



Shire of Dardanup
Strategic Community Plan

2020-2030

Internal Review





Strategic Community Plan 2018-2028 adopted by Absolute Majority on 28 March 2018

Strategic Community Plan 2020-2030 Internal Review adopted 27 May 2020

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Message from the Shire President

Welcome to our 2020 Strategic Community Plan for the Shire of Dardanup.

Council's Strategic Community Plan captures our vision, values, aspirations and objectives for the future of the Shire of Dardanup, and is the foundation for Council corporate planning and resource allocation. The Plan outlines how Council will work towards its vision and objectives over the next 10 years, and focuses on how the community wants to grow into the future.

In 2010, the Integrated Planning and Reporting (IPR) Framework was introduced in Western Australia (WA) as part of the State Government's Local Government Reform Program. In November 2012 the Council adopted its first Strategic Community Plan 2013 – 2023 under this new Framework. The statutory requirement is for the Strategic Community Plan to be reviewed every 4 years. In accordance with these requirements, a full review and renewal of the Strategic Community Plan has occurred, culminating in the production of the Strategic Community Plan 2018 - 2028. In 2020 Council is required to undertake an internal review of its Strategic Community Plan, resulting in a review and update of the previous Plan.

In conducting this internal review an examination of the established Vision, Strategic Objectives, Strategic Outcomes and Strategies has occurred to assess if they remain relevant, or have been achieved in the preceding 2 years. The Plan continues to identify five key Strategic Objectives which represent the areas of significant community interest and values of the community. These Objectives are:

-  **Leadership**
-  **Environment**
-  **Community**
-  **Prosperity**
-  **Amenity**

Sixty strategies have been formulated to achieve each of these Strategic Objectives and now form the basis of the ongoing Corporate Business Plan Actions for the next four years.

The review of this plan has demonstrated what Council has achieved over the last few years, and continues to reflect the local community aspirations when the full review was undertaken in 2017. A full review will again be conducted in 2022, which I hope will receive once again the enthusiasm and involvement of our community

A challenge for all local governments is to ascertain and prioritise the aspirations of residents given the available resources of Council. Not all aspirations can be achieved, but Council will evaluate the cost involved in providing new services and facilities, and continue to plan for the growth and development of the community. Where services or facilities are identified as a state or federal responsibility, Council will continue to lobby and liaise with government to attract or retain these services and facilities in the district.

I look forward to the ongoing application of this Plan and the continuing growth and development of our wonderful community in the Shire of Dardanup.

Cr Mick Bennett
Shire President

Vision

Provide effective leadership in encouraging balanced growth and development of the Shire while recognising the diverse needs of the community.

Community Values

We value:

- Strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance;
- Maintaining a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity;
- A safe and vibrant community which is inclusive and welcoming for all ages and interests;
- To encourage a diverse and resilient economy that supports a range of local employment opportunities; and
- Provision and maintenance of facilities, infrastructure and services to promote the Shire as an attractive and desirable place to live.



A Guide to this Plan

What is in this Plan

The Shire of Dardanup Strategic Community Plan reflects a vision for the future and is the principal strategic guide for future planning and activities. Based on the community engagement, we have set out a vision for the Shire's future and captured the community's aspirations and values.

A strategic objective has been developed for each of five identified key areas of community interest being, Leadership, Environment, Community, Prosperity and Amenity. Desired outcomes have been determined to achieve each of the objectives after considering the Shire's current and future resources, demographic trends and internal and external influences.

For each strategic objective the following is provided:

- A summary of the major issues highlighted by the community;
- How the Shire will achieve the strategic objective through its desired outcomes;
- Strategies to achieve each desired outcome; and
- The priority rating applied by Council.

The plan also provides details of how the Council will measure success in achieving the objectives, and who else has influence over the Shire's ability to achieve these objectives.

How we will use this Plan

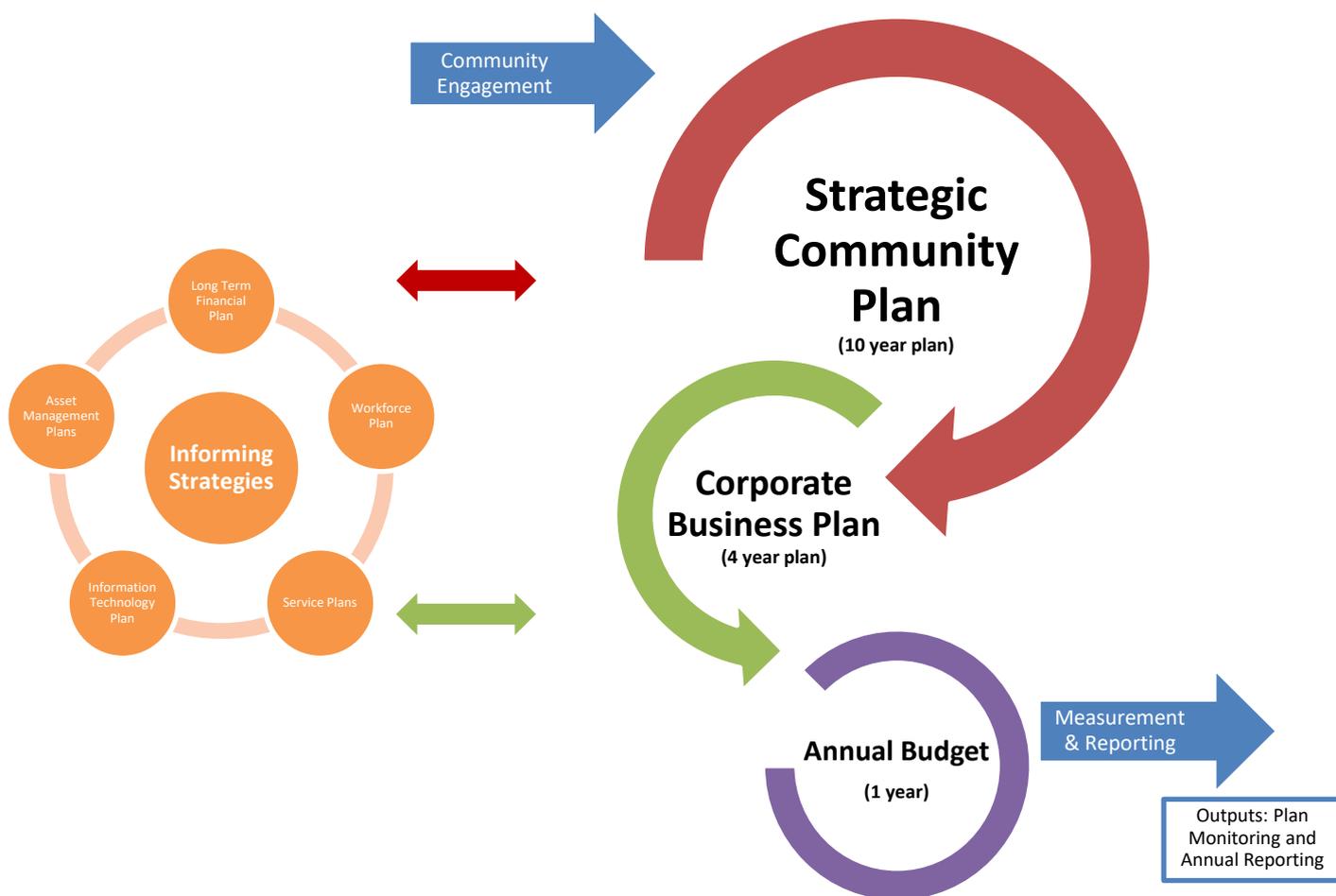
The Shire of Dardanup intends to use the Plan to guide Council priority-setting and decision-making; as a mechanism for the on-going interaction of local planning initiatives; to inform the decision-makers at other agencies and organisations, including the community and State Government; to provide a rationale to pursue grants and other resources; to inform potential investors and developers; to engage local businesses, community groups and residents; and to provide a framework for monitoring progress against the community's vision, values and aspirations.

Importantly, plans are only effective if resourced adequately to ensure an outcome. The strategies are prioritised and actions applied, after an assessment of available resources, through the development of a Corporate Business Plan each year. Following Council's adoption of the Plan in 2018, a desktop review of the Strategic Community Plan has been undertaken in 2020, with a full review and renewal scheduled for 2022. The community will be notified and given an opportunity to participate in the full review and renewal process.



The Integrated Planning and Reporting Framework

The framework, introduced by the Western Australian State Government in 2012, requires each Local Government to have a Strategic Community Plan, a Corporate Business Plan and other informing strategies in place to ensure the future provision of services is sustainable.



Elements of Integrated Planning and Reporting

Strategic Community Plan

The Shire of Dardanup Strategic Community Plan 2020-2030 internal review continues to express the long term community aspirations and has been developed with extensive consultation. It is an overarching document that sets out the community’s vision, aspirations and values over the next 10 years. Within the Strategic Community Plan objectives are defined for leadership, environment, community, prosperity and amenity. Desired strategic outcomes were developed or reviewed for each strategic objective and strategies established to achieve each desired outcome.

Leadership

Objective 1:

To provide strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.

What the Community told us:

- *Social media is a good platform*
- *More community surveys and feedback opportunities*
- *Improve the Council website with more event promotion*
- *Community Noticeboard at Eaton Fair*
- *Balanced support for both urban and rural areas*
- *Increased Councillor profile and interaction*
- *Communication with all age groups*
- *Improve customer service feedback*
- *Use electronic communication*
- *Increase community involvement in decision making*

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 1.1	Good governance to the community.	Service Priority
1.1.1	Ensure equitable, inclusive and transparent decision-making.	High
1.1.2	Keep our community informed through a wide variety of media that is accessible and open and responsive.	High
1.1.3	Monitor and ensure compliance with the regulatory framework for local government governance and operations.	High
1.1.4	Maintain best practice governance systems and practices.	Moderate

Outcome 1.2	Quality leadership that is respected and accountable.	Service Priority
1.2.1	Provide elected member training and development.	Very High
1.2.2	Promote programs which encourage elector participation and diversity in local government elections.	Very High
1.2.3	Provide professional development and training for staff.	Moderate

Outcome 1.3	A long term strategically focused Council that is efficient, effective and financially sustainable.	Service Priority
1.3.1	Implement the Integrated Planning and Reporting Framework including the Long Term Financial Plan, Workforce Plan, Asset Management Plans and Corporate Business Plan.	High
1.3.2	Monitor and produce statutory budgetary and financial reporting requirements applicable to local government operations.	High
1.3.3	Maximise grant funding received by the Shire.	Flagship
1.3.4	Monitor current and develop new revenue streams.	High
1.3.5	Implement a Risk Management Governance Framework for the Shire of Dardanup.	High

Outcome 1.4	Services and facilities are provided with a customer focus and reflect the needs of the Shire's residents.	Service Priority
1.4.1	Maintain a Customer Service Charter that provides for customer feedback mechanisms.	Very High
1.4.2	Maintain, review and ensure relevance of Council's policies and local laws.	Moderate
1.4.3	Investigate and develop where appropriate 'smart' technologies to improve service provision.	Very High

Outcome 1.5	Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.	Service Priority
1.5.1	Participate in and seek collaborative resource sharing opportunities.	High
1.5.2	Foster strategic alliances with major industry groups and government agencies.	High

Outcome 1.6	A well informed, connected and engaged community that actively participates.	Service Priority
1.6.1	Provide opportunities for the community to engage with Councillors and Staff.	Very High
1.6.2	Promote a positive public image for the Council through appropriate marketing activities and high standards of customer service.	Very High

Environment

Objective 2:

To achieve a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity.

What the Community told us:

- *Environmentally sustainable and friendly development*
- *Improve waste reduction and recycling*
- *Beautify and maintain parks, reserves and natural areas (including waterways and wetlands)*
- *Improve trails and pathways*
- *New footpaths and cycleways*
- *Improve public transport services*
- *Mix of higher density living and larger block sizes around urban areas*
- *Affordable housing options*

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 2.1	Enhanced, protected and responsibly managed natural environment and public open spaces.	Service Priority
2.1.1	Protect and preserve open spaces, natural vegetation and bushland.	Very High
2.1.2	Preserve and protect the ecological value of watercourses.	Very High
2.1.3	Provide our community with a variety of waste disposal options to minimise the impact of waste disposal on our natural environment.	Very High
2.1.4	Be Climate Change Aware.	Moderate

Outcome 2.2	Environmental sustainability embedded within practices and procedures.	Service Priority
2.2.1	Conserve Natural Resources including the use of water, energy and other natural resources.	Very High
2.2.2	Provide Sustainable Transport Infrastructure.	Moderate
Outcome 2.3	Land use provisions that reflect current and future needs.	Service Priority
2.3.1	Delivery of a high level of Development & Regulatory Services that considers the environmental, social and land use planning requirements which meets the diverse community needs.	Flagship
Outcome 2.4	Heritage buildings and places that are utilised, preserved and maintained.	Service Priority
2.4.1	Encourage the preservation of significant heritage properties and precincts.	High
Outcome 2.5	Vibrant, welcoming and well-presented Town centres.	Service Priority
2.5.1	Develop, review and implement Place Plans.	High
Outcome 2.6	A diverse Built Form that reflects the local character of the Place.	Service Priority
2.6.1	Provide a variety of places to live, work and play that meet the current and future needs of the community.	Very High

Community

Objective 3:

To create a safe, healthy and vibrant community which is inclusive and welcoming for all ages and interests.

What the Community told us:

- *More community events and public activities*
- *Increased promotion of events and activities*
- *Activities for Seniors and Aged*
- *Focus on activities and facilities for youth*
- *New and improved community facilities and infrastructure*
- *Family events and activities*
- *Cultural, arts events and activities*
- *Create town square*

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 3.1	A creative community that fosters cultural and artistic activity and diversity.	Service Priority
3.1.1	To foster Creativity in the community through our public spaces and urban environment.	High
3.1.2	Promote Creative Participation by supporting the development of opportunities for artists and creative minds.	High
3.1.3	Foster and recognise Aboriginal culture and heritage in the region.	High

Outcome 3.2	An inclusive community that promotes active involvement in community life and a strong sense of Community pride.	Service Priority
3.2.1	Deliver a high level of Community Programmes & Services that encourages social connectedness, facilitates an accessible, inclusive environment for our diverse community.	Very High
3.2.2	Deliver a high level Sport & Recreational Services that encourages social connectedness by facilitating community participation in positive social networks, interaction and events.	Very High

Outcome 3.3	A community supported by a strong volunteer base where leadership, inclusiveness and supported independence is fostered.	Service Priority
3.3.1	Promote and encourage volunteering within the Shire of Dardanup.	Very High
3.3.2	Support volunteer groups within the Shire of Dardanup.	High

Outcome 3.4	To be a safe and secure community.	Service Priority
3.4.1	Enable community safety and a sense of security.	Very High
3.4.2	Maintain appropriate emergency services and planning.	Very High

Outcome 3.5	Our community will be a healthy place to live.	Service Priority
3.5.1	Protect Public Health & Safety.	High

Outcome 3.6	Our community will have access to adequate health, community and social services.	Service Priority
3.6.1	Facilitate and lobby for the provision of adequate health care, community and social services.	Moderate

Prosperity

Objective 4:

To promote and facilitate a diverse and resilient economy that supports a range of local employment opportunities.

What the Community told us:

- Support for local business and industry
- More encouragement and support for small business
- Promote tourism and hospitality opportunities, with a focus on the Ferguson Valley area
- Increase local employment opportunities
- More retail and food outlets
- Develop café's and retail shops along the Eaton Foreshore
- Improve internet and phone services
- Develop light industrial area

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 4.1	A range of diverse business and industries of all sizes.	Service Priority
4.1.1	Create connectivity that support business success by efficient movement and exchange of people, business, goods, services and ideas.	Moderate
4.1.2	Create a sustainable workforce by attracting and retaining a quality labour with skills aligned to the needs of local business.	Low
4.1.3	Encourage business to develop by supporting the capacity of local firms and industry to establish, grow and employ.	Moderate
4.1.4	Facilitate the provision of essential services and infrastructure to support the growing community and local economy.	High

Outcome 4.2 A destination of choice for visitors.		Service Priority
4.2.1	Develop the local tourism sector to become a choice destination for tourists, visitors and our own residents.	Very High
4.2.2	Develop and grow the tourism potential of Gnomesville.	Very High
4.2.3	Foster and promote the Ferguson valley as a tourist destination.	Very High
4.2.4	Enhance the Eaton Foreshore by developing café' and tourism opportunities.	High

Outcome 4.3 Increased investment in the region.		Service Priority
4.3.1	Attract and retain major investment in the region.	High
4.3.2	Provide adequate commercial and industrial land to meet the future needs of industry.	Very High
4.3.3	Plan and facilitate adequate transport, infrastructure and utility services to meet industry requirements.	Very High

Amenity

Objective 5:

To provide and maintain facilities, assets and services that promote the Shire as an attractive and desirable place to live.

What the Community told us:

- Footpath conditions need to be improved
- The number of footpaths and pathways needs to be increased
- More cycle ways throughout the shire
- Improve public transport, particularly bus services
- Enjoy the library and programs offered, but a new dedicated library needed.
- Housing options, including more higher density housing
- More affordable housing and accommodation options
- Good sporting and recreation facilities.

How will we get there?

The following strategies have been identified as contributing to the achievement of each outcome.

Outcome 5.1 An Inter-connected Community.		Service Priority
5.1.1	Provide an efficient road network for the efficient movement of people and goods by road.	Very High
5.1.2	Advocate for transport choices to increase the availability of safe, affordable and viable transport options.	High
5.1.3	Provide a safe road transport network where crashes resulting in death or serious injury are minimised.	Very High
5.1.4	Build resilience of our transport network infrastructure from future threats and constraints.	High
5.1.5	Provide a series of interconnected walkways, pathways and cycle ways that	High

	meets community needs and expectations.	
5.1.6	Encourage urban developments that foster connectivity between residents.	Moderate

Outcome 5.2 A Liveable Community.		Service Priority
5.2.1	Encourage Physical Activity by providing services and recreational facilities that encourage our community towards an active and healthy lifestyle.	Very High
5.2.2	Support healthy lifestyles by the provision of inclusive & supportive multipurpose indoor fitness facilities.	Very High
5.2.3	Deliver a high level library facility and community services to enhance the sharing of knowledge for our community	Flagship

MEASURING OUR SUCCESS

The overall aim of this Plan is to align the community's visions and aspirations for the future to the Council's objectives. The Council will develop key indicators to demonstrate how we are progressing towards achieving our objectives and outcomes. The Plan will be subject to a minor review every 2 years (2020) and a major review every four years (2022).

	Objectives	Outcomes	Key Indicators	Influences		
				Region	State	Federal
LEADERSHIP	<i>To provide strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.</i>	1.1	Good governance to the community.			
		1.2	Quality leadership that is respected and accountable.			
		1.3	A long term strategically focused Council that is efficient, effective and financially sustainable.			
		1.4	Customer focused organisation.			
		1.5	Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.			
		1.6	A well informed, connected and engaged community that actively participates.			
ENVIRONMENT	<i>To achieve a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity.</i>	2.1	Enhance and responsibly managed natural environment and public open spaces.			
		2.2	Environmental sustainability embedded within practices and procedures.			
		2.3	Land use provisions that reflect current and future needs.			
		2.4	Heritage building and places that are utilized, preserved and maintained.			
		2.5	Vibrant, welcoming and well-presented Town centres.			
		2.6	A diverse Built Form that reflects the local character of the Place.			

MEASURING OUR SUCCESS

	Objectives	Outcomes	Key Indicators	Influences		
				Region	State	Federal
COMMUNITY	<i>To create a safe, healthy and vibrant community which is inclusive and welcoming for all ages and interests.</i>	3.1 A creative community that fosters cultural and artistic activity and diversity..				
		3.2 An inclusive community that promotes active involvement in community life and a strong sense of Community pride.				
		3.3 A community supported by a strong volunteer base where leadership, inclusiveness and supported independence is fostered.				
		3.4 To be a safe and secure community.				
		3.5 Our community will be a healthy place to live.				
		3.6 Our community will have access to adequate health, community and social services.				
PROSPERITY	<i>To promote and facilitate a diverse and resilient economy that supports a range of local employment opportunities.</i>	4.1 A range of diverse business and industries of all sizes.				
		4.2 A destination of choice for visitors.				
		4.3 Increased investment in the region.				
AMENITY	<i>To provide and maintain facilities, assets and services to promote the Shire as an attractive and desirable place to live.</i>	5.1 An Inter-connected Community.				
		5.2 A Liveable Community.				

This Strategic Community Plan 2020-2030 Internal Review Summary document provides a shortened overview of the full Strategic Community Plan 2018-2028 which can be viewed in its entirety on the Shire of Dardanup website.

<http://www.dardanup.wa.gov.au/council/publications-reports/>



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