



Shire of Dardanup



Strategic Community Plan

2018-2028 EXECUTIVE SUMMARY

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. It 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 occurred in the first half of 2017, culminating in the production of this 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 resulting Plan identifies 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

Fifty-three strategies have been formulated to achieve each of the desired outcomes for 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 located throughout the Shire. 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.

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

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, which also reflect the Values of Council. 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 on 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;
- Provide a mechanism for the on-going interaction of local planning initiatives;
- Inform the decision-makers at other agencies and organisations, including the community and State Government;
- Provide a rationale to pursue grants and other resources
- Inform potential investors and developers;
- Engage local businesses, community groups and residents
- Provide a framework for monitoring progress against the community's vision, values and aspirations.

OUR 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.

LEADERSHIP

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

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
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.

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	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

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

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 and events.	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
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.

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	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.

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	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

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 TWO YEARS (2020) AND A MAJOR REVIEW EVERY FOUR YEARS (2022).

	Objectives	Outcomes	Key Indicators	Influences		
				Region	State	Federal
L E A D E R S H I P	<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.	●		
E N V I R O N M E N T	<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 spaces.	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 utilised, 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.	●		

	Objectives	Outcomes	Key Indicators	Influences		
				Region	State	Federal
C O M M U N I T Y	<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.		●	
P R O S P E R I T Y	<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.	●	●	
A M E N I T Y	<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.	●	●	

Shire of Dardanup



Administration Centre Eaton – 1 Council Drive, Eaton, WA, 6232 | Phone (08) 9724 0000
Dardanup Office – 3 Little Street, Dardanup, WA, 6236 | Phone (08) 9728 1422
www.dardanup.wa.gov.au | Email: records@dardanup.wa.gov.au

This Executive Summary document provides a shortened overview of the full Strategic Community Plan which can be viewed in its entirety on the Shire of Dardanup website

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