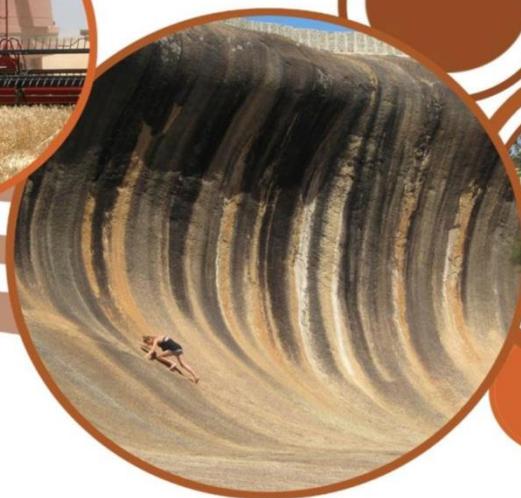




Shire of
Kondinin

Strategic Community Plan 2016 - 2026



Solum: Wheatbelt Business Solutions

○ Kondinin

○ Karlgarin

○ Hyden



Shire of Kondinin
Gordon Street (PO Box 7)
KONDININ WA 6367
Phone: (08) 9889 1006
Fax: (08) 9889 1197
www.kondinin.wa.gov.au

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Message from the Shire President

This reviewed version of the Shire of Kondinin Strategic Community Plan for ten years from 2016 to 2026 is presented to the communities of the Shire after an initial extensive consultation and planning process and further consultation as part of the 2016 major review process.

The Community Strategic Plan is required to have a major review every four years and a minor review every two years following a major review and as such a review was undertaken in 2018/2019.

Community workshops were held to assess the wishes of the people of the area and to prioritize those projects seen as important. The plan is very comprehensive and allows for measuring of the success of projects in the future. It is important that the Shire of Kondinin plans carefully to ensure that all groups in the community are represented as efficient and organized projects are implemented.

I recommend the Strategic Community Plan to you all.

Sue Meeking
President





1. Introduction

Before the Shire of Kondinin became a Council in 1961, the Kondinin Road Board was formed in 1925 from the portions of the Roe Road Board, Corrigin Road Board and Narembeen Road Board. Today the Shire of Kondinin is a thriving community in the Wheatbelt of Western Australia.

1.1 Vision and Values

1.1.1 Our Vision

‘To have a thriving and sustainable future’

1.1.2 Our Mission

We will achieve our vision by;

- Providing leadership in the community,
- Having a positive outlook,
- Bringing the community together,
- Providing and facilitating appropriate facilities and services,
- Being forward looking, and
- Having pride in our Shire.

1.1.3 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 of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Exist to help a community that has the capacity for self help
- Demonstrate leadership by promoting Council and community teamwork



Fairness and equity

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

Communication

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





2. Our Shire

The Shire of Kondinin covers an area of 7,340km² in the Wheatbelt of Western Australia and has a population of approximately 873 (ABS, 2016). The Shire comprises of three town sites, those being Hyden, Karlgarin and Kondinin.

- The Shire includes 289km of sealed roads and 1,193km of unsealed roads
- The total number of households within the Shire is 440 (ABS, 2016) with the majority living outside of the town sites on rural properties
- Key industries include cereal, sheep, cattle and feed lots, mining, manufacturing and tourism. In 1955 a group of farmers founded what is known today as the 'Kondinin Group' which now undertakes research for the farming community Australia wide

Hyden

Hyden is located in the Shire of Kondinin and is the home of Wave Rock. Over 40,000 tourists visit Hyden every year for its magnificent scenery, wildflowers and unique country feel. Wave Rock is approximately 5km from the Hyden town site and provides tourist accommodation, a shop, café, museum and kiosk. Wave Rock is also home to the Wave Rock Weekender, a live music show which is held in September and attracts many tourists and locals. Hyden town site currently has a hotel / motel complex, bakery/cafe, news agency, post office, two supermarkets, agricultural equipment and supply stores hardware and home ware, hairdressers, beautician, tyre store, fuel depot, a roadhouse, Community Resource Centre, mechanic, art gallery, art and craft shop, and an industrial area.

Hyden has a Primary School, day care and great recreational facilities which cater for football, cricket, tennis and hockey. Hyden also has an 18-hole golf course located just out of town. Hyden swimming pool has a diving pool, a main pool and children's pool. The pool hosts vocational swimming lessons during the school holidays as well as swimming club.

Hyden has a 6 unit retirement village 'Whispering Gums' and a number of young single units. Silver Chain operates a nursing post out of the Hyden Medical Centre; this is an invaluable and highly supported service in the community. Hyden has a Respite Centre for aged care and people with disabilities.



Karlgarin

This town was first settled to support farming in the early 1920s. The town includes a café and gift shop at the former CWA building which is open on Sundays, bowling green and Club, Karlgarin Club oval and clubroom and a former primary school. Karlgarin also has a CBH Receiving Site and Tressies Caravan Park and Museum. Scenic vistas can be seen at McCann's Rock, Buckley's Breakaway and the Karlgarin Hills. The Karlgarin Progress Association organise and promote a number of cultural events in Karlgarin including the annual Easter Karlgarin Markets.

Kondinin

Kondinin is located 3 hours east of Perth and is a primarily a farming town concentrating of mainly grains and sheep.

The town itself has a supermarket, Community Resource Centre, hardware stores, hotel and motel, hairdresser, occasional beautician, café, two banks, post office, police station, roadhouse, a Men's Shed, an industrial area and mobile phone coverage with ADSL/Broadband internet available.

Kondinin boasts great recreation facilities that cater for football, hockey, cricket, bowls, tennis and netball, which are centered around the Kondinin Community Recreation Centre which has been recently (2018-2019) renovated to include new change rooms and enlarged kitchen and function area. Kondinin has an 18-hole golf course and an Aquatic Centre which hosts vocational swimming lessons and function centre that is available for hire all year round. The former swimming pool site now accommodates the Kondinin Community Garden. Within this sporting precinct is the Kondinin Caravan Park which includes a well-equipped ablution block, powered and unpowered sites and three self-contained chalets.

Kondinin has a 12 bed hospital which hosts many health services including; child health clinic, speech therapist, physiotherapist, occupational therapist and a massage therapist. Kondinin Hospital also offers nursing home care. Yeerakine Lodge for aged care is also located near the hospital, as is Westcourt Lodge which includes 8 retirement units for more independent living. In 2018, Yeerakine Lodge underwent extension to include a larger living area and 4 additional rooms.

Located within this aged accommodation and health services precinct is also the Kondinin Medical Centre which was opened in 2006. This Medical Centre is a fantastic facility for Kondinin and surrounding communities. The Centre has 4 consultation rooms, large reception area, children's play room, several lockable storage rooms, and bathroom facilities.

Yeerakine Rock is a key tourist attraction which offers a self-guided walking trail. A statue of a light horseman was erected on the rock in 2015 to commemorate local service men and women and has created a very popular venue for the Anzac Day Dawn Service. Kondinin also has a yearly Art Exhibition during the first week of October which coincides with the end of the wildflower season.

2.1 What we do

The Shire of Kondinin 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 Kondinin 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 and welfare services
- Building services, including inspections, licensing, certification and enforcement
- Planning and development approval
- Administration of facilities, such as airports, cemeteries and street parking;
- Cultural facilities and services, such as libraries
- Working with State and Federal Government,
- Advocating for local needs,
- Corporate Governance to ensure it delivers good decision making, leadership and professional management

2.2 How do we deliver it?

The Shire of Kondinin has 35 employees 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 monthly.

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 Services
- Strategic Projects

The Shire of Kondinin has the following plans in place:

- Forward Capital Works Plan
- Disability Access and Inclusion Plan
- Corporate Business Plan
- Asset Management Plan
- Wave Rock Improvement Plan
- Long Term Financial Plan
- Workforce Plan
- Fire Management Plan
- Records Management Plan

The Shire of Kondinin is aware of its current resources and assets and the changes in nature of these over a number of years:

- 35 permanent staff
- Operating Revenue for 2017/2018 was \$7,177,097 with \$1,864,141 Non-operating (grant) revenue Operating expenditure for 2017/2018 was \$8,363,216
- Value of total assets for 2017/2018 was \$156,881,740
- Rates over the past 5yrs in respect to GRV townsites and UV Farming :



2013/2014 – 5%
2014/2015 – 5%
2015/2016 – 4%
2016/2017 – 3.05%
2017/2018 – GRV 2.16% and UV Farming 2.5%

- It's role in advocacy through Roe ROC, WALGA and regional sub groups with the Wheatbelt Development Commission and State Government agencies e.g. SiHi

2.3 Our Councillors

The Shire of Kondinin Council has a role in service delivery, regulatory compliance, advocacy, community leadership and influencing.

Shire President

Sue Meeking *Term Expires 2021*

Deputy President

Gerard Lynch *Term Expires 2021*

Councillors

Kent Mouritz *Term Expires 2021*

Allen Smoker *Term Expires 2021*

Steve Jones *Term Expires 2021*

Rex Growden *Term Expires 2019*

Rowena Butler *Term Expires 2019*

Murray James *Term Expires 2019*

Bruce Browning *Term Expires 2019*



3. Strategic Community Plan

3.1 Aim of the Plan

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

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 Community Strategic 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.

3.3 How did we develop it?

The Shire of Kondinin Community Strategic Plan 2016 – 2026 is based on a shared vision for the Shire of Kondinin local government area. The process for the creation of the Plan commenced in 2009/10 with a community survey followed by a desktop study and two community meetings in Hyden and Kondinin during 2012. Planning also involved a Council session and a document Community Engagement Policy. As part of the review of the Kondinin Community Strategic Plan undertaken in 2016, two community workshops were held in March 2016, the document was distributed widely to seek comment from the community which was then followed by a desk top review by the Shire's Administration and Councillors. A summary of the consultations was provided to Council prior to the reviewed Strategic Community Plan 2016 – 2026 being formally adopted

Consideration was also given to input received during the development of the Sport and Recreation Plan 2011 – 2015, Tourism Plan 2011 – 2015 and Forward Capital Works Plan 2011 - 2015.

From the information gathered, Council was able to develop an understanding of what the community identified as priorities for the Shire of Kondinin. To build upon the background information, further consultations were held with the Council and specific demographic categories and community leaders to create the Plan.



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

The draft Strategic Community Plan was placed on public exhibition to allow the community to make written submissions on the draft strategies and goals.

A major review was undertaken in 2016 and in 2019 a minor review.

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 Kondinin Corporate Business Plan provides further specific details and services specific to each of the goals.

Every two years, 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.

On an on-going basis the Shire will also provide updates and information on projects, events, activities and capital works that have been undertaken in accordance with the Community Strategic Plan through various formats including the Shire's Weekly publication, 'The Echo', the Shire's website and Facebook page, the Kondinin Calendar, the Waveline News and the Hyden Householder which will keep the public informed on how the Shire is working towards achieving its strategic goals.

At least every four years Council will do a full review of the Strategic Community Plan which will enable the Council to measure what goals and objectives that have been achieved.

All planning documents are available to the community via the Shire of Kondinin's 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 Western Australian Strategic Plan Links

3.5.1 Action Agenda

The Regional Development Council released a *Regional Development Policy Framework; An Action Agenda for Regional Development* in early 2011 and remains current. 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 Regional Investment Blueprint

The Wheatbelt Regional Investment Blueprint (2015) supersedes the WDC and RDA Wheatbelt Plan and sets out a shared vision, growth targets and agreed goals and priorities for action to guide a desired future state of the Wheatbelt and assist the region to deliver on its potential.

The Aspirations and Targets outlined within the document fall under the themes 'Vibrant Economy', 'Clever People', 'Liveable Communities' and 'Valued Natural Amenity'. This document provides a

strong strategic framework to which the goals and objectives of the Shire's Strategic Community Plan readily align.

3.5.3 Towards a Wheatbelt Infrastructure Plan

From July to October 2010 the Wheatbelt Development Commission instigated a 2010/11 Country Local Government Fund (CLGF) Regional Component initiative to identify Wheatbelt infrastructure priorities and start the Wheatbelt Infrastructure Plan.

Towards a Wheatbelt Infrastructure Plan was an initiative to assist Wheatbelt Local Government Authorities (LGA's) to identify Wheatbelt infrastructure priorities. The stakeholders and beneficiaries were each of the 43 LGA's in the region. It was agreed that this longer term planning and strategic analysis was needed in order to best meet the development needs of the region. The process was an opportunity to significantly advance strategic planning for infrastructure in the Wheatbelt.

As a beneficiary of CLGF the Shire of Kondinin was able to use this money for various infrastructure projects, including: the construction of the Kondinin Aquatic Centre, the extension to the Hyden Recreation Centre, the upgrades to the Tourist Information Stop in Kondinin, the upgrades to the Kondinin Town Hall, upgrades to the Hyden/Norseman Road, new chalets at the Kondinin Caravan Park, general upgrades and a new Ablution Block at the Kondinin Caravan Park and new staff housing.

The CLGF program has since discontinued however there are competitive grant rounds from State and Federal Government to assist Local Governments to fund new infrastructure projects.

3.5.4 Land Use

Additional plans of interest to the Shire of Kondinin's Strategic Community Plan include the Wheatbelt Land Use Planning Strategy which is a guiding document for the Wheatbelt region that aims to guide land use and planning.

Its vision is; The Wheatbelt will capitalise on Western Australia's growth, demonstrate resilience to global changes and seize new opportunities. The region's combination of natural resources, agricultural and community base, proximity to Perth and available land and infrastructure to support growth will set it apart from other areas and offer a sought after lifestyle and business environment for current and future communities. The Western Australian Planning Commission will address the Wheatbelt's environment, community, economic, infrastructure and regional development priorities.

3.6 Shire of Kondinin Strategic Community Plan

The Shire of Kondinin Strategic Community Plan will utilise the strategic directions of the Action Agenda, Towards a Wheatbelt Infrastructure Plan and the Wheatbelt Development Commission 'Wheatbelt Regional Investment Blueprint' to assist in strategic actions. The Shire of Kondinin's Plan will underpin itself in achieving the same objectives of the Action Agenda;

- Prioritising investment which results in productive and beneficial legacy for the community
- Improving the provision of quality affordable and accessible services



- Improving the social, cultural and environmental amenities to complement and support regional economic development

3.6.1 Strategic Community Plan Vision

The vision within the Shire of Kondinin Community Strategic Plan is the culmination of the process of identifying current and emerging issues facing the communities of Hyden, Karlgarin and Kondinin, 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 Kondinin wants to be an even greater place to live where people feel positive about their future. The lifestyle available within the Shire will be to promote health, wellbeing and feelings of safety and security. The economy will continue to have an agricultural base with an increasing expansion in mining and tourism where people can access a range of experiences. Small business enterprises and larger industry will be encouraged to grow and the Shire will actively seek to attract more industry to the area. The Shire will be focussed on caring for the environment, heritage and the people that make up the communities of Hyden, Karlgarin and Kondinin. Sport and family activities will continue to play an important role in the community as well as cultural activities.

The Shire of Kondinin recognises that its future lies in recognising and respecting the diversity of the communities of interest that make up the Shire whilst building on this to create a cohesive and inclusive society.

4. Strategic Community Plan Goals and Objectives

The Shire of Kondinin electors outlined a number of service expectations, which have been reflected in the Strategic Community Plan and Corporate Business Plan. It should be noted that some of these service expectations are beyond the business of the Shire of Kondinin, but due to the rural context in which it operates, a majority of these expectations often fall on the leadership of the Council.

- Safe, wide and even sealed roads
- Safe and well prepared gravel roads
- Connected to Norseman with a sealed road
- Stable and increasing population
- Making better use of our geographical position for business, tourism and environmental opportunities
- Keeping our youth in the Shire
- Quality accommodation for singles, professionals and the elderly
- Regional hub for health
- Bringing new industry to the Shire
- Increased mine relationships and income generation
- Better mobile coverage
- Tidy and well managed waste sites
- Whole of Shire outlook

The Shire of Kondinin Strategic Community Plan contains four goals;

1. Social and community wellbeing and capacity
2. Economic diversity and prosperity
3. Infrastructure that meets the needs now and allows for growth
4. Leadership and financial sustainability



Each of these goals is inter related and contains several objectives that set the direction for achievement of those goals and the Shire of Kondinin vision.

4.1 Challenges Facing the Delivery of the Strategic Plan

The Shire of Kondinin faces a variety of challenges as it develops over the next decade. The critical challenges have been identified in the community engagement process and the Council workshops held as part of the original preparation of the Community Strategic Plan and also as part of the 2016 review.

They include:

- Good quality housing, particularly in the Kondinin Town Site
- Ready access to appropriate health and disability services
- Appropriate housing for elderly
- Capitalising on Marketing and Tourism Opportunities
- Unkempt private yards in Kondinin
- Retention of student numbers at Kondinin Primary School
- Accessibility and Streetscape Amenity within Hyden Town Site
- Closure of CBH Receival Stations
- Closure of 3 Tier Rail
- Royalties for Regions funding – continuance and amount
- Role of the mine in the eastern part of the Shire
- Profitability of agriculture and impact of the weather
- Population decline – particularly in Kondinin town site
- Changing demographics – ageing
- Poor mobile and internet connection and reception
- Financial longevity
- Diversity of employment opportunities across the Shire
- Support for start-up local businesses
- Federal and state government pushing services onto local government without adequate funding





SOCIAL

Who We Are

As a community, the Shire of Kondinin takes pride in its sporting achievements, country lifestyle, strong community spirit across three communities and variety of groups on offer for various life stages. Though many of our residents live on farms across the length of the Shire, the places we share in – social, educational, recreational and business are central to our wellbeing and enjoyment. The Shire of Kondinin is a healthy community which provides points of social interaction and builds the basis for a strong, resilient community into the future.

The Shire of Kondinin has numerous opportunities for interaction including, but not limited to social service clubs, sport including football, hockey, lawn bowls, golf, netball and tennis, art, dancing and craft groups, Men's Shed, book clubs, Day Care and play groups, Community Resource Centres, various community events and celebrations.

Our Aspiration

The needs of a growing and evolving community include the provision of choice in housing types, safe spaces and opportunities for education, work and employment. The community of the Shire will also continue to celebrate its diversity and strive for equitable access and promote a healthier and rich social environment.

How will we achieve this?

1.1 A vibrant and attractive place to live that offers choice and a liveable environment

- 1.1.1 Promote the Shire of Kondinin as a great place to live, work, visit and invest
- 1.1.2 Encourage greater housing diversity and standards that meets the needs of a broader demographic profile
- 1.1.3 Develop infrastructure and support services to create the Shire as an ideal place to retire

Our Actions

- Develop and promote a consistent Shire brand and image, communicating regularly to the community
- Continue to provide new staff houses in Hyden and Kondinin as required
- Provide support and loans to upgrade existing and complete new housing for low income families and singles
- Increase aged care accommodation options within the Shire, including extending Yeerakine Lodge and constructing additional independent living units at West Court Retirement Village (Kondinin) and Whispering Gums (Hyden), coupled with appropriate and complementary health, recreation and community services e.g. Senior Citizens Centre, Home And Community Care (HACC), Silver Chain, Men's Shed



- Work with local businesses and government agencies to promote the Shire of Kondinin lifestyle to a range of demographics including migrants, youth, families, singles and the aged and fly in fly out / drive in drive out workers e.g. Western Areas NL Mine Sites
- Work collaboratively and form alliances with local organisations, service providers and neighbouring Shires to improve housing and health services and facilities across the Shire, particular for seniors
- Assist with providing appropriate housing to retain key services in the District, i.e. education and health

1.2 A growing, diverse and dynamic community

- 1.2.1 Facilitate equitable access for residents to services and facilities across the Shire
- 1.2.3 Increase land supply for residential, commercial and industrial opportunities that can be released quickly to the market
- 1.2.3 Create aesthetically attractive and vibrant towns within the Shire

Our Actions

- Improve each communities central business district aesthetics, access and landscape to strengthen opportunities for shopping, dining and entertainment
- Undertake a dedicated streetscape and beautification project for the Hyden Town Site
- Invite and promote the community to take a proactive role in improving the aesthetics of each town e.g. coordinated effort
- Represent the communities interests and work with relevant agencies to facilitate affordable, diverse housing and land release strategies
- Consider the relocation of the Kondinin Pound to outside of proximity to the residential areas
- Investigate entry into State Tidy Town competition or look at similar types of incentives provided by the Shire to encourage the clean-up of local private property
- Work with local communities to develop attractive entry statements into our town sites
- Upgrade and expand boundary signage
- Work with the Hyden Progress Association to develop a concept plan for the proposed construction of a Visitor Centre subject to funding.

1.3 A safe, healthy and active Shire

- 1.3.1 Facilitate a consistent presence and high standard of medical services and allied health in the Shire
- 1.3.2 Embrace lifelong learning, social interaction and creativity
- 1.3.3 Provide a variety of quality sport, recreation and leisure services and facilities for all life stages across the three communities
- 1.3.4 Attract regular cultural events and activities to the Shire

Our Actions

- Support the current level of primary and allied health services in the Shire with a view to increasing the number of services, access to them and appropriate venues for delivery
- Work collaboratively with the Community Resource Centres and the Kondinin Hospital, Hyden Silver Chain and Respite Centre to run regular events for seniors
- Recruit, attract and retain health practitioners to the Shire including a GP, additional and permanent allied health professionals
- Provide continued medical equipment upgrades to the Kondinin Medical Centre and support upgrade of medical services for Hyden
-



- Apply for funding to develop major community infrastructure projects including, installing a gymnasium within the Kondinin Aquatic Centre, upgrades to the Hyden Recreation Centre, upgrades to Hyden Swimming Pool, upgrades to the Kondinin Community Recreation Centre, upgrades to the Karlgarin Club House and other smaller associated infrastructure for local sporting clubs and community groups, such as lighting at the Hyden Tennis Courts and Hyden Hockey Field and street banners for Hyden and Karlgarin.
- Provide integrated and well maintained walking and cycle paths in each town site, with a consideration towards mountain bike trails and street lighting
- Continue to support and gather feedback from the Hyden Karlgarin Sports Council and Kondinin Community Recreation Council
- Work collaboratively to support our residents, local Community Resource Centres, local Primary Schools, and community groups with a variety of community events, activities, projects and sponsorships as well as add value to these e.g. Cancer Council Events and Programs, Country Arts Events, Markets, Youth Week, Harmony Week, NAIDOC Week, School Holiday Programs, Movie Nights, Meet and Greet, Day in the Shed, Kondinin Hospital Day, mental health events, Art exhibitions, Public Art Projects, Town Banners etc
- Continue to support and promote the Kondinin Community Garden Project to see it expand and develop to provide year round fresh produce for the community and also accommodate a nature play area, regular markets, an annual dinner and a tourist destination
- Work collaboratively with the local primary schools and Community Resource Centres to provide a variety of activities and programs for the Shire's youth both during the term and over the school holidays
- Support and thank volunteers within our community on a regular basis
- Encourage community participation in DFES and St John Ambulance, work with them to educate the community on emergency service issues and procedures
- Provide a range of cultural activities and programs including Indigenous activities and experiences e.g. Nyoongar Sports Day, with the support of local groups to all life stages
- Installation of appropriate signage and/or CCTV cameras in at risk public places
- Work collaboratively with Karlgarin and Hyden community organisations and key stakeholders in the lead up preparation for the respective centenaries (Karlgarin 2020) and Hyden (2022) and assist in grant funding for projects such as story boards and upgrading the Karlgarin Mural.
- Encourage sporting groups and associations to maintain a 5 year plan to be submitted to the Shire and updated on a regular basis and investigate options to provide assistance in legislative requirements for local clubs

Measuring Our Success

- Improved aesthetics of each town site
- Population is maintained and/or increased
- Provision of services and facilities for all stages of life
- Number of members of the community participating in Shire activities, entertainment, culture and arts programs
- Recreation and leisure facilities and programs that are in line with community expectations and satisfaction levels
- Community is perceived to be safe at all times across the Shire
- Quality housing is increasing and is available for singles, families, professionals and seniors





ECONOMIC

The Shire of Kondinin has experienced a downturn in its population over the past 5yrs however has continued to provide a wide range of employment opportunities together with capital investment. Over 48% of Shires in the Wheatbelt have increased their population in the past 5yrs and it is highly likely the Shire of Kondinin will follow this trend.

The Shire enjoys a wide variety of businesses, an innovative agricultural community, transport network (road and rail), proactive Progress Associations, early childhood and primary education facilities as well as sound health facilities and allied health services. The Shire of Kondinin is also accessed by the Western Areas NL Mine Sites.

Supporting infrastructure and facilities are key to enabling and supporting economic growth. Council has advocated for the survival of rail in the Shire and surrounding 17 local governments, is committed to maintaining and upgrading its extensive road network with Main Roads WA, assist in the supply of quality housing and light industrial land as well as advocating for the improvement in telecommunications across the Shire.

Wave Rock, a tourism icon in Western Australia is unique and attracts over 40,000 visitors each year, generating income and employment for tourism and non-tourism related businesses in the Shire. In addition the Great Western Woodlands trail and granite outcrops are an attraction for tourists and visitors to the Shire and the Australian Off Road Championships held in Hyden attracts state, national and international exposure. In addition the publications and promotions, such as the Roe Tourism 'Pathways to Wave Rock', by the Shire and tourism businesses at tradeshow and events expose the Shire to new markets and opportunities.

Our Aspiration

The Shire of Kondinin has the opportunity to market itself as a great place to live, work, visit and invest. With exposure through its tourism, unique environmental attractions and cultural activities the Shire has the potential to increase not only tourism but industry and the populations in each of the three town sites. Council will continue to work towards expanding career opportunities and job creation within the Shire through various partnerships and adequate pathways between education and work.

How will we achieve this?

2.1 Promote the Shire of Kondinin within the local community and beyond the Wheatbelt and state boundaries as a preferred location for business, tourism and lifestyle

- 2.1.1 Identify and attract industry to the Shire to contribute to a balanced and diverse economy
- 2.1.2 Stimulate economic prosperity through various economic development strategies including buy local campaigns
- 2.1.3 The Shire of Kondinin will have strong business networks and an innovative, creative and entrepreneurial culture



Our Actions

- Increase light industrial land and service connections within Hyden and Kondinin
- Increase the interaction and business opportunities with Western Areas NL Mine Sites
- Support and promote business networking events and workshops within the Shire and regionally including those by the Hyden Business Development Group and the Wheatbelt Business Network
- Form partnerships and work collaboratively with the Community Resource Centres, Business Local and Wheatbelt Business Network to assist start-up businesses
- Complete and implement an Economic Development Strategy for the Shire and participate in the Roe Economic Development Strategy

2.2 Provide sustainable infrastructure and services that support current and future needs of the community

2.2.1 Support and maintain safe, connected, critical transport infrastructure including rail and roads, public transport

2.2.2 Advocate for equitable telecommunication services across the Shire for improved mobile phone coverage

2.2.3 With stakeholders develop and maintain suitable utility services including water, power, sewerage and waste

Our Actions

- Review Shire roads and determine their suitability yearly (maintenance, construction, preservation, road train access and parking, materials, safety) with future plans to upgrade identified dirt roads to bitumen
- Work with Main Roads WA to ensure appropriate upgrade the Hyden Norseman Rd and Brookton Highway, particularly the 6km section from Kondinin town site eastwards, and the section at Karlgarin Hills
- Continue to access Black Spot Funding Program, Roads to Recovery and Regional Road Group funds
- Continue to advocate for improved mobile phone coverage with the Federal Government
- Support the agricultural industry locally and regionally with access to railways
- Advocate for accessible, affordable and equitable broadband and mobile coverage in the Shire
- Investigate alternative energy options for the Shire, community and industry e.g. solar, wind, bio-fuel, salt lake power generation
- Investigate the possibility of closing off part access to Connell and Cook Street to ensure tourists travel through Kondinin town site

2.3 Encourage and promote a culture of education, career development, job creation and employment

2.3.1 Work with the local Community Resource Centres and government, industry, education, employment and community groups to develop sub regional partnerships and investment in education and training

2.3.2 Promote labour availability, career opportunities, whole of lifespan employment options and flexible and affordable lifestyle options in the Shire through various channels

2.3.3 Ensure there are learning options for all members of the community



Our Actions

- Support the Kondinin Primary School and Hyden Primary School with educating young people in the Shire and ensure a whole of community approach to sustaining and growing student numbers at the Kondinin Primary School.
- Continue to provide learning and educational programs at the Kondinin and Hyden libraries through the Better Beginnings Program
- Work with the Roe ROC to address skilled migration and workforce development
- Attract service professionals to the Shire e.g. accountants
- Provide apprenticeship and traineeship opportunities within the Shire
- Provide readily accessible information about employment, investment, training and work opportunities within the Shire through its website, signs through town, print material and networks
- Work with local and regional providers e.g. Community Resource Centres, CY O'Connor Institute, universities, Primary Schools to assist the community access education and training programs, such as the promotion of a 'gap year' for trainee opportunities,
- Continue to support Kondinin PS with the Early Years 0-4 Program.

2.4 Encourage, promote and support tourism experiences and businesses in the Shire of Kondinin

2.4.1 Collaborate with key stakeholders and local networks to develop and promote our tourism experiences across the entire Shire

2.4.2 Add value to current tourism experiences and facilities as well as creating additional tourism experiences and facilities

Our Actions

- Continue to maintain and upgrade the surface and quality of the Hyden – Norseman Rd to attract an increase in tourists, visitors and the transport industry to extend the tourism season
- Continue to support the objectives of Roe Tourism, the Central Wheatbelt Visitor Centre and local tourism businesses and services
- Continue and promote our tourism initiatives such as our RV Friendly status which provides increased exposure and maintains high tourism standards in the Shire
- Limit the impact upon the environment by visitors and tourists through signage, access guidelines etc.
- Maintain and add value with tourism infrastructure to our granite out crops and trails particularly the Great Western Woodlands and Pathways to Wave Rock
- Maintain and upgrade tourism facilities including the Kondinin Caravan Park, by improving access to the chalets, and upgrade the public toilets at Wave Rock
- Assist businesses within our Shire to capitalise on tourism, educate them about the value of tourism and assist in value adding to their services for increased visitor servicing
- Investigate a 24hr Roadhouse in the Shire to attract transport and tourism thoroughfare
- Pursue funding for the Hyden airstrip to have bitumen
- Review accommodation infrastructure and capacity within the Shire and investigate backpacker accommodation
- Install street banners in Hyden and Karlgarin, similar to those in Kondinin to promote events across the Shire and increase tourism exposure
- Widely promote the Kondinin Art Show and the Yeerakine Rock Anzac Day Dawn Service as important cultural events in the Kondinin Shire calendar
- Continue to ensure that the Kondinin Shire website remains up to date and other social media avenues are utilised
- Streamline signage in the Shire's town sites and develop new entry signage



- Investigate re-naming of roads near to Yeerakine Rock as 'Light Horse Loop' or 'Light Horse Way'.
- Investigate opportunities to place a greater emphasis on our indigenous and pioneer heritage by incorporating into our public places through story boards, pioneer walls, machinery displays, upgrades to pioneer cemetery and interpretive signage and include in media and print publications.
- Investigate RV Friendly Town Status for Hyden
- Implement the Wave Rock Improvement Plan

Measuring Our Success

- Attraction of new industry
- Increased interaction with the Western Areas NL
- Maintain community unemployment rates under the State average
- Steady increase in visitors and tourists to the Shire,
- Childcare and primary education is available within the Shire and enrolments are increasing
- Safe and connected transport infrastructure
- Improved mobile phone coverage and access to the NBN





ENVIRONMENTAL

The wellbeing of the local government area and its people are dependent on the health of the natural environment. The natural environment has recently been impacted by drought and over the longer term salinity emphasising the need for improved water management practices for sport and recreation, industry and residents.

The numerous nature reserves in the Shire of Kondinin, granite outcrops, roadside vegetation, unique landscapes and wildflowers make the district a beautiful, calm and diverse environment to live in.

Our Aspiration

Land is an essential resource that drives the Shire economy, as well as a critical component of the natural environment. Smart land use planning is paramount to optimising this resource and including allocations for light industrial and residential. In addition the delivery of deep sewerage to the communities within the Shire of Kondinin enhances the built and natural environment and creates communities worth living in.

How Will We Achieve This?

3.1 A sustainable built and natural environment

- 3.1.1 Functional mix of open space
- 3.1.2 Encourage development that is best practice and protects biodiversity
- 3.1.3 Encourage alternative energy sources and activities amongst residents and in the Shire's practices and facilities

Our Actions

- Complete appropriate tree planting within the Shire
- Educate locals and visitors about our natural environment
- Investigate the employment of a Landcare / NRM Officer for the Shire
- Protect natural environment on our walk, drive trails and seek grant funding to improve the trails and the promotion of them
- Investigate options to house an alternative energy industrial site , such as solar energy, within close proximity to the Kondinin substation or other appropriate locations within the Shire
- Upgrade Coronation Park including landscaping, BBQs, shaded seating, access paths, exercise equipment and a community garden area
- Provide a connected pedestrian access network in the Hyden town site
- Upgrade Trembath Park and the Kondinin Nature Trail Upgrade Public Toilet Facilities in Hyden and Kondinin
- Develop a concept plan for a Bush Tucker Garden walk at Wave Rock



3.2 Integrated approach to resource management and sustainability

3.2.1 Plan for water conservation, reuse and efficiency, water catchment and storage

3.2.2 Sustainable waste management focusing on waste minimisation, infill sewerage in all three communities and resource recovery

3.2.3 Encourage the community to participate in programs that enhance the environment

3.2.4 Minimise waste, maximise recycling and educate the community on sustainable environments

Our Actions

- Approach CBH to harvest water off their receival sites
- Educate the community about water conservation, catchment and storage
- Shire of Kondinin to be a water wise organisation, monitor water sustainability and ensure Shire gardens are drought tolerant
- Investigate water recycling for sport and recreation facilities as well as its associated infrastructure e.g. pipes, town drainage
- Shire of Kondinin to optimise recycling in the three communities
- Provide more skip bins for the townsites and further promote the Shire's Recycle Stations
- Investigate water re-use at Coronation Park
- Investigate a more integrated and long term approach to waste management within the Shire and with RoeROC member Councils

Measuring Our Success

- Best practice waste management
- Increase in amount of recycling across the Shire
- Increase in water capture, storage and reuse
- Increase in grant funding for natural resource management initiatives including agricultural related
- Current native vegetation and reserves are protected





CIVIC LEADERSHIP

Effective and transparent leadership are key goals of an organisation embracing best practice. Accordingly, core strategies which implement ethical and corporate governance standards at the highest level are imperative to the creation of community support and confidence. A goal of this Community Strategic Plan is the forging and development of cooperative partnerships with adjoining Shires, government and non-government organisations, community groups and the private sector.

Our Aspiration

Community engagement, dissemination of information, partnerships, planning and continual improvement

How will we achieve this?

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

Our Actions

- Complete and review our integrated planning documents regularly
- Increase 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
- Gather input from our community annually and provide all of our planning documents to the community in an accessible manner

Measuring Our Success

- Compliance with the Local Government Act
- Collaboration within RoerOC and advocacy on sub regional issues is achieved
- Improvement in response rates and targets under the community survey (customer satisfaction)
- Strategies and actions achieved under the Strategic Community Plan (and associated integrated plans)
- Increase in revenue (rates and grants) consistently over a 10yr period
- To appropriately manage the Shire's assets and be in line with asset ratios
- Staff turnover is below industry standards
- Increased turnout at local government elections



APPENDIX 1

SWOT Analysis

The Shire of Kondinin identified its strengths, weaknesses, threats and opportunities to assist in its future planning at the Hyden and Kondinin workshops in 2011 which have been amended as part of the 2016 and 2019 review;

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Unique country lifestyle • Unique granite outcrops • Great Western Woodlands Trail • Wave Rock and the Humps and other Tourist Sites • Yeerakine Rock and Light Horseman Statute • Local events (off road bike race, the Weekender, Art Exhibition, Karlgarin Markets) • Wildflowers and unique orchids • Aged Care accommodation • Strong sporting community and good sporting facilities • Good community facilities • Regional links with Roe Tourism/Central Wheatbelt Visitors Centre • Kondinin Community Garden • Hyden Day Care and Primary School • Kondinin Art Exhibition 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> • Consistent Signage - particularly town entrances • Visual appearance of town sites • Health Services • Roads • Lack of land for light industrial development • Lack of quality housing • Limited interaction with mine site • Water availability • Lack of small business and industry • Lack of formal Land Care group • Local knowledge of tourism • Preservation and display of local heritage • Lack of Indigenous history and involvement • Poor mobile phone and internet coverage
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Road improvements (roads surrounding Kondinin town, Hyden to Norseman) • Streetscape improvements for town sites • Development of heritage related tourism • Farming experience, farm stays, B&B opportunities • CBH Farming Museum • Development of the Railway Barracks • Economic benefits from using natural environmental resources e.g. Solar energy 	<p>THREATS</p> <ul style="list-style-type: none"> • Number of visitors putting pressure on the local environment • Ageing population • Lessening job opportunities • Abuse of perceived free camping • Rural uncertainty • Rail sustainability • Lack of water



- Greater involvement of schools in heritage and environment projects
- Regional hub for retirement/lifestyle village
- Recycled water for public use, drought proofing ovals – sustainable water supplies
- Attract sustainable small business/light industry with start-up incentives as well as incentives for traineeships, apprenticeships
- Create links between the towns of the shire – events, resources, information, businesses and residents
- Amalgamation of committees
- Increase the interaction with mine
- Promotion of Aboriginal Culture, indigenous experience
- Trails (Walk and bike)

- Salinity
- Loss of biodiversity in native flora and fauna



APPENDIX 2

A scenario means a description of possibilities and it is an opportunity to create a more vivid and creative background for thinking how to act in the future. Scenarios are descriptions of the visions of the future and they are used to test ideas and extrapolate them into the future.

Council conducted scenario planning in October 2011. The key features of scenario planning are to;

- Scenarios can help to a) identify major changes and potential problems and b) generate strategic options to deal with them. This allows for anticipation of the unexpected, providing an early warning system.
- Scenarios require organisations to acknowledge uncertainties and allow for it within their thinking
- And provide a test bed to explore the consequences of their strategic decisions.

Scenario planning helps us to understand the forces that drive and shape the future. By telling stories about plausible futures, scenario planning forces decision-makers to consider their plans against a range of possible outcomes. Rather than forecasting or predicting a particular future, the use of scenario-based planning allows an organisation to experience and learn from a range of futures.

Council considered a variety of plausible and imaginable scenarios across the community, in industry and the environment. Further to this Council identified one scenario in each of these areas and focused on the advantages, disadvantages and strategies to address each scenario. Council will continue to conduct scenario planning as an addendum to its Strategic Community Plan review.

