           |
| Sporting / Community Groups Survey     | 3            |



# Our Vision

*To assist our community towards a prosperous future by providing a positive environment in which to work and live.*

## Our 10 Year Plan on a Page

There are four strategic pillars to our Strategic Integrated Plan – economy, community, environment and civic leadership.

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

| Strategic Pillar                        | 1. Economy  | 2. Community   | 3. Environment   | 4. Civic Leadership  |
|---|---|--|--|--|
| <b>Statement of Strategic Outcome</b>   | Reliable transport network, enhanced visitor experiences and accessible essential services drive economic growth.   | Our community enjoys a healthy, safe and inclusive environment for all ages.   | Protect and enhance the natural environment while using natural resources sustainably and efficiently.   | Accountable, responsible and strong leadership   |
| <b>Goals</b>                            | <ol style="list-style-type: none"> <li>1. Transport network is safe and efficient</li> <li>2. Enhance the local visitor experience</li> <li>3. Essential services and infrastructure drive local economic growth</li> </ol> | <ol style="list-style-type: none"> <li>4. Access to quality recreation and leisure facilities</li> <li>5. A safe and inclusive community for all ages</li> <li>6. Local access to health and aged care services</li> <li>7. Retain young people and families in our community</li> </ol> | <ol style="list-style-type: none"> <li>8. Protect and enhance the natural environment</li> <li>9. Use natural resources efficiently</li> </ol> | <ol style="list-style-type: none"> <li>10. Regularly engage with our community</li> <li>11. Compliant governance and responsible financial management</li> <li>12. Build the capacity of our current and future leaders and staff</li> </ol> |
| <b>Priority Projects (4yr delivery)</b> |   |  |  |  |

## Current Informing Strategies:

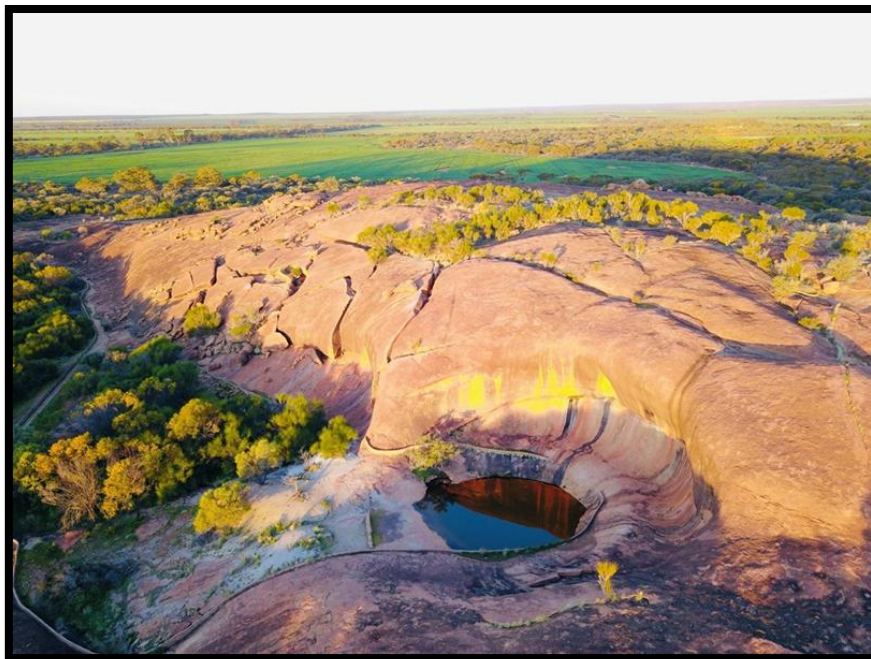
- Annual Budget
- Asset Management Plan
- Workforce Plan
- Long Term Financial Plan
- Local Planning Strategy and Scheme

## Progress Reporting

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

## Integrated Planning and Review Cycle

|                                  |              |              |
|----------------------------------|--------------|--------------|
| <b>Strategic Integrated Plan</b> | 2027 (minor) | 2029 (major) |
| <b>Long Term Financial Plan</b>  |              |              |
| <b>Asset Management Plan</b>     |              |              |
| <b>Workforce Plan</b>            | 2027         | 2029         |



# Strategic Pillar 1: Economy

**Statement of Strategic Outcome:** Reliable transport network, enhanced visitor experiences and accessible essential services drive economic growth

| GOAL 1. Transport network is safe and efficient   |                 | DELIVERY YEAR |       |       |       |
|---|-----------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS   | OUR ROLE        | 25/26         | 26/27 | 27/28 | 28/29 |
| 1.1 Develop, implement and monitor a 10 year Road Management Program                                    | Deliver         | ●             | ●     | ●     | ●     |
| 1.2 Regularly review road asset management and road hierarchy network                                   | Deliver         | ●             | ●     | ●     | ●     |
| 1.3 Develop and implement a 10-year bike and footpath plan inclusive of ramp access at identified sites | Deliver         | ●             |       |       |       |
| 1.4 Advocate for increased road network funding   | Advocate        | ●             | ●     | ●     | ●     |
| 1.5 Deliver the road program that is funded through the Wheatbelt Secondary Freight Network             | Deliver Partner | ●             | ●     | ●     |       |
| 1.6 Investigate solutions and funding to address heavy vehicle route through townsites                  | Deliver Partner | ●             | ●     | ●     | ●     |

| GOAL 2. Enhance the local visitor experience   |                 | DELIVERY YEAR |       |       |       |
|--|-----------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE        | 25/26         | 26/27 | 27/28 | 28/29 |
| 2.1 Active participation in NEWTravel  | Partner Deliver | ●             | ●     | ●     | ●     |
| 2.2 CRC develops and implements an annual events plan                                    | Deliver         | ●             |       |       |       |
| 2.3 Enhance facilities and accommodation options at the Caravan Park                     | Deliver         |               | ●     |       |       |
| 2.4 Seek external funding for the Heritage Trail   | Deliver         | ●             |       |       |       |
| 2.5 CRC investigates opportunities to expand wildflower and stargazing tours             | Partner Deliver | ●             |       |       |       |
| 2.6 Subject to the budget, support initiatives of the Men's Shed and Main Street Gallery | Partner Deliver | ●             | ●     | ●     | ●     |

| GOAL 3. Essential services and infrastructure drive local economic growth                                      |                 | DELIVERY YEAR |       |       |       |
|--|-----------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE        | 25/26         | 26/27 | 27/28 | 28/29 |
| 3.1 Seek funding to construct the “Community Hub”  | Deliver         | ●             |       |       |       |
| 3.2 Develop a Heavy Vehicle Rest Area in town  | Deliver         | ●             |       |       |       |
| 3.3 Work with the community to develop a Main Street Development Plan  | Deliver         | ●             |       |       |       |
| 3.4 Advocate for enhanced telecommunications infrastructure to eliminate blackspots and improve digital access | Advocate        | ●             | ●     | ●     | ●     |
| 3.5 Develop a 10-year Council housing strategy to maintain, enhance, and expand our housing stock              | Deliver         | ●             |       |       |       |
| 3.6 Continue partnerships for the delivery of housing options  | Deliver Partner |               | ●     | ●     |       |
| 3.7 Develop residential land, considering lifestyle block options  | Deliver Partner |               | ●     |       |       |
| 3.8 Determine needs and opportunities for commercial and light industrial land development                     | Deliver Partner |               | ●     |       |       |
| 3.9 Work collaboratively to implement strategies in the NEWROC Economic Development Plan                       | Deliver Partner | ●             | ●     | ●     | ●     |
| 3.10 Shire is small business friendly service (business grants, procurement policy)                            | Deliver         | ●             |       |       |       |



## Strategic Pillar 2: Community

**Statement of Strategic Outcome:** Our community enjoys a healthy, safe and inclusive environment for all ages.

| GOAL 4. Access to quality recreation and leisure facilities   |          | DELIVERY YEAR |       |       |       |
|---|----------|---------------|-------|-------|-------|
| PRIORITY PROJECTS   | OUR ROLE | 25/26         | 26/27 | 27/28 | 28/29 |
| 4.1 Develop a Mukinbudin Sport and Recreation Facilities Plan to coordinate sport and recreation in a planned manner with clubs | Deliver  | ●             |       |       |       |
| 4.2 Assess the needs and future use of Mukinbudin Town Hall   | Deliver  | ●             |       |       |       |
| 4.3 Seek funding to upgrade the aquatic centre changerooms and kiosk  | Deliver  |               | ●     |       |       |
| 4.4 Complete upgrade works to Lions Park  | Deliver  |               |       | ●     |       |
| 4.5 Provide annual Community Chest Fund   | Deliver  | ●             | ●     | ●     | ●     |

| GOAL 5. A safe and inclusive community for all ages   |            | DELIVERY YEAR |       |       |       |
|---|------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS   | OUR ROLE   | 25/26         | 26/27 | 27/28 | 28/29 |
| 5.1 CRC offers initiatives for welcoming new members of the community and supporting local volunteers                         | Facilitate | ●             | ●     | ●     | ●     |
| 5.2 Support programs for the supply of emergency service volunteers   | Partner    | ●             | ●     | ●     | ●     |
| 5.3 CRC and sporting clubs offer a “have a go / try a sport day”, prior to each season  | Advocate   | ●             | ●     | ●     | ●     |
| 5.4 Work with Police to promote community safety and attract external funding for the provision of CCTV at Council facilities | Deliver    | ●             | ●     | ●     | ●     |
| 5.5 Develop and implement the Cemetery management plan that is sensitive to all denominations                                 | Deliver    |               |       | ●     |       |

| GOAL 6. Local access to health and aged care services   |            | DELIVERY YEAR |       |       |       |
|---|------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS   | OUR ROLE   | 25/26         | 26/27 | 27/28 | 28/29 |
| 6.1 Advocate to retain and improve the delivery of local health services, including opportunities for additional GP / Nurse hours | Advocate   | ●             | ●     | ●     | ●     |
| 6.2 Facilitate opportunities for additional visiting ancillary health services  | Facilitate | ●             | ●     | ●     | ●     |
| 6.3 Actively engage in the Central East Aged Care Alliance (CEACA)  | Partner    | ●             | ●     | ●     | ●     |
| 6.4 Develop an Aged Friendly Community Plan   | Deliver    |               | ●     |       |       |
| 6.5 Investigate the feasibility of delivering the “Staying in Place” model  | Facilitate | ●             |       |       |       |

| GOAL 7. Retain young people and families in our community  |                  | DELIVERY YEAR |       |       |       |
|--|------------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE         | 25/26         | 26/27 | 27/28 | 28/29 |
| 7.1 Advocate to retain the highest level of education at the Mukinbudin DHS                                      | Advocate         | ●             | ●     | ●     | ●     |
| 7.2 Offer a Youth Council program  | Deliver          | ●             | ●     | ●     | ●     |
| 7.3 Provide family friendly events and diverse youth activities beyond traditional sports                        | Deliver          | ●             | ●     | ●     | ●     |
| 7.4 Continue to work with REED to secure ongoing, high quality childcare service available to all who require it | Advocate Partner | ●             | ●     | ●     | ●     |

# Strategic Pillar 3: Environment

**Statement of Strategic Outcome:** Protect and enhance the natural environment while using natural resources sustainably and efficiently

| GOAL 8. Protect and enhance the natural environment  |            | DELIVERY YEAR |       |       |       |
|--|------------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE   | 25/26         | 26/27 | 27/28 | 28/29 |
| 8.1 Consider options in the NEWROC Regional Waste project that align and benefit the Shire | Deliver    | ●             | ●     |       |       |
| 8.2 Improve waste management through public education and the promotion of recycling       | Deliver    | ●             | ●     | ●     | ●     |
| 8.3 Consider tree planting programs  | Facilitate | ●             | ●     | ●     | ●     |

| GOAL 9. Use natural resources efficiently  |          | DELIVERY YEAR |       |       |       |
|--|----------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE | 25/26         | 26/27 | 27/28 | 28/29 |
| 9.1 Plan for renewable energy projects in our Shire and ensure they deliver value to the community | Deliver  | ●             | ●     |       |       |
| 9.2 Continue to secure water supply to ensure self-sufficiency for town oval, parks & public areas | Deliver  |               | ●     |       |       |
| 9.3 Lobby Government and agencies for the replacement of Beringbooding tank roof                   | Advocate | ●             | ●     |       |       |

# Strategic Pillar 4: Civic Leadership

**Statement of Strategic Outcome:** Accountable, responsible and strong leadership

| GOAL 10. Regularly engage with our community   |          | DELIVERY YEAR |       |       |       |
|--|----------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE | 25/26         | 26/27 | 27/28 | 28/29 |
| 10.1 Develop and implement a Community Engagement Framework                              | Deliver  | ●             |       |       |       |
| 10.2 Adequate staffing resources and training are provided to meet customer expectations | Deliver  | ●             | ●     | ●     | ●     |
| 10.3 Quarterly report to the community on progress against our Integrated Strategic Plan | Deliver  | ●             | ●     | ●     | ●     |

| GOAL 11. Compliant governance and responsible financial management   |          | DELIVERY YEAR |       |       |       |
|--|----------|---------------|-------|-------|-------|
| PRIORITY PROJECTS  | OUR ROLE | 25/26         | 26/27 | 27/28 | 28/29 |
| 11.1 Develop Council's Long Term Financial Plan  | Deliver  | ●             |       |       |       |
| 11.2 Investigate the best option for financial management systems for effective governance and administration of Council | Deliver  | ●             | ●     |       |       |
| 11.3 Decision making of Council is supported by up to date and clear policies and procedures                             | Deliver  | ●             | ●     | ●     | ●     |

| GOAL 12. Build the capacity of our current and future leaders and staff                         |          | DELIVERY YEAR |       |       |       |
|---|----------|---------------|-------|-------|-------|
| PRIORITY PROJECTS   | OUR ROLE | 25/26         | 26/27 | 27/28 | 28/29 |
| 12.1 Elected members and staff are provided with regular training and development opportunities | Deliver  | ●             | ●     | ●     | ●     |
| 12.2 Provide opportunities that foster future elected members                                   | Deliver  | ●             | ●     | ●     | ●     |



# Strategic Risks for the Shire of Mukinbudin

The following risks were identified by Council and mitigation of these risks are included in the Strategic Community Plan, Corporate Business Plan, Workforce Plan and Long-term Financial Plan.

| COMMUNITY  | ECONOMY   |
|--|---|
| <ul style="list-style-type: none"> <li>▪ Availability of quality housing for rent and purchase</li> <li>▪ Ability to attract and retain youth</li> <li>▪ Retention of families</li> <li>▪ Volunteer burnout</li> <li>▪ Unreliable power supply and telecommunications</li> <li>▪ Facilitating access to specialised health services.</li> <li>▪ Lack of aged care facilities / services</li> <li>▪ Support and retention of the high school</li> </ul> | <ul style="list-style-type: none"> <li>▪ Vulnerable to power and communication blackouts</li> <li>▪ Loss of local youth from the district and opportunity to employ them</li> <li>▪ Impact to main street due to increased truck movements</li> <li>▪ Lack of available trades to deliver projects on time and in budget</li> <li>▪ Loss of bricks and mortar businesses</li> <li>▪ Inflation reducing the value of grants</li> </ul> |
| ENVIRONMENT  | CIVIC LEADERSHIP  |
| <ul style="list-style-type: none"> <li>▪ Vulnerable to drought</li> <li>▪ Preparing for renewable energy projects and carbon farming (tree plantations)</li> </ul>   | <ul style="list-style-type: none"> <li>▪ Managing community expectations</li> <li>▪ Management of aging assets</li> <li>▪ Attraction and retention of skilled staff</li> <li>▪ Succession planning for key roles</li> <li>▪ Constantly evolving compliance obligations</li> <li>▪ Securing funding to meet community aspirations</li> <li>▪ Loss of experience on Council</li> </ul>  |

# RESOURCING THE PLAN

## Workforce

|                       | 2025/26     | *2026/27    | *2027/28    | *2028/29    |
|-----------------------|-------------|-------------|-------------|-------------|
| Number of FTE's       | 23          | 24          | 24          | 24          |
| Number of Councillors | 7           | 7           | 7           | 7           |
| Employee Costs        | \$1,473,743 | \$1,503,218 | \$1,533,948 | \$1,579,966 |

\*Estimated numbers only. To be confirmed when long term financial plan is finalised

# One Off Capital Projects for the Shire of Mukinbudin – Four Year Priorities

## ECONOMY

| Project / Activity | Strategy Link | *Total Value | Key Informing Action | *Shire Funding | *External Funding | *Year |
|--------------------|---------------|--------------|----------------------|----------------|-------------------|-------|
|                    |               |              |                      |                |                   |       |
|                    |               |              |                      |                |                   |       |

## COMMUNITY

| Project / Activity | Strategy Link | *Total Value | Key Informing Action | *Shire Funding | *External Funding | *Year |
|--------------------|---------------|--------------|----------------------|----------------|-------------------|-------|
|                    |               |              |                      |                |                   |       |
|                    |               |              |                      |                |                   |       |

## ENVIRONMENT

| Project / Activity | Strategy Link | *Total Value | Key Informing Action | *Shire Funding | *External Funding | *Year |
|--------------------|---------------|--------------|----------------------|----------------|-------------------|-------|
|                    |               |              |                      |                |                   |       |
|                    |               |              |                      |                |                   |       |

## CIVIC LEADERSHIP

| Project / Activity | Strategy Link | *Total Value | Key Informing Action | *Shire Funding | *External Funding | *Year |
|--------------------|---------------|--------------|----------------------|----------------|-------------------|-------|
|                    |               |              |                      |                |                   |       |
|                    |               |              |                      |                |                   |       |