



Shire of Kulin

Chief Executive Officer

Information Package 2023





Chief Executive Officer

(Band 4 with a negotiated remuneration package of between \$131,423 and \$206,141)

Applications are invited from suitably qualified individuals for the position of Chief Executive Officer with the Shire of Kulin, on a performance based contract for a negotiated period of 3 to 5 years.

The Chief Executive Officer is the principal advisor to the Council and provides direction on policy, statutory powers and responsibility, and leadership to the organisation as a whole.

The successful applicant will possess exceptional people management skills, demonstrated knowledge of the WA Local Government Act and associated regulations, and previous experience in the development and implementation of organisational strategic objectives.

Kulin is a highly progressive and desirable community located three hours southeast of Perth and is well serviced in terms of health, child care and schooling (K -10). There are excellent recreation facilities and an energetic community provides the opportunity for plenty of active participation and quality living.

The remuneration package is inclusive of an executive home and utilities, a fully maintained motor vehicle (currently a Toyota Prado), generous superannuation, communication devices, clothing allowance and professional development allowances.

To obtain the application package, including job description and selection criteria, either visit Council's website www.kulin.wa.gov.au or email Nicole Thompson eso@kulin.wa.gov.au. Additional enquires may be made of Mr John Merrick on 0418 933 161.

Applicants should address the selection criteria contained within the information package and post applications marked 'Confidential CEO Application' to the Shire President, Cr Grant Robins PO Box 125 Kulin 6365, or email eso@kulin.wa.gov.au. Applications should reach the Shire Offices by 4pm Wednesday 8 March 2023.

Cr Grant Robins
Shire President



Chief Executive Officer

- 1.0 TITLE:** Chief Executive Officer
- 2.0 SALARY:** Negotiated Band 4 Salaries and Allowances Tribunal
- 3.0 SECTION / DIVISION:** Chief Executive Officer
- 4.0 POSITION OBJECTIVES:**
- 4.1 Overall**
- Initiate and provide executive leadership and management on all facets and programs of the organisation to ensure that the Council identifies and contributes to the sustainable development of the Local Government with regard to the availability of internal and external resources.
 - Ensure on behalf of Council the implementation of its strategic objectives, policies and statutory requirements, by managing, facilitating and evaluating activities and the resources (human and financial) available to the respective program areas in a timely manner.
 - Provide, as the principal adviser to Council, direction to Council on matters of general policy and give advice to Council on its statutory powers and responsibilities.
 - Maintain the Local Government's image with the general public, Government Departments, Authorities, Commerce and Industry.
- 4.2 Within Section**
- Liaise and provide the President and Councillors with objective professional advice and policy direction on all operations, especially corporate and strategic, to ensure that Council's legal and corporate obligations are achieved.
 - Support, counsel and advise staff on the requirements to provide the Council with administrative and professional support.
- 4.3 Within Organisation**
- Ensure staff have the appropriate skills, knowledge, experience and qualifications to perform their role.
 - Develop a Corporate approach within the Executive management team towards the development of budgets and the placement of financial controls within each department. Manage the performance of staff with reference to key performance indicators.
 - Monitor and maintain organisational culture and the morale of staff.
 - Ensure continuous improvement in both the natural and built environment and customer service.
 - Administer the legal and statutory processes of the local governments operation and be the chief advisor to Council on these matters.
 - Ensure effective financial controls are in place for each functional area of the organisation.

- Provide strategic direction and strong leadership to the entire organisation.
- Manage the preparation, review and enforcement of the Councils statutes, policies and local laws including the review of delegations of authority.

5.0 ORGANISATIONAL RELATIONSHIPS

5.1 Responsible to:

- The Council of the Shire of Kulin.

5.2 Supervision of:

- Direct supervision of Deputy Chief Executive Officer, Manager of Works, Community Services Manager, Executive Support Officer and relevant section staff.
- Indirect supervision of all staff via delegation to the relevant Managers.

5.3 Internal and External Liaison

Internal

- President
- Councillors and all Committees and Working Groups
- Staff

External

- Federal and State Government Departments and Agencies
- Community, Ratepayers and general public
- Business community
- Sporting groups
- Other local governments
- Media
- Primary contractors and suppliers

6 SELECTION CRITERIA

6.1 Leadership

- Proven leadership at the Chief Executive Officer/General Manager/Managing Director level.
- High level strategic planning skills and knowledge of corporate management.
- Delegation skills to ensure the achievement of outcomes, accountability of managements, staff and the development of employees' abilities.
- Understanding of the application of contemporary human resource management principles.
- Understanding of social media use and implementing policy and procedures in the organisation.

6.2 Policy Implementation

- Good knowledge of public policy issues as they impact on Local Government.

6.3 Governance and Compliance

- Demonstrated strong working relationship with Councils/Board of Management.
- Demonstrated capacity to administer the Local Government Act (1995) and associated Legislation involved in Local Government
- Proven provision of professional, comprehensive and timely advice to support Council in making informed decisions on behalf of constituents.
- Knowledge of statutory, legal and contractual obligations.

6.4 Financial Results

- Extensive experience in the area of financial management.

6.5 Community Development

- Considerable experience encouraging, promoting and facilitating sustainable business development and fostering investment opportunities.
- A proven history of building and maintaining positive strategic relationships within the community.
- Appreciation of the culture and heritage of the Shire and how it integrates with planning and policy.

6.6 General Management

- Excellent interpersonal and communication skills focusing on maintaining good relationships with all stakeholders.
- Degree in relevant Management, Business and/or Public Sector Administration discipline or experience that is accepted as comparable is desirable.

NOTE: In a general sense it is thought that the successful applicant will have previous local government or government experience at a senior level, however applicants who believe they have similar attributes gained through a solid management and legislative background should not be deterred from applying.

7.0 KEY DUTIES AND RESPONSIBILITIES

- Act as the principal adviser to the President and consult with Councillors on policy and legislation and provide impartial advice on all matters generally affecting the operations and affairs of Council.
- Attend all Council meetings and Committee Meetings as necessary to advise the Council of its authority and statutory constraints and ensure the effective and efficient implementation of Council's decisions.
- Identify and perform all statutory requirements of the position and ensure Council's compliance with the Local Government Act, other Acts and legislative requirements.
- Plan, direct and monitor the operations of Council and be the principal officer responsible for all administrative activities associated with the Council's decision making process in accordance with the Local Government Act and various other statutes affecting the operation of the Local Government.
- Ensure effective management and implementation by all employees of Council decisions and ensure adherence by staff to Council's adopted Strategic Plan, Principal Activities Plan, policies, programmes and decisions.
- Assist Council to initiate and formulate strategic organisational objectives and strategies to ensure the progressive, sustainable and equitable socio- economic development of the Local Government.
- Foster and maintain excellent positive public relations and customer care services at a high standard to the Local Government's ratepayers, clients, and other bodies with whom the Council is directly or indirectly associated.
- Represent Council and liaise with other Local Authorities, the Local Government Department and other State and Federal Government Departments/ Authorities.
- Ensure effective and equitable human resource management strategies and policies are applied.
- Submit annual revenue and capital budgets to reflect the Council's strategies and policies and submit for approval, at least annually, strategic objectives in regard to the Local Government's financial and physical environment, community facilities and services.

8.0 PERFORMANCE STANDARDS

Section 5.38 of the *Local Government Act 1995* requires that the performance of the CEO is to be reviewed at least once in relation to every year of the employment.

The negotiated employment contract will be performance based and the performance review, based upon the achievement of agreed outcomes, will be developed in conjunction with the successful applicant.

9.0 ADDITIONAL REQUIREMENTS

Qualifications

- A degree in a relevant Management, Business and/or Public Sector Administration discipline.
- Evidence of a commitment to continuing professional development will be highly regarded.

Experience - Essential

- Proven track record or excellent performance and conduct as a CEO or in senior executive management of a WA Local Government.
- Demonstrated capacity to administer the Local Government Act and other associated legislation involved in the field of Local Government at a senior management level.
- Experience in human resources management and effectively dealing with people in government/public/community/employees at all levels.
- A current WA Motor Driver's license.

10.0 AUTHORITY

- Position operates within broad operational parameters as set by Council and the Local Government Act and relevant statutes, which involve Local Government program delivery.
- Principal adviser to the President and Council
- Extensive operational and decision making flexibility to ensure the effective and efficient implementation of all Council decisions, programs and activities and the utilisation of human and financial resources.
- Authority to evaluate, promote and execute as necessary, immediate decisions when necessary which may follow consultation with the President and / or Councillors.

Acknowledgement:

Signed: _____

Date: _____

Signed: _____

Date: _____

Shire President



Information in Relation to the Selection Process

1. Council has advertised for a Chief Executive Officer.
2. Council is seeking to appoint an appropriate person to undertake the statutory role of Chief Executive Officer as detailed within section 5.41 of the Local Government Act. The Council will be seeking an application from prospective applicants that demonstrates these capabilities as well as those core competencies as identified within the Position Description.
3. If possible, the application should be typed and include the following information to be mailed in an envelope marked 'Confidential CEO Application':-
 - Cover letter addressed to the President – Shire of Kulin, PO Box 125, Kulin WA 6365.
 - A Curriculum Vitae that includes; Personal details – name, address, telephone and email, educational and continuing professional development details, employment history including dates and description of the positions undertaken, membership of professional associations and personal details of community involvement outside of the workplace considered relevant to the application.
 - The name of two (2) referees that can verify claims of experience by the applicant.
NB: Referees listed will be contacted without further notification to the applicant.
 - Selection Criteria – contained within the Position Description are 6 specific Selection Criteria that the Council will base its initial determinations upon when selecting a short list of applicants. The Selection Criteria is not meant to be exhaustive but applicants must address each of the 6 Criteria demonstrating a developed knowledge. Where possible including previous working experience or examples in undertaking the function or requirements.
 - Supporting Information – applicants are encouraged to include with the application, copies of supporting information/qualifications and statements of claim. Details of qualifications should include the institution, certificate number and date of issue to allow verification.
 - Referees should be detailed – and be ready to verbally support claims and experiences.
4. A medical clearance will be sought from the preferred candidate after Interviews and prior to the Council resolving to make the appointment.
5. All applications received will become the property of the Shire of Kulin and cannot be returned to unsuccessful applicants. Please do not submit applications in plastic folders or include original documents. Applications should be loose leaf, pinned and able to be scanned for dissemination to Council.
6. If there are reasons that the applicant does not wish the Shire of Kulin to undertake referee checks prior to determining a preferred candidate (e.g. an employer is not aware of your application and you do not wish for contacts to initially be made until preferred candidate status has been confirmed) please advise of such with your application or supporting email.

7. Applications can be submitted electronically, by post or in person at the Council offices in Kulin. Applications sent by email may be addressed to eso@kulin.wa.gov.au and flagged confidential. Late applications will not be received unless permission has been confirmed by the Executive Support Officer.
8. Initial interviews for the position will be held in the Council Chambers, Kulin as soon as practicable following the closure of applications.
9. By submitting an application, the applicant acknowledges that final employment is subject to relevant presentation of a National Police Clearance and other checks the Shire may wish to undertake.
10. The applicant also acknowledges that any information contained in the application that is misleading or erroneous may result in the termination of contract or exclusion from the application process.

COUNCIL IS AN EQUAL OPPORTUNITY EMPLOYER

The Shire of Kulin - Overview

The Shire of Kulin is situated in the Central Wheatbelt 280km southeast of Perth. The Shire comprises of four townsites Kulin, Pingaring, Dudinin and Holt Rock. The main industry within the Shire is agriculture with most farmers growing cereal crops and sheep for meat and wool. With a population of approximately 700 people statistically we are a small town however when it comes to spirit this town is far from small.



The community has rallied together over the past few decades and worked together to create and construct community facilities and events which unite and ignite our town. Some of the remarkable achievements which have been realised are the Kulin Bush Races, a community owned and run bank, the Kulin Retirement Homes and the Cultivating Kulin Committee as a fundraising body fundraising for facilities such as the All Ages Precinct.

The town also boasts modern recreational facilities with an extensive aquatic centre which includes the longest slide in regional WA, football & hockey oval, indoor netball & basketball courts, 24 hour gymnasium, competition sized bowling rink, tennis courts and an 18-hole golf course. Kulin also has an extensive town park which includes grassed area, shelter & seating, gardens, BBQ facilities, skate park, pump track, basketball court and ninja warrior course.

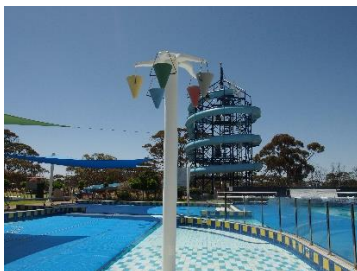
There are services available in town which include a District High School (K -Year 10), child care centre, medical facilities with visiting doctor, nurses and visiting primary health specialists such as physiotherapist, infant health care, Commonwealth Home Support Program (CHSP), Community Resource Centre, Visitor Centre, Caravan Park, Police Station, supermarket, Bendigo Bank, hotel, mechanic, hardware stores, Post Office, Library, beauty therapist and hairdressers.

The Shire itself covers an area of over 4,700km² with a road network of over 1,600km.

Our Shire services the community in several ways including:

- the construction and maintenance of local roads, footpaths & drainage, public buildings and facilities.
 - the provision of recreation facilities, such as parks and gardens, sports fields, golf courses, swimming pool, recreation centre
 - the provision and maintenance of community services such as childcare, aged care and accommodation, CHSP, community transport, emergency services, welfare services and tourism services including caravan park and RV area
 - lobbying and working with State and Federal Government, regional organisations and agencies
 - advocating for local needs whilst operating in a regional context
- corporate governance to ensure it delivers good decision making, leadership and professional management

For more information on the Shire of Kulin and the Kulin Region please see our website: www.kulin.wa.gov.au and www.visitkulin.com.au



SHIRE OF KULIN CORPORATE BUSINESS PLAN

2021-2025



Kulin Corporate Business Plan Overview

The Corporate Business Plan is an internal business planning tool that translates Council Priorities into deliverables with the resources available. The plan details the how the Shire of Kulin will deliver Council's Strategic Initiatives via either Projects, Advocacy or Discussion within a defined period.

The Plan identifies the Shire of Kulin's current position in relation to the delivery of the Corporate Business Plan priorities. It reprioritises services, projects or other operations to respond to changes in the community, business and environment or available resources and it allows for an evolving and rolling Corporate Business Plan which generates an Annual Budget.

Council has reviewed the Strategic Community Plan 2021 – 2025 in February 2022 and adopted the reviewed plan in February 2022. Council has set the strategic priorities that will drive the operation of the Shire of Kulin over the short (12 months) to medium term (4 years).

Within this Corporate Business Plan, the costs associated with the operations and projects that the Shire will deliver over the period of the Plan are preliminary and indicative.

These figures will be refined each year as the Annual Budget is adopted by Council and will be incorporated into the Long Term Financial Plan, the Asset Management Plan and the Workforce Plan.

The Strategic Priorities have been categorised with the themes more in line with how Council conducts its day-to-day business:

1. Corporate
2. Infrastructure
3. Community
4. Regulatory
5. Recreation & Culture

Classifying these 5 Business units as Council's Strategic Priorities further enabled the development of a subset of 25 specific strategic priorities. The individual Initiatives or Projects also refer back to Social, Economic, Environment and Civic Leadership themes in line with the WA Local Government Integrated Planning guidelines.



Message from the President

The Shire of Kulin have been working hard towards delivering a number of projects within the Kulin Community over the past few years and I'm sure you can all agree the development within the Shire has been vast. From our roads to our recreation facilities we have certainly aligned ourselves with our Strategic Community Plan to continue to deliver the initiatives envisaged by our community capture process.

The 2022 Corporate Business Plan for the Shire of Kulin, clearly outlines the Community's Strategic Priorities and vision for Kulin for the next 10 years and beyond. These initiatives that we are proposing will certainly keep the Shire of Kulin in a forward moving motion, keeping it as a community driven ...

Cr Grant Robins

Shire President



Kulin SCP 25 – Strategic Priorities

Corporate Governance	Infrastructure Transport	Community Community Development	Regulatory Planning	Recreation & Culture Recreation Facilities
KULIN Shire Council provides good strategic decision making, governance, leadership and professional management.	KULIN has connected communities through a safe and efficient transport network throughout the Shire.	KULIN is a strong and supportive community with a recognisable identity of being proactive, inclusive, resilient and welcoming.	KULIN will continue to deliver services that meet the current and future needs and expectations of the community, whilst maintaining statutory compliance.	KULIN's offers a variety of high-quality recreation and sporting facilities that provide accessible infrastructure meeting the changing needs of the growing and active communities.
Finance	Water	Economic Development	Building	Aquatic Centre
KULIN Shire Council manages the organisation in a responsible, accountable and consultative manner ensure Council decision making supports fair allocation of resources, services and facilities across the Shire.	KULIN ensures quality, long term water supply to meet the demands of existing industry requirements, future growth and challenging climatic conditions.	KULIN has a thriving, diverse and growing economy that provides commercial and industrial infrastructure aligned to economic needs and growth, offering a diverse range of job opportunities to actively support, develop and attract local as well as new businesses and new services to Kulin.	KULIN will ensure effective and efficient development and building services	The KULIN Shire Council will work with the community to maintain the Aquatic Centre and water slide.
Communication and Customer Service	Waste	Tourism	Public Health	Community Facilities
A range of effective communication tools engage the KULIN community to support transparent and accountable decision making and high standard customer service.	KULIN is committed to sustainable waste management focusing on waste minimisation and resource recovery.	KULIN offers a positive visitor experience founded on iconic major events, distinct local attractions and a collaborative approach to heritage, our stories and tourism.	KULIN will provide environmental health and safety services.	KULIN provides a variety of community facilities to meet the current and future needs and expectations of the community.
Information Technology	Housing	Education	Ranger Services	Public Open Space
KULIN advocates and lobbies for telecommunications infrastructure that is progressive and facilitates business growth and meets the needs of our community.	KULIN will facilitate diverse, inclusive housing options via encouraging the provision of affordable housing stock and investigating incentive or joint venture partnership arrangements to create private/community investment in quality housing.	KULIN is focused on lifelong learning with improved access to education, training and leadership development via opportunities to network, learn and share skills and experience through a range of local training and education pathways.	KULIN is a liveable and safe community where people are safe in their homes and in public.	KULIN offers a functional mix of open space and invites and promote the community to take a proactive role in improving the aesthetics of each town site.
Human Resources	Environment	Health	Emergency Services	Arts & Culture
KULIN Shire Council provides a safe, healthy and inclusive work environment that supports and enhances the productivity of Shire staff via provision of regular training opportunities and implementation of collaborative partnerships that support efficient use of resources.	KULIN is an environmentally aware community that endeavours to protect and value the natural environment and investigate sustainable alternative energy solutions.	KULIN provides access to a high standard of health and family support services to address the needs of all sectors of the community whilst embracing and providing for older residents.	KULIN has a community wide emergency management and recovery plan and encourages community participation in emergency service organisations.	KULIN support access to cultural and artistic activities and facilities in the community.

Kulin Strategic Initiatives

Corporate Governance	Infrastructure Transport	Community Community Development	Regulatory Planning	Recreation & Culture Recreation Facilities
Communications	Transport Tin Horse Highway Town Street Lights Footpaths and Trails Car Parks Fuel Facility	Tin Horse Highway Commercial Buildings Town Street Lighting Recreation Precinct Signage Childcare Training Communications Public Art	Takeaway Food Outlet Mobile Phone Towers Accommodation Housing Aged Care Facility Public Art	Footpaths ad Trails Water Non-potable Recreation Precinct Aquatic Centre Signage Playgrounds
Finance	Water	Economic Development	Building	Aquatic Centre
Accommodation Commercial Buildings Aquatic Centre Childcare Centre Fuel Facility	Water Non-potable	Takeaway Food Outlet Mobile Phone Towers Internet Transport Accommodation Commercial Buildings Signage Housing Recycling Fuel Facility	Takeaway Food Outlet Accommodation Commercial Buildings Aquatic Centre Housing	Aquatic Centre Signage
Communication and Customer Service	Waste	Tourism	Public Health	Community Facilities
Communications	Recycling	Takeaway Food Outlets Mobile Towers Transport Accommodation Tin Horse Highway Tourist Amenities Footpaths and Trails Aquatic Centre Signage Fuel Facility Communications Public Art	Tourist Amenities Aquatic Centre Playgrounds	Tourist Amenities Town Street Lighting Footpaths and Trails Recreation Precinct Aquatic Centre Signage Childcare Aged Care Playgrounds
Information Technology	Housing	Education	Ranger Services	Public Open Space
Mobile Phone Towers Internet Communications	Housing	Childcare Training Playgrounds		Tourist Amenities Footpaths Signage Aged Care Public Art Playgrounds
Human Resources	Environment	Health	Emergency Services	Arts & Culture
Housing Childcare	Tourist Amenities Footpaths and Trails Recycling	Medical Aged Care	Mobile Phone Towers Internet Water Non-potable Training	Tin Horse Highway Footpaths and Trails Public Art

Initiatives Deliverables

Project

A Project Initiative will typically be a capital project included within Council's Annual Budget as identified via the SCP process to improve community facilities or infrastructure. It will have a funding source identified and confirmed prior to inclusion within the Budget. Where necessary Shire staff will work with Council and relevant external parties to identify and apply for potential funding sources, as part of the project planning and development phase. Specific projects may also require advanced design and planning processes prior to being finalised for implementation by Council.

Advocacy

An Advocacy Initiative will typically be a topical issue or need as identified via the SPC process to improve the wider resilience of the community. It will entail Shire staff and Council undertaking lobbying, advocacy and activities with external parties such as State and Federal government elected members and departments, as well as WALGA, key agencies and industry. Where such advocacy advances potential issues to the stage that it may require Council funding or further assistance, relevant information will be presented to Council, and where necessary the community, prior to being finalised for implementation by Council.

Discussion

A Discussion Initiative will typically be a topical issue or need for the community as identified by the community via the SCP process that requires further investigation and collation of relevant information. The process will entail Shire staff and Council undertaking further community engagement as required with identified stakeholders to obtain the necessary information. This process may include the undertaking of feasibility studies and submission of business cases, such activities will be included within Council's Budget. A detailed briefing will be presented to Council, and where necessary the community, prior to being finalised for implementation by Council.

Project	Advocacy	Discussion
Accommodation	Mobile Phone Towers	Takeaway Food Outlet
Tin Horse Highway	Internet	Accommodation
Tourist Amenities	Transport	Tin Horse Highway
Town Street Lighting	Medical	Commercial Buildings
Footpaths and Trails	Town Street Lighting	Signage
Water Non-Potable	Housing	Housing
Recreation Precinct	Childcare	Childcare
Aquatic Centre	Aged Care	Aged Care
Car Parks		Recycling
Signage		Training
Housing		Public Art
Fuel Facility		Playgrounds
Training		
Communications		
Playgrounds		
Public Art		
Medical		
Internet		



Project List 2021 - 2025

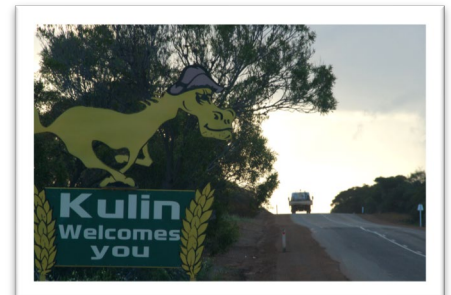
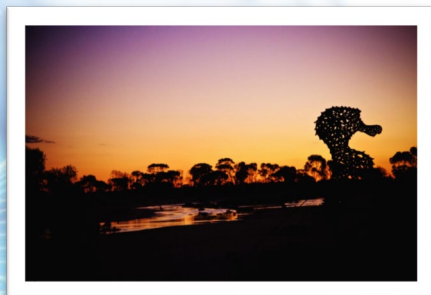
Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
Accommodation	Short Stay at Caravan Park	Expansion of existing Kulin Caravan Park to the North. Master Planning of the site with inclusion of both 1 and 2 bedroom cabins as short stay accommodation. Potentially the inclusion of additional caravan bays, headworks and landscaping to be included in the planning.	Proponent	SoKU	CKC	Y	Y
	Workers Style	Investigation and planning of "Workers Style" accommodation on lots opposite caravan park. Inclusion of units with self contained kitchens, as well as single room "donga" style. Potential JV with business to assist with funding. Headworks and landscaping would be required so as not to resemble a mining camp.	Proponent / Facilitator	SoKU	CBH McIntosh	Y	Y
Tourist Amenities	Jilakin Rock – Toilets & BBQs	Improvements of facilities and ongoing maintenance of Jilakin Rock parking area. Potential items include toilets and picnic facilities.	Proponent	SoKU	KBR	Y	Y
	Cemetery	Improvements of facilities at the Kulin cemetery. Upgrade entry statement and the provision of ambulant toilets.	Proponent	SoKU		Y	Y
	Holt Rock RV				Varley Progress Association		
Town Street Lighting	Audit	Commission on Audit of the Kulin townsite street lighting. Determine current status relative to relevant standards. Identify areas and requirement to bring up to relevant standards.	Facilitator	Community	Western Power WAPOL	N	Y
Footpaths and Trails	Improved Network	Undertake a gap analysis to determine where modifications are required to existing network. Investigate potential funding sources. Progressively implement modifications subject to available funding.	Proponent	SoKU	KDHS	Y	Y
	Pram/Gopher Ramps	Ensure adequate pram ramps are installed where every footpath crosses a town street to ensure prams, gophers, wheelchairs etc can adequately transition across the road. Include with any new or replaced footpaths. Undertake a gap analysis to determine where modifications are required to existing network.	Proponent	SoKU	KRH	Y	Y
	Town Circuit walk and bike trails	Develop a master plan creating an around town of a circuit walk and bike trail. Incorporate to connect with existing trails such as Macrocapa, Golf Course and BMX track. Where possible track will be gravel and have connections to town footpaths. Investigate potential funding sources. Progressively implement modifications subject to available funding or utilisation of community resources.	Proponent / Facilitator	SoKU	CKC	Y	Y
Water Non-Potable	East Pingaring	Investigation and planning for non-potable water supply such as key dam or groundwater bore for uses such as fire fighting, roadworks and drought resilience. Investigate potential funding sources and progressively implement subject to available funding.	Proponent	SoKU	DWER	Y	Y
	West Kulin	Investigation and planning for non-potable water supply such as key dam or groundwater bore for uses such as fire fighting, roadworks and drought resilience. Investigate potential funding sources and progressively implement subject to available funding.	Proponent	SoKU	DWER	Y	Y
	Kulin Townsite	Continue to monitor and plan of upgrade of existing supplies around town. Possible projects include: one way valve and associate works on existing town, investigate potential groundwater sources and associated infrastructure. Investigate potential funding sources and progressively implement subject to available funding.	Proponent	SoKU	DWER Water Corporation	Y	Y

Project List 2021 - 2025

Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
Recreation Precinct	Sports Lighting Upgrade	Investigate, plan and improve sports lighting against relevant standards. Specific areas include: hockey field, main oval, tennis courts and bowling green. Investigate potential funding sources and progressively implement subject to available funding.	Proponent	SoKU	KKFC KKHC KBC KTC Colts Carnival		
	Hockey/Cricket – Shade Shelter/Scorers Hut/Tech Bench	Installation of permanent shade structure on the western area at the southern end of the oval. Include provision of seating and bench. Uses identified for cricket scorers, hockey technical bench, athletic carnival Marshalls, colts carnival southern field.	Proponent / Facilitator	SoKU Sports Clubs	KKCC KKHC KDHS Colts Carnival		
	Tennis Court Relocation	Investigate, plan and identify potential funding requirements and sources for Kulin tennis Court relocation when existing surface reaches its useful life expectancy. Determine if resurfacing or relocation is the most suitable option. Implement subject to available funding.	Proponent / Facilitator	SoKU KTC	Kulin Tennis Club		
Aquatic Centre	Recreation Amenities	Improvement of recreation amenities as identified in Master Plan. Specific items include; increase shade, bbq, cricket net and small children's playground.	Proponent	SoKU		Y	Y
	Slide Structure Repairs	Undertake on-going slide structure renewal in accordance with OHS requirements. This includes inspections as required and associated repair works identified.	Proponent	SoKU		Y	Y
Car Parks	Medical Centre	Undertake sealing of Kulin Medical Centre Car Park, taking into account disable park and access, as well as drainage.	Proponent	SoKU	WACHS Medical Centre	Y	Y
	FRC	Investigate, plan and cost expansion of sealed car park. Options include removal of outdoor basketball courts. Investigate potential funding sources and implement subject to available funding.	Proponent	SoKU	FRC Committee Sports Clubs	Y	Y
	Aquatic Centre	Investigate, plan and cost sealing of Aquatic Centre car park. Investigate potential funding sources and implement subject to available funding.	Proponent	SoKU		Y	Y
Signage	Town Entry Statements	Develop updates Kulin Town Entry Statements, based upon the style outside Shire office. Workshop with Council to determine appropriate cost, agreed location/s and budget. Discuss where Town Entry or Shire Boundary Entry Statements are more appropriate.	Proponent	SoKU		Y	Y
	New Business signage in town	Develop updated Business Signage, based upon the style outside Shire Office. Workshop with businesses and council to determine appropriate cost, agree locations and budgets. Confirm financial commitment from businesses as well as identify potential funding opportunities.	Facilitator	Local Business	Local Business	N	Y
	Tourist town Signage	Develop updated Business Signage based upon the style outside Shire Office. Workshop with community and council to determine appropriate cost, agree locations and budgets. Seek financial contribution from Community groups as well as identify potential funding opportunities.	Proponent / Facilitator	SoKU	CKC	Y	Y
Fuel Facility	Shelter over Card Reader	Investigate, plan and cost provision of Shelter over Fuel Facility Card Reader. Investigate potential funding sources and implement subject to available funding.	Proponent	SoKU		Y	Y
	Shelter over Bowsers	Investigate, plan and cost provision of Shelter over Fuel Facility Bowsers. Investigate potential funding sources and implement subject to available funding.	Proponent	SoKU		Y	Y

Project List 2021 - 2025

Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
Housing	Staff Housing – Long term housing plan	Undertake review of existing staff housing relevant to age, condition and staff requirements. Develop a 25 years plan that identifies regular renewal of housing stock on a planned basis.	Proponent	SoKU	Staff	Y	N
	Business Incentives	Investigate opportunities to encourage businesses to invest in houses for employees within Kulin townsite. Undertake workshop with business group to determine drivers and challenges. Explore possibilities of joint venture arrangements.	Facilitator	Business	Business		Y
Communications	Communications Strategy	Develop a Council and Shire Staff Communications Strategy. Investigate existing forms of communication and potential additional methods. Undertake Workshop with community to gain an understanding of their requirements.	Proponent	SoKU	Community	Y	N
	Marketing Campaign	Develop a Council and Shire Staff Marketing Campaign. Investigate existing methods used to promote Kulin and identify potential additional methods. Undertake Workshop with community to gain an understanding of their requirements.	Proponent	SoKU	Community	Y	N
Public Art	Hit Up Wall Mural	Investigation options for mural / art work to be undertaken on Hit up Wall within All Ages Precinct. Determine appropriate materials to ensure longevity. Undertake Workshop with select group to determine and recommend options. Bring to Council with budget for final approval.	Proponent / Facilitator	SoKU	Arts group KDHS	Y	Y
Playgrounds	All Ages Precinct	Construct All Ages Precinct as per designs for Stage 1 and Stage 2. Investigate and source external funding for relevant components to assist with delivery.					
	Oval Playground	Investigate and determine potential options and costs for improvements to playground at Kulin Oval. Develop costs for shade over existing playground. Investigate potential funding sources and implement subject to available funding.					
Medical	GP	Undertake appropriate recruitment process for when incumbent GP retires. Investigate and implement appropriate GP service delivery model in conjunction with Shire of Kondinin to ensure existing service of 2 days per week is maintained. Ensure adequate funding is available in Annual Budgets to ensure continuity of service.	Proponent	SoKU SoKN	Shire of Kondinin Community Rural Health West	Y	Y
Internet	Wireless Internet – Kulin Townsite	Work with CRISP Wireless to install wireless internet tower within Kulin townsite, including co-contribution funding. Work with CRISP Wireless to facilitate wireless internet connectivity across the Shire.	Facilitator	CRISP Wireless	Local businesses Community Land Holders	Y	Y



Advocacy List 2021 - 2025

Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
Mobile Phone Towers	Fix Black Spots	Facilitate discussion with relevant State and Federal elected members and departments to ensure mobile black spots within Shire of Kulin are flagged. Undertake audit to determine specific locations of key black spot areas. Commence lobbying for installation of new towers on a case by case basis.	Facilitator		Local communities State Government Federal Government Telecommunications	N	Y
Internet	Fibre Optic Internet	Investigate opportunities for local businesses to connect to existing Fibre Optic Network. Facilitate discussions between local businesses and relevant provider.	Facilitator		Local Businesses NBN Provider	N	N
Transport	Rail to Kulin Re-opened	Continue to support Cr West in his lobbying regarding reopening of rail to Kulin. Provide necessary written correspondence from Council, administration and community in support. Invite and be welcoming to relevant stakeholders to showcase how reopening the rail will further advance our community.	Facilitator	Cr West	Cr West Local Farmers CBH State Government Federal Government	N	Y
	Johnston Street Resurfacing	Continue to facilitate discussions with Main Roads WA to undertake resurfacing of Johnston Street and undertake necessary pavement and drainage repairs. Provide necessary written correspondence from Council, administration and community in support.	Facilitator	Main Roads WA	Main Roads WA	N	Y
Medical	Health Clinic	Continue to facilitate discussions with WACHS to ensure Nursing Post and other Health Clinic Services are maintained at an existing level or even improved. Work with WACHS to determine an appropriate staff model to ensure continuity of service. Investigate whether SoKU can assist with an alternative delivery model.	Facilitator	WACHS	WACHS Community	N	Y
	Allied Health	Continue to provide facilities for Allied Health professional to deliver relevant services. Facilitate discussions regarding potential additional services and ensuring Shire facilities are available and accessible. Assist with the promotion and marketing of ancillary services.	Facilitator			N	Y
	Child Health	Continue to facilitate discussions with WACHS to ensure Child Health services are maintained at an existing level or even improved.	Facilitator	WACHS	WACHS	N	Y
Town Street Lighting	Improvement	Facilitate discussions with Western Power to investigate and determine options and funding for improvement. Undertake planning and develop budget to bring up to relevant standards. Implement as funding becomes available.	Proponent	SoKU	Western Power WAPOL	Y	Y
Housing	JV / State Govt / Nursing Housing	Investigate opportunities for Joint Venture housing with State government to provide increased housing resources for state government sector employees based in Kulin – ie. Police, teachers, nurses. Develop and submit funding proposals as opportunities arise.	Facilitator		State Government WACHS WAPOL	Y	Y
Childcare	Co-located Early Childhood Centre	Undertake feasibility Study to investigate options for Co-located Early Childhood Facility. Develop Working Group as part of the engagement process. Facilitate discussions with relevant State Government Department to investigate and determine options and funding. Undertake planning and develop budget to bring up to relevant standards. Implement as funding becomes available.	Proponent	SoKU	KCCC Committee KDHS State Government	Y	Y
Aged Care	HACC	Continue to facilitate discussions with WACHS to ensure HAAC Services are maintained at an existing level or even improved. Work with WACHS to determine an appropriate staff model to ensure continuity of service. Investigate whether SoKU can assist with an alternative delivery model.	Facilitator	WACHS	KRH WACHS	N	Y

Discussion List 2021 - 2025

Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
Takeaway Food Outlet	7 Days a week	Facilitate, communicate and business workshop to determine desire or need for a facility. Brainstorm potential locations and properties. Investigate potential community / business delivery models. Develop a discussion paper to present to Council and community.	Facilitator	Community	Community Business	?	Y
Accommodation	Workers Style	Investigation and planning of "Workers Style" accommodation on lots opposite caravan park. Inclusion of units with self contained kitchens, as well as single room "donga" style. Potential JV with business to assist with funding. Headworks and landscaping would be required so as not to resemble a mining camp.	Proponent / Facilitator	SoKU	CBH McIntosh Business	Y	Y
Tin Horse Highway	Maintenance	Community Workshop to identify expectation of maintenance requirements. Potentially identify group / proponents to plan and undertake.	Facilitator	Community	Community KBR	?	?
	Safety Improvements	Community Workshop to identify community expectation of safety improvements. Include Main Roads WA as THH runs along their assets.	Facilitator	Community	Community KBR Main Roads WA	N	Y
Commercial Buildings	Empty Commercial Buildings	Undertake an audit of currently unused Commercial Buildings and Industrial Land to develop a list owners, previous uses and overview of each asset. Invite property owners to a Workshop to discuss potential opportunities to reinvigorate asset or transfer / sell to other entities.	Facilitator	Community	Community Business Property Owners	N	Y
	Historic Photographs on shop front windows	Workshop with community and business ideas for spanning historic community photographs on shop front windows. Undertake tour of towns who have undertaken similar projects. Develop working group to potentially progress the project. Investigate potential funding sources.	Facilitator	Cr Bowey	Community Business	N	Y
	Communal Office Space	Facilitate Workshop with the community to investigate the desire / need for additional communal or commercial office space. Brainstorm and identify potential locations and properties. Develop a discussion paper and present to Council and community.	Facilitator	Business	Business Community	N	Y
	Old Administration Building	Facilitate workshop with the community to investigate if Old Administration Building could potentially for the desire / need for additional communal or commercial office space. Undertake planning and costing for potential refurbishment options. Develop a discussion paper and present to Council and community. Investigate potential funding sources and implement subject to funding.	Facilitator / Proponent	SoKU	Business Community	Y	Y
Signage	Town Entry Statement	Develop updated Kulin Town Entry Statements, based upon the style outside Shire Office. Workshop with Council to determine appropriate cost, agreed location/s and budget. Discuss where Town Entry or Shire Boundary Entry Statements are more appropriate.	Proponent	SoKU		Y	Y
	New Business Signage in Town	Develop updated Business Signage, based upon the style outside Shire Office. Workshop with businesses and Council to determine appropriate cost, agree locations and budgets. Confirm financial commitment from businesses as well as identify potential funding opportunities.	Facilitator	Local Business	Local Business	N	Y
	Tourist Town Signage	Develop updated Business Signage, based upon the style outside Shire office. Workshop with community and Council to determine appropriate cost, agreed locations and budgets. Seek financial contribution from community groups as well as identify potential funding opportunities.	Proponent / Facilitator	SoKU CKC	CKC	Y	Y
Housing	Public Incentives	Workshop with community existing incentives to purchase land in Kulin Determine drivers and challenges. Review and update existing incentives. Work with relevant government agency to investigate options and fund for low cost housing.	Facilitator	Community	Community State Government	N	Y

Discussion List 2021 - 2025

Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
	Business Incentives	Investigate opportunities to encourage businesses to invest in house for employees within Kulin townsite. Undertake Workshop with business group to determine drivers and challenges. Explore possibilities of joint venture arrangements.					
	JV / State Govt / Nursing Housing	Investigate opportunities for Joint Venture housing with State Government to provide increased housing resources for State government sector employees based in Kulin – ie. police, teachers, nurses. Develop and submit funding proposals as opportunities arise.	Facilitator		State Government WACHS WAPOL	Y	Y
Childcare	Financial Sustainability	Review current delivery model and financial sustainability of existing service. Review and refine Terms of Reference of KCCC Committee to be more in line with current operations. Workshop with Committee and Council current financial Status and Economic drivers.	Proponent	SoKU	KCCC Committee	Y	?
	REED	Continue discussions with REED to determine of any synergies between REED and SoKU. Potentially investigate if REED can assist with staffing and recruitment.	Facilitator	SoKU	REED KCCC Committee		
	Co-located Early Childhood Centre	Undertake feasibility study to investigate options for Co-located Early Childhood Facility. Develop working group as part of the engagement process. Facilitate discussions with relevant State Government Department to investigate and determine options and funding. Undertake planning and develop budget to bring up to relevant standards. Implement as funding becomes available.	Proponent	SoKU	KCCC Committee KDHS State Government	Y	Y
Aged Care	HACC	Continue to facilitate discussions with WACHS to ensure HAAC services are maintained at an existing level or even improved. Work with WACHS to determine an appropriate staff model to ensure continuity of service. Investigate whether SoKU can assist with an alternative delivery model. Provide Workshop to relevant community group regarding options.	Facilitator	Elderly Community	WACHS KRH Elderly Community	?	Y
	Community Aged Care Facility (Fully Staffed)	Investigate options / delivery / funding models for Aged Care within the community. Facilitate Workshop with the community to investigate the desire / need for community Aged Care Facility.	Facilitator	Elderly Community	KRH Elderly Community	?	Y
Recycling	Containers for Change Collection Point	Obtain information regarding operational, infrastructure and cost for Containers for Change Collection Point. Provide briefing paper to Council and Community to gauge feedback.	Facilitator	Community	DWER	N	N
	Tyres	Obtain information regarding the regulatory requirements associated with a tyre recycling / collection facility. Provide briefing paper to Council and Community to gauge feedback.	Facilitator	Community	DWER	N	N
	Glass	Obtain information regarding the regulatory requirements associated with a glass recycling / collection facility. Provide briefing paper to Council and Community to gauge feedback.	Facilitator	Community	DWER	N	N
Training	Local Traineeships / Apprenticeships	Continue to work with KDHS and local business regarding local traineeships and apprenticeships. Potentially establish a Business Group to determine a skills requirement and potential 5 yearly training plan.	Facilitator	Business	KDHS Business TAFE	N	Y
	CRC Training Courses	Seek information from the community on specific training courses the CRC could facilitate. Seek funding for any new courses. Develop an annual training course calendar.	Facilitator	Community	Business	Y	Y

Discussion List 2021 - 2025

Projects	Details	Description	Function	Proponent	Stake Holders	Shire Funding	External Funding
Public Art	CBH / Silo	Engage with local arts groups to determine desire for CBH / Silo Art. Investigate and identify potential artists, undertake engagement to determine potential ideas and costs. Investigate potential funding opportunities.	Facilitator	Community	Kulin Arts Group	?	Y
	Street Art	Engage with local arts groups to determine desire for increase street art, Work towards a community street art plan if the desire is there.	Facilitator	Community	Kulin Arts Group KDHS	?	Y
Playgrounds	Nature Playground	Investigate, plan and cost design of Nature playground, including identifying location within the VDZ. Potentially replace existing playground and link to new All Ages Precinct/ Discuss amongst Council and Community if this is actually a significant priority.					



Delivery Plan 2021 - 2025

Projects	Details	2021 2022	2022 2023	2023 2024	2024 2025
Takeaway Food Outlet	7 Days a Week		D		
Mobile Phone Towers	Fix Black Spots	A	A	A	A
Internet	Wireless Internet – Kulin Townsite	D	P		
	Fibre Optic Internet		D	P	
Transport	Rail to Kulin Re-opened	A	A	A	A
	Johnston Street Re-surfacing	A	A		
Medical	GP	D	P		
	Health Clinic	A	A	A	A
	Allied Health	A	A	A	A
	Child Health	A	A	A	A
Accommodation	Short Stay at Caravan Park	D	D	P	
	Workers Style	D	P	P	
Tin Horse Highway	Maintenance		D		
	Safety Improvements				D
Commercial Buildings	Empty Commercial Buildings		D		
	Historic Photographs on shop front windows		D		
	Communal Office Space		D		
	Old Administration Building		D		
Tourist Amenities	Jilakin Rock – Toilets & BBQs	D	D	P	
	Holt Rock RV		D		
Town Street Lighting	Audit	A	A	P	
	Improvement		A	P	
Footpaths and Trails	Improved Network	P	P	P	
	Pram/Gopher Ramps	P	P	P	
	Town Circuit walk and bike trails		D	P	P

Projects	Details	2021 2022	2022 2023	2023 2024	2024 2025
Water Non-Potable	East Pingaring		D	P	
	West Kulin		D		P
	Kulin Townsite		D	P	
Recreation Precinct	Sports Lighting Upgrade		P	D	P
	Hockey/Cricket – Shade Shelter/Scorers Hut/Tech Bench		D	P	
	Tennis Court Relocation		D	D	
Aquatic Centre	Recreation Amenities		P	P	
	Slide Structure Repairs	P	P		
Car Parks	Medical Centre	P			
	Freebairn Recreation Centre		D	P	
	Aquatic Centre		D	P	
Signage	Town Entry Statements		D	P	
	New Business Signage in town		D	P	
	Tourist town Signage		D	P	
Housing	Staff Housing – long term housing plan		P		
	Public Incentives		D		
	Business Incentives		D		
	JV / State Govt / Nursing Housing		A	D	
Childcare	Financial Sustainability	D	D		
	REED		D		
	Co-located Early Childhood Centre		D	A	
Aged Care	HACC		D	A	
	Community Aged Care Facility (fully staffed)		D		

Delivery Plan 2021 - 2025

Projects	Details	2021 2022	2022 2023	2023 2024	2024 2025
Recycling	Containers for Change Collection Point		D		
	Tyres		D		
	Glass		D		
Fuel Facility	Shelter over Card Reader		D	P	
	Shelter over Bowsers		D	P	
Training	Local Traineeships / Apprenticeships		D		
	CRC Training Courses		D	P	
Communications	Communications Strategy		D	P	
	Marketing Campaign		D	P	
Public Art	Hit Up Wall Mural		D	P	
	CBH / Silo Art				D
	Street Art				D
Playgrounds	All Ages Precinct	P	P		
	Nature Playground		D		
	Oval Playground		P		

