

Strategic Community Plan

2017 to 2027



DRAFT Document for Community Comment
V4.2

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 liveability 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 environments. We will work to improve the liveability of our towns and their connection to our surrounding environment.

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

Provide quality public infrastructure

Make towns safe and inviting for locals and tourists

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 businesses, encouraging new business development, and engaging government agencies.

Support opportunities to grow the economy

Increase the value of tourism to the East Kimberley

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 East Kimberley 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 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 East Kimberley 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 for 2017 to 2027. All your feedback on this draft Plan will be considered in the development of the final Strategic Community Plan for 2017 to 2027.

While Council is responsible for developing and reviewing the plan, its implementation is a shared responsibility. The aim of the draft Plan is to encourage everyone to contribute to achieve the East Kimberley's vision for our future.

*For the East Kimberley to be a thriving
community with opportunities for all.
People. Place. Prosperity.*

Cr David Menzel
Shire President
Shire of Wyndham East Kimberley

November 2017



About the Plan

The Strategic Community Plan

The Strategic Community Plan sets out the long term vision of the East Kimberley 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 East Kimberley and the community.

This is everyone’s plan where every Shire resident, community organisation or business could potentially contribute to the achievement of our community vision. The outcomes and strategies 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 East Kimberley 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 changing aspirations, a minor review of the Strategic Community Plan is undertaken every two years and a major review every four years. The next review will be a minor review to be completed in 2019.

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

The Purpose of our Strategic Community Plan is to:

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



How the Planning Process Works

Integrated Planning and Reporting Framework

In 2011 the Integrated Planning and Reporting Framework was legislated by the WA Government. The Shire of Wyndham East Kimberley has developed an Integrated Planning and Reporting Framework that will allow us to sustainably and strategically meet the needs of our 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
- Allocate resources to achieve the vision, striking a considered balance between aspirations and affordability
- Monitor and report progress

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 budget is a detailed financial plan for the coming year covering all aspects of a the Shire’s operations, and should reflect the resources generated by way of revenue and the resources 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 .

Key components of the framework



Developing the Strategic Community Plan 2017 - 2027

A key requirement of the Shire’s 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 well thought out Community Engagement Strategy.

Developing the Draft Plan has brought together the information provided by the community, information from the 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 through objectives and strategies.

The community’s priorities and aspirations have been captured using the Community Survey 2017 and the 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, the Strategic Community Plan 2012-2022 and other informing Plans such as those listed under External Influencing Strategies and Plans.

Engagement

The consultation and communication methods selected were chosen to encourage and receive as much community input as possible. The consultation process commenced in April 2017 and will be concluded in 2018 once the community comment on this Draft plan has been completed.

Community Survey

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 survey providing a board range of views and the results were presented to illustrate the views of the different social demographics of the community including: home owners, renters, sex, age, disability, ATSI and location.

Planning for the future Workshop with key community representatives

The Planning for the Future Workshop invited 60 key people representing our community, with knowledge of the issues and opportunities in the East Kimberley to come together and work to provide the following outcomes:

- Clarity of community aspirations and review the vision for the future;
- Identification of community needs; and
- Agreement on future priorities. .

The Planning for the Future Workshop held in September 2017 was attended by a broad range of community representatives including Aboriginal groups, families, youth and schools, aging, State Government and local business interests.



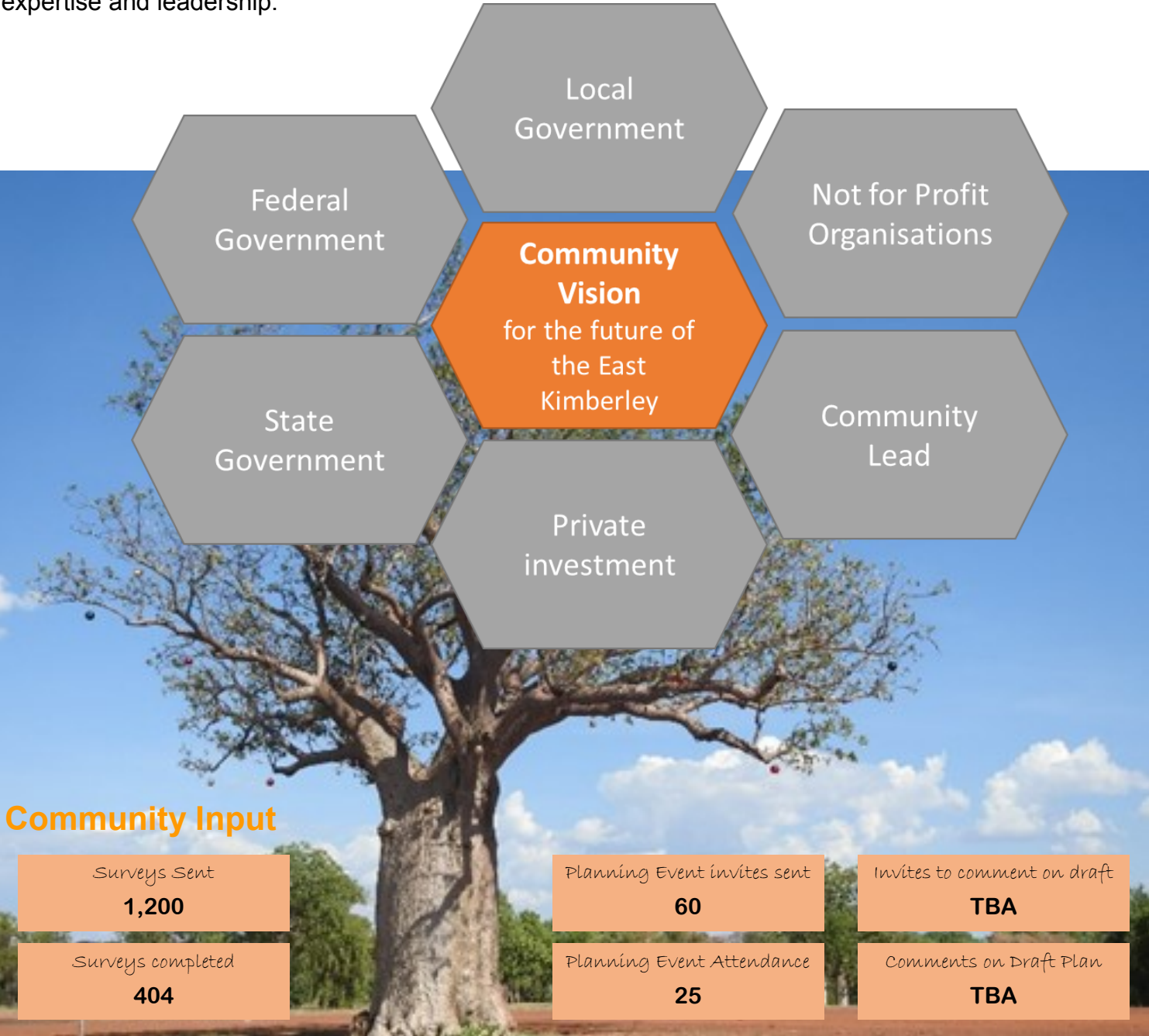
External Influencing Strategies and Plans

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

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

Who can help?

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



About the East Kimberley

Place

Size of the District 121,000 km²
Distance from Perth 3,215
Length of sealed roads (km) 249
Length of unsealed roads (km) 1,088
Length of footpaths 30,088 m
National Parks 7

The Shire of Wyndham East Kimberley is located in the ruggedly picturesque and sparsely populated northeast corner of Western Australia, stretching from the Northern Territory border to the northern most tip of WA.

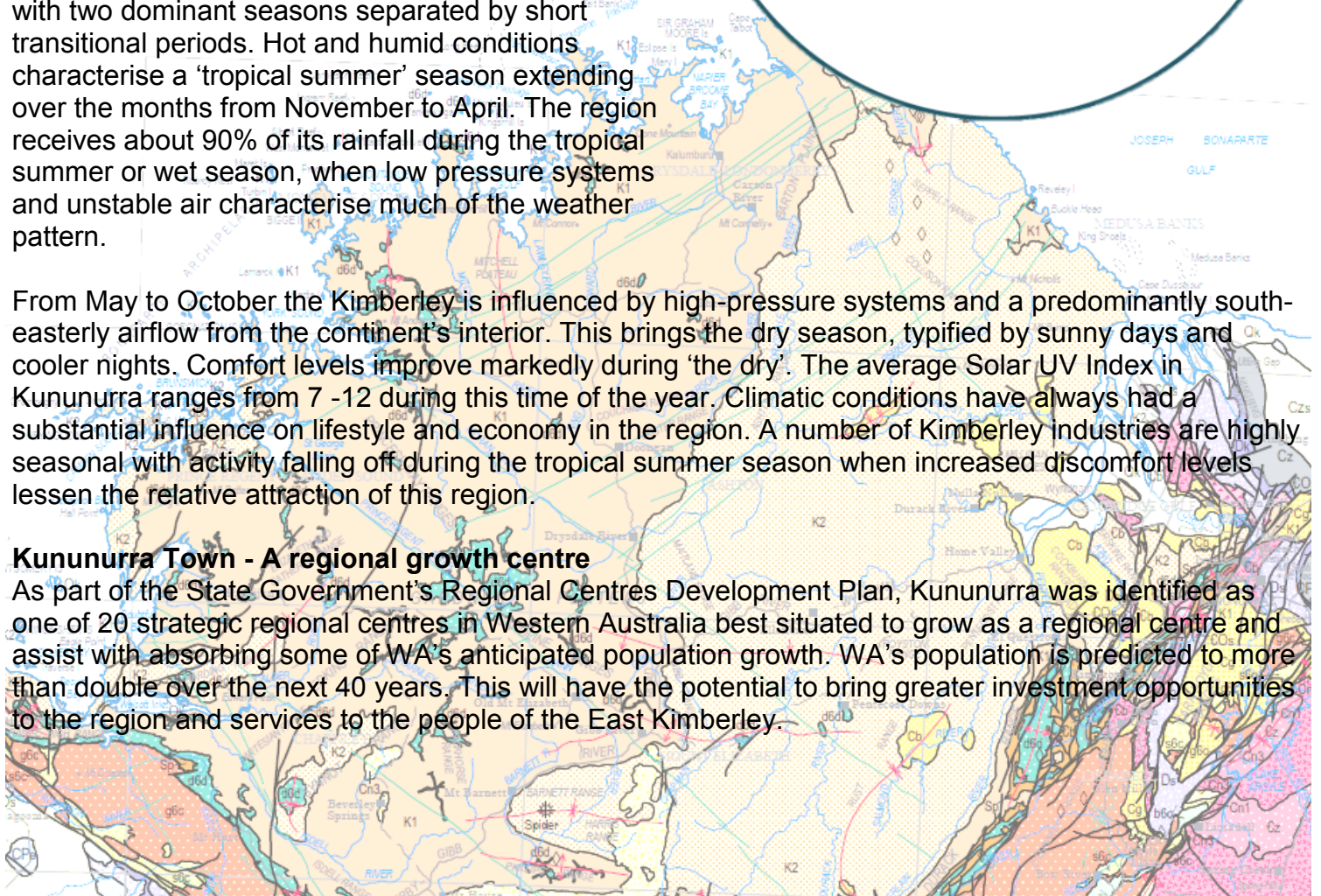
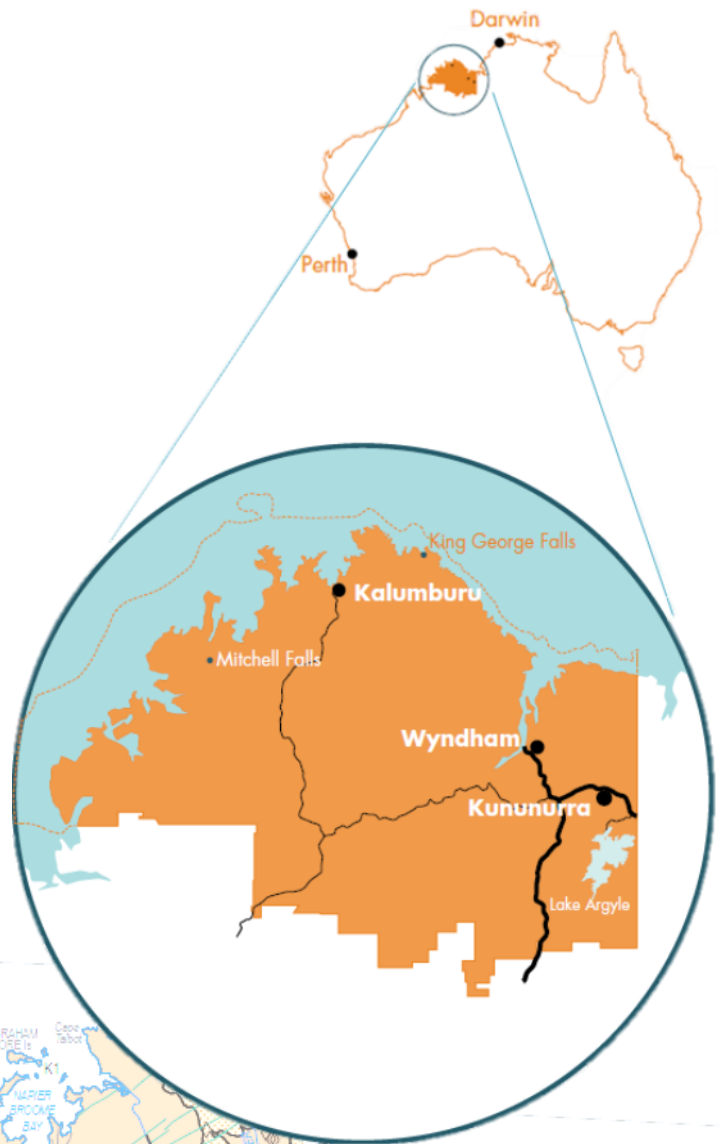
The Shire covers an area of 121,000 square kilometres (3 times the size of the Netherlands) and is one of four local governments that make up the Kimberley region. The Shire includes the towns of Kununurra and Wyndham and there are also a number of Aboriginal Communities, the largest being Kalumburu, situated in the northern part of the Shire.

The Kimberley region has a tropical monsoon climate with two dominant seasons separated by short transitional periods. Hot and humid conditions characterise a 'tropical summer' season extending over the months from November to April. The region receives about 90% of its rainfall during the tropical summer or wet season, when low pressure systems and unstable air characterise much of the weather pattern.

From May to October the Kimberley is influenced by high-pressure systems and a predominantly south-easterly airflow from the continent's interior. This brings the dry season, typified by sunny days and cooler nights. Comfort levels improve markedly during 'the dry'. The average Solar UV Index in Kununurra ranges from 7 -12 during this time of the year. Climatic conditions have always had a substantial influence on lifestyle and economy in the region. A number of Kimberley industries are highly seasonal with activity falling off during the tropical summer season when increased discomfort levels lessen the relative attraction of this region.

Kununurra Town - A regional growth centre

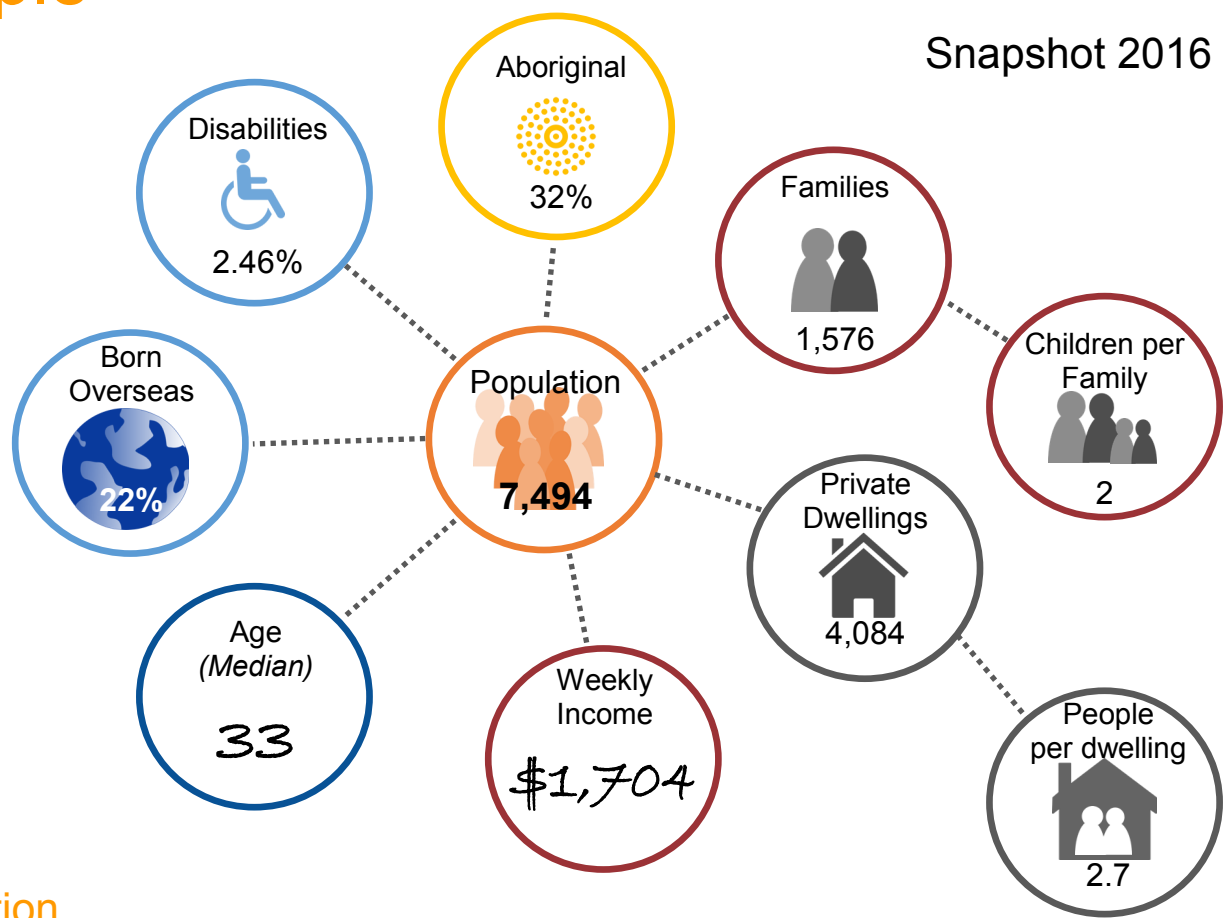
As part of the State Government's Regional Centres Development Plan, Kununurra was identified as one of 20 strategic regional centres in Western Australia best situated to grow as a regional centre and assist with absorbing some of WA's anticipated population growth. WA's population is predicted to more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



About the East Kimberley

People

Snapshot 2016

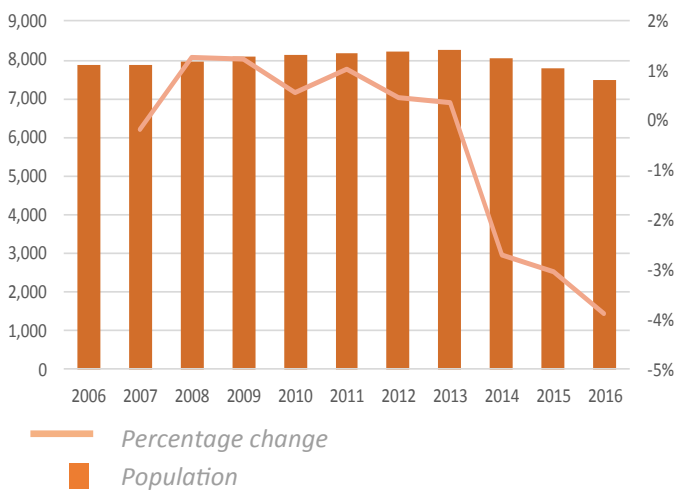


Population

The 2016 estimated residential population for Wyndham-East Kimberley is 7,494 people. This represents 22% of the 34,368 Kimberley's population.

Age group	Population life stage								
	0-4 yrs	5-9 yrs	10-19 yrs	20-29 yrs	30-39 yrs	40-49 yrs	50-59 yrs	60-69 yrs	70+ yrs
East Kimberley 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 East Kimberley was:

- 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.

About the East Kimberley

Economy

The East Kimberley economy is built upon a wide and diversifying base. Pastoralism has historically taken up much of the land area, with the imprint of this activity is 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 covers an area of 28,000ha of high quality irrigated farm land, with further potential farm land that can be developed.

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

The East Kimberley has a strong tourism industry and Kununurra forms 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, advocating and promoting business investment and employment growth and facilitating and coordinating development and investment. Ultimately, this activity creates and sustains local employment opportunities enhancing community wellbeing and quality of life.

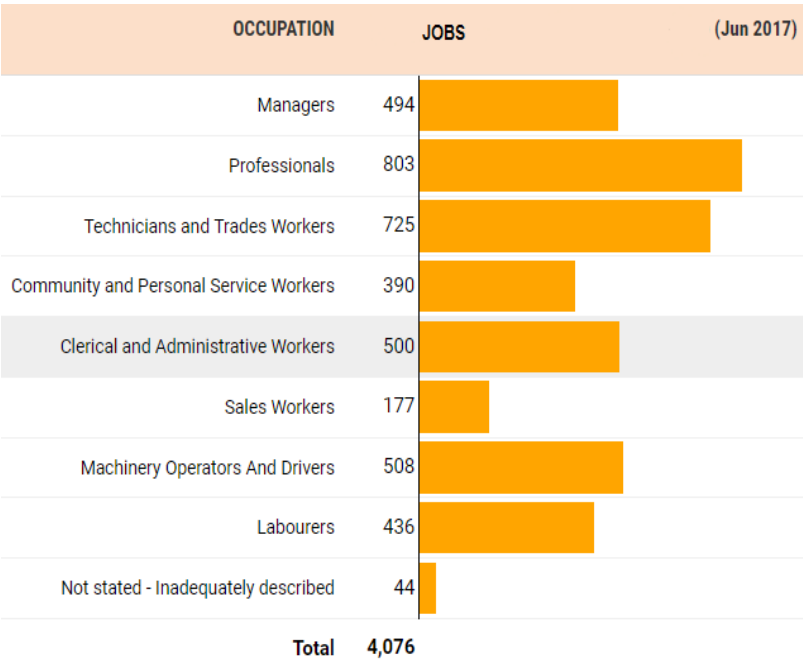
The following highlights of the economy provide a snapshot from June 2017.

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 & Social Assistance	412	10.1%
Construction	408	10.0%
Other	2,557	62.7%



People who work in the East Kimberley is
4,076

East Kimberley residents who are employed
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 & 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 & Real Estate Services	\$85.110	10.8%
Other	\$416.935	53.1%

Tourism

The top international markets for the East Kimberley 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 East Kimberley community want to be in the year 2027 and captures the essence of what it will be like to live in the East Kimberley at that time.

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

*For the East Kimberley to be a thriving community with opportunities for all.
People. Place. Prosperity*

Our Communities Aspirations

Aspirations are the communities ambitions and desires for the future. They are what the community hope the future will look like. The following is a summary of what the community said:

- 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.
- Uses a collaborative approach to decision making, incorporating the needs of all cultures and generations.
- Advocates and demonstrates that it takes a community to raise a child for education; better health and well-being; and a sense of belonging.

Community Needs and priorities

Identifying the current and future needs of the community will help set the immediate, medium and long term community 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

What the Community Said

The Community Survey asked what residents most value about living in the East Kimberley. Respondents mostly valued the area's beautiful environment, landscape and natural attractions, with special mention of the lake, rivers and waterfalls. Outdoor activities, the remote country lifestyle, and people and community also rate highly. The following are some of the comments from the community about what they value and areas of importance:

Most valued about the East Kimberley:

- *The natural environment, river, waterfalls, etc.*
- *The natural landscape and environment.*
- *The ability to quickly reach amazing places to hike, bike and paddle.*
- *Access to natural attractions, such as Lake Argyle, upper and lower Ord River, waterfalls, etc.*
- *It has a homey country town feel with ready access to some of the most remote environment on the planet. The people are friendly and helpful.*
- *The remoteness, love living in a small town, but still being able to access everything I need. Great community.*
- *I love the people and the place. It is beautiful, friendly and just home. Broad range of facilities and activities available. Scenery and services to protect the wellbeing of all occupants living in the region.*
- *Access to fresh waterholes for swimming or fishing.*

The Responses to the survey highlighted 5 main areas of importance to the community these being:

• Active Engaged Community

- *The pool/leisure centre are seriously in need of repair/revamp*
- *Water park, for the children*
- *Community cross-cultural engagement. Community gardens. Fixing the root of the problem. Combine the approx. 100 organisation in town to better support our youth, the underprivileged and aim for total cross-community interaction.*
- *Develop and apply appropriate mechanisms to ensure that all developments reflect an appreciation and value for the local Aboriginal culture and art; the needs of all people living in the shire and the understanding that being inclusive builds happier communities.*

• Livability of our Towns

- *More police presence at night to deal with juveniles walking the streets*
- *Work on a strategy to help prevent crime, littering and anti-social behaviour*
- *Be active in addressing anti-social behaviour, particularly with youth on the streets*
- *Removing drunk people from our streets. Out of control noise from some houses being stopped (after 10pm). Stop street drinking. Stop people from dropping their rubbish. Install street cameras around town. Stop the vandalism. Stop the graffiti.*

• Environment & Landscape

- *Improve Weaber Plain Rd nature strip in town, more trees and shade. Green our streetscapes*
- *Improving the visual look of the town. When trees and plants die they need to be replaced to help green the town and in turn keep it cooler in terms of temperature*

• Strengthen the Economy

- *Become much more proactive at supporting and attracting investment in our community*
- *The access to quality childcare*
- *Support to encourage small business*
- *Devise incentives for out-of-town corporates to leave some profits in the area for the long-term benefit of the area.*
- *Access for people to the highly under-utilised natural attractions of the local environment (trails, signage, promotion).*

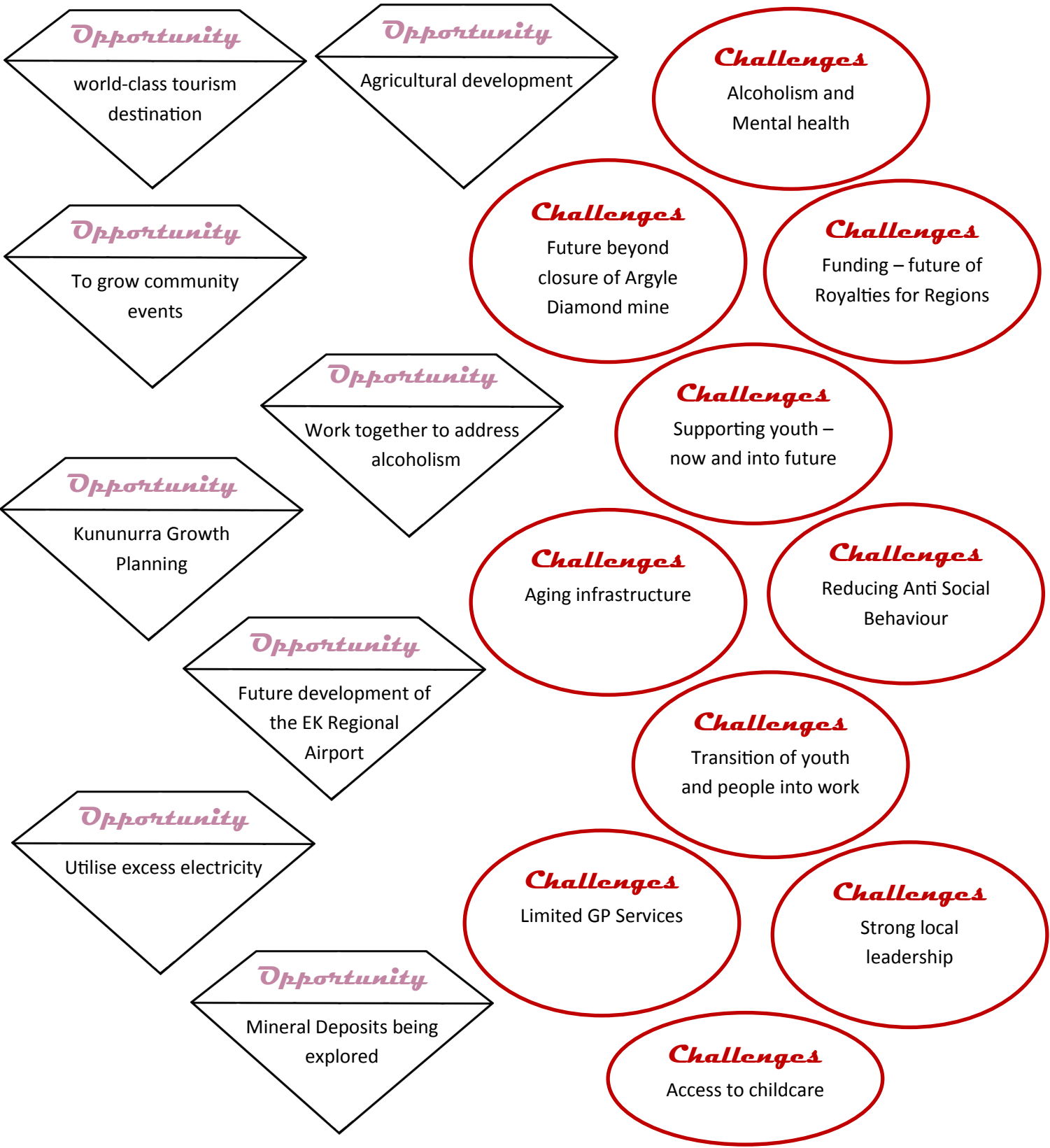
• Civic Leadership

- *Councillors put aside personal differences and work together for the good of our community*
- *Developing a cohesive and effective Shire council who advocates for its residents.*
- *Building trust with the residents and being transparent and informing residents in a language that everyone understands.*

Challenges & Opportunities

The East Kimberley Community faces a variety of challenges and opportunities that need careful planning over the next 10 years. There are critical social challenges which need immediate focus and longer term investment challenges that can be developed and aligned with the communities vision.

The community has raised the following opportunities and challenges facing the East Kimberley.



Shire's Role in delivering the Plan

The Shire of Wyndham East Kimberley is committed to implementing its part of 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 East Kimberley 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 Commonwealth 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 services</i>
Partner	Collaborate with external stakeholders to deliver services and projects	<i>Working with Kununurra Visitors Centre members to grow tourism in the East Kimberley</i>
Advocate	Proactively make representation for the community	<i>Advocate for improved education in the Shire</i>

Our Commitment to the Community

Effective	Council will ensure that all work is undertaken in a cost effective manner providing value-for
Sustainable	Council will operate within its means, developing budgets that are affordable by the
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. Whilst future resource capacity is not known, expectations of relative future resource capacity were considered.

Current and Future Resource Capacity

As of the 30 June 2017, the Shire had the following resource profile:

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource level.

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

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.

Shire Services and Facilities

Services and facilities provided by the Shire are linked with the relevant strategies of the Strategic Community Plan in the following table. The table provides a connection between the services and facilities delivered by the Shire and the community's aspirations and vision for the East Kimberley.

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 & 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 and grouped into four key focus areas.

Workshopping with key community representatives highlighted a need to focus on suitability and quality of life and 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 Council in monitoring its impact on the wellbeing and sustainability of the East Kimberley community. These three elements are reflected in the Shire's focus areas.

To enable the three elements to be achieved the Shire and other organisations must provide good governance. This is something that community has also voiced through the engagement process and has been captured in focus area 4 Civic Leadership.

An overview of the opportunities and objectives are provided for each focus area, along with high-level strategic planning priorities and strategies that link directly to actions in the Corporate Business Plan. Community Feedback received is also included for each focus area as community outcomes, and demonstrate 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

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

Objectives:

- 2.1 Conserve the East Kimberley'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 tourists**

3 Economic Prosperity

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

Objectives:

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

4 Civic Leadership

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

Objectives:

- 4.1 Advocate East Kimberley 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

Vibrant Healthy Active Communities

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

People

The opportunity

The East Kimberley is culturally diverse with people from many backgrounds and cultures. 32% of the Kimberley population identifies as Aboriginal. Those areas where cultural and commercial knowledge bases are successfully combined can create vibrant businesses particularly in Art and Eco-Tourism.

Reducing the cost of living, improving services, particularly in the area of health, and increasing educational opportunities in the region, were all considered high priorities by the community

We will 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) then the community can then work together to start to identify possible solutions.

Key Services

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

Key Plans

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

Community Outcomes

A Shire with	<ul style="list-style-type: none">• A community that have active and healthy lifestyles• Upgraded and improved sport and recreation facilities
A Council that	<ul style="list-style-type: none">• Supports community events• Has greater understanding and knowledge of the east Kimberley'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

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

Measures

- Participation in festivals, events and cultural and heritage activities held in the Shire
- Shire support for festivals, events and cultural and heritage activities
- Maintain current heritage register

Who will Contribute

- SWEK
- WA Government
- Aboriginal Corporations
- Visitor centers
- 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, advice and management of Shire reserves

Community outcomes

- Active and healthy lifestyles
- Community satisfaction with programs, facilities and services provided in their communities

Measures

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

Who will Contribute

- SWEK
- WA Government
- Sporting associations
- Local clubs
- Garnduwa

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

Strategies

1. Provide and advocate to State and Federal government 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 East Kimberley
4. Advocate for the development of higher education and increased vocational educational access to improve learning opportunities within the 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

- WA Government
- Ngnowar Aerwah

Enhancing the Environment

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



The Opportunity

The spectacular natural environment and relaxed lifestyle of the East Kimberley are the main reasons that people love living in this part of the world. 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 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

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

Community Outcomes

A Shire with

- More trees and lawns and fewer weeds
- Better access to country
- An educated community who respects and cares for the natural and built environment
- Well-connected and maintained network of shared paths

A Council that

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

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

Strategies

1. Work with partners across the landscape 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 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 to provide opportunities for people to experience the East Kimberley's 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

- SWEK
- WA Government
- Non-Gov 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

Community outcomes

- Well maintained infrastructure
- Storm water is well managed

Measures

- Community Satisfaction
- Asset management ratios

Who will Contribute

- SWEK
- WA Government
- Australian Government

2.3 Make towns safe and inviting for locals and tourists

Strategies

1. Support an interagency approach to crime reduction planning and programs to address community safety concerns
2. Improve streetscapes in town incorporating public art and designing out crime principles
3. Develop a well-connected and maintained network of shared paths
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 locality
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

- SWEK
- WA Government
- Australian Government

Economic Prosperity

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



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. The community would like to see Shire promote the East Kimberley to great jobs and to provide greater local returns from investment.

Key Services

- Economic Development
- Town Planning

Key Plans

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

Community Outcomes

A Shire with	<ul style="list-style-type: none">• A strong local economy and access to jobs• Infrastructure that supports industry requirements• A burgeoning tourism industry
A Council that	<ul style="list-style-type: none">• Supports the growth of business• Attracts new investment, both public and private• Supports and promotes tourism for the region

3.1 Support opportunities to grow the economy

Strategies

1. Proactively market Kununurra as a regional centre for the region and maximise the benefits for the whole East Kimberley
2. Promote new sustainable business and investment opportunities through identification, appropriate zoning of land, provision of suitable infrastructure and efficient & effective business approval process
3. Support agricultural opportunities
4. Support the identification, protection and control of the mineral resources industry through careful development and planning
5. Lobby for improvements to transport infrastructure, particularly for a second Ord River crossing and the East Kimberley Regional Airport
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

- SWEK
- WA Government
- Australian Government
- Chamber of Commerce
- Kimberley Development Commission

3.2 Increase the value of tourism to the East Kimberley

Strategies

1. Improve access to the East Kimberley
2. Promoting and marketing the East Kimberley, targeting growth markets
3. Building the value of tourism in the East Kimberley
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

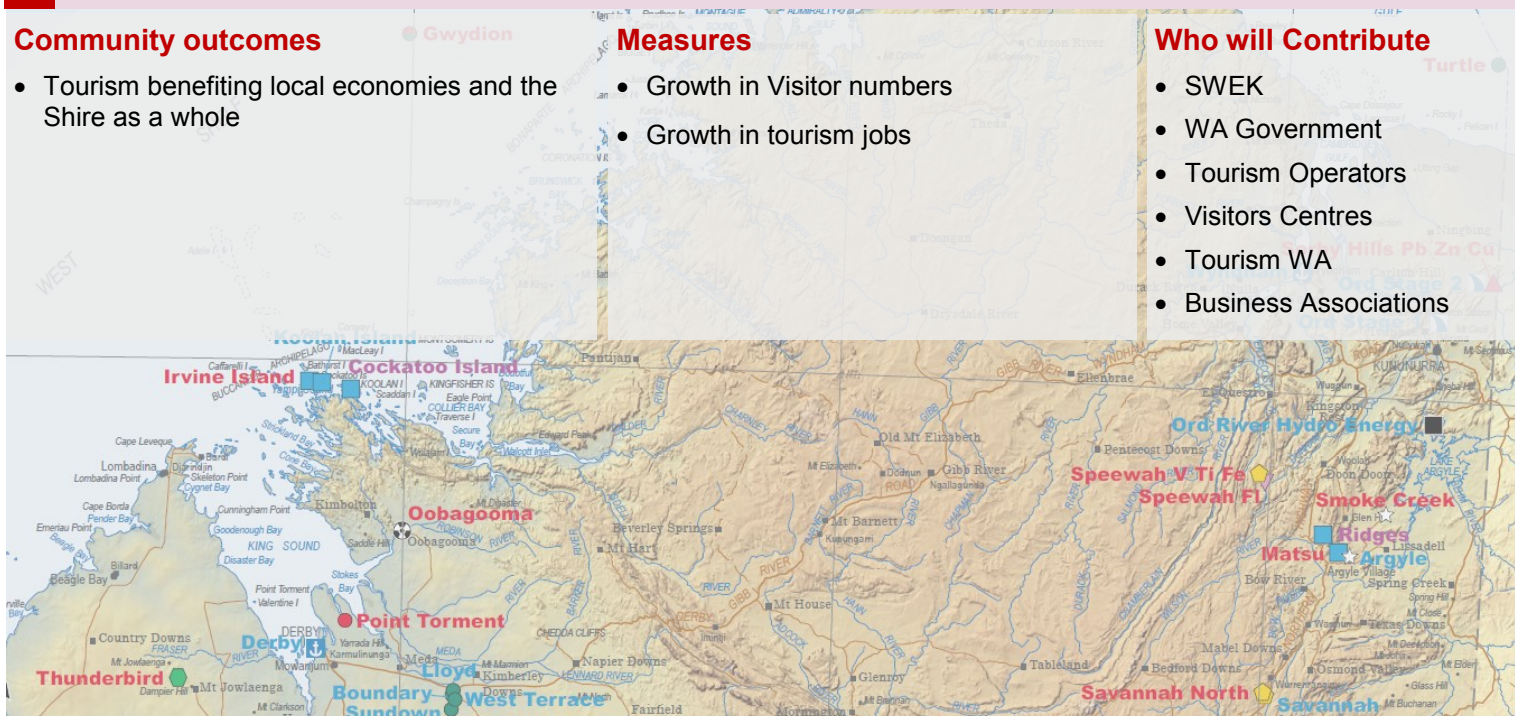
- Tourism benefiting local economies and the Shire as a whole

Measures

- Growth in Visitor numbers
- Growth in tourism jobs

Who will Contribute

- SWEK
- WA Government
- Tourism Operators
- Visitors Centres
- Tourism WA
- Business Associations



Focus Area 4

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 East Kimberley 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 the local lifestyle and community benefits are protected.

This Strategic Community Plan will provide the mechanism to ensure the services 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

- Sustainable revenue and expenditure
- Existing and future services funded

A Council that

- 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

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

Community outcomes

- Community issues and opportunities raised with state and federal governments

Measures

- Community Satisfaction
- Documented advocacy and lobbying

Who will Contribute

- 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, social media, and other medians

Community outcomes

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

Measures

- Community Satisfaction
- community participation in community consultation processes

Who will Contribute

- SWEK
- 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 Shire
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

- SWEK
- 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

- SWEK
- Community

Draft Strategic Community Plan 2017-2027



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