

SHIRE of
WYNDHAM
EAST KIMBERLEY

STRATEGIC COMMUNITY PLAN 2012 - 2022



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ACKNOWLEDGEMENTS

We thank the community members and representative groups and organisations who have helped develop this Plan.

We would also like to acknowledge the energy and input of Shire staff and Councillors who organised community engagement activities and collected feedback.

The Shire of Wyndham East Kimberley wishes to acknowledge funding provided by the Department of Local Government and Department of Regional Development and Lands through Royalties for Regions to support this project.



SHIRE PRESIDENT'S MESSAGE

This Strategic Community Plan marks a significant change in the way that the Shire interacts with its residents.

For the first time, Council has used a number of different forums to seek feedback about what residents think the Shire should concentrate on over the next 10 years. Council has positively received the community's feedback and ideas and has incorporated the feedback into this Strategic Community Plan.

The plan presents a 10-year vision for the East Kimberley and reflects the priorities and aspirations of all who work, live and play in this wonderful part of the world.

The East Kimberley has a rich history and exceptional natural beauty, and people are attracted to it for the lifestyle and great employment opportunities. It is an exciting time to be living in the East Kimberley, with the expansion of the Ord irrigation scheme, new mining prospects and huge investment by both State and Federal government.

Despite all the positives, we have significant challenges. Our Aboriginal population continues to experience social and material disadvantage. The desire to bring about meaningful improvements to Aboriginal people's life prospects is a strong theme coming from all parts of the community.

Our community prides itself on looking out for each other, and expects its Council and the Shire staff to be attuned to its needs. The Council is committed to listening to its community and setting its priorities in conversation with the community. I am pleased to endorse this Strategic Community Plan.

John Moulden
Shire President



INTRODUCTION

The Shire of Wyndham East Kimberley is located in the ruggedly picturesque and sparsely populated northeast corner of Western Australia (WA), stretching from the Northern Territory border to the northern most tip of WA. The Shire includes the towns of Kununurra and Wyndham, the township of Kalumburu, more than 40 Indigenous communities and a number of other small settlements and station homesteads.

The Shire covers 121 000 square kilometers and is one of the four local governments that make up the Kimberley region. It is an exciting time to live in the East Kimberley with rapid population growth due to the expansion of the Ord Irrigation area, new mining prospects, a thriving tourism industry and the associated infrastructure and employment opportunities. The East Kimberley has the benefits of a rich history mixed with dynamic growth and a vibrant community.

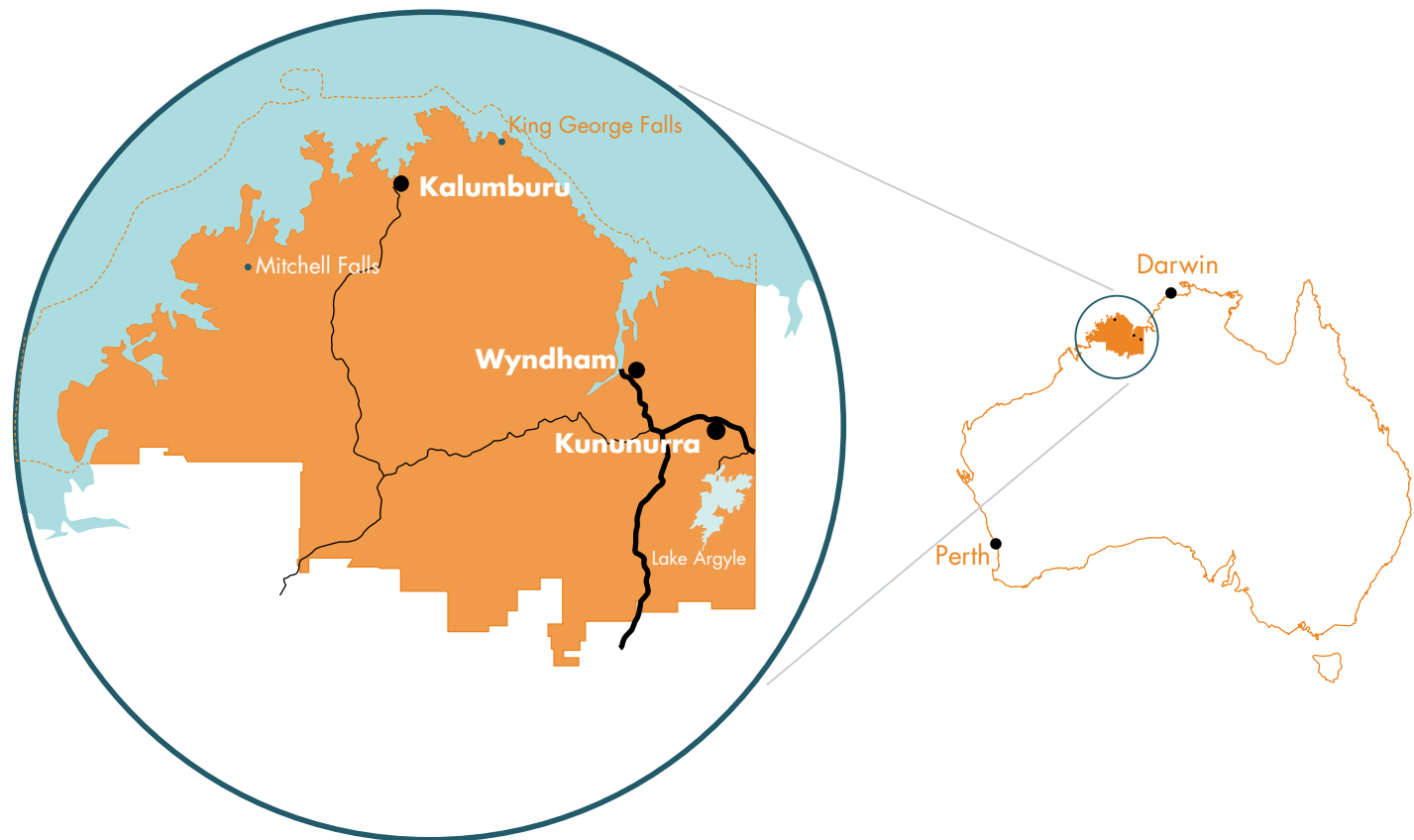


Figure 1: Profile map of the Shire of Wyndham East Kimberley

Kununurra

Kununurra was developed in the early 1960s to service the construction of the Ord Irrigation Scheme. The town has seen the transformation of ancient river plains into one of Australia's most diverse and productive agricultural areas. Harnessing the mighty Ord River opened up the area to horticulture, aquaculture, eco-tourism and agri-tourism. From its beginnings as a service town for workers, Kununurra has grown to a population of about 6 000 and is home to most of the Shire's residents.



Wyndham

Wyndham is Western Australia's most northern town and the second largest town in the Shire. It is a small town with a population of just 1000, but Wyndham was once a bustling town that grew with the discovery of gold at Halls Creek. The Wyndham Port was established at the base of the Bastion Range in the 1880s and today provides for the state ship service, the import of fuel, ammonium nitrate and general freight and the export of iron ore, nickel and live cattle. It is also a popular stop over for cruise ships.

Smaller Communities

The Shire includes a number of small Indigenous communities, such as Kalumburu and Doon Doon. During the wet season (October to May) many residents move to the larger towns to be closer to family members when flooding isolates their communities.



The Planning Process

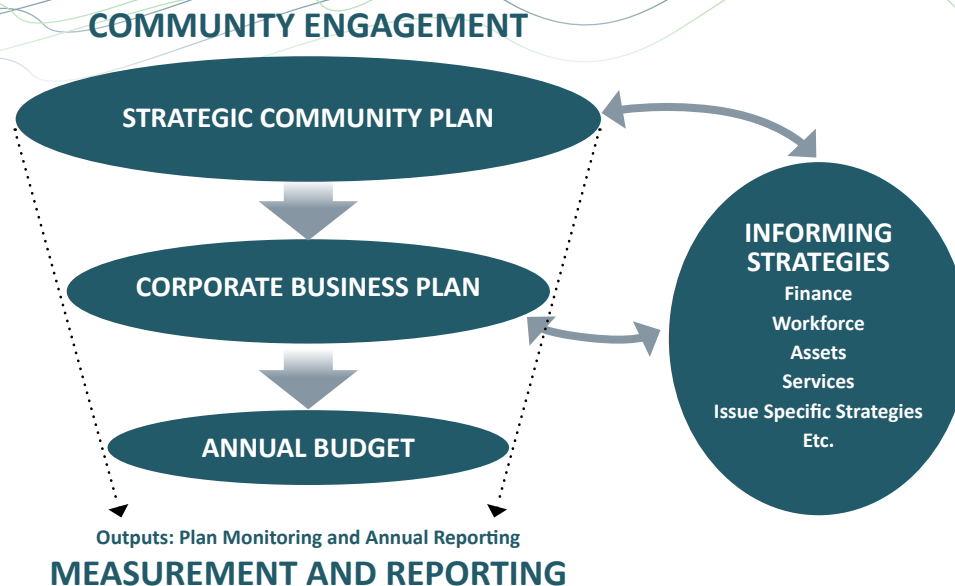
What is this plan about?

The Strategic Community Plan is a high-level plan that identifies the Shire's and the community's vision for its region for the next 10 years. It is a 'whole of community' plan that is not just about what local government can do for its constituents, but what can be achieved through working in partnership with a wide range of stakeholders and all levels of government.

Why is this plan important?

The purpose of this plan is to:

- set a direction for the community for the next 10 years and help it to achieve its priorities and aspirations
- begin a process of continual improvement in engagement by the Shire that will make for more robust decision making
- guide the development of the Shire's corporate business plan to inform decisions made by Council over the next 10 years
- complement, guide and inform the Council's other strategic planning systems and decision making, such as Planning Schemes

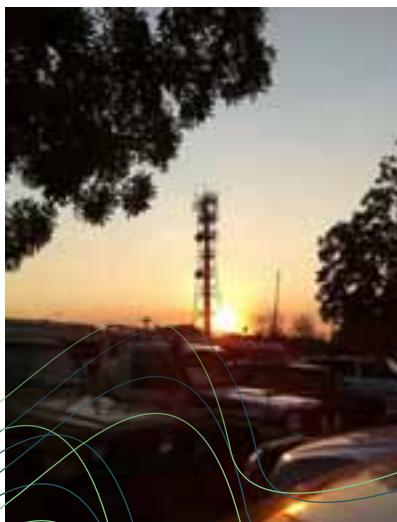


What is the Integrated Planning and Reporting Framework?

The Strategic Community Plan is the foundation document that determines the Shire's activities and direction over the next 10 years. It is supported by a long-term financial plan, an asset management plan and is the key driver for the Shire's Corporate Business Plan. These plans determine annual budgets and resources.

The Shire directly contributes to fulfilling the community's vision by providing services and infrastructure and facilities. It indirectly plays the role of facilitator or advocate. A range of other organisations and groups including the private sector, Aboriginal trusts and corporations, government and non-government organisations can work with the Shire to deliver other projects and programs that help achieve the community's vision.

The Shire of Wyndham East Kimberley Plan for the Future 2008–2010 (extended to 30 June 2013) provides a good foundation for the Shire's future directions. Many of the goals and objectives in that plan were also identified as priorities through the community engagement process.



SHIRE PROFILE

Environment

The East Kimberley's natural environment is blessed with an abundance of water, rugged landscapes, unique Boab trees, glorious sunsets, distinct wet and dry seasons and bio diverse flora and fauna. There are vast expanses of open space, spectacular gorges and waterfalls. The climate is described as arid tropical. The weather is warm and crisp in the dry season (winter) and hot, humid and wet in the wet season (summer). Rainfall can be localised and averages vary from 800 – 2 000 mm per year.



Economics

The damming of the Ord River created Lake Kununurra and Lake Argyle which provide a permanent water supply for 14 000 hectares of fertile farm land as part of the original Ord Irrigation Scheme. The more recent \$322 million, government funded Ord East Kimberley Expansion project has seen this area grow by another 8 000 hectares to a total of 22 000 hectares for irrigated agricultural land.

The resource sector plays a big part in the local economy, particularly the Argyle Diamond Mine, Kimberley Nickel Mine and more recently, the Rydges Iron Ore mine.

The Shire is geographically closer to Asia than the Western Australia capital, Perth. Its close proximity to the major northern port of Darwin makes it more economically viable to export Shire products to Asian markets through Darwin than within Western Australia. Recent growth in mineral and live cattle exports have also generated growth at Wyndham Port.

The Shire also attracts many tourists. In 2008, the tourism industry was valued at \$92 million, with multiplier effects valued at approximately \$145 million (KPP, 2009).

Social

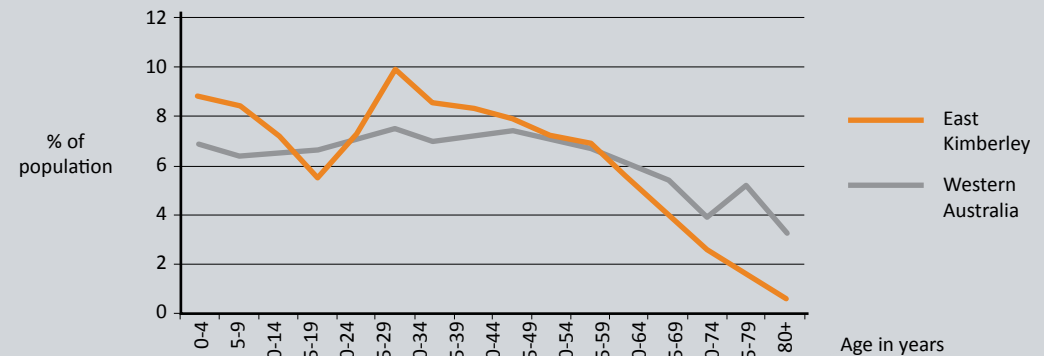
The Shire's estimated population is 7 799 (Australian Bureau of Statistics (ABS), 2011) however it can grow to 10 000 people in the dry season. Indigenous people make up approximately 38 per cent of the population. (ABS, 2011).

The Indigenous population is relatively young which significantly contributes to the Shire's low median population age of 31 years (in contrast to Perth's 36 years). There is a large decrease in population aged 15–19 years as young people move away from town to go to high school, which is typical for regional and remote locations.

The Shire has a transient population with a big proportion of visitors and temporary residents. The demographic changes significantly between the wet and dry seasons. Short-term visitors and tourists boost population numbers during the dry season (May to October) whilst access to Indigenous communities is often difficult in the wet season (November to April) temporarily boosting the transient population in towns.



Figure 2: Age of Kimberley residents v Age of WA residents (ABS, 2011)



Social and lifestyle challenges

The Shire of Wyndham East Kimberley is booming. The \$512 million invested in the Ord East Kimberley Expansion Project and the East Kimberley Development Package has grown infrastructure and services over the last five years. The growth is likely to continue with the imminent release of more irrigated agricultural land and mining projects on the horizon. However, this investment also brings with it some risks and challenges:

Cost of living:

Living costs have increased substantially since 2001 with the median price of rent increasing by 166 per cent since 2001 and the median monthly mortgage repayment rising by 237 per cent (ABS, 2011). Freight costs have also increased, making it harder for residents to make ends meet.

Infrastructure:

Many of Kununurra's roads and drains have reached the end of their practical life and will require expensive reconstruction. They were not built well when the town was first developed. This will consume much of the Shire's allocated budget for infrastructure. The community identified infrastructure issues as some of their highest priorities through the consultation process.



Attraction and retention of key workers:

Attracting and retaining key workers is a big challenge for all employers in the East Kimberley. Some of the issues that affect staff retention are the high cost of living, remote location and, for families, limited schooling options. Statistics show the population has a disproportionately low number of teenagers between 15 – 19 years, which indicates that many families leave town when their children reach high school age. This means that there is diminished demand for facilities and services for this age group, so those that do stay in town find there are limited entertainment options. The same can be said for retirees. Statistically, there are very few 'over 50s' in the region, because they are choosing to retire elsewhere.

The gap between non-Indigenous and Indigenous residents

Many Indigenous residents continue to experience social disadvantage, particularly in health, education and employment outcomes. The Federal and State governments, along with some philanthropic organisations, operate programs in the Shire. Feedback from residents emphasised their desire to 'close the gap' between Indigenous and non-Indigenous life experience.

Opportunities

The community engagement process has highlighted opportunities for the Shire to respond to the community's key issues, including:

- greater opportunity to work in partnership with different levels of government – to facilitate discussion and to avoid duplication
- to promote racial harmony and address key social issues
- to enhance and build upon what residents feel are the East Kimberley's most attractive attributes
- build vibrancy and connectedness in our main town centres
- to ensure that new facilities are able to serve multiple purposes and are budgeted in consideration of expenses for their whole of life cost



- to improve educational opportunities that will have long-term benefits for the region including the availability of locally trained employees
- to seek opportunities for grants by working collaboratively with other agencies and organisations
- the potential to extend the runway at the East Kimberley Regional Airport in order to increase competition and therefore reduce airfares.



COMMUNITY ENGAGEMENT

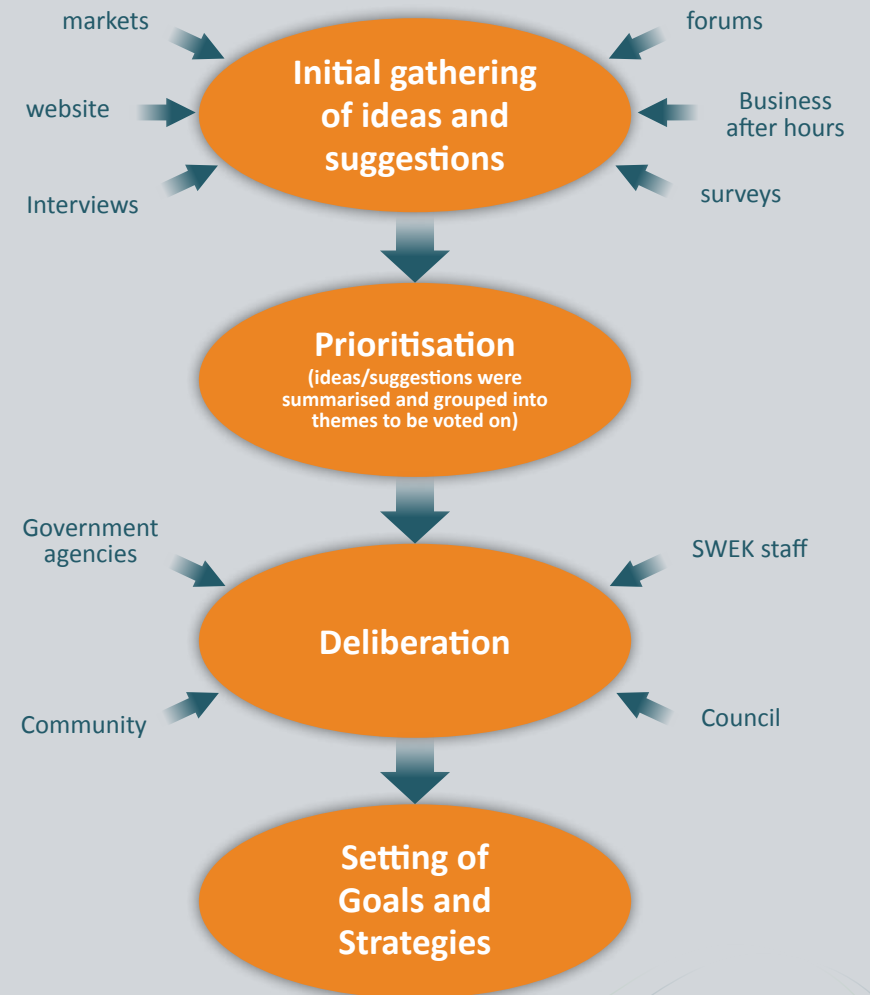
In May 2012, Council adopted a Community Engagement Strategy. As part of the strategy, Shire staff were trained on best practice techniques to engage with the community to gather their views about what should be included in the Plan. Over 2500 community members provided feedback through:

- yoursayswek web forum
- Facebook
- community survey
- consultation stalls at community events
- Open houses and community workshops
- face to face meetings
- deliberative forums

More information about the methodology used in the SWEK Community Engagement process is in a separate document titled *Creating a Strategic Community Plan – The Community Engagement Process and Results*. The diagram here shows a summary of the process:



Figure 3: Community Engagement Process



COMMUNITY ASPIRATIONS

Initial information gathering.

The consultation process started with collecting ideas and suggestions from the community in a variety of different ways. We gathered information at Business After Hours, through printed and online surveys, community forums held in Wyndham and Kununurra, and information stands at Wyndham Supermarket, Kununurra markets, community libraries and at events such as Five Rivers Picnic day and the 'Pindan kids love books' book launch.

Some of the comments received during the initial information gathering process are listed here:



What we love ... We love the East Kimberley's natural landscape and beauty. We value opportunities to camp, fish and enjoy its open spaces and rivers. We enjoy the relaxed lifestyle and the strong sense of community, perhaps because the towns and communities are small.

"The weather is so beautiful at the moment it makes me want to get out and enjoy the amazing environment we are blessed with here in the Kimberley. I would love to see more walking trails along the Kununurra Foreshore and footpaths that link the town and Lakeside to the water so that I can walk along the lagoon and lake."

What we would like to change ... we would like affordable housing options and less litter around town. Cheaper flights and moving to the NT time zones would make our lives easier. We would like to see more rural and waterfront land release. We need to make our streets safer and encourage greater integration between different community members. We would also like to experience less racism in our community.

"I would like to see a better quality of education for children, safe houses for kids to go to and better quality services. We also need to retain good, dedicated, qualified staff in order to move forward in many areas of this community"

We would like to see more ... recycling, well linked bike and footpaths and walking trails and better maintained roads.



Key issues for agencies:

The Shire also asked other government agencies and organisations to fill out surveys about issues that they are facing, projects that they are working on and opportunities to collaborate on activities and challenges.

Feedback suggests that agencies, business and the Shire share common challenges, mostly due to the region's remoteness and the high cost of living. They also identified opportunities to share information more frequently and in a structured way, and to work more closely on projects for the community's benefit.



Challenges identified by agencies included:

- staff recruitment and retention
- cost of housing and land availability
- seasonality, particularly where it impacts on access and mobility throughout the region
- cost of developing commercially viable residential and light industrial land
- reducing duplication of effort
- working together collaboratively.



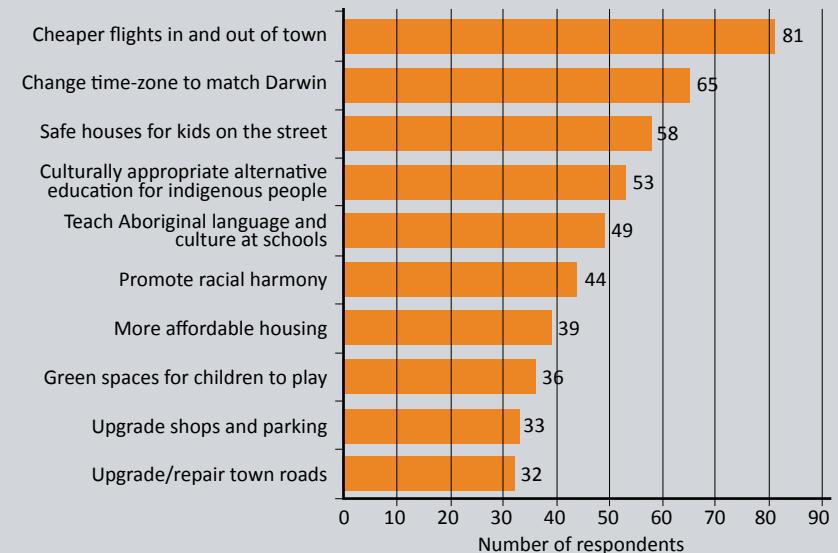
Prioritisation:

Key themes emerged during the consultation process, so the Shire collated the feedback under those themes. They were:

- look and feel of towns
- shire facilities and services
- environment and lifestyle
- our economic future
- our educational future
- other.

The Shire asked the community to prioritise the ideas within each theme by voting at the Wyndham supermarket, Kununurra markets, Kununurra Community Library and Wyndham Youth Services and online through the 'YourSaySwek' website. The top 10 priorities identified by the community are shown in the following graph.

Figure 4: Top 10 priorities for East Kimberley residents identified through prioritisation phase.



Deliberation:

The Shire held two deliberative forums following the prioritisation phase. The first brought government agency representatives together and the second was a community forum that included representatives from sporting clubs, schools and community service providers. Attendees prioritised actions for the Shire to either lead, to work in partnership with another agency, or to advocate.

Outcomes from the deliberative forums are recorded in the *Creating a Strategic Community Plan – The Community Engagement Process and Results*.



OUR STRATEGIC DIRECTION

The early stages of consultation generated many ideas and suggestions from the community. The Shire Councillors held a workshop to consider all feedback before this plan was developed.

Vision and Mission

Vision: For the East Kimberley to be a thriving community with opportunities for all.

Mission: To enable the East Kimberley to develop in a manner that will achieve social, cultural, economic and environmental benefits for all.

The following objectives, goals and strategies have been set by the Shire and will set the basis for the Corporate Business Plans, Asset Management Plans and Long Term Financial Plans for the next 10 years.

Goal 1: Strong leadership and governance that underpins a more strategic approach to community engagement, regional development and organisational sustainability

It was clear throughout the community engagement process that the citizens of the East Kimberley want improved two way communications with the Shire, where community have the opportunity to be actively involved in Council planning and decision making.

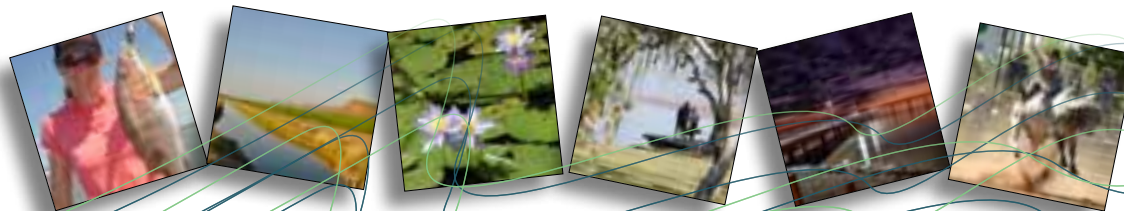
Opportunities to work more strategically and efficiently between organisations, community groups and government departments at a local and regional level will increase the financial viability of shared services, projects and programs as well as promote cross cultural and community harmony.

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.

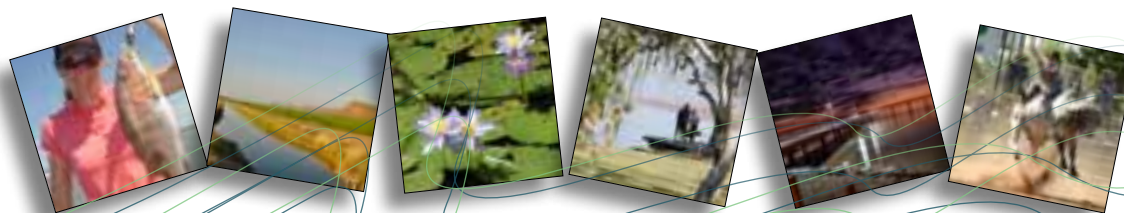
The Shire is committed to being a transparent, accountable and financially viable organisation that delivers improved services to its community thereby ensuring a long term sustainable future.

The community said:

- Promote the interests of the community in other decision making organisations e.g. State and Federal government departments
- Keep the community informed about upcoming projects and activities
- Develop relationships and consultation processes with Aboriginal groups at a regional level
- Form a multi-agency forum to oversee land release and zoning
- The Shire to have a greater involvement and say in government activities and programs that affect residents
- We need better communication between Council and the community.



Objective		Strategies
1.1	Strong community engagement	1.1.1 Investigate and implement options to encourage and integrate community input in Council planning, policies and decision making
		1.1.2 Improve planning processes to ensure broader engagement and identification of relevant issues from all parties
1.2	Alignment of regional and local priorities with other agencies and community groups	1.2.1 Work collaboratively with agencies for forward planning and to expand opportunities and to reduce wastage and duplication
		1.2.2 Work collaboratively with the other Kimberley Shires to create and manage regionally beneficial projects
		1.2.3 Promote the colocation of community facilities and sharing of resources among community groups
1.3	Advocacy of East Kimberley issues and opportunities at regional, state and national levels	1.3.1 Actively provide input to decision making at the Regional, State and Federal levels on behalf of the community
		1.3.2 Actively participate in the review and implementation of municipal services to remote and Aboriginal communities
1.4	Business innovation, efficiency and improved service	1.4.1 Ensure legislative compliance and follow best practice principles in planning and service delivery
		1.4.2 Improve the efficiency and productivity of Shire services
		1.4.3 Maintain Council's long term financial viability
		1.4.4 Deliver cost effective and efficient corporate services
		1.4.5 Attract and maintain a skilled, motivated and professional workforce



Goal 2: Greater returns from regional investment to ensure sustainable provision of appropriate physical and social infrastructure

The East Kimberley is fortunate to have many thriving economic drivers including mining, agriculture, industry and tourism. The protection, promotion and expansion of these diverse economies foster economic resilience and therefore long term sustainability. The community would like to see greater local returns for the increased investment in these economies.

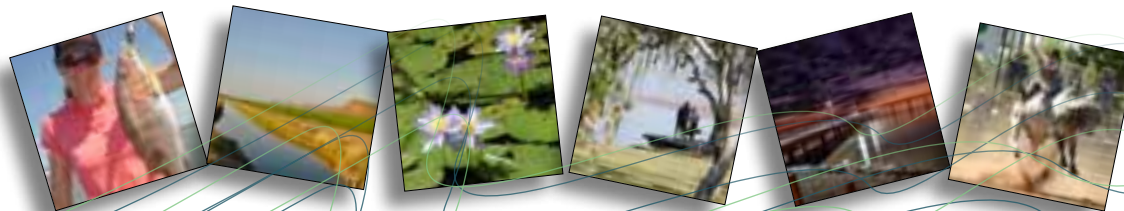
The Shire of Wyndham East Kimberley recognises that it is important to be able to maintain infrastructure and services to its residents and therefore, rather than focusing on new assets that can be built or developed, the focus needs to shift to repairing and renewing existing infrastructure.

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 throughout the engagement process.

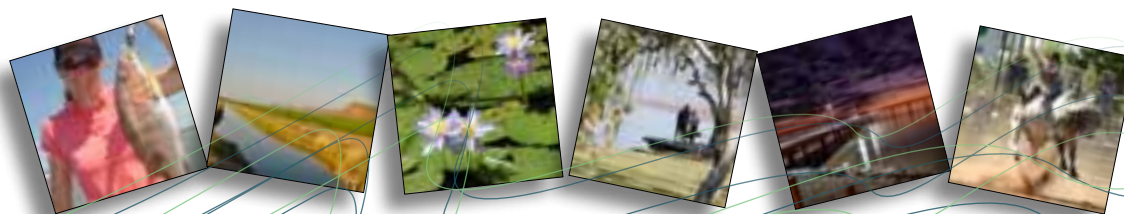
The community said:

- Give us cheaper flights in and out of Kununurra
- We need more affordable and appropriate housing
- We want better transport options
- We want better education options

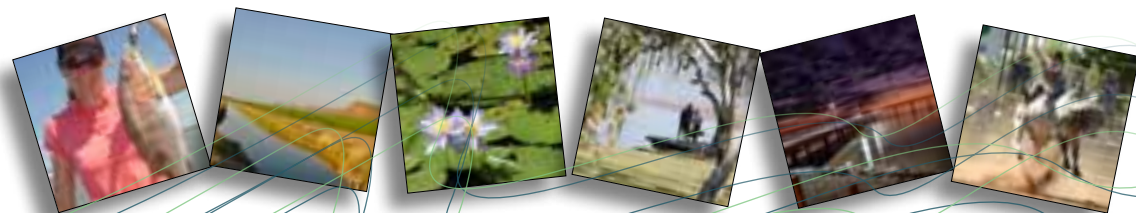
Objective		Strategies	
2.1	A highly valuable East Kimberley economy that maximises social benefits	2.1.1	Encourage a mix of businesses that meet community needs
		2.1.2	Promote and support major events that benefit locals and attract visitors to the area



Objective		Strategies	
2.2	Maintenance of economic diversity and greater community returns from investment in the region	2.2.1	Promote the expansion of residential and industrial land
		2.2.2	Support agricultural opportunities
		2.2.3	Advocate for improved availability of adequate water resources
		2.2.4	Enhance and expand tourism opportunities in the East Kimberley and improve access to significant tourism destinations
		2.2.5	Advocate for improved telecommunications and internet services
		2.2.6	Support local initiatives that promote entrepreneurial activities and a greater diversity of industries in the East Kimberley
		2.2.7	Advocate for a range of affordable housing options and styles that cater to a broad market including key worker housing
		2.2.8	Support and advocate for further development of the East Kimberley regional airport to attract more aircraft and greater competition
		2.2.9	Lobby for improvements to transport infrastructure, particularly for heavy haulage and shipping
		2.2.10	Provide growth management plans that identify and guide decision making for potential population growth scenarios
2.3	Facilities are appropriate for their intended purpose and factor in whole of life costing and maintenance	2.3.1	Manage and maintain assets in a strategic and cost effective manner
		2.3.2	Plan, design and budget for sustainable infrastructure



Objective		Strategies	
2.4	High standard of health and community facilities and services available to all residents	2.4.1	Advocate for improved health and community services
		2.4.2	Ensure community compliance with Environmental Health regulations
		2.4.3	Support early childhood and family support services
		2.4.4	Provide an environment where youth are empowered to develop their potential
2.5	East Kimberley residents have access to a broad range of educational opportunities	2.5.1	Support initiatives aimed at enhancing the range of educational programs offered at Years 11 and 12
		2.5.2	Advocate for the introduction of culturally appropriate alternative education for Indigenous people
		2.5.3	Advocate for the establishment of more school based apprenticeships
		2.5.4	Encourage activities that promote adult educational opportunities including family support and life skills programs



Goal 3: Protection and Enhancement of lifestyle values, community facilities and the environment to provide safe and inviting communities.

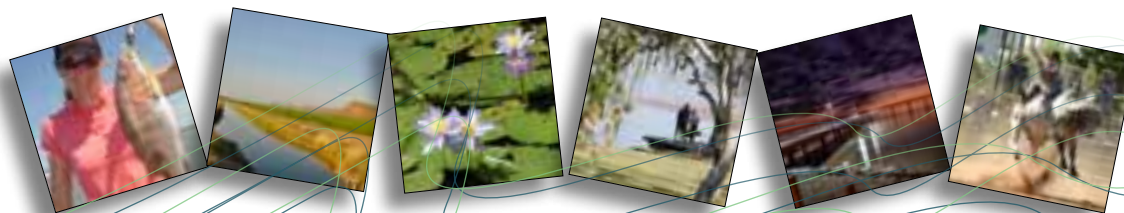
The spectacular natural environment and relaxed lifestyle of the East Kimberley are the main reasons that people love living in this part of the world. It is important that a balance is maintained so that the region is able to grow and thrive without compromising these lifestyle benefits.

The citizens of the East Kimberley are a socially responsible community but the urban environment within towns requires some improvement for the community to feel safe and enjoy clean streets and a vibrant community spirit.

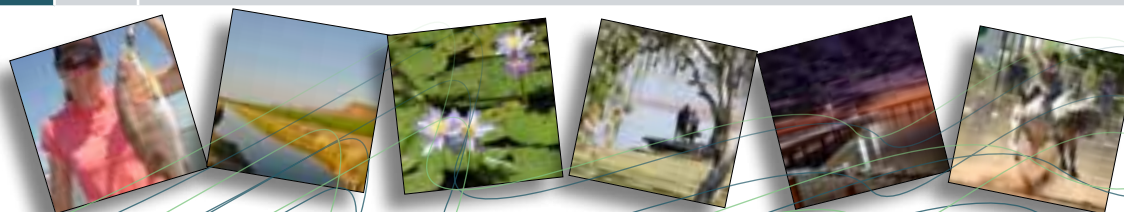
The community said:

- Protect our lifestyle values
- Make towns safer and more inviting
- Promote racial harmony
- Beautify towns
- Give us more access to the foreshore

Objective		Strategies
3.1	A broad range of lifestyle opportunities and activities are available for East Kimberley residents	3.1.1 Support activities that promote volunteerism and active participation in community events and programs
		3.1.2 Promote a greater range of cultural and art activities
		3.1.3 Support the community by providing access to local funding and sponsorship opportunities
		3.1.4 Facilitate activities that link communities
3.2	Waste management and protection of environmental values	3.2.1 Provide an integrated approach to waste management that includes waste minimisation strategies
		3.2.2 Ensure energy efficiency and low carbon options are used to reduce the Shire's energy costs and carbon footprint.



Objective		Strategies	
3.3	Towns are safe and inviting for locals and tourists	3.3.1	Improve streetscapes in town and urban centres incorporating public art and designing out crime principles
		3.3.2	Promote greater vibrancy and activity within town centres, particularly through a mix of restaurants and accommodation
		3.3.3	Ensure adequate street lighting
		3.3.4	Ensure a well-connected and maintained network of shared paths
		3.3.5	Provide for adequate public parking areas that meet demand, including for long vehicles
		3.3.6	Collaborate with Police and other agencies to review and make recommendations with regard to improved safety and reduced vandalism in towns
		3.3.7	Develop design guidelines for main commercial areas and the development of new buildings that reflect the character of the region
		3.3.8	Ensure quality, consistent and responsive development and building assessment approval processes and enforcement
		3.3.9	Provide animal control in accordance with legislative requirements
		3.3.10	Adopt a partnership approach for emergency and fire management planning, preparedness, response and recovery
3.4	Protection and enhancement of community facilities	3.4.1	Manage, maintain and upgrade public parks and amenities to ensure they meet community need and are accessible to people of all ages and abilities
		3.4.2	Consider cultural values in all planning and design phases
		3.4.3	Ensure Shire facilities are planned and managed to meet community needs
		3.4.4	Provide and support an effective range of sport and recreational services and facilities including a new leisure centre and aquatic facility in Kununurra
3.5	An active lifestyle is encouraged and promoted, particularly outdoors	3.5.1	Promote an increase in the number of public events, particularly outdoor events and those for youth and which promote cultural diversity
		3.5.2	Encourage cooperation between sporting groups and assist them in building capacity
		3.5.3	Increased access to the lake, gulf and rivers, including boat ramps, according to demand usage and safety considerations



Regard to current and future resource capacity

The following key drivers of community and economic development for the 10 years to 2022 have been identified:

- Agricultural industry – Ord Stage 2 and 3
- Resources sector – mining, niche mining, petroleum
- Construction – linked to agriculture and resource development
- Government services
- Tourism sector – adventure and cultural tourism

Financially, income has been reducing. Income for 2010/11 was \$10,226,735 compared to \$8,776,039 in 2011/12 even after a rate increase of 5.5%. This is largely attributed to a decrease in the Federal Government 'economic stimulus' grants income.

Operating and non-operating grants, subsidies and contributions made up 37% of the Shire's income in 2011/12. In 2012/13 the Shire has also experienced an approximate reduction of 11% (\$369,481) in Commonwealth Financial Assistance Grants along with a further reduction of \$345,863. The Shire has been informed that for the 2013/14 financial year it can expect a further decrease of 10.6% (\$310,000) in Financial Assistance Grants.

In addition, the East Kimberley Development Package saw a large injection of funding into Shire managed projects in previous years. This funding gave a skewed income picture and with these projects now completed income has reduced and the Shire must now budget for the ongoing maintenance and future renewal of those assets as well as for recurrent expenditure and for the maintenance of new staff positions created.





In terms of asset renewal and asset maintenance, the Shire has an infrastructure funding gap in the order of \$8.230m/annum. This would require a rate rise in the order of 100% but obviously this is not sustainable for the community. Another major issue for the Shire is waste management and compliance with State / Federal Government standards and conditions. The Shire's recently developed informing Waste Strategy has identified major funding required for future landfill decommissioning (Kununurra) and establishment of a new landfill for Kununurra and extended site boundaries for Wyndham. The Shire will consider, service levels, infrastructure rationalisation, fees and charges etc. to try and reduce future large rate rises.

Of the identified top ten priorities from the community that the Shire has the greatest direct influence over is green spaces for children to play in and upgrade/repair town roads. The Shire has some influence over upgrades to shops and parking, more affordable housing, safe houses for children on the street, promote racial harmony and cheaper flights in and out of town. The Shire has little influence in changing the time zone to align with Darwin or to directly provide culturally appropriate alternative education for indigenous people, or to teach Aboriginal language and culture at schools. However it is acknowledged that the Shire can partner with other more direct stakeholders in these issues to advocate for change.

Performance Management

Goal 1: Strong leadership and governance that underpins a more strategic approach to community engagement, regional development and organisational sustainability

Objective		Performance Measures
1.1	Strong community engagement	Community satisfaction with Council’s engagement and communication with the community
		Number of Facebook hits, number of website hits, number of advertisements, and number of media releases
1.2	Alignment of regional and local priorities with other agencies and community groups	Council representation on committees
		Contribution to the Working in Partnership group
		Shire representation on other agency groups such as Alcohol Accord
1.3	Advocacy of East Kimberley issues and opportunities at regional, state and national levels	Number of meetings held with visiting State and Federal government officials ie ministers
		Input provided to State and National plans, strategies and policies released for comment and WALGA info notes
1.4	Business innovation, efficiency and improved service	Community satisfaction with customer service
		Number of complaints received
		Operating surplus ratio
		Debt service coverage ratio
		Reduced staff turnover

Goal 2: Greater returns from regional investment to ensure sustainable provision of appropriate physical and social infrastructure.

Objective		Performance Measures
2.1	A highly valuable East Kimberley economy that maximises social benefits.	Council's support for community events
		Business support for community events
2.2	Maintenance of economic diversity and greater community returns from investment in the region.	Number of building (commercial/industrial/residential) approvals
		Value of building (commercial/industrial/residential) approvals
		Small to medium enterprise sector supported through events and agency collaboration
2.3	Facilities are appropriate for their intended purpose and factor in whole of life costing and maintenance.	Asset consumption ratio
		Asset sustainability ratio
		Asset renewal funding ratio
2.4	High standard of health and community facilities and services available to all residents.	Community satisfaction with access to adequate health and medical facilities
2.5	East Kimberley residents have access to a broad range of educational opportunities.	Community satisfaction with access to adequate educational facilities

Performance Management

Goal 3: Protection and Enhancement of lifestyle values, community facilities and the environment to provide safe and inviting communities.

Objective		Performance Measures
3.1	A broad range of lifestyle opportunities and activities are available for East Kimberley residents.	Community satisfaction with Council owned boat ramps, parks and gardens, condition of rural roads and access to Lake Kununurra
3.2	Waste management and protection of environmental values.	Percentage of community waste diverted from landfill Community satisfaction with domestic waste collection Achievement of Statutory requirements Active local bush fire brigades
3.3	Towns are safe and inviting for locals and tourists	Community perception of safety and security in public places Number of offences against public property Use of Streetscape plans that incorporate Designing Out Crime Principles
3.4	Protection and enhancement of community facilities.	Community satisfaction with community facilities
3.5	An active outdoor lifestyle is encouraged and promoted.	Community satisfaction with council owned recreation facilities including pathways

Monitoring and reviewing the plan

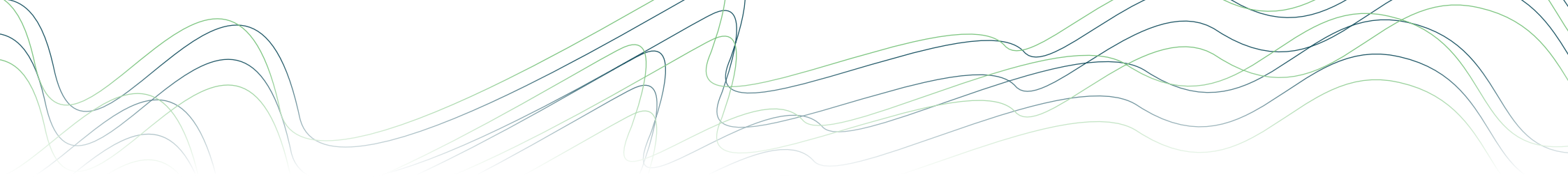
The Shire can amend the Strategic Community Plan when and if circumstances change. It must remain relevant to the community that it serves.

The Integrated Planning and Reporting Framework prescribes that, as a minimum, the Shire and community conduct a desk-top review of the Strategic Community Plan every two years. However, ongoing input and contributions from the community are encouraged and can be provided via the Shire of Wyndham East Kimberley email: mail@swek.wa.gov.au or in person at the Shire offices.

A full review and renewed long term visioning process will be conducted every four years. This will ensure that community priorities and aspirations are kept up-to-date and remain relevant.

Community are encouraged to continue to make suggestions and improvements throughout the life of the plan and these comments will be collated and used in the desktop reviews every two years. Any letters or emails from the community with concerns or suggestions about any aspect of the plan will also be collated to help inform future directions for the Shire.





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