

Shire of Harvey

Strategic Community Plan

2017-2027



Adopted by Absolute Majority 18th July 2017

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Document Management

Version: 1.8

Status: Final

Date: 19 July 2017

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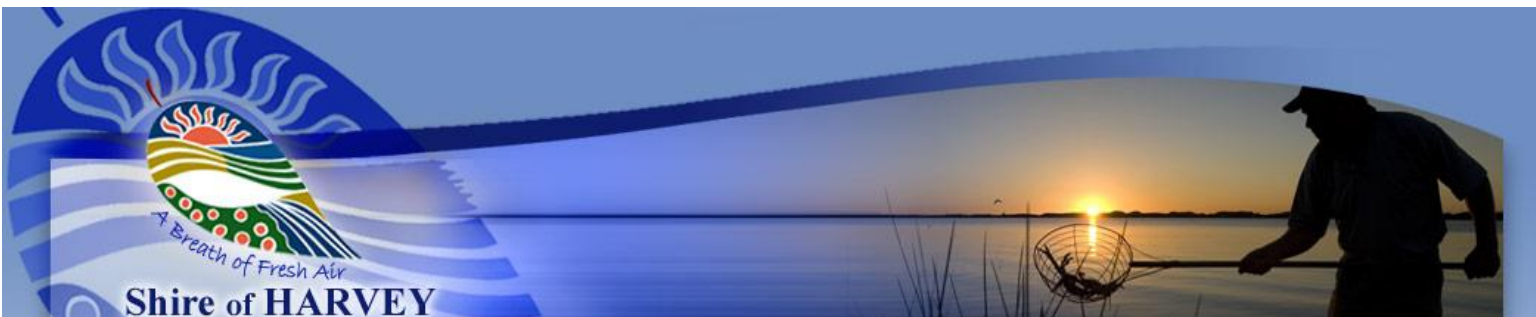
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Our Vision

Together, towards a better lifestyle.





Message from the Shire President

Welcome to our 2017 Strategic Community Plan for the Shire of Harvey.

Council's Strategic Community Plan is the pinnacle of Council's Corporate Planning documents and captures our vision, values, aspirations and objectives for the future of the Shire of Harvey. The Plan outlines how we will, over the next decade, work towards a bright and prosperous future for our community.

Council has for many years undertaken strategic planning. The previous Strategic Community Plan 2013 – 2023 was adopted by Council on the 25th June 2013. 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 in the first half of 2017, culminating in the production of the Strategic Community Plan 2017 - 2027.



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 Harvey, its demographic trends, and the internal and external influences impacting the Shire of Harvey.

The reviewed Strategic Community Plan includes for the first time additional Local Area Planning through the capturing of District Aspirations. This recognises that a 'one size fits all' approach does not effectively meet the challenges of servicing diverse communities. The approach identified six (6) broader Districts, with the Aspirations of these distinct areas taken into consideration in our planning, reporting and management of services and infrastructure.

This plan could not have been produced without the input of the local community and I thank everyone for their enthusiastic response and taking the time to fill in the surveys and attending the six (6) workshops conducted throughout the Shire. Your responses gave us a valuable insight into your visions and aspirations for the future.

A challenge for all local governments is to ascertain and prioritise the aspirations of residents given the available resources and noting that many elements of concern may be outside their responsibility or control.

We believe we have captured your aspirations and have reflected these in our desired outcomes. We will work in partnership with the community and other key stakeholders to continue to deliver these outcomes using the strategies detailed in this plan.

I look forward to continuing our focus on achieving our vision 'together, towards a better lifestyle'.

Cr Tania Jackson
Shire President



A Guide to this Plan

What is in this Plan

The Shire of Harvey 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 four identified key areas of community interest being, Economic, Environmental, Social and Civic Leadership. 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;
- Key partners identified to assist with each strategy; 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.

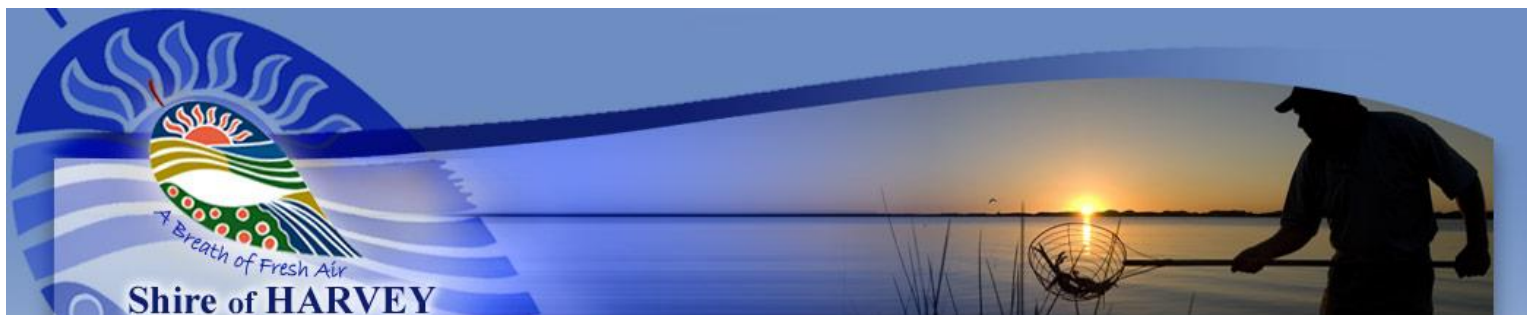


How we will use this Plan

The Shire of Harvey 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.

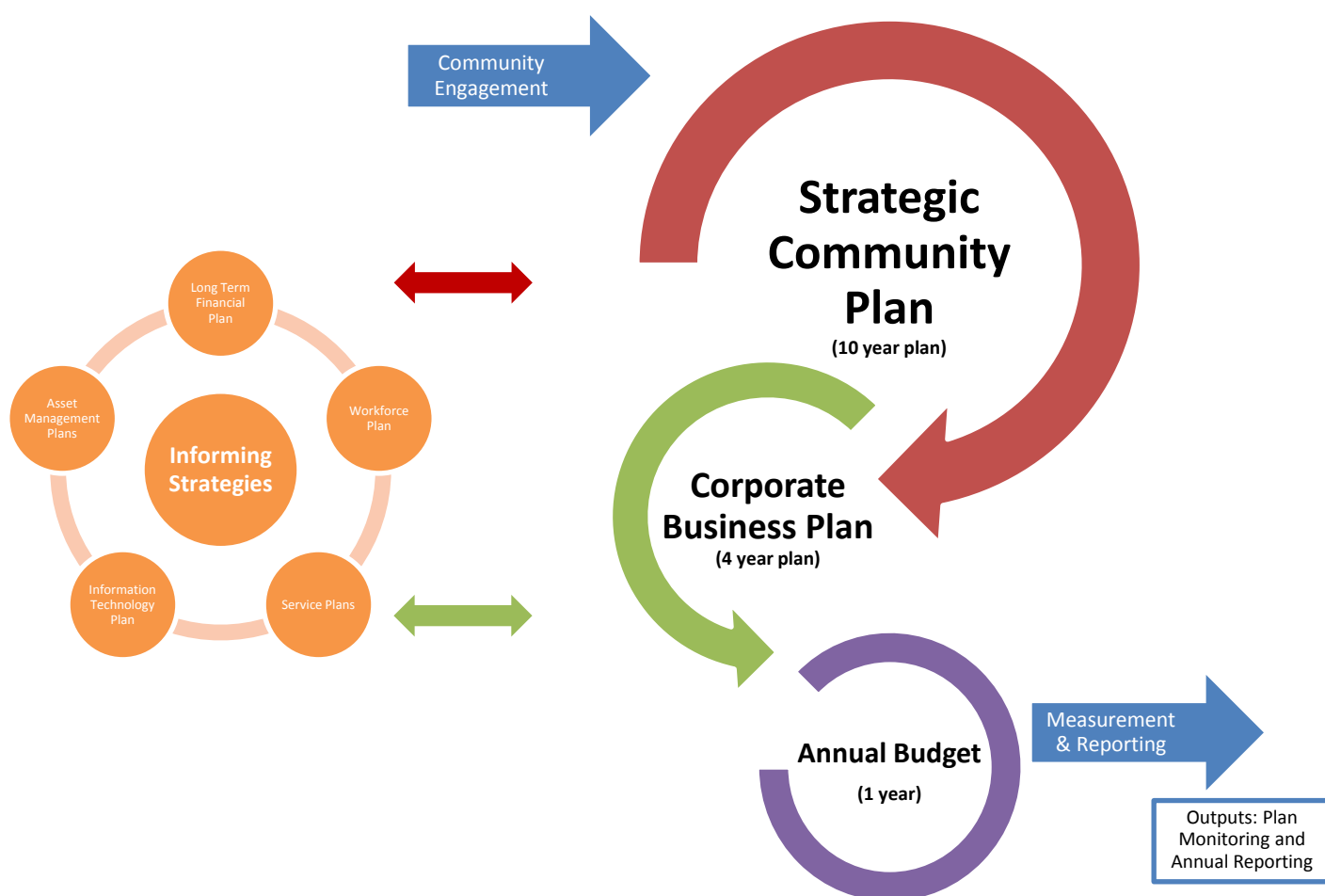
After adoption, a desktop review of the Harvey Strategic Community Plan will be undertaken in 2019, with a full review and renewal in 2021. The community will be notified and given an opportunity to participate in the full review and renewal process.



A Guide to this Plan

The Integrated Planning and Reporting Framework

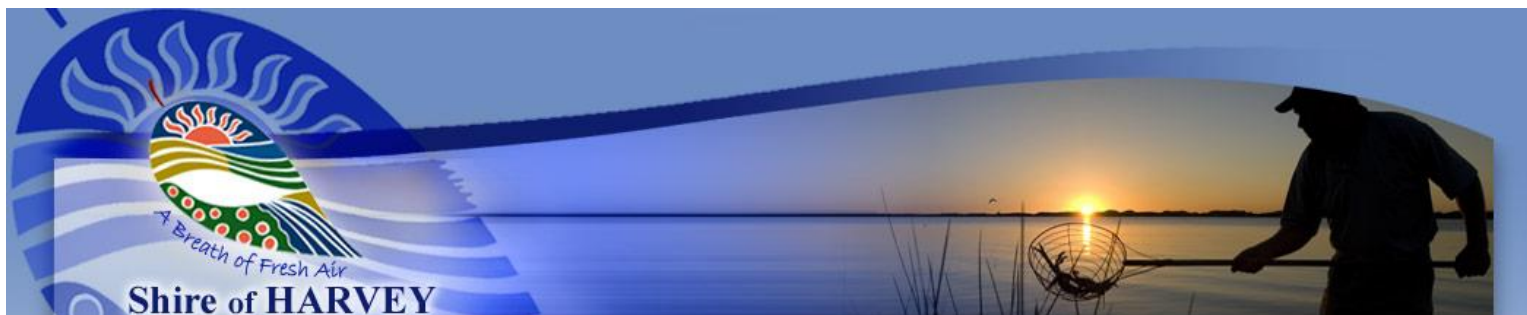
The framework, introduced by the Western Australian State Government in 2012, requires each Local Government to have a Strategic Community Plan, a Corporate Business Plan and other informing strategies in place to ensure the future provision of services is sustainable.



Elements of Integrated Planning and Reporting

Strategic Community Plan

The Shire of Harvey Strategic Community Plan 2017-2027 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 economic, social, environment and civic leadership. Desired strategic outcomes were developed or reviewed for each strategic objective and strategies established to achieve each desired outcome.



A Guide to this Plan



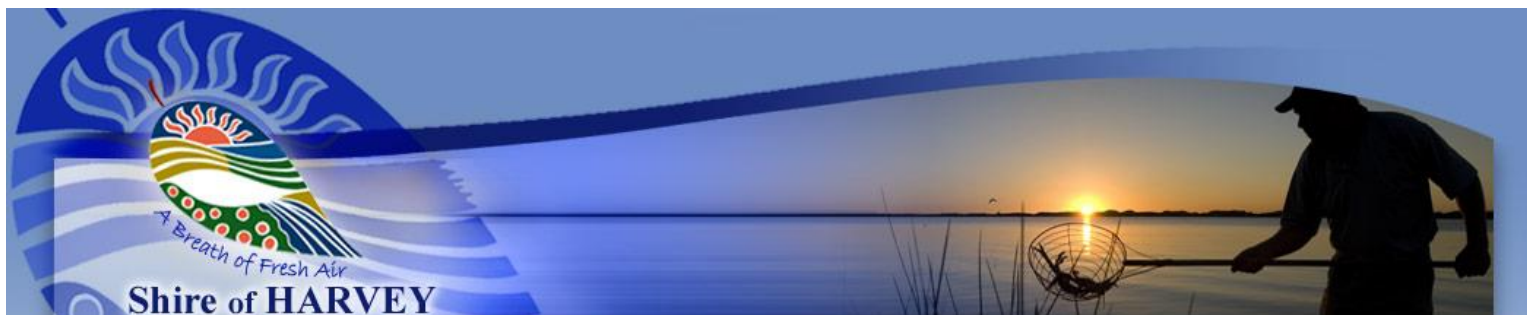
Achieving the community's vision and Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan. In addition, achieving these strategies may require a series of actions over time as they may not be able to be achieved concurrently 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 2017 – 2021, 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.

Local Area Planning

The Shire of Harvey has introduced Local Area Planning to help us plan for future growth and community services provision across a variety of geographically and socially distinct areas. This is achieved through the identification of six (6) Districts within the Shire.

Aspirations and priorities for each District are established and provided to our divisional units to inform their functional business planning. Council believes the way we plan and deliver at the District level keeps us in touch with the real issues within our communities and allows us to respond proactively, both in the short and long term. This is critical to successful governance and an engaged community.

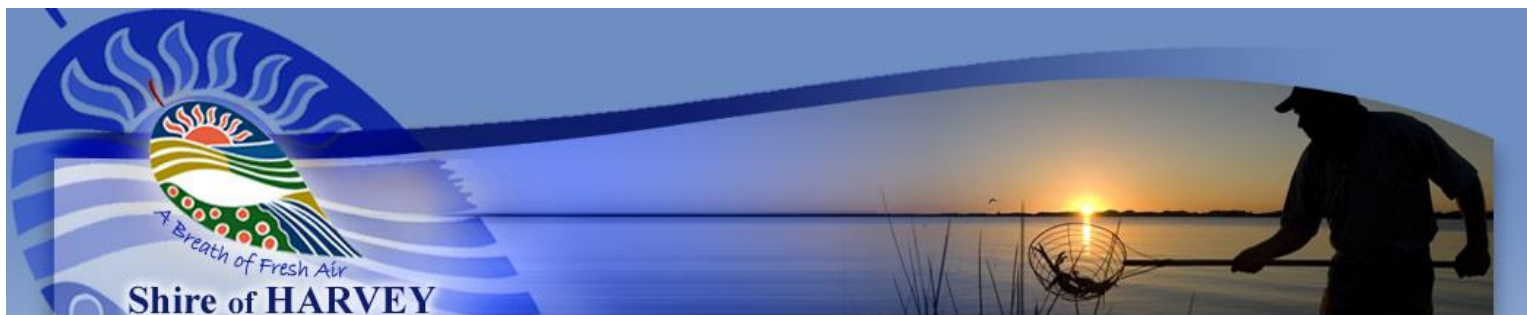
Planning Framework

This Strategic Community Plan 2017 – 2027 together with the Corporate Business Plan 2017 – 2021 is the Shire of Harvey'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. Amendments made in August 2011 to the *Local Government (Administration) Regulations 1996* state a Strategic Community Plan and Corporate Business, together form a Plan for the Future of a district. Under *Local Government (Administration) Regulations 1996* regulation 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 Harvey Councillors

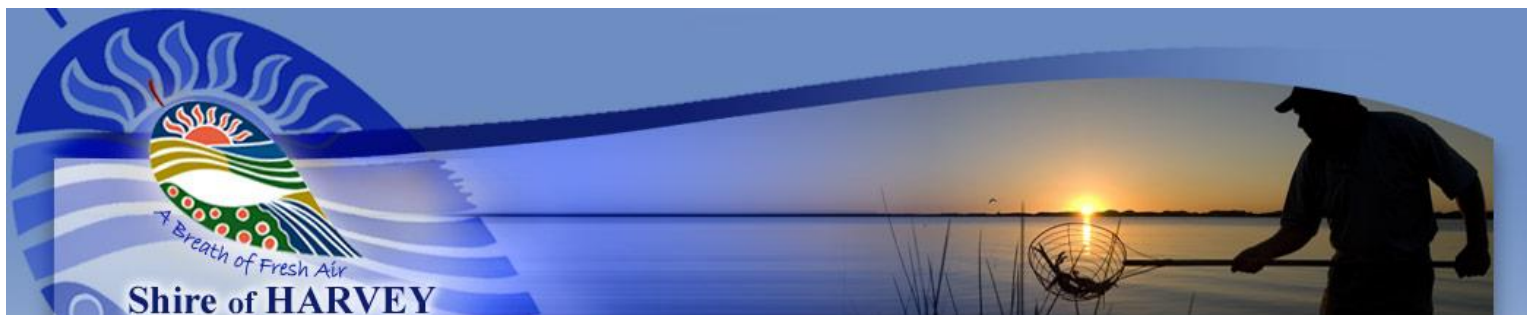
Council is responsible for setting Shire of Harvey's strategic direction, which the Shire's administration then Implements.

						
Shire President Cr Tania Jackson	Deputy President Cr Paul Beech	Cr Bill Adams	Cr Greg Campbell	Cr Craig Carbone	Cr Phil Giancono	
						
Cr Kevin Wood	Cr Amanda Lovitt	Cr Peter Monagle	Cr John Sabourne (O.A.M., J.P.)	Cr Anita Shortland	Cr Derrick Simpson	Cr Francis Burgoyne

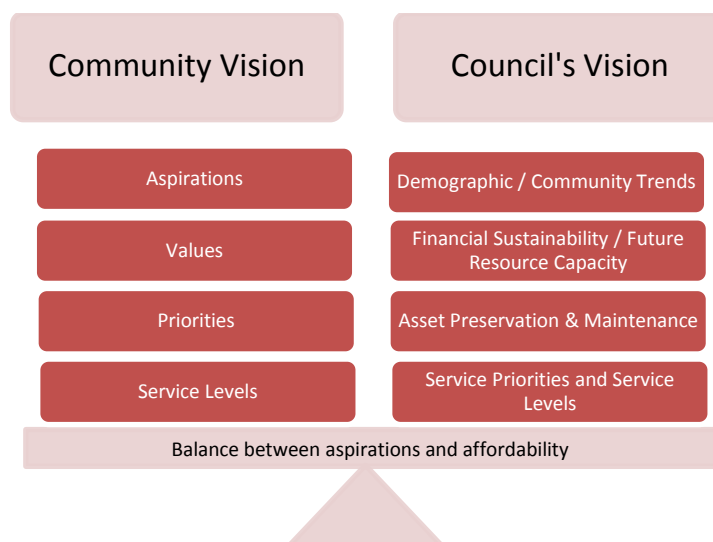
The Role of Council

Council

In fulfilling its role, Council sets the Shire of Harvey'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 Harvey Shire Council meets on a three weekly basis in the Council Chambers alternating between Harvey and Australind. 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.



Council



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.

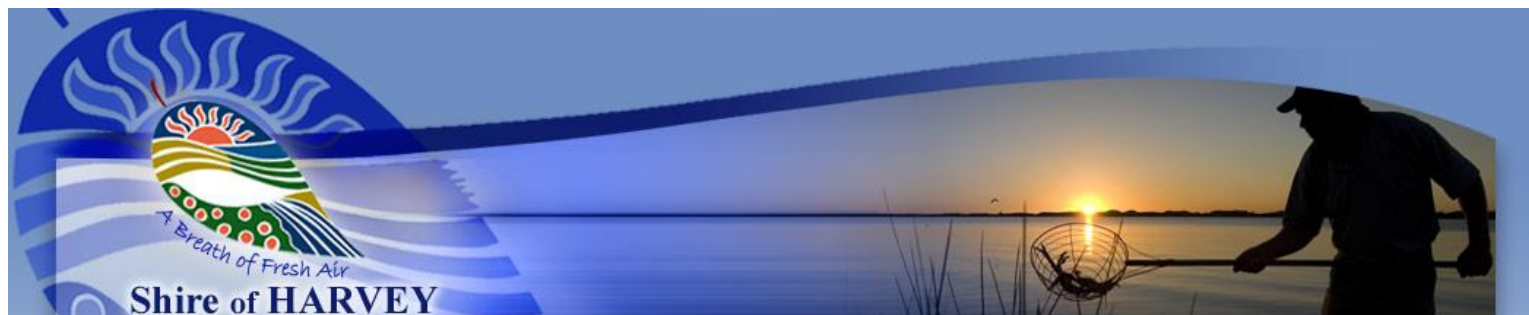
Councillors

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.

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. There are also committees that make recommendations to Council on specific matters or projects. Councillors are also members of a number of external committees (statutory or otherwise) that assist other authorities and groups in performing their functions. To clarify the role and scope of each committee, there are usually a Terms of Reference in place to determine the committee's membership, responsibilities, extent of decision making and reporting requirements. Committee membership is regularly reviewed.



Council

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 Manager oversees a Division which has a specific purpose, aligning to the strategic direction and delivering services to our community.

Chief Executive Officer

Policy formulation

Strategic planning

Performance review

Leadership

Management of change

Economic development

Marketing

Member liaison

Corporate Services

Customer Services; Financial Services; Human Resources; Records Management; Law and Safety Services; Electoral Services; Equal Opportunity; Freedom of Information; Administration Services; Occupational Health & Safety, Bushfire and Recovery Management

Community Services

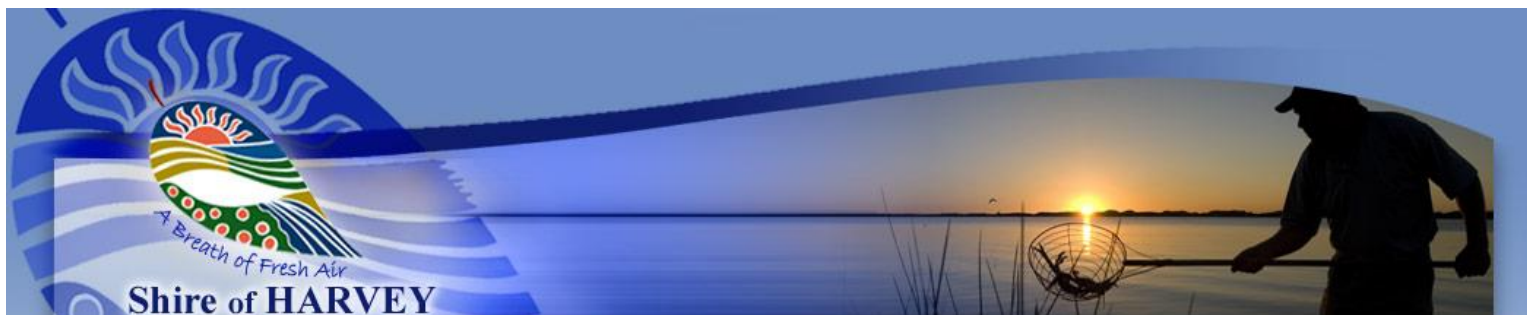
Economic Development; Community Development; Recreational Management; Public Libraries; Youth Services

Development Services

Building Services; Health Services; Waste Services; Town Planning Services; Heritage; Environment

Technical Services

Parks and Gardens; Road Construction; Road Maintenance; Plant Management; Street Lighting; Playgrounds; Street Cleaning; Drainage



Our Community

The Shire Community



The Shire, Harvey Town and the Harvey River were named by Sir James Stirling after Admiral Sir John Harvey. In addition to Harvey, the Shire includes the towns and localities of Australind, Beela, Bengier, Binningup, Brunswick Junction, Cookernup, Hoffman, Leschenault, Mornington, Myalup, Parkfield, Roelands, Uduc, Warawarrup, Wellesley, Wokulup and Yarloop.

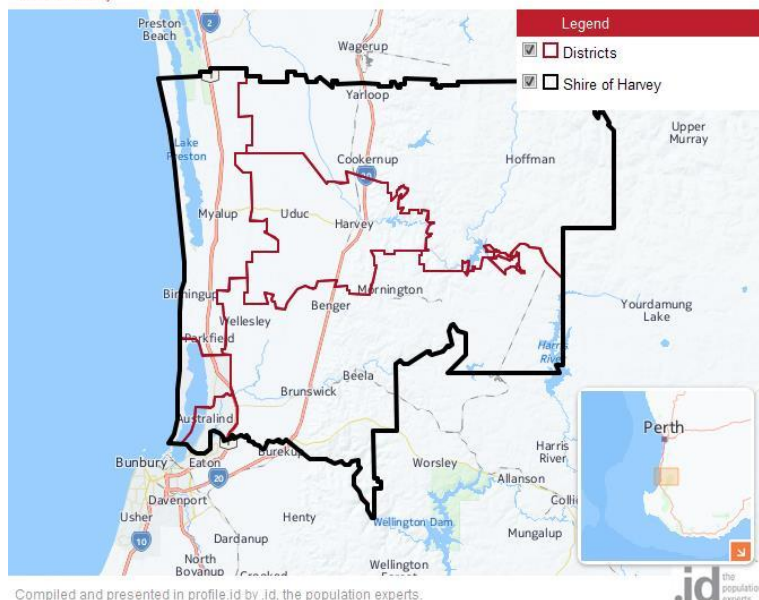
The Shire was first settled in the 1840s when an agricultural land settlement scheme commenced at Port Leschenault with the intention of breeding horses for the Indian Army. The area was renamed Australind which was a contraction of Australia and India. The scheme collapsed and many of these early settlers relocated to the Brunswick River area where land and soil conditions were more suited to agriculture.

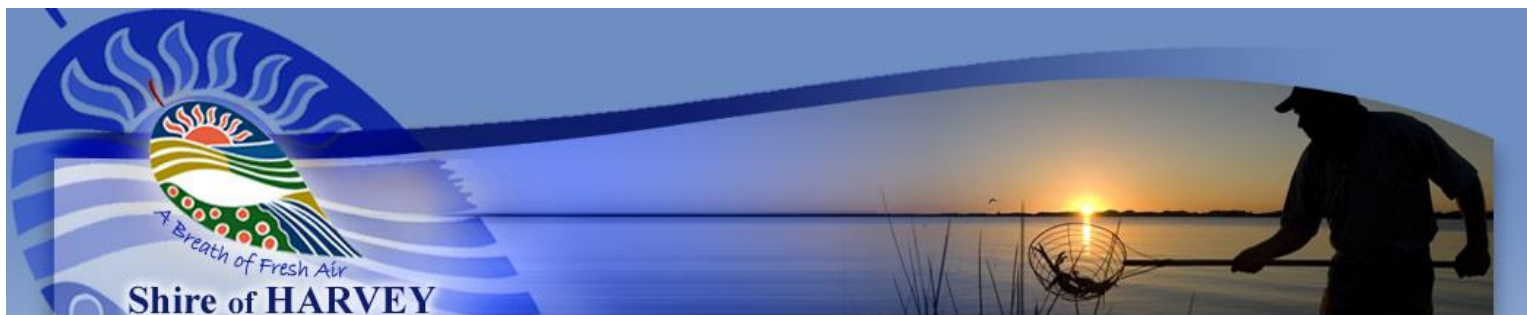
The fertile soil of the Harvey River area resulted in it being settled at a similar time. Orchards were planted in the late 1890s and by 1906 fruit production was well established. Timber milling commenced at Yarloop in the late 1800s and the construction of the rail line resulted in the industry thriving. Orchards, timber and agricultural industries initially attracted many European settlers to the Shire. More recently, mining and related industries and residential development at Australind have resulted in a significant increase in population.



Profile areas

Shire of Harvey





Our Community

The Natural Landscape

Located about 140 kilometres south of Perth the Shire of Harvey is bordered by the Shire of Waroona to the north, the Shires of Boddington and Collie to the east, the Shire of Dardanup and the City of Bunbury to the south. The western boundary of the Shire consists of 42 kilometres of pristine Indian Ocean coastline.

The Shire has an area of 1,766 km² and is known for the diversity of its environment with tracts of Jarrah forests, rivers, the Leschenault estuary, Harvey, Stirling and Logue Brook dams, unspoilt beaches and fertile agricultural land. The extent of viable agriculture land in the area increased during the great depression with the instigation of a large public works scheme to divert the Harvey River to the Wokalup River and then to the ocean at Myalup. This scheme resulted in irrigation channels being created and flood prone areas being opened up to agriculture.



Hills surrounding Harvey Dam

The Harvey River Diversion and Drainage Scheme resulted in increased agricultural pursuits including citrus orchards, dairies, beef cattle, table and wine grapes and intensive horticulture.

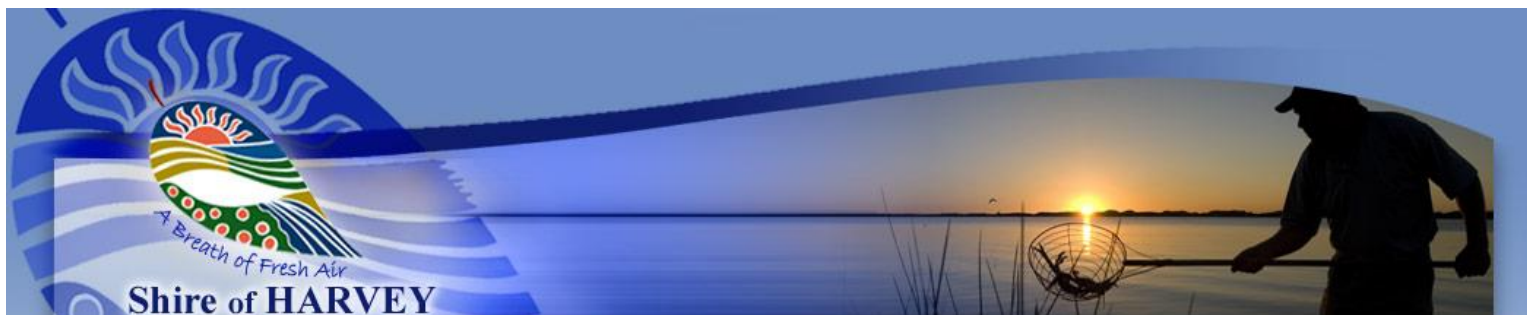
The Harvey area was originally known as Korijekup or the place of the red tailed black Cockatoo. Other aboriginal names for settlements in the Shire include Myalup (the place of the paperbark tree), Bengier (swamp), Cookernup (the place of the swamp hen Cooki) and Binningup (originally Bindinup or place of Bindin a local aboriginal).

The Shire's variety of natural attributes means it is a popular location for a range of recreational activities including crabbing, fishing and boating in the Leschenault estuary, water skiing, fishing, canoeing and camping at Logue Brook dam, off road cycling along the Munda Biddi trail, fishing and four wheel driving on designated areas of the coast line, swimming at the sheltered beaches of Binningup and Myalup or generally exploring the area during a day trip.

The area has a sense of freshness with fresh produce, fresh water, a clean and green landscape abounding with nature's goodness. A place to breathe deeply and relax, surrounded by the best that nature has to offer. This has resulted in the district and the Shire adopting the slogan "A breath of fresh air".



Binningup Beach



Our Community

The Built Landscape

For the past 5 years the Shire has approved an average of 1,021 building applications per annum. Of these approvals, an average of 285 per annum were for residential buildings. This residential building activity has contributed to changing the nature of the Shire over time from one primarily relying on rural industries to one with a substantial urban base.

The Shire has a number of major industries including orange juice and milk production, beef production, abattoirs, Silicon smelting operations, titanium dioxide production, chlorine production and other industries at the Kemerton Industrial Park.



Harvey Dam Amphitheatre

Heritage trails in the towns of Harvey, Australind and Yarloop recognise the role of the early settlers and ensure heritage buildings and heritage features in the Shire are retained and promoted. These include original homesteads, municipal buildings, hotels, churches, a shrine marking the location of Harvey Internment Camp number 11 where German and Italian migrants were interned during World War 2, the John Boyle O'Reilly Heritage Trail in Australind and the 10th Light Horse Trail.

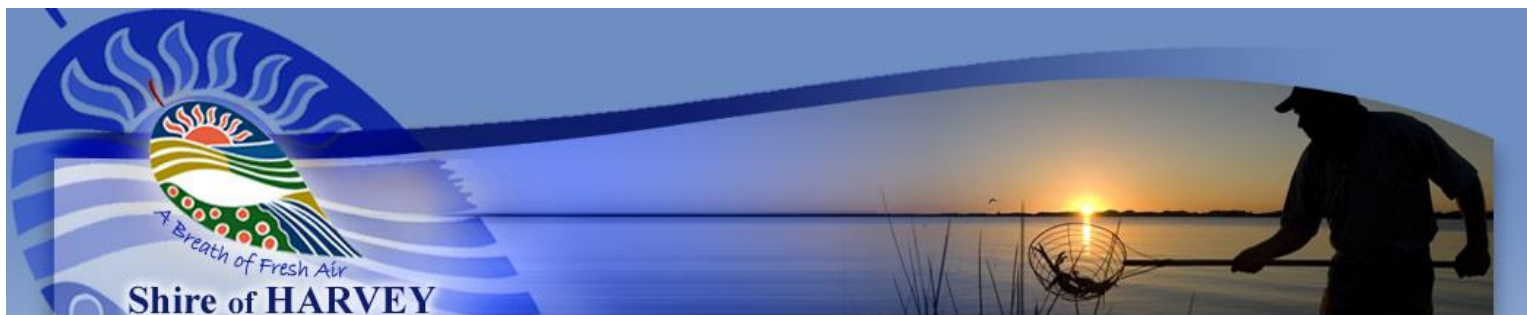
The town of Yarloop was devastated by the January 2016 Yarloop – Waroona Bushfire, resulting in much of the town's Heritage buildings being lost. Yarloop was once a significant timber milling town with timber being transported to Fremantle by rail. At its peak its engineering workshops employed 500 people.

The three major dams in the Shire and the extensive irrigation network are also a significant part of the Shire's built environment. The Shire is the location of the water desalination plant at Binningup which is part of the State's integrated water supply system and was constructed to ensure water resources are available for WA's increasing population. The plant produces 35% of Perth's drinking water.

Community facilities available in the Shire include three senior high schools in Australind and Harvey, the WA College of Agriculture - Harvey, a public hospital in Harvey, private and State primary schools, major supermarkets, libraries, sporting ovals, hard courts, Leschenault Leisure Centre (including aquatic facilities), Harvey Recreation and Cultural Centre, Dr Peter Topham Memorial Swimming Pool in Harvey, medical facilities (doctors, dentists, etc), retail shopping precincts in Harvey, Australind and Brunswick Junction and a range of commercial and industrial businesses.

Facilities available for visitors to the Shire include caravan parks, motels, bed and breakfast and self-contained accommodation, numerous public toilets, barbecue facilities and camping areas. Tourist attractions include a brewery, wineries, the big orange viewing platform, cheese factory and the Leschenault Waterways Discovery Centre.

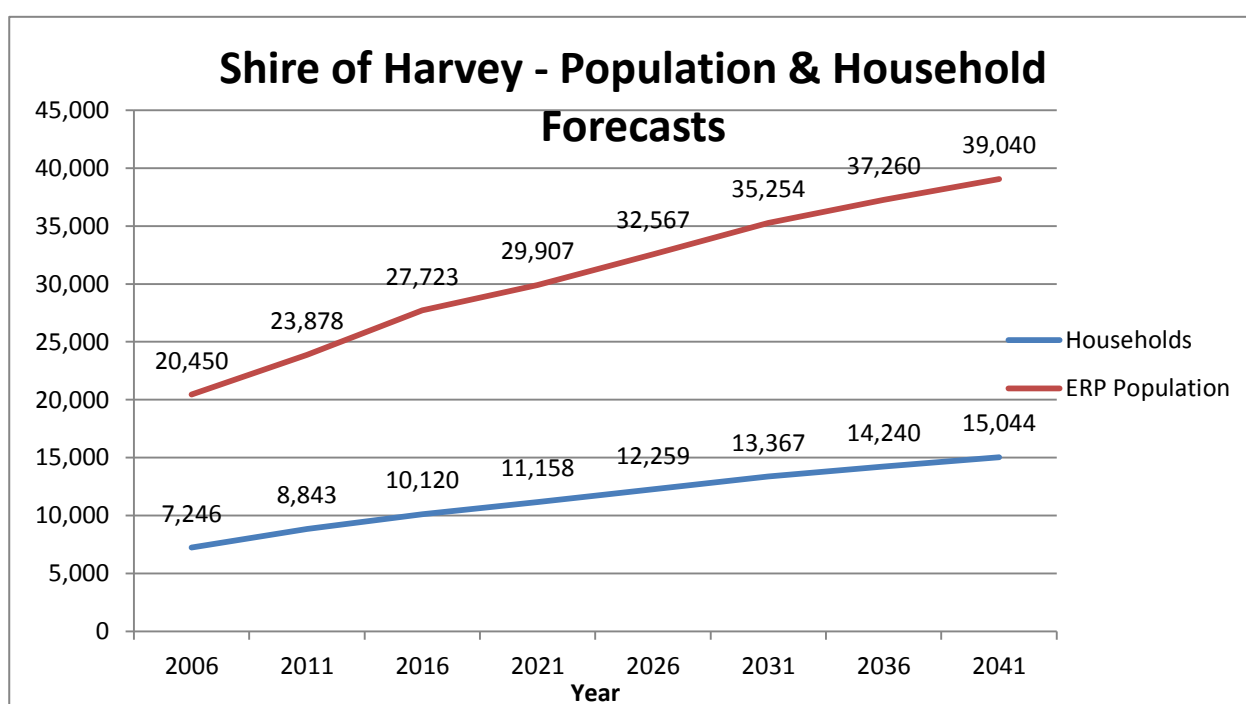
To service the agricultural and other industries, along with residents and visitors to the district, the Shire maintains 568 km of sealed roads and 462 km of unsealed roads.



Our Community

Demographic Information

According to the Australian Bureau of Statistics, the 2016 Estimated Residential Population for the Shire of Harvey was 27,723, which is an increase of approximately 16.1% over the past five years. Estimates provided through ID.Solutions forecast that there were 10,120 households in the Shire in 2016, an increase of approximately 14.4% over the past five years. This compares to 23,878 people living in 8,843 households at the 2011 Census and 20,450 people living in 7,246 households in 2006.



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

Supply of residential land within the Shire in future years will have an influence on the population growth and associated service delivery. Recent population forecasts undertaken by ID.Solutions expect population growth trends to continue with the Shire population forecast to reach 32,567 over the life of this plan (2026).

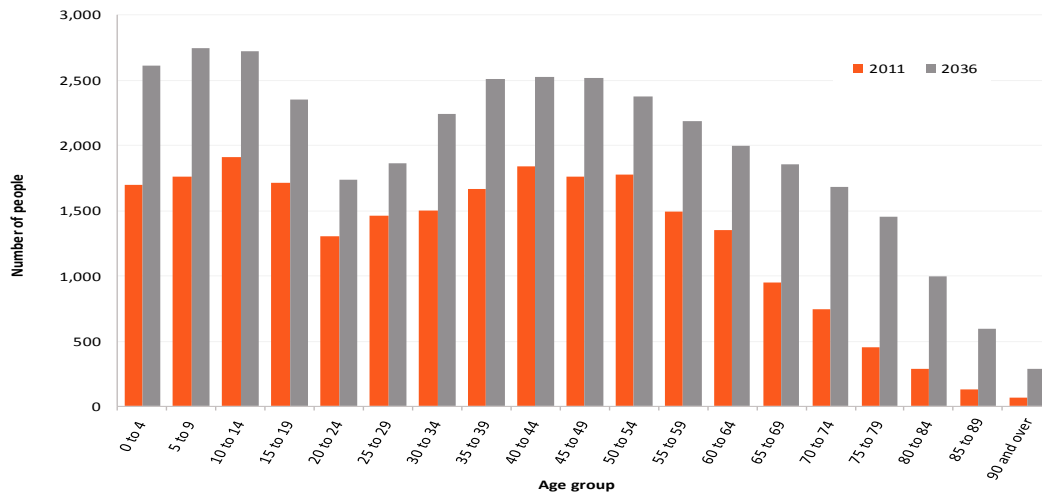
The Shire is recognised as one of the fastest growing Shires in Western Australia with an increase in population of 35.56% over 10 years or approximately 3.5% per annum.



Our Community

The age demographic of the actual and forecast resident population is shown in the graph below.

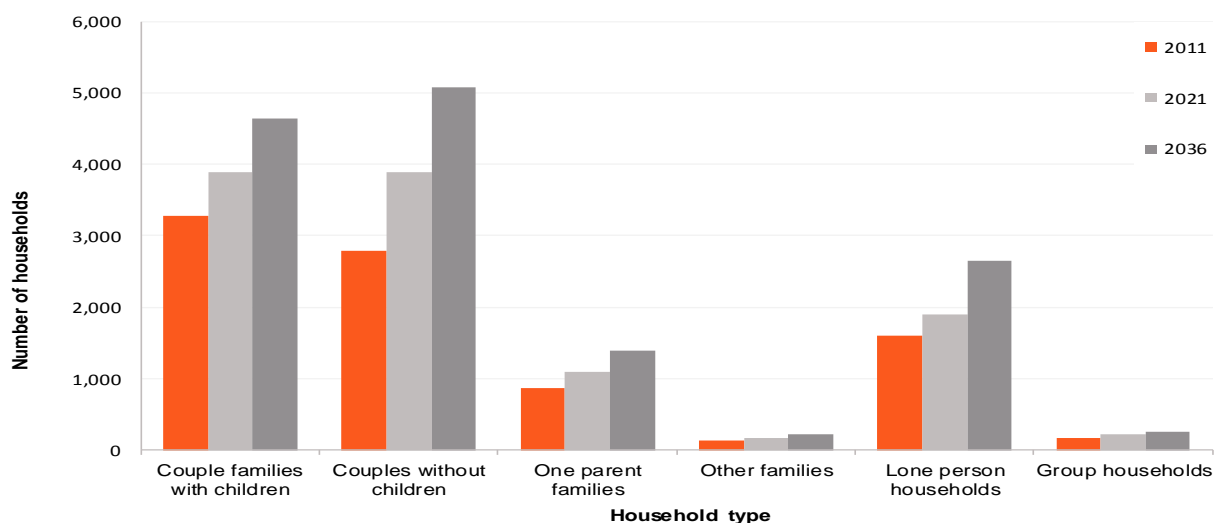
**Shire of Harvey
Age Structure 2011 - 2036**

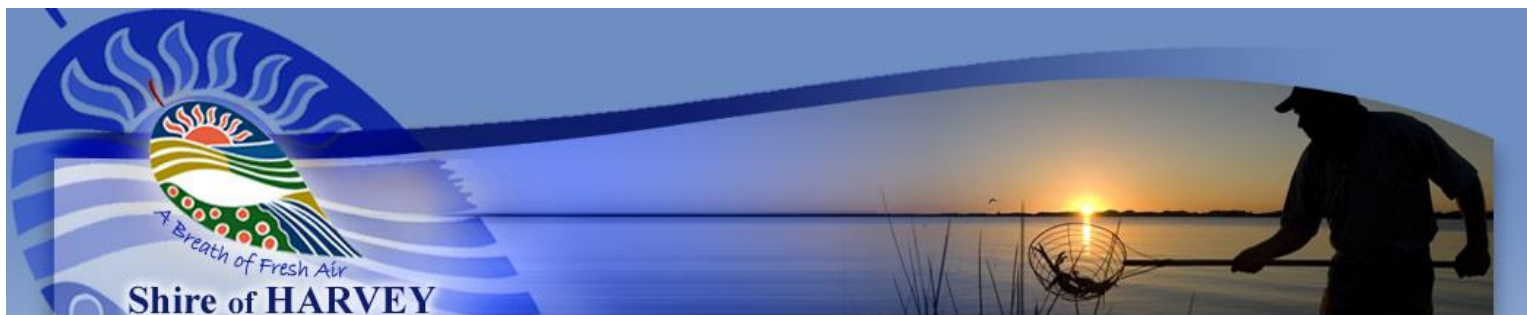


Between 2011 and 2026, the age structure forecasts for the Shire of Harvey indicate a 36.8% increase in population under working age, a 102.8% increase in population of retirement age, and a 25.5% increase in population of working age.

The household type for the Shire of Harvey is shown in the graph below.

**Shire of Harvey
Household Type 2011 - 2036**



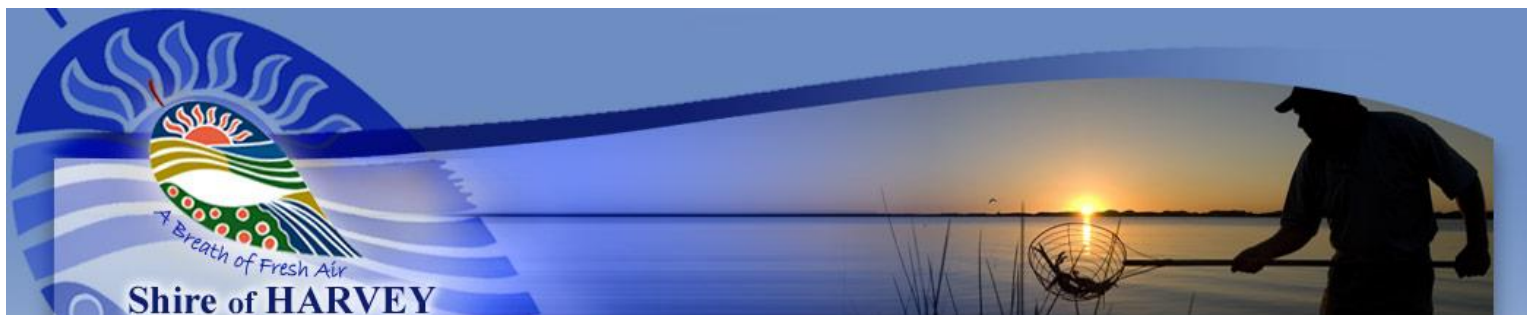


Our Community

In 2016, the dominant household type in the Shire of Harvey was 'Couple families with dependents', and by 2026 the largest forecast increase is expected in 'Couples without dependents'.

The Shire's community profile prepared by consultants ID.Solutions using statistics compiled from the Australian Bureau of Statistics 2011 and preliminary 2016 Census provides further details of the Shire's population.

Employment	In 2011 95.3% of the total labour force or 10,937 people are employed in some capacity and is very similar to the total for regional WA of 95.6%.
	In 2011 4.7% of the labour force was unemployed compared to 3.6% in 2006.
	2011 - 17.8% of the Shire's workforce advised they work in manufacturing industries, however these industries may not necessarily be in the Shire. The construction industry (10.9%) and retail industry (9.2%) were the next highest employers.
Education	41.5% of residents in 2011 advised they had a vocational level qualification or higher and is an increase compared to 36.1% in 2006. Similarly 34.5% of residents advised they had attended year 12 schooling compared to 30.3% in 2006.
Disability	2011 - 704 people or 3% of the population of the Shire advised they needed assistance due to a severe or profound disability. Although the number of people requiring assistance has increased from 588 in 2006, there has been no increase in percentage terms.
Housing	There were 10,120 households in the Shire in 2016 compared to 8,843 in 2011. 35.5% in 2011 consisted of couples with children. Compared to 2006 the number of households in 2011 with children has increased by 16.9% to 2,988.
	The number of households identified as couples without children has increased by 465 and the number of single person households has increased by 358.
	There were 10,783 houses in the Shire which represented an increase of 1,045 houses or 10.7% since 2011.
	In 2011 39.8% of dwellings were mortgaged and was significantly higher than the 26.9% proportion for Regional WA. The number of households with mortgages increased by 659 compared to 2006. The 29.1% of houses which were fully owned was similar to the regional WA proportion.



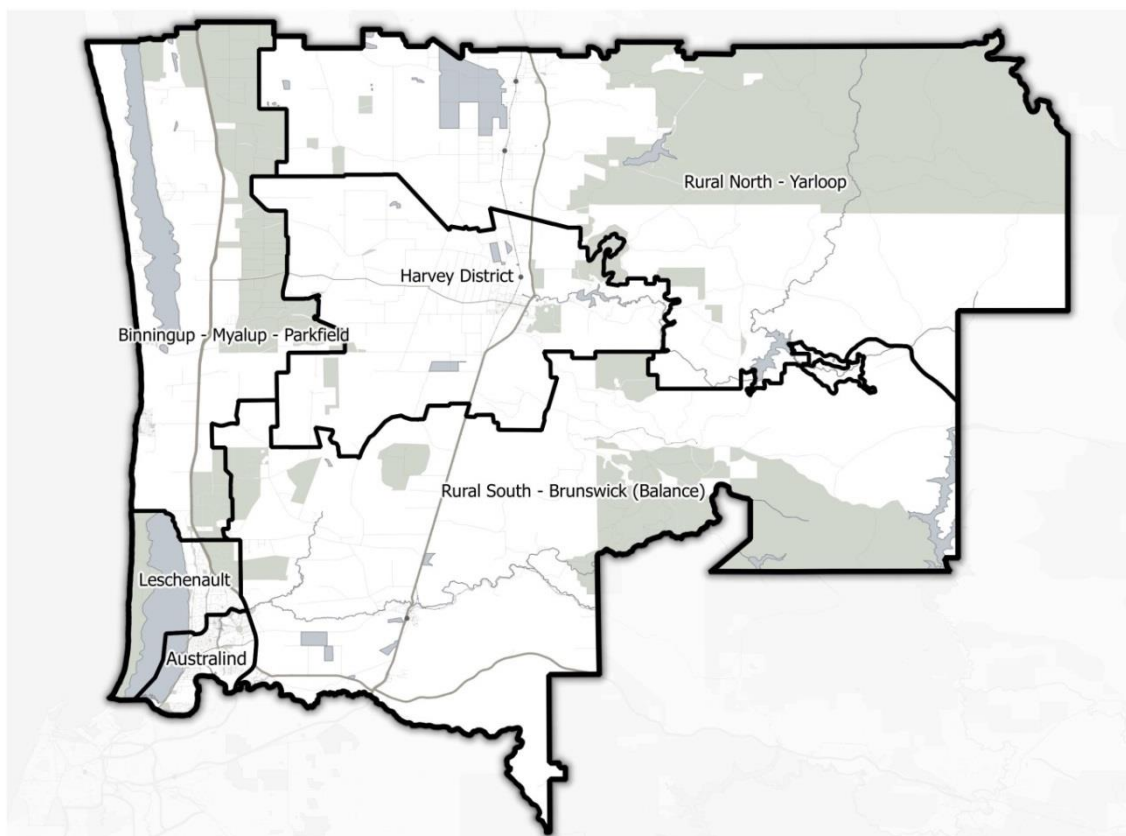
Our Community

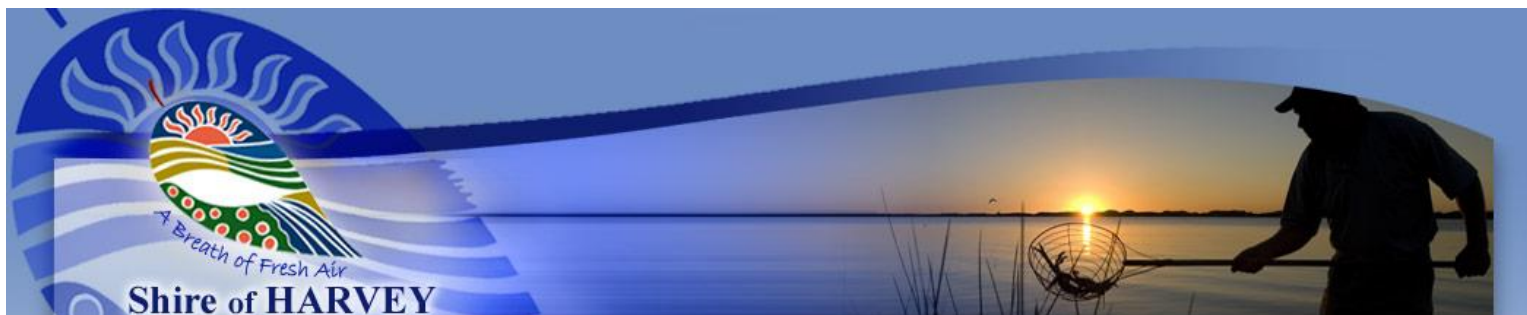
Local Area Planning

We recognise that a 'one size fits all' approach does not effectively meet the challenges of servicing our diverse communities. Our District approach ensures that the infrastructure and services that we provide are able to be tailored to meet the differing requirements of our communities, now and into the future. The approach identified six (6) broader Districts, with the aspirations of these distinct areas taken into consideration in our planning, reporting and management of services and infrastructure.

The Council believes the way we plan and deliver at the District level keeps us in touch with the real issues within our communities and allows us to respond proactively, both in the short and long term. This is critical to successful governance and an engaged community. Local Area Planning will help us to plan for future growth and community services provision across a variety of geographically distinct areas.

Local Area Planning involves local community members working together with the Council to identify the specific issues and aspirations impacting their community. These issues and aspirations are then consolidated and integrated with the Shire's Strategic Community Plan and Local Planning Strategy.





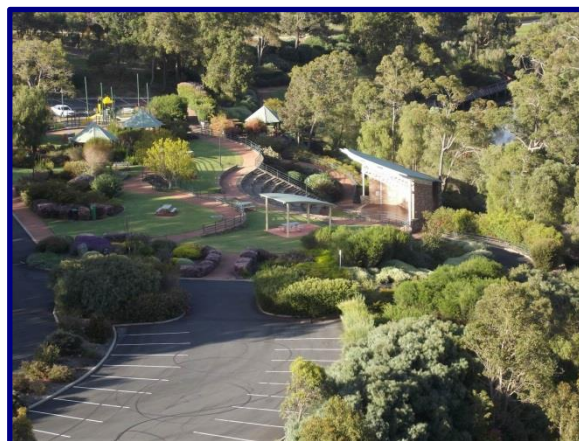
Our Community

Harvey District

The Harvey District incorporates the towns and localities of Harvey, Uduc, Wokalup and Warawarrup. The Council's main office is located in the Harvey townsite, with the primary shire depot (construction & maintenance) and central library also located in the townsite.

Settlement history

Harvey is named after the Harvey River, which was named by Sir James Stirling after Admiral Sir John Harvey.



Harvey Dam facilities

Settlement of the area dates primarily from the 1840s, with land used mainly for agriculture. Population was minimal until the 1860s. The township of Harvey was established in the 1890s, spurred by the opening of the railway line from Bunbury to Perth. The Harvey Weir was constructed in 1916 as part of the first irrigation scheme in Western Australia, and replaced by the Harvey Dam in 2002. The population was relatively stable between 1991 and 2006, a result of few new dwellings being added to the area and a decline in the average number of persons living in each dwelling. The population and dwelling stock have increased between 2006 and 2016.

Resident population (2011 Census ABS) ²	3,750
Estimated resident population (ERP) (2016 ABS) ²	4,103
Estimated population growth rate (2011 – 2016)	6.6%
Population over 15 (2011 Census ABS - Shire of Harvey 77.0%)	82.3%
Population Density (persons per hectare)	0.18
Land Area (hectares) ⁴	23,289
Total dwellings ⁴	1,634

Land use

Harvey District includes the township of Harvey and surrounding rural areas. Rural land is used largely for dairy and beef farming, citrus fruit growing and market gardening.

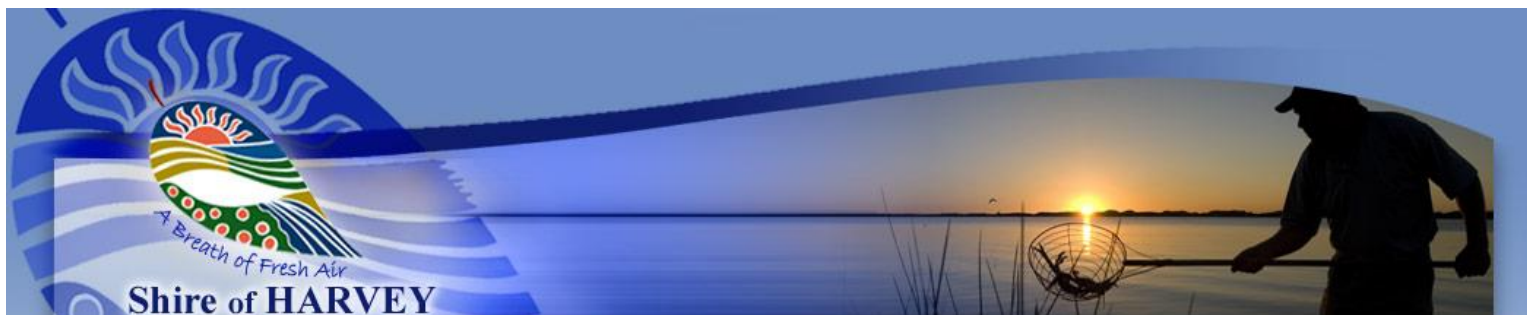
Major features

Major features of the area include Harvey Dam and Amphitheatre, Stirling Cottage, Italian Internment Shrine, Keith Leece Tourist Precinct, Ha Ve Harvey Cheese,

Big Orange, Harvey Historical Museum, Harvey Trotting Track, Timber Technology Centre, Dr Peter Topham Memorial Swimming Pool, Harvey Recreation and Cultural Centre, Harvey Golf Club, Harvey Showgrounds, Apex Park, McQuade Park, Snells Park, Harvey Hospital, South West Institute of Technology (Harvey Campus), WA College of Agriculture Harvey, various wineries and several schools.

Aspirations

- Support and develop Harvey's tourism potential
- Make Harvey an aged friendly town
- Support small business – town centre revitalisation
- Improve public transport services, especially bus services
- Maintain strong fire management and control
- Preserve agricultural presence with development
- Increase youth facilities, activities and services



Our Community

Australind District

The Australind District incorporates the locality of Australind. The Council has a sub-office located in Australind, with a shire depot (maintenance) and library also located in the District.

Settlement history

Australind is named from a contraction of the words Australia and India. It was previously known as Port Leschenault.



Leschenault Estuary

Settlement of the area dates from 1841 when the Western Australia Land Company purchased and promoted land, with the intention of settling pioneers who would breed horses and produce food for shipping to the Indian Army. The Scheme soon collapsed, and many of the original settlers moved away. Some growth took place during the 1860s. Significant development did not occur until the 1970s, with rapid growth from the late 1970s. Growth continued from the early 1990s, with the population more than doubling between 1991 and 2011 as large numbers of new dwellings were added to the area. The most rapid development took place between 2006 and 2011.

Land use

Australind is a relatively recent residential area which is still experiencing growth.

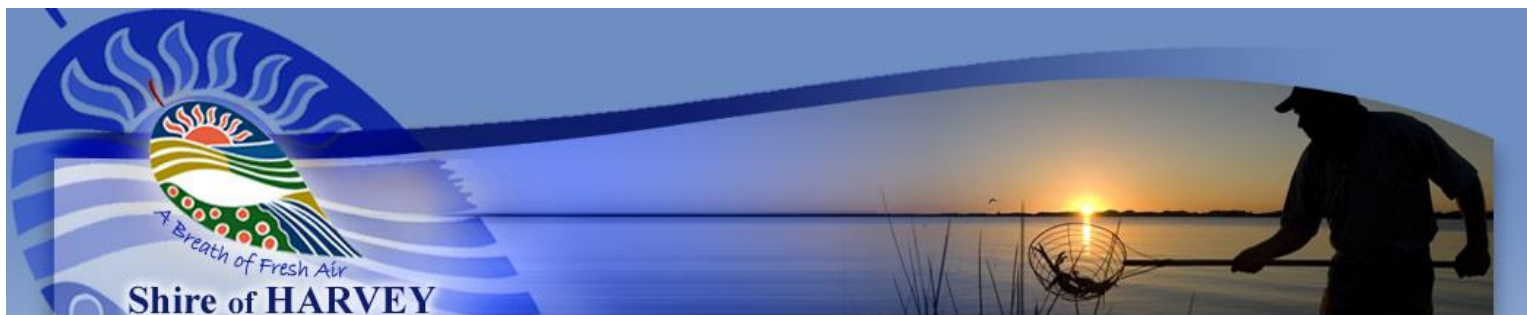
Major features

Major features of the area include the Leschenault Estuary, Leschenault Leisure Centre, Featured Wood Gallery & Museum, Henton Cottage, Leschenault Waterways Discovery Centre, Australind Village Shopping Centre, Bunbury Golf Club, Wardandi Flora Reserve, Clifton Park, Leschenault Recreation Park, Australind Memorial, Treendale District Shopping Centre and numerous schools.

Resident population (2011 Census ABS) ²	11,965
Estimated resident population (ERP) (2016 ABS) ²	15,053
Estimated population growth rate (2011 – 2016)	20.6%
Population over 15 (2011 Census ABS - Shire of Harvey 77.0%)	74.5%
Population Density (persons per hectare)	6.50
Land Area (hectares) ⁴	2,316
Total dwellings ⁴	4,696

Aspirations

- Develop the tourism potential of the estuary and foreshore
- Preserve the health and flora/fauna of the Estuary
- Continue implementation of the Ridley Place enhancement plan
- Continue the future relocation of Cristal plant
- Continue to develop Kemerton, ensuring environmental safeguards remain
- Increase youth support and services



Our Community

Leschenault District

The Leschenault District incorporates the locality of Leschenault.



Wind Surfing at the Leschenault Estuary

Settlement history

Leschenault is named after botanist Jean Baptiste Leschenault de la Tour.

Settlement of the area dates from the 1840s, with land used mainly for cattle and horse grazing. Population was minimal until the 1980s, with growth spurred by improved access and the establishment of nearby facilities. Rapid development took place during the 1990s, particularly between 1991 and 1996 as large numbers of new dwellings were added to the area. Population and housing growth slowed between 2001 and 2006, with relative stability in population

between 2006 and 2011.

Land use

Leschenault includes rural-residential, special residential and surrounding rural areas.

Major features

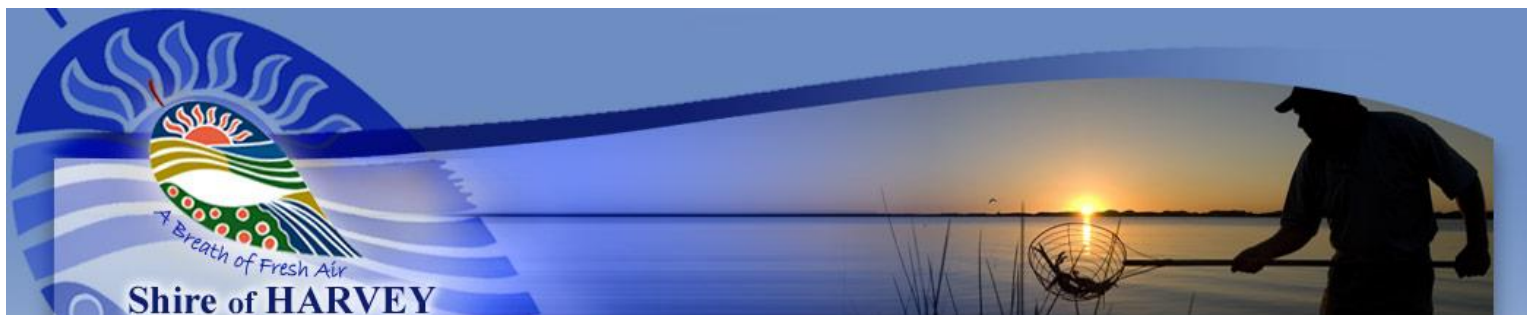
Major features of the area include the Leschenault Estuary and Leschenault Peninsula Conservation Park.

Resident population (2011 Census ABS) ²	2,808
Estimated resident population (ERP) (2016 ABS) ²	3,445
Estimated population growth rate (2011 – 2016)	17.9%
Population over 15 (2011 Census ABS - Shire of Harvey 77.0%)	80.0%
Population Density (persons per hectare)	0.79
Land Area (hectares) ⁴	4,352
Total dwellings ⁴	1,055

Aspirations

- Develop the tourism potential of the estuary and foreshore
- Preserve the health and flora/fauna of the Estuary
- Maintain strong fire management and control





Our Community

Coastal District – Binningup / Myalup

The Coastal District – Binningup / Myalup incorporates the towns and localities of Binningup, Myalup and Parkfield.

Settlement history

Binningup is named after an estate in the area in 1953, which was thought to be named from an Aboriginal word. Myalup is named from an Aboriginal word meaning "place of the paperbark tree".



Coastal Dunes along Binningup Beach

Settlement of the area dates from the mid 1800s, with land used mainly for farming and grazing. Population was minimal until 1953 when land was subdivided, although few homes were built before the late 1960s. Gradual growth took place during the 1970s and 1980s, particularly the construction of holiday homes. The population continued to increase between 1991 and 2006 as new dwellings were added to the area. The population was relatively stable between 2006 and 2011, a result of fewer new dwellings being added to the area and a decline in the average number of persons living in each dwelling.

Resident population (2011 Census ABS) ²	1,355
Estimated resident population (ERP) (2016 ABS) ²	1,523
Estimated population growth rate (2011 – 2016)	1.9%
Population over 15 (2011 Census ABS - Shire of Harvey 77.0%)	79.9%
Population Density (persons per hectare)	0.06
Land Area (hectares) ⁴	23,953
Total dwellings ⁴	843

Land use

Binningup - Myalup - Parkfield is largely a rural area, with residential and holiday areas, particularly in the township of Binningup.

Major features

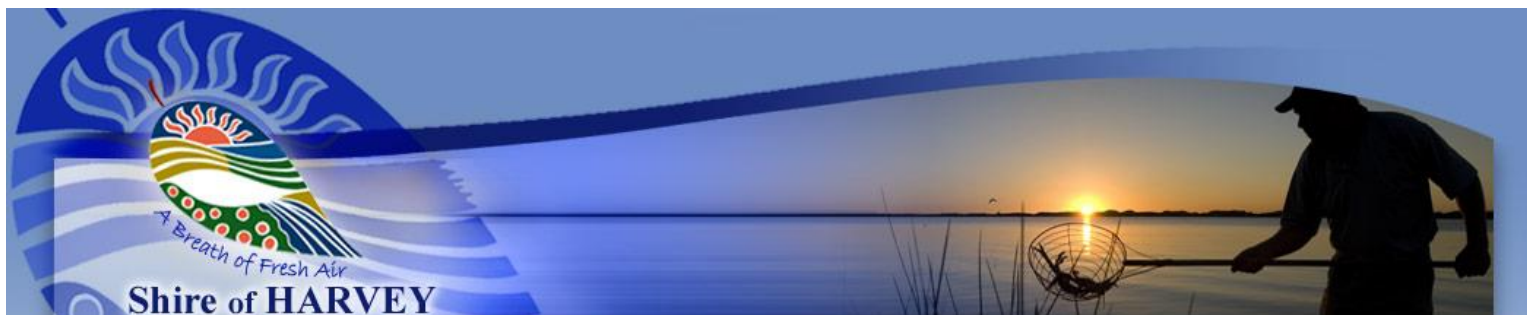
Major features of the area include Yalgorup National Park, Lake Preston, Binningup Beach, Myalup Beach, Lakewood Shores Golf Course, Binningup Water Sports Centre, Binningup Lions Park, Harvey Christian Youth Camp, Myalup Vines and Vineyard 28, Ottrey Park and Playground, Myalup Caravan Park, Binningup Library.

Aspirations

- Protect and care of the coastline and walkways
- Development of a Primary School
- Maintain strong fire management and control on Reserves
- Improve public transport services, including cycle/pathways
- Develop a multi-purpose centre (ie: medical, child care, community, recreation, youth, seniors, community garden)
- Development of aged housing facilities



Myalup Beach



Our Community

Rural South - Brunswick District



The Rural South – Brunswick District incorporates the towns and localities of Brunswick Junction, Beela, Benger, Wellesley, Mornington and Roelands. The Council has a depot (maintenance) located in the District.



South Western Highway – Brunswick Junction CBD

Settlement history

Brunswick is named after the Brunswick River, which was thought to be named after the Duke of Brunswick.

Settlement of the area dates from the 1840s, with land used mainly for farming. Some growth took place during the late 1800s and early 1900s, spurred by the establishment of the township of Brunswick Junction and the opening of the railway line. Kemerton Industrial Park was established in 1985. The population increased from the mid 1990s as new dwellings were added to the area.

Land use

Rural South - Brunswick is a predominantly rural area, with a township at Brunswick Junction, and an industrial area. Rural land is used largely for dairy farming.

Major features

Major features of the area include Benger Swamp Nature Reserve, Brunswick Swimming Pool, Brunswick Oval, Brunswick Showgrounds, Brunswick Cow on the Corner, Brunswick Mooseum Playground, Camp Mornington, Kemerton Industrial Park, the Harris River and several schools.

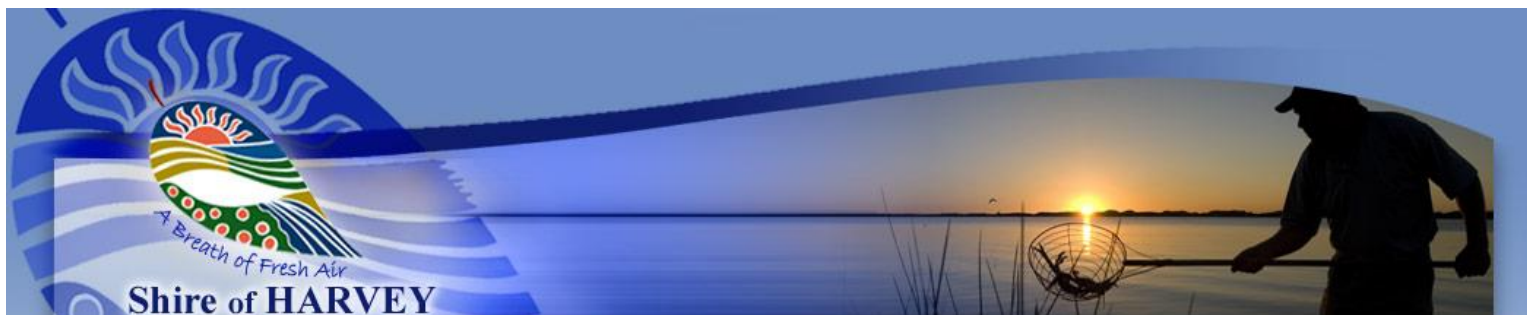
Resident population (2011 Census ABS) ²	2,161
Estimated resident population (ERP) (2016 ABS) ²	2,333
Estimated population growth rate (2011 – 2016)	5.7%
Population over 15 (2011 Census ABS - Shire of Harvey 77.0%)	76.4%
Population Density (persons per hectare)	0.04
Land Area (hectares) ⁴	57,497
Total dwellings ⁴	900

Aspirations

- Encourage business and tourism in Brunswick Junction
- Improve the use of the Brunswick River (eg: walk trails, mtce, conservation)
- Establish a Men's Shed
- Improved public transport services
- Maintain strong fire management and control
- Increase youth facilities, activities and services



Old Peters Creameries - Brunswick Junction



Our Community

Rural North - Yarloop District

The Rural North – Yarloop District incorporates the towns and localities of Yarloop, Cookernup and Hoffman. The Council has a depot (maintenance) and library located in the District.

Settlement history

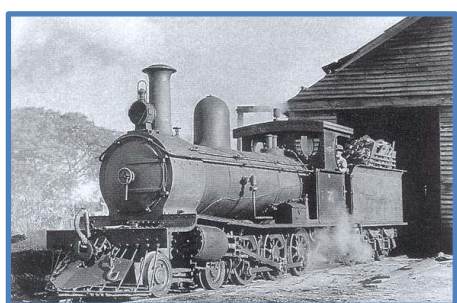
Yarloop is thought to be named from the words "yard loop", referring to the rail loop into the timber yard in the late 1800s.



Resident population (2011 Census ABS) ²	1,212
Estimated resident population (ERP) (2016 ABS) ²	1,266
Estimated population growth rate (2011 – 2016)	1.9%
Population over 15 (2011 Census ABS - Shire of Harvey 77.0%)	79.4%
Population Density (persons per hectare)	0.02
Land Area (hectares) ⁴	62,058
Total dwellings ⁴	544

Settlement of the area dates from 1849, with land used mainly for dairy farming and timber-getting. Population was minimal until the 1870s. Growth took place during the late 1800s, aided by the establishment of a township and timber mill at Yarloop, and the opening of the railway line. Stirling Dam was constructed in the 1940s to supplement the Harvey Weir. Logue Brook Dam was constructed in the 1960s to supply water for the South-West Irrigation Scheme. The

population increased gradually during the 1990s as new dwellings were added to the area. The population declined slightly between 2001 and 2006, and was relatively stable between 2006 and 2011. The town of Yarloop was devastated by the January 2016 Yarloop – Waroona Bushfire, resulting in much of the town's Heritage buildings being lost including the heritage listed Yarloop Railway Workshops, and with a loss of 166 residential dwellings.



Yarloop Railway Workshops

Land use

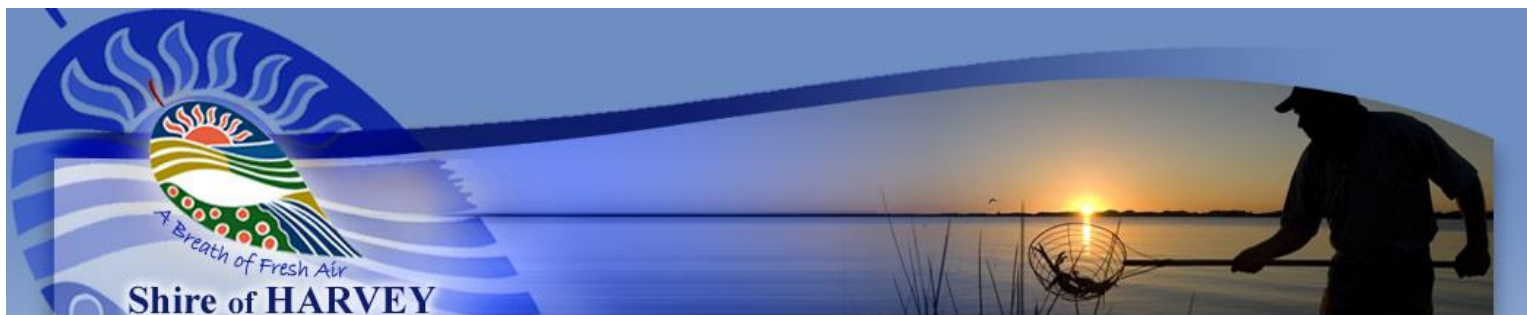
Rural North - Yarloop is a predominantly rural area, with a township at Yarloop and a smaller township at Cookernup. Rural land is used mainly for dairy farming, timber production and citrus fruit growing.

Major features

Major features of the area include Logue Brook Dam (Lake Brockman), Camp Logue Brook, Hoffman's Mill Picnic Site, Moojelup Farm Wines and Yarloop Primary School.

Aspirations

- Restoration of the Yarloop townsite following the 2016 bushfire event
- Increase small business support and development
- Develop tourism opportunities (ie: B&Bs, Yarloop town, rest areas)
- Maintain and preserve natural bush and parks
- Increased fire management, control and prevention (ie: controlled burns, slashing, spraying)
- Improved public transport services
- Development of aged housing facilities



Community Engagement

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.

Tuna Blue Facilitation facilitated an engagement process, in conjunction with the Shire, where the communities of the Shire of Harvey were asked to share their visions and aspirations for the future through a range of mechanisms.

In total, over 10,252 (7,776 in 2013) community members were approached (37% of the population, 33% in 2013) through a range of mechanisms including:

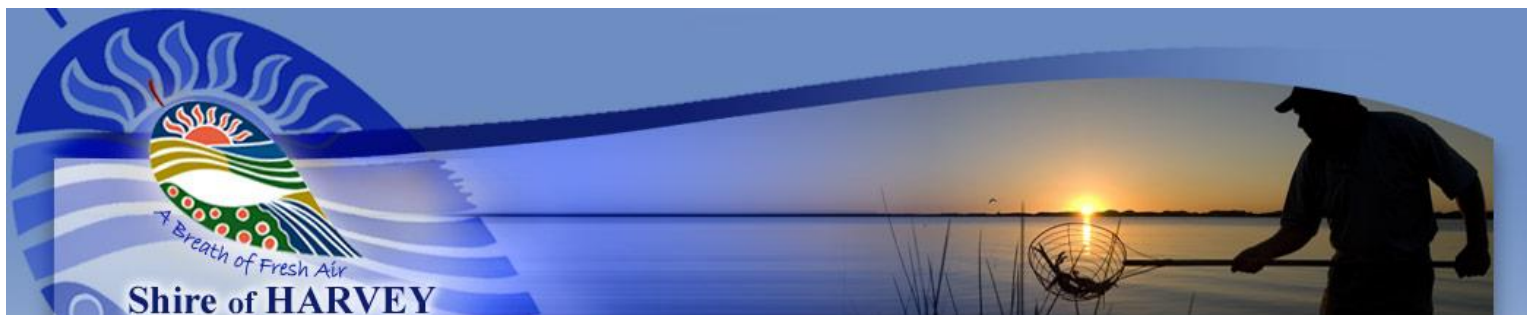
- **5 x Community Visioning Workshops** (165 participants)
 - **Promotional Flyer** - encouraged residents and ratepayers to participate in the Community Visioning Workshops from the 5th - 19th April 2017 and promoted completion of the survey:
 - Direct mail out to 250 property owners and 50 community groups within the Shire of Harvey.
 - Distributed to the Shire offices in Harvey and Australind, Council libraries (Harvey, Australind, Yarloop, Binningup) around the Shire, and community noticeboards around the Shire.
 - Promotional Flyer (4,800) inserted in the Harvey Reporter newspaper on the 21st March 2017, with a reference to the Survey in the 4 O'clock Report over a number of weeks.
 - Shire **website** promoted the Community Workshops and included the Community Survey, Strategic Community Plan – Report on Performance, Strategic Community Plan and Corporate Business Plan (5,347 users in April 2017).
 - Community Workshops were held in conjunction with the Annual Community Meetings at the :
 - Binningup Country Club, 5th April 2017;
 - Leschenault Recreation Park Pavilion, 10th April 2017;
 - Cookernup Hall, 11th April 2017;
 - Harvey Recreation and Cultural Centre, 12th April 2017;
 - Brunswick Town Hall, 19th April 2017.
- **1 x Community Stakeholder Workshop** (10 participants)
 - Direct mail out of the Community Survey and promotional flyer to 50 stakeholder organisations within the Shire of Harvey.
- **Community Surveys** (on-line and hard copy) (244 respondents)
 - Direct mail out of the Community Survey to 250 property owners and 50 community groups within the Shire of Harvey.
 - Copies made available at Shire offices in Harvey and Australind, Council libraries and the Leschenault Leisure Centre.
 - 9,700 hard copy surveys were distributed as an insert in the Harvey Reporter and Bunbury Herald newspapers on the 4th April 2017, with a reference to the Survey and Workshops in the 4 O'clock Report over a series of weeks.
 - An online survey was accessible via the Shire's website.

Data Collection Period:

The community engagement data was collected from the 10th March to 12th May 2017.

Community Engagement Area:

The district of the Shire of Harvey was included as the community engagement area.



Community Engagement

Collections Areas for Survey Responses:

The following table shows the collection method for the survey responses received.

Location	Number of Surveys	Percentage
Postal Surveys	39	16%
Newspaper Insert Surveys	146	60%
Collection boxes in various Locations	47	19%
Other	12	5%
Total Survey Responses	244	100.0%

Participants:

In total 440 responses were received:

- Annual Community Meeting/Community and Stakeholder Vision Workshop – 196 attendees
- Community Surveys – 244 responses

With a total population of approximately 27,723¹ residents, 1.58% of residents completed the survey or actively participated in the engagement processes. Based on 10,120² households in the Shire the response rate was 4.35%.

¹ ABS Estimated Residential Population 2016

² ID.Solutions 2016 Forecast Households

The responses were collated, analysed and presented to Senior Staff and Elected Members at strategic planning workshops held on 28th April 2017 and 23rd May 2017 respectively to:

- Review the Community's visions, values, priorities and feedback;
- Confirm the Shire's vision, values and aspirations; and
- Define the Shire of Harvey's Strategic Community Plan objectives, desired outcomes and strategies.

The responses from the community provided the principal guidance to Council during these workshops.

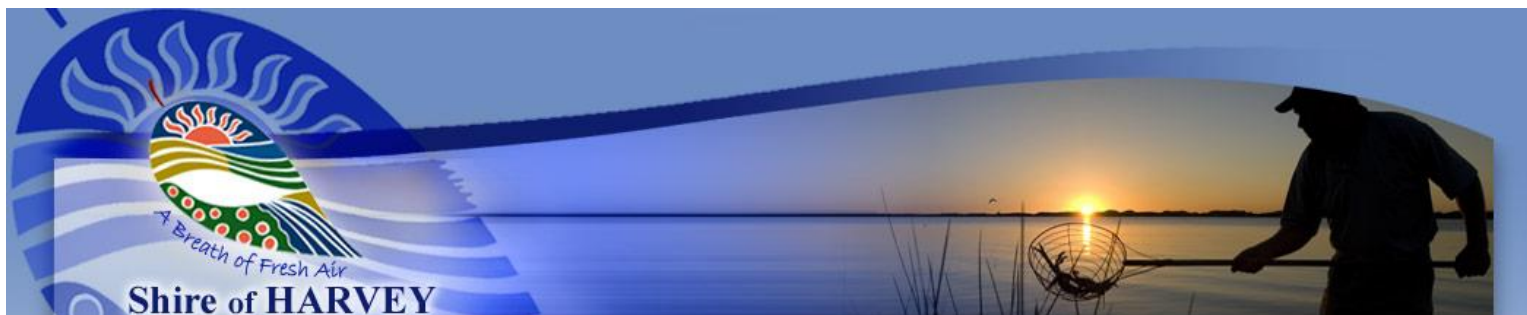
Rating Questions:

Survey respondents were asked to rate the importance of, and their satisfaction with, each of 51 different services or facilities. Average (mean) ratings for each criteria were determined using the "level of importance or satisfaction" by assigning a value based on the response received as shown below:

1 = low importance or satisfaction

2 = moderate importance or satisfaction

3 = high importance or satisfaction.



Community Engagement

Community Engagement Findings

The questions were designed to determine the following:

- 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.

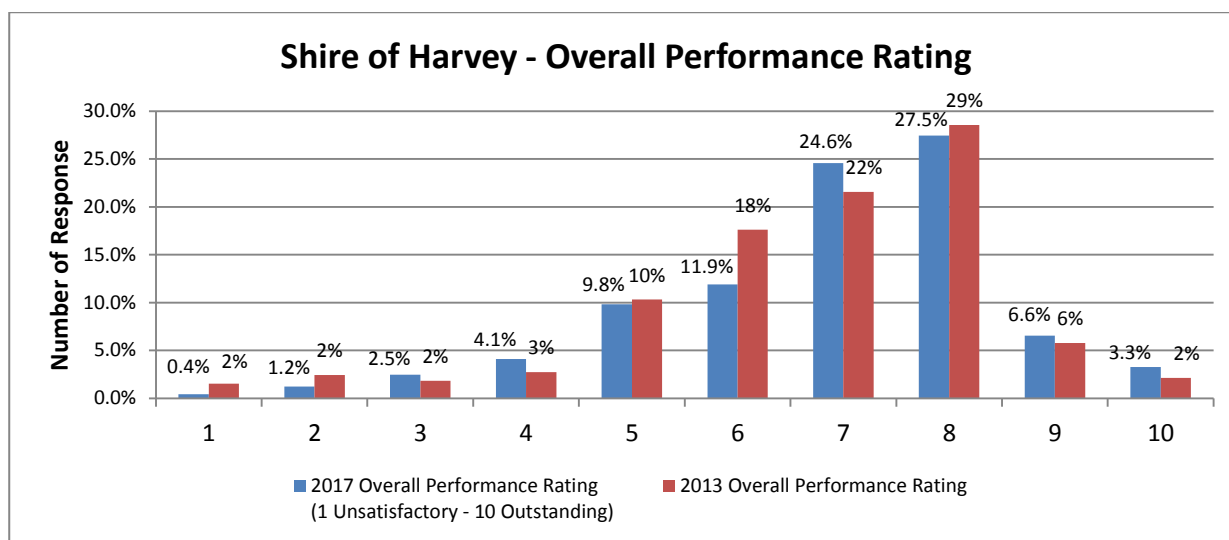
The summary of the findings of the community engagement are presented below.

Overall Shire Performance:

The community was asked to rate their opinion on what best describes their level of overall satisfaction with the Shire's performance on a scale of 1 to 10. Least satisfied rated at 1 and most satisfied at 10.

Of the 244 survey responses received:

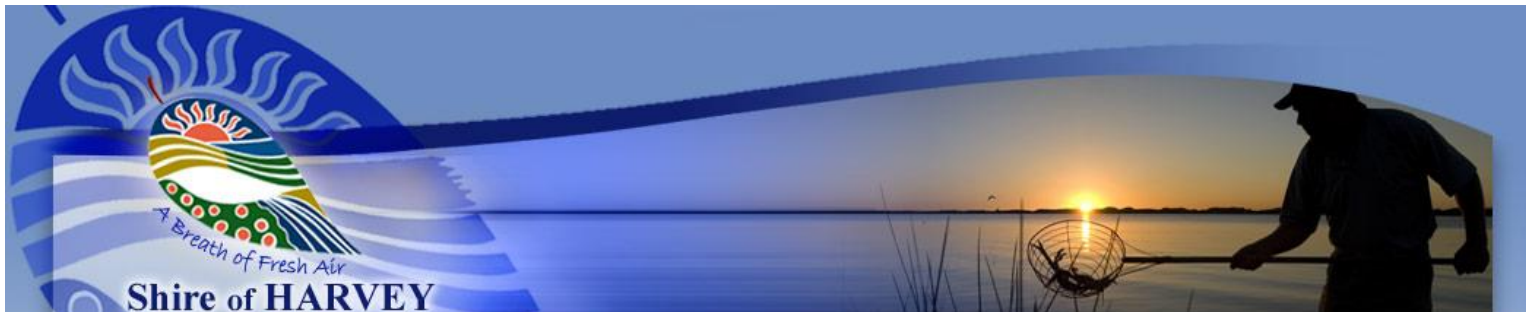
- A mean rating of 6.9 (compared to 6.7 in 2013) shows respondents considered performance good overall.
- 37.3% (compared to 37% in 2013) of respondents were very satisfied with Council's overall performance, 50.4% (compared to 52% in 2013) were moderately satisfied, 4.1% (compared to 6% in 2013) considered the Council's performance unsatisfactory and 8.2% (compared to 5% in 2013) did not respond to this question.



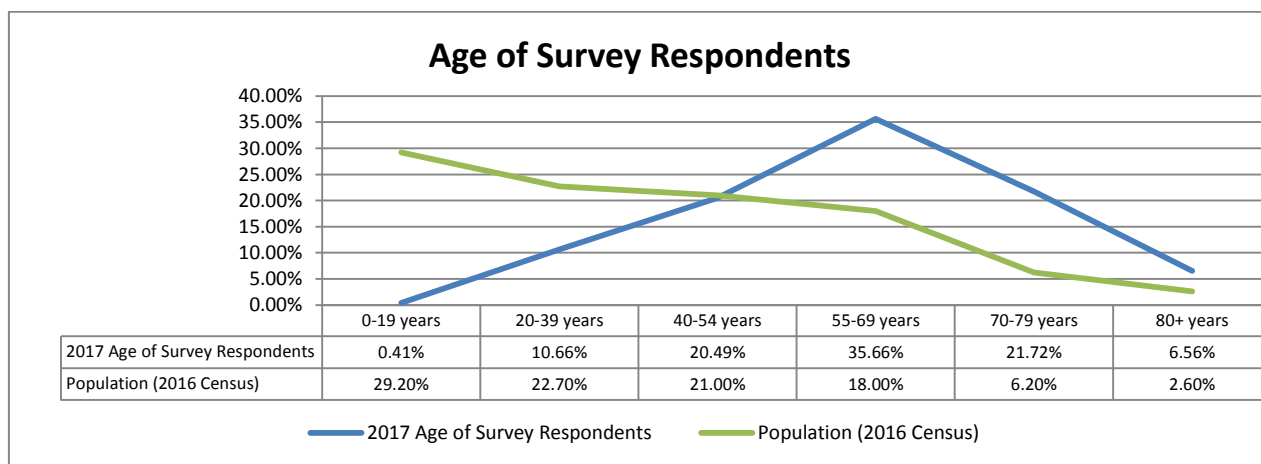
Demographic Analysis:

Of the survey responses received, 43% were male and 57% were female, compared with 41% male and 59% female in 2013.

The respondents represented predominately an older demographic, including 20% aged 40-54, 36% aged 55-69, 22% aged 70-79 and 7% people aged over 80. Although residents within the Shire under the age of 40 represented 52% of the total population (based on 2016 Census), this demographic was represented by only 11% of respondents, with less than 1% of respondents representing residents aged 0-19 years.

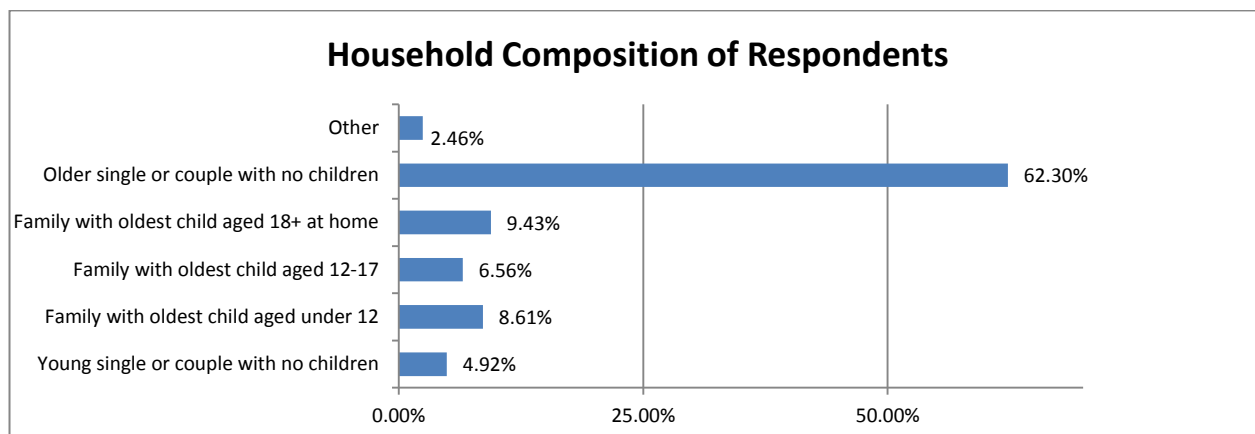


Community Engagement

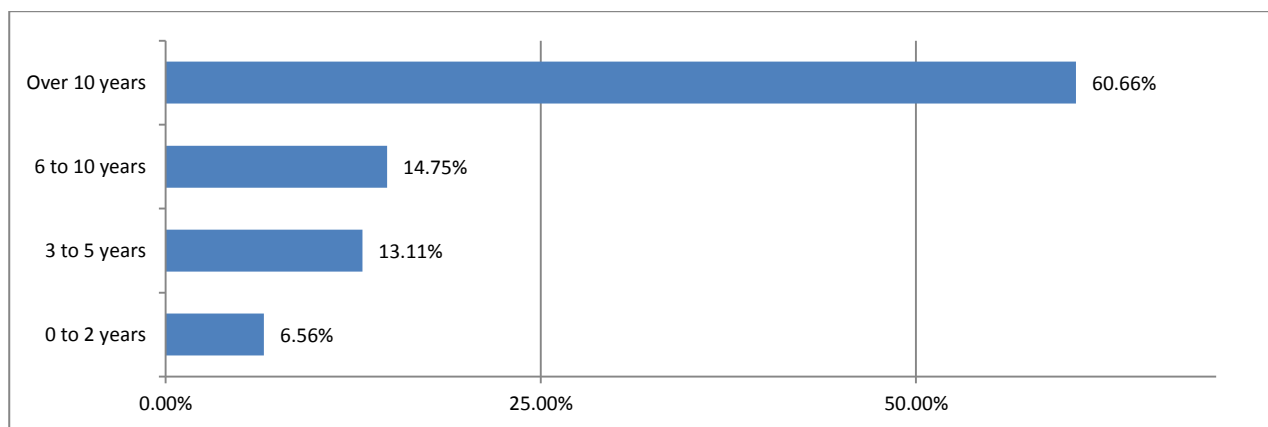


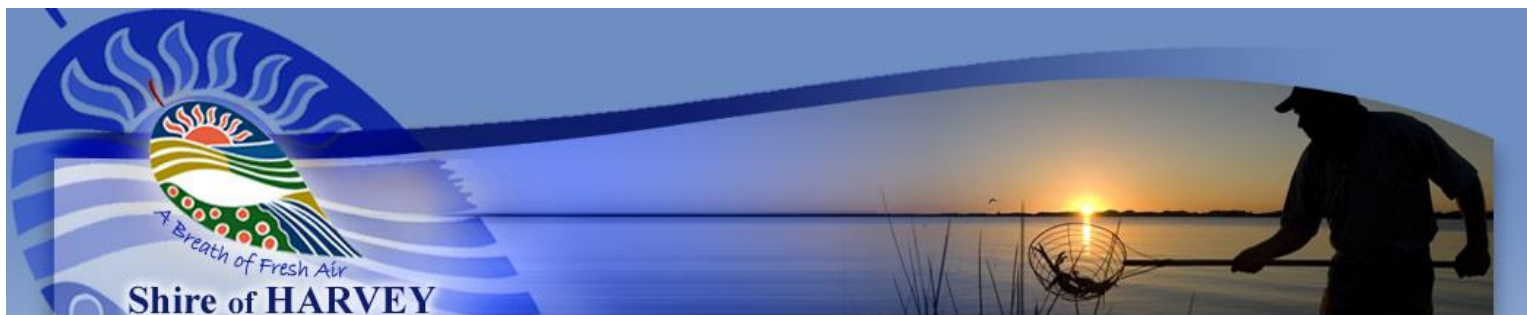
Household Composition of Survey Respondents:

25% of respondents described themselves as families with children and 67% of respondents indicated they were older or younger singles and couples with no children.



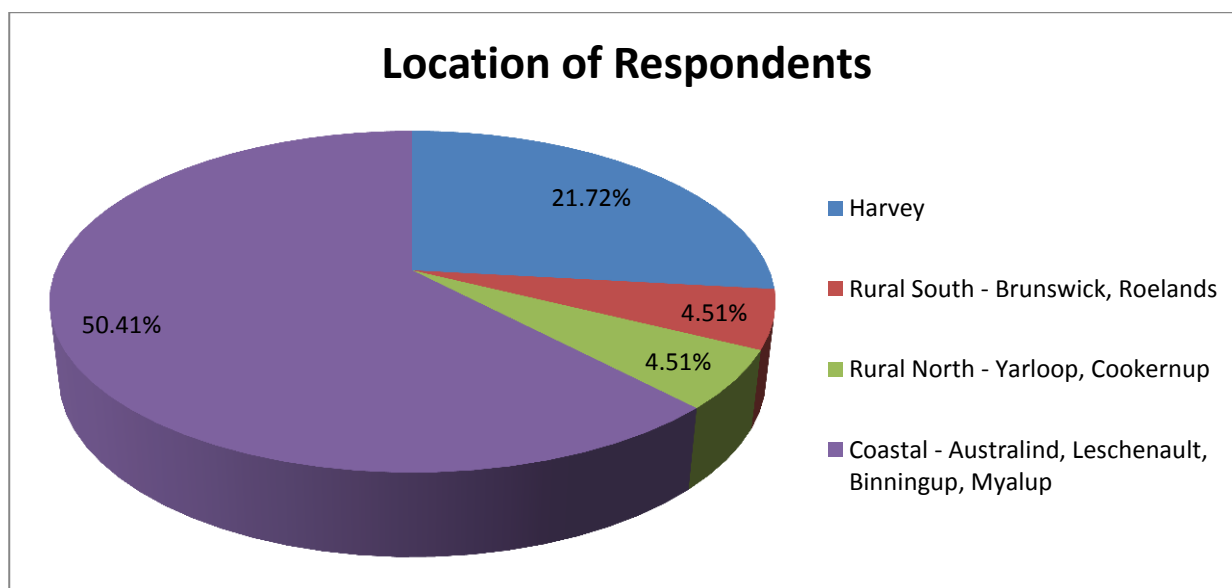
Time respondents have lived in the Shire of Harvey





Community Engagement

61% of the respondents have lived in the Shire of Harvey for more than 10 years, 15% have lived in the Shire for 6-10 years and approximately 20% of the respondents have lived in the Shire of Harvey for 0-5 years. This is very similar to the 2013 respondents with 61%, 19% and 20% respectively.



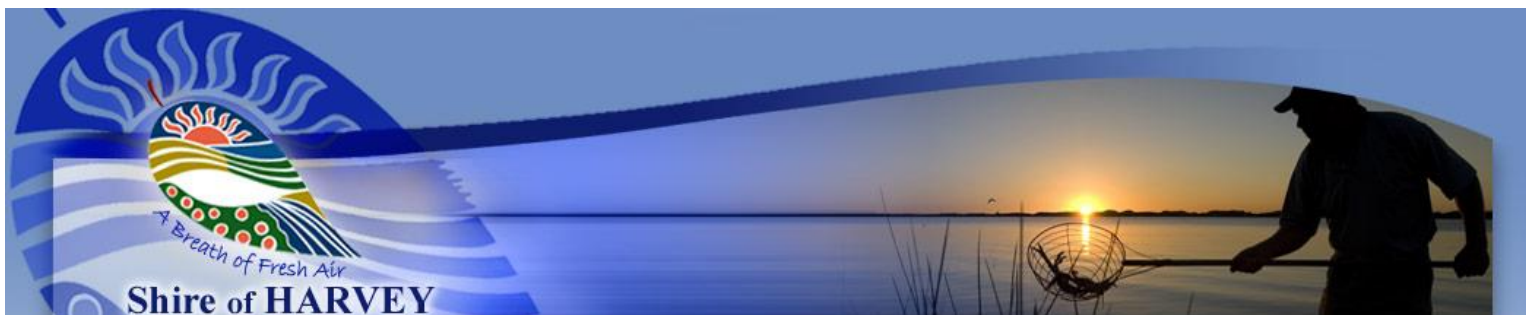
By far the majority of respondents came from Coastal - Australind (50%) and Harvey (22%). Approximately 9% of respondents came from other towns within the Shire with 19% of respondents not responding to this question.

The surveys and community feedback provided an insight into the key issues and aspirations, important to the local community. These views have been recognised by Council and subsequently shaped the visions, values, objectives, desired outcomes and strategies documented in this Plan.

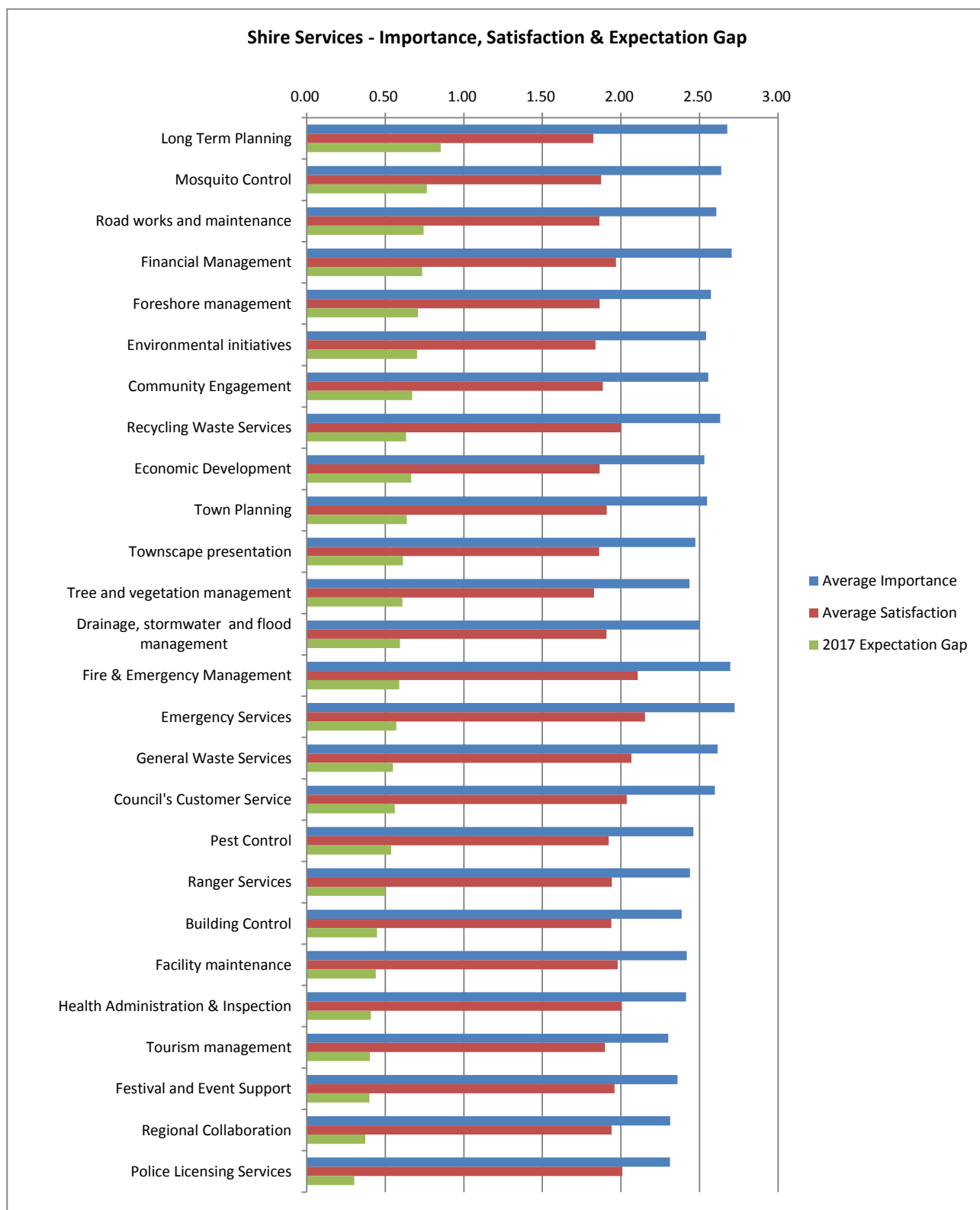
Service Importance and Satisfaction

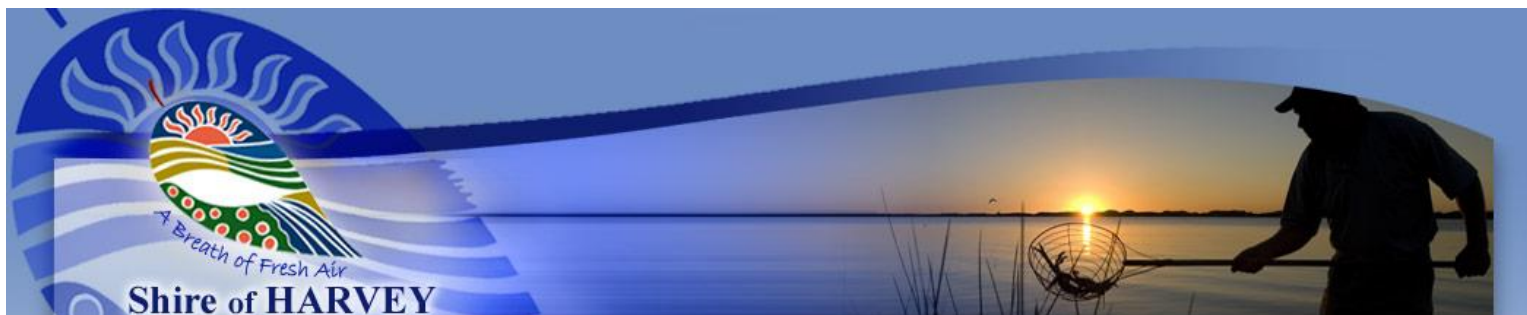
Survey respondents contributed their views on the importance of and satisfaction with Shire facilities, Shire services and community services. By establishing the difference between the average importance rating and the average satisfaction rating for each service and facility an indication of the community's priorities may be represented, this difference is termed the expectation gap. The larger the gap the greater the priority of the service or facility for the community.

The results for Shire services are shown in the following graph, with responses for all of the Shire facilities, Shire services and community services included in the below table. While not a definitive priority listing, the graph and table assists in guiding the Shire with future prioritisation of services.



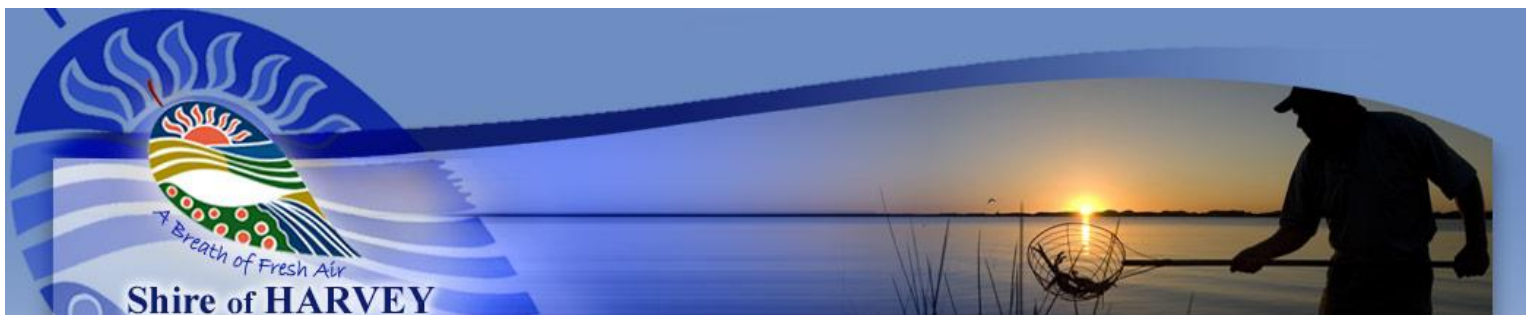
Community Engagement





Community Engagement

Overall Ranking based on Expectation Gap	Average Importance	Average Satisfaction	2017 Expectation Gap (>0.33= Low, .33-.67= Medium, >0.67=High)
Crime Prevention	2.77	1.80	0.97
Roads - sealed and unsealed	2.73	1.80	0.92
Footpaths & Walkways	2.67	1.79	0.88
Long Term Planning	2.68	1.82	0.85
Public Toilets	2.60	1.81	0.79
Road verges - drains, kerbs, etc	2.60	1.82	0.78
Aged & Disabled Services	2.68	1.92	0.76
Mosquito Control	2.64	1.87	0.76
Aged Persons Homes	2.59	1.84	0.75
Road works and maintenance	2.61	1.86	0.74
Financial Management	2.71	1.97	0.74
Foreshore management	2.57	1.87	0.71
Environmental initiatives	2.54	1.84	0.70
Affordable Housing	2.47	1.80	0.67
Community Engagement	2.56	1.88	0.67
Economic Development	2.53	1.87	0.67
Health Services	2.74	2.08	0.66
Youth services	2.50	1.84	0.65
Playgrounds	2.57	1.91	0.66
Recycling Waste Services	2.63	2.00	0.63
Town Planning	2.55	1.91	0.64
Townscape presentation	2.47	1.86	0.61
Tree and vegetation management	2.44	1.83	0.61
Support of Volunteers	2.49	1.91	0.58
Drainage, stormwater and flood management	2.50	1.91	0.59
Fire & Emergency Management	2.70	2.11	0.59
Emergency Services	2.72	2.15	0.57
Council's Customer Service	2.60	2.04	0.56
General Waste Services	2.62	2.07	0.55
Tourist Centre	2.39	1.86	0.53
Pest Control	2.46	1.92	0.54
Waste Dump Point	2.40	1.90	0.50
Ranger Services	2.44	1.94	0.50
Parks & Sporting Facilities	2.56	2.08	0.49
Childcare, playgroup, maternal and infant health	2.44	1.98	0.46
Building Control	2.39	1.94	0.45
Recreation Centres	2.56	2.12	0.43
Facility maintenance	2.42	1.98	0.44
Health Administration & Inspection	2.41	2.01	0.41
Tourism management	2.30	1.90	0.40
Festival and Event Support	2.36	1.96	0.40
Regional Collaboration	2.31	1.94	0.37
Arts & Cultural Development	2.26	1.91	0.35
Indigenous Services	2.26	1.93	0.33
Cemeteries	2.29	1.98	0.31
Police Licensing Services	2.31	2.01	0.30
Community Halls & Buildings	2.37	2.08	0.29
Libraries	2.48	2.22	0.26
Community Resource Centre	2.22	1.97	0.26
Museums	2.03	1.82	0.22
Skate Parks	2.00	1.87	0.13



Our Vision

Together, towards a better lifestyle.



Community Aspirations and Values

We value:

- Effective stewardship of our environment and heritage;
- A safe community that has a strong community spirit and sense of belonging;
- Effective communication and cooperation;
- Strong leaders and fair decisions; and
- Our heritage – acknowledging our history in creating our future.

We are committed to being an inclusive, enterprising and engaging community that

- Actively works together and respects each other;
- Acts with honesty, integrity and fairness, and
- Is open minded, approachable, tolerant and responsive.



Economic

Objective 1:

To be a diverse and innovative economy supporting a range of local employment opportunities.

“Make the most of the production of wine, oranges, milk and dairy products, meat and other primary industries. Light industry and cottage industry would add to Harvey's diverse richness.”

– Member of Community



Kingston Residential Development

What the Community told us

- **Shire promotion for tourism**
- **Better road verge maintenance**
- **More support for local businesses**
- **Green waste collection and hard waste program**
- **Public transport improvement between towns**
- **Protect prime land and priority agricultural land**
- **New land developments**

A summary of the key issues raised by the community in relation to the economy were:

- Economic prosperity has to be linked to the industries in our Shire - industrial area, agriculture, horticulture, tourism.
- Support the continuation and modernisation of traditional primary industries eg dairy and beef farming, wineries, orchards, forestry and fishing. Research and support of alternative and new primary industries.
- A diverse business environment which is entrepreneurial and promoted by the Shire.
- Maximise industrial areas by increasing light and medium industry, and expanding heavy industry at Kemerton.
- Increase/develop tourism opportunities such as eco-tourism, caravan park expansion, boardwalk on the foreshore with cafés, restaurants and souvenir shops, boat hire on estuary, pop up markets on foreshore.
- Focus on promoting Australind as a tourist destination.
- Promote to the "baby boomer" generation (tree change/sea change, close to Perth, public transport (Australind Train), hospital, police, leisure centres, aged care homes, cultural diversity etc).
- Make Harvey the most "baby boomer" friendly town in WA
- Small business is vital. Support local businesses more and not-for-profit groups.
- Planning needs to be better focused on transport linkages.
- Support the retention of existing businesses, especially large employers.
- Retain a balance between agriculture and commercial business.
- Support / attract additional community services such as education, health, specialist medical services, aged care, maternal health.
- I would like to see a business hub in Australind.
- Continue the need for more central shopping and large malls.
- Attract more job opportunities for youth – increased training and education to improve skills.

The word cloud below provides an overview of the responses. The most common responses are reflected as larger and bolder text.



Objective 1. *To be a diverse and innovative economy supporting a range of employment opportunities.*

How will we get there?

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

Outcome 1.1	Increased planning and opportunities for diverse socially and environmentally responsible commercial, agricultural and industrial enterprises and residential development.	Service Priority	Key Partners
1.1.1	Review the Town Planning Scheme.	Flagship	DoP
1.1.2	Complete the Local Planning Strategy.	Flagship	DoP
1.1.3	Pursue a further urban growth corridor in East Australind as part of the Greater Bunbury Strategy.	High	DoP
1.1.4	Lobby LandCorp to develop the next 2-stages of Korijekup Heights.	High	LC
1.1.5	Lobby the State Government to improve the provision of infrastructure and attract market investment opportunities for appropriate low impact/low emission industries at Kemerton.	High	MLA, MLC
1.1.6	Support and promote diverse and small-medium sized businesses.	High	SBC
1.1.7	Develop and implement an Economic Development Strategy, which covers tourism, industrial development, retail/hospitality and investment attraction.	Flagship	SWDC, RDA, TWA
1.1.8	Continue to support the agricultural industry by encouraging appropriate land uses.	Moderate	DAFWA
1.1.9	Encourage the long term relocation of Cristal Global to Kemerton, remediate the Australind site and re-route the haulage route to the South in the short term.	Moderate	

Objective 1. *To be a diverse and innovative economy supporting a range of employment opportunities.*

Outcome 1.2	Develop the Shire as a tourist destination based on the Shire's distinct characteristics and natural assets and qualities.	Service Priority	Key Partners
1.2.1	Support local tourism organisations including the Harvey Visitors Centre and the Australind Information Service to achieve a co-ordinated approach to Tourism.	High	TWA
1.2.2	Develop a signage, information and way-finding strategy for the whole of the Shire which is Tourist friendly.	High	MRWA, TWA
1.2.3	Investigate opportunities to increase accessibility and improve the range of amenities and infrastructure at the Leschenault Estuary.	Flagship	DEC, DoW
1.2.4	Complete the Foreshore Development Strategy at Myalup.	High	
1.2.5	Complete the Entry Statement Program for the Shire.	High	MRWA
1.2.6	Implement the Shire of Harvey Coastal Management Plans.	Moderate	DEC, DoW
1.2.7	Encourage developers and relevant authorities to develop and implement foreshore management plans.	High	Developers, DEC, DoW
1.2.8	Promote the Shire townsites as being caravan accessible, inviting nature based and farm stay tourism.	High	TWA, RAC, ACC
1.2.9	Continue to collaborate with our partners to promote regional tourism initiatives.	High	BWGC, Local Governments
1.2.10	Maintain a range of high quality facilities to encourage tourist and resident visitation.	Moderate	HVC, AIS
1.2.11	Increase the range and accessibility of amenities and infrastructure at strategic points along our waterways, whilst protecting the environment.	Moderate	DEC, DoW
Outcome 1.3	A range of employment, education and training opportunities that will attract a diverse workforce.	Service Priority	Key Partners
1.3.1	Lobby state government, industry and education providers to maintain and enhance education and training services and facilities.	Moderate	DoE, DTWD
1.3.2	Continue to support traineeships and workplace training opportunities within the Shire.	Moderate	HHS, ASHS, BCC

Objective 1. *To be a diverse and innovative economy supporting a range of employment opportunities.*

Outcome 1.4	Essential services and infrastructure are available to support the growing community and local economy.	Service Priority	Key Partners
1.4.1	Lobby the Western Australian government to retain, and where possible, expand the level of government services in the Shire of Harvey.	High	MLC, MLA, Ministers
1.4.2	Lobby government and service providers to encourage the provision of appropriate sewer, water, power, gas and telecommunications infrastructure.	High	WC, WPC, Alinta, Telstra, Optus
1.4.3	Continue to lobby for expansion of the haulage rail network, enhanced commuter passenger rail services and bus services.	High	DoT, MLC, MLA, Ministers
Outcome 1.5	Irrigation areas and water supply are protected, preserved and strategically enhanced.	Service Priority	Key Partners
1.5.1	Lobby service providers to ensure an appropriate allocation of a 'fit for purpose', quality water supply to support the local agricultural industry as a priority.	High	DoW, WC, HW
1.5.2	Lobby appropriate service providers to connect Australind to the integrated water supply system.	High	WC, Minister, MLC, MLA

Environment

Objective 2:

We have a balanced respect for our natural assets and built environment, retaining our lifestyle values and community spirit.

“To always consider environmental issues before blindly developing areas which need to be kept in an ecologically balanced state to preserve the environment.”

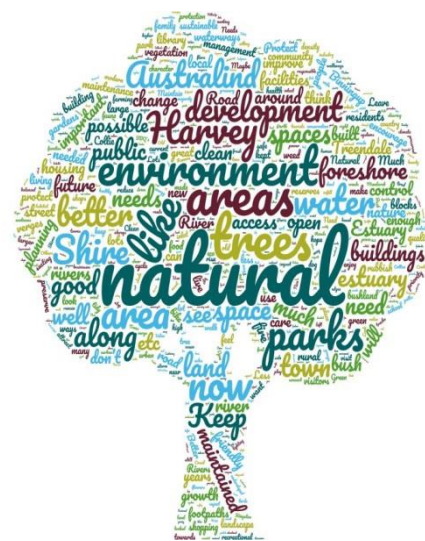
– Member of Community



Stirling Cottage Heritage Precinct

- Better fire mitigation
- Improved usage of the Brunswick River area
- Control of cotton bush
- Maintain beaches and protect the coastline
- Maintain the quality of the estuary
- Climate change monitored
- Maintain and develop parks and reserves

- Local natural environment, flora and fauna protected. Improved and more allocation of nature reserves, large enough to create natural habitats. The character of the town should not change.
- As much natural environmental left as possible. No continuous endless suburbs in Australind. A greenbelt around built up areas.
- Good planning to maintain a right balance between the natural environment and urban / housing developments. Do not reduce the size of building allotments. Don't have higher density living.
- Continue to protect rural productive land.
- Sensitive development along the foreshore in Australind (recreational activities, cafes / restaurants, dual use paths, toilets, bbqs, seating, shade, etc).
- The foreshore to be clean and sustainable and family friendly.
- Better management of the estuary, rivers and waterways (drainage along the foreshore, weed control) - promote environmental / sustainability initiatives.
- Maintain accessibility to natural assets (coast, estuary, boat ramps, trails, bridges etc).
- I'd like to see vacant blocks and reserves / public bush areas cleared of fire risk undergrowth and dead vegetation, and rubbish collected from the bushy roadsides and estuary.
- Harvey townsite and business area needs a revamp. Lots of tired buildings. Town square.
- An annual green waste kerbside pick-up.
- Provide "nature" playgrounds rather than the traditional swings, slides, climbing frames.
- No Fracking or mining/exploration in and around established towns/communities.
- Libraries to be made larger, either by extension or new larger more up to date building.
- Be active in managing Kemerton Industries that may cause pollution.
- Restoration of Yarloop should be a priority both built and natural environment.
- Public spaces are extremely important and need long term planning. Walkways, footpaths and cycle paths need to be included in the planning.
- Developing more parks around Harvey for recreation. A dog exercise park.
- Streets and road verges be better maintained.
- Serious thought is required for traffic congestion in the Australind area. Roads too narrow, single lanes should be dual.
- More public usable open space, parks and gardens to enjoy outdoor activities (seating, shading, toilets, playgrounds, BBQ areas).
- Maintain a clean and tidy, well-maintained and well-presented appearance.



How will we get there?

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

Outcome 2.1	Heritage buildings and places are utilised, preserved and maintained.	Service Priority	Key Partners
2.1.1	Encourage the preservation of significant heritage properties and precincts within the Shire.	Moderate	HCWA
Outcome 2.2	Town centres are welcoming, well presented and development enhances their character and value.	Service Priority	Key Partners
2.2.1	Develop, review and implement Townscape Plans.	High	SWDC
2.2.2	Retain and develop partnerships with local community organisations that enhance local character.	High	
2.2.3	Continue to provide a high standard of town centre presentation and maintenance.	High	
Outcome 2.3	Land use provisions within the rural, industrial and urban areas reflect current and future needs.	Service Priority	Key Partners
2.3.1	Continue to implement integrated environmental, social and land use planning which will: <ul style="list-style-type: none"> • Minimise land use conflict; • Protect valuable agricultural land for food production; • Allow for a diverse range of agricultural, horticultural, viticultural and aquaculture pursuits; • Provide an awareness of the potential adverse impact of traditional uses on new industries; • Ensure the use of valuable irrigated land reflects the key principle of sustainable development; and • Protect significant vegetation, where possible. 	Very High	DoP, DEC, SWDC
2.3.2	Ensure compliance of rehabilitation plans for extractive industry areas.	High	

Objective 2.

We have a balanced respect for our natural assets and built environment, retaining our lifestyle values and community spirit.

Outcome 2.4 Natural assets and public open spaces are accessible, well utilised and managed.		Service Priority	Key Partners
2.4.1	Identify opportunities, with key partners, to optimise the recreational activities of our dams.	High	HW, DoW, DEC
2.4.2	Encourage developers and relevant authorities to develop and implement foreshore management plans.	High	Developers, DoW, DEC
2.4.3	Progress opportunities to increase accessibility and improve the range of amenities and infrastructure at the Leschenault Estuary.	High	DEC, DoW
2.4.4	Provide quality amenities and accessible public spaces for our community.	Very High	
2.4.5	Monitor and maintain current and future playground facilities within the Shire.	High	
Outcome 2.5 Waste recovery will minimise environmental impacts.		Service Priority	Key Partners
2.5.1	Actively pursue a new regional waste facility and in the short term, seek to extend the current license periods of existing sites.	Very High	BHRC, BWGC
2.5.2	Support a regional approach to waste management, which may include transfer stations, kerb-side collections, waste education, landfill sites and recycling facilities.	Very High	BHRC, BWGC
2.5.3	Continue to utilise existing sites for alternative waste measures.	Very High	
Outcome 2.6 Local heritage, lifestyle and eco-systems are protected and promoted.		Service Priority	Key Partners
2.6.1	Plan for the conservation and protection of areas of significant natural heritage, having regard to Council's Biodiversity Strategy.	High	DEC
2.6.2	Ensure government and relevant agencies adequately monitor and inform the community on adverse changes to the local environment resulting from industrial and other development.	High	DEC
2.6.3	Support local environmental organisations to maintain and rehabilitate natural assets.	High	PHCC, LCC, SWCC

Objective 2.

We have a balanced respect for our natural assets and built environment, retaining our lifestyle values and community spirit.

Outcome 2.7	Forests, rivers, coastline, wetlands and estuary are valued, protected and managed.	Service Priority	Key Partners
2.7.1	Improve controlled access to all of our water bodies, forests and reserves in partnership with the relevant agencies.	Moderate	DoW, DEC, HW, PHCC
2.7.2	Ensure appropriate water flows are maintained to enhance the environmental and aesthetic values of our waterways.	High	DoW, HW, PHCC
2.7.3	Partner with adjoining local governments to provide an integrated approach to mosquito management.	High	CLAG, BWGC
2.7.4	Partner with other government agencies to implement pest and weed control measures.	High	DAFWA, DEC, DoW
Outcome 2.8	Activities to mitigate the impacts of climate change are supported.	Service Priority	Key Partners
2.8.1	Implement 'Water Wise' sustainability principles.	Moderate	DoW
2.8.2	Maintain the Shire's involvement with the Peron Naturaliste partnership, in relation to risk management of coast line impacts.	High	PNP
2.8.3	Periodically undertake energy audits and investigate alternative energy programs for use on major Shire infrastructure.	High	

Social

Objective 3:

Provide a safe and welcoming community, which embraces its diversity and heritage, where everyone is valued and has the opportunity to contribute and belong.

“An integrated community with agreed and adhered to key values - respectful of diversity, tolerant of differences and welcoming of newcomers - one that values and respects youth and experience. A community that supports and relies on each other in good and bad times.”

– Member of Community



Ridley Place, Australind

What the Community told us

-
- | | |
|--|---|
| <ul style="list-style-type: none"> • Increased youth facilities and programs • Establishment of Men's Sheds • Create better community connectedness | <ul style="list-style-type: none"> • More affordable housing options • Maintain a safe and secure community • More extensive approach to outdoor recreation facilities |
|--|---|
-

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

- Engaged community members who are interested in keeping their local area pleasant, safe and culturally interesting.
- Maintain good access to quality health and disability services (social support; adequate doctors, mental health, aged services, hospital, child health, kindergartens, etc).
- Aged care and retirement housing needs to be increased with the growing aged population.
- Good public transport systems, locally for older people who can't drive anymore.
- A strong vibrant community for young families.
- Well supported, community and family focused health services. Child health nurse, mental health support, playgroups, local jobs, school communities etc.
- Continuation of support of social services in the community in conjunction with state and federal governments.
- There needs to be much more done in affordable housing, reducing crime, and social support.
- Health, education, social support will become a priority.
- Facilities in Binningup for young families with a Community centre.
- Safe and Secure place to live.
- Improved crime prevention (increased police patrols/presence; ranger services; neighbourhood watch). A 24 hour manned Police Station in Australind.
- Crime - Reduction, especially drugs.
- Better use of CCTV to reduce crime. Push on neighbourhood watch. Dob in drug dealers incentives.
- We need the Shire to be less Harvey centric. Hundreds of new houses in Australind and Leschenault.
- Annual event or festival which helps Harvey/ Australind to gain a distinctive attractive character.
- Maintain access to quality education services (high schools, TAFE, university), and improved training. A school at Binningup needs to be addressed.
- More interest in Youth, drop in centre or youth space in town of Harvey.
- Active Youth Workers providing youth activities (basketball events, adventure camping, drop in centre).
- Appropriate services to meet the needs of the changing demographics and growing communities (aged care services, child health, kindergartens etc.).
- Maintain quality sport /recreational facilities.
- Community development services to be provided by the Shire, to support volunteers and community organisations.
- Meaningful activities, facilities and training/education for youth.



Objective 3. *Provide a safe and welcoming community, which embraces its diversity and heritage, where everyone is valued and has the opportunity to contribute and belong.*

How will we get there?

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

Outcome 3.1	The community is supported by a strong volunteer base where leadership, inclusiveness and supported independence is fostered.	Service Priority	Key Partners
3.1.1	Volunteer efforts are recognised through awards and functions.	Moderate	DC, DFES
3.1.2	Continue to actively engage local community groups to understand needs, improve facilities and source grant funding.	Moderate	
3.1.3	Continue to provide facilities and services to support local community organisations.	Moderate	
3.1.4	Continue to support community events and programs.	Moderate	DC, DCA
Outcome 3.2	A safe and healthy community with a strong sense of community pride.	Service Priority	Key Partners
3.2.1	Implement the Disability Access and Inclusion Plan.	Moderate	DC
3.2.2	Implement the Community Crime Prevention and Safety Plan.	High	OCP
3.2.3	Review and implement the Sport and Recreation Plan.	High	DSR
3.2.4	Implement the Regional and Local Path Plans.	High	DoT, DSR, SWDC
3.2.5	Develop an Urban Forest Trail in Australind.	Very High	DoT, DSR
Outcome 3.3	The history of the Shire and its rich and varied cultural heritage and natural environment is valued, respected, promoted and celebrated.	Service Priority	Key Partners
3.3.1	Continue to provide facilities and support community groups, including arts, heritage and cultural groups.	Low	DCA
3.3.2	Continue to support community events and programs.	Moderate	DC
3.3.3	Places of cultural significance are recognised and respected.	Moderate	DCA
3.3.4	Continue to liaise with relevant indigenous groups, as appropriate.	High	SWALSC, DIA
3.3.5	Develop and implement aboriginal engagement protocols in liaison with the local aboriginal community.	High	SWALSC, DIA

Objective 3. *Provide a safe and welcoming community, which embraces its diversity and heritage, where everyone is valued and has the opportunity to contribute and belong.*

Outcome 3.4	Services, infrastructure and facilities continue to meet community needs.	Service Priority	Key Partners
3.4.1	Continue to monitor the needs of the community, to ensure access to appropriate services and facilities.	High	HACC
3.4.2	Investigate opportunities to better engage our youth, through improved access to services, facilities and programs.	High	DC, HHS, ASHS, Lot 208 Inc. Leos Club
3.4.3	Develop the Leschenault Recreation Park Sports Facility.	Very High	DSR
3.4.4	Complete the Harvey Community Precinct Study.	Very High	DoP
3.4.5	Lobby State Government, industry and education providers to maintain and enhance education and training services and facilities, in particular the Harvey Senior High School and Primary school, provision of a Binningup Primary School and future second High School in Australind..	Moderate	MLC, MLA, DoE, HHS. ASHS
3.4.6	Continue to maintain and enhance the recreation centres to service a wide range of the community.	Very High	DSR
3.4.7	Facilitate and support expansion of Aged Person's accommodation and facilities.	High	DoH
3.4.8	Continue to provide and support Senior Citizen Centres and seniors activities, in accordance with lease provisions.	Moderate	HSC, ASC
Outcome 3.5	Affordable, diverse and quality accommodation options for both residential and business use.	Service Priority	Key Partners
3.5.1	Encourage joint venture and private partners to deliver affordable housing (for example, the Brunswick River Cottages).	Moderate	DoH, Housing Providers, Builders
3.5.2	Provide a planning framework that accommodates diverse living and commercial opportunities.	Flagship	DoP
3.5.3	Facilitate and support expansion of Aged Person's accommodation and facilities.	High	DoH

Objective 3.

Provide a safe and welcoming community, which embraces its diversity and heritage, where everyone is valued and has the opportunity to contribute and belong.

Outcome 3.6	A local transport network that ensures equity of access across the community to a safe standard.	Service Priority	Key Partners
3.6.1	Provide a safe standard of roads and ancillary infrastructure.	Very High	DoT, MRWA
3.6.2	Lobby for improved public transport services, including connecting into existing transport networks.	High	DoT, MRWA
3.6.3	Lobby for state and federal funding for road infrastructure.	High	MHR, MLC, MLA

Civic Leadership

Objective 4:

Strong civic leadership representing the whole of the Shire which engages in effective partnerships and reflects the aspirations of an engaged community.

“The future is strong providing the Shire keeps looking forward and is innovative and looks outside the square.”

– Member of Community



Shire of Harvey, Australind Council Chambers

- **Community development initiatives**
- **Increase support for volunteers and volunteer organisations**
- **Youth leadership**
- **Council development**

- The diverse character of the Shire is a big plus, however there is no natural relationship between Harvey and Australind. They have different needs.
- Effective and equal representation between different areas (rural and urban, ward system).
- Approachable and adaptable Councillors. Continuation of community consultation eg surveys and community meetings.
- Transparent, open and accountable, strong ethics. It would be great if Council was more representative of the community in terms of age (more young people) sex, ethnic background, employment.
- Valued attributes of the Shire include forward thinking, innovative, visionary, flexible, strong leadership and professional.
- Be involved, listen to people, fix things when they need to be fixed for the community.
- By having a local office in Australind the shire is moving ahead with the times and will no doubt progress with the times.
- While there are many diverging views on amalgamation with surrounding local governments, there is strong support for increased collaboration and sharing of resources and services with surrounding local governments.
- Our current structure works well and should continue in this shape. It has an important role in providing services as well as negotiating with State bodies for ongoing resourcing.
- Same - proactive, encourage development especially new businesses to maximise job opportunities.
- Better sharing/planning/cost reduction, with neighbouring Councils.
- Focus on diversifying our economy and improving residents' sense of belonging.
- Local Government should be highly efficient and streamlined.
- Financial stability important.
- Listen to the community, better community engagement, keep the community well informed.
- Improve the communication with ratepayers to include more of an online presence.



Objective 4. Strong civic leadership representing the whole of the Shire which engages in effective partnerships and reflects the aspirations of an engaged community

How will we get there?

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

Outcome 4.1	A long term strategically focused Shire that is efficient, respected and accountable.	Service Priority	Key Partners
4.1.1	Implement the Integrated Planning and Reporting Framework including the Long Term Financial Plan, Workforce Plan, Asset Management Plans and Corporate Business Plan.	Very High	DLG
4.1.2	Continue to engage the community through annual community meetings around the Shire.	High	
Outcome 4.2	Services and infrastructure are provided with a customer focus and reflect the needs of the Shire's residents.	Service Priority	Key Partners
4.2.1	Implement and monitor the Shire of Harvey customer service charter including customer feedback mechanisms.	Moderate	
4.2.2	Maintain, review and ensure relevance of Council's policies and local laws.	Moderate	
4.2.3	Investigate 'smart' technologies to improve service provision.	High	
Outcome 4.3	Good business performance and quality service delivery within the regulatory framework continues to be provided.	Service Priority	Key Partners
4.3.1	Implement and review the Workforce Plan, including a staff recruitment and retention program.	Very High	
4.3.2	Provide professional development and training for staff.	Moderate	WALGA, LGMA
4.3.3	Provide elected member training and development and host 'potential councillor information sessions' prior to elections.	High	WALGA,
4.3.4	Monitor and ensure compliance with the regulatory framework for local government business.	Very High	DLG
4.3.5	Promote programs which encourage greater elector participation in local government elections.	Moderate	DLG, WALGA, WAEC

Objective 4.

Strong civic leadership representing the whole of the Shire which engages in effective partnerships and reflects the aspirations of an engaged community

4.3.6	Revise and implement the Shire's Asset Management Plans.	Very High	
4.3.7	Monitor the community's administration needs and location of the Shire Offices.	Moderate	
Outcome 4.4	A well informed, connected and engaged community that actively participates.	Service Priority	Key Partners
4.4.1	Provide opportunities for the community to engage with Councillors and Staff.	Moderate	
4.4.2	Develop and regularly review a Community Engagement and Communications Policy.	High	
4.4.3	Promote a positive public image for the Council through appropriate marketing activities and high standards of customer service.	Very High	
Outcome 4.5	The revenue needs of the Shire are managed in an equitable, proactive and sustainable manner.	Service Priority	Key Partners
4.5.1	Maximise Shire grant funding.	High	RDL, DSR, DFES, MRWA, DC
4.5.2	Monitor and develop new revenue streams.	Moderate	
4.5.3	Review rating strategies.	High	
Outcome 4.6	Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.	Service Priority	Key Partners
4.6.1	Participate in and seek collaborative resource sharing opportunities.	Moderate	BWGC
4.6.2	Nurture strategic alliances with major industry groups and government agencies.	Moderate	BWEA, SWDC

Objective 4.

Strong civic leadership representing the whole of the Shire which engages in effective partnerships and reflects the aspirations of an engaged community

Outcome 4.7	Maintain appropriate emergency services and planning.	Service Priority	Key Partners
4.7.1	Promote training and development of emergency services personnel.	High	DFES
4.7.2	Investigate and obtain funding to support the appointment of specialist emergency services staff.	High	DFES
4.7.3	Monitor funding opportunities and obtain funding for emergency services, including an emergency service hub and career fire fighting services at Australind.	High	DFES
4.7.4	Ensure an equitable level of funding is provided by the Emergency Services Levy to the Shire's emergency services.	High	DFES
4.7.5	Pursue the provision of improved emergency service access through the construction of a second road access to Binningup.	Moderate	DFES, DoP
4.7.6	Support the Local Emergency Management Committee (LEMC).	Moderate	WAP, DFES
4.7.7	Maintain the Local Emergency Management Plan for the Shire and develop plans for the needs of specific areas.	Moderate	DFES



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 2016 audited Annual Financial Report reflected the following Shire resource profile as at 30 June 2016.

Resource	Level
Workforce	146 FTE
Infrastructure Assets	\$350,879,616
Property, Plant and Equipment	\$121,751,124
Cash Backed Reserves	\$16,513,935
Other Restricted Cash	\$2,071,264
Borrowings	\$1,769,837
Annual Rates Revenue	\$17,089,892
Annual Operating Revenue	\$30,678,050
Annual Operating Expenditure	\$29,502,309

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 below population increase
Infrastructure Assets	Increasing above 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 and inflation
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 Harvey 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.



Who will influence our Success

The Shire's ability to achieve our desired outcomes is influenced by other levels of government. The table below lists the outcomes and the various levels of government which may have significant influence on the Shire's ability to achieve these outcomes. Where the achievement of an outcome is primarily influenced by Shire strategies and actions no other level of government is indicated. A reference to Region is a reference to regional collaboration.

	Outcomes	Region	State	Federal
ECONOMIC	1.1 Increased planning and opportunities for diverse socially and environmentally responsibility commercial, agricultural and industrial enterprises, and residential development.	○	○	
	1.2 Develop the Shire as a tourist destination based on the Shire's distinct characteristics and natural assets and qualities.	○	○	
	1.3 A range of employment, education and training opportunities that will attract a diverse workforce.	○	○	○
	1.4 Essential services and infrastructure are available to support the growing community and local economy.		○	
	1.5 Irrigation areas and water supply are protected, preserved and strategically enhanced.		○	
ENVIRONMENT	2.1 Heritage buildings and places are utilised, preserved and maintained.		○	
	2.2 Town centres are welcoming and well-presented and development enhances their character and value.			
	2.3 Land use provisions within the rural, industrial and urban areas reflect current and future needs.	○	○	
	2.4 Natural assets and public open spaces are accessible, well utilised and managed.		○	
	2.5 Waste recovery will minimise environmental impacts.	○	○	
	2.6 Local heritage, lifestyle and eco-systems are protected and promoted.		○	
	2.7 Forests, rivers, coastline, wetlands and estuary are valued, protected and managed.		○	
	2.8 Activities to mitigate the impacts of climate change are supported.	○	○	○
SOCIAL	3.1 The community is supported by a strong volunteer base.			
	3.2 A safe and healthy community with a strong sense of community pride.			
	3.3 The history of the Shire and its rich and varied cultural heritage and natural environment is valued, respected, promoted and celebrated.		○	
	3.4 Services, infrastructure and facilities continue to meet community needs.		○	
	3.6 Affordable, diverse and quality accommodation options for both residential and business use.		○	
	3.7 A local transport network that ensure equity of access across the community to a safe standard.	○	○	
CIVIC LEADERSHIP	4.1 A long term strategically focused Shire that is efficient, respected and accountable.			
	4.2 Services and infrastructure are provided with a customer focus and reflect needs of the Shire's residents.			
	4.3 Good business performance and quality service delivery within the regulatory framework continues to be provided.		○	
	4.4 A well informed, connected and engaged community that actively participates.			
	4.5 The revenue needs of the Shire are managed in an equitable, proactive and sustainable manner.		○	○
	4.6 Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.	○	○	○
	4.7 Maintain appropriate emergency services and planning.		○	



Strategic Risk Management

Shire of Harvey Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		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 Harvey 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 Harvey 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. These objectives will be measured by both quantifiable and non-quantifiable outcomes. 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 (2019) and a major review every four years (2021).

	Objectives		Outcomes	Key Indicators
ECONOMIC	<i>To be a diverse and innovative economy supporting a range of local employment opportunities.</i>	1.1	Increased planning and opportunities for diverse socially and environmentally responsible commercial, agricultural and industrial enterprises, and residential development.	Number of building licenses issued.
		1.2	Develop the Shire as a tourist destination based on the Shire's distinct characteristics and natural assets and qualities.	Visitor centre numbers.
		1.3	A range of employment, education and training opportunities that will attract a diverse workforce.	Level of unemployment. Number of education facilities.
		1.4	Essential services and infrastructure are available to support the growing community and local economy.	Number of development applications.
		1.5	Irrigation areas and water supply are protected, preserved and strategically enhanced.	Continued access to water supplies.
ENVIRONMENT	<i>We have a balanced respect for our natural assets and built environment, retaining our lifestyle values and community spirit.</i>	2.1	Heritage buildings and places are utilised, preserved and maintained.	The condition and usage rate of heritage assets.
		2.2	Town centres are welcoming, well presented and development enhances their character and value.	Community and visitor satisfaction levels. Number of documented complaints.
		2.3	Land use provisions within the rural, industrial and urban areas reflect current and future needs.	Number of development applications.
		2.4	Natural assets and public open spaces are accessible, well utilised and managed.	Community and visitor satisfaction levels. Number of documented complaints.
		2.5	Waste recovery will minimise environmental impacts.	Quantity of waste (recyclables) diverted from landfill.
		2.6	Local heritage, lifestyle and eco-systems are protected and promoted.	Progress to implementation of relevant plans.
		2.7	Forests, rivers, coastline, wetlands and estuary are valued, protected and managed.	Progress to implementation of relevant plans.
		2.8	Activities to mitigate the impacts of climate change are supported.	Number of environmental related initiatives implemented.



Measuring Our Success

	Objectives		Outcomes	Key Indicators
SOCIAL	<i>Provide a safe and welcoming community, which embraces its diversity and heritage, where everyone is valued and has the opportunity to contribute and belong.</i>	3.1	The community is supported by a strong volunteer base.	Number of active volunteer groups.
		3.2	A safe and healthy community with a strong sense of community pride.	Number of police incidents related to households. Number of community events.
		3.3	The history of the Shire and its rich and varied cultural heritage and natural environment is valued, respected, promoted and celebrated.	Number of community events.
		3.4	Services, infrastructure and facilities continue to meet community needs.	Number of documented complaints.
		3.5	Affordable, diverse and quality accommodation options for both residential and business use.	Number of dwellings and commercial premises constructed. Median house price.
		3.6	A local transport network that ensures equity of access across the community to a safe standard.	Length of roads and paths added. The assessed condition of roads. Progress to implementation of relevant plans.
CIVIC LEADERSHIP	<i>Strong civic leadership representing the whole of the Shire which engages in effective partnerships and reflects the aspirations of an engaged community.</i>	4.1	A long term strategically focused Shire that is efficient, respected and accountable.	Compliance with IPR framework. Adoption of Compliance Return.
		4.2	Services and infrastructure are provided with a customer focus and reflect the needs of the Shire's residents.	Number of documented complaints.
		4.3	Good business performance and quality service delivery within the regulatory framework continues to be provided.	Compliance with regulatory requirements. Progress to implementation of relevant plans.
		4.4	A well informed, connected and engaged community that actively participates.	Attendance at community meetings. Number of nominations for Council vacancies.
		4.5	The revenue needs of the Shire are managed in an equitable, proactive and sustainable manner.	Financial ratios within target.
		4.6	Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.	The level of Regional participation.
		4.7	Maintain appropriate emergency services and planning.	Number of BFB and SES volunteers. Progress to implementation of relevant plans.



Acronyms

The following acronyms have been used within this document.

	Name	Web Contact
ACC	Australian Caravan Club	www.australiancaravanclub.com.au
AIS	Australind Information Service	
Alinta	Alinta Energy	www.alintaenergy.com.au
ASC	Australind and Districts Senior Citizens Club	
ASHS	Australind Senior High School	www.australind.wa.edu.au
BHRC	Bunbury Harvey Regional Council	www.bhrc.wa.gov.au
BWEA	Bunbury Wellington Economic Alliance	
BWGC	Bunbury Wellington Group of Councils	
CLAG	Contiguous Local Authority Group	
DAFWA	Department of Agriculture and Food	www.agric.wa.gov.au
DC	Department for Communities	www.communities.wa.gov.au
DCA	Department of Culture and the Arts	www.dca.wa.gov.au
DEC	Department of Environment and Conservation	www.dec.wa.gov.au
DFES	Department of Fire and Emergency Services	www.dfes.wa.gov.au
DIA	Department of Indigenous Affairs	www.dia.wa.gov.au
DLG	Department of Local Government	www.dlg.wa.gov.au
DoE	Department of Education	www.det.wa.edu.au
DoH	Department of Housing	www.housing.wa.gov.au
DoHA	Department of Health and Ageing	www.health.gov.au
DoP	Department for Planning	www.planning.wa.gov.au
DoT	Department of Transport	www.transport.wa.gov.au
DoW	Department of Water	www.water.wa.gov.au
DSR	Department of Sport and Recreation	www.dsr.wa.gov.au
DTWD	Department of Training and Workforce Development	www.training.wa.gov.au
HACC	Harvey Home and Community Care	www.harveygroup.com.au
HCWA	Heritage Council of WA	www.hc.wa.gov.au
HD	Health Department of WA	www.health.wa.gov.au
HH	Harvey Hospital	www.health.wa.gov.au
HHS	Harvey Senior High School	www.det.wa.edu.au
HSC	Harvey Senior Citizens Centre	
HVC	Harvey Visitors Centre	www.harveytourism.com
HW	Harvey Water	www.harveywater.com.au
LC	LandCorp	www.landcorp.com.au
LCC	Leschenault Catchment Council	www.leschenaultcc.org.au
LGMA	Local Government Managers Association	www.lgmawa.org.au
MHR	Member of House of Representatives (Forrest)	www.parliament.wa.gov.au
MLA	Member Legislative Assembly	www.parliament.wa.gov.au
MLC	Member Legislative Council	www.parliament.wa.gov.au
MRWA	Main Roads	www.mainroads.wa.gov.au



Acronyms

	Name	Web Contact
OCP	Office of Crime Prevention	www.crimeprevention.wa.gov.au
Optus	Optus	www.optus.com.au
PHCC	Peel Harvey Catchment Council	www.peel-harvey.org.au
PNP	Peron Naturaliste Partnership	www.peronnaturaliste.org.au
RDL	Department of Regional Development and Lands	www.rdl.wa.gov.au
RAC	Royal Automobile Club	www.rac.com.au
RDA	Regional Development Authority	www.rdasouthwest.com.au
SBC	Small Business Centre – Bunbury Wellington	www.sbcbw.asn.au
SWALSC	South West Aboriginal Land and Sea Council	www.noongar.org.au
SWCC	South West Catchments Council	www.swccnrm.org.au
SWDC	South West Development Commission	www.swdc.wa.gov.au
Telstra	Telstra Corporation	www.telstra.com.au
TWA	Tourism WA	www.westernaustralia.com
WAEC	WA Electoral Commission	www.waec.wa.gov.au
WALGA	Western Australian Local Government Association	www.walga.asn.au
WAP	WA Police Department	www.police.wa.gov.au
WC	Water Corporation	www.watercorporation.com.au
WPC	Western Power Corporation	www.westernpower.com.au



References and Acknowledgements



We thank the people of the Shire of Harvey 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 Harvey Strategic Community Plan 2017-2027 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 the preparation of the plan.

- Shire of Harvey Community Engagement Report of Findings - May 2017
- Shire of Harvey website www.harvey.wa.gov.au
- Harvey Visitor Centre website www.harveytourism.com
- Australian Bureau of Statistics www.abs.gov.au
- Shire of Harvey Community Profile (profile.id)
- Shire of Harvey Community Forecast (forecast.id)
- Shire of Harvey Strategic Plan 2013 to 2023

