



Strategic Community Plan

2018-2028





Adopted by Absolute Majority 28 March 2018

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Document Management

Version: 2.0

Status: Adopted

Date: 6 April 2018

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Vision

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





Message from the Shire President

Welcome to our 2018 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 conducting this review a community engagement strategy was developed and implemented in order to ensure community members were invited and actively participated in the process. The community engagement process had regard for the current and future resource capacity of the Shire of Dardanup, its demographic trends, and the internal and external influences impacting the Shire of Dardanup.

The Plan has identified five key Strategic Objectives which represent the areas of significant community interest and values of the community. These Objectives are:



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

This plan could not have been produced without the input of the local community, and I thank everyone for their enthusiastic response and for taking the time to fill in the surveys and visiting the information booths. Your responses gave us a valuable insight into your vision and aspirations for the future.

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



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 Shire 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.

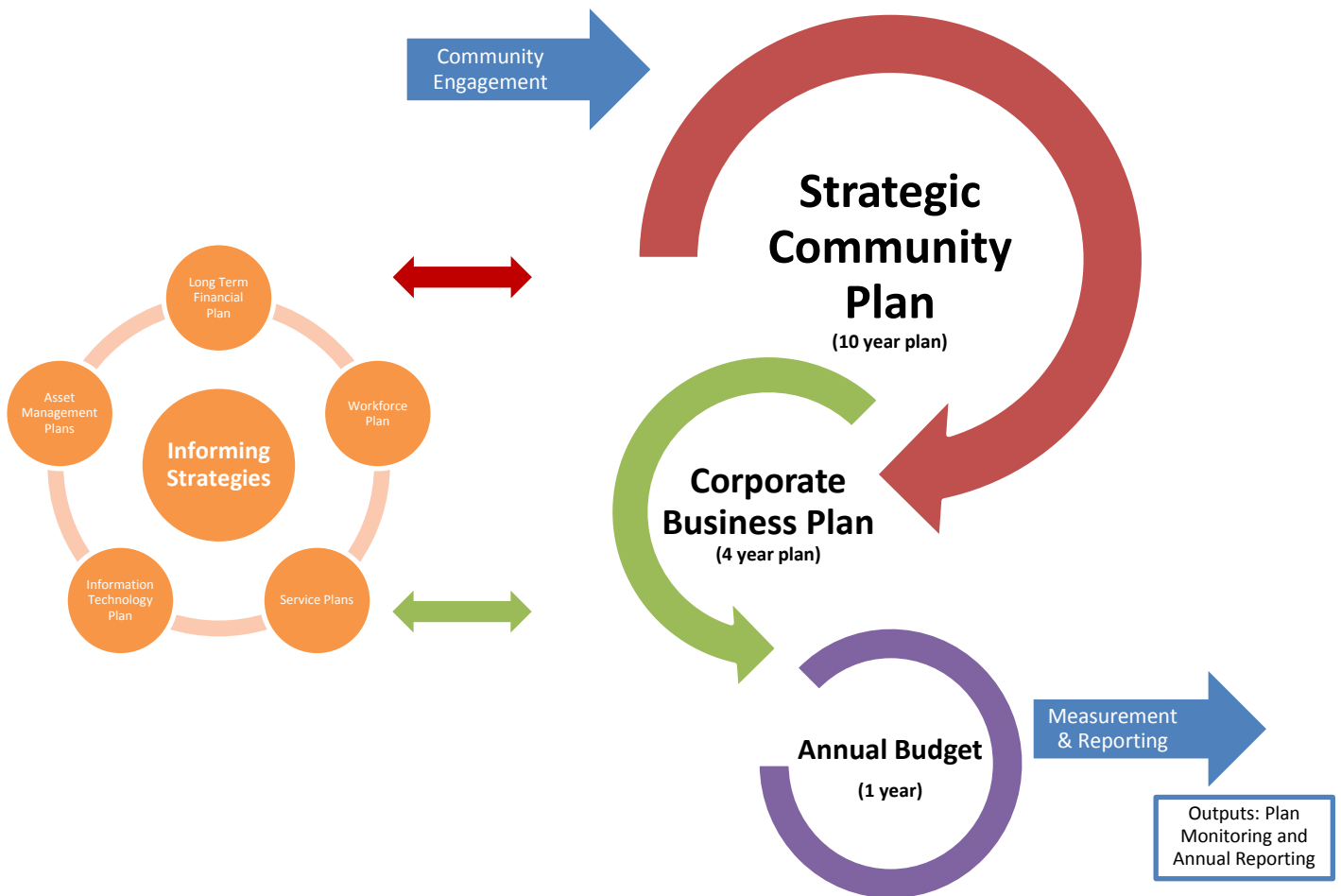
After adoption, a desktop review of the Dardanup Strategic Community Plan will be undertaken in 2020, with a full review and renewal in 2022. The community will be notified and given an opportunity to participate in the full review and renewal process.



A Guide to this Plan

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 2018-2028 expresses 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.

A Guide to this Plan

Strategic Planning Framework



Achieving the community's vision and Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan. In addition, achieving these strategies may require a series of actions over time as they may not be able to be achieved concurrently taking into account limited financial resources. Careful operational planning and prioritisation is required due to the limited availability of resources. This planning process is formalised in the Corporate Business Plan.

Corporate Business Plan

The Corporate Business Plan contains details of the actions and resources (human and financial) to achieve each strategy. It is a 4 year plan which acts as an organisational guide to the Council and management.

The financial capacity to undertake these tasks is evidenced in the long term financial plan for the period. This long term financial planning provides an assurance the actions contained in the Corporate Business Plan can be adequately resourced over the next 4 years and highlight the long term consequences of the application of human and financial resource to undertaking various projects.

The Corporate Business Plan 2018 – 2022, is to be reviewed annually to assess the progress of projects and realign actions and priorities with current information and funding availability. The first year of the Corporate Business Plan will be 'sliced off' to form the basis of the draft annual budget for consideration by the Council.

A Guide to this Plan

Linkage with Informing Strategies and Service Plans

The Corporate Business Plan is informed by three other major plans developed in response to the Department of Local Government's Integrated Planning and Reporting Framework. The Asset Management Plans, Long Term Financial Plan, and Workforce Plan inform the Council as to its resource options and financial circumstances.

The Shire of Dardanup will 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.

The strategies have been prioritised by Council and Actions applied or reaffirmed. The Priority Rating applied to each Strategy has been based on the following scale, which is aimed at spreading the weighting of priorities and having 'Flagship' or must do strategies:

- Flagship - Major focus for the next 4 years
- Very High - Increased focus over the next 4 years
- High - Important part of Council business
- Moderate - Maintain as part of core Council business
- Low - Reduced focus over the next 4 years

Planning Framework

This Strategic Community Plan 2018 – 2028 together with the Corporate Business Plan 2018 – 2022 is the Shire of Dardanup's Plan for the Future and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*. Development of the plan has also been influenced by the Department of Local Government's, Framework and Guidelines for Integrated Planning and Reporting.

State Government Requirements

Section 5.56 of the *Local Government Act 1995*, requires WA local governments to Plan for the Future of the district. The Strategic Community Plan and Corporate Business, together form this Plan. Under *Local Government (Administration) Regulations 1996* 19C, a Strategic Community Plan for a district is to:

- cover the period specified in the plan, which is to be at least 10 financial years.
- set out the vision, aspirations and objectives of the community in the district.
- be reviewed at least once every 4 years.
- have regard to —
 - the capacity of its current resources and the anticipated capacity of its future resources; and
 - strategic performance indicators and the ways of measuring its strategic performance by the application of those indicators; and
 - demographic trends.
- ensure that the electors and ratepayers of its district are consulted during the development of a strategic community plan and when preparing modifications of a strategic community plan.
- contain a description of the involvement of the electors and ratepayers of the district in the development of the plan or the preparation of modifications of the plan.

Council

Shire of Dardanup Councillors

Council is responsible for setting Shire of Dardanup's strategic direction, which the Shire's administration then Implements.

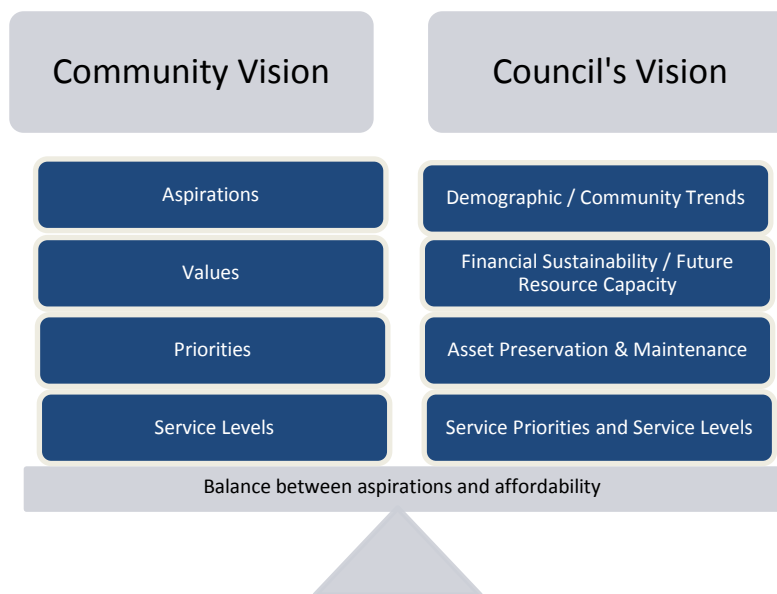
 <p>Cr Michael Bennett Shire President</p>	 <p>Cr Peter Robinson Deputy Shire President</p>	 <p>Cr Patricia Perks Councillor</p>
 <p>Cr James Lee</p>	 <p>Cr Carmel Boyce</p>	 <p>Cr Tyrrell Gardiner</p>
 <p>Cr Danny Harris</p>	 <p>Cr Luke Davies</p>	 <p>Cr Janice Dow</p>

Council

The Role of Council

Council

In fulfilling its role, Council sets the Shire of Dardanup’s strategic direction, oversees the Shire’s finance and resources, determines its policies, and ensures that the Council’s statutory and community responsibilities are performed effectively and efficiently. The Dardanup Shire Council meets on a three weekly basis in the Eaton Council Chambers. The meetings are open to the public. All meetings of Council and its committees are conducted in accordance with the Local Government Act. Meeting times and dates are published on the Council’s website.



President

The *Local Government Act 1995* states that the role of the President is to:

- Preside at meetings in accordance with this Act;
- Provide leadership and guidance to the community in the district;
- Carry out civic and ceremonial duties on behalf of the local government;
- Speak on behalf of the local government;
- Perform such other functions as are given to the Mayor or President by this Act or any other written law; and
- Liaise with the CEO on the local government’s affairs and the performance of its functions.

Councillors

The *Local Government Act 1995* states that the role of a Councillor is to:

- Represent the interest of electors, ratepayers and residents of the district;
- Provide leadership and guidance to the community in the district;
- Facilitate communication between the community and the Council;
- Participate in the local government’s decision making processes at Council and Committee Meetings; and
- Perform such other functions as are given to a Councillor by the Local Government Act or any other written law.

Council

Committees

To assist Council in performing its role, the Shire has a number of statutory and advisory committees. Because Council is responsible for such a large number and broad range of activities and functions, committees play an important role in focusing attention and expertise in specific areas. There are a number of different types of committees, each of which serves a particular purpose. Councillors are also members of a number of external committees (statutory or otherwise) that assist other authorities and groups in performing their functions.

Executive Management Team

The role of the Executive is to provide leadership and strategic management for the organisation, while also ensuring that the Shire's operations are effective, efficient and accountable. The Executive are also responsible for ensuring ethical, open and accountable leadership. In addition to the CEO, each Director oversees a Division which has a specific purpose, aligning to the strategic direction and delivering services to our community.

Chief Executive Officer

- Governance
- Policy formulation
- Customer Services
- Human Resources
- Performance review
- Leadership
- Management of change
- Economic development
- Tourism
- Marketing
- Elected Member liaison
- Electoral Services

Director Corporate & Community Services

Corporate Services; Strategic Planning; Financial Services; Payroll; Integrated Planning & Reporting, Risk Management; Records Management; Freedom of Information; Community Development ; Eaton Recreation Centre; Library Services; Recreation Management; Public Libraries; Youth Services; Aged and Seniors; Disability Services; Community Safety; events and festivals; community grants; community group support.

Director Engineering & Development Services

Engineering Services; Road Construction; Road Maintenance; Project Management; Facility Maintenance Parks and Gardens; Plant Management; Street Lighting; Playgrounds; Street Cleaning; Drainage; Waste Services; Development Services; Building Services; Health Services; Town Planning Services; Heritage; Environment; Law and Safety Services; Occupational Health & Safety, Bushfire and Recovery Management.

Community Engagement

The Shire Community

The Shire of Dardanup is a medium-sized local government based in the south west of Western Australia, 185km south of Perth and covering 518km².

THINK AHEAD

With a blend of rural and fast-growing urban areas, the attention of the shire's executive team and 9 councillors is keenly focused on encouraging balanced growth and development while recognising the diverse needs of each unique community within its boundaries.

Resident population (2016 Census ABS)	14,033
Estimated resident population (ERP) (2016 ABS)	14,390
Estimated population growth rate (2011 – 2016)	11.97%
Average people per household	2.6
Median Age	37
Land Area (hectares)	518sq
Private dwellings	5,676

THINK FUTURE

Eaton forms the largest part of the Shire's rate base and commercial hub with a population of about 12,000. The Shire's main administration building is located here. Dardanup with a population of 502 and Burekup with 800 form the Shire's two smaller townsites, with another estimated 1800 residents living in rural areas of the Shire.

Active development – particularly construction of the expanded Eaton Fair Shopping Centre with its major supermarkets and retailers plus 75+ specialty shops – points to a bright future while natural assets and a commitment to lifestyle, create harmony. This has attracted a diverse population made up of young people, couples, retirees, families and seniors.

Location	Estimated Current Populations	Total Future Populations
Eaton & Millbridge	10,880	15,000
Wanju	-	*70,000
Dardanup	502	4,000
Burekup	800	1,440
Rural Residential	800	3,000
Rural	1,518	2,000
TOTAL	14,500	95,440

Source: Shire of Dardanup Local Planning Strategy – April 2015 (*Department of Planning Estimates)

The Greater Bunbury Strategy has identified an area east of Eaton (within the Waterloo locality) as the main future urban expansion for the region. The area is estimated to be approximately 1,100ha and will

Community Engagement

include residential development, regional and local recreational spaces, public purpose sites, community facilities, commercial and light industrial.

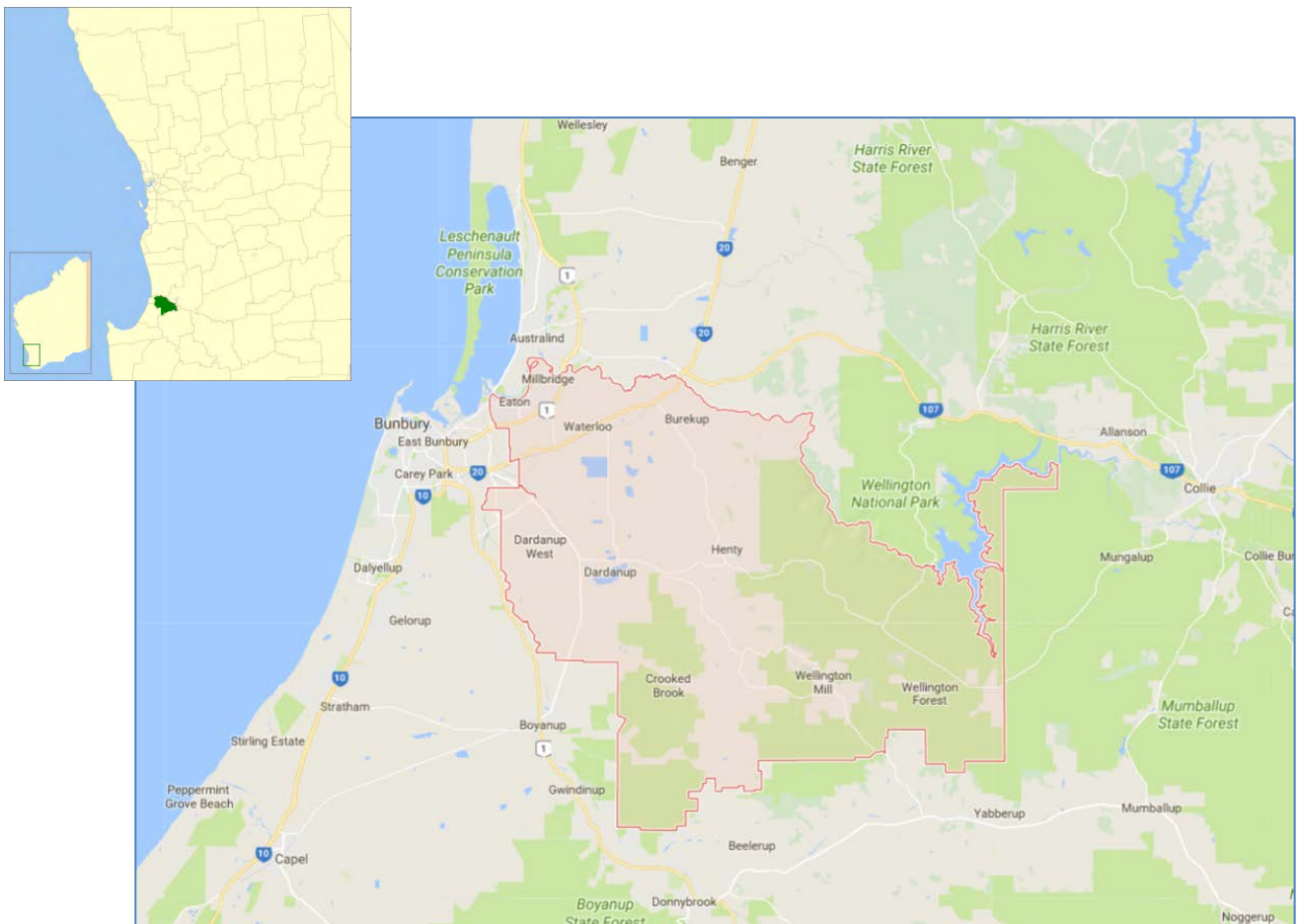
THINK HARMONY

Our community is vibrant, active and engaged. People who live here care about each other, their environment and their future. Beautifully maintained parks, picnic facilities, reserves and public open spaces plus a variety of picturesque natural wonders like the Ferguson Valley, draw people to the outdoors.

And committed to supporting and encouraging its residents of all ages – from children to seniors – to be more active, the Shire opened the Eaton Recreation Centre in 2003 which boasts the most modern gymnasium equipment outside Perth plus basketball/netball courts, crèche, meeting rooms and a cutting edge group fitness program for adults and kids alike.

THINK SPACE

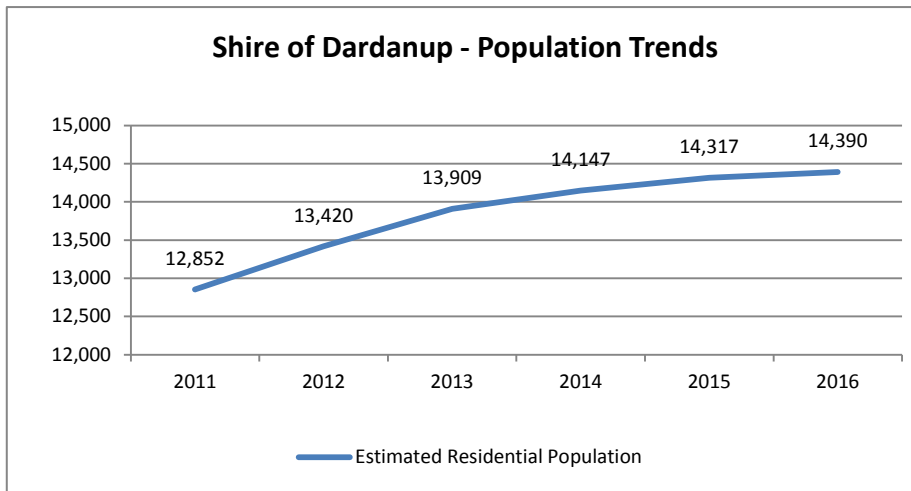
The seeds of the Shire were sewn in its picturesque agricultural hinterland where traditional farming enterprises like beef and dairy production have been joined in more recent times by a now thriving tourism industry based on local drawcards like Gnomesville, a network of wineries, restaurants and boutique accommodation.



Community Engagement

Demographic Information

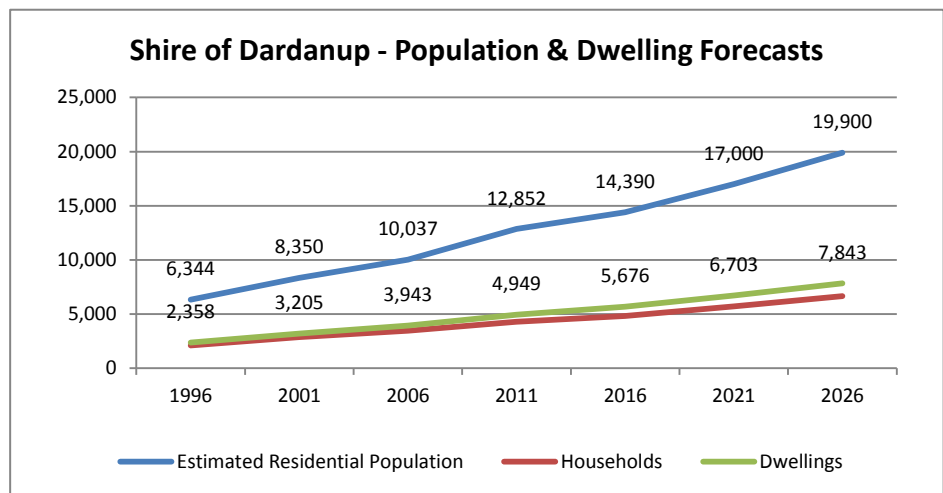
According to the Australian Bureau of Statistics (ABS), the Estimated Residential Population for the Shire of Dardanup at 30th June 2016 was 14,390, which is an increase of approximately 11.9% over the past five years. The 2016 ABS Census recorded 5,654 dwellings and 4,828 households in the Shire, compared with 4,948 dwellings and 4,286 household in 2011. This represents an increase of 14.2% and 12.6% respectively over the last 5 years.



The ABS classifies dwelling into basic dwelling types. The definition of private dwelling includes residences in caravan/residential parks, camping grounds, marinas, manufactured home estates and retirement villages (self-contained). Unoccupied dwellings are not included in the Census.

The concept of a household underpins the collection and dissemination of statistics on families and households. In the ABS a household is operationally defined as: 'One or more persons, at least one of whom is at least 15 years of age, usually resident in the same private dwelling.'

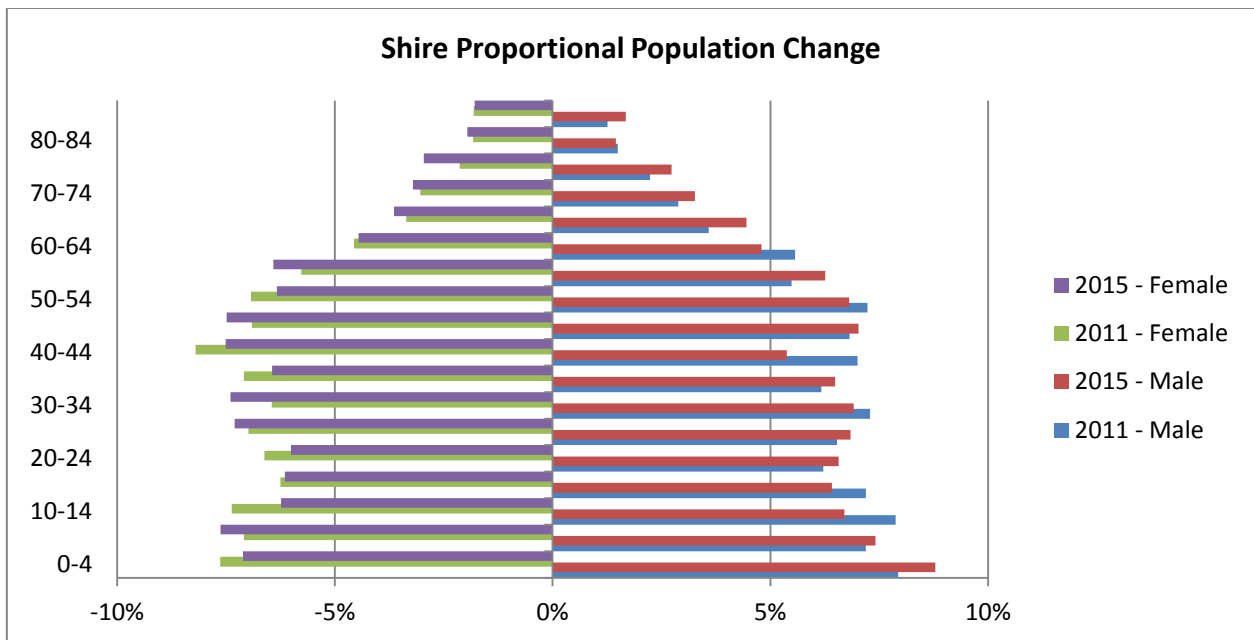
Supply of residential land within the Shire in future years will have an influence



on the population growth and associated service delivery. Population forecasts undertaken by the WA Planning Commission as part of the WA Tomorrow Report No.7 expect population growth trends to continue with the Shire population forecast to reach 19,900 over the life of this plan (2026). The Shire is recognised as a fast growing Shire in Western Australia with a forecast increase in population of 38.29% over the next 10 years or approximately 3.8% per annum.

Community Engagement

The Census data for 2016 indicates that the Shire’s male residents represent approximately 49.4% of the total population, and female residents represent approximately 50.6%, which is similar with the State’s proportion of 50% male residents and 50% female residents.



Community Engagement

In 2016, the dominant household type in the Shire of Dardanup was 'Couple families with dependents', closely followed by 'Couple families without children'.

The Shire's community profile is compiled using statistics from the Australian Bureau of Statistics 2016 Census.

<p>Employment</p>	<p>In 2016 93.1% of the total labour force or 6,910 people are employed in some capacity and is very similar to the total for WA of 92.2%.</p> <p>In 2016 6.9% of the labour force was unemployed compared to 4.1% in 2011.</p> <p>2016 – 20.5% of the Shire's workforce advised they work as Technicians and Trade Workers, 11.9% as Labourers, 11.7% as Clerical and Administrative Workers, 11.9% as Machinery Operators and Drivers, 11.9% as Professionals, 9.8% as Managers, 10.5% as Sales Workers and 10.2% as Community and Personal Service Workers.</p>
<p>Education</p>	<p>11.5% of residents in 2016 advised they had a technical level qualification or higher which is a decrease compared to 12.9% in 2011. Conversely 24.6% of residents advised they had attended year 12 schooling compared to 21.7% in 2011.</p>
<p>Ethnicity</p>	<p>The most common ancestry in 2016 was English (33.2%), followed by Australian (30.0%), Irish (6.8%), Scottish (6.5%) and Italian (4.2%).</p> <p>In Dardanup 76.5% of people were born in Australia. The most common countries of birth were England (5.4%), New Zealand (3.4%), South Africa (1.3%), Philippines (0.6%) and India (0.6%).</p>
<p>Housing</p>	<p>There were 4,822 households in the Shire in 2016 compared to 4,288 in 2011. 44.5% in 2016 consisted of couples with children with 40.4% consisting of couples without children. Compared to 2016 the number of households in 2011 with children has increased decreased from 46.2% to 44.5%.</p> <p>The number of households identified as couples without children has increased from 40.1% in 2011 to 40.4% in 2016.</p> <p>There were 5,349 dwellings in the Shire in 2016 compared to 4,773 in 2011, which represented an increase of 576 houses or 12% since 2011.</p> <p>In 2016 45.4% of dwellings were mortgaged which was higher than the 39.7% proportion for WA. The percentage of households with mortgages increased marginally from 45.0% compared to 2011. The 29.4% of houses which were fully owned was similar to the WA proportion 28.5%. The proportion of rented houses decreased from 22.6% in 2011 to 21.6% in 2016.</p>

Community Engagement

Dardanup

Surrounded by a stunning hinterland of rolling green farm hills and vineyards, the townsite of Dardanup offers an attractive semi-rural lifestyle.

The name 'Dardanup' is derived from that used by the original Aboriginal inhabitants, meaning low lying ground by the water. European settlement in Dardanup began with Thomas Little (1838).

Dardanup townsite contains two primary schools – a public school and a private Catholic school.

A target population of around 4,000 persons in Dardanup under the current townsite expansion strategy will provide a sustainable neighbourhood unit that can be planned to retain a village character and offer a reasonable range of commercial and community facilities and services.

The Dardanup Locality encompasses the Dardanup town site and the surrounding rural areas, including the localities of Dardanup, Dardanup West, Ferguson, Crooked Brook, Wellington Mill, Paradise, Waterloo, Picton East and Henty.

Land use

Rural land is used largely for dairy and beef farming, citrus fruit growing and viticulture.

Although there has been only minor lot creation over recent years, current land releases in Roselands Estate allow for more than 300 lots.

Development of this land and other land surrounding the north, east and southern boundaries of the townsite will assist in revitalising the townsite's existing community facilities and infrastructure.

Resident population (2016 Census ABS)	502
Average people per household	2.5
Median Age	42
Private dwellings	212



Major features

Until the relocation of the Shire's Administration Centre to Eaton in 1999, Dardanup formed the administrative centre for Council. A sub office presence is still maintained by the Shire in Dardanup which also contains public library facilities.

Major features of the area include the Dardanup Heritage Park, Ferguson Valley Visitor Centre and Memorial Rose Gardens, Gnomesville, Dardanup Heritage Trail, Ferguson Valley, Crooked Brook Forest, Wellington National Park, Wellington Dam, Wellington Forest Discovery Centre, Mt Lennard Mountain Bike Trail, Wellington Mills Community Park, Lyndendale Gallery, St Aidan Winery, Willow Bridge Winery Estate, 5th Element Art Glass Studio & Gallery, Erindale Lavender Farm.

Community Engagement



Aspirations

- Support small business – town centre revitalisation to enable a wider choice of shopping alternatives and services
- Increase youth facilities, activities and services
- Encourage the provision of aged facilities and accommodation
- Upgrade and maintain the recreation grounds
- Improve the medical services
- Support and develop Dardanup’s tourism potential
- Public transport



Community Engagement

Eaton/Millbridge

Eaton forms the largest part of the Shire of Dardanup’s rate base and commercial hub with a population of approximately 11,000.

The Eaton townsite was established over 60 years ago as a riverside fishing village. The township has now grown into a thriving urban area. The Shire’s main Administration building is located in Eaton.

Resident population (2016 Census ABS)	10,880
Average people per household	2.75
Median Age	33
Private dwellings	4,393

Active development – particularly construction of the expanded Eaton Fair Shopping Centre with its major supermarkets and retailers plus 75+ specialty shops – points to a bright future while natural assets and a commitment to lifestyle, create harmony. This has attracted a diverse population made up of young people, couples, retirees, families and seniors.

Eaton boasts beautifully maintained parks, picnic facilities, reserves, ovals and public open spaces plus a variety of picturesque natural wonders like the Collie River Valley, which draw people to the outdoors.



Committed to supporting and encouraging its residents of all ages – from children to seniors – to be more active, the Shire of Dardanup opened the Eaton Recreation Centre in 2003 which boasts modern gymnasium equipment plus indoor basketball/netball courts, crèche, meeting rooms and a cutting edge group fitness program for adults and kids alike.

Eaton includes the localities of Eaton and Millbridge.

Land use

Eaton is a relatively recent residential area which is still experiencing growth. Residential estates provide quality options for modern suburban living while facilities such as two primary schools, a high school, medical specialists, two over 55 aged care facilities and more ensure the diverse population’s needs are adequately met.



It is estimated that Eaton and Millbridge will have a population of 15,000 persons when it is fully developed. The population will further increase if residential densities are increased.

Major features

Major features of the area include the Collie River and Eaton foreshore, Eaton foreshore walk trail, Eaton Recreation Centre, Eaton Fair Shopping Centre and numerous schools.

Community Engagement



Aspirations

- Maintain a safe and secure community
- Post office at Eaton Fair shopping centre
- Swimming Pool
- Focus on youth services and activities, including a skate Park upgrade
- Improve public transport – bus services, rail link to Perth
- Sport facility improvements
- Bridge link to Treendale
- Improve Eaton foreshore with restaurants, cafés and walkways
- Develop trails, paths, footpaths and cycle ways
- More community, cultural and arts events and activities



Community Engagement

Burekup

The town of Burekup is built near the Collie River and was originally a railway siding on the Pinjarra-Picton line that was established in 1910 and known at the time as Boorekup. Burekup is the Indigenous Australian name for a wildflower that grows in the area.

Resident population (2016 Census ABS)	800
Average people per household	2.9
Median Age	35
Private dwellings	305

Burekup has traditionally attracted residents servicing surrounding rural activities but more recently, has begun to attract more ‘lifestyle’ residents who commute to nearby employment centres.

Burekup’s small townsite includes a busy store and fronts the Perth to Bunbury railway and South West Highway. Burekup Primary School (known as River Valley Primary School when merged with Roelands Primary School) in 1999.

The Burekup Locality encompasses the Burekup town site and the surrounding rural areas included as part of the the locality of Burekup.

Land use

A target population of around 1,440 persons in Burekup under the current townsite expansion strategy will provide a sustainable neighbourhood unit that can be planned to retain a village character and offer a reasonable range of commercial and community facilities and services.

Major features

Major features of the area include the Evedon Park Bush Retreat, Angelicus Wines, River Valley Primary School, Burekup Recreation Ground, Burekup Skate Park, Burekup Public Hall and McCaughan Park.



Community Engagement



Aspirations

- Provision of public transport to business centres
- Development of Hall and Country Club
- Improved and expanded pathways
- Improve the landscaping of public open spaces
- Maintain country feel and lifestyle
- Improve youth services and activities
- Encourage expanded shopping facilities
- Improve the South West Highway intersection



Community Engagement

Methodology

Data Collection

As part of the Local Government Integrated Planning and Reporting Framework and Guidelines, all local governments must develop a Strategic Community Plan through a community engagement process aimed at identifying long term community aspirations, visions and objectives.

Council staff facilitated an engagement process aimed at achieving the Integrated Planning and Reporting Advisory Standard. This standard requires the community engagement to involve more than the minimum number of community members and methods (at least 500 or 10% of community members, and for the consultation to be conducted by at least two documented mechanisms).

In total, over 4,488 community members were approached (32% of the population) through a range of mechanisms including:

- **Promotional Card and Posters** - encouraging residents and ratepayers to participate in the Community Survey and engage with Council staff at the Information Booths located around the Shire:
 - Direct mail out of the Community Survey promotional card to 4,488 property owners within the Shire of Dardanup. The list of property owners included the entire Shire and was sourced from the Council's rating database which included the larger population areas Eaton, Dardanup, Ferguson and Burekup.
 - **Promotional cards** were distributed through the mail from the 23rd January 2017, with a reference to the Information Booth sites and dates over a series of weeks.
 - Shire **website** and **Facebook** page promoted the Information Booth sites and a website link to the community survey.
 - Community **Information Booths** were provided at the various locations around the shire to encourage residents to ask questions and complete the survey:
- **Community Survey** (on-line and hard copy) (404 respondents)
 - Copies of the Community Surveys were made available at Shire offices in Dardanup and Eaton and Council libraries in these two locations.
 - An online survey was accessible via the Shire's website.
 - Social media posts were created to generate interest in the survey.

Data Collection Period

The community engagement data was collected from the 30th January 2017 to 2nd March 2017.

Community Engagement Area

The district of the Shire of Dardanup was included as the community engagement area with Information and Display Stands located in Eaton, Dardanup, Ferguson and Burekup.

Community Engagement

COMMUNITY STRATEGIC PLAN CONSULTATION



SHIRE OF DARDANUP
YOUR FUTURE | YOUR SAY **2017**

EATON		
January 30	Betherie Esprit	1000am - 1200pm
January 31	Betherie Fields	1000am - 1200pm
February 2	Eaton Rec Centre	1000am - 200pm
February 2	Eaton Rec Centre	400pm - 700pm
February 3	Eaton Library	1000am - 200pm
February 6 - 12	Eaton Foreshore	1000am - 300pm
February 15	Eaton Skate Park	300pm - 600pm
February 20 - 26	Eaton Fair	1000am - 300pm
February 27	Eaton Primary	2:30pm - 3:30pm
February 28	Eaton Community College	2:30pm - 3:30pm
March 2	Glen Huon Primary	2:30pm - 3:30pm

DARDANUP & FERGUSON		
February 14	Charlotte Street Dardanup	900am - 200pm
February 14	Our Lady of Lourdes	2:30pm - 3:30pm
February 14	Dardanup Primary	2:30pm - 3:30pm
February 14	Dardanup Hall	4:30pm - 8:00pm
March 1	Ferguson Hall	4:00pm - 8:00pm

**FOR YOUR CHANCE
TO WIN \$1000*
SIMPLY COMPLETE
THE SURVEY @**

WWW.DARDANUP.WA.GOV.AU/COUNCIL/GET-YOUR-THINK-ON

Hard copies of the survey are available at Eaton and Dardanup Administration Centres and Eaton and Dardanup libraries. For more information call 9724 0354. *T&Cs apply.



Participants

In total 404 community members were engaged in the process and responded directly to the survey.

Community Survey Information Booths – 160 attendees at various locations.

Community Surveys – 404 responses.

With a total population of approximately 14,390 residents, 2.88% of residents completed the survey and actively participated in the engagement processes.

¹ ABS 2016 Census Population

Community Engagement

Community Engagement Findings

This section includes a summary of responses received by the community via the surveys and through various questions or comments made.

The questions were designed to determine the community’s view of the Shire’s overall performance; the community’s visions and aspirations for the future of the district; and the community’s view of the Shire’s current Service Delivery.

The summary of the findings of the community engagement are presented below.

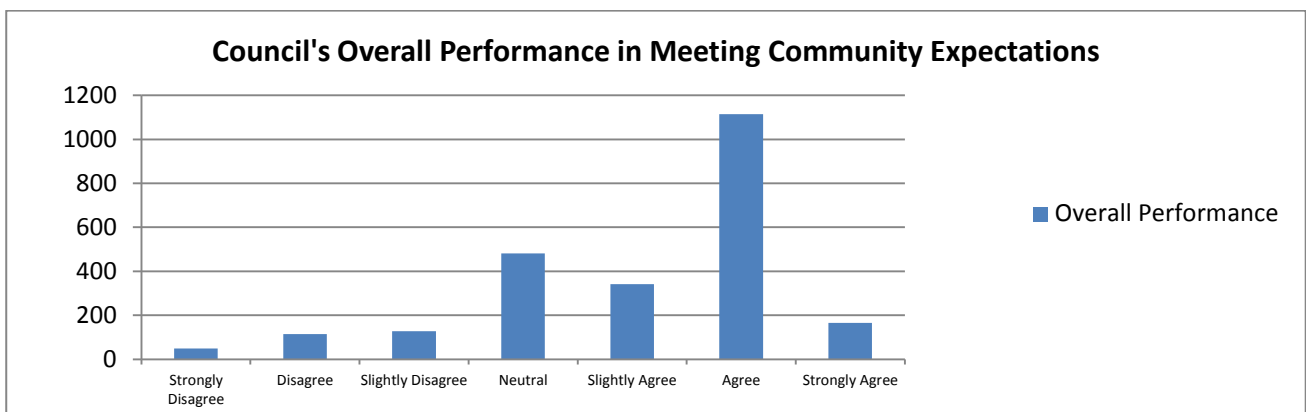
Overall Shire Performance

The community was asked to rate their opinion on the Shire’s overall performance through a 7 tiered scale, ranging from “Strongly Disagree” to “Strongly Agree”. These questions were:

- The Shire makes decisions in the best interest of the community
- There are opportunities to have a real say on Shire matters that are important to you.
- Access to Shire information meets my expectation
- The time it takes for the Shire to respond to my enquiries meets my expectations
- The Shire's effort to conserve the natural environment meets my expectations.
- The Shire's practices support and promote environmental sustainability.

Of the 404 survey responses received:

- A combined 68% of respondents agree that the Council is meeting or exceeding performance expectations.
- 20% of respondents are neutral regarding Council’s performance.
- A combined 12% of respondents agree that the Council is not meeting their performance expectations.



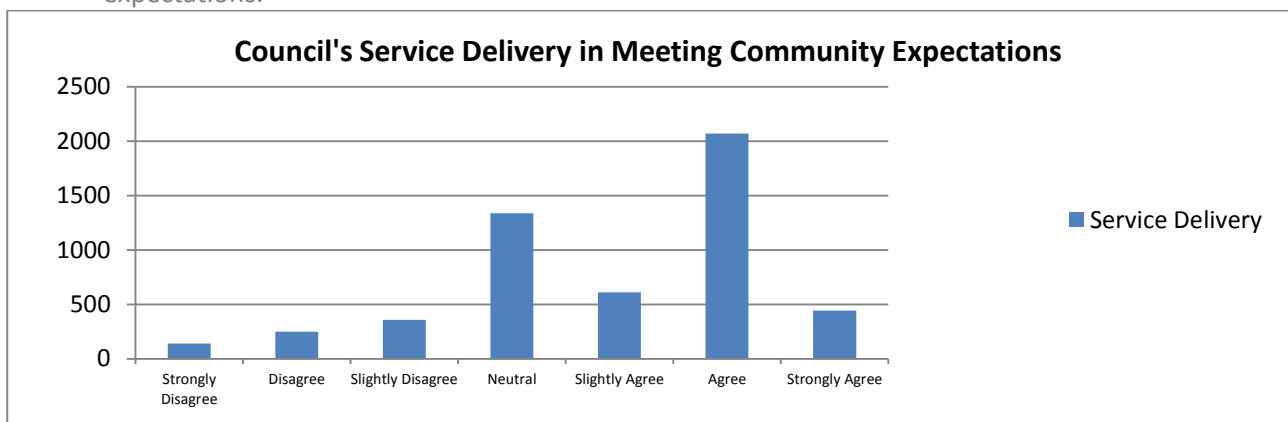
Community Engagement

The community was asked to rate their opinion on the Shire’s current Service Delivery through on a series of questions. These questions were:

- The Shire's waste collection and management practices meets my expectations (eg: recycling, green waste, rubbish, etc)
- The opportunities to participate in arts and creative type activities meets my expectations.
- The access to workspaces/facilities to create and collaborate meets my expectations.
- The opportunity to attend public activities meets my expectations (eg: events, festivals, performances, exhibitions, workshops, etc)
- The Shire's library services meets my expectations.
- The Shire's sporting fields and facilities meets my expectations.
- The Shire's public parks meets my expectations (eg: BBQ's, toilet facilities, playgrounds, landscaping, etc)
- The Shire's nature trails and bushland reserves meets my expectations.
- I feel safe in my community.
- I feel welcome in my community.
- The Shire's pathways meets my expectations (eg: footpaths, dual use paths, etc)
- The Shire's dedicated cycle lanes meets my expectations.
- The availability of public transport meets my expectations.
- The choice of housing options meets my expectations (eg: units, houses, over 55's, independent living, block/land sizes, etc)

Based on the survey responses received:

- A combined 60% of respondents agree that the Council’s Service Delivery is meeting or exceeding performance expectations.
- 26% of respondents are neutral regarding Council’s Service Delivery.
- A combined 14% of respondents agree that the Council is not meeting their Service Delivery expectations.

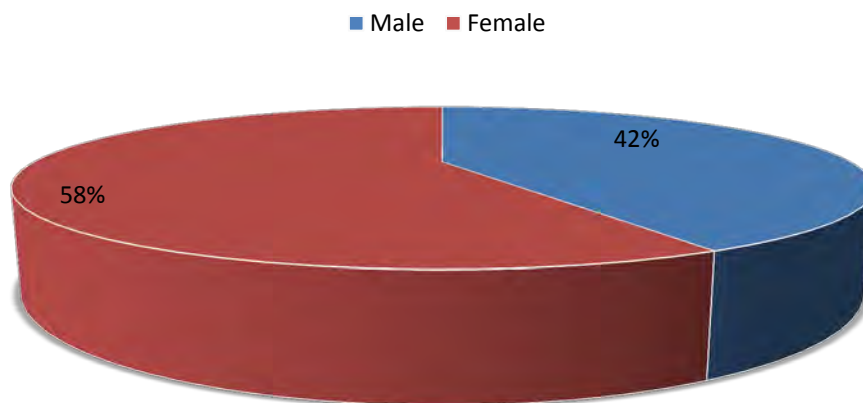


Community Engagement

Demographic Analysis

Of the survey responses received, 42% (141) were male and 58% (194) were female, which is consistent with similar survey undertaken by local governments.

Community Survey Results - Gender

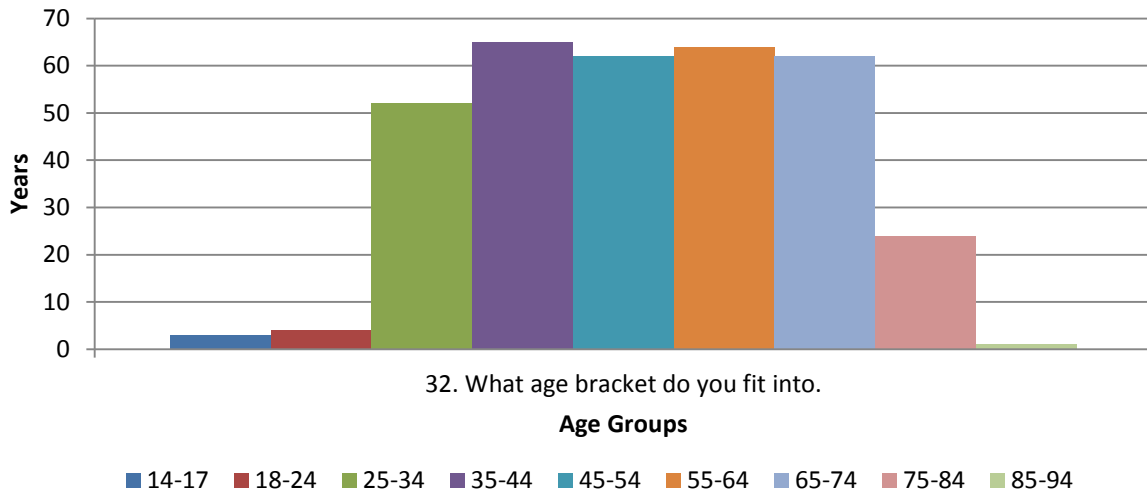


The respondents represented a good cross section of age demographics, except for the younger age groups below 25 years of age. 0.2% of respondents were aged 14-24, 15.4% aged 25-34, 19.2% aged 35-44, 18.4% aged 45-54, 19.0% aged 55-64, 18.4% aged 65-75 and 7.4% of people aged over 75.

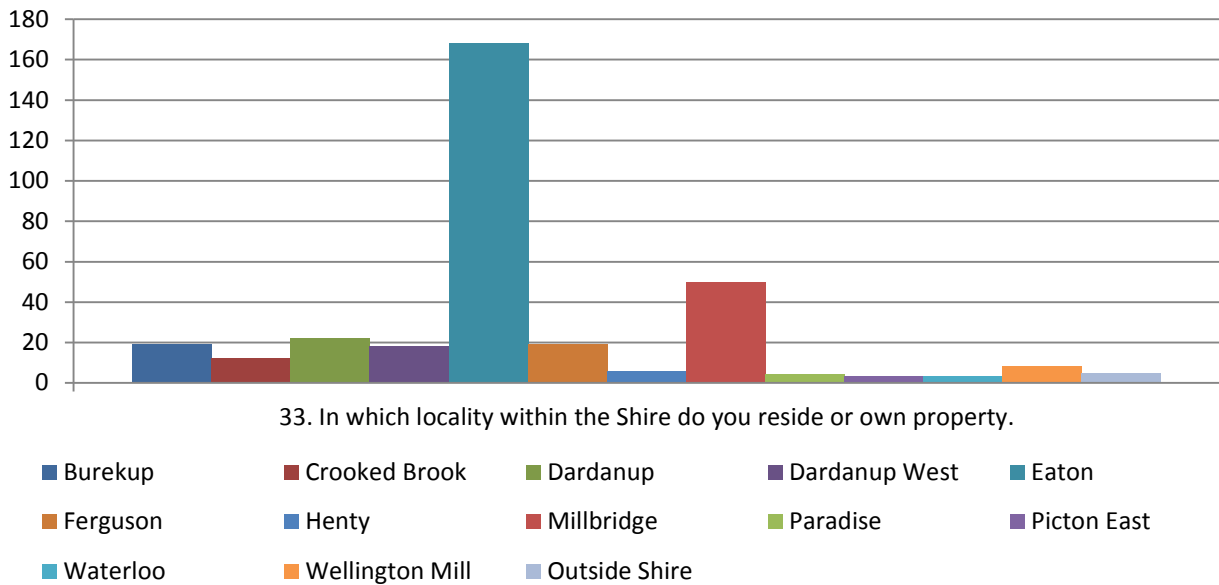
Although residents within the Shire between the ages of 14 and 24 represented 12.1% of the total population (based on 2016 Census), this demographic was represented by only 0.2% of respondents. Residents aged between 25 and 84 represented 64.2% of the total population (based on 2016 Census), with this demographic representing 97.6% of the responses.

Community Engagement

Community Survey Results - Age of Respondents



Community Survey Results



By far the majority of respondents came from Eaton (49.8%) and Millbridge (14.8%). Approximately 6.5% of respondents came from Dardanup, 5.6% from Burekup, 5.6% from Ferguson and 5.3% from Dardanup West. Other localities within the Shire represented the remaining 12.2% of respondents.

Vision, Aspirations and Values

Our Vision

Provide effective leadership in encouraging balanced growth and development of the Shire while recognizing 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.



Leadership

Objective 1:

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



Dardanup Shire Council – Eaton Administration Centre

Objective 1: *Strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.*

Council is dedicated to providing leadership and good governance to its community. This is to give our community confidence in our decision-making processes and to contribute towards better decisions. It also helps us meet our legislative responsibilities and importantly, provides an ethical basis in carrying out our role.

Council is committed to addressing the aspirations articulated in this Strategic Plan. We will rely on the plan to inform our future decisions on resource allocations and activities. Community involvement and engagement is a fundamental attribute of good governance and will continue to engage with the community on important matters in order to seek input into our future decision making.

Along with many Local Governments, we face asset renewal and investment responsibilities which must be balanced with community expectations. Council's asset portfolio consists of over \$192 million of community infrastructure and facilities. The functions and responsibilities of local government also continue to increase and change. Council is faced with the challenge of funding new initiatives in order to remain innovative and responsive towards the needs of the community, while adequately resourcing its operations.

Council is only able to achieve the objectives it seeks for the community with a well-managed organisation that is focused on working in the community's interest and continuously improving service delivery. With change continuously taking place in Council's activities, our operations must be able to adapt to these and other changes as they emerge. Council recognises the quality of the people it can attract and retain in its organisation is vital to it achieving its objectives. It values its people and appreciates their contribution. It will continue to recognise the obligation for them to be provided with a safe, secure and satisfying workplace, treated equitably and with respect and properly remunerated.

Objective 1: *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

A summary of the key issues raised by the community in relation to Leadership and Governance were:

- Provide a variety of information and promotion mediums to cater for all age groups and different levels of computer literacy.
- Would like to receive more emails containing shire news/updates.
- Feel social media is a good platform to receive shire information.
- Would like the shire to present information and provide an opportunity to have a say through public meetings/forums/workshops.
- Would like to receive more surveys about Shire matters so they can have a say.
- More community notice boards for receiving Shire information. Community notice board at the Eaton fair.
- Greater focus and value on the less populated rural areas.
- Increased promotion and communication of opportunities where community input or feedback is sought.
- Improve the Council website to provide more information and be more user friendly.
- Improve customer feedback on questions or requests submitted to Council.
- Shire councillors and staff should be getting out and talking face to face with community members more.

Objective 1: *Strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.*

How will we get there?

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

Outcome 1.1	To provide good governance to the community.	Service Priority
1.1.1	To be equitable, inclusive and transparent in decision making.	High
1.1.2	Monitor and ensure compliance with the regulatory framework for local government governance and operations.	High
1.1.3	Maintain best practice governance systems and practices.	Moderate

Outcome 1.2	To provide 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 Shire grant funding.	Flagship
1.3.4	Monitor and develop new revenue streams.	High
1.3.5	Review rating strategies.	High
1.3.6	Establish a Risk Management Governance Framework for the Shire of Dardanup.	High

Objective 1: *Strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.*

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 Shire of Dardanup Customer Service Charter including customer feedback mechanisms.	Moderate
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.	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:

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



Objective 2: *Maintaining a balanced respect for our natural assets and built environment, retaining our lifestyle value, community spirit and identity.*

Our community profoundly cares about the environment. Biodiversity is the term given to the variety of life on Earth. It is the variety within and between all species of plants, animals and micro-organisms and the ecosystems within which they live and interact. It provides the fundamental building blocks for a healthy environment that are fundamental to our health, such as clean air, fresh water and food products.

Council and the community have a joint responsibility to preserve the natural biodiversity, not just for the benefit of our local residents, but for our part in keeping our planet healthy. Protecting the biodiversity is a major challenge. It cannot be done just by setting aside parks and reserves; it needs the community to be involved as everyone can do something to help protect our unique biodiversity.

We will encourage the reduced use of natural resources such as energy and water by our community by developing responsible and practical energy and water management practices, with our local programs, policies and strategies aimed at influencing sustainable behaviour. Our practices will support and encourage the reduction of waste by taking some simple and straightforward actions in relation to the consumption and re-use of resources which will minimise the amount of waste sent to landfill.

There is an intimate connection between our built environment and our social well-being. Our built surroundings provide the setting for our lives. Regardless of where we live or work, our lives are spent in and around buildings. The quality of the buildings we live in impacts our environment, our health and our wellbeing.

Our future will be centred on providing housing options for our growing and diverse community, both young and old. This will be supported by adaptable planning to ensure we meet the needs of our evolving community while minimising the impact on the environment. Combinations of housing options are important to support people to remain within their communities. Good planning will ensure people of all abilities can remain and participate in their own communities throughout their lives. We recognise the importance of diversity in urban and rural lifestyle options while, acknowledging the affinity people have with our older established communities.

Objective 2: *Maintaining a balanced respect for our natural assets and built environment, retaining our lifestyle value, 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

A summary of the key issues raised in relation to the environment were:

- More trees need to be planted in shire and stop cutting down existing trees. If trees need to be cut down greater consultation with community is needed.
- More focus on educating the community in environmental sustainability and waste reduction.
- Improve recycling services within the Shire (increase the recycling options available; i.e soft plastics, cardboard, bricks, bottle/can collection points, improved recycling facilities etc). Bring in the light green organics bin.
- Shire to run more initiatives to encourage waste reduction & sustainability (incentives, competitions, events i.e. car boot sales, games, prizes etc)
- Bring in free tip passes for green and hard waste and/or for people who don't get bin collection services. Need more green and hard waste collections.
- More work needed to beautify and maintain our parks, reserves and natural areas (including waterways and wetlands).
- Beautify our road verges- more verge tree/shrub planting, better maintenance and more mowing. More focus on the eradication of weeds in Shire needed.
- Ensure the new developments are environmentally friendly and retain plenty of undeveloped bush and reserve areas.
- More bins, including recycling bins needed in public areas. Rubbish around the Shire needs picking up more often.
- Need stricter control of cats - they kill wildlife.
- Would like more walking trails, parks, gardens and natural areas in the shire.
- Better maintained and improved pathways around the Shire in both urban and non-urban areas.
- New footpaths around the Shire, especially in non-urban areas.
- More cycle ways provided in the Shire.
- More public transport services to non-urban areas within the Shire.
- Glad to see the construction of the bridge between Millbridge and Treendale.
- A bus service a few times a week from non-urban areas of the Shire so elderly residents can get to Eaton/Bunbury for appointments, etc.
- An increase in the frequency of buses in urban areas of Eaton along with more services running later into evening and on weekends.
- Residents would like to see an increase in high density living options including apartments and units.
- Residents would like more affordable living options and more options for first time buyers/builders within the Shire.
- Would like to see larger urban block sizes close to local amenities.

Objective 2: *Maintaining a balanced respect for our natural assets and built environment, retaining our lifestyle value, community spirit and identity.*

How will we get there?

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

Outcome 2.1	To protect, enhance and responsibly manage our natural environment and public open spaces.	Service Priority
2.1.1	To 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	To be Climate Change Aware.	Moderate

Outcome 2.2	To be environmentally sustainable.	Service Priority
2.2.1	To Conserve Natural Resources.	High
2.2.2	To provide Sustainable Transport Infrastructure.	High

Outcome 2.3	Land use provisions within the rural, industrial and urban areas reflect current and future needs.	Service Priority
2.3.1	Continue to implement integrated environmental, social and land use planning which meets diverse community needs.	Very High

Outcome 2.4	Heritage buildings and places are utilised, preserved and maintained.	Service Priority
2.4.1	Encourage the preservation of significant heritage properties and precincts..	High

Outcome 2.5	Town centres' are vibrant, welcoming and well presented.	Service Priority
2.5.1	Develop, review and implement Townscape Plans.	High

Outcome 2.6	Be a Place of diverse Built Form.	Service Priority
2.6.1	To provide a variety of places to live, work and play that meet the current and future needs of the community.	Very High

Community

Community - Objective 3:

A safe and vibrant community which is inclusive and welcoming for all ages and interests.



Eaton Recreation Centre

Objective 3: *A safe and vibrant community which is inclusive and welcoming for all ages and interests.*

Positive social relationships play a central role in the health of our community. Strong community relationships contribute towards the achieving of common goals, developing resilience, exchanging information and providing informal social controls (such as discouraging crime).

Our aim is to provide accessible facilities, services and infrastructure for active and passive recreation. We will do this to provide positive social gathering opportunities that promote physical and mental well-being.

Council also partners with other government agencies to safeguard our community's health, safety and welfare. We share a role in managing the potential risk posed to people, property and the environment from emergency events. Council will work in conjunction with those agencies to ensure that adequate planning is in place in order to prepare, respond and recover from emergencies. We will continue to undertake a range of regulatory roles that contribute to our community's health and safety.

We see the creative arts as being for everyone. Whether as a creator, or participating as the audience or onlooker, the arts are good for people's well-being. The expression or application of creative skill and imagination contributes towards creating a sense of belonging and connectivity with the places our community work, live and play.

We acknowledge that the arts can be created in diverse ways and we wish to dare. We believe that experimentation can be rewarded. The arts can create uniqueness of our landscapes, including public spaces, streetscapes and infrastructure with humour, colour, and surprise. It can also create positive shared experiences and memories.

Objective 3: A safe 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

The key issues identified by the community in relation to social well-being were:

- More events/activities/programs to increase cultural wellbeing in the Shire wanted.
- Would like new or improved facilities to hold events and activities.
- Promotion of events and public activities needs improving. People are not hearing about them or finding out too late.
- People are satisfied with the Shire's efforts to increase/maintain cultural wellbeing. 36% of these responses referred specifically to library programs. 20% referred specifically to the Looking Glass and other community events.
- Shire to show more support for community run events through funding or other means.
- Residents feel that development of the Glen Huon facilities was much needed and were looking forward to the completion.
- Residents would like to see swimming pool facilities within the Shire.
- Residents would like to see shade sails over the new Eaton Foreshore playground, along with shade from more trees around the park.
- An increase in toilet facilities at public parks and reserves throughout the shire.
- More BBQ facilities at the Eaton Foreshore.
- Carramar Park to be developed to include toilets, BBQs, tap for water access and improving drainage of the area.
- Some residents are concerned with the number of break-ins within the community and feel there has been an increase in crime due to a lack in police presence.
- Many residents feel safe and welcomed within their community.
- The Shire of Dardanup needs to promote activities and events better within the Shire as many residents are not aware of what is offered.

Objective 3: A safe and vibrant community which is inclusive and welcoming for all ages and interests.

How will we get there?

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

Outcome 3.1	To be 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	To Promote Creative Participation by supporting the development of opportunities for artists and creative minds.	High
3.1.3	To foster and recognise aboriginal culture and heritage in the region.	Moderate
3.1.4	To recognise and support the rich and varied heritage of the Shire.	Moderate

Outcome 3.2	To be an inclusive community that promotes active involvement in community life and a strong sense of community pride.	Service Priority
3.2.1	To encourage social connectedness in our community through participation in positive social networks & interaction.	Very High

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

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

Objective 3: *A safe and vibrant community which is inclusive and welcoming for all ages and interests.*

Outcome 3.5	Our community will be a healthy place to live.	Service Priority
3.5.1	To 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 and community services.	Moderate

Prosperity

Objective 4:

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



Ferguson Valley Winery

Objective 4: To encourage a diverse and resilient economy that supports a range of local employment opportunities.

Economic development promotes prosperity and improved quality of life across the whole community by supporting and advocating for local businesses. We do this to create and retain local jobs so as to support wealth creation for our community's long-term growth and prosperity.

Council's role is to facilitate and influence so that local businesses of all sizes are provided the opportunity to establish, grow and prosper. Our role in economic development also extends beyond focusing directly on business and industry growth. We will contribute by improving local and regional liveability so as to retain and attract a sustainable customer base and workforce. This in turn provides improved employment prospects for our community and contributes toward enhancing our residents' quality of life by raising overall levels of prosperity.

Council recognises that, although we do not directly deliver business outcomes, our role is as that of an enabler. Our objective is to foster economic activity to improve quality of life for our community. As such, our role is to facilitate an environment conducive to investment and business development in line with our objectives.

The Shire of Dardanup is a great place to live, work and play, we want our local businesses to have an exciting future.

Objective 4: To encourage 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
- More retail and food outlets
- Develop cafés and retail shops along the Eaton Foreshore
- Improve internet and phone services
- Develop light industrial area

The key issues identified by the community in relation to Prosperity were:

- More encouragement of, and/or support for local business and industry.
- Promote and support the Shire's hospitality and tourism industry. Specific promotion of and/or support for tourism/ hospitality in the Ferguson Valley area.
- Increase local opportunities for employment, traineeships, apprenticeships & provide more support for job seekers.
- More encouragement and/or support for small businesses.
- Hold more community events and activities.
- Want more retail and food outlets. Specific reference to wanting retail and food outlets on the Eaton Foreshore.
- Would like to see the Eaton foreshore be developed further, with a café or shops at the Foreshore.
- Reduce red tape to encourage economic development.
- Satisfied with the Shire's efforts in economic development.
- Would like to see improvements to various community facilities and infrastructure.
- Would like to see the development or improvement of a light industrial area in the Shire.
- Would like to see the shire consult further with business owners and community members regarding economic development.
- Would like to see an improvement to internet and phone services within the shire.
- Would like to see a reduction in rates.

Objective 4: To encourage a diverse and resilient economy that supports a range of local employment opportunities.

How will we get there?

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

Outcome 4.1	Be supportive of business by encouraging the establishment and ongoing sustainability of diverse business and industries of all sizes.	Service Priority
4.1.1	To create connectivity: Support business success by efficient movement and exchange of people, business, goods, services and ideas.	Moderate
4.1.2	To create a sustainable workforce: Attract and retain a quality labour with skills aligned to the needs of local business.	Low
4.1.3	To encourage business to develop: Support the capacity of local firms and industry to establish, grow and employ.	Moderate
4.1.4	To provide essential infrastructure: Facilitate the provision of essential services and infrastructure to support the growing community and local economy.	High

Outcome 4.2	Be a destination of choice for visitors to the region.	Service Priority
4.2.1	To be a visitor destination: 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 tourism destination.	Very High
4.2.4	To enhance the Eaton Foreshore: Develop café' and tourism opportunities.	Very High

Outcome 4.3	Support and facilitate investment in the region.	Service Priority
4.3.1	To attract and retain major investment in the region.	High
4.3.2	To provide adequate commercial and industrial land to meet the future needs of industry.	Very High
4.3.3	To plan and facilitate adequate transport, infrastructure and utility services to meet industry requirements.	Very High

Amenity

Objective 5:

Provision and maintenance of facilities, infrastructure and services to promote the Shire as an attractive and desirable place to live.



Millbridge Walkways

Objective 5: *Provision and maintenance of facilities, infrastructure and services to promote the Shire as an attractive and desirable place to live.*

The ability to feel connected within a community and with surrounding people and places is an important element in overall the health and well-being of our community, and in making our community a desirable place to live and invest. This connectedness is even more important as our community includes people of all ages with diverse demographic and social needs.

Council's aim is ensure that we have a connected community, connecting people to the places they need to go by affordable, user-friendly and safe transport options. This revolves around the provision of adequate infrastructure such as roads, paths, walkways and cycleways which are interconnected and accessible through various transport mediums. The promotion of alternatives to motor vehicle transport through the provision walkways, cycleways, bus services, etc will enhance this sense of interconnectedness while promoting healthy and sustainable living.

Council is also responsible for the provision and maintenance of a wide range of facilities, services and infrastructure. To be a liveable community, Council must provide amenities, services, places and spaces that bring meaning to our residents lives beyond just being a place to reside and work.

There is an intimate connection between our community facilities, services, infrastructure and our social well-being. Our recreation grounds, sporting facilities, community meeting places and public open spaces provide the platform for our communities to interact, learn, develop and enjoy their lives.

Council will focus on the provision and development of these community facilities, services and infrastructure which add value to the enjoyment and amenity of its community, and encourage an active, healthy and fulfilled lifestyle. Where certain community facilities, services and infrastructure are not directly the responsibility of local government, Council will lobby and advocate for the provision of these elements by alternate government agencies or development bodies.

Objective 5: Provision and maintenance of facilities, infrastructure and services to 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.

The key issues identified by the community in relation to civic leadership were:

- Very happy with the library. A larger/new separate facility needed separate from the school.
- Would like to see Wells Grounds sporting facilities developed.
- Would like a gated off-leash dog facility.
- Better maintained and improved pathways around the Shire in both urban and non-urban areas.
- Residents would like to see new footpaths around the Shire but especially in non-urban areas.
- Residents would like more cycle ways as there is currently none provided in the Shire.
- More public transport services to non-urban areas within the Shire.
- Residents are happy with the process and construction of the bridge between Millbridge and Treendale.
- A bus service a few times a week from non-urban areas of the Shire so elderly residents can get to Eaton/Bunbury for appointments, etc.
- An increase in the frequency of buses in urban areas of Eaton along with more services running later into evening and on weekends.
- Residents would like to see an increase in high density living options including apartments and units.
- Residents would like more affordable living options and more options for first time buyers/builders within the Shire.
- Residents would like to see larger urban block sizes close to local amenities.

Objective 5: Provision and maintenance of facilities, infrastructure and services to promote the Shire as an attractive and desirable place to live.

How will we get there?

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

Outcome 5.1	To be a Connected Community.	Service Priority
5.1.1	To provide an efficient road network for the efficient movement of people and goods by road.	Very High
5.1.2	To provide transport choices by increasing the availability of safe, affordable and viable transport options.	High
5.1.3	To provide a safe road transport network where crashes resulting in death or serious injury are minimised.	High
5.1.4	To build resilience of our transport network infrastructure from future threats and constraints.	High
5.1.5	A series of interconnected walkways, pathways and cycle ways that meets community needs and expectations.	High
5.1.6	To encourage urban developments that foster connectivity between residents.	Moderate

Outcome 5.2	To be a Liveable Community.	Service Priority
5.2.1	To encourage Physical Activity by providing services and recreational facilities that encourage our community towards an active and healthy lifestyle.	Very High
5.2.2	To Enhance the sharing of knowledge by encouraging active citizenship through engagement in shared lifelong learning activities.	High

Outcome 5.3	To be a Healthy and Supportive Community.	Service Priority
5.3.1	To provide community facilities that enable a healthy community that volunteers, embraces lifelong learning and cultural awareness, and is involved with a diverse range of vibrant community, sporting, cultural and artistic organisations and pursuits.	Moderate

Outcome 5.4	To be a Safe and Secure Community.	Service Priority
5.4.1	To support the community to feel safe and secure while using public open spaces, reserves and Council facilities.	Moderate

Resource Capacity

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Projected future resource capacity expectations were also considered.

Current Resource Capacity

The 2017 audited Annual Financial Report reflected the following Shire resource profile as at 30 June 2017.

Resource	Level
Workforce	106 FTE
Infrastructure Assets	\$131,853,915
Property, Plant and Equipment	\$34,310,477
Cash Backed Reserves	\$17,143,656
Other Restricted Cash	\$1,359,109
Borrowings	\$3,023,954
Annual Rates Revenue	\$11,733,891
Annual Operating Revenue	\$18,718,590
Annual Operating Expenditure	\$19,649,830

Future Resource Capacity

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource level.

Resource	Relative Future Level
Workforce	Increasing in line with population increase
Infrastructure Assets	Increasing in line with inflation and asset preservation needs
Property, Plant and Equipment	Increasing in line with inflation and asset preservation needs
Cash Backed Reserves	Current levels to be maintained or increased
Borrowings	Capacity available to increase
Annual Rates Revenue	Increasing in line with population growth, inflation and expenditure
Other Restricted Cash	Current levels to be maintained or increased
Annual Revenue	Increasing in line with population growth and inflation
Annual Expenditure	Increasing in line with population growth and inflation

Future Resource Implications

The Objectives, Strategies and Actions developed by Council to meet the Vision and Aspirations of the community within the Shire of Dardanup have been reviewed and prioritised, while at the same time considering and balancing the finite resource capacity, both financial, workforce and asset resources of the Council.

Strategic Risk Management

Shire of Dardanup Risk Matrix						
Consequence Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

The Shire of Dardanup is committed to identifying, measuring and managing risks in order to capitalise on opportunities and achieve the objectives of Council’s Strategic Plans.

To achieve this, the Shire has adopted a risk management governance framework aligned to AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines. The framework provides a coordinated and systematic process for managing risks, integrating risk management into everyday decision making and business planning.

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process.

For risk assessment purposes the Shire has been divided into three levels of risk assessment context:

1. Strategic Context

This constitutes the Shire’s external environment and high-level direction. Strategic level risks are considered by Council and are owned by Council and the Executive team. Inputs to establishing the strategic risk assessment environment may include Organisation’s Vision, Stakeholder Analysis, Environment Scan / SWOT Analysis, Existing Strategies / Objectives / Goals, etc.

2. Operational Context

The Shire’s day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its Key Activities i.e. what is trying to be achieved. Operational level risks are considered and owned by the Executive team, line managers and staff.

3. Project Context

Project risks are considered and owned by the each work area and has two main components:

- **Direct** refers to the risks that may arise as a result of project activity (i.e. impacting on current or future process, resources or IT systems) which may prevent the Shire from meeting its objectives
- **Indirect** refers to the risks which threaten the delivery of project outcomes.

Shire of Dardanup Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
MODERATE (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Senior Manager / CEO
EXTREME (17-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

Measuring Our Success

The overall aim of this Plan is to align the community's visions and aspirations for the future to the Shire's objectives. The Shire will use the following 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>Strong civic leadership representing the whole of the Shire which is supported by responsible and transparent corporate governance.</i>	1.1	To provide good governance to the community.	Compliance with regulatory requirements. Full compliance achieved for annual Compliance Audit Return.	○	○	
		1.2	To provide quality leadership that is respected and accountable.	Satisfactory performance achieved for Governance Review every 4 years.	○	○	
		1.3	A long term strategically focused Council that is efficient, effective and financially sustainable.	Compliance with IP&R Framework reporting standards.		○	
		1.4	Service and facilities are provided with a customer focus and reflect the needs of the Shire's residents.	Meeting the Customer Service Standards established in the Customer Service Charter.	○		
		1.5	Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.	Number of collaborative projects undertaken.	○	○	○
		1.6	A well informed, connected and engaged community that actively participates.	Participation in survey and attendance at community meetings.	○		
ENVIRONMENT	<i>Maintaining a balanced respect for our natural assets and built environment, while retaining our lifestyle values, community spirit and identity.</i>	2.1	To protect, enhance and responsibly manage our natural environment and public open space.	Level of participation by the community in managing natural spaces.	○	○	
		2.2	To be environmentally sustainable.	Energy audits undertaken.		○	○
		2.3	Land use provisions within rural, industrial and urban areas reflect current and future needs.	Town Planning Scheme review.		○	
		2.4	Heritage building and places are utilized, preserved and maintained.	Development of Heritage Register.		○	
		2.5	Town centres' are vibrant, welcoming and well presented.	Actions from Townscape Plans.			
		2.6	Be a place of diverse Built Form.	Town Planning Scheme review.	○		

Measuring Our Success

	Objectives	Outcomes	Key Indicators	Influences		
				Region	State	Federal
COMMUNITY	<i>A safe and vibrant community which is inclusive and welcoming for all ages and interests.</i>	3.1 To be a Creative Community that fosters cultural and artistic activity and diversity.	Number of public art projects.			
		3.2 To be an inclusive community that promotes active involvement in community life and a strong sense of community pride.	Number of events and festivals.			
		3.3 To be a community supported by a strong volunteer base where leadership, inclusiveness and supported independence is fostered.	Volunteer recognition and awards.			
		3.4 To continue to be a safe and secure community.	Plans completed and maintained relating to security and safety.			
		3.5 Our community will be a healthy place to live.	Number of Health issues.			
		3.6 Our community will have access to adequate health, community and social services.	Adequate health and social service agencies in the region.			
PROSPERITY	<i>To encourage a diverse and resilient economy that supports a range of local employment opportunities.</i>	4.1 Be supportive of business by encouraging the establishment and ongoing sustainability of diverse business and industries of all sizes.	Level of business growth and activity.			
		4.2 Be a destination of choice for visitors to the region.	Number of visitors and tourists to the region.			
		4.3 Support and facilitate investment in the region.	Number of major employers.			
AMENITY	<i>Provision and maintenance of facilities, infrastructure and services to promote the Shire as an attractive and desirable place to live.</i>	5.1 To be a Connected Community: Connecting people to the places they need to go by affordable, user-friendly and safe transport options.	Number of affordable and accessible transport options.			
		5.2 To be a Liveable Community: Providing amenities, services, places and spaces that bring meaning to our residents lives beyond just being a place to reside and work.	Number of facilities and services available to the community.			
		5.3 To be a Healthy and Supportive Community.	Completion of Community Facilities and Services Plans.			
		5.4 To be a Safe and Secure Community.	Level of records crime.			

References and Acknowledgements



We thank the people of the Shire of Dardanup for their time and effort in being a part of our community engagement and for their invaluable input into our Strategic Community Plan.

The Shire of Dardanup Strategic Community Plan 2018-2028 has been developed by engaging the community and other stakeholders. Council's Elected Members, Management and Staff have also had input to the development of the Plan.

Facilitators for the process were Tuna Blue Facilitators and Council staff.

Much of the information contained in this plan has been derived from documents in the public domain and liaison with key stakeholders.

We have also made reference to the following documents and websites during preparation of the plan.

- Shire of Dardanup Community Engagement Report – October 2017
- Shire of Dardanup website www.dardanup.wa.gov.au
- Ferguson Valley Visitor Centre website www.fergusonvalley.net.au
- Australian Bureau of Statistics www.abs.gov.au
- Shire of Dardanup Strategic Plan 2013 to 2023



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