

Strategic Community Plan

2017 to 2027



DRAFT Document for Community Comment
V4.5

SHIRE of
WYNDHAM
EAST KIMBERLEY



Our Strategic Community Plan at a glance

Our focus areas for the next ten years

Healthy vibrant active communities

We will improve livability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.

Promote and celebrate our rich culture and heritage

Ensure all community members have access to a broad range of sporting, recreation and leisure opportunities

Promote quality education, health, childcare, aged care and youth services

Focus

Enhancing the environment

We will continue to value our Kimberley lifestyle and natural environment. We will work to improve the livability of our towns and their connection to our surrounding environment.

Conserve the Shire's unique natural environment for the enjoyment of current and future generations

Provide sustainable public infrastructure

Make towns safe and inviting for locals and visitors

Document Revision	Approved by	Date Approved
Strategic Plan 2012 to 2022	COUNCIL	Feb 2013
Strategic Plan 2017 to 2027	DRAFT	

Economic prosperity

We will promote economic growth by working with existing business, encouraging new business development, and engaging government agencies.

Support opportunities to grow the economy

Increase the value of tourism

Areas

Civic leadership

We will deliver Shire services to the community efficiently, and provide leadership and governance that is future thinking, transparent and accountable.

Advocate Shire issues and opportunities at regional, state and national levels

Provide accountable and transparent leadership

Ensure a strong and progressive organisation

Sustainably maintain the Shire's long term financial viability

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Ord Valley Muster, Kununurra (Ben Broady)

Forward

Creating Our Future

It is with pleasure that I present to the community this draft Strategic Community Plan. The draft Strategic Community Plan aims to capture and be the Shire of Wyndham East Kimberley resident's aspirational plan for the future.

Through our Community Strategic Plan we are looking to map out a brighter future for the Shire that will benefit current and future generations.

In developing this draft the Shire has considered the views of residents who took part in the 2017 Community Survey and the feedback provided by key representatives of the community who attended a future planning workshop.

We now invite you to read, review and comment on this draft Strategic Community Plan. All your feedback on this draft Plan will be considered in the development of the final Strategic Community Plan.

For the Shire of Wyndham East Kimberley to be a thriving community with opportunities for all.

Cr David Menzel
Shire President

December 2017



About the Plan

The Strategic Community Plan

The Strategic Community Plan sets out the long term vision of the community over the next 10 years. It is a strategic roadmap of where the community wants to go and how we can get there. The Plan is intended to be a resource to help guide policies, strategies and actions that relate to the Shire and the community.

This is everyone's Plan and provides an opportunity for Shire residents, community organisations and business to contribute to the achievement of our vision. The strategies and outcomes all stem from input gained from the community through engagement activities. The Shire is the custodian of the Plan and as the community's representative, ensures the Plan embodies the aspirations of the Shire's community.

The Shire is not alone in delivering the Plan, and it is not the Shire's responsibility to deliver everything in the plan, noting that the Shire has specific tasks, responsibilities and contributions to make, which are detailed in the Corporate Business Plan.

To reflect the community's evolving aspirations, a desktop review of the Strategic Community Plan is undertaken every two years, with a full review completed every four years. The next review, will be a desktop review, scheduled to be completed in 2019.

The Shire will also conduct a biennial community satisfaction survey to obtain an indication of ongoing community views and suggested priorities to guide the delivery and review of this plan.

The purpose of our Strategic Community Plan is to:

- Identify and acknowledge community aspirations and the vision for the future
- Provide an opportunity for participation by the community in decision making processes
- Coordinate decision making, including the use of Shire resources and other organisations working with and within the community
- Provide a long term focus for the delivery of facilities and services by the Shire and other organisations working with and within the community
- Provide a basis for accountability

ASPIRATIONS

These are the community's ambitions and desires for the future

VISION

A short statement that summarises community aspirations

FOCUS AREAS

These are the big picture results which the Shire will focus on achieving

COMMUNITY OUTCOMES

These are the outcomes that are to be achieved. They focus on the end result, rather than on how to get there

MEASURES

These guide the specific actions related to this Plan and define how to achieve the outcomes

CONTRIBUTION

The detailed actions which will be undertaken to help achieve the community vision. Actions are specified in the Corporate Business Plan and Service Delivery Plans

How the planning process works

Integrated Planning and Reporting Framework

In 2011, the Western Australian Government introduced the Integrated Planning and Reporting Framework. It describes a process which requires the Shire to adopt and implement a long term framework that informs its corporate plans which in turn are informed by existing strategies.

The Shire of Wyndham East Kimberley has developed an Integrated Planning and Reporting Framework that will allow the Shire to sustainably and strategically meet the needs of the community.

The objective of the framework is to have a stronger focus on place shaping and wellbeing with a greater level of community engagement.

Framework aims

- Articulate the community's vision, outcomes and priorities and desired outcomes
- Allocate resources to achieve the vision, striking a considered balance between aspirations and affordability

Key components of the framework

Corporate Business Plan

The Corporate Business Plan maps the Shire of Wyndham East Kimberley's key priorities, projects, services and actions over the next four years. It provides the detail for the first years of the Strategic Community Plan as well as detailing business as usual service delivery. The plan is reviewed annually to prioritise or re-prioritise projects and services.

Annual Budget

The annual budget is a detailed financial plan for the coming year, covering all aspects of the Shire's operations and reflects the resources generated by way of revenue and those consumed by way of expenditure. It is the basis for the setting of rates.

Year 1 of the Corporate Business Plan and the Long Term Financial Plan establishes the basis for the Annual Budget .



Developing the Strategic Community Plan 2017 - 2027

A key requirement of the Integrated Planning and Reporting Framework, is that it reflects the priorities and aspirations of the community, and that the Plan itself be based on the results of a comprehensive Community Engagement Strategy.

Developing the Draft Plan has brought together the information provided by the community, information from the previously adopted Strategic Community Plan 2012-2022 and other informing plans to identify the community's vision for the future and how we are going to get there.

The community's priorities and aspirations have been captured through the Community Scorecard Survey 2017 and Future Planning workshop, with key community representatives. Developing the draft Plan's objectives and strategies to achieve the community vision has been done with reference to demographic and economic information, and other documents such as those listed under External Influencing Strategies and Plans.

Engagement



The consultation and communication methods used were chosen to encourage and receive as much community input as possible.

The consultation process commenced in April 2017 and will conclude in 2018, once community consultation on the draft Plan is completed.

Community Scorecard

The Shire conducted an independent survey of the community using a MARKYT Community Scorecard between March and April 2017. 1,200 surveys were posted and links to the online survey shared. 404 residents participated in the survey and provided a board range of views and feedback.

Results of the Community Scorecard survey were presented to the community to illustrate the views across different social demographics including; home owners, renters, sex, age, people with disability, race and locality.

'Plan for the Future' workshop with key community representatives

The 'Plan for the Future' workshop was held in September 2017.

The workshop was attended by key community representative's within the community from a broad range of areas including Aboriginal Corporations, families, youth and schools, health, aging, government and local business interests .

The representatives personal knowledge of the issues and opportunities within the Shire contributed to determining outcomes being:

- Clarity of community aspirations and review the vision for the future
- Identification of community needs
- Consensus on future priorities

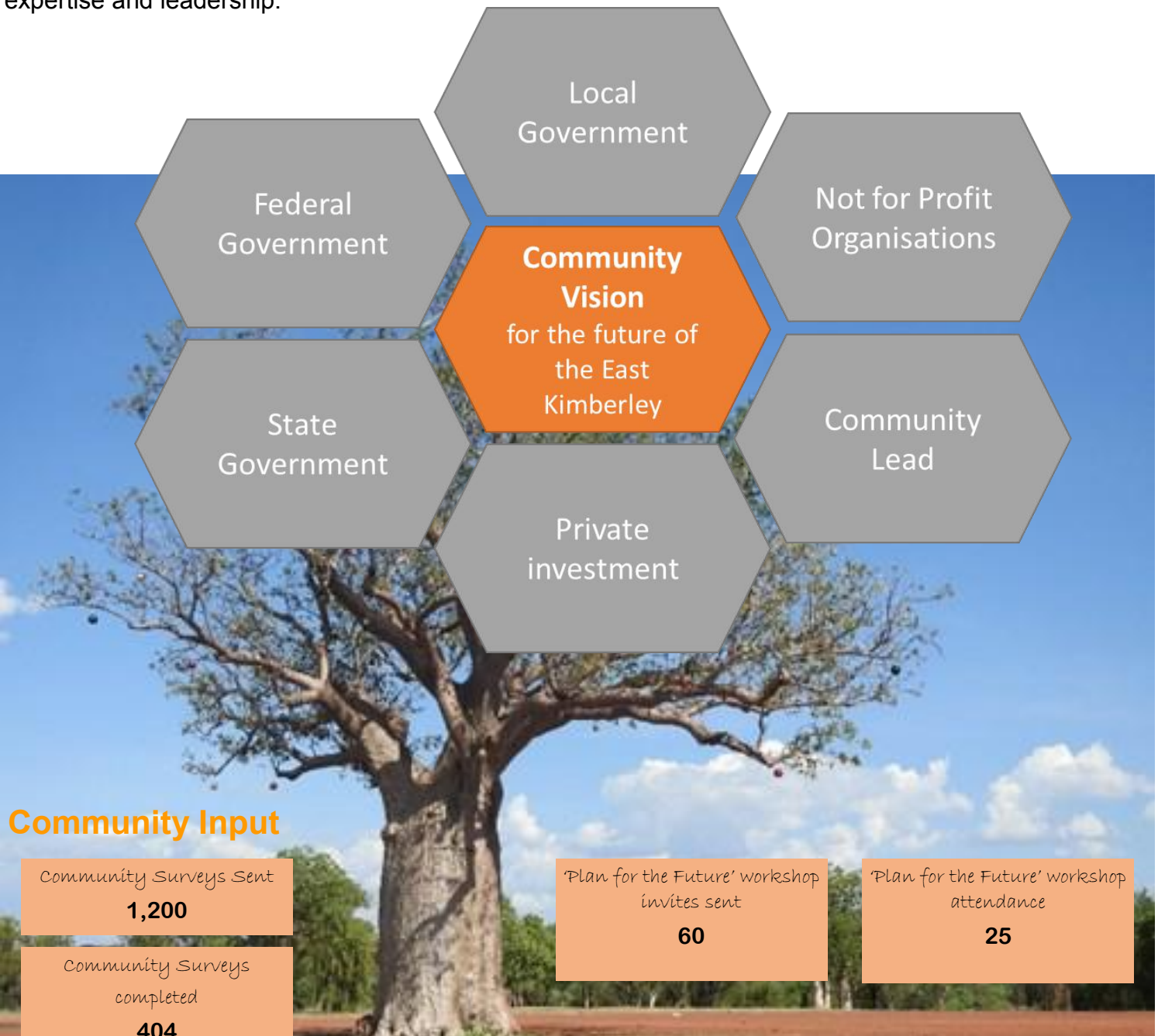
External influencing strategies and Plans

Work within the Shire of Wyndham East Kimberley does not happen in isolation but within the context of what is happening in the wider Kimberley zone, the state and the nation. The following plans and strategies influence the way in which new initiatives and services are considered:

- Kimberley Regional Blueprint
- State Planning Strategy 2050
- State Planning Policies
- WA Mental Health, Alcohol and Other Drug Services Plan 2015-2025
- Strategic Directions for the Sport and Recreation Industry 2016-2020
- Kimberley Workforce Development Plan 2014–2017
- Kimberley Regional Health Profiles 2015
- Vision 2025 and Framework for Strategic Action - Public Library Services in Western Australia
- Kimberley Science and Conservation Strategy

Who can help?

Many organisations involved will have a role in implementing the Plan through provision of resources, expertise and leadership.



Community Input

Community Surveys Sent

1,200

Community Surveys completed

404

'Plan for the Future' workshop invites sent

60

'Plan for the Future' workshop attendance

25

About the Shire of Wyndham East Kimberley

Place

The Shire covers an area of 121,000 square kilometres and is one of four local governments that make up the Kimberley. The Shire includes the towns of Kununurra and Wyndham and there are also a number of Aboriginal communities, the largest being Kalumburu, situated in the northern part of the Shire.

Like other areas in the north of Australia, the Shire paradoxically experiences a steppe climate with distinct wet and dry seasons. It borders closely on the tropical savanna climate. The average annual rainfall is around 800mm.

The dry season from April to September is the most popular time to visit; heat and humidity are lower, and road and park accessibility at their best.

The build-up season from October to December is characterised by high heat and humidity. The oppressive conditions of the build-up often give way to spectacular electrical storms, along with dramatic lightning displays over the rugged Kimberley landscape. Such storms however bring little rain, and the lightning will often start bushfires in the surrounding scrub.

The summer monsoon period between January and March often causes accessibility issues, and the closure of many roads and national parks, due to heavy rain. Days are overcast and hot and heavy downpours are a frequent occurrence.

Kununurra

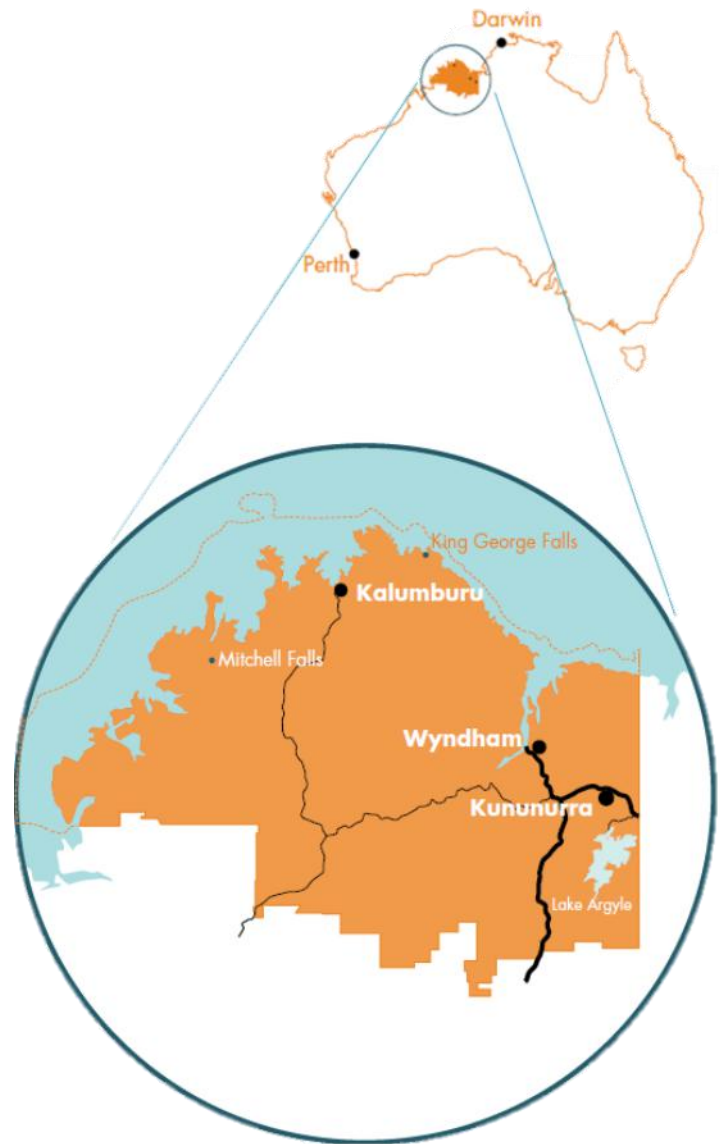
As part of the State Government's Regional Centres Development Plan, Kununurra was identified as one of 20 strategic regional centres in Western Australia best situated to grow as a regional centre and assist with absorbing some of the States anticipated regional population growth.

Western Australia's population is predicted to more than double over the next 40 years. This will have the potential to bring greater investment opportunities to the region and services to the people of the Shire of Wyndham East Kimberley.

Wyndham

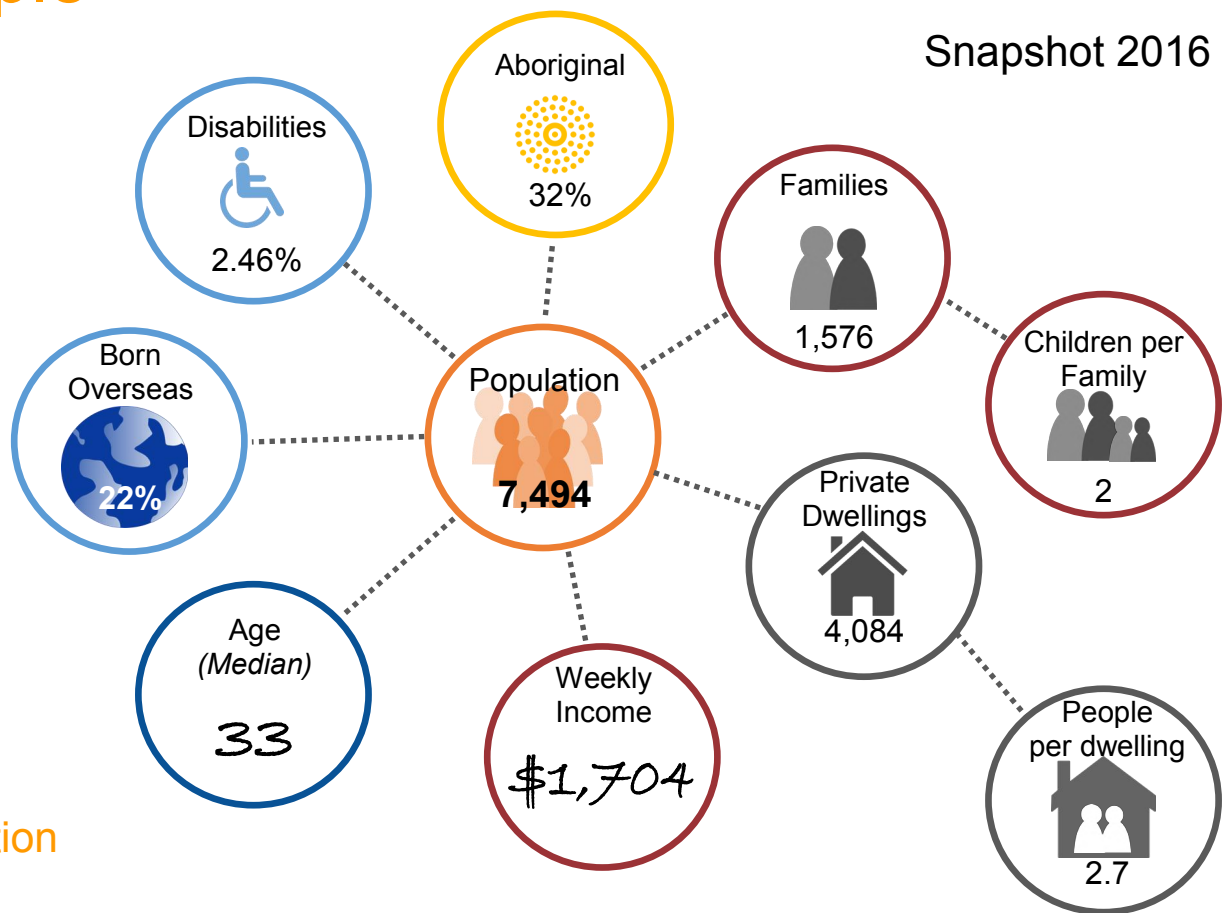
Wyndham is the oldest and northernmost town in the Kimberley, located on the Great Northern Highway, 2,210 kilometres northeast of Perth. It was established in 1886 as a result of a gold rush at Halls Creek, and it is now a significant port and service centre for the East Kimberley with a population of approximately 800.

Wyndham is split into two areas. The original town site of Wyndham Port is situated on Cambridge Gulf, while Wyndham's Three Mile area is the residential and shopping area of the town.



About the Shire of Wyndham East Kimberley

People



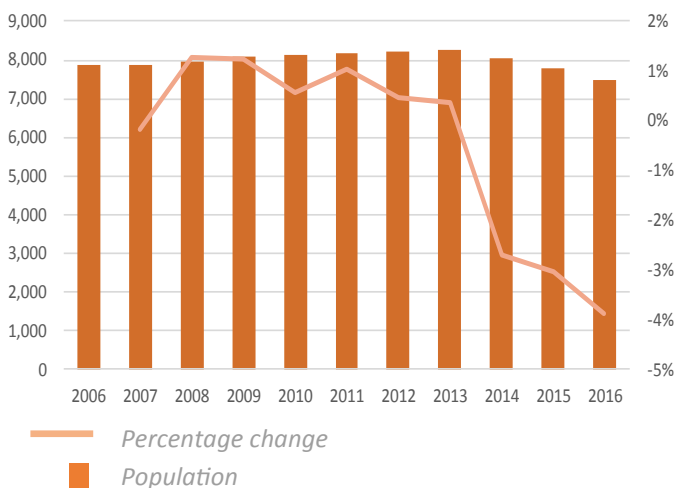
Population

The 2016 estimated residential population within the Shire was 7,494 people. This represented 22% of the Kimberley's population.

Data extract from REMPLAN 2016 Census Data

Age group	Population age								
	0-4 years	5-9 years	10-19 years	20-29 years	30-39 years	40-49 years	50-59 years	60-69 years	70+ years
Shire No.	618	557	882	1,125	1,115	1,043	1,000	561	224
East Kimberley %	8.67%	7.82%	12.38%	15.79%	15.65%	14.64%	14.04%	7.87%	3.14%
Kimberley	8.60%	8.48%	13.25%	15.40%	16.63%	13.98%	12.62%	7.65%	3.31%

Population Trends



Socio Economic Indexes

Socio Economic Indexes for Areas (SEIFA) is a measure of disadvantage.

East Kimberley SEIFA score, 2011 **890**

SEIFA scores range from 121 (most disadvantaged) to 1,193 (least disadvantaged).

- The Shire ranks **53 out of 564** local government areas with SEIFA scores in Australia
- There are **511** local government areas which are **less** disadvantaged, and
- There are **52** local government areas that are **more** disadvantaged than the Shire of Wyndham East Kimberley.

About the Shire of Wyndham East Kimberley

Economy

The Shire's economy is built upon a wide and diversifying base. Pastoralism has historically taken up much of the land area with the imprint of the industry seen across the landscape and in the pattern of landholdings.

Agriculture covers a wide range of economic activity including; Pastoralism, Horticulture, Aquaculture and Forestry. The Ord River Irrigation Scheme covers an area of 28,000ha of high quality irrigated land, with further potential land that can be developed.

Mining provides a significant contribution to the economy. Resources within the Shire include; Gold, Silver, Lead, Zinc, Nickel, Iron Ore, Copper and Diamonds.

The Shire has a strong tourism industry with Kununurra and Wyndham forming a gateway and base for anyone wishing to access the region. The region exhibits a range of tourist attractions and activities that offer growth and employment opportunities.

Local government plays a pivotal role in economic development through local engagement and leadership with community and business stakeholders. Local government also advocates and promotes business investment, employment growth by facilitating and coordinating development and investment. Ultimately, this activity creates and sustains local employment opportunities, enhancing community wellbeing and quality of life.

The following highlights of the economy provide a snapshot from June 2017.

Data extract from REMPLAN 2016 Census Data

Employment

Total Employment in the Shire is estimated at 4,076 jobs.

The major contributors to employment are:

Industry Sector	Jobs	%
Mining	699	17.1%
Health Care and Social Assistance	412	10.1%
Construction	408	10.0%
Other	2,557	62.7%

OCCUPATION	JOB	(Jun 2017)
Managers	494	
Professionals	803	
Technicians and Trades Workers	725	
Community and Personal Service Workers	390	
Clerical and Administrative Workers	500	
Sales Workers	177	
Machinery Operators And Drivers	508	
Labourers	436	
Not stated - Inadequately described	44	
Total	4,076	

People who work within the Shire
4,076

Employed Shire residents
3,566

Number of businesses
842

Output

Total Output in the Shire is estimated at \$1,631 billion.

The major contributors to output are:

Industry Sector	\$M	%
Mining	\$360.130	22.1%
Construction	\$275.826	16.9%
Transport, Postal and Warehousing	\$129.898	8.0%
Other	\$865.221	53.0%

Value Added

Total Value-added in the Shire is estimated at \$785.166 million.

The major contributors to value-added are:

Industry Sector	\$M	%
Mining	\$192.354	24.5%
Construction	\$90.767	11.6%
Rental, Hiring and Real Estate Services	\$85.110	10.8%
Other	\$416.935	53.1%

Tourism

The top international markets for the Shire were Germany United Kingdom and Switzerland.

Key Tourism Metrics in 2015 were:

Key Tourism Metrics	International	Domestic	Total
Visitors ('000)	13	85	98
Nights ('000)	187	576	764
Average stay (nights)	15	7	8
Spend (\$m)	9	96	

What the community said

Our community vision for the future

The vision statement succinctly represents the community's aspirations for the future and is derived directly from the community visioning priorities. It is about where the Shire's community want to be in the year 2027 and captures the essence of what it will be like to live within the Shire at that time.

The shared vision that the Strategic Community Plan provides for the Shire will enable us to remain focused on, and striving towards our goals and aspirations, now and into the future.

For the Shire of Wyndham East Kimberley to be a thriving community with opportunities for all.

Our community's aspirations

Aspirations are the community's ambitions and desires for the future. The following is a summary of what the community had to say:

"Is a unified community that incorporates the needs of all cultures and generations."

"Is economically strong, based on a range of viable businesses and industries that have high Indigenous participation."

"People want to stay and live and has more services including options in health and education."

"Has a healthy environment, with good management of natural resources and wilderness areas are preserved."

"Preserves its culture, language and pride."

"Advocates and demonstrates that it takes a community to raise a child for education; better health and well-being; and a sense of belonging."

"Uses a collaborative approach to decision making, incorporating the needs of all cultures and generations."

Community needs and priorities

Identifying the current and future needs of the community will help set the immediate, medium and long term priorities. The medium term priorities will be taken forward into the 4 year Corporate Business Plan. The following is a summary of the communities priorities:

"Create safe and attractive towns that are free of antisocial behavior. Tackle youth on the street, public alcohol consumption, street violence and graffiti."

"Improve the appearance of streetscapes planting and maintenance of lawn, trees and paths, control of weeds and cleaning and repair of public amenities and spaces."

"Upgrade and improve sport and recreation facilities. Upgrade and maintain current facilities and create better connected footpaths."

"Protect, enhance and promote the unique East Kimberley lifestyle. Protect the spectacular natural environment and relaxed lifestyle of the East Kimberley and enhance it with better access to country and our waterways."

"Strengthen the economy and create jobs. Lobby all levels of government for greater regional investment."

"Greater transparency, integrity, honesty and collaboration in pursuit of bettering the community"

Comments extracted from MARKYT Community Scorecard and 'Plan for the Future' workshop feedback

Shire's Role in delivering the Plan

The Shire of Wyndham East Kimberley is committed to implementing the Strategic Community Plan. In order to deliver the Plan, and in compliance with the Integrated Planning and Reporting Framework, the Shire will review its four year Corporate Business Plan to set priorities and actions which directly relate to the strategies and objectives in the Strategic Community Plan.

A series of informing plans will also be developed alongside the Corporate Business Plan to enable activation of the Strategic Community Plan.

Where aspirations cannot be achieved by local government alone, the Shire and the community must work together to achieve the best possible result. The Shire will advocate and respond in a way that can make a positive difference, including identifying and obtaining federal and state funding to support this plan. However, the success of any community objective relies on the Shire and the community accepting mutual responsibility for achieving desired results.

OUR VALUES

Inclusivity

We recognise the diversity of our community and want to ensure that everyone can actively participate in community life.

Unity

We will work collaboratively with the community, united in a common purpose.

Sustainability

Ensure that the aspirations of the people of the Shire can be met within budget, in order to remain socially, environmentally and financially sustainable.

Responsibility for our own future

We will actively participate in providing input to decision making at a state and national level on issues that affect our region.

Leadership

We will listen to the community's concerns and advocate for issues that are important to East Kimberley residents.

Shire's Role	Shire will	Example
Lead	Plan and provide direction through policy and practices	<i>Take a leadership role in the revitalisation of the Kununurra town centre</i>
Provide	Develop physical infrastructure and deliver essential services	<i>Council funds swimming pools and manages waste</i>
Regulate	Responsible for the enforcement of statutory requirements	<i>Health inspections to ensure safe provision of food and environmental services</i>
Partner	Collaborate with external stakeholders to deliver services and projects	<i>Working with Kununurra Visitors Centre members to grow tourism in the Shire</i>
Advocate	Proactively represent the community	<i>Advocate for improved education in the Shire</i>

Our commitment to the community, as expressed through the Corporate Business Plan

- Effective** Council will ensure that all work is undertaken in a cost effective manner providing value-for money to the community
- Sustainable** Council will operate within its means, developing budgets that are affordable by the community
- Responsive** We recognise that the community is our customer. We will operate with a strong customer service focus in all our work. We will enable the community to provide feedback on our activities and we will respond to our stakeholders concerns in a timely manner
- Transparent** We will report regularly to the community on progress against this plan

Our resources to deliver the plan

Any plan that is not properly resourced will not work. To maximise the chances of successfully meeting community objectives, long term resourcing strategies will need to be employed.

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources.

Current and future resource capacity

Review and further development of Asset Management Plans, the Workforce Plan and the Long Term Financial Plan will influence future resource levels for consideration during the Corporate Business Planning and Annual Budget processes.

As of the 30 June 2017, the Shire reported the below resource profile:

Resource	Current Level	Relative Future Level
Planned Workforce	96 FTE	Stable
Infrastructure Assets	\$210,157,886	Increasing
Property, Plant and Equipment	\$56,274,236	Stable
Cash Backed Reserves	\$15,767,291	Reducing
Borrowings	\$4,123,259	Reducing
Annual Rates Revenue	\$10,151,361	Stable
Annual Revenue	\$23,237,858	Stable
Annual Expenditure	\$24,547,592	Stable

Shire Services and Facilities

Services and facilities provided by the Shire are linked to many of the strategies of the Strategic Community Plan as shown in the following table:

Services/Facilities	Link to Strategies of this Plan
Strategic Land Use Planning	1.1.1, 2.2.2, 2.2.4, 2.3.5, 3.1.2, 3.1.4, 4.4.3
Environmental Health	1.1.5, 2.3.7, 4.3.1
Building Services	2.3.5, 3.1.2, 4.3.1
Recreation and Leisure	1.2.1, 1.2.2, 1.2.3, 2.2.2
Library Services	1.1.4, 1.2.3,
Community Development	1.1.2, 1.1.3, 1.1.4, 1.1.5, 1.2.3, 1.2.4, 1.3.4,
Property and Facilities Management	1.2.1, 2.1.1, 4.3.1, 4.4.2
Executive Services	4.3.5,
Organisational Development	4.3.2, 4.2.3, 4.3.3, 4.3.5
Governance	4.3.1,
Integrated Planning and Reporting	4.2.2, 4.3.1, 4.3.2
Customer Services and Records Management	4.3.4, 4.3.5,
Financial Services	4.3.1, 4.3.2, 4.3.4, 4.3.5, 4.4.1, 4.4.2, 4.4.4
Purchasing, Procurement and Contract Management	4.3.5,
Shire Maintenance	2.1.1,
Waste Management	2.1.6,
Ranger and Emergency Services	2.1.1, 2.3.6, 4.3.1,
East Kimberley Regional Airport	1.2.2, 3.2.1
Wyndham Airport	1.2.2, 3.2.1
Engineering Services	1.2.3, 2.2.1, 3.2.1
Asset Management	2.2.1, 4.4.4,
Information and Communications Technology	2.1.1, 4.3.2, 4.3.5
Economic Development	3.1.1, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5, 4.4.2,

The draft Plan



Community priorities have been identified within the Plan and have been grouped into four key focus areas.

During the 'Plan for the Future' workshop, key community representatives highlighted a need to focus on suitability and quality of life. Representatives asked that the Shire apply a 'triple bottom line' approach. The triple bottom line approach consists of three elements; social equity, economic, and environmental (built and natural). This approach is designed to assist the Shire in monitoring its impact on the wellbeing and sustainability of the Shire and the community.

These three elements are furthermore reflected in the Shire's focus areas.

An overview of the opportunities and objectives are provided for each focus area, along with high-level strategic planning priorities and strategies that will link directly to actions within the Corporate Business Plan. Community feedback received is also included for each focus area as outcomes, and demonstrates the relationship between community priorities and the approach the Shire will take to address them.

Focus areas and objectives 2017–2027

1 Healthy vibrant active communities

Improving livability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.

Objectives:

- 1.1 Promote and celebrate our rich culture and heritage**
- 1.2 Ensure all community members have access to a broad range of sporting, recreation and leisure opportunities**
- 1.3 Promote quality education, health, childcare, aged care and youth services**

2 Enhancing the environment

We value our Kimberley lifestyle and natural environment. We will work to improve the livability of our towns and their connection to our surrounding environment.

Objectives:

- 2.1 Conserve the Shire's unique natural environment for the enjoyment of current and future generations**
- 2.2 Provide quality public infrastructure**
- 2.3 Make towns safe and inviting for locals and visitors**

3 Economic prosperity

We will promote economic growth by working with existing business, encouraging new business development, and engaging government agencies.

Objectives:

- 3.1 Support opportunities to grow the economy**
- 3.2 Increase the value of tourism**

4 Civic leadership

We will deliver services to the community efficiently, provide leadership and governance that is future thinking, transparent and accountable.

Objectives:

- 4.1 Advocate Shire issues and opportunities at regional, state and national levels**
- 4.2 Provide accountable and transparent leadership**
- 4.3 Ensure a strong and progressive organisation**
- 4.4 Sustainably maintain the Shire's long term financial viability**

Focus Area 1

Healthy vibrant active communities

Improving liveability through social and recreational opportunities, a range of inclusive community services and activities, and valuing our diversity.



The opportunity

The Shire is culturally diverse with people from many backgrounds and cultures. 32% of the Shire's population identifies as Aboriginal. Those areas where cultural and commercial knowledge bases are successfully combined there is opportunity to create vibrant business ventures particularly in Art and Eco-Tourism.

The community has told us that reducing the cost of living, improving services, particularly in the area of health, and increasing educational opportunities in the region are all high priorities.

We will endeavor to foster youth friendly communities that engage youth and improve outcomes for young people. Only when all parts of the community understand how inter-related factors contribute to young people doing well (or poorly) can the community work together to identify possible and appropriate solutions for existing issues.

Key Services

- Recreation and leisure
- Libraries
- Youth Services
- Community Grants
- Civic events

Key Plans

- Community Safety and Crime Reduction Plan
- Disability Access and Inclusion Plan
- Kimberley Zone Strategic Framework for Young People
- Shire Public Health Plan
- Arts and Culture Plan
- Local Heritage List

Community Outcomes

A Shire with	<ul style="list-style-type: none">• A community that has active and healthy lifestyles• Upgraded and improved sport and recreation facilities• Greater access to childcare and less anti social behaviour
A Council that	<ul style="list-style-type: none">• Supports community events• Has greater understanding and knowledge of the Shire's heritage

1.1 Promote and celebrate our rich culture and heritage

Strategies

1. Protect and promote the community's heritage assets
2. Ensure our unique culture and history are shared and celebrated
3. Celebrate our cultural diversity and promote our distinctive identity
4. Support and promote an increase in the number of public events and activities that encourage a sense of identity, belonging and promote cultural diversity

Community outcomes

- Arts and cultural activities throughout the Shire are well attended, attracting regional and national recognition
- Greater community involvement in events
- Heritage assets identified and protected
- Seasonal markets

Measures

- Participation in festivals, events and cultural and heritage activities
- Support for festivals, events and cultural and heritage activities
- Maintaining current heritage register

Who will Contribute

- Shire
- State Government
- Aboriginal Corporations
- Visitor centres
- Community organisations

1.2 Ensure all community members have access to a broad range of sporting, recreation and leisure opportunities

Strategies

1. Provide accessible facilities that support an effective range of sport and recreational services
2. Collaborate with a wide range of stakeholders to advocate and provide infrastructure that supports a range of sporting and recreational activities
3. Develop partnerships to support and maximise participation in a range of activities and promote the benefits of healthy lifestyles
4. Support community groups through community grants programs, advice and management of Shire reserves

Community outcomes

- Active and healthy lifestyles
- Community satisfaction with programs, facilities and services provided.

Measures

- Increased satisfaction with programs, facilities and services provided
- Community participation
- Number of active local clubs and organisations

Who will Contribute

- Shire
- State Government
- Sporting associations
- Local clubs
- Aboriginal Corporations

1.3 Promote quality education, health, childcare, aged care and youth services

Strategies

1. Advocate to State and Federal governments for the adequate provision of community services to meet current and future needs
2. Support and assist community organisations to provide services to the community, with focus on the needs of seniors, young people, families and the disadvantaged
3. Work with key partners to advocate for effective health and medical services for the Shire
4. Advocate for the development of higher education access and increased vocational educational opportunities to improve learning opportunities within the Shire of Wyndham East Kimberley

Community outcomes

- Improved community health
- Young people able to stay in the EK and undertake higher education

Measures

- Shire Community Health Plan maintained
- Increase in population between 11-19 years

Who will Contribute

- State Government
- Aboriginal Corporations

Enhancing the environment

We value our Kimberley lifestyle and natural environment. We will work to improve the livability of our towns and their connection to the surrounding environment.



The Opportunity

The spectacular natural environment and relaxed lifestyle of the Shire of Wyndham East Kimberley is one of the main attractions of living here. It is important that a balance is maintained so that the region is able to grow and thrive without compromising these lifestyle benefits.

It is evident that the community feels the urban environment within the towns requires improvement for the community to feel safe and enjoy clean streets and a vibrant community spirit.

The Shire recognises that it is important to be able to maintain infrastructure and services to its residents and therefore, rather than focusing on new assets that can be built or developed, the focus needs to shift to repairing and renewing existing infrastructure.

Key Services

- Waste Management
- Planning
- Town Maintenance

Key Plans

- Planning Strategy
- Planning Scheme
- Asset Management Plan
- Waste Management Strategy
- Asset Management Strategy
- Walkability Plan

Community Outcomes

A Shire with

- Improved environmental management and biodiversity outcomes
- A community that respects and cares for the natural and built environment
- Well-connected and maintained network of shared paths and trails
- Well planned and maintained streetscapes

A Council that

- Facilitates development responsibly and encourages sustainable design principals throughout the Shire's built environment
- Adopts sustainable environmental practices
- Maintains public areas such as parks, gardens and ovals to a high and sustainable standard

2.1 Conserve the Shire's unique natural environment for the enjoyment of current and future generations

Strategies

1. Work with partners across the Shire to implement cooperative programs to manage fire, introduced animals and weeds.
2. Advocate for better landscape-scale conservation through programs such as Aboriginal rangers
3. Promote and support sustainable community based environmental initiatives
4. Ensure energy efficiency and low carbon options are used to reduce the Shire's energy costs and carbon footprint
5. Advocate for better access to country for all and provide opportunities for people to experience the Shires natural and cultural wonders
6. Manage waste sustainably within the Shire and provide an integrated approach to waste management that includes waste minimisation strategies

Community outcomes

- Better access to country such as nature reserves
- Improved access to waterways

Measures

- Community Satisfaction
- Number of protected landscapes

Who will Contribute

- Shire
- State Government
- Non-Government Agencies
- Community Groups
- Business

2.2 Provide quality public infrastructure

Strategies

1. Provide and maintain affordable infrastructure that serves the current and future needs of the community
2. Promote the colocation of community facilities and sharing of resources among community groups where practicable

Community outcomes

- Well maintained infrastructure
- Stormwater is well managed

Measures

- Community Satisfaction
- Asset management ratios

Who will Contribute

- Shire
- State Government
- Federal Government

2.3 Make towns safe and inviting for locals and visitors

Strategies

1. Support an interagency approach to crime reduction planning and programs to address community safety concerns
2. Improve streetscapes in our towns, incorporating public art and designing out crime principles
3. Develop a well-connected and maintained network of shared paths and trails
4. Promote greater vibrancy and activity within town centres, particularly through a mix of restaurants and accommodation
5. Develop and maintain design guidelines that reflect the character of the towns
6. Adopt a partnership approach for emergency management planning, preparedness, response and recovery

Community outcomes

- More activity in town centres
- More trees and shade in towns

Measures

- Community Satisfaction
- Reported crime

Who will Contribute

- Shire
- State Government
- Federal Government

Economic Prosperity

We will promote economic growth by working with existing business, encouraging new business development, and engaging government agencies throughout the Shire of Wyndham East Kimberley



The Opportunity

The East Kimberley is fortunate to have many thriving economic drivers including agriculture, mining, industry and tourism. The protection, promotion and expansion of these diverse economies will foster economic resilience and therefore long term sustainability. New opportunities are also presenting themselves through Seafarms Seadragon aquaculture venture, and highlights the need to enhance key transport infrastructure including the Wyndham Port.

Key Services

- Economic Development
- Town Planning

Key Plans

- Growth Planning
- Economic Development Strategy
- East Kimberley Tourism Plan
- Local Planning Scheme
- Local Planning Strategy

Community Outcomes

A Shire with

- A strong local economy and access to jobs
- Infrastructure that supports industry requirements
- Educational and training opportunities

A Council that

- Supports the growth of business
- Attracts new investment, both public and private
- Supports and promotes tourism for the region through advocacy for interstate flights
- Support, research and development of new and existing ventures

3.1 Support opportunities to grow the economy

Strategies

1. Proactively market Kununurra as a regional centre and maximise the benefits for the whole Shire
2. Improve the Shire's transport infrastructure, including Wyndham Port and East Kimberley Regional Airport through lobbying, project support and funding opportunities
3. Promote new sustainable business and investment opportunities through identification, appropriate zoning of land, provision of suitable infrastructure and efficient and effective business approval process
4. Support agricultural and aquaculture opportunities
5. Support the identification and development of the mineral resources industry through careful management and planning
6. Advocate for improved telecommunications and internet services

Community outcomes

- A diverse and strong economy
- More jobs for people living in the East Kimberley

Measures

- New businesses registered
- Number of residents employed
- Overall employment rate of working age people
- Number of local jobs

Who will Contribute

- Shire
- State Government
- Federal Government
- Chamber of Industry and Commerce
- Kimberley Development Commission

3.2 Increase the value of tourism

Strategies

1. Promoting and marketing the East Kimberley, targeting growth markets
2. Improve access to the East Kimberley
3. Building the value of tourism in the East Kimberley by advocating for Melbourne direct flights.
4. Developing new and existing tourism products (including events) to meet the expectations of the targeted market segments
5. Advocate for an Increase in the capacity of local Aboriginal people to participate in tourism ventures

Community outcomes

- Tourism benefiting local economies and the Shire as a whole

Measures

- Growth in Visitor numbers
- Growth in tourism jobs

Who will Contribute

- Shire
- State Government
- Tourism Operators
- Visitors Centres
- Tourism WA
- Business Associations

Civic Leadership

We will deliver Shire services to the community efficiently, and provide leadership and governance that is future thinking, transparent and accountable.



The Opportunity

The Shire has significant strategic importance at a regional, state and national level. Therefore the community expects the Shire to champion its interests at and across these broader levels to enable progress and growth whilst also ensuring that the local lifestyle and community wellbeing are protected.

This Strategic Community Plan provides the mechanism to ensure that these services that are delivered are aligned to our community's expectations. Council is committed to strategic forward thinking, strong representation and providing the community with leadership. We will proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

Key Services

- Corporate services
- Customer services and record keeping
- Financial services
- Governance
- Organisational Development
- Asset Management

Key Plans

- Long Term Financial Plan
- Code of Conduct
- Asset Management Plan
- Asset Management Strategy

Community Outcomes

A Shire with	<ul style="list-style-type: none"> • Sustainable revenue and expenditure • Existing and future services funded
A Council that	<ul style="list-style-type: none"> • Works in the best interest of the community • Keeps the community informed about decisions and its activities

4.1 Advocate East Kimberley issues and opportunities at regional, state and national levels

Strategies	<ol style="list-style-type: none"> 1. Lobby all levels of government and industry for greater regional investment, both economic and social 2. Actively provide input to decision making at the regional, state and federal levels on behalf of the community 3. Explore shared services or collaboration opportunities with other local governments
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Community outcomes	Measures	Who will Contribute
<ul style="list-style-type: none"> • Community issues and opportunities raised with state and federal governments 	<ul style="list-style-type: none"> • Community Satisfaction • Documented advocacy and lobbying 	<ul style="list-style-type: none"> • SWEK • Community

4.2 Provide accountable and transparent leadership

- Strategies**
1. Clearly engage and communicate with all sections of the community to promote Shire initiatives and ensure the Shire remains connected with the needs and requirements of the community.
 2. Integrate planning, resources and reporting
 3. Continual improvement and use of marketing, promotion, and communications including media, Shire website, email and social media

- Community outcomes**
- Our community actively participates in forums and events to discuss and inform the local decision-making
 - The community is satisfied with how the community is consulted about local issues
 - The community is satisfied with Council's leadership within the community

- Measures**
- Community Satisfaction
 - community participation in community consultation processes

- Who will Contribute**
- Shire
 - Community

4.3 Ensure a strong and progressive organisation delivering efficient services

- Strategies**
1. Ensure legislative compliance
 2. Increase capacity through the application of the integrated strategic planning processes.
 3. Attract, develop and retain the best people to work for the organisation
 4. Improve the efficiency and productivity of Shire services
 5. Create an environment that promotes and encourages best practice, with an emphasis on risk management

- Community outcomes**
- Shire Staff are seen working with professionalism delivering services for the community
 - See familiar friendly faces when interacting with the Shire

- Measures**
- Community Satisfaction

- Who will Contribute**
- Shire
 - Community

4.4 Sustainably maintain the Shire's long term financial viability

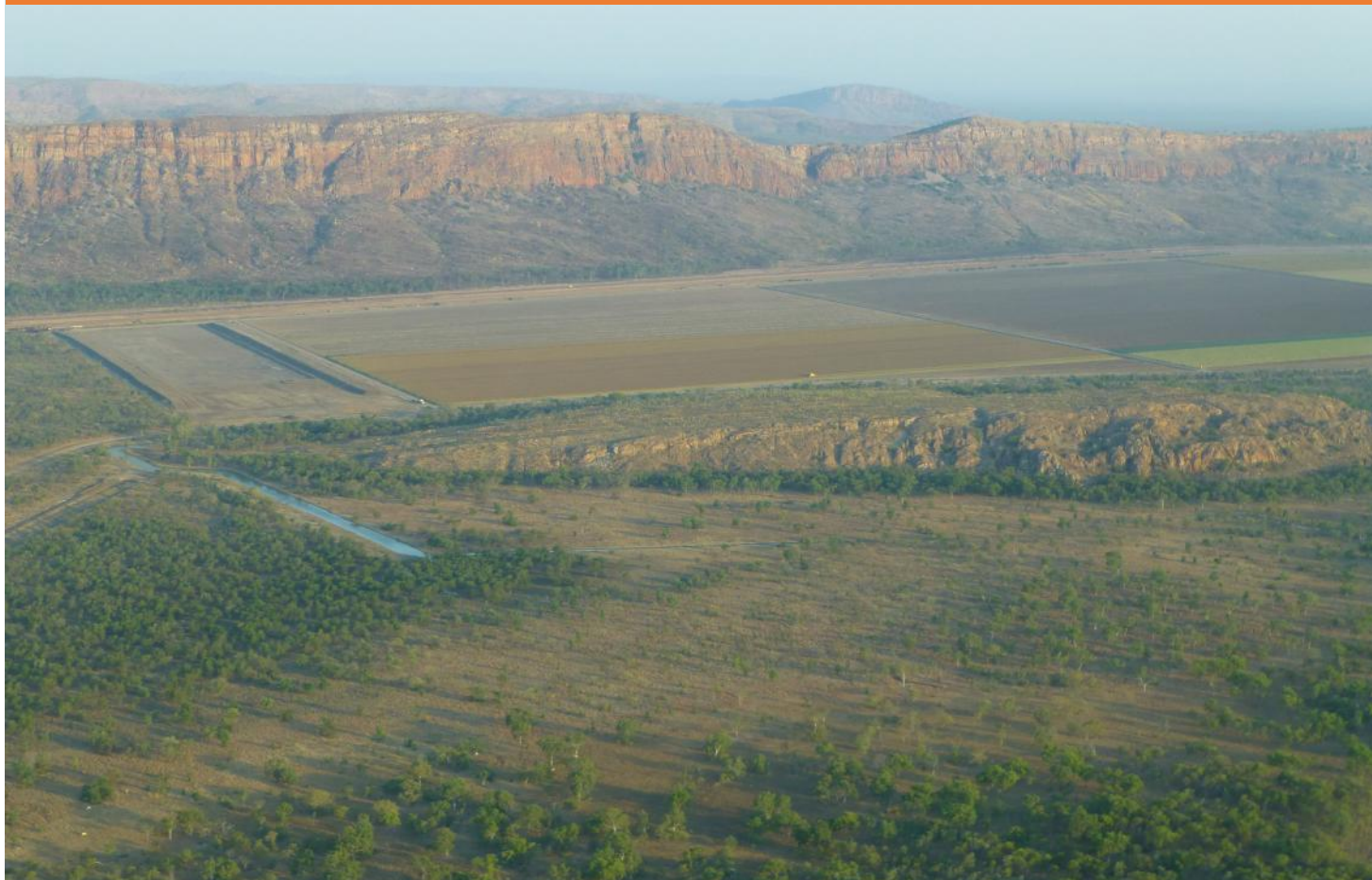
- Strategies**
1. Endeavour to attain the maximum grant assistance available to ensure the greatest benefit to the community.
 2. Diversifying and strengthening revenue streams and pursue non-rates revenue opportunities
 3. Plan for the adequate supply of residential and commercial land to meet the requirements of the community
 4. Adequately plan and fund asset maintenance and renewal to deliver planned service

- Community outcomes**
- Existing and future services are funded without excessive rate rises

- Measures**
- Financial Ratios
 - Asset Management Ratios
 - Community Satisfaction

- Who will Contribute**
- Shire
 - Community

Draft Strategic Community Plan 2017-2027



To contact us:

 +61 08 9168 4100

 mail@swek.wa.gov.au

 www.swek.wa.gov.au

 PO Box 614 Kununurra WA 6743

SHIRE of WYNDHAM
EAST KIMBERLEY



Shire Offices and Chambers



Kununurra

20 Coolibah Drive

Kununurra WA 6743

Wyndham

Koolama Street

Wyndham WA 6740

SHIRE of
WYNDHAM
EAST KIMBERLEY

