



SHIRE OF DANDARAGAN



2016 - 2026

STRATEGIC COMMUNITY PLAN

Adopted 28 August 2016

This document is available in alternative formats, such as Braille, large print, digital (on disk or by email) upon request, and on the Shire's website at <http://www.dandaragan.wa.gov.au/>

Prepared with the assistance of



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MESSAGE FROM THE SHIRE PRESIDENT

This is the key planning document for the Shire detailing the community's vision for the future and encapsulating the Shire's strategic direction and priorities.

Through extensive community consultation the first Community Strategic Plan was developed in 2012. A minor review of the plan was undertaken in 2015 to bring it up to date and implement a more user friendly structure to improve its alignment with other key documents in the Integrated Planning suite. This iteration of the plan has undergone a major review in 2016 but continues to draw on the framework and goals established in earlier plans.



The Plan is a key guide for Council's decision making and will create long-term and tangible benefits to the communities and our partners, as we become the coastal city north of Perth, anticipated to eventually be home to over 20,000 people. Sensitive development that mirrors the natural environment and sense of place will ensure the beauty and spirit that attracts people to live here will be maintained and balanced with infrastructure that fits in the environment.

We are planning for a population of 5,000 in the coastal area in the next ten years. Our inland will continue to be a strong agricultural area and will continue to diversify into horticulture, viticulture and intensive animal industries. The inland population will grow at a much slower rate but will be vibrant and dynamic country areas where residents choose to live and work and bring up their families.

One of the communities within the Shire was a nominated SuperTown in 2012 which saw \$12.42 million (Royalties for Regions funded) dedicated to the Jurien Bay City Centre Enhancement Project. This has enabled strategic project infrastructure development, providing benefit for the entire Shire and the Regional area. The SuperTowns program has now been incorporated into the Regional Centres Development Plan (RCDP), which is about attracting business, investment and people to support the growth of WA's Regional Centres and SuperTowns. The original Jurien Bay Growth Plan has formed parts of our Strategic Community Plan moving forward.

We have engaged with the community at every step of the way. We believe a high level of community involvement in planning and project processes is critical to good decision-making. The Shire has also adopted the principle of sustainability within its work as the communities clearly endorsed this key principle.

Councillors, community, key stakeholders and senior staff worked diligently on developing the original Strategic Community Plan and in this review we have kept faith with the vision and direction agreed at the time of its original adoption.

The benefits of having a strong and visionary Plan are evident - it communicates where we want to go, helps us to unlock external resources and keeps us on track. We are looking forward to the next stage as the development of our Shire unfolds.

A handwritten signature in black ink that reads "Leslee Holmes".

Councillor Leslee Holmes
President
Shire of Dandaragan

INTRODUCTION

Welcome to the Shire of Dandaragan's Strategic Community Plan. This Plan is part of our fulfilment of the Integrated Planning and Reporting (IPR) Framework. All local governments in Western Australia are required to implement IPR which enables robust decision-making.

The Strategic Community Plan is a long-term planning document that sets out the community's vision, aspirations for the future, and the key strategies we will focus on to achieve our aspirations, with and for the community.

The Plan is based on a major strategic review of the Strategic Community Plan that was developed in 2015. It has been undertaken as a full review and renewed long term visions for our Shire to ensure that community priorities and aspirations are up to date and relevant. The reviewed version is a both a broader brush document (less detailed) and a more comprehensive one (covers all service and advocacy areas). More detailed actions and service levels are included in the Shire of Dandaragan's Corporate Business Plan which is also due for review this year to coincide with the full review of the Strategic Community Plan.

The Plan will be used to:

- Guide Council decision-making and priority setting
- Engage local residents and ratepayers, local businesses, and community groups and other local institutions that contribute to the future of our community
- Inform decision-making by other partners and agencies, including the State Government, other local governments, and private investors
- Provide a clear avenue to pursue funding and grant opportunities by demonstrating how projects align with the aspirations of our Council, and within the strategic direction outlined in this Plan
- Provide a framework for monitoring progress against the community's vision and aspirations

This plan was adopted by Council on 28 August 2016. A minor strategic review will be undertaken by 30 June 2018. After that major and minor strategic reviews will alternate two yearly, as shown in the planning cycle diagram on page 6.

Key points of the plan

INVESTMENTS AND ENHANCEMENTS

This plan generally sees existing services and facilities continue over the coming decade. However, it also sees a number of investments and enhancements across each of the Strategic Community Plan goals, with a particular focus on the following:

- Strategic land use planning for coastal settlement and town centre strategy
- Planning and land availability for further residential and business development
- Planning for the development of aged care facilities close to medical services
- Enhancement of recreation opportunities
- Tourism and marketing with a focus on promotion and product development based on natural assets
- Managing pressure from visitation/locals on coastal/beach reserves
- Improved mobile telecommunications

- Continue negotiation for purchase of Badgingarra Research Station and investigate the viability of a regional waste facility in Badgingarra

STRENGTHENING CAPACITY

Furthermore, initiatives are planned in the following three areas to strengthen the delivery of high quality, affordable services to the community, well-connected to the community's aspirations:

- Representation for all communities on Council
- Improve communications and engagement
- Maximise potential for increasing non-rates revenue

ADVOCACY PRIORITIES

Working with and influencing others (State Government, private sector, other stakeholders) is an important role for the Shire on behalf of the community. Advocacy is focused on attracting investment, services and activities that are favourable to desired community outcomes. Key advocacy priorities for the achievement of the Strategic Community Plan are:

- Continuation of design and installation infill sewage Jurien Bay and surrounds
- Drinking water protection areas and viable use of aquifers in agricultural and horticultural area
- Improved mobile telecommunication services
- Continued development land availability for residential and business development
- Location of government services in the district
- Development of a future health and medical facility that extends the existing health campus and meets growing health and wellbeing needs of the community
- Plan, develop and manage key foreshore locations to focus activity in particular areas
- Improved education service provision
- Implementation of the Wedge and Grey Masterplan which encourages the development of accommodation sites for low impact, affordable, short term, coastal accommodation

FINANCIAL IMPLICATIONS

The plan has been prepared with affordability in mind. The community has expressed ambitious aspirations but this must be weighed with the ability to pay the rates required and attract external investment to meet those aspirations.

The ten year financial profile is depicted on page 29. A key feature of the profile is that delivering the Strategic Community Plan, at a notional rates increase of 3% per annum, with no additional loans or draw down of reserves, creates a significant funding shortfall. This can be managed by some combination of the following options: reduced services, higher rates, debt financing and use of reserves.

These options were thoroughly canvassed with the community throughout the community consultation workshops.

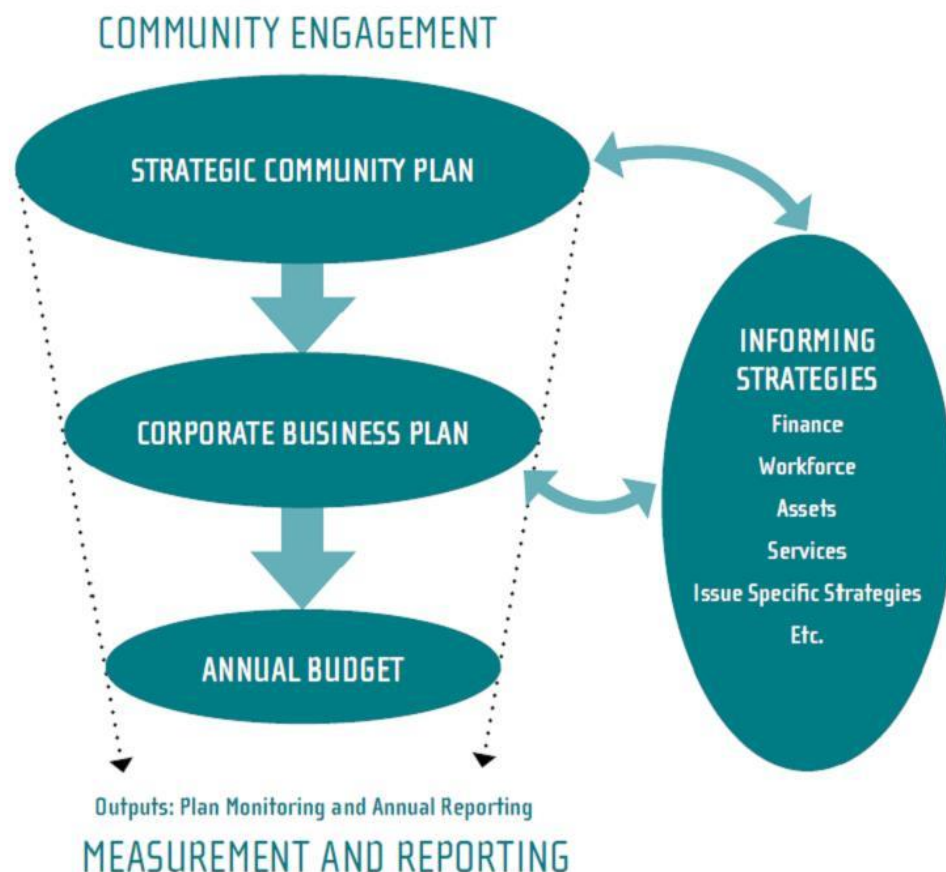
Western Australia Local Government Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework is shown in the diagram below. The idea behind the framework is to ensure that the Council's decisions take the community's aspirations into account and deliver the best results possible with the available resources.

The Strategic Community Plan sets the scene for the whole framework – it expresses the community's vision and priorities for the future and shows how the Council and community intend to make progress over a ten year period.

Detailed implementation for the next four years is covered in the Corporate Business Plan. The "Informing Strategies" – particularly the Long Term Financial Plan, Asset Management Plans and Workforce Plan – show how the Plan will be managed and resourced. The Annual Budget relates to each year's "slice" of the Corporate Business Plan, with appropriate adjustments as required.

The Western Australia Integrated Planning and Reporting Framework



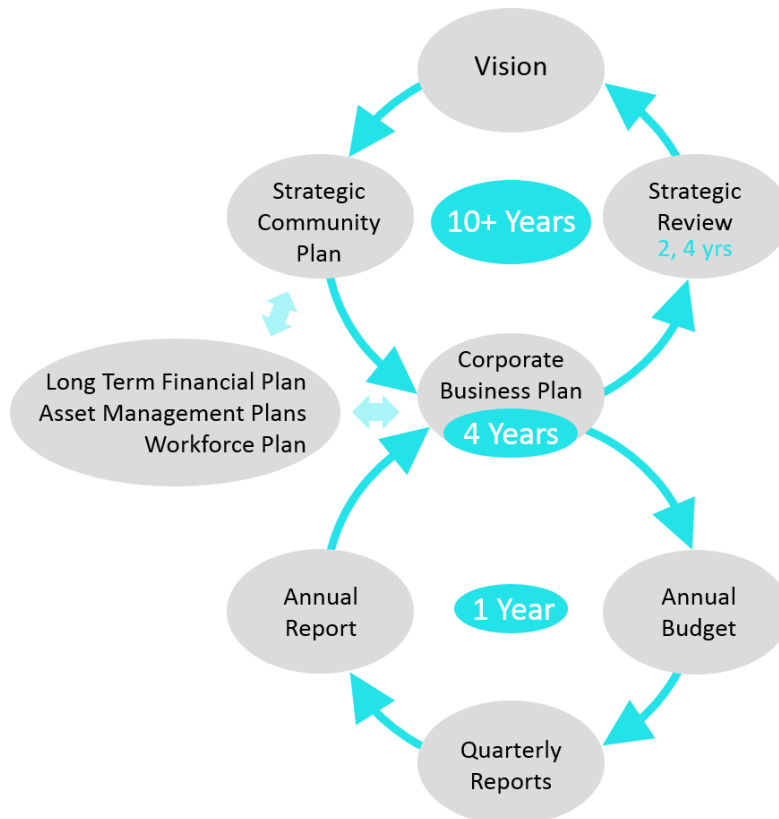
The Planning Cycle

The Strategic Community Plan is a ten year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a "rolling" plan which is reviewed every two years, as shown in the diagram below.

The two yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again).

The plan is continuously looking ahead, so each review keeps a ten year horizon. This is to ensure that the best decisions are made in the short to medium term.

The Planning Cycle



Dandaragan Community Consultation Workshop

STRATEGIC CONTEXT

This section lays out Shire of Dandaragan’s community profile, other agency strategies and plans that have a bearing on the future of Shire of Dandaragan, and strategic issues facing the community.

Community Profile

The Shire of Dandaragan is a unique mix of stunning, diverse, landscapes and environments, with exciting growth opportunities. There is a range of communities with a huge social capital resource, ideally located between and connected to the main centres of Perth and Geraldton. There are significant natural resources (land, water, natural energy) which if wisely managed will enable the community to capitalise on the position it holds now and in the future.

History

The Yued people are the traditional inhabitants of the Shire of Dandaragan. Yued is one of the 14 language groups of Noongar country.

The first Europeans to visit the Dandaragan district were believed to be Abraham Leeman and a small party from the “Waeckende Boey” in 1658 who were searching for survivors of an earlier Dutch ship wreck. In 1696 the coastline was documented and the conclusion reached that there were limited prospects for settlement. Following the establishment of the Swan River Colony in 1829, the area was mapped in 1830 and land was taken up under pastoral leases within 20 years.

The name Dandaragan comes from the title of a watering hole “Dandaraga” spring which according to local Aboriginal language, means “good kangaroo” country. The first recorded land lease was in 1848 to William Brockman of Gingin who took out a 6,000 acre lease at “Muchamulla” spring, 6 miles east of Regans Ford. From this time onward the Shire of Dandaragan was gradually settled as more pastoral leases were granted. Dandaragan is located 20 kms inland from the Brand Highway and is surrounded by broadacre agricultural uses, which have started to diversify in recent years.

Population and Population Structure

The Shire of Dandaragan’s estimated population as of 2013 is 3,325 (ABS 2013)¹ similar to the 2011 figure of 3,392. Jurien Bay, the major township had a population in 2011 of 1,500. There is one other coastal town of Cervantes with a 2011 population of 545, and two inland communities of Badginarra with a population of 333 and Dandaragan with 401. Rural dwellers accounted for 689 people with a small settlement at Regan’s Ford. These distinct settlements contribute to a strong sense of community and place. It is expected that following the 2016 Census to be held later this year these figures will show an increase in population growth.

There are strong seasonal fluctuations in population. Only 50% of private dwellings were occupied on census night 2011 but at key holiday periods the resident population can rise to an estimated 4,500 – 5,000 people.

¹ Australian Bureau of Statistics, 2013 – This is an estimated population.

The Shire's population structure varies in a couple of areas from the structure for Western Australia generally. While the 0-14 year age group is generally similar (Dandaragan 18% and Western Australia 19.1%), the following areas differ:

- There are more children aged under 4 (7%) compared to the WA average (6%)
- The 14-25 year age group comprises only 6.6% of the Dandaragan population compared with the 13.7% WA average
- The 55-64 year age group comprises 15.5% of the Dandaragan population compared with the 10.9% WA average
- The over 65 years age group comprises 19% of the Dandaragan population compared with the WA average of 11%.

This highlights two issues: a loss of people aged 14-25 years from the Shire and an ageing population. The latter is most evident in the coastal communities.

Table 1: Shire of Dandaragan ABS Population 2006 and 2011 Census and 2013 estimated population

	2006 Census		2011 Census		2013 ABS*	
	Dandaragan	WA	Dandaragan	WA	Dandaragan	WA
Total Population	3,156	2,061,500	3,292	2,239,171	3,325	2,520,000
Males	54%	49%	54%	49%	54%	49%
Females	46%	51%	46%	51%	46%	51%

*ABS estimated population.

Table 2: Shire of Dandaragan: Population Age Structure

Age	2006 Census		2011 Census	
	Dandaragan	WA	Dandaragan	WA
0-4 years	7%	6%	6%	6%
5-14 years	15%	13%	12%	14%
15-24 years	7%	15%	7%	15%
25-54 years	41%	43%	40%	44%
55-64 years	15%	11%	16%	9%
65 years and over	15%	12%	19%	11%

Source: Tables 1 and 2: ABS Census 2011 and ABS Census 2006

Household Income

There is a relatively high level of home ownership within the Shire when compared with the WA state average. However this 'asset rich' advantage can hide real issues in terms of the day-to-day cost of living in relation to disposable household income. The average household income in the Shire is below the state average at \$45,271 per annum in 2011. This will reflect in part the age profile of the coastal communities which have a relatively large number of older single person households. Approximately 9% of the population receives the state pension.

Employment

The total number of people employed in the Shire was 1509 in 2011 with a labour force participation rate of 58.7% and an unemployment rate of 4.1%. 26.7% of that workforce was employed in the agriculture, forestry and fishing industry sector. Employment profiles differ for the coastal towns. The dominant employment sector for Jurien Bay is construction (13%) accommodation and food services (12%) public administration and safety (12%) and retail trade (11%)

Unemployment has been historically very low, largely due to state wide factors rather than the nature of the local economy, and the labour-force pull from the resource sector. There is also a tendency for people, particularly in the 14-25 year age group to migrate out of the smaller regional areas to the main WA centres for employment. It is more likely that unemployment issues will be found in those areas rather than in the Shire. It is likely that there will be impacts on Shire employment rates over the next few years due to the recent pressures on the resource sector.

Table 3 below identifies the main employment areas.

Table 3: Top Ten Industry Categories by Employment Share – 2011

Industry of Employment (One Digit ANZSIC Category)	2011 census % of total workforce	2011 census Nos employed
Agriculture, forestry and fishing	26.7	372
Construction	10.6	132
Retail trade	7.8	114
Accommodation and food services	7.7	111
Accommodation and food services	7.7	104
Education and training	7.1	88
Manufacturing	6.7	81
Public administration and safety	5.5	78
Mining	4.7	41
Health care and social assistance	4.2	28

Source: ABS Census 2011

Land, Environment and Resources

The Shire of Dandaragan covers 6,716 square kilometers with the Department of Environment and Conservation directly managing 32% of the total land area. The State Government is the single largest landholder. Approximately 52% of the Shire is cleared of indigenous vegetation and cropped, grazed or used for intensive horticulture or agriculture, of some kind.

Large tracts of residential land have been opened up for development between North Head and Cervantes (11,000 structured lots in 2011) over the next two decades or so. The size of this residential development resource is relatively unique in Western Australia, and provides a significant competitive advantage for the Shire.

There is no Aboriginal Lands Trust land in the Shire of Dandaragan. The Billinu Aboriginal Corporation at Cataby own freehold land and the Beermurra Aboriginal Corporation own Yallallie Farm on North West Road.

There are 74 Department of Indigenous Affairs identified sites, comprising 16 registered sites and 58 'other heritage places'.

The entire Shire is considered to be in a high rainfall zone (an average rainfall above 450ml) with the range from 600ml in the coastal zone to 350ml in the eastern most oart of the Shire. All areas are ideal for cropping and grazing.

The Shire is made of a number of diverse ecosystems all shaped by the water systems, ranging from coastal dune wetlands, groundwater fed wetlands, to limestone karst pools, swamps and springs. It contains a number of significant and critical nature reserves and national parks with some of the richest, most diverse and internationally significant areas of floral biodiversity in the world. Significant estuary systems (such as the Hill Ribver estuary) are important as migratory bird feeding areas.

The Shire has a range of mineral deposits, including coal, oil and gas deposits (on and off-shore), phosphates, limestone and gravels. Heavy mineral sands have been identified (e.g. at Cooljarloo) (Tiwest) as having some potential for extraction but some, such as the diatomite deposits are difficult to harvest due to location in conservation wetlands.

Most of the surface water resources are part of the Moore River drainage basin and there are two proclaimed groundwater areas within the Shire; Jurien groundwater area and the Gingin groundwater area. The major rivers and watercourses that are proclaimed are: Hill River, Boothendarra Creek, Coomaloo Creek, Warradarge Creek, Mundibea Creek, CarenCaren Brook and Moore River.

Economy and Trends in Economic Performance

Population growth and the emergence of new enterprises in agriculture, tourism, mining, manufacturing and the service sectors have all helped foster employment growth. The highest sector gorwth between 2006 and 2011 in the top largest industries have been in construction, education and government administration. Major growth has also occurred in mining during that period. The agricultural, farming and fishing sector is still the major employer but this did declined by 5.3% in terms fo employment share between the 2006 and 2011 census years. In terms of productivity the mining sector has been the most significant for the Shire with chemical manufacturing and pastoral and grain farming the next most significant. Table 4 below identifies the top ten industries in terms productivity based on 2011 data.

Table 4: Top Ten Shire of Dandaragan Industries by GVA

Industry	Jobs in the Shire of Dandaragan	Gross Value Added
Metal Ore Mining	66	\$50,000,000
Nasic Chemical Manufacturing	86	\$23,600,000
Sheep, Beef Cattle and Grain Farming	291	\$21,000,000
Construction	19	\$11,400,000
Mining (not further defined)	16	\$9,600,000
School Education	75	\$5,600,000
Accommodation	62	\$4,400,000
Real Estate Services	22	\$4,400,000
Local Government Administration	43	\$3,900,000
Electricity Generation	7	\$3,100,000

Source: ABS Census 2011 and Pracsys Analysis 2011

In general it can be concluded that:

- Mining is the biggest industry sector in terms of GVA
- Manufacturing and agriculture are also large goods and services producer and employ a significant proportion of people within the Shire
- Local government and education industries employ the second highest proportion of people but represent a low GVA
- Some industry sectors are experiencing relatively low growth in what are generally high performing sectors
- The greatest employment growth has more recently occurred in the sectors linked to tourism: accommodation, retail and food services
- The high growth sectors (e.g. education) are linked directly to population growth or demographic change

Tourism is a significant sector for the Shire with most visitors from interstate but an increasing number from within WA. The greatest single tourism draw are the national parks and conservation estate. Government services are growing in importance. This is due to the development of Jurien Bay as a centre for the Central Coast region, moving away from traditional reliance on Geraldton, Northam or Moora.

Key Challenges for our Community

The following section outlines the strategic issues and opportunities for the Shire of Dandaragan over the next ten years. Dealing with pressures and change and taking advantage of opportunities which can be sustained in the long term are central to the community's future and will drive the investment decisions by the Shire itself.

Managing Population Pressures to the Shire's Advantage – Making Smart Infrastructure Decisions

The Shire is in a good position to accommodate residential growth in the sense that it has a resource of approved subdivision and residential land. However, it is very possible that much of that development will be for people who are not necessarily intending to live in the Shire all year round. The seasonal residential population will place pressure on infrastructure but at the same time will not necessarily create demand for social infrastructure (e.g. library services or housing services). Much of the pressure is likely to be in the Jurien Bay area. It will be important to make decisions which, where possible, can accommodate seasonal population pressure while benefiting year round residents.

Adapting to Changing Population Structure

The Shire has quite two quite distinct population profiles: an older and ageing population in the coastal settlements and in the rural areas and hinterland, a profile which is younger and has a greater representation of people in their late twenties through to their late forties. It will be essential that forward planning and provision of services recognises these differences and is responsive to both.

Managing the Impacts of Increased Tourism and Visitor Numbers

Improved tourism numbers can bring very real economic advantages to local communities. However, much of the focus for visitors is on the national parks and reserves and the unique wildlife found in the Shire. In the long term, the community will need to find ways to accommodate increased tourism without compromising the environmental health of the receiving environments. This will include on-going scrutiny of infrastructure decisions, impacts on image and the quality of the tourism experience. Managing impacts on what are small and

unique local communities and the need for them to feel in control of their local environment will also be key. The Shire (and existing and new businesses) will need to take advantage of the 250,000+ visitors that come to the Pinnacles each year.

Positioning Businesses, Services and the Local Workforce to Adapt to Changing Demand for Services

The extractive industries and the agricultural, forestry and fishing sectors are and will continue to be very important to the Shire. The emergence of demand for services based on population change and tourism growth presents challenges and opportunities for existing businesses and education providers. There will be increased demand for people skilled in providing health services and care for an ageing population and it will be important to provide education and employment opportunities which will retain young people in the Shire. This will be a challenge as the service sector tends to provide relatively low wage and casual employment opportunities and a more limited employment path. The Shire already loses younger people and will need to find ways to address this in the long term.

Buffering the Shire Economy Against the Impact of Economic Cycles

The mining industry, the farming sector to a degree, population led construction activity and tourism are all very vulnerable to abrupt cyclical change. While each sector presents very real and long term opportunities for the Shire, there are also challenges for infrastructure investment (both physical and social, such as schools and facilities development), employment opportunities and retention of labourforce. It will be important to encourage businesses to find ways to respond to demand which is active in shaping it rather than being simply reactive to it. For example, tourism accommodation decisions may need to consider developing links to product development for Western Australia tourism development rather than being too reliant on more volatile interstate and international tourism demand.

Protecting the Shire's Natural Environment and Assets

Mining and agricultural development (including intensive horticultural and feedlot development) will have some inherent tensions with the conservation and resource protection needs of the parks estate which is so significant in the Shire. That in turn can create risks for the tourism sector. These demands and any decisions made will need to be carefully assessed and managed. One of the key issues facing the Shire and the community over the next 10 years is the issues surrounding the Shale and Tight Gas Industry.

Intensifying and Diversifying the Agriculture, Horticulture and Fishing Sectors

There is potential to both diversify and intensify activity in these sectors. The Shire is close enough to two main centres to expand its ability to provide food to them, as well as focus on export. There are opportunities to develop along the production chain (e.g. from basic production to processing and supply) but it requires expertise, the marshalling of investment into the sector and considerable care in the use of basic resources, especially the Shire's aquifers. Any long term development decisions will require consideration of the impacts and opportunities arising from climate change.

Positioning the Shire in Terms of Energy and Communications Infrastructure

The Shire of Dandaragan experiences many of the challenges brought about by a small population spread over a large area. Top quality broadband connections and reliable communications infrastructure can help off-set

some of the inherent difficulties for businesses, communities and families finding ways to maintain and leverage investment for communities in this area will be increasingly important.

The Shire already stands out as a place which has experienced investment in renewable energy and has ample supply of wind and solar energy for renewable energy production. This has real potential for job creation and can help reduce local energy costs. Positioning the Shire in this space and possibly forging links with other sectors such as tourism and farming, and the physical development of the coastal communities, can only assist in cementing its image as a forward thinking and innovative place.



Community Resource Centre and Turquoise Coast Visitor Centre

COMMUNITY ENGAGEMENT IN DEVELOPING THE PLAN

The original Strategic Community Plan was developed through community engagement and included four workshops (in the geographically distinct communities of Badgingarra, Cervantes, Dandaragan and Jurien Bay) involving more than 250 people.

The “bottom up” planning approach employed for the workshops invited the community and stakeholders to identify the key assets, opportunities and constraints to achievement of the vision for the community and Shire. Workshop participants were from a diverse range of age groups and backgrounds.

Feedback from the workshops was supplemented by a review of over 50 planning studies undertaken by the Shire or regional groups (as well as information incorporated in collaboration with the SuperShires planning process and Growth and Implementation Plan).

Input from communities, regional agencies and senior Shire staff, and the injection of “expert” knowledge (from various studies, plans, Shire planning strategies, local planning strategies) facilitated the development of a Plan with significant context in local and regional knowledge, supplemented by other expertise to guide strategy development.

Through the process of this major review of the Strategic Community Plan the Shire built on increasing community engagement in the strategic planning process and once again hosted community consultation workshops at each district community within the Shire, involving more than 180 people. The process was intentionally brought “in house” which allowed a greater ownership of the potential Strategic Community Plan by Councillors and staff. This was a more cost effective approach and was well received by the community. An online survey was also made available to community members of which 88 survey responses were submitted. This survey was also provided as a handout at the community meetings and made available at the Shire Office, libraries and community resource centres, of which a total of 11 surveys were submitted in writing.

The Shire’s Business as Usual section, captures the responsibilities and tasks that our local government carries out on a day to day basis, but may not have necessarily been captured during the community sessions. These activities generally include areas that the Shire is legislatively responsible for, or duties involved with managing the Administration of the Local Government.



STRATEGIC DIRECTION

VISION

Built on the stunning natural assets of the region, the Shire of Dandaragan offers a diverse and vibrant lifestyle with healthy, strong, socially connected communities.

MISSION

The Shire of Dandaragan will lead, partner and support communities to achieve our vision

VALUES

The core values at the heart of the Shire's commitment are:

Honesty and Integrity

The Shire has ensured that the Strategic Community Plan will be carried out and delivered with the key values of Honesty and Integrity in mind. The Shire will operate in a fair and equitable manner, and carrying out our tasks in an open manner.

Financial Sustainability

The Shire has adopted a financial sustainability policy that demonstrates a capacity to renew and maintain infrastructure assets and service levels to match community expectations. The Plan reflects the need to create upgraded and new assets in such a way to not result in ongoing operational and maintenance costs that cannot be afforded in the medium to long term. Also contained within this value is the understanding that Council does not have unlimited resources and hence must plan to expend to create the greatest benefit to the whole community.

Focus on People

The Shire has a core value around partnering with key organisations to ensure that delivery to the community is maximised by contributions from all stakeholders. The Shire recognises the need to lever the greatest value to deliver on community needs.

The Shire recognises that our people are our greatest asset and make communities what they are.

Environmental Responsibility

The Shire understands that its activities and decisions can have an impact on our environment. Our Shire will ensure responsible resource management, partner with organisations to enhance our natural environment and encourage an environmentally responsible community.

Strong Corporate Governance

The Shire considers that a robust governance structure is essential, to ensure that appropriate decisions are made and that adequate monitoring and reporting structures are in place.

This structure will ensure that statutory requirements are met, and that the Integrated Planning and Reporting Framework is the backbone of how the organisation structures itself. This structure will create a desirable organisation to do business with, and to work for.

Council's Strategic Priorities

Under current strategic direction, the Council will be focused on the following priorities over the next ten years. The upcoming major strategic review will provide an opportunity to re-test and refine these priorities.

- Ownership of Badgingarra Research Station and development of a viable regional waste facility
- Representation on Council
- Planning and land availability for health precinct and further residential development
- Planning for the development of aged care facilities close to medical services
- Actively engage with Federal and State Governments on the Blackspot Program
- Provide and manage road and bridge networks for safe and efficient vehicle movement
- Lobby for improved mobile phone capacity of existing towers
- Advocate the viable use of aquifers in agricultural and horticultural areas
- Tourism and marketing with a focus on promotion and product development based on natural assets



Spray the Grey Community event, Jurien Bay

Shire's Roles

Local governments operate under Statute but also with some discretion. The Council's four main roles are:

DELIVERY OF FACILITIES AND SERVICES

This includes services like parks and gardens, roads, footpaths, drainage, recreation and cultural facilities, events, and business services. Most services are based on infrastructure like parks and playgrounds, roads and buildings. Maintenance and renewal of those infrastructure assets is a vital part of Council's service delivery role. Some services are non-asset based, such as events and community information.

REGULATION

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (eg licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation because they have the potential to impose costs or adverse effects on others (eg food poisoning, injuries or hazardous activities too close to population). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act. That is why local democracy is involved in deciding such matters.

INFLUENCE

Influencing the decisions of others who do or can contribute to positive community outcomes in Shire of Dandaragan is an important role. Advocacy to State government for recognition, funding, favorable policies or other forms of support is a good example of this role.

CIVIC LEADERSHIP

Council has a role as civic leader in the community. With strong leadership and community support, it can achieve much more than just through its own direct service delivery. For example, working with businesses on tourism development is an act of civic leadership, facilitating better outcomes through “joined up” planning and action.



Indian Ocean Festival

Council Decision-making Criteria

These criteria show what Council takes into account when considering significant issues. They reflect our values and the decision-making approach applied to developing this plan and will continue to be applied as it is implemented.

HOW WELL DOES IT FIT OUR STRATEGIC DIRECTION?

Does the option help to achieve our vision and goals?

WHO BENEFITS?

How are the benefits distributed across the community?

CAN WE AFFORD IT?

How well does the option fit within our long term financial plan? What do we need to do to manage the costs over the lifecycle of the asset / project / service?

DOES THE COMMUNITY SUPPORT IT?

How well informed is the community about the costs and benefits of the option? What is the level of community support? Is the community united or divided? What is the evidence?

DOES IT INVOLVE A TOLERABLE RISK?

What level of risk is associated with the option? How can it be managed? Does the residual risk fit within our risk tolerance level?



Lake Thetis, Cervantes

Council Goals, Objectives and Services

The following table presents the five goals of the Strategic Community Plan, objectives and the services provided by the Shire. The tables that follow outline at a high level how the Shire will achieve these SCP goals and objectives over the next 10 years. The Shire's Corporate Business Plan 2016-20 details the four year delivery program.

Goals				
1. Great Place for residential and Business Development	2. Healthy, Safe and Active Community	3. Strong and connected community	4. Healthy Natural and Built Environment	5. Proactive and leading local government
Objectives				
1.1 Ensure planning and land availability provides opportunity for sustainable growth and lifestyle options/choices	2.1 Develop health and wellbeing centre and services 2.2 Ensure age friendly community	3.1 Support strong community resource services 3.2 Encourage community leadership and volunteering 3.3 Support linked and comprehensive day care, after school care and holiday care	4.1 Maintain integrity of coastal and marine environments 4.2 Support positive land and bio-diversity management practices 4.3 Facilitate stakeholder guardianship of Hill River 4.4 Maintain and conserve significant cultural and built heritage 4.5 Clean, safe water aquifers	5.1 High performing Council 5.2 High performing Administration 5.3 Ensure community is well informed and facilitate community engagement in visioning, strategic planning and other significant decisions that affect the community 5.4 Provide high standard of customer service 5.5 Implement Integrated Planning and Reporting 5.6 Implement sound corporate governance and risk management
1.2 Ensure effective and efficient development and building services	2.3 Enhance vibrancy and community identity through culture and arts	3.4 Support community-led initiatives eg. community owned assets and visual art		
1.3 Ensure timely provision of essential and strategic infrastructure	2.4 Provide recreation and community facilities and activities	3.5 Support and develop youth		
1.4 Ensure Shire is "open for business" and supports industry and business development	2.5 Provide environmental health and safety services	3.6 Establishment and support of strong community groups 3.7 Quality education service provision		
1.5 Facilitate population and visit attraction and growth to expand and diversify the regional economy				
1.6 Ownership of Badgingarra Research Station				

Business as usual

1. Great Place for residential and Business Development	2. Healthy, Safe and Active Community	3. Strong and connected community	4. Healthy Natural and Built Environment	5. Proactive and leading local government
<ul style="list-style-type: none"> a) Strategic land use planning and projects b) Development applications c) Building regulation d) Roads and bridges e) Drainage including swales f) Footpaths, cycleways, walkways and trails g) Airstrips h) Public Open Spaces i) Swimming areas and beaches j) Residential water supply k) Sewage (advocacy) and controlled waste l) Waste management m) Public toilets n) Cemeteries o) Television and Radio Rebroadcast p) Telecommunications q) Commercial leases r) Tourism and Marketing s) Business development t) Legislative obligations 	<ul style="list-style-type: none"> a) Health and medical facilities b) Jurien Bay Wellness Centre c) Age friendly community planning and facilitation of aged care facilities d) Arts, culture and community events e) Library services f) Public halls, community centres and Civic Centre g) Community leases h) Recreation planning i) Marina and foreshore j) Environmental and public health, control of nuisances k) Vermin and pest control l) Emergency services m) Firebreak management n) Litter management o) Abandoned vehicles p) Off road vehicles q) Camp ground management r) Septic tank pumpouts 	<ul style="list-style-type: none"> a) Support Community Resource Centres b) Support day care and after school care c) Support community groups d) Encourage healthy activities e) Contributions, donations, grants f) Community empowerment g) Youth services and leadership opportunities h) Community events i) Emergency Evacuation Centres 	<ul style="list-style-type: none"> a) Management of Council reserves b) Road verge management c) Sustainable land use d) Gravel pit rehabilitation e) Hill River management f) Heritage protection 	<ul style="list-style-type: none"> a) Elected members communication and decision-making support b) Leadership and management development c) Ward review d) Integrated Planning and Reporting e) Communications and engagement Customer service f) Complaints System g) Policies and Procedures h) Maintain Local Laws i) Compliance j) Human Resources k) Finance l) Information and Communications Technology (ICT) m) Records management n) Building management o) Plant operations p) Asset Management

**In addition to BAU services this is not an exhaustive list*

GOAL 1: GREAT PLACE FOR RESIDENTIAL AND BUSINESS DEVELOPMENT

The following table outlines how the Shire will maintain, and where possible enhance, the attractiveness of the Shire as a place for residential and business development.

Objectives	How the Shire will contribute to these objectives
1.1 Ensure planning and land availability provides opportunity for sustainable growth and lifestyle options/choices	<ul style="list-style-type: none"> a) Strategic land use planning across the Shire, with a focus on coastal settlement and town centre strategy b) Strategic projects with a focus on planning and land availability for health precinct and further residential development c) Activate Growth Plan
1.2 Ensure effective and efficient development and building services	<ul style="list-style-type: none"> a) Process development applications and undertake building regulation functions and services
1.3 Ensure timely provision of essential and strategic infrastructure	<ul style="list-style-type: none"> a) Provide and manage a network of roads and bridges for safe and efficient vehicle movement b) Provide and manage footpaths, cycleways, walkways and trails for connectivity and recreation c) Provide and maintain a safe and effective drainage system, including swales, to minimise flood damage and water pollution d) Provide and operate the Jurien Bay and Cervantes Airstrips e) Provide and manage public open space, including ovals, parks and gardens, playgrounds, open areas and reserves, road verges and median strips, and street trees f) Ensure safety and accessibility of swimming areas and beaches g) Advocate for improved quality and supply of residential water in Cervantes h) Establish a strategic bore water supply for parks and gardens within the Shire i) Advocate for improved infill sewage (design and installation) for Jurien Bay and surrounds j) Provide Septic tank pumpouts on a fee for service basis k) Provide household and commercial waste management services l) Provide and manage public toilets m) Provide and manage three cemeteries n) Provide FTA Terrestrial television and FTA Terrestrial Analogue radio o) Investigate viability and upgrade of Jurien Airstrip where additional future renewal, maintenance and operational costs are fully funded by grants, private investment, and/or user charges

Objectives	How the Shire will contribute to these objectives
	<ul style="list-style-type: none"> p) Lobby for improved mobile phone capacity of existing towers q) Actively engage with Federal and State Governments on the Blackspot Program r) Lobby ABC to broadcast from existing ABC television rebroadcast locations s) Research options for a protected swimming area
1.4 Ensure Shire is "open for business" and supports industry and business development	<ul style="list-style-type: none"> a) Manage commercial and caravan park leases. b) Identify and engage with future new business and industry opportunities c) Realise potential of Council controlled of lazy land assets
1.5 Facilitate population and visitor attraction and growth to expand and diversify the regional economy	<ul style="list-style-type: none"> a) Tourism and marketing with a focus on promotion and product development based on natural assets in partnership with the Department of Parks and Wildlife b) Work with developers and communities to coordinate plan for entrance statements with development nodes and town c) Expand and improve the visitors' centres network d) Promote the Shire as a retirement location e) Lobby the State Government to implement the Wedge and Grey Masterplan which encourages the development of sites for low impact, affordable, short-term, coastal accommodation f) Development of a Corporate Brand Policy and style guide, including updated brand images and logos g) Position the town of Jurien Bay to host future government services to grow as a developing regional centre
1.6 Ownership of Badgingarra Research Station	<ul style="list-style-type: none"> a) Negotiate purchase of Badgingarra Research Station b) Develop a viable regional waste facility c) Investigate alternative uses of Badgingarra Research Station for business and development services

GOAL 2: HEALTHY, SAFE AND ACTIVE COMMUNITY

The following table outlines how the Shire will maintain and further foster the healthy, safe and active nature of the Shire community.

Objectives	How the Shire will contribute to these objectives
2.1 Develop health and wellbeing centre and services	<ul style="list-style-type: none"> a) Provide health and medical facilities for operation by health service providers b) Lobby for the development of a future health and medical facility that extends the existing health campus and meets growing health and wellbeing needs of the community c) Support development and provision of allied health services
2.2 Ensure age friendly community	<ul style="list-style-type: none"> a) Undertake planning for development of the Shire of Dandaragan as an Age Friendly Community b) Facilitate the development of aged care facilities close to medical services c) Activate Aged Care Plan
2.3 Enhance vibrancy and community identity through culture and arts	<ul style="list-style-type: none"> a) Deliver or support the delivery of selected arts, culture and community events b) Support arts and cultural activities in community precincts
2.4 Provide recreation and community facilities and activities	<ul style="list-style-type: none"> a) Maintain Civic buildings, community centres and public halls to provide facilities for a range of community activities (note the community centres are run by community organisations) b) Manage club leases and other community leases c) Provide a free basic public library service (jointly with the State Library of WA as part of the State-wide network of public libraries) d) Plan for future recreation needs, including feasibility assessments in accordance with the Major Recreation Facilities Fund, and review of cycleway and dual use pathway plans e) Plan, develop and manage key foreshore locations to focus activity in particular areas f) Support community funded shade structures over playground equipment (as per Council policy 6.5 Reserves) g) Promote local ownership of projects and facilities for community groups h) Investigate and promote existing sporting clubs to co-locate in a multi-use facility in Jurien Bay
2.5 Provide environmental health and safety services	<ul style="list-style-type: none"> a) Provide inspection and enforcement services to protect environmental and public health and control nuisances

Objectives	How the Shire will contribute to these objectives
	<ul style="list-style-type: none">b) Stable fly control programc) Vermin and pest control to minimise the risk of pest outbreaks across the Shired) Emergency management services, including coordination and support to Volunteer Bushfire Brigadese) Firebreak managementf) Manage litter and abandoned vehiclesg) Control illegal off road vehiclesh) Camp ground management and control of illegal camping



Jurien Bay Wellness Centre

GOAL 3: STRONG AND CONNECTED COMMUNITY

The following table outlines how the Shire will support the growth and development of a strong and connected Shire community.

Objectives	How the Shire will contribute to these objectives
3.1 Support strong community resource services	a) Support the Community Resource Centres in Dandaragan and Jurien Bay through provision of peppercorn leases and outsourcing of services
3.2 Encourage community leadership and volunteering	a) Encourage recruitment and retention of volunteers and develop strategies to invite new members to join community groups
3.3 Support linked and comprehensive day care, after school care and holiday care	a) Contribute to the regional services model which facilitates the provision of linked day care, after school care and holiday care services.
3.4 Support community-led initiatives eg. community owned assets and visual art	a) Provide community grant program, set at a percentage of rates and reviewed four yearly in the Corporate Business Plan b) Support community self-management of resources where appropriate
3.5 Support and develop youth	a) Develop a Youth Friendly Community Plan and activate where financially sustainable. b) Develop a youth policy and strategy c) Promote and expand Kidsport across all sports
3.6 Establishment and support of strong community groups	a) Develop legislative constitutions, policies, and governance models for community groups
3.7 Quality education service provision	a) Lobby for improved education service provision b) Activate Education Strategy c) Utilisation of Civic Centre Education Centre

GOAL 4: HEALTHY NATURAL AND BUILT ENVIRONMENT

The following table outlines how the Shire will maintain, and where possible enhance the health of, the natural and and built environment.

Objectives	How the Shire will contribute to these objectives
4.1 Maintain integrity of coastal and marine environments	<ul style="list-style-type: none"> a) Manage pressure on coastal/beach environment from visitation/locals on Shire of Dandaragan reserves b) Advocate for ecologically important sea wrack to be managed and removed in key high density/usage areas
4.2 Support positive land and bio-diversity management practices	<ul style="list-style-type: none"> a) Manage and maintain priority road verges which link or are strategic sites on Shire reserves b) Partner with West Midlands Group/NACC on environmental initiative and programs to implement sustainable land-use systems that improve water repellence, wind erosion and develop sustainable high water use farming systems c) Develop and implement gravel pit restoration program
4.3 Facilitate stakeholder guardianship of Hill River	<ul style="list-style-type: none"> a) Establish Steering Group with DPaW, DoW, DIA, DoF and community guardians to strategically manage Hill River region
4.4 Maintain and conserve significant cultural and built heritage	<ul style="list-style-type: none"> a) Manage and protect significant heritage places with a focus on Wolba Wolba Cottage and Bunkers at North Head (subject to further assessment) and capturing oral histories
4.5 Clean, safe key water aquifers	<ul style="list-style-type: none"> a) Lobby for key drinking water protection areas b) Advocate the viable use of aquifers in agricultural and horticultural area



Aggies Cottage

GOAL 5: PROACTIVE AND LEADING LOCAL GOVERNMENT

The following table outlines how the Shire will be a proactive and leading local government.

Objectives	How the Shire will contribute to these objectives
5.1 High performing Council	<ul style="list-style-type: none"> a) Ensure the Councillors and Council decision-making processes are well supported b) Nominate Council delegates to key Associations c) Training and development for Elected Members with a focus on leadership and management development to build their capacity to manage complexity and growth d) Representation for all communities on Council (ward review)
5.2 High performing Administration	<ul style="list-style-type: none"> a) Ensure the workforce is appropriately skilled, provided with the tools to do the job and high performing b) Provide robust financial management and guardianship of the community's assets c) Compliance in all legislative requirements and functions
5.3 Ensure community is well informed and facilitate community engagement in visioning, strategic planning and other significant decisions that affect the community	<ul style="list-style-type: none"> a) Consult and engage with the community on issues, projects and decisions that affect them b) Provide relevant and timely information through the Council website, newsletters, and local media
5.4 Provide high standard of customer service	<ul style="list-style-type: none"> a) Provide customer service to the community via front counter, telephone and email b) Respond to service requests and issues
5.5 Implement Integrated Planning and Reporting	<ul style="list-style-type: none"> a) Prepare and review Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plans, Workforce Plan and associated issue-specific strategies and plans to a high standard b) Renewal and maintenance of assets in accordance with development of robust Asset Management Plans, eg. Infrastructure and other fixed assets c) Maximise grant and alternative income sources to minimise burden on ratepayers d) Investigate an equitable rating strategy

Objectives	How the Shire will contribute to these objectives
5.6 Implement sound corporate governance and risk management	<ul style="list-style-type: none">e) Up to date local laws to regulate nuisances, protect the natural environment enhance public safety and health, and to give full effect to the functions of the Shiref) Maintain a high standard of governance and accountabilityg) Manage riskh) Maintain and implement up to date policies and procedures (including delegations)

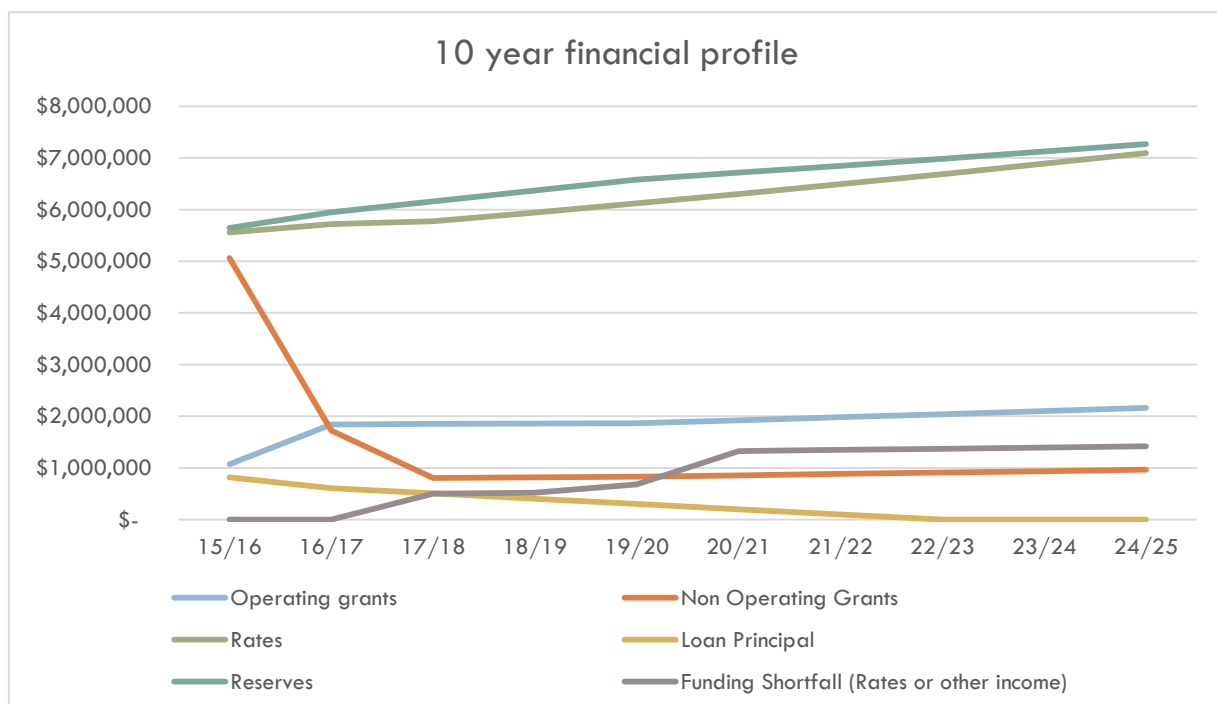
FINANCIAL IMPLICATIONS

10 Year Financial Profile

The ten year financial profile is depicted in the following graph. A key feature of the profile is that delivering the Strategic Community Plan, at a notional rates increase of 3% per annum, with no additional loans or draw down of reserves, creates a significant funding shortfall. This can be managed by some combination of the following options: reduced services, higher rates, debt financing and use of reserves and possible income from a regional waste facility.

Other features of the profile are:

- The forecast includes provision to close all renewal gaps as currently estimated in the various Asset Management Plans
- Expenditure for Public Open Space Maintenance is significantly higher than the amount identified in the Asset Management Plan, a review of service levels will be required in the short to medium term to clarify this discrepancy.
- Expenditure for infrastructure maintenance and renewal in accordance with the Asset Management Plan is lower than recent historical spend. A review of service and workforce levels will be required in the short to medium term to clarify this discrepancy.
- No financial provision has been made for the purchase of the Badgingarra Research Station and subsequent possible waste facility. Should this go ahead it is envisaged that income generated would significantly contribute to reducing the funding shortfall
- Loans fully paid out 2021/22
- The forecast includes a fee and charge for commercial waste dumping equating to \$100,000 per year. This is a conservative estimate and could be significantly higher than this amount.



HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The indicators below will help Council and the community monitor progress towards achieving the Shire of Dandaragan's community vision and strategic goals. Some of them are in the direct control of the Shire while many are less so. The Strategic Community Plan is more focused on Community Wellbeing Indicators, whilst the Corporate Business Plan will focus on Council Performance Indicators.

GOAL AREAS

Indicator
Great Place for Residential and Business Development
<ul style="list-style-type: none"> ■ Business growth ■ Number of visitors ■ Overall business satisfaction with the Shire ■ Delivery of strategic infrastructure projects
Healthy, Safe and Active Community
<ul style="list-style-type: none"> ■ Proportion of community that is regularly active ■ Age friendly community rating
Strong and Connected Community
<ul style="list-style-type: none"> ■ Proportion of community that volunteers ■ Number of applications for community grants
Healthy Natural and Built Environment
<ul style="list-style-type: none"> ■ Effectiveness of heritage protection
Proactive and Leading Local Government
<ul style="list-style-type: none"> ■ Community participation in strategic reviews ■ Community participation in elections ■ Financial sustainability and asset management ratios as appropriate to the Shire of Dandaragan(see over) ■ Overall community satisfaction with the way the Shire is run

FINANCIAL SUSTAINABILITY AND ASSET MANAGEMENT

Indicator
Financial Sustainability
The extent to which revenues raised cover operational expense only or are available for capital funding purposes.
The liquidity position of a local government that has arisen from the past years transactions.
The ratio of cash available for debt servicing to interest, principal and lease payments.
Own Source Revenue Coverage Ratio - between 40% and 60%
An indicator of a local government's ability to cover its costs through its own revenue efforts.
Asset Management
The ratio highlights the aged condition of the local government's stock of physical assets.
This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.
This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without: <ul style="list-style-type: none"> - additional operating income; - reductions in operating expenses; or - an increase in net financial liabilities above that currently projected.

