



STRATEGIC PLAN

2010-2015

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Foreword

Council recognises that, in order to plan properly and to maximise long-term benefits, we must understand our area, the issues we are facing, and the people who live and work within the district. We need to know what issues we face so there is understanding about the changes we need to make in order to create and maintain lifestyle options that current and future residents expect.

This Plan outlines Council's vision for, and commitment to, the communities of the Shire of Kent. It is the key document in the Shire's planning framework and sets out a clear direction for the Shire by outlining strategic priorities for service provision to the community. It is structured to convey to the public and staff, the Shires medium-to-long-term goals. We have introduced seven key focus areas; areas that require specific attention from a strategic point of view, whilst making it easier for the community to understand our direction.

These seven Key Focus Areas are:

- **Organisational Development & Governance**, to be the representative voice of our communities in relation to industry reform, ensure delivery of excellence in customer service, and effective two-way communication between Council and the community is achieved.
- **Technology**, by lobbying for improved access to information and communication technologies for our communities.
- **Economy**, focusing on the creation of local job opportunities through tourism and employment generation initiatives.
- **Business and Land use**, focusing on flexible planning that reflects community needs and business development, and progressing major projects such as residential subdivisions and land use planning for lifestyle lots.
- **Infrastructure Development**, ensuring the delivery of quality infrastructure to our communities, whilst focusing on the sound long term management and maintenance of established community assets.
- **Community and Social**, to achieve a range of community facilities and services delivered by Council and other providers that meet the needs of our communities, with a particular focus on youth and the aged.
- **Environment**, by showing leadership in the areas of waste management and use water resources through a range of educational and project based initiatives.

Council is confident that with the involvement and support of our communities the outcomes of the Strategic Plan will be effectively delivered.



Cathy Crosby

Cathy Crosby
Shire President

The 20 Year Vision for the Shire

*The 20 Year Vision developed by the Community and Council,
creates the picture of what we want the
Shire of Kent to be like in the long term.*

The Vision....

We will be a vibrant and progressive Shire, focused on enhancing and developing sustainable family oriented communities through good governance and strong commitment.

The Shire's identity will be promoted and enhanced, capitalising on the area's natural beauty and rural lifestyle.



Our relaxed rural environment, combined with our strong sporting ethos and secure communities will be an attraction for those seeking a lifestyle change.

The people of the Shire of Kent will, have a strong sense of community, provide a warm welcome to new people, continue to enhance its social inclusivity and robust volunteer base, and, have reason to be proud of their community identity.



Mission Statement

We will endeavour to meet community expectations by providing quality services and facilities to achieve sustainable lifestyles.

Our Core Values and Principles

The Values and Principles embraced by the Shire will underpin the way it achieves its Vision and Mission. These Values and Principles are:

Leadership

- We will be proactive in leading change to ensure we remain a contemporary organisation.
- We will plan, set priorities and ensure effective allocation of resources to achieve our plans.

Customer Focus

- We are committed to delivering quality and effective services to our customers.
- We will embrace open communication in all our dealing with our communities.
- We will be proactive in understanding the needs of our communities both now and into the future.

Honesty and Transparency

- We will provide open and accountable government.
- Our business decisions will be ethical and based on sustainability principles.

Advocacy

- We will represent our communities with integrity and passion.
- We will strategically lobby on behalf of our communities.

Major Challenges

The major challenges in achieving our Vision are:

Achieving community participation and ownership...

Council will provide leadership and direction; however, the vision can only be achieved with community support, participation and lobbying.

To achieve this we need to create an informed community and find ways of engaging everyone.

Lobbying all levels of Government for their support....

Council will lobby all levels of government for assistance in the delivery of major projects and enhancements to core services that are essential to achieving the Shire's vision.

To achieve this we need strong support and representation from our local member of Parliament in promoting the needs of and opportunities within our communities.

Catering for our aging population...

The Shire has an aging population and is losing retired people to larger regional centres due to limited essential services and facilities. We acknowledge that our aging population are a vital resource that can build the capacity of our communities if retained.

To achieve this we need to identify, and provide, those services and facilities within our capacity, that will allow us to encourage our aging population to stay in our communities.

Improved access to communication technologies...

The Shire is deficient in basic communications infrastructure which is limiting potential business opportunities. Better communications infrastructure is required to improve internet access speeds and increase mobile telephone coverage to facilitate business opportunities and boost business efficiency.

To achieve this we need to lobby Commonwealth and State Government as well as to build a business case that explores alternative service delivery options including the National Broadband Network.

Supply of essential services...

The supply of essential services, such as power and water, within the Shire are at capacity. There is a need for extra capacity in the SWIS electricity grid to supply additional power to Nyabing and Pingrup to facilitate economic development. Improvements to water infrastructure are required so that supplies can meet both existing and future demands.

To achieve this we need to lobby the State Government, Western Power and Water Corporation to improve infrastructure and supply capacity to our communities.

Our Seven Key Focus Areas

Taking action...

We will achieve our Vision and address the major challenges by taking action on seven key focus areas:

■	ORGANISATIONAL DEVELOPMENT & GOVERNANCE
■	TECHNOLOGY
■	ECONOMY
■	BUSINESS AND LAND USE
■	INFRASTRUCTURE DEVELOPMENT
■	COMMUNITY AND SOCIAL
■	ENVIRONMENT

The following pages of the strategic plan detail each key focus area in terms of:

- The Scope
- Outcomes to be achieved
- Performance Indicators
- Objectives
- Strategies



KEY FOCUS AREA 1

Organisational Development & Governance

Scope

Organisational Development & Governance includes:

- Councils policy and decision making processes
- Corporate governance
- Communication and consultation with the community
- Strategic planning
- Human resource planning and management
- Financial planning and management

Outcomes

- Quality leadership to our community.
- Customer satisfaction and quality and timeliness of service delivery.
- Provision of information that is accessible to our community.
- Effective communication between Council and our community.
- Appropriate planning for the attraction and retention of staff resources.

Performance Indicators

- Statutory compliance
- Community satisfaction with policy and decision making of Council.
- Effective and efficient delivery of core services.
- Staff retention
- Customer, staff and councillor satisfaction.

KEY FOCUS AREA 1

Organisational Development & Governance

OBJECTIVE 1.1: To keep our Shire safe from forced amalgamations.

Strategies	Timeframe	Responsibility
1.1.1 Ensure compliance with all legislative requirements and sustainability principles.	Ongoing with annual review	CEO
1.1.2 Keep abreast of all contemporary reform issues within the local government sector.	Ongoing with annual review.	CEO
1.1.3 Pursue resource sharing and strategic alliances with neighbouring local governments.	Ongoing with annual review.	CEO with guidance from the Council
1.1.4 Assess and review services to our communities to ensure relevant and cost effective delivery.	Initial review by 30 June 2011 with annual reviews.	CEO
1.1.5 Develop a range of lobbying strategies to: <ul style="list-style-type: none">advocate against potential changes to the Act that will repeal provisions for elector polls to determine the outcomes of proposed local government amalgamations.raise the profile that amalgamation should not be used as the key platform for local government reform.		CEO and the Council with input and guidance from the community

OBJECTIVE 1.2: To provide effective communication to all customers to ensure a positive corporate image.

Strategies	Timeframe	Responsibility
1.2.1 Promote Shire news by publishing in Nyabing News and Pingrup Post, items of: <ul style="list-style-type: none">key interest from monthly Council meetings.Other strategic matters requiring community input.	Ongoing with annual review	CEO
1.2.2 Maintain and update Shire website.	Ongoing with annual review.	DCEO
1.2.3 Investigate the placement of a quarterly newsletter outlining Council activities and coming events on the Shire website.		CEO/DCEO
1.2.4 Investigate the use of Focus Meetings in each town to communicate Shire issues and gain feedback.	Ongoing with annual review.	CEO

KEY FOCUS AREA 1

Organisational Development & Governance

OBJECTIVE 1.3: To provide best practice administrative systems and procedures to achieve effective resource management.

Strategies	Timeframe	Responsibility
1.3.1 Develop and adopt Human Resource Plan.	June 2011	CEO/DCEO
1.3.2 Review organisational procedures to enhance efficiency, effectiveness and compliance.	June 2011 and ongoing.	CEO/DCEO
1.3.3 Enhance Councillor participation in organisational training programs.	Ongoing.	CEO and Council
1.3.4 Perform fundamental reviews of Strategic Plan: <ul style="list-style-type: none">■ Desktop review every 12 months■ Comprehensive review every 4 years.	Ongoing 2014	CEO/Council
1.3.5 Develop and implement mechanisms to report on Performance Indicators in this Strategic Plan.	2010-2011	CEO

KEY FOCUS AREA 2

Technology

Scope

Technology includes:

- Internet communications.
- Mobile telephony.
- Digital television services.
- Digital radio services.

Outcomes

- Provision of fast and reliable internet access speeds similar to larger population centres.
- Competitively priced internet and data access plans similar to larger population centres.
- Availability of digital television services to town residents.
- Development of feasibility study for provision of digital radio services.

Performance Indicators

- Range and type of Internet access plans available.
- Cost of range of internet access plans available.
- Quality and cost of digital television service.
- Completion of feasibility study for provision of digital radio service.

KEY FOCUS AREA 2

Technology

OBJECTIVE 2.1: To ensure our residents have access to similar information and communication technology service standards as our city counterparts.

Strategies	Timeframe	Responsibility
2.1.1 Develop a range of lobbying strategies to improve mobile telephony communication systems including internet access over mobile networks.	Ongoing	CEO/Council
2.1.2 Develop business funding plan to implement mobile infrastructure improvements.	2013	CEO
2.1.3 Investigate alternative service proposals with Internet Service Providers and Telecommunication Companies with the aim of providing reliable services at competitive prices.	As required	CEO
2.1.4 Investigate opportunities under National Broadband Network program for the provision of high speed broadband access to the towns of Nyabing and Pingrup.	2011 - 2012	CEO
2.1.5 Investigate the most cost effective and efficient method of delivery of digital television services to the towns of Nyabing and Pingrup.	2011 - 2012	CEO
2.1.6 Investigate the provision of digital FM radio services within the Shire.	2013	CEO

KEY FOCUS AREA 3

Economy

Scope

Economy includes:

- Tourism development and promotion
- Government investment
- Marketing and promotion

Outcomes

- Increased tourism activity within the Shire.
- Increased employment opportunities.
- Diversification of business industry base.

Performance Indicators

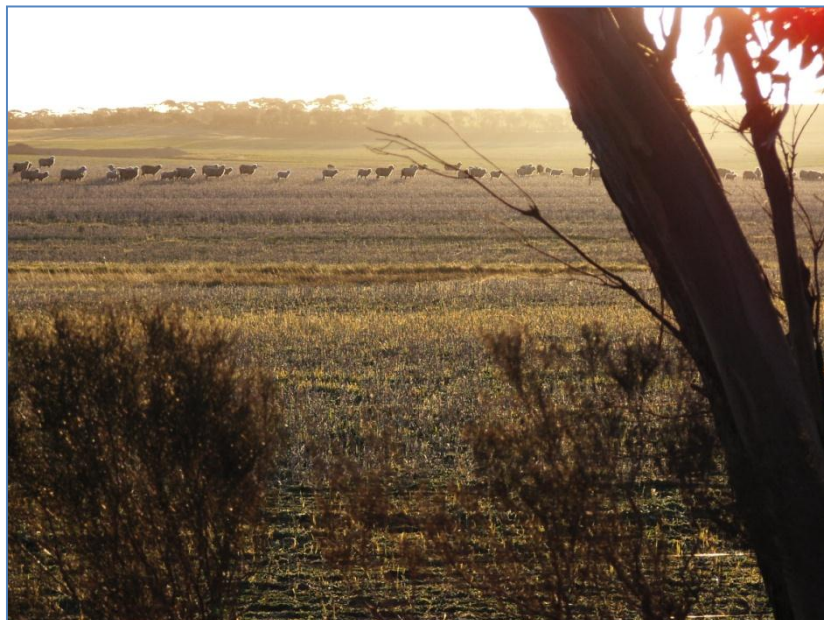
- Number of tourism businesses
- Level of employment
- Level of investment in tourist attractions

KEY FOCUS AREA 3

Economy

OBJECTIVE 3.1: To value add to our local economy through the development of tourism opportunities.

Strategies	Timeframe	Responsibility
3.1.1 Collaborate with Tourism Industry Groups to promote local tourist attractions within our communities.	Ongoing	CEO and the Council
3.1.2 Assess tourism infrastructure needs and plan for future improvements by: <ul style="list-style-type: none">■ preparing a Tourism Infrastructure Development Plan.■ Investigation of Farmstay and eco-tourism potential within the district.	2013 - 2014	CEO



KEY FOCUS AREA 4

Business and Land Use

Scope

Business and Land use includes:

- Land use structure planning.
- Subdivision and development.
- Public open space.
- Town beautification and landscaping.

Outcomes

- Responsive planning that reflects community needs and market demands.
- Attractive towns that our residents are proud to live in.
- Quality parks that contained appealing play equipment and are actively used.

Performance Indicators

- Completion of residential subdivisions.
- Level of implementation of strategies in Town Character Study
- Level of implementation of town beautification strategies.
- Review of Town Planning Scheme to accommodate lifestyle lots

KEY FOCUS AREA 4

Business and Land Use

OBJECTIVE 4.1: To implement targeted land use strategies that will stimulate growth and development.

Strategies	Timeframe	Responsibility
4.1.1 All existing lot releases to be fully serviced.	2012	CEO
4.1.2 Complete the staged development of the Gaby Street subdivision.	2011-2012	CEO
4.1.3 Complete the servicing of the Coates Close lots.	2011-2012	CEO
4.1.4 Prepare feasibility study on developing and servicing commercial and industrial lots.	2013	CEO

OBJECTIVE 4.2: To continue implementation of the Town Beautification programs for Nyabing and Pingrup.

Strategies	Timeframe	Responsibility
4.2.1 Review and refine existing town beautification programs in consultation with Townscape Committees.	Ongoing	CEO/MOW with Council guidance
4.2.2 Place provision in annual budget to achieve at least one town beautification strategy in each town.	Annually	CEO
4.2.3 Actively seek funding for implementation of Town Beautification Programs.	Ongoing	CEO/DCEO/MOW

KEY FOCUS AREA 4

Business and Land Use

OBJECTIVE 4.3: To review Town Planning Scheme to provide for future land development requirements.

Strategies	Timeframe	Responsibility
4.3.1 Incorporate provision for lifestyle lots in both Nyabing and Pingrup.	2014	CEO
4.3.2 Conduct comprehensive review of District Town Planning Scheme	2014	CEO

OBJECTIVE 4.4: To provide job opportunities through the implementation of localised traineeship and apprenticeship programs.

Strategies	Timeframe	Responsibility
4.4.1 Investigate and prepare discussion paper on funding opportunities/partnerships for traineeships/apprenticeships.	2011 - 2012	CEO/DCEO
4.4.2 Develop policy on traineeship/apprenticeship positions within the Shire.	2012	CEO



KEY FOCUS AREA 5

Infrastructure Development

Scope

Infrastructure Development includes:

- Asset management planning.
- 10 year road works plans.
- Replacement of plant.

Outcomes

- Better management of assets from a whole of life asset approach.
- Development of 10 year fully costed plans providing better management of financial and physical resources.
- Effective financial management including alternative financing strategies in relation to asset management.

Performance Indicators

- Level of implementation of strategies in Asset Management Plans.
- Maintenance of 10 year rolling programs.
- Level of implementation of Forward Capital Works Plan.

KEY FOCUS AREA 5

Infrastructure Development

OBJECTIVE 5.1: To provide and maintain infrastructure at a level expected by our community and at an affordable cost to our community.

Strategies	Timeframe	Responsibility
5.1.1 Develop and implement comprehensive Asset Management Plans for each class of Infrastructure Asset.	2011	CEO/DCEO/MOW
5.1.2 Maintain a 10 Year Road Works Plan incorporating: <ul style="list-style-type: none">Capital Enhancement requirements; andGravel sheeting requirements.	Ongoing - Annual	CEO/DCEO/MOW
5.1.3 Maintain 10 Year Plant Replacement Program.	Annual	DCEO/MOW
5.1.4 Develop a Forward Capital Works Plan for all Infrastructure that meets the Country Local Government Fund requirements.	2011	CEO



KEY FOCUS AREA 6

Community and Social

Scope

Community and Social includes:

- Social welfare.
- Support for community groups and clubs.
- Support for local emergency management services.
- Community events.
- Community safety and crime prevention.

Outcomes

- A safe community including local emergency response strategies.
- An inclusive, supportive and harmonious community, with integration of young people and involvement of older people.
- A community of strong connections, clubs and participation in community life.

Performance Indicators

- Completion of feasibility study on Independent Living Units.
- Completion of discussion paper alternative delivery of health services to the community.
- Completion of discussion paper on the provision of child care services.
- Completion of review of Local Emergency Management Plan.

KEY FOCUS AREA 6

Community and Social

OBJECTIVE 6.1: To retain and expand our population base.

Strategies	Timeframe	Responsibility
6.1.1 Prepare a feasibility study on the provision of Independent Living Units for the aged.	2011	CEO
6.1.2 Investigate and prepare discussion paper on alternative options for the provision of improved health services to our communities.	2014	CEO
6.1.3 Investigate and prepare discussion paper on the provision of childcare services within the Shire.	2013	CEO

OBJECTIVE 6.2: To enhance community wellbeing and safety

Strategies	Timeframe	Responsibility
6.2.1 Review Local Emergency Management Plan.	Annual	CEO

KEY FOCUS AREA 7

Environment

Scope

Environment includes:

- Water supply and management.
- Waste management and resource recovery.

Outcomes

- Community awareness and involvement in the preservation and management of water resources.
- Community awareness and involvement in sustainable waste management.

Performance Indicators

- Level of implementation of lobbying strategies to raise the profile of the potable water supply issue in the Shire.
- Number of properties that have installed water storage tanks to harvest water for domestic or spraying purposes.
- Completion of discussion paper on water harvesting opportunities.
- Level of implementation of strategies in Strategic Waste Management Plan.
- Levels of recycling and resource recovery.

KEY FOCUS AREA 7

Environment

OBJECTIVE 7.1: To improve the quality and quantity of water supply in the Shire.

Strategies	Timeframe	Responsibility
7.1.1 Lobby the State Government and Water Corporation to improve the water infrastructure that supplies the Shire including: <ul style="list-style-type: none">■ Town dam storage; and■ pipeline.	Ongoing	CEO and Councillors

OBJECTIVE 7.2: To educate the Shire community on the appropriate use of scarce water resources.

Strategies	Timeframe	Responsibility
7.2.1 Develop & implement education program to advise residents on the use of water from town standpipes.	Ongoing	CEO/DCEO
7.2.2 Develop & implement education program to educate residents on water storage options to maximise collection of water.	Ongoing	DCEO/DCEO



KEY FOCUS AREA 7

Environment

OBJECTIVE 7.3: To maximise sources of water for emergency stock purposes.

Strategies	Timeframe	Responsibility
7.3.1 Investigate and prepare discussion paper on water harvesting opportunities.	2011 - 2012	CEO/DCEO/MOW
7.3.2 Investigate and prepare discussion paper on desalination and new bore technologies that are available as a localised option for stock water supplies.	2013 - 2014	CEO/DCEO/MOW

OBJECTIVE 7.4: To continue to participate and implement the Zero Waste Management Regional Program.

Strategies	Timeframe	Responsibility
7.4.1 Implement strategies contained in the Strategic Waste Management Plan.	2011 – 2012	CEO
7.4.2 Construct waste transfer station in Nyabing.	2011 - 2012	CEO/MOW

OBJECTIVE 7.5: To provide whole of Shire recycling services.

Strategies	Timeframe	Responsibility
7.5.1 Investigate and prepare discussion paper on available options for disposal of E-waste.	2012	CEO
7.5.2 Continue implementation of education program to community on recycling services.	Ongoing	CEO