



Strategic Community Plan

2022 - 2032



SHIRE OF
KONDININ

Welcome from the Shire President

As part of its ongoing commitment to the Integrated Planning and Reporting regime established by the Department of Local Government, Sports and Communities, the Shire of Kondinin is proud to present the reviewed Strategic Community Plan for 2022-2032.

The Strategic Community Plan is required to have a major review every four years and a minor review every two years.

Community workshops were held in our towns to assess the wishes of the people of the area and to prioritize projects ranging from long term projects to immediate priorities for our communities. 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 responsibly financed implemented for the best results for the community.

It gives me great pleasure to present the Strategic Community Plan for the Shire of Kondinin.

Cr Kent Mouritz
President

Shire Vision and Values

Our Vision

'To have a thriving and sustainable future'

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.

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

Our Commitment to the Community

The Shire of Kondinin is committed to providing quality services and infrastructure to the community, while being fiscally responsible to ensure the sustainability of the Shire and the community going into the future. This requires a measured approach to planning items, including the financial ramifications and benefits with careful implementation.

How We Developed this Document

Our Strategic Community Plan reinforces our commitment to the people who live, work and visit our communities. The purpose of this document is to provide a clear purpose and strategic direction for our Shire, and to source the funding and support required to address the community priorities detailed later in this document.

It was developed based on

- The State Government's Blueprint for the region and other relevant policies, plans and strategies from both the State and Federal Governments.
- Community engagement on what is important to the people that live within our Shire.
- Input from Elected Members and Staff based on feedback they have received and their strong desire to deliver positive outcomes for their community.
- Current partnerships and projects already being delivered.

Progress Reporting

The Shire of Kondinin has adopted a traffic light based Quarterly Update to report progress against the priorities as detailed in the Corporate Business Plan which will be shared via a Council Item and on the Shire web-site. In addition, results are formally communicated to the community annually via the legislated Annual Report.

IPR Reviews

This Strategic Community Plan will be subjected to a minor review in 2023 and a major review requiring extensive community engagement in 2025 as legislated. In addition, the Corporate Business Plan will be reviewed and updated annually to reflect any changes to priorities, service levels and the budget.

Summary of Community Engagement

ENGAGEMENT	REACH
Community Workshop in Hyden	21
Community Workshop in Kondinin	19
Council workshop	8
Survey (hard copy and online)	50
Individual Submissions	2
TOTAL	100

Strategic Priorities

Emerging issues raised by community members at the various engagement forums:

- Access to quality **housing** and diversity of housing
- **Road and footpath** maintenance, **strategic road improvements** e.g. Hyden Norseman Rd
- **Ambulance** sub centre buildings should be fit for purpose
- Retention and access to **health** services (advocacy role with the Hospital, retention of GP, sealing airstrips)
- Implementing the **sport and recreation facilities** plan
- The importance of and potential for **local tourism**
- Enhancement of the **main street aesthetics in our towns**, and improvement of **public housing** standards in Kondinin in particular
- High value on local **education** (advocacy role)
- **Bushfire** prevention and control
- Facilities, services and care available for **seniors**
- Developing our **young people**
- **Whole of community** approach to strategic priorities
- **Promoting ourselves**

The Shires Role and Responsibilities

The work of local government is varied and affects the day to day lives of those in our community. This Plan lists the facilities and infrastructure that are maintained and renewed by the Shire of Kondinin and also provides a summary of the services that are delivered directly by the Shire. In addition, the Shire advocates for many other services which whilst they do not fall under the requirements of a local government, Council endeavours to ensure that these services are maintained where possible.

Key Achievements since the 2016 - 2026 Strategic Plan

Our Shire has achieved the following since our last major Strategic Community Plan review.

- ✓ Hyden Recreation Centre upgrades
- ✓ Kondinin Community Recreation Centre upgrades
- ✓ Karlgarin town site upgrades
- ✓ Additional staff housing
- ✓ Additional aged housing
- ✓ Continuing Community Grants program
- ✓ Improved Recreation Facilities in towns
- ✓ Ongoing road maintenance and construction programs including footpaths
- ✓ Medical services provided through Health Centre
- ✓ Tourism promotion in conjunction with Roe Tourism
- ✓ Kondinin Caravan Park upgrades
- ✓ Tourism facilities upgrades
- ✓ Ongoing development of Wave Rock
- ✓ Increased use of social media for relaying information
- ✓ Development of Community Garden facility
- ✓ Upgrades to standpipes and water resources

Our Demographics Tell Us

Where we are now

- **873¹ people** call Kondinin, Karlgarin, Hyden and the local government area home
- **Our population** growth rate is -4.14%
- **Median age** is 43yrs
- **Our community:** 6.4% are **Indigenous**, 39.9% are couple families with children, and 10.3% are one parent families. However, we also have a **lot of couples with no children (48%)**
- **We have an ageing population:** The percentage of the resident population from 40 to 79 years is noticeably higher than the State average. However, we average similar numbers of people, when compared to the state average, in the 0-4yrs, 30-34yrs²
- **We have varied levels of affluence in the community:** family (\$1,570) and household income (\$1289) is below WA and Australian averages, but personal weekly (\$784) income is above. Average annual income is \$38K
- **We have low unemployment:** 2.8%³ compared to state average of 7.8%
- **71.1% of our workforce is full time** and a majority of our workforce works more than 40hrs a week (65.1%)⁴
- **We have high car ownership rates:** because we have no public transport access. We like to walk to work and social activities but also our geographical isolation requires us to travel longer distances
- **We have high volunteerism:** 42.6% of residents undertake voluntary work, well above the state (19%) and national average (19%)
- **A small proportion changed address in the last 5yrs:** 35.2%
- 29.9% of people **rent their residence in the Shire**⁵
- **989 SEIFA Score** which indicates a level of disadvantage across the communities

Where we will be in 10yrs

- **Population may decline by 2031:** Predicted population of 740⁶

Shire Risks and Challenges

INTERNAL
Accessibility and streetscape amenity Increasing compliance Cost of tourism (inadequate financial representation on our books) Competing for external funding Multiple townsites across the Shire
EXTERNAL
Good quality housing, particularly in the Kondinin Town Site

¹ .id National Demographic indicators 2016 / Census 2016

² Census 2016

³ INSIGHT RAI

⁴ Census 2016

⁵ .id 2016

⁶ WA Tomorrow Band C Report 11

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
Closure of 3 Tier Rail
Role of the mine in the eastern part of the Shire
Profitability of agriculture and impact of the weather
Population decline
Changing demographics – ageing
Poor telecommunications
Diversity of employment opportunities across the Shire
Federal and state government pushing services onto local government without adequate funding
Volunteer fatigue
Access to skilled labour
Health pandemic / endemic
Sealing of Hyden – Norseman Rd
Natural disasters



Community Priorities 2022 - 2032

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
1. COMMUNITY	
1.1 Community members have the opportunity to be active, engaged and connected	We hold well attended local events and activities
	We collaborate with CRCs and local organisations to deliver community programs and activities
	Positive engagement and co-design of projects with young people occurs
	We are showcasing local artists and attracting cultural events to our communities
1.2 Facilitate and advocate for quality health services, health facilities and programs in the Shire	Local health facilities, visiting allied health and volunteer health services are retained
	Seniors have access to local support services and social programs
	Achieve and update the Aged Friendly Community Plan
	Achieve and update the Disability Access Inclusion Plan
1.3 Celebrate our pioneers, community members and protect our heritage	Cemetery access and aesthetics are improved
	Shire owned heritage buildings and places of interest are maintained and managed appropriately
1.4 Recreational and social spaces encourage active and healthy lifestyles	Achievement of the Sport and Recreation Facilities Plan
	Parks, nature reserves and community spaces are green, tidy, accessible and activated
1.5 Support local volunteer organisations	Clubs and service organisations feel supported
	Community Grant Scheme is well subscribed

1.6 Support emergency services planning, risk mitigation, response and recovery	We collaboratively plan service delivery and respond to emergency situations (LEMC)
	St Johns Sub Centres are well resourced and fit for purpose
	Resourced bush fire brigades and support to meet compliance and encourage participation
	Local police service is retained

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
2. ECONOMY	
2.1 Support the diverse industry across the Shire	Townsite entrances, Shire verges and aesthetics are tidy, green and welcoming
	We support and advocate for the agricultural industry in our Shire
	Coordinated communication and promotion of business, employment and lifestyle opportunities occurs
	Passive spaces in central business districts are activated
	Business activity increases in industrial areas
	Improved telecommunications (including data) service across the Shire and reduced number of blackspots
2.2 Safe and efficient transport network enables economic growth	Achievement of our Road Construction program
	Collaboration and demonstrated progress towards the sealing of Hyden-Norseman Rd
	Current footpaths are maintained and expansion across the townsites occurs
	We actively participate in Roe Tourism to receive local benefit

2.3 Coordinated planning and promotion of the visitor and tourist experience	RVs can access townsites and park close to amenities and businesses
	Visitors receive timely and up to date information on experiences, attractions and amenities
	Complete the Hyden Visitor Centre with additional funding
2.4 Housing meets existing and future community needs for families and workers	Shire housing stock is well maintained and expanded upon
	We advocate for improved State Government and Public Housing stock
2.5 We facilitate and support learning and education programs and services	Apprentices and trainees are part of the Shire workforce
	The Hyden childcare service is retained
	Primary Schools are retained

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
3. ENVIRONMENT	
3.1 Maintain a high standard of environmental health and waste services	Participation in the Roe EHO Scheme ensures our compliance and local businesses with environmental health legislation
	Community is educated about waste avoidance, reduction and reuse
	Transfer stations are accessible, safe and tidy
3.2 We conserve and protect our natural environment	Community participates in the management of invasive species

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP	
	RoeROC and regional groupings deliver local benefit

4.1 Skilled, capable and transparent team	We are inclusive and our communities feel heard
	We engage with the community on key projects and we provide regular, transparent communication
	Elected members are trained and feel supported
	The capability of our organisation is continually improved
	We celebrate our community successes
4.2 We are a compliant and resourced Local Government	External audits and reviews confirm compliance with relevant Local Government legislation
	Financial sustainability in achieving community aspirations
	Strategic Resource Plan - ratios

IMPLEMENTATION PLAN

Community Engagement

<u>Purpose</u>	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
<u>Guiding Principles</u>	Taken from IAP2 drivers of contemporary engagement practice: <ul style="list-style-type: none">• Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process• Communicates to participants how their input impacts the decision• Includes the promise that the public's contribution will influence the decision• Provides participants with the information they need to participate in a meaningful way• Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers• Seeks out and facilitates the involvement of those potentially affected by or interested in a decision• Seeks input from participants in designing how they participate
<u>Key Inputs</u>	Community Engagement Policy: Various engagement techniques that are identified for each engagement activity such as community and stakeholder workshops, surveys, social media, face to face interviews, submissions, pop up engagement hubs
<u>Reviewed</u>	By utilising feedback received to inform the decision-making process
<u>Reported</u>	Strategic Plan Reference section of ordinary meeting of Council items Integrated Strategic Plan reports Summary of key engagement activities in the Annual Report Community Engagement Policy Reviews Communications Strategy Report

Resource Management - Integrating Asset, Finance, and Workforce Planning

Purpose To use our people and resources to protect and enhance our infrastructure and natural environment and to deliver Shire services in a financially sustainable manner

Guiding Principles Demonstrated compliance
Enhanced community consultation
Improved management of risk
Improved social responsibility
Skilled and motivated workforce
Sustainable financial performance
Well informed investment decisions

Key Inputs Asset condition data
Community service level expectations
Long Term Financial Plan
Technical and quality requirements

Reviewed Annually to update financial modelling using current data
Major review of the LTFP every 4 years

Reported Annual Report
Plant Replacement and Utilisation reporting
Financial and strategic implications of Ordinary Meeting of Council items

Risk Management

<u>Purpose</u>	To ensure that relevant risks and opportunities have been identified, assessed, and mitigated as part of any decision or action.
<u>Guiding Principles</u>	Based on the best available information Clarifies uncertainty Facilitates continual improvement and enhancement of the organisation Integral part of organisational processes Informs decision making Systematic, structured, and timely Tailored to suit all environment types Takes human and cultural factors into account Transparent and adaptive to all areas of risk
<u>Key Inputs</u>	Governance Compliance Calendar Officer Reports Risk Reporting Framework Audit Report
<u>Reviewed</u>	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire.</p> <p>Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework.</p> <p>Regulation 17 review every 3 years Risk Management profiling tool, reviewed quarterly The Audit and Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.</p>
<u>How Reported</u>	Audit and Risk committee meeting minutes Risk section of ordinary Council meeting Items

IMPLEMENTATION OF COMMUNITY PRIORITIES

1. COMMUNITY						
STRATEGY	ACTION	Dept/Officer	22/23	23/24	24/25	25/26
1.1 Community members have the opportunity to be active, engaged and connected	a. Source funding and co-ordinate delivery on initiatives that support arts, culture and learning	CDO	X	X	X	X
	b. Jointly plan with the two Community Resource Centres to deliver community events and initiatives	CDO	X	X	X	X
	c. Support local arts, cultural and town centre activation initiatives	CDO	X	X	X	X
	d. Work with the schools and CRCs to develop youth based activities utilising Council infrastructure	CDO	X	X	X	X
	e. Achieve strategies in the Public Health Plan	EHO	X	X	X	X
1.2 Facilitate and advocate for quality health services, health facilities and programs in the Shire	a. Shire owned health facilities are retained and maintained to community standards	MPA	X	X	X	X
	b. Work with neighbouring local governments, key stake holders to have a collaborative approach to the provision of local medical and allied health services	CEO	X	X	X	X
	c. Determine what can be provided in the form of support networks to retain and attract new allied health care providers within the Shire of Kondinin	CEO	X	X	X	X
	d. With the CRCs jointly deliver senior activities and attract programs to communities	CDO	X	X	X	X
	e. Advocate for improvements in telehealth and outreach services	CEO	X	X	X	X
	f. Achieve strategies in the Aged Friendly Community Plan	MPA/CDO	X	X	X	X
	g. Achieve strategies in the Disability Access Inclusion Plan	MPA/EHO	X	X	X	X
1.3 Celebrate our pioneers, community members and protect our heritage	a. With the community forward plan the aesthetics of our cemeteries	CEO/MPA/WSM	X	X	X	X
	b. Local Heritage Survey and Conservation Plans reviewed, updated, integrated and implemented	MPA	X	X		
1.4 Recreational and social spaces encourage active and healthy lifestyles	a. Progressive achievement of the Sport and Recreation Facilities Master Plan	MPA	X	X	X	X
	b. Meet biannually with the Hyden and Districts Sports Council and Kondinin Community Recreation Council	MPA/CDO	X		X	
	c. Upgrade Playgrounds	CDO/MPA/WSM	X	X	X	X
	d. Shire parks, gardens and verges are maintained to community standards	WSM	X	X	X	X

	e. Forward plan towards a combined playground and skatepark in Kondinin	CDO/MPA/WSM/CEO	X	X	X	
1.5 Support local volunteer organisations	a. Continue to offer the Community Grant Scheme	CDO	X	X	X	X
	b. Provide community facilities to support local clubs and associations to deliver their activities and initiatives	CDO/MPA	X	X	X	X
	c. Support local emergency service volunteer attraction and retention	CEO/CDO	X	X	X	X
1.6 Support emergency services planning, risk mitigation, response and recovery	a. Regular LEMC meetings as well as training and scenario planning	CEO	X	X	X	X
	b. Advocate for improved equipment and emergency service infrastructure	CEO	X	X	X	X
	c. Advocate for the retention of the police service	CEO	X	X	X	X
	d. Work with DWER to secure water resources for emergency use and drought resilience	MPA/WSM	X	X	X	X

2. ECONOMY						
2.1 Support the diverse industry across the Shire	a. Develop and implement townsite improvement plans in collaboration with each community	CEO/MPA/WSM/CDO	X	X	X	X
	b. Complete works as per the Hyden Revitalisation Plan	CEO/MPA/WSM/CDO	X	X	X	X
	c. Increase light industrial land when an identified need is presented	MPA	X	X	X	X
	d. Maintain Council interaction with large industry	CEO/WSM/MPA	X	X	X	X
	e. Facilitate expansion of telecommunications networks across the Shire and advocate for reduced number of black spots across the Shire	CEO/CDO	X	X	X	X
	f. Marketing of Shire and facilities	CDO	X	X	X	X
	g. Review town planning scheme amendments	MPA	X	X	X	X
2.2 Safe and efficient transport network enables economic growth	a. Demonstrated achievement towards of our 2030 Road Plan	WSM	X	X	X	X
	b. Equipment replacement as per our Plant and Equipment Schedule	WSM	X	X	X	X
	c. Maintain Council controlled air strip	WSM/MPA	X	X	X	X
	d. Annual footpath maintenance, upgrade and extension	WSM	X	X	X	X
	e. Demonstrated advocacy and planning with neighbouring local governments towards the sealing of the Hyden-Norseman Rd	CEO/MPA/WSM	X	X	X	X
2.3 Coordinated planning and promotion of the visitor and tourist experience	a. Update and improve visitor information infrastructure as well as online, face to face and print communication channels	CEO/CDO	X	X	X	X
	b. Improve truck and RV access to central business districts	CEO/WSM	X	X	X	X
	c. Install RV dump point in Hyden and Karlgarin	MPA	X	X	X	

	d. Continue to maintain the Wave Rock Precinct, Kondinin Caravan Park as well as other tourism precincts, information bays	CDO/MPA	X	X	X	X
	e. Apply for funding to construct the Hyden Visitor Centre	CEO			X	X
	f. Continue membership and active participation in Roe Tourism	CEO/CDO	X	X	X	X
	g. Add value to the Great Western Woodlands and Pathways to Wave Rock trails	CDO	X	X	X	X
2.4 Housing meets existing and future community needs for families and workers	a. Complete new Shire accommodation in Kondinin/Hyden	MPA	X	X	X	X
	b. Maintain and upgrade Shire housing stock	MPA	X	X	X	X
	c. Support the Community Housing Committees, either in kind or financially, subject to the annual budget	MPA	X	X	X	X
	d. Support the planned development of residential land within the Shire	MPA	X	X	X	X
	e. Advocate for improvements in State Government housing in our communities	CEO/MPA	X	X	X	X
2.5 We facilitate and support learning and education programs and services	a. Include apprentices and trainees in our workforce	CEO	X	X	X	X
	b. Support the two primary schools	CEO/CDO	X	X	X	X
	c. Identify incentives or programs that could be offered to teachers to encourage them to continue to work in the schools within the Shire	CDO/MPA	X	X	X	X
	d. Support the provision of childcare in our communities	MPA	X	X	X	X
	e. Provide assistance and support for families who cannot afford or support education for their children by way of the Youth Development Grant program	CDO/CEO	X	X	X	X

3. ENVIRONMENT

STRATEGY	ACTION	Officer	22/23	23/24	24/25	25/26
3.1 Maintain a high standard of environmental health and waste services	a. Participation in the ROE EHO Scheme	EHO/CEO	X	X	X	X
	b. Continue to educate the community about waste minimization and recycling	CDO/EHO	X	X	X	X
	c. Safe access to our refuse sites	WSM	X	X	X	X
	d. Active collaboration to manage the Bending Regional Waste Site	EHO/CEO/WSM	X	X	X	X
3.2 We conserve and protect our natural environment	a. Promotion and management of invasive species programs to the community	CEO	X	X	X	X

	b. Preparation and management of nature reserves and roadside verges to reduce bushfire risk	WSM	X	X	X	X
	c. Implement solar energy throughout Council buildings, subject to the annual budget and grant applications	MPA/CSM	X	X	X	X

4. CIVIC LEADERSHIP

STRATEGY	ACTION	Officer	22/23	23/24	24/25	25/26
4.1 Skilled, capable and transparent team	a. Meet our Communications and Community Engagement Policy	CEO	X	X	X	X
	b. Maintain and continue to improve communication amongst Council and staff to increase efficiency, provide outcomes and to enhance customer service levels	CEO	X	X	X	X
	c. Deliver quarterly reviews of the Shire Community Strategic Plan and Corporate Business Plan.	CEO	X	X	X	X
	d. Meet our Shire Customer Service Charter	CEO/CSM	X	X	X	X
	e. Continue to participate in regional groups such as ROE ROC and WALGA Zone Meetings Regional Road Group and Sub-Group	CEO/WSM	X	X	X	X
	f. Demonstrated progress towards the achievement of the Workforce Plan	CEO	X	X	X	X
	g. Elected members attend professional development	CEO	X	X	X	X
4.2 We are a compliant and resourced Local Government	a. Continue to meet compliance with statutory and regulatory requirements	CEO/CSM	X	X	X	X
	b. Review financial and asset management policies and practices	CSM/MPA	X	X	X	X
	c. Review and update our long term financial plans	CEO	X	X	X	X
	d. Continue sub committees of Council and ensure reporting requirements and obligations are met	CEO	X	X	X	X

Major Projects

#	Capital Projects	22/23	23/24	24/25	25/26	Total Cost	Shire contribution	Other	Status	Quarterly Update
	Hyden Tennis Club Upgrade	XX				\$150,000				Carried forward to 23/24
	Hyden Swimming Pool Change Rooms upgrade	XX				\$602,000				
	Hyden Swimming Pool carpark upgrade	XX				\$95,000				
	Kondinin Pavilion Upgrade			XX		\$800,000				
	Hyden Recreation Centre Upgrade			XX		\$3.6M	\$1.4M			Delayed for Community Funding
	Hyden Visitors Centre			XX	XX	\$7.5M				Project to be brought forward in LTFP in possible for funding.

Upgrades to PTA Lease area – Hyden – Railway Barracks	XX				\$20,000				
Hyden –Norseman Road Seal		XX	XX		\$25m	\$5m			
Staff Housing / Aged Housing / Professional Housing		XX	XX	XX	\$2.5m				
Hyden Tennis Courts Replacement	XX				\$280,000				
Water for Facilities and recreation	XX				\$150,000				
Footpaths – including street lighting	XX \$200, 000	XX \$100, 000	XX \$100, 000	XX \$100, 000	\$500,000	\$400,000			
Karlgarin Bowling Club Tenure and building.				XX	\$600,000				

	Continuation of Wave Rock Revitalisation Plan	XX	XX	XX	XX	\$200,000		\$50,000 annually		
	<u>Operational Projects</u>									
	Upgrade Playground Facilities		\$50,000	\$50,000	\$50,000	\$150,000		\$50,000 annually plus Grants		
	Town Aesthetics	\$140,000	\$140,000	\$140,000	\$140,000	\$560,000				
	Road Verge Programme	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000				
	Plant Replacement Programme	\$760,000	\$770,000	\$753,375	\$594,500	\$2.887m				

Community Facilities, Infrastructure and Services

Community Facilities	Service Objective	Legislated
Caravan Parks	Maintain and enhance the Caravan Parks to provide a safe and inviting experience for visitors	N
Gardens	To manage and maintain gardens so that they are seen as clean, fit for purpose and attractive	N
Housing	To maintain Shire owned houses to a level that retains their capital value	N
Library	To provide library services that engage and meet the needs of the local communities	N
Parks and Playgrounds	To manage and maintain parks and playgrounds that attract community members and visitors	N
Public Toilets	To maintain public toilets so that they are seen as clean, tidy and usable	N
Recreation Grounds & Pavilions	To partner with local communities to manage and maintain to an acceptable standard relevant to current usage	N
Reserves	To retain and maintain reserves for community use relevant to current usage	N
Town Halls/Public Buildings	To manage and maintain to an acceptable standard relevant to current usage	N
Community Infrastructure		
Sewerage	To plan, renew and maintain infrastructure to a safe operating standard that meets community needs	Y
Footpaths		Y
Drainage & Stormwater		Y
Aged Care		Y
Roads & Verges		Y

Shire Services		Legislated
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects	Y
Customer Service & Payments	To provide a high level of customer service and access to convenient payment options	Y
Economic Development	To promote the shire and region as an attractive place for business	N
Finance and Governance	To deliver open and transparent systems and reporting that ensure the prudent use of funding streams	Y
Fire & Emergency	To partner with relevant agencies and volunteers to ensure adequate resources to respond to emergencies	Y
Maintenance - Roads	To schedule and deliver maintenance programs in line with resource capacity that support a reliable transport network	Y
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment to ensure appropriate management and use	Y
Public Health	To ensure that public health legislation is understood, managed and complied with	Y
Regional Collaboration	To support regional co-operation and share resources with other LG's	N
Town Main Streets	To maintain streetscapes that are neat, tidy and welcoming	N
Town Planning and Building Control	To ensure that legislative requirements and building standards are complied with	Y
Tourism Promotion	To promote and develop tourism and maintain local attractions	N
Volunteer & Community Group Support	To actively support community groups and volunteers to encourage community driven activities	N
Waste, Recycling & Refuse Sites	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements	Y