



SHIRE OF
HARVEY

Strategic Community Plan

2021-2031





Acknowledgement of Country

The Shire of Harvey acknowledges the traditional custodians of the land and their continuing connection to land, waters and community. We pay our respects to all members of the Aboriginal communities and their cultures; and to Elders both past, present and emerging.

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OUR VISION

Together, towards an even better lifestyle.

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.

Message from the Shire President and CEO

We are proud to present the Shire of Harvey's Strategic Community Plan 2021-2031.

This Plan acknowledges and celebrates the many diverse voices of our community and provides a clear roadmap for the future that defines the priorities we will need to focus on over the next ten years.

Various methods of consultation were undertaken to engage and listen to your aspirations for the future and these have been represented and considered as part of this Plan.

We would like to thank everyone who took the time to share their ideas and opinions during the consultation period. Almost 1,000 community members responded to the Shire's MARKYT Community Scorecard survey, which was distributed in December 2020. The insight gained from this survey has helped inform future projects, activities and decisions that will allow us to meet the community's aspirations.

You have told us that the Shire of Harvey is a great place to live and visit, and that you value many of our services such as the libraries and recreation centres. Moving forward, you've asked that we channel our energies into areas such as youth services and crime prevention and to invest more into local roads, cycle ways, playgrounds and parks, to name a few.

We also need to give consideration to wider trends and challenges like population growth, environmental and climate issues and the residual economic and social impacts of COVID-19, all of which will influence the direction the Shire will take in the coming years.

As we move to implement this Plan we look forward to collaborating with you and encourage you to get involved as we provide more opportunities to participate. This will help us ensure the actions, projects and services outlined in this Plan can be delivered in line with the community's aspirations.

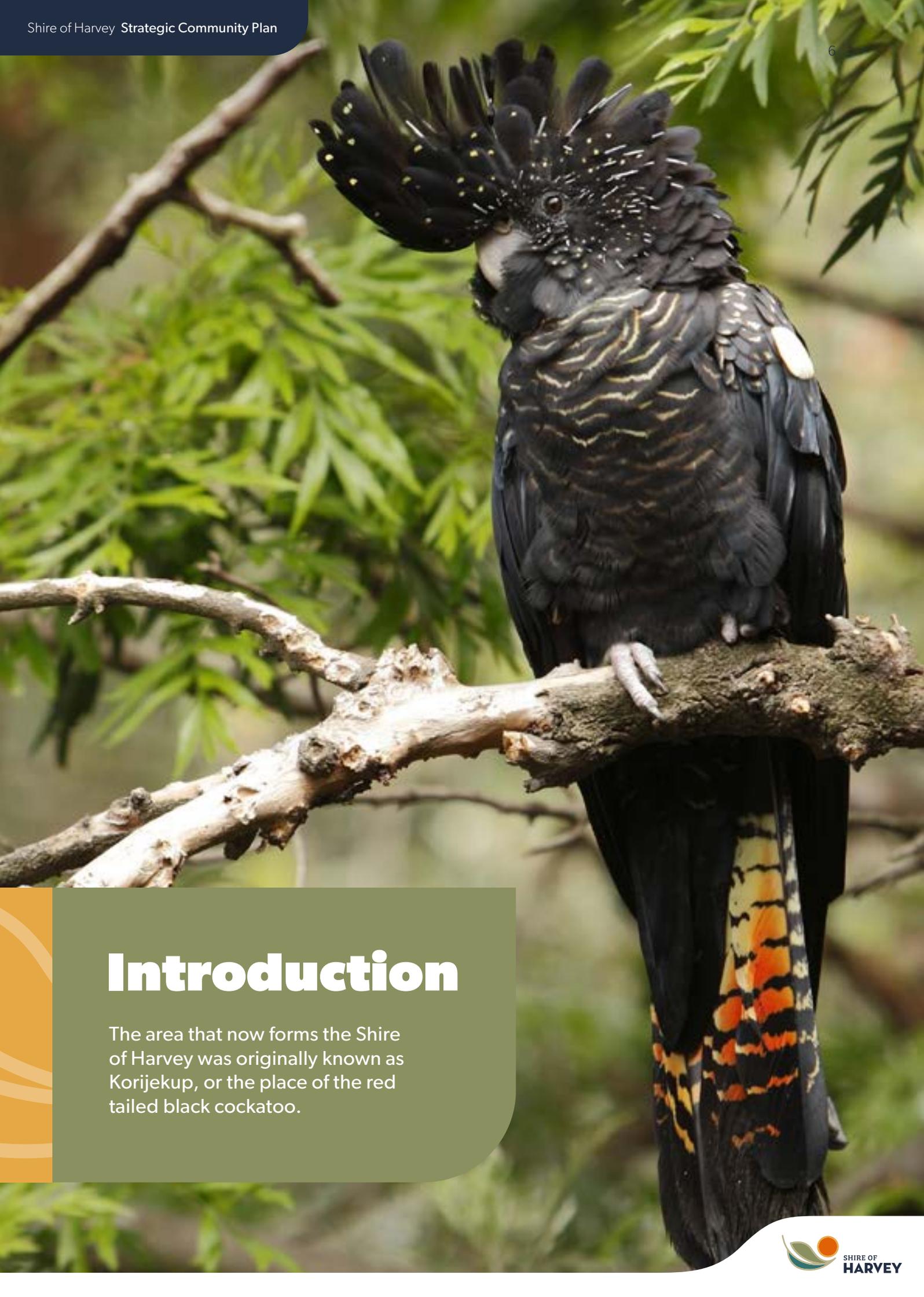
Thank you to everyone who has contributed to this important Plan for our future. It's strength lies in the community that is behind it, and we hope you can join us as we work towards an even better lifestyle.



Cr Paul Gillett
SHIRE PRESIDENT



Annie Riordan
CHIEF EXECUTIVE OFFICER



Introduction

The area that now forms the Shire of Harvey was originally known as Korijekup, or the place of the red tailed black cockatoo.



Our History

There are many other Aboriginal names for settlements in the Shire, including Myalup (the place of the paperbark tree), Benger (swamp), Cookernup (the place of the swamp hen cooki) and Binningup (originally Bindinup, or place of Bindin, a local Aboriginal).

European settlement commenced in the 1840's when an agricultural land settlement scheme at Port Leschenault (named after botanist Jean Baptiste Leschenault de la Tour) was set up with the intention of breeding horses for the Indian Army. The area was later renamed Australind, a contraction of Australia and India. When this scheme collapsed, many of the early settlers relocated to the Brunswick River area (thought to be named after the Duke of Brunswick) where land and soil conditions were more suited to agriculture. The Harvey River was named by Sir James Stirling after Admiral Sir John Harvey and its fertile soils also attracted settlers. The township of Harvey was established in the 1890's, 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, later to be replaced by the Harvey Dam in 2002.

Famed children's author May Gibbs (creator of Snugglepot and Cuddlepie) lived in the Harvey locality in 1885 and it is believed she drew much of her inspiration for her stories and illustrations from her experiences there.

Our Shire Now

Located about 140 kilometres south of Perth, the Shire of Harvey covers a land mass of 1,766km² and consists of 42 kilometres of pristine Indian Ocean coastline.

It has six distinct districts – Australind, Coastal (Binningup and Myalup), Harvey, Leschenault, Rural North (Yarloop and Cookernup) and Rural South (Brunswick Junction and Roelands). It's known for the diversity of its environment, with tracts of Jarrah forests, rivers, the Leschenault estuary, Harvey, Stirling and Logue Brook dams, unspoilt beaches, rolling hills and fertile agricultural land.

Local industries include dairy, beef, horticulture, mining, commerce, vineyards, citrus, export beef abattoir, silicone smelter, pigment plant, orange juice and milk factory, boutique cheese factory, light engineering and the Binningup Desalination Plant.

The Shire prioritises balancing its natural assets with the need to support economic growth. It's a region known for its sense of freshness, with fresh produce, fresh water, a clean and green landscape abounding with nature's goodness. It's also becoming a regional leader in light industry, with further development of the Kemerton and Treendale Industrial Parks and has experienced significant residential development in recent years.

Our Community

To adequately plan, the Shire must understand its current population demographics and anticipated population growth. Other factors that need to be considered include economic fluctuations and environmental trends, as well as social and community needs.

Social



1,766 km²

Total area



42 km

Coastline



140 km

Distance from Perth



27,975*

People living in the Shire of Harvey



2.2%*

Aboriginal and Torres Straight Islanders



38*

Median Age



27%*

Residents born overseas



\$1,553*

Median weekly household income



16

Schools



4

Libraries



2

Leisure and Recreation Centres



2

Swimming Pools



43%*

Households have a mortgage



11,379

Dwellings



64%

Waste diverted from landfill

Our Community

Economic



1,579*

Local businesses



8,627

Local jobs



7.7%*

Unemployment rate

Top Employing Industries



Manufacturing

(mining and food)



Education

(primary and secondary)



Agriculture

(fruit & vegetables, dairy & beef)



\$4 billion

Output



14%

South West output



3rd largest

contributor to regional output after Bunbury and Busselton



\$2.4 billion

Value of exports



23%

South West exports



\$369,000*

Median housing value



\$21,877,333

Rates income from 12,583 rateable properties

Sources

*ABS Census 2016, +.idcommunity, # REIWA

Integrated Planning and Reporting Framework

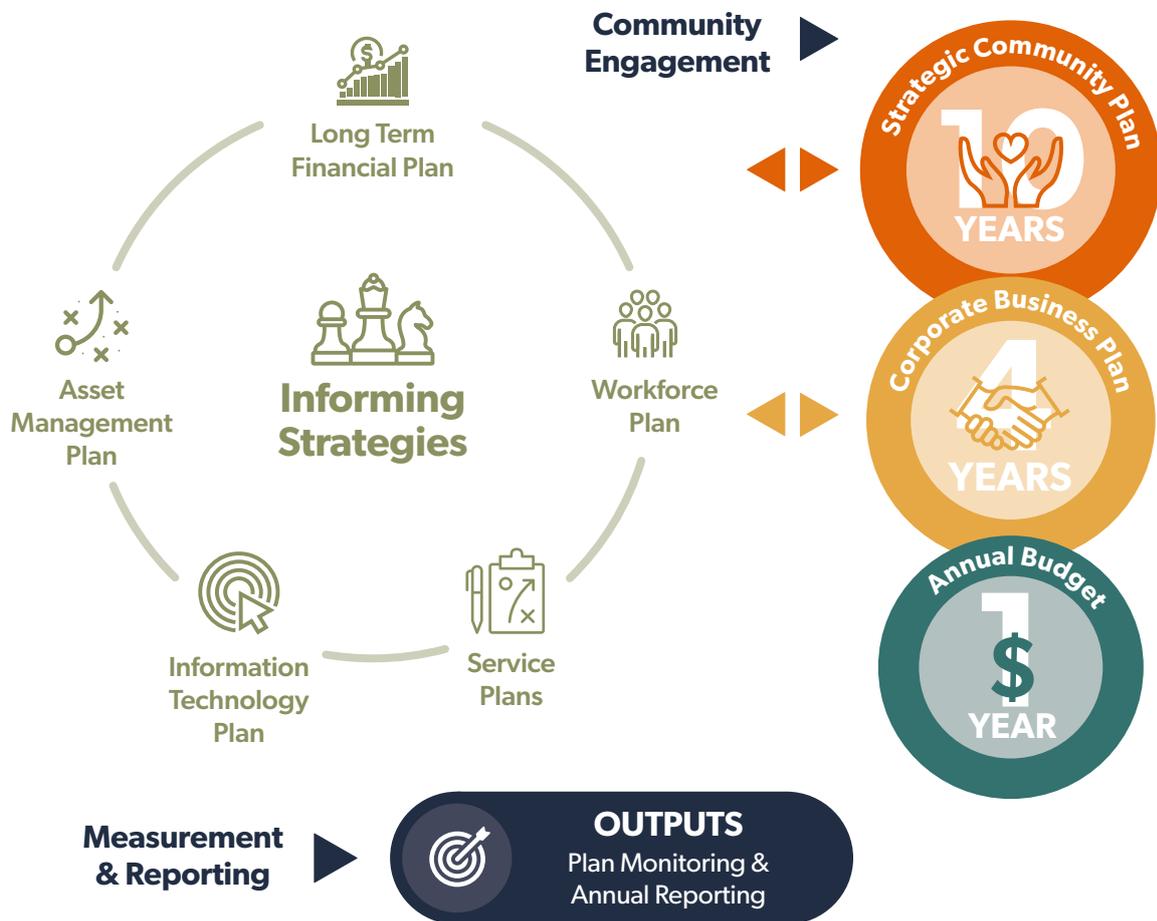
The Local Government (Administration) Regulations 1996 legislated an integrated framework for corporate planning and reporting. This framework provides local governments with the mechanism for translating community aspirations and priorities into operational objectives, and for tracking progress in delivering on those objectives.

The principle guiding documents relevant to this framework are the Strategic Community Plan and the Corporate Business Plan.

The Strategic Community Plan sets the strategic direction for the Shire that reflects the aspirations, goals and priorities of the community.

The Corporate Business Plan is an operational document that outlines the major projects and resources (financial, assets and workforce) required to meet the community’s aspirations. It also guides, and is guided by, the development of issue specific strategies, which in turn inform Service Area Plans and the Annual Budget.

Measurement, assessment and reporting are also logically part of the planning process and are critical components of the continuous improvement cycle. Progress towards the Shire’s strategic goals and objectives is reported on in the Annual Report.



// These plans ensure all staff are working towards achieving the goals of the Strategic Community Plan.



Integrated Planning and Reporting Framework

Informing Plans

Long Term Financial Management Plan

This 10-year plan brings the budget, resourcing and asset management components together and is reviewed annually. It also models a number of scenarios in the context of constraints faced in the long term, providing a sound basis for financial decision-making.

Workforce Management Plan

This plan outlines how the Shire will ensure it has the staff with the skills to deliver the agreed outcomes over the next 10 years.

Asset Management Plan

This plan provides detailed information on the type and condition of the Shire's assets and their expected maintenance and renewal requirements.

Service Area Plans

Developed alongside the Corporate Business Plan, Service Area Plans are annual plans that allocate responsibilities, timeframes and resources (financial and workforce) for implementation of prioritised actions and projects. They also describe core services and key performance indicators that are reported on a quarterly basis. These plans ensure all staff are working towards achieving the goals of the Strategic Community Plan.

Risk Management Plan

Risk management is an integral part of business planning and an essential element of sound corporate governance. The Risk Management Plan will minimise the impact of identified risks, thereby improving the Shire's overall performance and its ability to deliver outcomes for the community.

Local Area Planning

The Shire of Harvey recognises that a 'one size fits all' does not effectively meet the challenges of providing services to geographically and socially distinct communities.

To address this, the Shire has introduced Local Area Planning as a strategy to help it plan for future growth and community service provision at the local level. This approach ensures that the infrastructure and services provided are able to be tailored to meet the differing requirements of the community. Six broader districts have been identified – Australind, Coastal, Harvey, Leschenault, Rural North and Rural South.

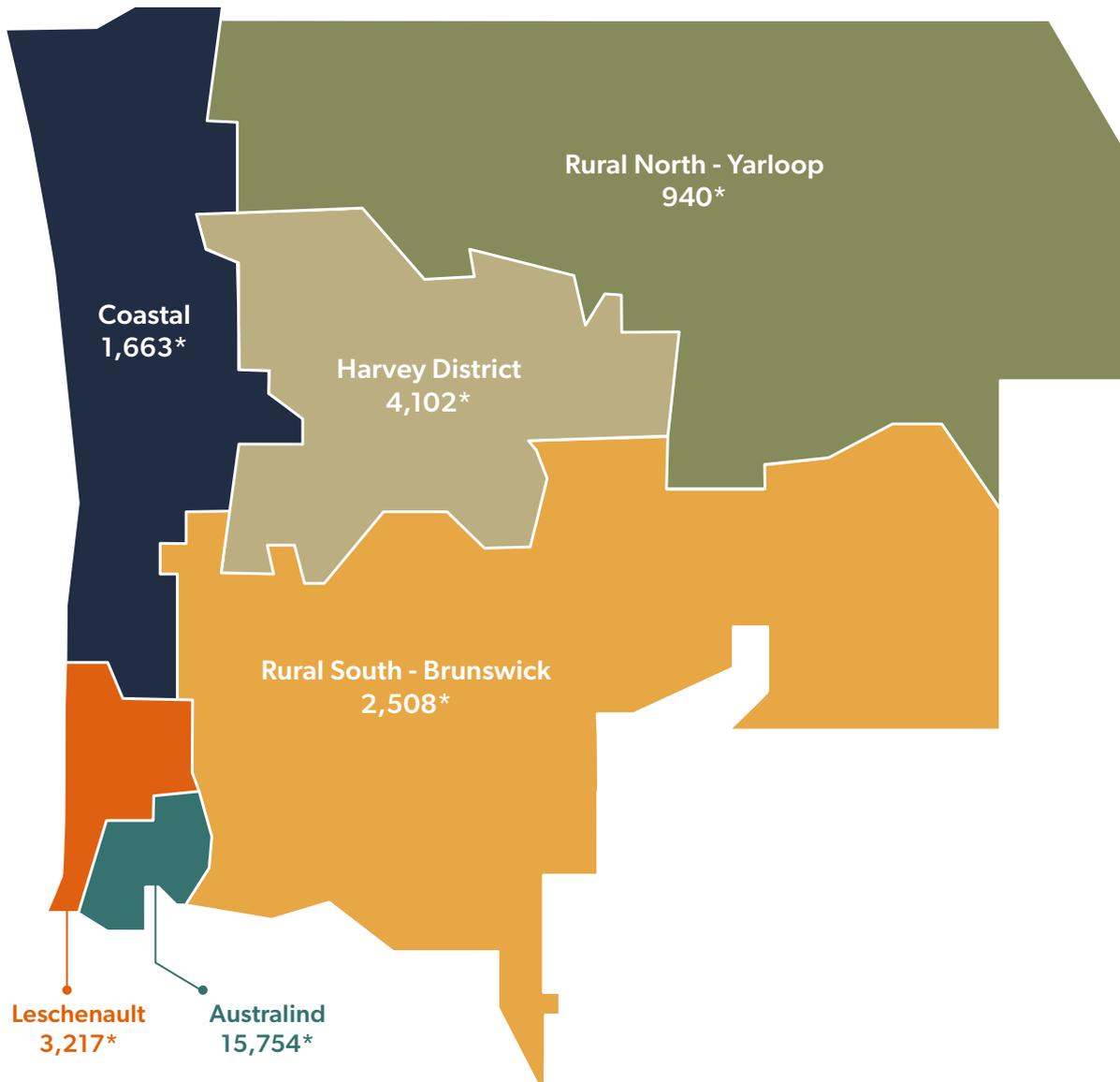
Local Area Planning involves local community members working together with the Council to identify goals and issues specific to their community. Place Advisory Groups have been established for each district that are made up of local community members, Shire staff and Councillors. Meetings are held quarterly and provide the forum for an exchange of information and decision-making on local issues by community representatives and the Shire.



“ This approach ensures that the infrastructure and services provided are able to be tailored to meet the differing requirements of the community.

Local Area Planning

District Map



Coastal

Binningup and Myalup townsites and Parkfield

Rural North

Yarloop, Cookernup and Hoffman

Rural South

Brunswick Junction, Roelands, Benger, Beela, Wellesley and Mornington

Harvey District

Harvey, Uduc, Wokalup, Warawarrup

Australind

Leschenault

*2020 ABS Estimate of Residential Population

About this Plan

The Shire of Harvey's Strategic Community Plan (the Plan) is the principal strategic guide for future planning and activities over the next 10 years and will ensure the Shire focuses on the priorities set by the community.

The Strategic Community Plan 2021-2031:

- Describes the community's vision for the future and the values that underpin everything the Shire does;
- outlines the program of community engagement that helped us to understand the community's aspirations and priorities;
- maps out the strategic direction, goals and objectives under five areas – Diversified Economy, Connected Communities, Protected Natural Environment, Sustainable Built Environment and Effective Civic Leadership;
- provides an overview of key trends, challenges and opportunities that will shape the future;
- identifies some of the key State and Federal Government plans and policies that will influence the Shire's work;
- broadly outlines the resources needed to implement this 'plan for the future'; and
- describes how the Shire plans to measure and report on its achievements.

How we developed the Plan



The Strategic Community Plan 2021-2031 was developed through the following process:

- Community engagement undertaken via an online and paper survey.
- Results of the survey workshopped further with senior Shire staff, Councillors and Place Advisory Group members.
- Executive and Council provided input into developing the goals and objectives under each of the four strategic directions.
- Draft Plan reviewed and endorsed by Council to go to public comment.
- Draft Plan available for public comment.
- Final draft incorporating public feedback endorsed by Council for adoption.



About this Plan

How the Plan will be used

The Strategic Community Plan will be used by the Shire in a number of ways, including:

- Influencing how the Shire uses its resources to deliver services to the community by guiding Council priority-setting and decision-making.
- Being a tool to inform the decision-makers from other agencies and organisations, including the State Government.
- Providing a rationale to pursue grants and other resources by demonstrating how specific projects align with the strategic direction of the Shire.
- Being a mechanism to engage local businesses, community groups and residents and to inform potential investors and developers.

How the Plan is implemented, monitored and reviewed

To implement the Strategic Community Plan, the priorities outlined in it are translated into services and projects that will be delivered to the community. This more detailed level of planning can be found in the Corporate Business Plan and associated Annual Budget. The key performance indicators identified in the Corporate Business Plan will be collected and reviewed annually. This information will be used to monitor progress in achieving the strategic objectives and will be published in the Annual Report.

Review Schedule

Whilst a 10-year timeframe has been set, the Plan is not static and must be reviewed regularly to ensure the priorities remain relevant. At a minimum, the Plan is reviewed every two years, alternating between a minor (desktop) review and a major review (consisting of comprehensive community engagement using a variety of methods and platforms). Because the Plan is continuously looking ahead to a 10-year horizon, this ensures that the best decisions are made in the short to medium term.

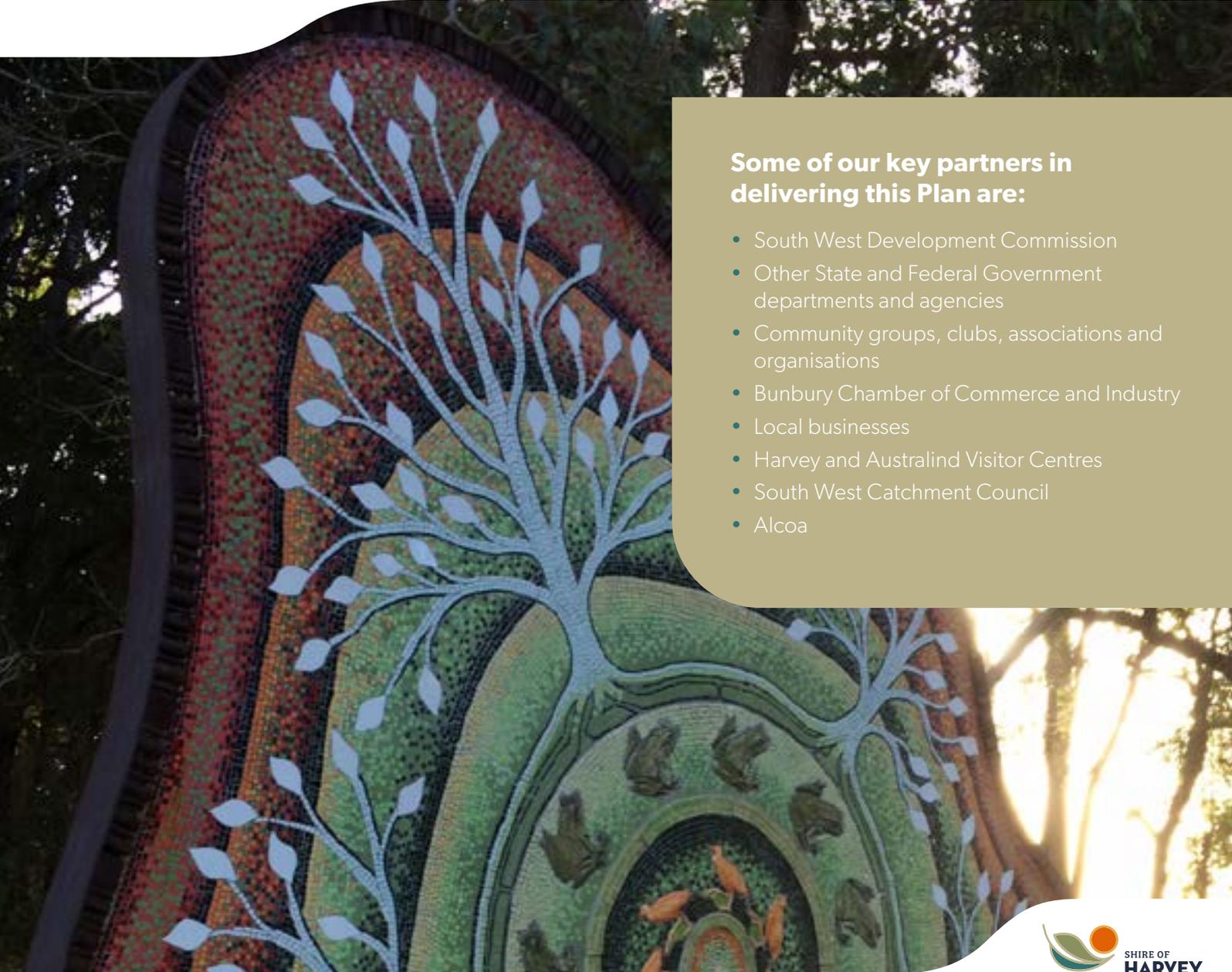
Next minor (desktop) review
2023-2024

Next major review
2025-2026

Local Government Control and Influence

The Shire of Harvey must work within its legislative, financial and workforce resources. This means the Shire's level of influence outside of its physical local government boundary and legislative provisions lessens its ability to control outcomes in certain areas.

Where objectives cannot be achieved by local government alone, the Shire identifies and nurtures partnerships with community groups, businesses and other levels of government. It also actively advocates with other stakeholders to ensure the aspirations of its community are at the forefront of any major projects or developments being proposed.



Some of our key partners in delivering this Plan are:

- South West Development Commission
- Other State and Federal Government departments and agencies
- Community groups, clubs, associations and organisations
- Bunbury Chamber of Commerce and Industry
- Local businesses
- Harvey and Australind Visitor Centres
- South West Catchment Council
- Alcoa

Local Government Control and Influence

Informing State and Federal Government Plans and Strategies:

State Planning Strategy 2050; WA COVID Recovery Plan; Waste Avoidance and Resource Recovery Strategy 2030; Bunbury-Geopraphe Sub-Regional Strategy; Diversify WA Economic Development Framework; WA Cultural Infrastructure Framework 2030+; Bunbury-Wellington Cycling Strategy 2050; Healthy By Design Guidelines; South West Development Commission Strategic Plan 2021-2023; SD6 – Strategic Directions for the Western Australian Sport and Recreation Industry 2016-2020.

Commitment to core services

The Shire holds an ongoing commitment to delivering core services, alongside working towards achieving the community’s wider aspirations for the future.

Some core local government services include:

- Waste management
- Road maintenance
- Community infrastructure and asset management
- Environmental health and Ranger services
- Recreation and library services
- Planning and building services

Role of the Shire of Harvey

The Shire of Harvey exists to provide, facilitate and advocate for services, infrastructure and facilities to improve quality of life for everyone. It has varying roles to play when working towards achieving the vision and goals set by the community.



Lead

Plan and provide direction through policy and practices



Advocate

Being the voice for the local community, promoting local interests, responsible development and more



Facilitate

Helping to make it possible or easier to meet community needs



Fund

Provide grant funding or other resources to community groups or organisations to enable them to provide services to the community



Partner

Form strategic alliances and collaborate with external stakeholders to deliver services and projects



Provide

Directly provide a range of services, facilities and infrastructure to meet community needs, for example, swimming pools and libraries



Regulate

Ensure compliance with legislation, regulations and local laws related to town planning, animal management, public health, parking and much more



HAVE

YOUR

SAY!

Community Engagement

To ensure that the community's vision and aspirations continue to be understood and reflected in its planning, the Shire sought input from the community about what was currently working well, what needed to change and what should be prioritised going forward.

Strategic planning and research company Catalyse conducted a MARKYT® Community Scorecard survey, which is a best practice approach for local governments to evaluate community needs and aspirations when developing their strategic community plans.

The survey was open from 8 December to 31 December 2020 and was sent to a random sample of 4,000 ratepayers (50% via email and 50% via post). It was also advertised widely through local media, newsletters and the Shire's website and Instagram pages, inviting all members of the community to participate. People could either complete the survey online, or pick up a paper copy from a variety of Shire facilities and other venues such as local general stores. A number of pop-up stalls were also held in Brunswick, Harvey and Australind, giving members of the public the chance to not only complete the survey, but discuss issues directly with Shire staff.

In anticipation of a low response rate from some traditionally harder to reach groups, the survey was also distributed through a number of Advisory Groups, cultural and youth groups and local high schools.

The survey was completed by 914 community members with various connections to the Shire of Harvey, including:

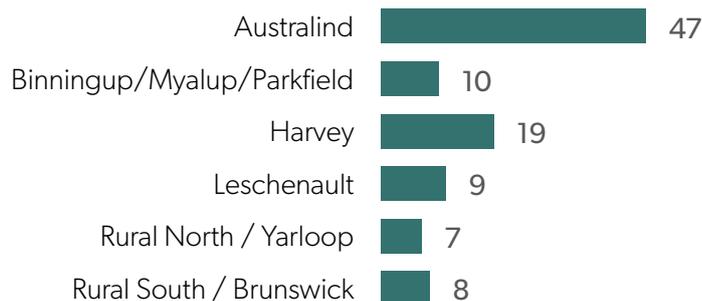
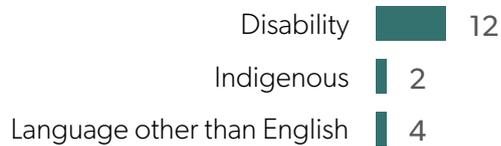
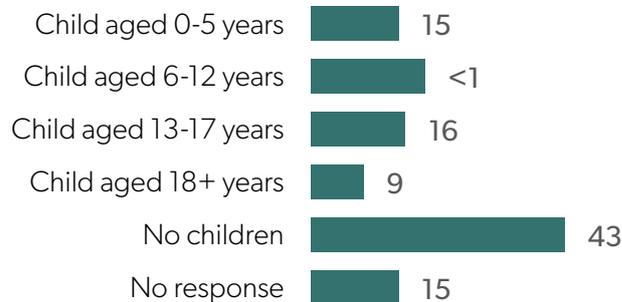
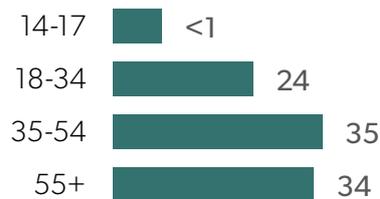
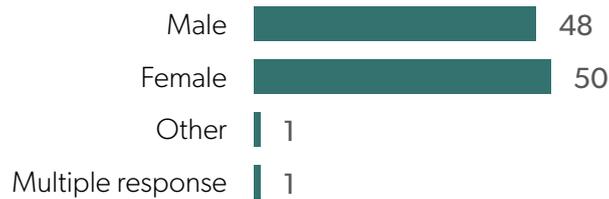
- 883 local residents
- 768 ratepayers
- 70 local business owners or managers
- 108 community organisation managers/committee members
- 33 Elected Members and Shire employees
- 6 visitors

Overall, 524 responses came from the randomly selection cohort (13% response rate) and 390 opted in. Overall, approximately 3.3% of the Shire's population participated in the study, compared to 1.58% in 2017 when a similar survey was conducted.

Community Engagement

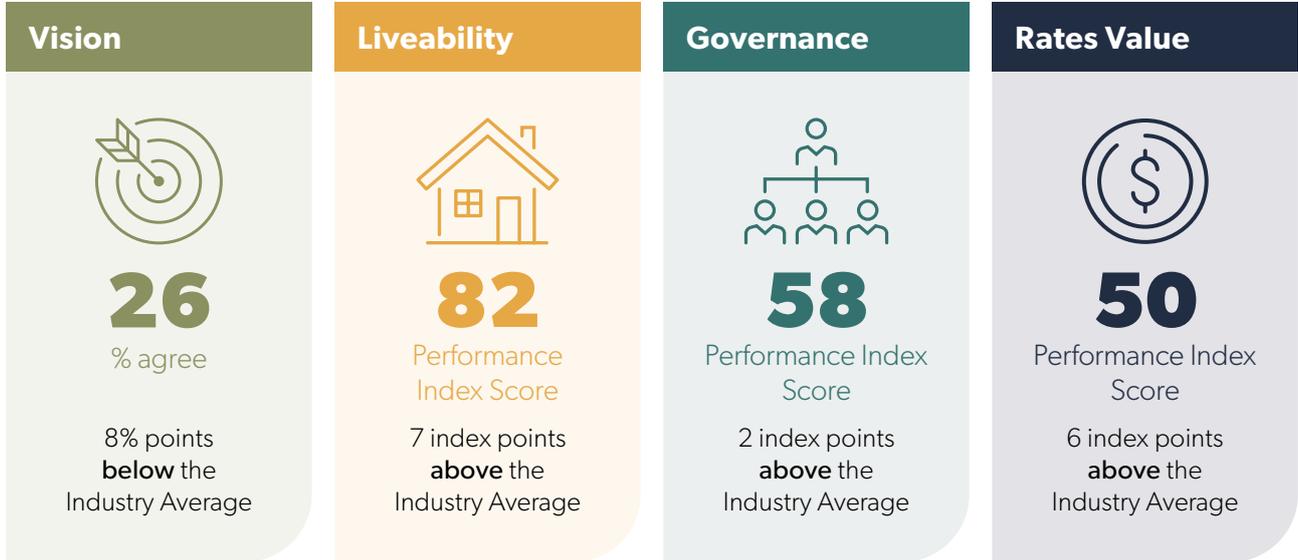
Survey results

(% resident respondents)



Community Engagement

What you told us



Strengths

Highest scores

- Place to live
- Place to visit
- Library and information services
- Sport and recreation

Higher relative to MARKYT® Industry Standards

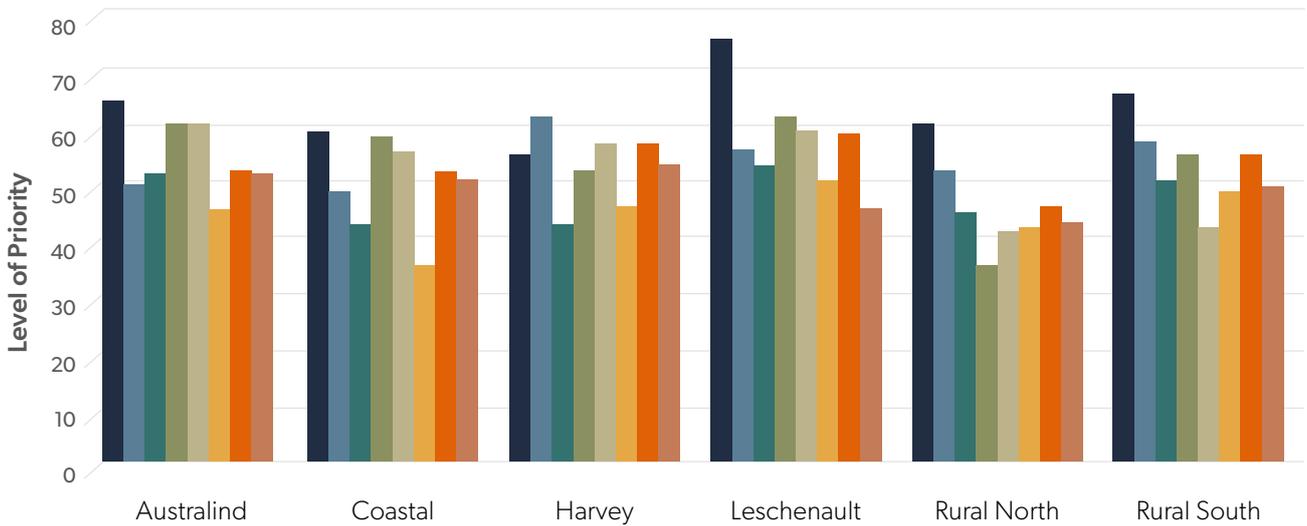
- Place to live
- Value for money from Shire rates
- Access to housing that meets your needs
- Health and community services
- Mosquito and pest management

Priorities

 <p>Playgrounds, parks and reserves</p>	 <p>Crime prevention and safety</p>	 <p>Youth services</p>	 <p>Local roads</p>
 <p>Footpaths, trails and cycleways</p>	 <p>Communication</p>	 <p>Streetscapes, trees and verges</p>	 <p>Mosquito and pest management</p>

Community Engagement

Priorities by District



Districts

- Playgrounds, parks and reserves
- Crime prevention and safety
- Youth services
- Local roads
- Footpaths, trails and cycleways
- Communication
- Streetscapes, trees and verges
- Mosquito and pest management



Our Plan for the Future



How to Read the Strategic Community Plan

1 Vision

The vision statement describes what the community aspires to create and to be in the longer term. Supporting the achievement of the vision are the Shire's corporate values.

2 Goals

To reach our vision, the plan concentrates on five Strategic Direction goals – Diversified Economy, Connected Communities, Protected Natural Environment, Sustainable Built Environment and Effective Civic Leadership.

3 Objectives

A series of objectives sit under each goal. These objectives have been prioritised by the community and are the things the Shire needs to achieve as part of the journey towards reaching the goal, and ultimately the vision of the community.

4 Strategies

Under each objective is a statement describing the approach the Shire will take in practical terms to achieve the objectives. Each strategy provides the basis for the actions and projects the Shire's workforce will undertake during the lifetime of the Strategic Community Plan. This level of detail is contained in the Shire's Corporate Business Plan, which is reviewed annually so that it continues to be a current plan of the key projects and actions to be undertaken by the Shire.





Strategic Direction 1

Diversified Economy

A diversified economy creates a sustainable cycle of economic activity and leads to economic resilience in the face of external pressures.

Goal

A diversified and thriving economy that offers a wide range of business and work opportunities as well as consumer choice.

What you told us

People want to see the local economy thrive, with a broader range of businesses and industries investing in the area and an improvement in the look and feel of their shopping precincts. Increasing tourism and having the amenities and infrastructure in place to support this is also a priority. People would like the Shire to ensure that its decisions and actions support and facilitate a growing economy in a sustainable manner. There is concern that a lack of employment, education and training opportunities in the area is resulting in young people leaving the Shire.

Objectives

1.1	The Shire is a tourist destination of choice Implement key tourism development strategies and continue to partner with regional agencies to implement tourism initiatives to build the Shire's reputation as a premier destination.	Lead Partner Advocate Facilitate
1.2	Create a business-friendly environment to support and attract investment, competition and productivity Identifying and addressing impediments to good practice, such as reducing red tape, simplifying processes and utilising technology to work smarter and more efficiently.	Lead Advocate Regulate
1.3	Sustainable urban, rural and industrial development Undertaking strategic planning activities to balance the competing demands for urban and industrial expansion with protecting valuable natural habitat, agricultural lands and irrigation supply.	Lead Partner Regulate
1.4	Appropriate infrastructure is in place to support economic growth Ensuring infrastructure is fit for purpose, such as transport networks, telecommunications and having a range of commercial spaces available.	Lead Partner Provide Advocate
1.5	Enhanced education and training opportunities Working with partners to facilitate and advocate for appropriate education and training opportunities to meet the needs of a growing population and to respond to changing market demands for a skilled workforce.	Advocate Facilitate

Strategic Projects

Economic Development Strategy 2020-2025

The Economic Development Strategy has an overarching vision of creating an environment where businesses and residents prosper. Four focus areas have been developed to guide the Shire's actions in working towards this economic vision – Strategic Industries, Business Support, Tourism, Towns and Infrastructure. The success of this strategy is largely dependent on the Shire's ongoing collaboration with multiple stakeholders and strong advocacy for the region with businesses and investors.

Tourism Development Strategy and Signage Strategy

The Tourism Development Strategy will set out a five-year vision for the future development of the region; identifying targeted projects and initiatives that showcase the region's main assets, while also identifying what services and amenities need to be upgraded or provided in order to maximise visitor experience.

Complimenting this, the Signage Strategy will recommend servicing options, including tourist signage, wayfinding, information bays and interpretive signage.





Strategic Direction 2

Connected Communities

A connected community is resilient. People have opportunities to come together and celebrate success and to support one another in creating a sense of safety, well-being and belonging.

Goal

A safe, accessible and connected community where everyone has the opportunity to contribute and belong.

What you told us

Safety and crime prevention is a high priority, along with providing more support and services to children and young people. Aboriginal respondents want more consultation and better communication about issues that impact them. The library services and recreation facilities are valued although there is a desire to see more support for volunteers and community groups and a greater focus on festivals, events, the arts and cultural celebrations. Mosquito control is seen as a priority to protect the health of the community and to improve liveability in affected areas.

Objectives

2.1	People are supported through all stages of life The Shire has multiple roles to play to ensure people can remain living in their local community and have access to the services and facilities they need as they move through the stages of life.	Lead Provide Partner Advocate
2.2	A community where people are safe Working with partners to address all aspects of community safety, ranging from crime prevention to bushfire and emergency management to ensuring roads and footpaths are maintained to a safe standard.	Lead Partner Advocate
2.3	Active and resilient community groups and volunteers Volunteers are recognised and celebrated as the backbone of the community. The Shire will support community groups through grants and other activities to build their capacity and resilience.	Lead Fund Facilitate
2.4	Noongar people are at the centre of conversations Noongar people are at the centre of conversations to direct the Shire on how to recognise, celebrate and preserve Noongar heritage, history, traditions, languages and culture.	Partner Advocate
2.5	Equity for all people The Shire will strive for accessible facilities, services, events, information and opportunities by incorporating principles that promote social justice and equity for all members of the community into its policies and plans.	Lead Regulate Facilitate

<p>2.6</p>	<p>The creative talent and cultural diversity of the community is recognised, supported and celebrated The Shire will support a wide range of initiatives, grants, events and celebrations to encourage respect, appreciation and understanding of the diverse cultures in the community and of the arts in all its forms.</p>	<p>Lead Partner Facilitate Fund</p>
<p>2.7</p>	<p>An active and healthy community Ensuring that services, facilities and infrastructure are in place to encourage and facilitate more active and healthy lifestyle choices.</p>	<p>Lead Regulate Facilitate Provide</p>

Strategic projects

Voices of Youth 2021-2026

Voices of Youth 2021-2026 is the inaugural Youth Strategy for the Shire. It conveys what young people and key stakeholders believe is necessary and important in meeting the needs of youth. The Strategy provides a framework for the planning, development and delivery of services to meet the needs of youth in the Shire.

Leschenault Leisure Centre Indoor Court Expansion

The Leschenault Leisure Centre (LLC) is the premier sporting and aquatic centre in the Shire of Harvey and a leading South West sporting facility. The LLC indoor court expansion project will allow the centre to maintain this position and provide crucial sporting facilities for one of Western Australia’s fastest growing communities.

The project includes two additional courts to accommodate a significant increase in demand from both existing affiliated clubs and new clubs, including a thriving wheelchair basketball competition.





Strategic Direction 3

Protected Natural Environment

Adopting a range of management practices to protect, conserve and rehabilitate the biodiversity of the natural environment

Goal

A natural environment that is highly valued, protected and enjoyed.

What you told us

People recognise the unique biodiversity of the Shire and want to see a commitment to conservation and protection of the environment. Management of pests and weeds to improve outcomes for native species and being proactive to reduce bushfire risk is also considered important. Taking action to increase the health of waterways, including the estuary, and to protect and enhance coastal zones is a priority. The Shire is expected to embed environmental consideration into all of its policies and practices.

Objectives

3.1	Adopt and encourage sustainable development practices Guided by the Local Planning Strategy and in line with internationally accepted sustainable development principles, the Shire will lead by example by minimising its carbon footprint and ensuring its decision-making balances development with protecting the natural environment.	Lead Partner Advocate Regulate
3.2	Natural habitats, ecosystems and reserves are managed and protected Sitting within an internationally recognised biodiversity hot-spot, the Shire will take responsibility for managing and protecting the natural environment through planning, partnerships and responding to environmental issues in a proactive manner.	Lead Partner Regulate
3.3	Sustainable resource use and waste management Starting with grass-roots initiatives like the Food Organics, Garden Organics bins, the Shire will support initiatives in waste management through strategic partnerships, community awareness programs and looking to innovative solutions to manage resources like energy and water.	Lead Partner Facilitate Regulate
3.4	Healthy waterways and coastal zones Continual monitoring of the quality and ecological values of waterways, rivers, wetlands and the estuary found within the Shire. Responsible and proactive management of coastal areas under the Shire's control.	Lead Partner Advocate

Strategic Projects

Biodiversity Strategy

Under the Local Planning Strategy 2020, there is a focus on ensuring the biodiversity of the Shire is protected through the planning assessment process when a change in land use occurs within or around local natural areas. This approach will facilitate a sustainable balance between growth and the natural environment.

Food Organics, Garden Organics Bins

In 2019, the Shire trialled the Food Organics, Garden Organics (FOGO) bins in an attempt to reduce the amount of organic and recyclable materials going to landfill. The trial was hugely successful, with a 65% reduction in overall waste going to landfill. FOGO bins are now part of the Shire's waste services, and will ensure it continues to meet, if not exceed, the targets set out in the State Government's Waste Avoidance and Resource Recovery Strategy 2030.





Strategic Direction 4

Sustainable Built Environment

Encompassing everything human-made, a sustainable built environment is one that will meet current needs while considering the needs of future generations.

Goal

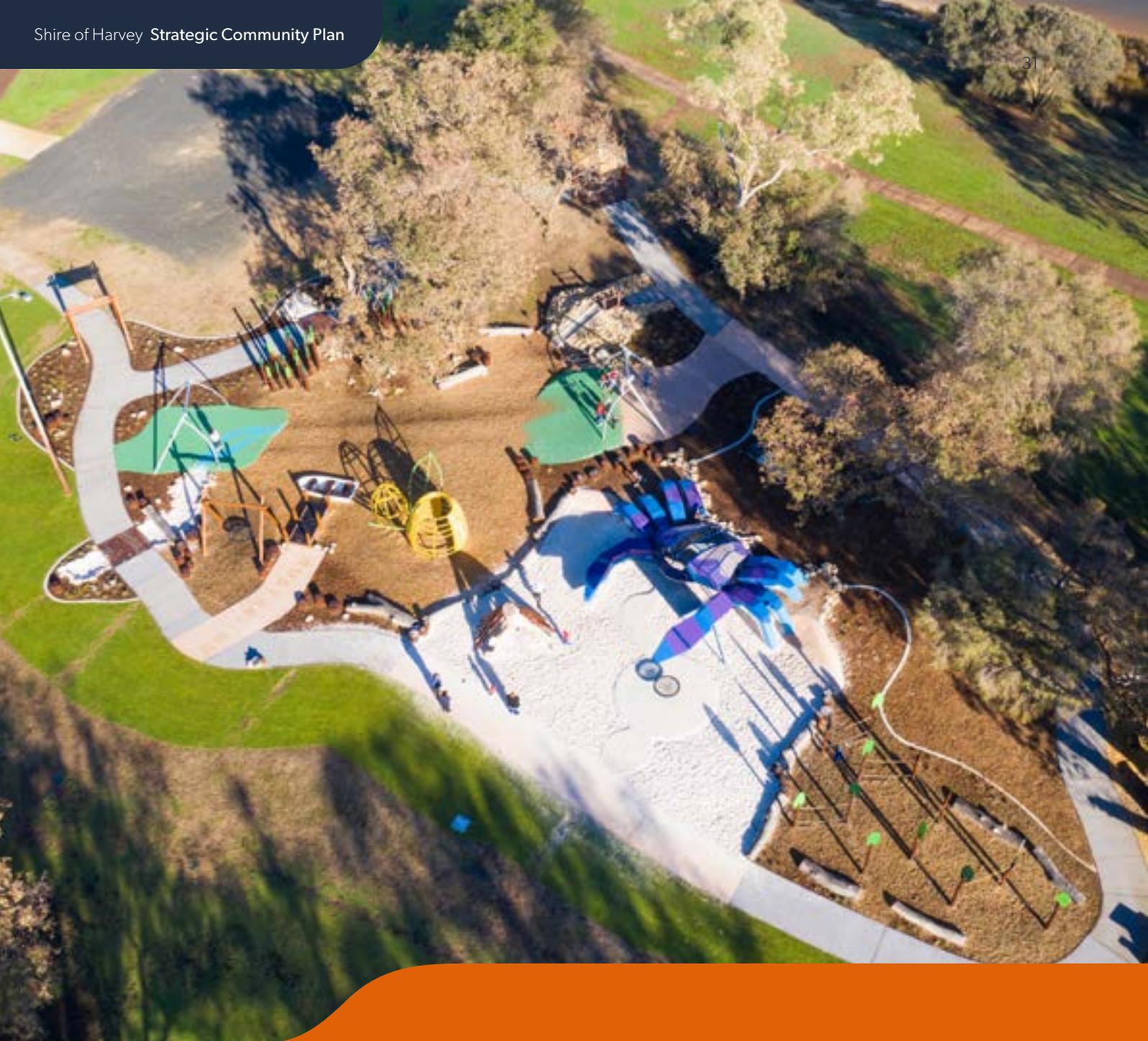
A liveable, sustainable and well-designed built environment that is accessible to all.

What you told us

Improving the look, feel and upkeep of town centres, streetscapes, trees and verges is a priority. Playgrounds and parks were also highlighted as an area requiring attention. Better connectivity of footpaths and cycle ways, along with providing safe and well maintained local roads are also high priorities. People see the potential of the Shire, but want Council to support the growing population and economy through land development that balances urban and industrial needs with protecting the environment.

Objectives

4.1	Playgrounds and parks are vibrant, accessible and well maintained Using contemporary and sustainable design principles to ensure the Shire's playgrounds and parks service the whole community in an equitable manner.	Lead Provide Partner
4.2	A connected and well maintained network of local roads, footpaths, cycle ways and trails Working to ensure connectivity of local roads, footpaths, cycle ways and trails to deliver a safe transport network that also includes the infrastructure to facilitate and encourage active travel as a viable alternative to driving a car.	Lead Provide Partner
4.3	Shopping precincts and residential areas are well presented and accessible, with development enhancing their character Working with key partners to implement strategies to activate shopping precincts to attract visitors and locals alike. Continuing to maintain residential streetscapes – raise awareness of rights and obligations of residents to also contribute to their street's amenity?	Lead Provide Partner
4.4	Places with current or potential heritage or cultural significance are protected and preserved for future generations Taking a partnership approach to ensure buildings, sites and environments with potential or existing heritage or cultural significant are identified, promoted and cared for.	Lead Provide Partner
4.5	Shire buildings, gardens and grounds are fit for purpose and well maintained The Shire has effective stewardship of its buildings, gardens and grounds through implementation of the Asset Management Plan.	Lead Provide



Strategic Projects

Play Spaces Strategy 2020-2025

The Shire of Harvey aims for sustainable provision and management of accessible, diverse, creative, innovative, safe, high quality and fun play spaces that contribute to the developmental and recreational needs of all children and their families.

The Play Spaces Strategy 2020-2025 will direct and assist in the long term management of play spaces and the associated facilities. The Strategy ensures that community needs are met through the provision of well located, well maintained, quality and accessible play spaces.

Ridley Place Foreshore Development Project

This flagship project is designed to activate public spaces and provide additional community facilities to encourage tourism and resident visitation. Located in Australind, Ridley Place Foreshore sits on the Leschenault Estuary, where Stage 1 has seen the completion of a nature play area. Further developments will include a café/restaurant and public toilets, creating a focal point for not only the residents but also for the many visitors to the area.



Strategic Direction 5

Effective Civic Leadership

Effective civic leadership is visionary and influential. It means listening to the community, balancing competing demands, making fair decisions and acting with integrity.

Goal

A representative leadership that is future thinking, transparent and accountable.

What you told us

There is a desire for more regular and open communication through a wider variety of digital and traditional methods to ensure everyone is reached. People want opportunities to participate in decision-making and for Council to advocate for them on important issues. You told us you'd like to see the Shire be more progressive, to embrace technology and always provide a high level of customer service. People understand resources are limited, so expect sound governance and decision-making that ensures value for money for their rates.

Objectives

5.1	Effective communication and engagement with the community Implementation of the Communications and Engagement Plan will set the scene for future communication internally and externally. The Shire will follow best practice IAP2 Spectrum of Public Participation to ensure appropriate community engagement at all levels.	Lead Partner
5.2	Build partnerships and work collaboratively to amplify the outcomes that can be achieved Forming partnerships and working collaboratively with community groups, businesses and other levels of government to share resources and expertise to benefit the community.	Lead Partner
5.3	Accountable leadership supported by a professional and skilled administration Recruitment policies are designed to attract and retain the highest quality staff at all levels within the organisation. Ongoing professional development is made available with a focus on creating a supportive and values-driven workplace culture.	Lead
5.4	Sound governance, including financial, risk and asset management Putting in place structures and processes to ensure accountability, transparency, responsiveness, equity and the most efficient use of available resources to meet the needs of the community and to comply with the rule of law.	Lead

<p>5.5</p>	<p>Integrated strategic planning and reporting to drive continuous improvement</p> <p>Effective business planning and organisational reporting within the Integrated Planning and Reporting framework will drive a clear and achievable plan for the future.</p>	<p>Lead</p>
<p>5.6</p>	<p>A customer centred approach to everything we do</p> <p>High quality customer service at every point of interaction with Shire staff and Councillors, driven by a Customer Service Charter and underpinned by the values of the organisation.</p>	<p>Lead</p>

Strategic Projects

Communications and Engagement Plan

The Communications and Engagement Plan 2021-2026 will guide the Shire’s efforts to implement consistent, innovative and targeted communications in order to further unite the community and proactively support the objectives outlined in the Strategic Community Plan 2021-2031.

Long Term Financial Plan

This is a 10-year plan to ensure the ongoing financial stability of the Shire. It forms part of the Shire’s integrated planning and is an informing strategy to the Strategic Community Plan 2021-2031. It takes a long term view to manage future spending and maximises revenue sources to keep rate increases to a minimum while avoiding disruptive cuts in the delivery of essential services.



Trends and Opportunities

The Strategic Community Plan has a 10-year horizon and sets the direction for the Council's decision-making during that time. It has been developed to take into account current and emerging trends and looks to capitalise on opportunities being created while responding proactively to risks and challenges.



Ageing Population

This is a national trend that needs to be addressed by all levels of government. The Shire aspires to be a place where people of all ages can enjoy a high quality of life, access the services they need and live in their local communities for as long as they desire. The Shire is looking ahead to plan for the housing needs of its ageing community and has a role in providing lifelong learning opportunities and advocating for essential services like education and health care in the region.



Population Growth

The Shire is experiencing rapid population growth and is expected to reach up to 37,860 people by 2031¹. This brings huge economic opportunities for the region, but places enormous pressure on natural resources, key transport infrastructure, land availability and waste management. Careful and responsible planning will be required to balance the competing demands for urban development with conservation and protection of our unique environmental assets and natural resources.

¹ Draft Bunbury-Geopraphe Sub-Regional Strategy - November 2020



A Changing Climate

In the face of less predictable weather patterns and an increased pressure on natural resources (particularly water) from a growing population, the next 10 years will require leadership and commitment to sustainable practices. The Shire has the opportunity to become a leader in sustainable development practices while at the same time ensuring it can harness the skills and resources available to manage and mitigate the risks associated with a changing climate.



Economy

The COVID-19 pandemic was unprecedented and revealed how inter-dependent the local economy is with global markets. The Shire has the unique opportunity to continue to capitalise on its many strategic advantages - proximity to Perth and Bunbury, access to a major port, road and rail infrastructure, established primary industries and untapped tourism potential, to name a few - to expand its economic base to protect the local economy from future global shocks.



“ The Shire has the unique opportunity to continue to capitalise on its many strategic advantages.

Trends and Opportunities



Technology

There has been a remarkable expansion in digital technology and keeping up with the pace of change is essential to support businesses and residents alike. In the coming decade, emerging issues include the maintenance and upgrading of infrastructure and meeting higher consumer expectations. While not an area the Shire directly provides services or infrastructure, it will have an important role in lobbying on behalf of residents and businesses for the best possible access to digital technology. The opportunity exists for the establishment of new technology-based businesses in the Shire, which will lend itself to diversifying the local economy.



Expectations

It is right that the community has high expectations of its local government authority, although a trend for expectations to continue to grow while available funds remain static or reducing means local governments must work smarter and more efficiently. By embracing technology and other innovative practices, along with working collaboratively to share resources, the Shire will be able to continue to meet its community's expectations now and into the future.

Resourcing the Plan

To successfully meet the goals and objectives of this Plan, the Shire of Harvey will take an integrated approach to ensure all its resource capabilities, those being financial, assets and workforce, are aligned to meet the community's needs.

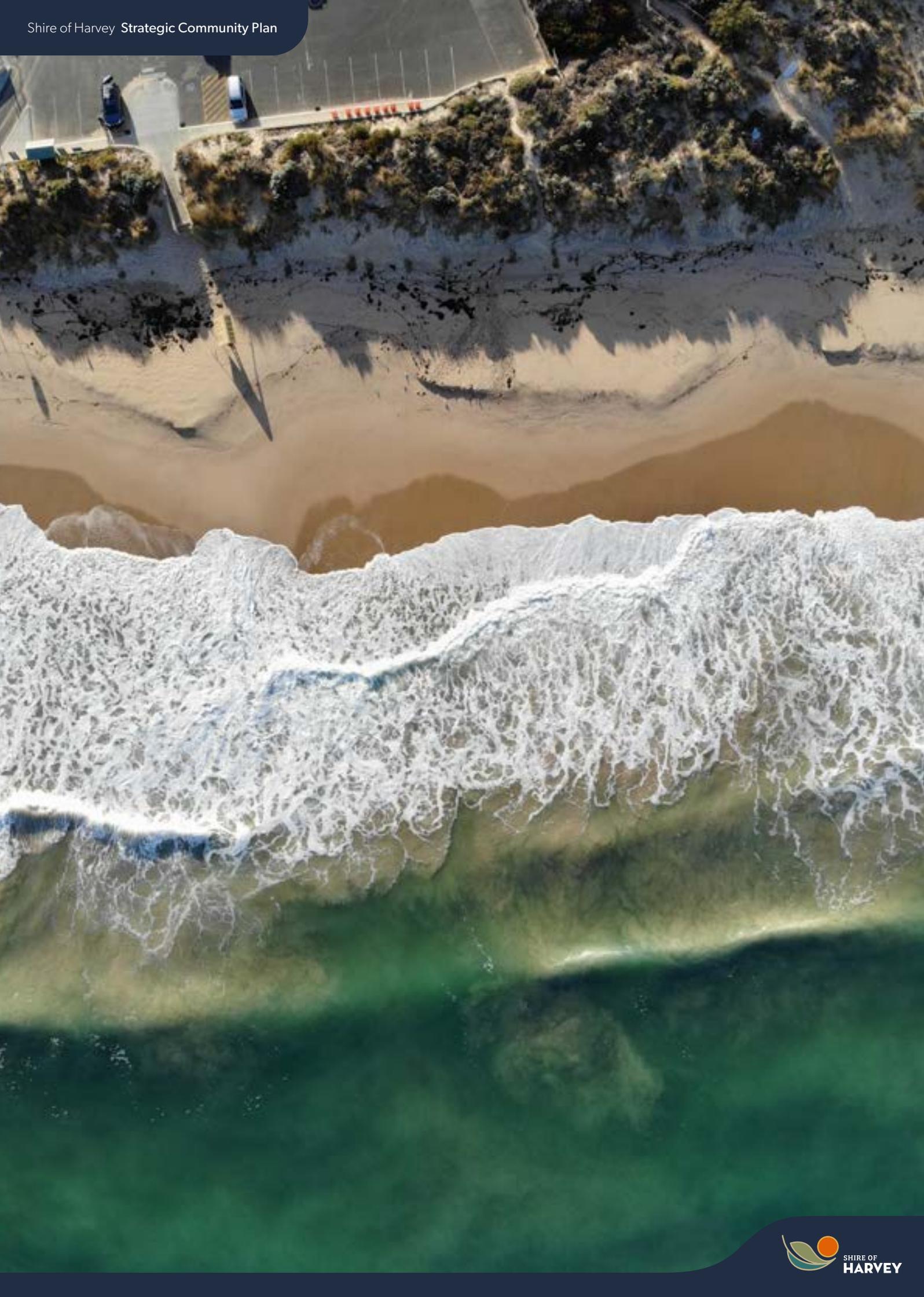
Services, facilities and special projects are funded through various revenue sources, including:

- State and Federal Government grants
- Funding grants from other agencies, for example Lotterywest
- Property-developer contributions
- Rates, fees and charges
- Loans
- Cash reserves

This Strategic Community Plan was developed with a sound understanding of current resource capacity. A review and further development of the Long Term Financial Plan, Asset Management Plan and Workforce Plan will enable the Shire to accurately predict the future resource levels required to implement this Plan, with this information documented in the Corporate Business Plan and Annual Budget.

Resource	Previous Level (2015-2016)	Current Level (2020 – 2021)	Relative Future Level
Planned Workforce*	146 FTE	155 FTE	Increasing
Infrastructure Assets	\$350,879,616	\$403,204,832	Increasing above inflation and asset preservation needs
Property, Plant, Equipment	\$121,751,124	\$136,347,002	Increasing in line with inflation and asset preservation needs
Cash Backed Reserves	\$16,513,935	\$21,816,772	Reducing in the interim with a view to increasing over the life of the Plan.
Other Restricted Cash	\$2,071,264	\$3,805,051	Maintained or increasing
Loans	\$1,769,837	\$1,341,694	Capacity available to increase
Annual Rate Revenue	\$17,089,892	\$21,134,385	Increasing in line with population growth and inflation
Annual Operating Revenue	\$30,678,050	\$33,142,228	Increasing in line with population growth and inflation
Annual Operating Expenditure	\$29,502,309	\$38,277,548	Increasing in line with population growth and inflation

* FTE figure inclusive of casual staff





SHIRE OF
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A Breath of Fresh Air

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Document available in different formats by request