



STRATEGIC COMMUNITY PLAN 2013 - 2023

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**Document prepared by: Solum (2013)
Document 1st 4 Year review by Council (April 2017)**

Our Community Vision

A healthy, harmonious and progressive community where all people are willing to contribute and enjoy opportunities to be successful

1. Introduction

Our Council Vision

A professional and progressive organisation where people enjoy working together to serve the community.

Our Mission

To sustain, improve and develop the Kulin region through the provision and facilitation of infrastructure, services and opportunities for businesses and quality of life for residents.

Our Values

We will conduct our business with;

Respect

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations, pride and passion of the community, and what the community does for itself
- Caring for each other, encouraging growth and recognising accomplishments and diversity

Inclusiveness

- Be receptive, proactive, have a 'can do' attitude and be responsive as an organisation
- Exist to help a community that has the capacity for participation, cohesion and initiative
- Demonstrate leadership by promoting Council and community collaboration

Fairness and equity

- Maintain a 'whole of Shire' outlook, but recognise that each community is unique and likely to have variations of their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way recognising and considering need

Communication

- Create vision and opportunities for consultation with the broad community
- Demonstrate positive leadership by promoting Council and community teamwork

2. Our Shire

The Shire of Kulin covers an area of 4,790km² in the Wheatbelt of Western Australia and has a Shire population of approximately 826 (ABS, Census, 2011). The Shire comprises of five townsites, those being Dudinin, Holt Rock, Pingaring, Jitarning and Kulin.

- The Shire includes 300 km of sealed roads and 1,304 km of unsealed roads
- The total number of dwellings within the Shire is 441
- Within the Shire there are households with 46.5% being family households with children, 46.5% couples with no children and 5.3% one parent families
- Median weekly income \$918
- Median age in the Shire is 41yrs
- Key industries include cereal, sheep, transport, engineering, government services and organisations as well as retail.

(ABS, Census, 2011)

Dudinin

Dudinin is located 37kms south of the Kulin town site. It was developed as a result of the railway line construction and it's Aboriginal name means 'place of much water'. It has a tennis club, cemetery, wheat bin, hall, and public toilets.

Holt Rock

Holt Rock is located 149km east of Kulin, in the eastern point of the Shire. It is situated between Hyden (Shire of Kondinin) and Varley (Shire of Lake Grace). The town is named after the nearby geographical feature that was named by the explorer Frank Hann in 1901. Holt Rock has a wheat bin.

Pingaring

Pingaring is a small town in the Shire of Kulin, it also falls in the Shire of Lake Grace. The name of the town is the Indigenous Australian name of a nearby spring that was first recorded by surveyors in 1926. Pingaring has a wheat bin, general store, agricultural supplies, golf course, hall, public toilets and community centre.

Jitarning

Jitarning is located 22km south west from Kulin and was proclaimed a town in 1917. It has a hall and a wheat bin.

Kulin

Kulin is located 281kms east of Perth and is the main town site of the Shire of Kulin. It has a variety of industries and is surrounded by grain, sheep and cattle farming.

The town itself has a supermarket, post office, cafés, gift and hardware store, Community Resource Centre, hotel/motel, hairdresser, Kulin Community Bank, Police Station, Volunteer Emergency Services, You set the price caravan park, 72 Hour RV Friendly Park, transport, earthmoving and numerous agriculture related businesses, mobile mechanics, beautician/masseuse, plumber, gasfitters, builder, pest control services, liquid waste disposal services, disc jockey, plant nursery, cake/caterer, real estate agent and airstrip. There is mobile phone coverage with ADSL internet and NBN available.

Camp Kulin is a nationally and internationally recognised innovative program which offers activities for children living in the Wheatbelt, general camps open to any child in WA, scholarship camps for

children affected by childhood trauma, corporate programming, school excursions and school camps. Camp Kulin employs 3 full time staff members and runs the camp program through the use of volunteer Camp Councillors.

Kulin boasts great recreation facilities including the Freebairn Recreation Centre which hosts a 13 rink bowling green, football, hockey, cricket, tennis, netball, gym, basketball and badminton. Kulin has a skate park, an 18 hole golf course and an Aquatic Centre with a 172m water slide which also hosts vocational swimming lessons, an Amateur Swim Club and a family recreation space.

The Shire has a range of community organisations, including but not limited to the progress group Cultivating Kulin, Kulin Bush Races, Lions Club, AOOB's, Kulin Arts, The Kulin Museum Society (Butler's Garage), CWA and Girl Guides.

Shire of Kulin administration, Community Resource Centre, Visitor Centre, Medical Centre and Council Chambers are co-located on Johnston Street. Services include visitor servicing, meeting rooms, training and conferencing facilities, community information and support, business services and Government Access Point including Centrelink .

The Kulin Medical Centre has a General Practitioner visiting Tuesdays and Fridays. Health nurses provide an outpatient clinic between the hours of 9am and 11am Monday to Friday. The nurses offer a service that includes dressings, blood pressures, minor medical assistance, taking bloods and sending them for pathology testing, assisting the Doctor with minor procedures, provide client assessment and referrals to Primary Health Services and assessing clients who require Extended Care Services. The Nurses also coordinate the Aged Care Services (HACC) for the Shires of Kulin and Kondinin. The Health and Medical Centre hosts visiting doctors and primary health services including the speech therapist, infant health care, and telehealth facilities.

There are a variety of tourism experiences in the Shire, including, but not limited to the Tin Horse Highway, Kulin Museum Society (Butlers Garage), Visitor Discovery Zone (including Kulin Bush Races Giving Trail, War Memorial, picnic shelters & BBQ's, playground and skate park), Macrocarpa Trail and Reserve, Jilakin Rock Reserve and Buckley's Breakaway.

The Shire is well supported with accommodation at the 'Pay as you Like' Caravan Park, Motel/Hotel and Bed and Breakfast. The heritage listed, inter war stripped classical town hall is an excellent example of well-known architecture.

Kulin has a Child Care Centre, Library, Kids Club/Playgroup, Kulin P & C and Toy Library. The Kulin District High School is an independent public school and offers classes up to Year 10. It plays a key role in educating youth in the Shire and surrounding Shires.

Kulin has a high standard of living for seniors with 10 rental retirement homes and 3 lease for life units in town, supported by Home and Community Care (HACC), Kulin Quilters and Kon/Kul Cats Seniors Group for recreation, culture and leisure pursuits.

2.1 What we do

The Shire of Kulin is a local government body established under the Local Government Act to deliver services and infrastructure to its communities. The roles and responsibilities of Local Government differ across the state, but the Shire of Kulin actively services its community in a variety of ways namely:

- Infrastructure and associated services, including local roads, footpaths, drainage, waste collection and management
- Provision of recreation facilities, such as parks and gardens, sports fields, golf courses, swimming pools, Recreation Centres, Town Halls and caravan parks
- Care of the environment
- Health services such as water and food inspection, toilet facilities, noise control and animal control
- Community services, such as child care, aged care and accommodation, community care, community transport, emergency services and welfare services
- Building services, including inspections, licensing, certification and enforcement
- Carrying out government and private sector works,
- Tourism promotion and development
- Access to land, planning and development approvals,
- Administration of facilities, such as airstrips, cemeteries and street parking; cultural facilities and services, such as libraries,
- Lobbying and working with State and Federal Government, regional organisations and agencies,
- Advocating for local needs whilst operating in a regional context,
- Corporate Governance to ensure it delivers good decision making, leadership and professional management

2.2 How do we deliver it?

The Shire of Kulin has 39 employees (FTE) and 9 Councillors. Elections are conducted every two years in the month of October. Half the number of councillors are up for election each term. A full term for a council member is four years. Council meetings are held month

The Chief Executive Officer is appointed by Council to deliver upon the following areas;

- Executive Services
- Community and Corporate Services
- Infrastructure Services
- Development and Regulatory
- Strategic Projects

The Shire of Kulin has undertaken extensive community and stakeholder consultation and in association with the following Shire plans and strategies

- Community Strategic Plan
- Corporate Business Plan
- Long Term Financial Plan
- Asset Management Plan
- Workforce Management Plan

2.3 Your Councillors



Cr. Barry West
Shire President
Term Expires 2019



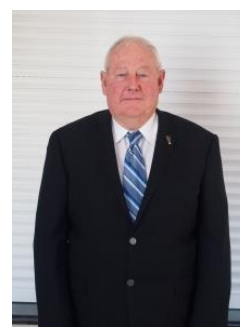
Cr. Rodney Duckworth
Deputy President
Term Expires 2017



Cr. Robbie Bowey
Term Expires 2019



Cr. Matthew Ledwith
Term Expires 2017



Cr. Haydn McInnes
Term Expires 2019



Cr. Rob O'Brien
Term Expires 2017



Cr. Grant Robins
Term Expires 2017



Cr. Brad Taylor
Term Expires 2019



Cr. Lucia Varone
Term Expires 2019

3. How to Use the Strategic Community Plan

The Strategic Community Plan is a long term plan that sets out the Council's vision and strategies to achieve it. It was originally adopted by the Shire of Kulin Council at the June 2013 General Council Meeting. Desktop reviews are undertaken every two years to ensure that the accuracy of data is maintained and updated. This is part of the WA's Integrated Planning and Reporting Framework illustrated below:



The framework aims to ensure that:

- The community is involved in significant decisions
- The organisation is focused on the right priorities
- Assets are affordable and support the right services
- The plan can be adapted while maintaining sustainability; and
- Other agencies are engaged and aligned on how to achieve better outcomes with and for the community.

3.1 Aim of the Plan

The aim of this document is to allow the whole community to share in their vision for the Shire of Kulin.

The document belongs to the community and is designed to give everyone the opportunity to participate in achieving the goals and actions set out in the Plan. The goals and actions in each of the identified focus areas reflect the words and ideas presented by members of the Shire.

3.2 What is it?

According to the Department of Local Government (WA) a Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other local government plans, information and resourcing capabilities.

The Strategic Community Plans are not static and must be reviewed regularly.

The plan:

- Establishes the community's vision for the local government's future, including aspirations and service expectations.
- Drives the development of local government Area/Place/Regional Plans, resourcing and other informing strategies, e.g. Workforce, Asset Management and Services.
- Will ultimately be a driver for all other planning.
- The integration of asset, service and financial plans means the local government's resource capabilities are matched to their community's needs.

In addition the Shire of Kulin will develop a Corporate Business Plan, designed as the single point of reference for all activities undertaken by Council during its term of office (4yrs). The Corporate Business Plan must detail the activities Council will undertake to achieve the objectives of the Community Strategic Plan.

The Corporate Action Plan (CAP) is a planning framework where the Council combines the main themes of all targeted actions from community strategic planning and supporting plans and other project and operational work into the one report. Council considers this information every two months and directs change as necessary. The CAP directly addresses the actions outlined in the Corporate Business Plan and identified projects, programs and activities that Council will be undertaking within the financial year. The CAP also allocates responsibilities for each action or set of actions and identifies suitable time measures to determine the effectiveness of the activities undertaken.

The Shire of Kulin has developed an Asset Management Plan, Long Term Financial Plan and Workforce Development Plan to support the plans above.

3.3 How did we develop it?

The Shire of Kulin Community Strategic Plan 2013 – 2023 is based on a shared vision for the Shire of Kulin local government area. The process for the creation of the Plan commenced in 2012 with an establishment of a Community Engagement Strategy and Policy, desktop study, four community meetings across the Shire, a community survey, business after hours and Council workshop.

Consideration was also given to input received during the development of the Forward Capital Works Plan 2011 – 2015 and the previous Shire of Kulin Plan for the Future 2010 - 2015.

From the information gathered, Council was able to develop an understanding of what the community identified as priorities for the Shire of Kulin. To build upon the background information, further consultations were held with the Council.

Council categorised the information into four themes; Social, Economic, Environment and Civic Leadership in line with the WA Local Government Integrated Planning guidelines.

3.4 How will we measure our success?

The Strategic Community Plan contains the goals and broad strategies related to their achievement. The Shire of Kulin Corporate Business Plan will provide further specific details and services specific to each of the goals.

Every second year the Council will review the Strategic Community Plan at Council and also release a brief report to the community on its activities and workings towards the strategic goals. Additionally, every 4 years the Council is required to undertake a review which incorporates community consultation processes.

All planning documents are available to the community via the Shire of Kulin website as well as upon request to the Shire.

Council also publishes an Annual Report detailing the achievements and activities for the year in relation to the budget, activities, goals and targets.

3.5 Challenges facing the Shire of Kulin

The Shire of Kulin faces a variety of challenges as it develops over the next 10 years. The critical challenges affecting the Shire have been identified through community engagement and Council workshop. The Strategic Community Plan will need to consider these and includes:

- The policies of all levels of government and decision making that impacts at a local level
- Uncertainty with Royalties for Regions programs as well as other grants
- Attracting funding for local projects from national, state and regional organisations who prioritise regional projects
- Attracting and retaining people, specifically young people and families as well as businesses and services into the community
- Providing and maintaining infrastructure that meets the changing expectations of the evolving community
- How to make the most of technology and be innovative
- Increasing governance and accountability
- Infrastructure, service and recurring costs
- Attracting new industry from other regions, whilst remaining competitive

3.6 Western Australian Strategic Plan Links

3.6.1 Action Agenda

The Regional Development Council released a *Regional Development Policy Framework; An Action Agenda for Regional Development* in early 2011. The Action Agenda set out the policy and project priorities that the Council identified as vital to ensuring WA regions remain places where people want to live, work and invest. There were six priorities including housing and services; employment, infrastructure and skills; health; education; social and environmental amenity; leadership and decision making. The Action Agenda is applicable to all involved in regional development. According to the Minister for Regional Development and Lands, 'The future success of rural and regional areas [in WA] will depend on attracting investors and visitors, encouraging new residents to settle, and enabling existing residents to remain' (Action Agenda, 2011)

3.5.2 Wheatbelt Blueprint

The Wheatbelt Blueprint has been developed by the Wheatbelt Development Commission and is the platform for the Region's future development. The Blueprint has four aspirations and targets - Vibrant Economy, Clever People, Liveable Communities and Valued Natural Amenity. The vision for the Wheatbelt is that "it is a key contributor to Western Australia's prosperity. The Region's prime

location, diverse economy, clever people, vibrant communities and unique natural environment offer a high quality of life and will attract global innovators and investors”.

3.7 Shire of Kulin Strategic Community Plan

The Shire of Kulin Strategic Community Plan will utilise the strategic directions of both the Action Agenda and Wheatbelt Blueprint to assist in strategic actions. The Shire of Kulin Plan will underpin itself in achieving the same objectives of the Wheatbelt Blueprint;

- **Vibrant Economy** – a diversified and adaptive economic base building on the Wheatbelt’s assets and aligned to State, National and International opportunity
- **Clever People** – Lifelong learning, highly skilled labour, innovation and leadership drive, economic growth and community vibrancy
- **Liveable Communities** – diverse, safe, healthy and resilient communities where services and infrastructure reflect the needs and aspirations of residents
- **Valued Natural Amenity** – The Wheatbelt’s unique natural amenity is valued as an asset for social, cultural and economic development for current and future generations

3.7.1 Strategic Community Plan Vision

The vision within the Shire of Kulin Community Strategic Plan is the culmination of the process of identifying current and emerging issues facing the communities within the Shire, as well as making approaches to improve the overall wellbeing of the Council area. It is a collective community vision that focuses not only on the physical infrastructure but also on the ideals of the community, way of living, doing business and the sense of community and wellbeing.

The Shire of Kulin recognises that prolonged community development comes from positive engagement with its residents and stakeholders. Conversation will form the basis from where all community engagement begins. Much of that conversation will centre around two main themes;

- What are the things that we do well and how do we achieve more of that? and,
- What are the community assets that we already possess and how can we utilise them to our best advantage to achieve the goals we aim for?

In this framework the Shire of Kulin believe that the community is best positioned to achieve its goals.

SOCIAL

OUR ASPIRATION

We seek an enhanced wellbeing and quality of life for all people who live and work in our Shire. Maintaining existing infrastructure must be balanced with the desire for the Shire of Kulin to continue to grow and expand. Our arts and culture; education; youth services; heritage; healthcare services; public health and safety; and community celebrations contribute to that wellbeing, resilience, identity and quality of life

1.1 A strong and supportive community

- 1.1.1 A recognisable identity
- 1.1.2 An inclusive, resilient and welcoming Shire

Our Actions

- Promote a consistent, positive and friendly identity in all Shire communications
- Communicate regularly to the community through an online presence, and via print media
- Generate positive media stories that promote our innovation, leadership, projects and stories
- Invite and promote the community to take a proactive role in improving the aesthetics of each town site
- Apply for funding to develop major community infrastructure projects and support relevant community orientated projects
- Provide innovative ways to actively welcome new residents to the Shire and support their involvement in the community
- Promote community services and organisations delivered by volunteers, so to a strong spirit and appreciation of volunteers e.g. Australia Day Awards, Thank a Volunteer Day
- Promote community events throughout the Shire that engages residents to connect with one and other and celebrate the diversity and friendships within the community
- Support access to cultural and artistic activities and facilities in the Shire

1.2 Connected communities through a safe and efficient transport network throughout the Shire.

- 1.2.1 All residents are able to move around the Shire in safety and with ease

Our Actions

- Update the Kulin Road Plan and review Shire roads and determine their suitability yearly (maintenance, construction, preservation, road train access and parking, materials, safety)
- Advocate for the retention and improvement of all current railway infrastructure in the Shire of Kulin
- Continue to access Black Spot Funding Program, Roads to Recovery and Regional Road Group funds
- Continue to provide access for commercial, recreational and medical organisations by air
- Continue to provide an accessible community bus service and ensure a regular public bus service to Perth is maintained
- Continue to provide bicycle and pedestrian connections throughout the Kulin town site

1.3 Accessible infrastructure and services meeting changing community needs

- 1.3.1 The current and future community retains a sense of place and pride whilst welcoming diversity and change
- 1.3.2 The community and recreation services and facilities meet the needs of the growing and active communities throughout the Shire
- 1.3.3 The community embraces and provides for older residents
- 1.3.4 Health, education and family support services that are accessible and meet community needs

Our Actions

- Develop Kulin Early Childhood Centre – co-location of early childhood facilities including Kulin Childcare Centre, Kulin Kids Club, Kulin Toy Library, Child Health Nurse and allied health professionals. This will support current families and attract young families to town
- Advocate on behalf of the communities to ensure that their needs are consistently and accurately represented at state and federal levels in regards to the allocation of services, resources and programs
- Advocate for the consistent and continually improved delivery of current and future utility infrastructure (water, sewer, gas and electricity)
- Participate in local and regional aged care accommodation options, selecting best practice for the Shire, coupled with appropriate and complementary health, recreation and community services e.g. senior citizens, frail aged care
- Provide infrastructure and services that facilitate opportunities for our older residents to remain physically and socially active, particularly those that are socially isolated, across the Shire
- Be an age friendly Shire and provide access to age friendly services and facilities. Ensure continued delivery of services such as Medical Centre clinic and health nurses, HACC located in Kulin, allied health services

1.4 A liveable and safe community

- 1.4.1 Facilitate diverse, inclusive housing options
- 1.4.2 A high standard of health services to address the needs of all sectors of the community
- 1.4.3 Provide a variety of sport, recreation and leisure services and facilities for all life stages
- 1.4.4 People are safe in their homes and in public
- 1.4.5 Opportunities for development and participation of young people

Our Actions

- Encourage the provision of affordable housing stock in the Shire of Kulin and investigate incentive or joint venture partnership arrangements to create private/community investment in quality housing
- In conjunction with other levels of Government, seek to achieve a more integrated approach to the planning and provision of core community services
- Work individually and with neighbouring Shires to attract and retain health professionals including a Doctor in the Shire for a consistent and accessible service
- Support the current level of primary and allied health services in the Shire with a view to increasing the number of services (particularly mental health services), access to them and appropriate venues for delivery
- Work with the community to maintain the Aquatic Centre and slide

- Maintain sport, recreation and leisure facilities within the Shire to accommodate for future sport, recreation and leisure needs, including the addition of outdoor gym equipment at the Freebairn Recreation Centre
- Continue to support crime prevention and the local Police service
- Develop and implement a Shire wide emergency management and recovery plan
- Encourage community participation in FESA and St John's Ambulance, work with them to educate the community on emergency service issues and procedures
- Partnerships with Kulin District High School Board and Staff to ensure young people can access quality education within the Shire
- Explore opportunities of a boarding house/private boarding accommodation to support Kulin District High School
- Local youth and family community facilities are maintained - upgrade skate park to be safer and have better design, installation of an adventure/nature playground, development of a BMX and motorbike track, mini golf course (possibly at pool for dual usage), more after school activities for local kids and development of a drop in zone
- Work with neighbouring towns to provide opportunities for youth (12 yrs – 16 yrs) to interact (a bus to transport children between towns and activities, organised activities for youth on weekends)

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ECONOMIC OUR ASPIRATION

Council seeks to proactively support and encourage balanced economic activity, while at the same time promoting local and regional economic sustainability and capacity. Opportunities to network, learn and share skills and experience through a range of local training and education pathways.

2.1 A thriving, diverse and growing economy

2.1.1 Actively support, develop and attract local and new businesses and new services to Kulin

2.1.2 Provide commercial and industrial land aligned to economic need and growth

2.1.3 Advocate for telecommunications infrastructure (mobile telecommunications, ADSL, NBN, high speed broadband) that is progressive and facilitates business growth and meets the needs of our community

2.1.4 Promote the Shire of Kulin within the Wheatbelt and on the state and national stage as a desirable place to live, work and invest

2.1.5 Development of Camp Kulin expansion

Our Actions

- Investigate the implementation of a “Skills/Employment” register and the capacity for CRC to act as an agency or an independent agency to fulfil this role
- A diverse range of commercial enterprise is actively encouraged across the Shire
- Continue to strengthen relationships within the business community (Development of Kulin Business Group, Cultivating Kulin Committee)
- Maintain a close working relationship with the business community to ensure relevant issues are monitored and where appropriate advocate to relevant bodies
- Ensure that the Shire’s economic viability and longevity is protected and advanced through cost effective land-use and development
- Investigate responsible property development e.g. common tradesperson premises
- Support partnerships within the business community and wider business sector that enhance professional development opportunities and diversify the traditional economic base
- Continue to support existing and newly established businesses within the Shire, with assistance from a ‘business networking facilitator’ such as the Wheatbelt Business Network
- Investigate partners and funding to assist business capture potential e-commerce opportunities
- Increase the support for our local businesses from the broader community through innovative enterprise initiatives and projects e.g. Shop local
- Advocate for improved technology (incl telecommunications) across the Shire, including access to high speed internet, ADSL, NBN and mobile coverage to help us be innovative and efficient in our business
- Camp Kulin expansion (including Camp Kulin Charities Inc) to be developed and implemented

2.2 A positive visitor experience

2.2.1 The Shire's capacity for tourism is grown, founded on iconic major events and distinct local attractions

2.2.2 Support and promote a collaborative Shire wide approach to heritage, our stories and tourism

Our Actions

- Find ways to help tell the Shire of Kulin story e.g. tourism, historical society, events
- Support and deliver projects that encourage and facilitate the celebration and protection of our rural history
- Continue to build the Tin Horse Hwy and Kulin Bush Races to deliver local and regional benefits
- Promote, maintain and enhance the Caravan Park and RV Friendly status to increase visitors and tourists to the Shire
- Continue to support Blazing Swan and work towards attracting other events
- Become an accredited Tourism Centre (CRC) and build visitor servicing in the Shire
- Facilitate, educate and support private enterprise tourism initiatives
- Ensure a coordinated approach to the planning, promotion and implementation of events throughout the Shire
- Add value and upgrades to existing Shire accommodation sites for tourists and visitors
- Continue to support the objectives of Roe Tourism, the Central Wheatbelt Visitor Centre and local tourism businesses and services
- Investigate the potential and viability for an Art/Cultural Centre

2.3 Improved access to education, training and leadership development

2.3.1 The Shire is focused on lifelong learning

2.3.2 The Shire economy is growing and prosperous, offering a diverse range of job opportunities

2.3.3 A place of diverse opportunities and resources for young people

Our Actions

- Recognise the long term vision of the Kulin District High School and continue a proactive working relationship with them
- Ensure that the skills and expertise in the community can be utilised in the work force by supporting playgroups, family groups and a child care services
- Continue active partnerships with employers and service providers including CY O'Connor Institute, Universities and the Community Resource Centre to enhance learning, training and the innovative delivery of teaching methods and options of training across learning spheres of interest to local participants
- Develop knowledge base hub that fosters innovation (CRC) and provides all post-secondary options for learning
- Support local and regional businesses deliver local employment opportunities, apprenticeships and traineeships, so to work experience
- Investigate programs with agricultural organisations that support 'champion farmers and agribusiness professionals' in the Shire
- Provide leadership opportunities for young people within our community by supporting community groups, clubs and committees to actively engage young people in leadership positions

- With guidance and direction from the child care centre, school, community and sporting groups as well as Community Resource Centre deliver programs that actively engage a variety of young people and provides them with meaningful skills and experiences

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ENVIRONMENT

OUR ASPIRATION

Collaborative and active partnerships focusing on preservation of our natural environment will result in a positive environmental impact and care for our environment and a community that actively protects and conserves the natural world.

3.1 An environmentally aware Shire

3.1.1 A functional mix of open space

3.1.2 Preserve and protect local ecology and biodiversity

Our Actions

- Conserve reserves, open spaces, natural vegetation and bushland
- Together with the community, investigate the possibilities of the installation of interpretive signage, a gazebo and seating at the Macrocarpa Trail and an upgrade of facilities and signage at Jilakin Rock
- Educate locals and visitors about the natural environment
- Continue to support and promote to locals the importance of managing wild animals, pests and flora within the townships across the Shire
- Investigate participation in the red card for red fox program
- Educate locals and visitors about the environment through the Herbarium and protect the natural walk and drive trails
- Collaboration and partnerships with government, community and private entities to protect and enhance our natural environment

3.2 A protected and valued natural environment

3.2.1 Ensure quality, long term water supply to meet the demands of future growth

3.2.2 Sustainable waste management focusing on waste minimisation and resource recovery

3.2.3 Investigate sustainable alternative energy solutions

Our Actions

- Provide a long term waste management strategy and provide access to waste sites that is in line with community expectations
- Support responsible recycling practices for all businesses, industry, farmers and residents throughout the Shire
- Encourage the community to participate in programs that enhance the environment
- Investigate alternative energy solutions for the Shire as well as information for households and businesses (solar energy)
- Implement best practice stormwater reuse, water catchment, drainage and harvesting on Shire assets
- Maintain Shire drainage systems and undertake appropriate flood mitigation measures (High Street)
- Provide sufficient water holding infrastructure to adequately drought proof the Shire
- Provide and maintain an efficient water re-use scheme (sewerage)
- Continue to participate in the Drum Muster program

CIVIC LEADERSHIP

OUR ASPIRATION

Every person has a stake in the Shire of Kulin's future. Planning and delivering a prosperous future is a shared responsibility which can only be achieved through focused partnerships, community engagement and positive leadership.

4. Provide good strategic decision making, governance, leadership and professional management

4.1 Develop leadership skills and behaviours that enhance the knowledge, skills and experience of the Shire staff and Council

4.2 Manage the organisation in a responsible, accountable and consultative manner

4.3 Deliver services that meet the current and future needs and expectations of the community, whilst maintaining statutory compliance

Our Actions

- Develop a marketing program for Kulin including – Welcome to Kulin pack for new residents and those interested in coming to our community, marketing Kulin to itself and its visitors (What's great about Kulin), keep the community informed of progress with projects and activities, improve the profile of Councillor and staff within the community
- Ensure local leaders are trained, mentored and supported
- Form a strategic partnership between Shire of Kulin, Kulin Community Financial Services, Kulin District High School and Kulin Bush Races
- Complete and review our integrated planning documents regularly
- Support and enhance the productivity of Shire staff
- Provide a high standard of customer service
- Develop an enterprising approach to our works and infrastructure projects
- Provide regular training opportunities for staff and Council
- Annually review compliance matters
- Ensure Council decision making supports fair allocation of resources, services and facilities across the Shire
- Use a range of effective communication tools to engage the community to support transparent and accountable Council decision making
- Implement collaborative partnerships that support efficient use of resources
- Hold Council / community meetings at least once a year in Dudinin, Holt Rock and Pingaring
- Work collaboratively with RoeROC as well as neighbouring Shires, including the Shire of Lake Grace and Wickepin
- Provide a safe, healthy and inclusive work environment

Outcomes

The Shire of Kulin will track our progress towards our vision through the following areas:

Social

- Percentage of residents engaged in recreation and leisure activities
- Perceived sense of community
- Perceived adequacy of public spaces for people of all ages to come together
- Crime rates
- Safety of transport networks

Economic

- Degree of educational engagement in the community
- Number of businesses in the Shire
- Satisfaction with commercial services and infrastructure
- Perceived visitor satisfaction and number of visitors to the Shire

Environment

- Satisfaction with waste management services and recycling processes
- Community satisfaction with balance between built and natural environment
- Satisfaction with water and sewerage services

Civic Leadership

- Level of satisfaction with community leadership
- Level of satisfaction with leadership support
- Degree of community engagement in decisions
- Staff turnover remains low (at current levels)

We thank the community for their involvement in review of the Community Strategic Plan.

Local governments are required to adopt Community Strategic Plans under S5.56 (1) of the *Local Government Act 1995*. Regulations made under S5.56 (2) require local governments to review the plans every 4 years, and that process of review is to include community engagement and consultation.

The modified Community Strategic Plan (Draft) was adopted at the Shire of Kulin Ordinary Meeting held 19th April 2017.

Under the *Local Government (Administration) Regulations 1996* 19D, Shire of Kulin advise that the modified Strategic Community Plan (Draft) applies to the Shire of Kulin for the period 2013 – 2023.

The plan is available for viewing

- Hard copy from Shire of Kulin
- Via email
- Shire of Kulin website (<http://kulin.wa.gov.au/main/council/overview/council-documents/other/>)

Written submissions regarding the Strategic Community Plan (Draft) can be made to Shire of Kulin either via email or delivered to Shire of Kulin.

Submission Period is 26th April 2017 – 16th May 2017.

Any questions regarding the Draft Plan please feel free to contact

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