

# STRATEGIC COMMUNITY PLAN

*Our plan for 2017 to 2027*



**SHIRE of  
WYNDHAM  
EAST KIMBERLEY**



# Strategic Community Plan 2017-2027

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Strategic Community Plan 2012 to 2022	Initial Plan	COUNCIL - No. 009986	Feb 2013
Strategic Community Plan 2012 to 2022	Desktop review	COUNCIL - No. 010733	Dec 2014
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Strategic Community Plan 2017 to 2027	Desktop review	COUNCIL - No.	June 2020

**Next Review Due:** June 2022    **Review type:** Full review



**Vision** for the Shire of Wyndham East Kimberley:

To be a thriving community with  
opportunities for all

**Mission** of the Shire of Wyndham East Kimberley:

To develop in a manner that will achieve social,  
cultural, economic and environmental benefits for all

**Values** of the Shire of Wyndham East Kimberley:

**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 community 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 residents.

# Foreword



## Shire President's foreword

It is with pleasure that I present our community's Strategic Community Plan. This Plan aims to capture the community aspirations and be the community's aspirational plan for the future.

The Strategic Community Plan sets out the long term vision of the community for the next 10 years. It is a strategic roadmap of where the community wants to go and how we will 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 residents, community organisations and businesses to contribute to the achievement of our vision. The strategies and outcomes all stem from input gained from the community. The Shire is the custodian of the Plan and as the community's representative, ensures the Plan embodies the needs and aspirations of the community.

The Strategic Community Plan goes beyond what the Shire can address directly through existing services and facilities. This Plan will set the foundation for working in partnership with others to achieve desired goals and outcomes, and also identify issues for which the Council and Shire administration will advocate on behalf of the community. The Shire's specific tasks, actions, responsibilities and contributions are developed and detailed in the Corporate Business Plan underpinning the strategies is this 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 Shire completed a desktop review in 2020 with a focus on refining the strategies supporting Civic Leadership. As part of the review the Shire has also considered the longer term impacts of the COVID-19 pandemic and how best to support the community during states of emergency. The next review will be a full review and is scheduled to be completed by 2022.

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.

*To be a thriving community with opportunities for all.*



Cr David Menzel  
Shire President



## The purpose of our Strategic Community Plan

The purpose of our Strategic Community Plan is to:

- Identify and acknowledge community aspirations and a vision for the future
- Provide an opportunity for community participation in decision making processes
- Coordinate decision making, including the use of Shire resources and that of 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 of local government to the community it serves

## Integrated Planning and Reporting Framework

All local governments are required to prepare a plan for the future of their district in accordance with Section 5.56(1) of the Local Government Act 1995. The Shire has developed an Integrated Planning and Reporting Framework that will allow it to sustainably and strategically meet the needs of the community. The objective of this framework is to have a stronger focus on place shaping and wellbeing with a greater level of community engagement. This framework comprises the following three key documents:

**Strategic Community Plan** - The Strategic Community Plan is the highest level planning document in the Integrated Planning and Reporting Framework. This Plan is designed to be a 'living' document that guides the development of the Shire over the next ten years.

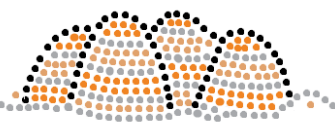
**Corporate Business Plan** - The Corporate Business Plan is the operational plan that maps the Shire's key priorities, projects, services and actions over the next four years. It provides the detailed actions for the first years of the Strategic Community Plan as well as detailing business as usual service delivery.

**Annual Budget** - The Annual Budget is a detailed financial plan for each year, covering all aspects of the Shire's operations and reflects the resources generated (revenue) and those consumed (expenditure). Year 1 of the Corporate Business Plan and the Long Term Financial Plan establishes the basis for the Annual Budget.

The Strategic Community Plan and Corporate Business Plan are informed by several other key documents shown in the below diagram.



# About our Plan



## Shire's role in delivering the Plan

The Shire is committed to implementing the Strategic Community Plan. 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 goals, strategies identified as priorities in the Strategic Community Plan.

A series of informing project and service delivery plans will also be developed alongside the Corporate Business Plan to operationalise 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 outcome. The Shire will also advocate or partner and respond in a way that can make a positive contribution, including identifying and obtaining Federal and State funding to support the goals in this Plan.

Shire's Role	Shire will	Example
<b>Lead</b>	Plan and provide direction through policy and practices	<i>Take a leadership role in unifying community</i>
<b>Provide</b>	Provide physical infrastructure and essential services	<i>Council provides swimming pools and manages waste</i>
<b>Fund</b>	Provide funds or other resources	<i>Provide community grants to not for profit community groups</i>
<b>Regulate</b>	Responsible for the enforcement of statutory requirements	<i>Health inspections to ensure safe provision of food</i>
<b>Partner</b>	Collaborate with external stakeholders to deliver services and projects	<i>Working with other government agencies operating in the Shire</i>
<b>Advocate</b>	Proactively represent the community	<i>Advocate for improved education in the Shire or lobby for greater regional investment</i>

## Our resources to deliver the plan

To maximise the chances of successfully meeting community objectives, long term resourcing strategies will be employed.

This Strategic Community Plan was developed with an understanding of our current resource capacity, those being financial, workforce and assets.

Review and further development of the Asset Management Plan, Workforce Plan and the Long Term Financial Plan will influence future resource levels for consideration during the operational planning (documented in the Corporate Business Plan) and Annual Budget processes.

### Current and future resource capacity

The following table provides a summary of the Shire's current and forecast resource profile as of the 30 June 2019.

Resource	Previous Level (16/17)	Current Level (19/20)	Relative Future Level
Planned Workforce	96 FTE	98.7 FTE	Stable
Vested Infrastructure Assets	\$210,157,886	\$234,049,000	Increasing
Property, Plant, Equipment	\$56,274,236	\$54,646,000	Stable
Cash Backed Reserves	\$15,767,291	\$15,119,000	Stable
Borrowings	\$4,123,259	\$2,793,000	Reducing
Annual Rates Revenue	\$10,141,663	\$10,428,336	Stable
Annual Revenue	\$24,933,882	\$25,542,000	Stable
Annual Expenditure	\$24,547,592	\$25,769,000	Stable

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, is based on the results of comprehensive community engagement.

Development of the 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 will achieve it.

The community's priorities and aspirations have been captured through the Community Scorecard Survey 2017, Future Planning workshop, extensive engagement and subsequent feedback on the draft Plan. Developing the Plan's goals and strategies to achieve the community vision has been undertaken with reference to demographic and economic information and other documents such as external influencing strategies and plans.

### Community engagement process overview

- 1 Community Scorecard** *Community were invited to provide feedback on the Shire and what they wanted in the future.*
- 2 Scorecard results** *Results of the Scorecard survey were analysed to identify themes and priorities from the results with reference to demographic and economic information*
- 3 Future Planning workshop** *A workshop was held with key representatives of the community with knowledge of local issues and opportunities*
- 4 Develop draft Plan** *Using the information collected in step one, two and three a draft Plan was prepared*
- 5 Community comment** *All community members and key stakeholders had the opportunity and were encouraged to comment on the draft Plan.*
- 6 SCP 2017-2027** *Refinement of the Plan was undertaken with Council based on the community comment provided*
- 7 Implementation** *Implement the Plan through the Corporate Business Plan and ongoing engagement with the community*

### Community Participation

555 residents participated in the development of the Strategic Community Plan.

 Community survey <b>404</b>	 Community forums <b>25</b>
 Future Planning workshop <b>25</b>	 Key stakeholder organisations <b>49</b>
 Community submissions on the draft <b>18</b>	 Refinement workshops <b>34</b>



# What the community said

## Our community's initial feedback

### Active and engaged community

#### Bring the community together and upgrade sport and recreation facilities

- Bring the community together and build social cohesion and a feeling of belonging for all
- Promote the rich culture and heritage within the Shire
- Residents would like current facilities to be upgraded and maintained

### Livability of our Towns

#### Make towns safe and inviting for locals and visitors by engaging and improving outcomes for young people

- Residents want a safe and attractive town that is free of antisocial behaviour. CCTV cameras, Police presence and security patrols are suggested to address youth on the street, public alcohol consumption, street violence and graffiti
- Residents want the Shire to work with other agencies to reduce loitering, anti-social behaviour, crime and violence

### Environment and landscape

#### Work to provide better access to country for all and to protect the relaxed lifestyle that is the main attraction of living here

- Residents want their local area to look nice. Topical issues include planting and maintenance of lawn and trees, connected footpaths, control of weeds and cleaning and repair of public amenities and spaces
- Residents want to be able to access reserves, conservation parks, national parks and waterways and to provide opportunities for people to experience the Shire's natural and cultural wonders they contain
- Residents want the conservation of other important areas in new or expanded reserves, national parks and marine parks

### Strengthen the economy

#### Strengthen the economy, tourism and job creation

- Residents want the Shire to provide an environment that supports and encourages business and job development by reducing administrative burden, championing tourism and increasing access to supporting services, including childcare
- Families want greater options for secondary education so they can stay in the Kimberley

### Civic leadership

#### Improve leadership with greater transparency, integrity and collaboration, provide better value for money from rates and provide equal care and attention in Wyndham

- Residents want improved community leadership from the Shire. They seek greater transparency, integrity, accountability and collaboration in pursuit of bettering the community
- Residents want to see value for the rates they pay. Tangible results such as sealed and well maintained roads, improving streetscapes, equitable waste collection and a range of services to benefit the community are all identified priorities
- There was a perception that Wyndham is treated differently compared to Kununurra. Residents would like more equity across the Shire and for the Shire's decision makers to spend more time in Wyndham
- Make the Shire more sustainable by focusing on providing for people, protecting and enhancing our place and creating prosperity — now and for future generations



## Our community's aspirations

Aspirations are the community's ambitions and desires for the future. The Strategic Community Plan aims to identify and acknowledge community aspirations for the future.

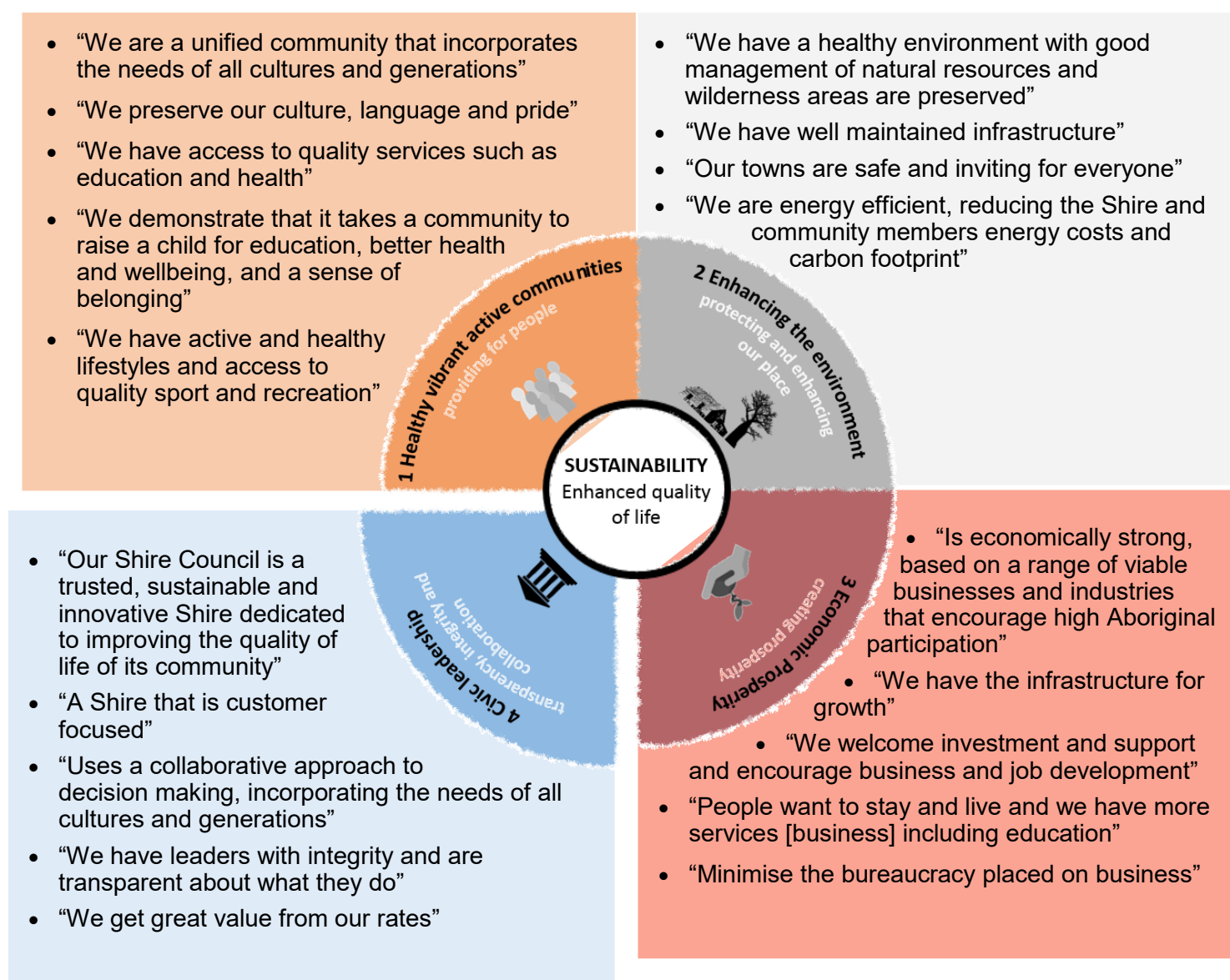
The community expressed the need to become more sustainable socially, environmentally and financially. The feedback was that sustainability for local government is about providing for people, protecting our places and creating prosperity, now and into the future.

While it is expressed in many different ways, the concept of sustainability has three key components:

- recognition of the interdependence of social, economic and environmental well-being;
- a focus on equity, fairness and governance, and that we need to take account of the effect of our actions on others in an interdependent world, and
- recognition that meeting the needs of today must not be at the expense of future generations in meeting their own needs.

From the feedback received the Shire has based the focus areas around the consideration of social, environmental and economic factors that impact quality of life and sustainability. This approach will allow the Shire to be explicit and transparent in how it reports and assesses progress. To enable the Shire to achieve and deliver in these three areas, civic leadership that is representative and focused on improving community, must be present as an enabler.

Community aspirations captured during the community consultation are summarised below.



# What the community said

## Our Community's needs

In developing the goals and strategies the Shire has acknowledged issues and needs along with the community aspirations for the future. Some issues and needs of the community align with the focus areas while others cut across multiple focus areas.

The community issues and needs go beyond what the Shire can address directly through existing resources, services and facilities. Where the Shire is unable to directly address issues and needs of the community, the Shire use the Strategic Community Plan to work in partnership with other stakeholders or advocate on behalf of the community.

Based on the community engagement and research undertaken, the following needs and issues of the community have been identified as priorities to achieve the community's aspirations for the future.

### Tackle disadvantage

*To be a Shire of opportunity where aspiration rather than dependency is supported and quality of life is high for everyone.*

#### What we need to achieve the community aspirations:

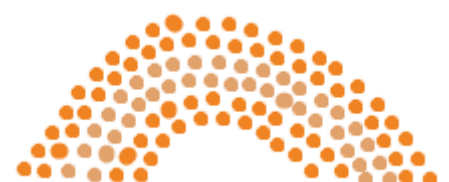
- Collaborate with others to deliver high quality and accessible services that will tackle disadvantage
- Provide for vulnerable children and families to give all young people a chance, tackle family poverty, reduce health inequalities, reduce domestic abuse, improve literacy and numeracy
- Inspire young people to become engaged in their families, schools and communities so that they take full advantage of learning, recreational and personal development opportunities that are a foundation for achieving their lifelong potential
- To grow local jobs and reduce the number of residents out of work

### Protecting and enhancing the environment (Place) around us

*Our environment is important. It can facilitate social connections and connection with place itself, giving people a sense of belonging and creating somewhere they feel safe and secure.*

#### What we need to achieve the community aspirations:

- Improve streetscapes by planting trees, connected footpaths and to maintain public amenities and spaces to a good standard
- Better planning and design that tells the story of who we are, creating appealing welcoming places to create towns that make people want to visit, and stay
- Make the most of the Shire's natural environment for people to enjoy, contributing to their wellbeing and to attract new business and tourism
- Provide better access to country for all, such as national parks and nature reserves. Traditional owners want better access to practice and teach traditional culture
- Residents in Kununurra highlighted that enhancing the environment with a second Ord River crossing would greatly improve access and enjoyment by providing all weather access to iconic fishing and waterholes that are an important part of the Kimberley lifestyle



## Growing the economy

*For the Shire to be open for business with a growing and successful economy and jobs for all.*

### What we need to achieve community aspirations:

- Promote and support local job development
- To deliver the critical infrastructure that will create the conditions for economic growth across the Shire such as high-speed broadband and transport links including:
  - A second Ord River crossing to: ensure the national highway transport and freight link between Darwin and Perth is maintained; to reduce impacts on the Diversion Dam; and to improve access to the Wyndham Port for regional mineral and agricultural produce exports
  - Expand the regional airport runway allowing travellers and businesses to access greater economies of scale that can be provided by larger and more modern planes that require larger runways
  - Improve sea port facilities that improve access to export markets
- To raise the career aspirations of the residents, from early years through to adulthood
- Provide learning opportunities that meet the future needs of business
- To be business friendly and the Shire of choice for inward investment in the Kimberley such as:
  - Actively attracting investment to create businesses in the Shire that can provide jobs for all
  - Minimising the bureaucracy placed on business that prevents investment
- Improve access to land for commercial and residential growth by addressing zoning and land use restrictions, access to freehold and complexity of native title

## Work in the best interests of the community and put the community in control

*Put power and influence back in the hands of the community we serve so people can take responsibility for themselves, their families and their community*

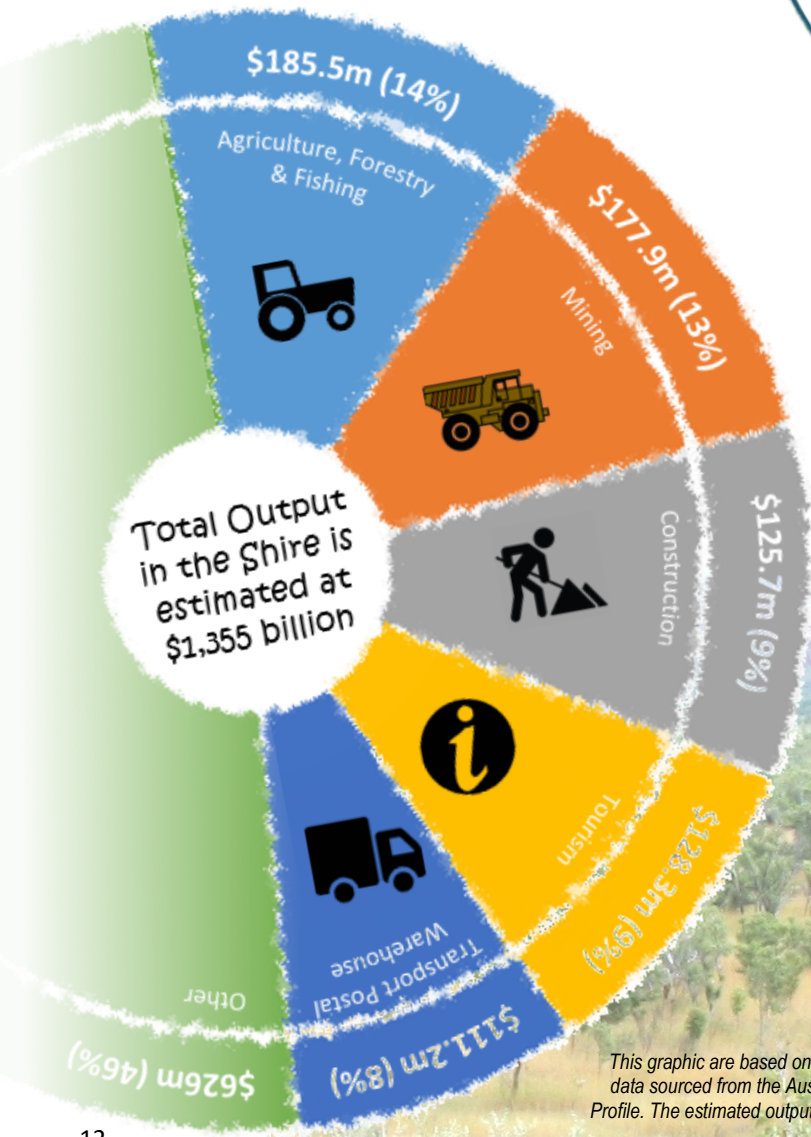
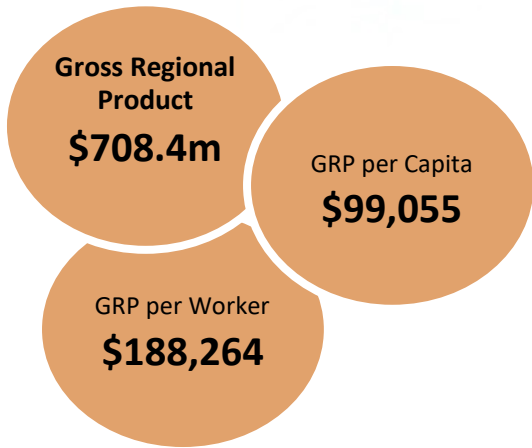
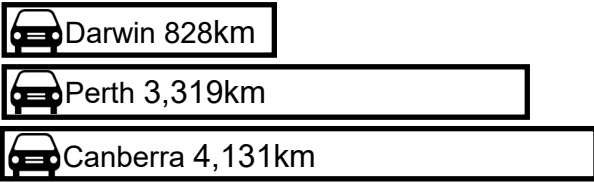
### What we need to achieve community aspirations:

- Give people a sense of community, purpose and belonging
- For the elected members (Local, State and Federal) to represent and stand up for the community
- For the Shire to become relevant to the community and for the community to own its local government
- Provide good leadership that gives control to the community
- Working together to influence planning by others including government agencies and community organisations that also impact on community outcomes.

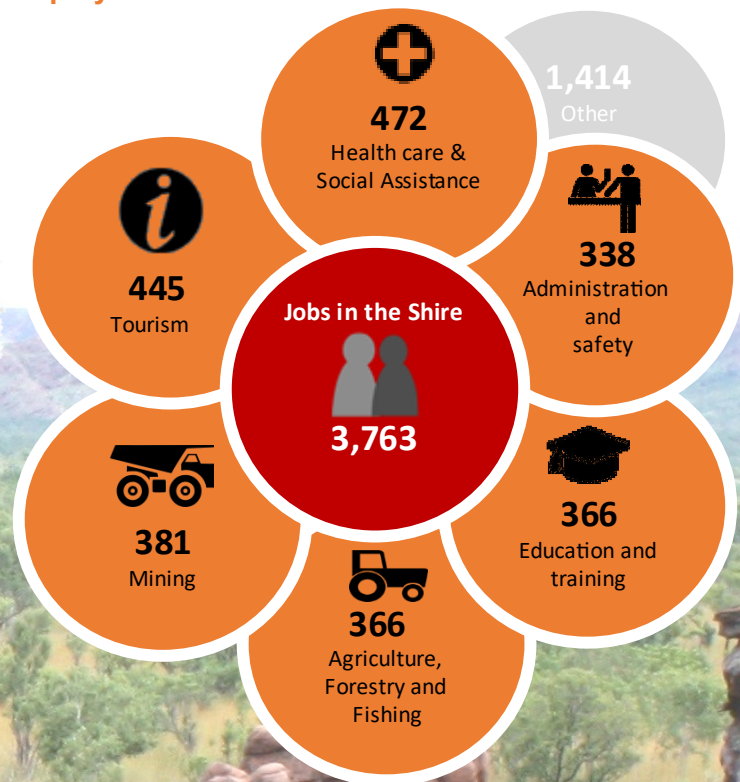


# About our Shire

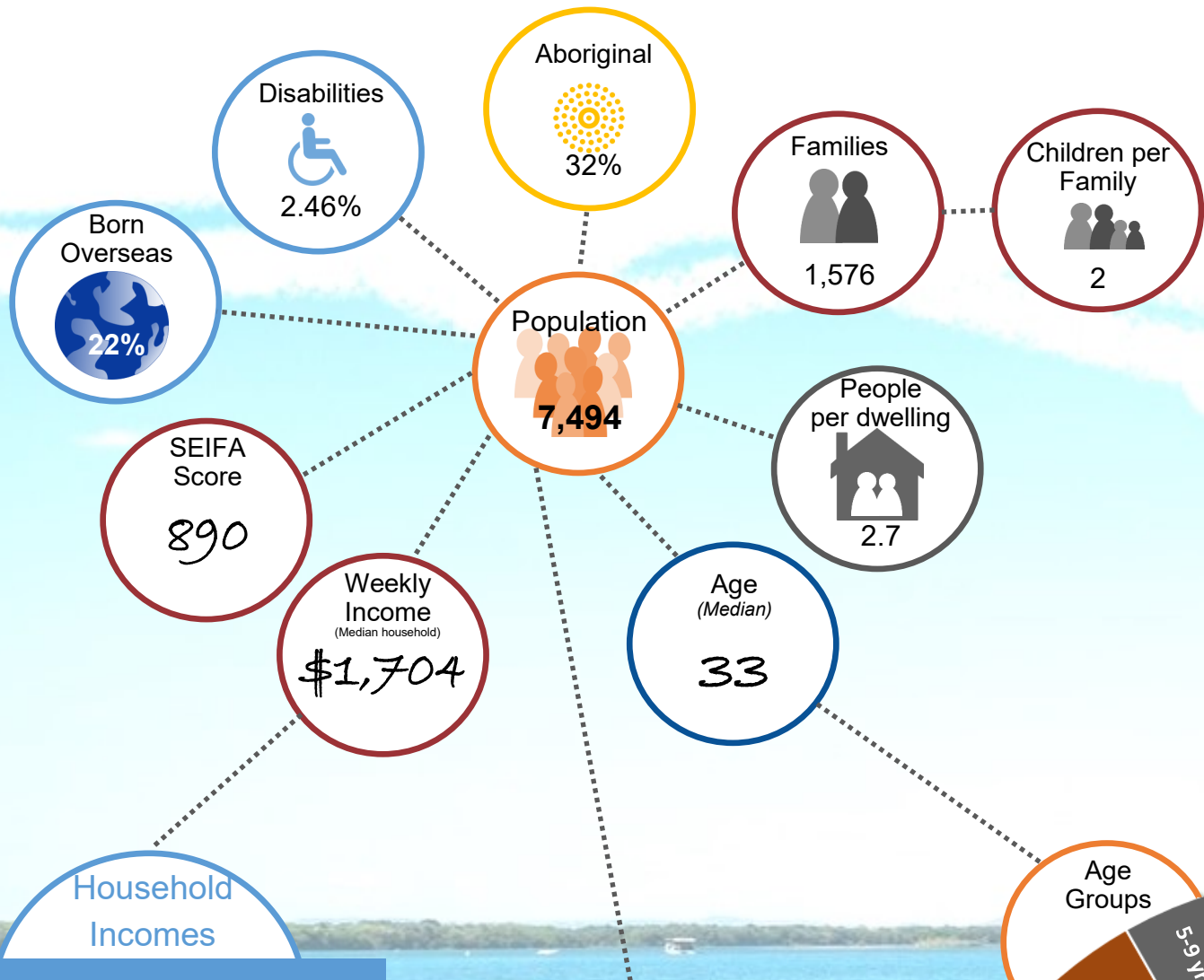
## Snapshot 2016



### Employment



This graphic are based on data sourced from the Australia Bureau of Statistics (ABS) and Tourism Research Australia through the Shire's REMPLAN Profile. The estimated output generated by tourism for each industry sector has been deducted and consolidated into a sepa-



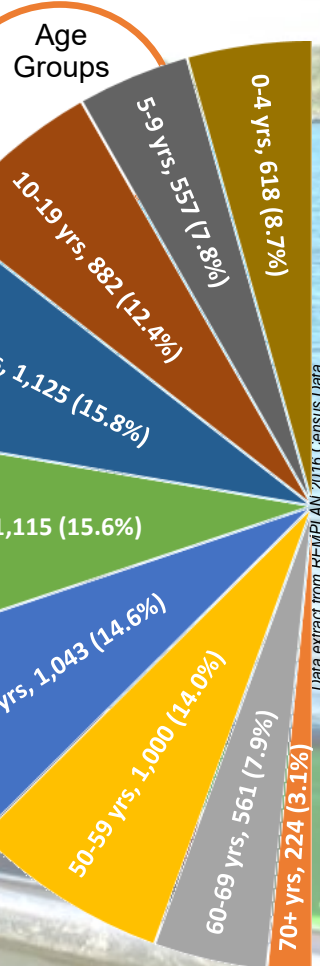
Household Incomes

Weekly Income	Persons	%
Negative income	36	0.5%
Nil income	286	4.0%
\$1-\$149	144	2.0%
\$150-\$299	485	6.7%
\$300-\$399	372	5.2%
\$400-\$499	246	3.4%
\$500-\$649	258	3.6%
\$650-\$799	345	4.8%
\$800-\$999	474	6.6%
\$1,000-\$1,249	477	6.6%
\$1,250-\$1,499	405	5.6%
\$1,500-\$1,749	334	4.6%
\$1,750-\$1,999	243	3.4%
\$2,000-\$2,999	377	5.2%
\$3,000 or more	155	2.1%
Not stated	870	12.1%
Not applicable	1,645	23.0%

Population Trends

Year	Population	Change
2016	7,494	-3.9% ↓
2015	7,797	-3.0% ↓
2014	8,042	-2.7% ↓
2013	8,265	0.4% ↑
2012	8,234	0.5% ↑
2011	8,195	1.0% ↑
2010	8,111	0.6% ↑
2009	8,066	1.2% ↑
2008	7,967	1.3% ↑
2007	7,866	-0.2% ↓
2006	7,879	

Source: ABS, Regional Population Growth



Data extract from REMPLAN 2016 Census Data

# The Plan

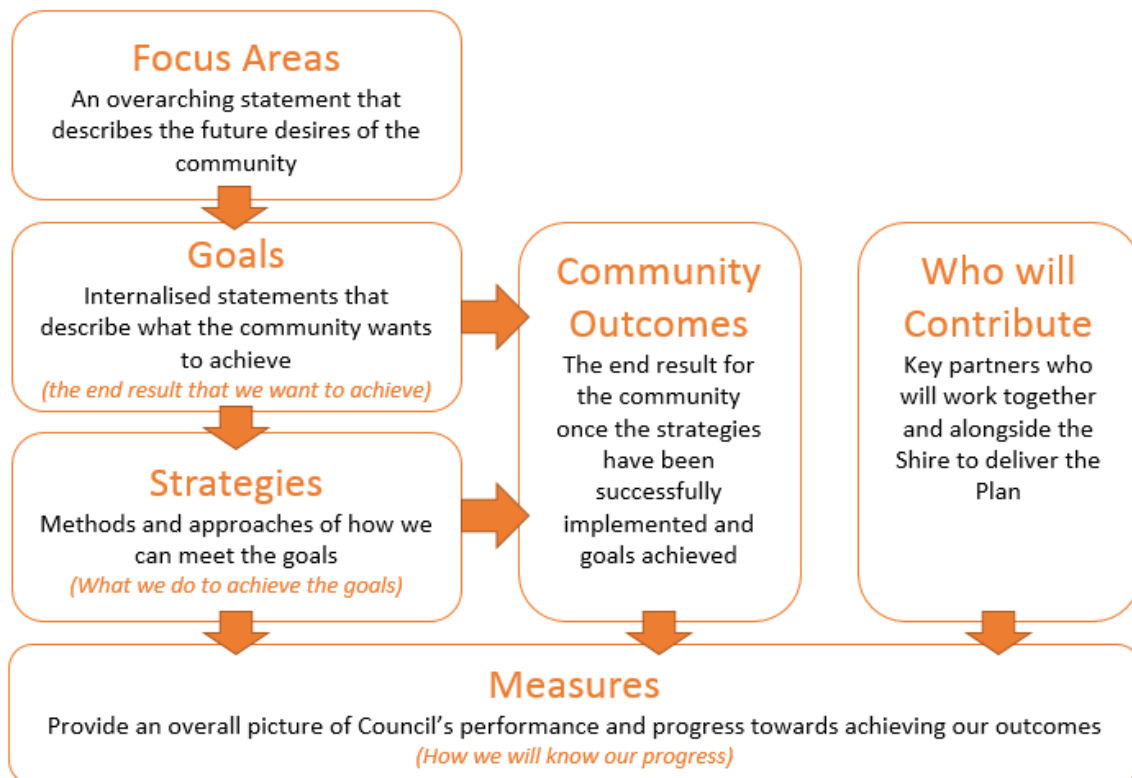
## Structure of the Plan

Based on the feedback provided during community engagement, the Plan sets out the goals and strategies that the Shire will follow over the next ten years.

- The goals are the end result that we want to achieve.
- Strategies are how we will make it happen. These are methods and approaches that will meet the goals.

As part of the Corporate Business Plan, services, actions and tasks will be developed to implement the strategies. These actions are the doing, what people will see happening to make the goal a reality.

The following diagram outlines the structure of the Plan.



## How the Plan will be used

The Plan will influence how the Shire uses its resources to deliver services to the community. The Plan forms the primary driver for all other planning undertaken by the Shire.

The Shire will use the Plan in several ways, including to:

- Guide Council in setting priorities and decision making
- Provide the basis for the design and delivery of services and actions documented in the Corporate Business Plan
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, and within the strategic direction of the Shire
- Inform decision making with respect to other partners and agencies such as the State Government
- Inform potential investors and developers of the community's key priorities, and the way they can contribute
- Provide a basis for monitoring progress against the achievement of the community's vision and aspirations

# Focus Areas and Goals 2017–2027

## 1 PEOPLE - Healthy vibrant active communities

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

Goals:

- 1.1 Bring community together and promote our rich culture and heritage
- 1.2 Increase community participation in sporting, recreation and leisure activities
- 1.3 Promote quality education, health, childcare, aged care and youth services

## 2 PLACE - Enhancing the environment

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

Goals:

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

## 3 PROSPERITY - Economic prosperity

*For the Shire to be open for business with a growing and successful economy and jobs for all.*

Goals:

- 3.1 To deliver the critical infrastructure that will create the conditions for economic growth across the Shire
- 3.2 To be business friendly and the Shire of choice for inward investment in the Kimberley
- 3.3 Develop and retain skilled people that business needs to succeed

## 4 PERFORMANCE - Civic leadership

*A Shire led by a Council and supported by an administration committed to delivering Shire services efficiently, and providing leadership and governance that is future thinking, transparent, accountable and relevant.*

Goals:

- 4.1 Effective representation through advocacy at a regional, state and national level
- 4.2 Good decision making through engagement with the community
- 4.3 Ensure a strong and progressive organisation delivering customer focused services
- 4.4 Sustainably maintain the Shire's financial viability

## 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. Around a third of the Shire's population identifies as Aboriginal. There is opportunity to create vibrant business ventures in areas where cultural and commercial knowledge bases are successfully combined, particularly in Art and Eco-Tourism.

The community has advised 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 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.

### Major Projects over the Next ten years

- Refurbishment and upgrade of the Kununurra Leisure Centre
- Develop an East Kimberley Youth and Resilience Hub
- Upgrade the Recreation and Leisure Centre within Wyndham

### Key Services

- Recreation and leisure
- Libraries
- Youth Services
- Community Development
- Community Grants
- Civic Events
- Environmental Health

### Key Plans

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

*\* Plans that require review or development*

### Community Outcomes

A Shire with	<ul style="list-style-type: none"> <li>• A unified community that has active and healthy lifestyles</li> <li>• Young people that are engaged in their families, schools and communities</li> <li>• Upgraded and improved sport and recreation facilities</li> <li>• Greater access to childcare, education and less anti social behaviour</li> </ul>
A Council that	<ul style="list-style-type: none"> <li>• Supports community events</li> <li>• Has greater understanding and knowledge of the Shire's heritage</li> <li>• Collaborates with others to tackle disadvantage</li> </ul>



## Goal 1.1 Bring community together and promote our rich culture and heritage

### Strategies

1. Create a unified community that incorporates the needs of all cultures and generations
2. Support and promote an increase in the number of events and activities that encourage a sense of identity, belonging and promote cultural diversity
3. Promote and share our unique culture and history and protect the community's heritage assets
4. Work with partners to inspire young people to become engaged in their families, schools and communities

#### Community outcomes

- "Neighbourhood feel" people look out for and after each other
- Young people take full advantage of opportunities to achieve their lifelong potential
- Events are well attended, attracting regional and national recognition
- Greater community involvement in events
- A celebration of Aboriginal culture and heritage
- Use of consistent bilingual signage

#### Measures

- Community satisfaction
- Participation in festivals, events and cultural and heritage activities
- Support for festivals, events and cultural and heritage activities
- Maintaining a heritage list
- Aboriginal heritage identified

#### Who will Contribute

- State Government
- Aboriginal Corporations
- Visitor centre
- Community organisations

## Goal 1.2 Increase participation in sporting, recreation and leisure activities

### Strategies

1. Collaborate with a wide range of stakeholders to advocate and provide accessible facilities that support a range of sporting and recreational activities
2. Develop partnerships to support and maximise participation in a range of activities and promote the benefits of healthy lifestyles
3. Support and build capacity of community groups and clubs through community grants programs, advice and management of Shire reserves and facilities

#### Community outcomes

- Active and healthy lifestyles
- Everyone can participate in accessible sport and recreational programs and facilities
- Strong resilient community organisations and clubs

#### Measures

- Community participation in recreation
- Number of active local clubs and organisations
- Satisfaction with programs, facilities and services provided

#### Who will Contribute

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

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

### Strategies

1. Advocate to State and Federal governments for improved human services (health, housing, disability access, aged care, child/youth welfare and family support) to meet current and future needs
2. Support and assist community organisations to positively impact social wellbeing
3. Work with key partners to advocate for improved medical and allied health services
4. Support the development of a broader range of educational opportunities, including alternative education pathways

#### Community outcomes

- Improved community health
- Greater options for secondary education
- Young people able to stay in the East Kimberley and undertake additional education and training
- Access to childcare places
- Critical needs are met in times of emergencies

#### Measures

- Community satisfaction
- Community health
- Vocational education participation
- Population between 11-19 years
- Childcare waiting times

#### Who will Contribute

- State Government
- Community organisations
- Aboriginal Corporations
- Business

## Focus Area 2 - Place

# Enhancing the environment

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



## The Opportunity

The spectacular natural environment and relaxed lifestyle are some 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 to feel safe and to enjoy clean streets. To succeed in the 21st Century economy our towns need to be liveable with a clear focus on serving residents.

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.

### Major Projects over the Next ten years

- Investment in the Shire road and footpath network
- New Shire landfill site
- Improved management of Shire conservation and recreation reserves

### Key Services

- Waste Management
- Town Planning
- Town Maintenance
- Rangers and Emergency Services
- Environmental Health
- Asset Management
- Engineering

### Key Plans

- Community Safety Plan\*
- Local Planning Strategy
- Local Planning Scheme
- Waste Management Strategy
- Asset Management Plan
- Shire Public Health Plan\*

*\* Plans that require review or development*

## 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 infrastructure and improved streetscapes

A Council that

- Facilitates development responsibly and encourages sustainable design principles
- Adopts sustainable environmental practices
- Maintains public areas such as parks, gardens and ovals to a high and sustainable standard
- Maintains infrastructure to positively benefit residents and users

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

### Strategies

1. Work in partnership to implement cooperative programs to manage land, fire, pathogens, introduced animals and weeds
2. Advocate for better access to country and increase opportunities for people to experience the Shire's natural and cultural wonders
3. Manage waste sustainably and provide an integrated approach to waste management that includes waste minimisation

### Community outcomes

- Improved access to country such as nature reserves and waterways
- Conservation of important environments
- People don't litter
- Reuse and recycling initiatives

### Measures

- Community satisfaction
- Number of protected landscapes
- Percentage of waste diverted from land fill

### Who will Contribute

- State Government
- Non-Government Agencies
- Community organisations
- Business

## Goal 2.2 Provide sustainable public infrastructure that serves the current and future needs of the community

### Strategies

1. Provide and maintain infrastructure that promotes sustainable growth and positively impacts the well-being and lifestyle of residents and users
2. Ensure energy efficiency options are considered to reduce the Shire's costs
3. Plan for the adequate supply of residential and commercial land to meet the requirements of the community
4. Promote the colocation of municipal, government and community facilities to create hubs to enhance access to services

### Community outcomes

- Well designed infrastructure that people want and will use
- Infrastructure is built to last
- Stormwater is well managed

### Measures

- Community satisfaction
- Asset management ratios
- Application of place making principles

### Who will Contribute

- State Government
- Federal Government
- Community organisations

## Goal 2.3 Make towns safe and inviting for locals and visitors

### Strategies

1. Lead an interagency approach to address community safety concerns including crime reduction planning and programs
2. Maintain a partnership approach for emergency management planning, preparedness, response and recovery
3. Improve streetscapes and promote greater vibrancy and activity within town centres, particularly through a mix of commercial and residential development
4. Develop a well-connected, accessible and maintained network of shared paths and trails
5. Enforce effective public health and safety

### Community outcomes

- More activity in town centres
- More trees and shade in towns
- Paths link and are usable people with disabilities
- Improved street lighting
- Towns that attract and retain people

### Measures

- Community satisfaction
- Reported crime
- Public health and safety reporting
- Blackspot improvement projects
- Use of smart city design principles

### Who will Contribute

- State Government
- Federal Government
- Non-Government Agencies
- Community organisations

# Economic Prosperity

*For the Shire to be open for business with a growing and successful economy and jobs for all.*



## 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 sectors will foster economic resilience and therefore long term sustainability. New opportunities are also presenting themselves through developments such as project Sea-Dragon aquaculture venture and highlights the need to enhance key transport infrastructure including Wyndham Port.

The greatest opportunity lies in our people: their ideas, skills, experience and enterprise to drive economic growth.

### Major Projects over the next ten years

- East Kimberley Regional Airport runway extension
- Wyndham Port enhancement (*owned by the State Government*)
- Expansion of the Ord Irrigation area
- Second Ord River crossing to secure national Highway one freight link between Darwin and Perth

### Key Services

- Economic Development
- Town Planning
- East Kimberley Regional Airport
- Wyndham Airport
- Road Maintenance
- Engineering

### Key Plans

- Economic Development Plan\*
- East Kimberley Tourism Plan\*
- Local Planning Scheme
- Local Planning Strategy

*\* Plans that require review or development*

## Community Outcomes - focus Area

A Shire with	<ul style="list-style-type: none"> <li>• A strong economy and access to sustainable jobs</li> <li>• Infrastructure that supports industry growth</li> <li>• Educational and training opportunities that lead to entrepreneurship or employment</li> </ul>
A Council that	<ul style="list-style-type: none"> <li>• Supports business growth</li> <li>• Attracts new investment</li> <li>• Promotes and markets the Shire</li> </ul>

### Goal 3.1 To deliver the critical infrastructure that will create the conditions for economic growth across the Shire

Strategies

1. Improve the Shire's transport infrastructure, including Wyndham Port and East Kimberley Regional Airport through lobbying, project support and funding opportunities
2. Improve access and transport links to the East Kimberley (air, road and sea)
3. Plan and advocate for infrastructure that supports business

#### Community outcomes

- Better access to and from the East Kimberley
- Access to high speed broadband
- Access to dedicated Industrial land for growth
- Access to emerging technology

#### Measures

- Investment in infrastructure
- The right land available for business
- Mobile coverage/ internet speeds

#### Who will Contribute

- State Government
- Federal Government
- Aboriginal Corporations
- Business

### Goal 3.2 To be business friendly and the Shire of choice for inward investment in the Kimberley

Strategies

1. Support local businesses and the identification and development of investment opportunities that create jobs
2. Develop a viable regional centre as a key to retaining services and supporting population growth
3. Minimise the bureaucracy placed on business and provide a simplified approval processes
4. Market the East Kimberley as the place to live, visit and do business

#### Community outcomes

- A diverse and strong economy
- More jobs for people living in the East Kimberley
- People want to do business in the Shire
- Application of Smart Cities Principles

#### Measures

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

#### Who will Contribute

- State Government
- Federal Government
- Business
- East Kimberley Marketing Group

### Goal 3.3 Develop and retain skilled people that business need to succeed

Strategies

1. Work with business and education bodies to advocate for learning opportunities that will assist meeting future needs
2. Partner with agencies to raise the career ambitions of the Shire's residents, from early years through to adulthood
3. Support greater participation of local Aboriginal people in the workforce and to undertake business ventures
4. Encourage people to stay longer in the Shire by advocating and supporting improved access to childcare and education

#### Community outcomes

- Increased participation in the economy
- Businesses have access to skilled employees
- People who want to work can work

#### Measures

- Number of residents employed
- Overall employment rate of working age people

#### Who will Contribute

- State Government
- Federal Government
- Business

## Focus Area 4 - Performance

### Civic Leadership

*A Shire led by a Council and supported by an administration committed to delivering Shire services efficiently, and providing leadership and governance that is future thinking, transparent, accountable and relevant.*

#### The Opportunity

The Shire seeks to perform at its best and deliver high quality corporate governance and demonstrate accountability to its community. All decisions are informed by community engagement, leading to the effective allocation of the Shire's resources to deliver optimum benefits to the community.

This Strategic Community Plan provides the mechanism to ensure that the 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

- All Services

#### Key Plans

- Long Term Financial Plan
- Code of Conduct
- Asset Management Plan
- Workforce Plan
- Corporate Business Plan
- Customer Service Charter

#### Community Outcomes

##### A Shire with

- Sustainable revenue and expenditure
- Existing and future services funded
- Easy to access services and information

##### A Council that

- Works in the best interest of the community
- Engages with the community and keeps it informed about decisions and its activities
- Lobbies and represents the community at all levels of government

### Goal 4.1 Effective representation through advocacy at a regional, state and national level

#### Strategies

1. Advocate and lobby effectively on behalf of the community
2. Foster relationships and partnerships with key stakeholders to achieve community outcomes

#### Community outcomes

- Community issues and opportunities raised with State and Federal governments and industry
- Partnerships that benefit the community

#### Measures

- Community satisfaction
- Documented advocacy and lobbying
- Collaborative initiatives undertaken

#### Who will Contribute

- Community
- Elected members
- Shire Officers

## Goal 4.2 Good decision making through engagement with the community

### Strategies

1. Engage and communicate with all sections of the community to better understand needs and priorities
2. Ensure community input informs planning and decision making
3. Improve access to information through modern design, clear language and easy navigation

### Community outcomes

- The community are represented and actively participate in forums and events to discuss and inform local decision-making
- The community is satisfied with how it is consulted about local issues and opportunities
- The community is satisfied with Council's leadership

### Measures

- Community satisfaction
- Community participation in community engagement processes and elections
- Integrated Planning and Reporting Framework

### Who will contribute

- Community
- Elected Members
- Shire Staff

## Goal 4.3 Ensure a strong and progressive organisation delivering customer focused services

### Strategies

1. Develop a customer focused corporate structure that reflects and meets the needs of the community
2. Integrate all planning, resources and reporting in accordance with best practice and statutory requirements.
3. Improve organisational systems with a focus on innovative solutions to improve efficiency, effectiveness and productivity
4. Build internal capacity by attracting, developing and retaining the best people

### Community outcomes

- Shire staff are seen working with professionalism delivering services for the community
- See familiar friendly faces when interacting with the Shire
- The Shire helps to find solutions and is proactive when an issue arises.
- Improved use of technology

### Measures

- Community satisfaction
- Staff retention
- Council use of decision making criteria

### Who will contribute

- Community
- Elected members
- Shire Officers

## Goal 4.4 Sustainably maintain the Shire's financial viability

### Strategies

1. Diversifying and strengthening funding streams and pursue non-rates revenue opportunities
2. Secure the maximum grant assistance available, whilst ensuring the greatest relevant benefit to the community
3. Adequately plan for and fund asset maintenance and renewal to deliver planned services
4. Apply best practice financial management to ensure long term sustainability

### Community outcomes

- Existing and future services are funded without excessive rate rises
- Asset improvements attract the maximum funding available
- Minimal rate rises over the next ten years

### Measures

- Financial ratios
- Asset management ratios
- Community satisfaction

### Who will Contribute

- Community
- Elected members
- Shire Officers

# STRATEGIC COMMUNITY PLAN 2017 - 2027



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