Our plan for the future

Council Plan 2025 - 2035
Desktop Review Completed June 2026

An integrated Strategic Community Plan and Corporate Business Plan

SHIRE OF HARVEY

Our vision

Together, towards an even better lifestyle.

Our values

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

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

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Message from the Shire President

I am proud to present the Shire of Harvey's Council Plan 2025-2035 on behalf of the Council, as a keystone document outlining the roadmap for our future.

The Shire of Harvey is a proud and diverse region, defined by strong communities, natural beauty, a rich cultural heritage, and a shared passion for shaping a positive future.

This Council Plan sets out our priorities for the next decade, guiding Council's decisions to ensure our services, infrastructure and advocacy efforts are aligned with the community's expectations and needs. As the Shire of Harvey continues to grow and evolve, we stay committed to preserving what makes our community special, while planning thoughtfully for future generations.

Council understands that delivering on our shared vision requires genuine collaboration. That is why community engagement has been central to developing this Council Plan. From community scorecards to facilitated forums, we invited the community to help identify priorities, share insights, and shape aspirations. With a renewed focus on accountability, transparency and collaboration, this Council Plan consolidates the aspirations previously outlined by the community and the priorities that emerged through comprehensive public engagement.

The community has clearly called for focus in the areas of asset management, discretionary services, and advocacy. While these were common themes across the Shire, many of our localities also raised unique area-specific concerns.

Council would like to thank everyone who contributed to this Council Plan - whether through surveys, attending the community forums, or via conversations with Councillors and staff. Your voices have helped ensure this plan reflects the values and priorities of our community. Your passion and pride have played a vital role in defining the future of our Shire.

On behalf of Council, I look forward to collaborating with Councillors, the Chief Executive Officer, and the Shire of Harvey community to bring this plan to life.

Michelle Campbell
Shire President

Message from the CEO

In recent years, the Shire of Harvey has experienced exponential population growth. Throughout this period of rapid change, our community has continued to look to the Shire for leadership and support. I am incredibly proud of our dedicated staff and the way they continue to work collaboratively to serve our residents, businesses, and the broader community.

As we navigate the ongoing challenges of rising costs, global uncertainty, and continued population growth, the need for thoughtful, future-focused planning has never been more important. The Shire of Harvey is a proud and diverse region, defined by its strong community values, natural beauty, and shared commitment to building a sustainable future. In preparing this Council Plan, we have worked closely with our community to understand current priorities as well as long-term aspirations. Despite the many pressures we face, our Councillors and staff remain committed to genuine and open engagement.

This Council Plan reflects the voices of many. It sets out a shared vision and provides a clear roadmap for how we will respond to today's challenges, while delivering the infrastructure, services and support our growing Shire needs for the future.

Key priorities include managing and upgrading essential community assets such as parks, playgrounds, and reserves; enhancing connectivity within and between our towns; and maintaining the character and amenity of our streetscapes.

We also recognise the importance of working closely with government agencies and partner organisations in areas such as safety and crime prevention, aged care and accommodation, and pest management. The Plan also commits us to advocating for expanded sport and recreation facilities, and increased access to affordable housing.

Through responsible financial management, strategic investment, and strong partnerships across all levels of community and government, we are laying the foundations for a prosperous and sustainable future.

I extend my sincere thanks to our community members and stakeholders, Councillors and staff, for your contributions to this Plan.

Annie Riordan
CEO

Our Council

From the next local government term, the Shire of Harvey will be governed by nine Councillors, including a Shire President who is elected by popular vote.

The Shire operates under a no-ward system, meaning all Councillors are elected by the whole district and represent the interests of the Shire as a whole, rather than specific localities.

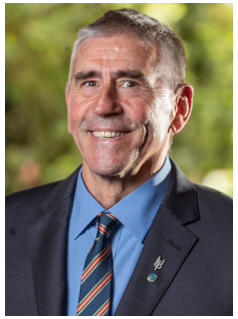
Councillors are elected for a term of four years, with elections held every two years on a rotating basis. This ensures continuity in leadership while also providing regular opportunities for community input and renewal. The Shire President is elected directly by the community at large and serves as both a representative of the people and the presiding member of Council.

Michelle Campbell
SHIRE PRESIDENT

Cr Craig Carbone
DEPUTY SHIRE PRESIDENT

Cr Robyn Coleman

Cr Alicia Hitchcock



Cr John Bromham*

Cr Tiny Holly

Cr Laurie Morley

Cr Wendy Dickinson

Cr Karen McCarthy

Our Executive Team

Annie Riordan
Chief Executive Officer

Executive Services Directorate:
Governance and Strategy
Public Relations and Communication
Special Projects

Dean Winter
Director Corporate Services

Finance
Information Services
Rates
Customer Service

Patrick Hughes
Director Sustainable Development

Building Services
Environmental Health Services
Planning Services
Economic Development
Sustainable Development

Suzie Haslehurst
Director Community and Lifestyle

Recreation Services
Library Services
Community Development
Community and Lifestyle

Craig Yardley
Director Infrastructure Services

Design and Development Services
Infrastructure Services
Waste and Safety Services
Parks and Gardens Services
Asset Management and Property Services

Our Plan

Welcome to the Shire of Harvey's Council Plan – our plan for the future.

This plan combines our Strategic Community Plan and Corporate Business Plan into one document. It articulates the community's vision, outcomes and strategic priorities for the next 10 years, and outlines how priority projects will be delivered over the next four years.

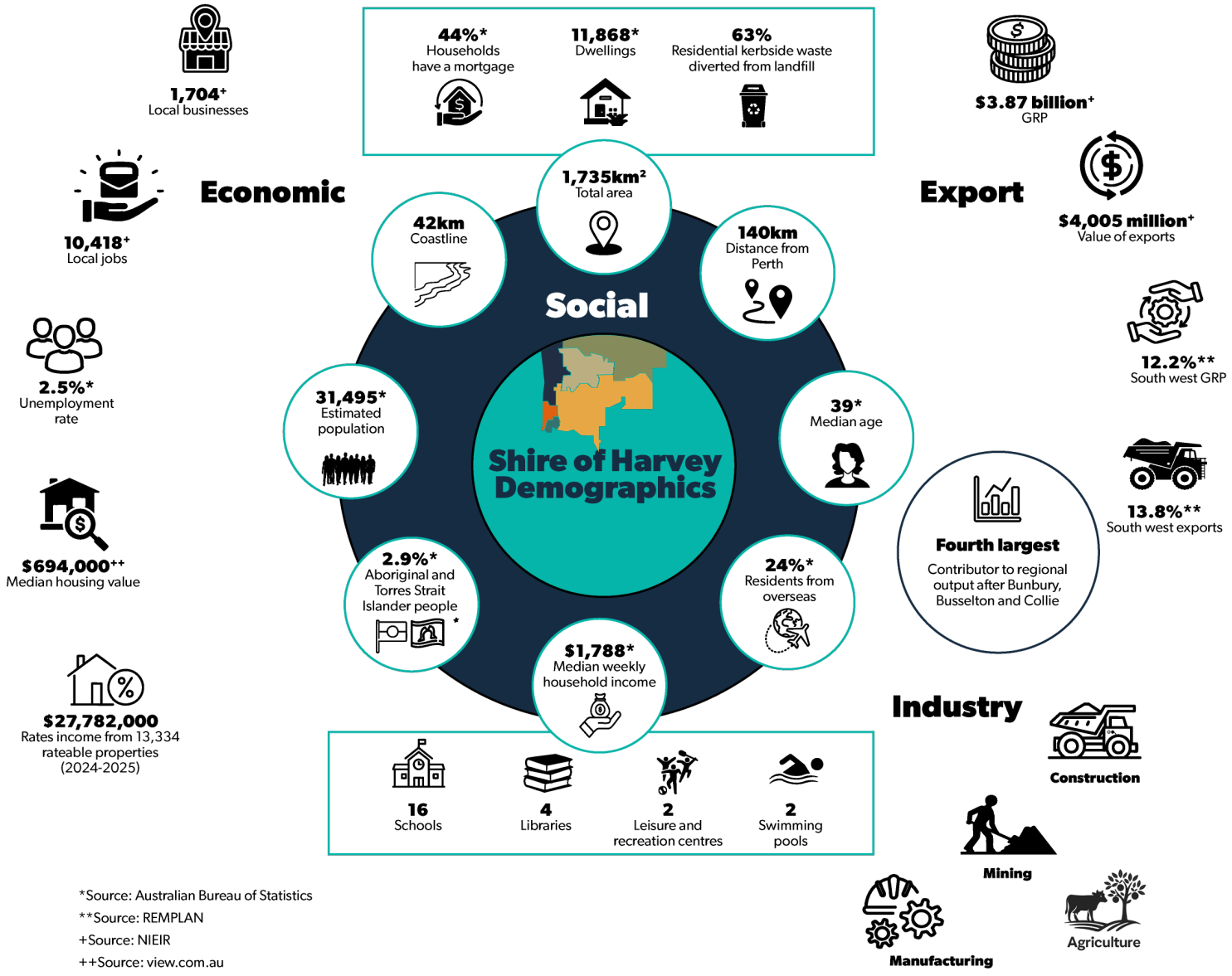
More than 2,000 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

The Plan addresses statutory requirements and follows the Integrated Planning and Reporting Framework and Guidelines. For this year's review, Council adopted the FUTYR® approach - a rigorous, robust approach aimed at improving engagement, integration and accountability.

This plan will have a desktop review annually, with a major review in line with regulatory requirements.

Our Community



*Source: Australian Bureau of Statistics

**Source: REMPLAN

+Source: NIEIR

++Source: view.com.au

Our History

The area now known as the Shire of Harvey lies on the traditional lands of the Noongar people, who have lived in and cared for this region for tens of thousands of years. Many place names within the Shire reflect this ongoing cultural heritage, including Myalup (place of the paperbark tree), Benger (swamp), Cookernup (place of the swamp hen, cooki), and Binningup (originally Bindinup, or place of Bindin, a local Aboriginal person).

European settlement commenced in the 1840s 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 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, 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 1,735km^2 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 a 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 Vision:

Together, towards an even better lifestyle

Community Priorities and Aspirations

A place-based approach to understanding and addressing local needs.

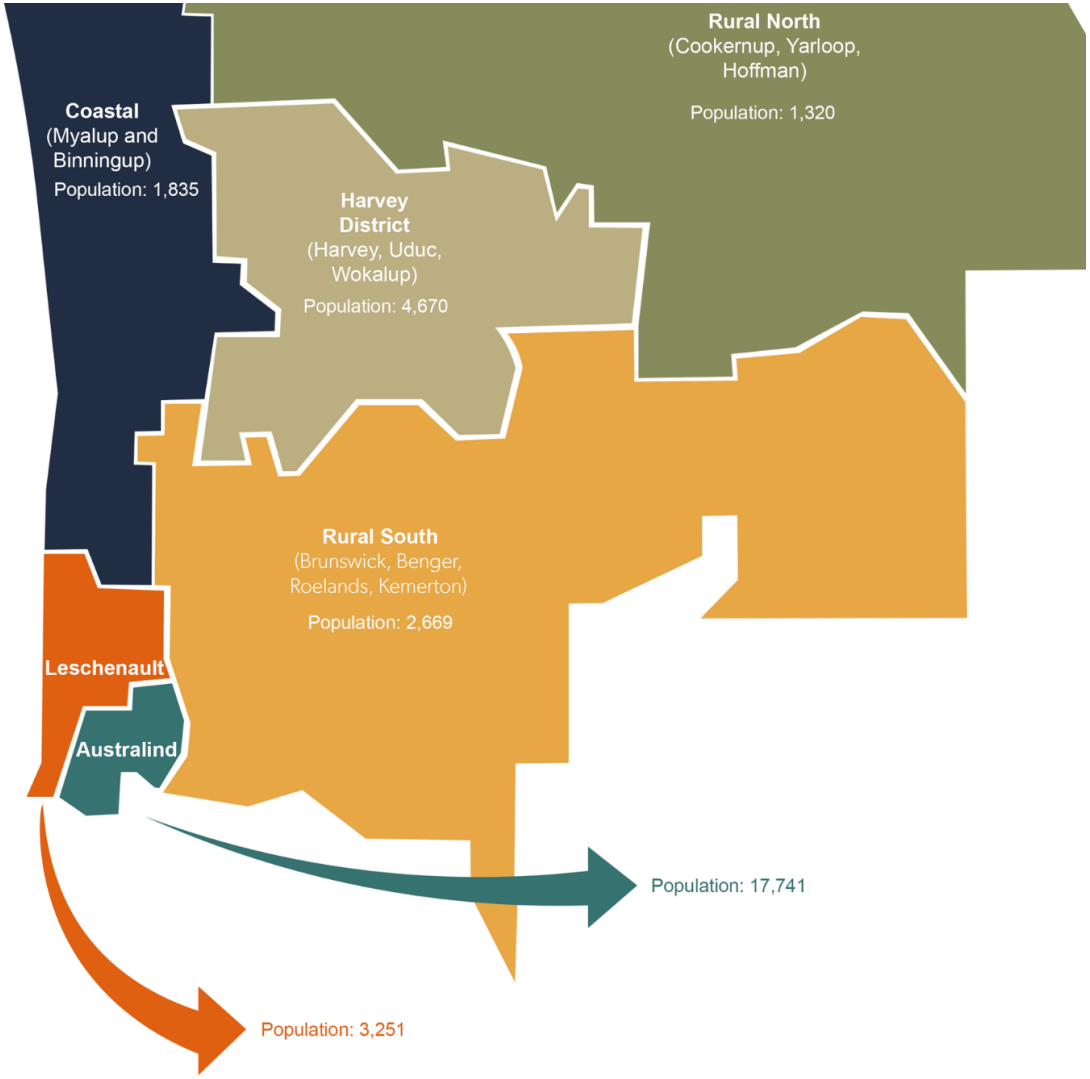
The Shire of Harvey recognises that a one-size-fits-all approach does not effectively meet the challenges of providing services to geographically and socially distinct communities.

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 districts have been identified:

Australind District
Coastal District
Harvey District
Leschenault District
Rural North District
Rural South District

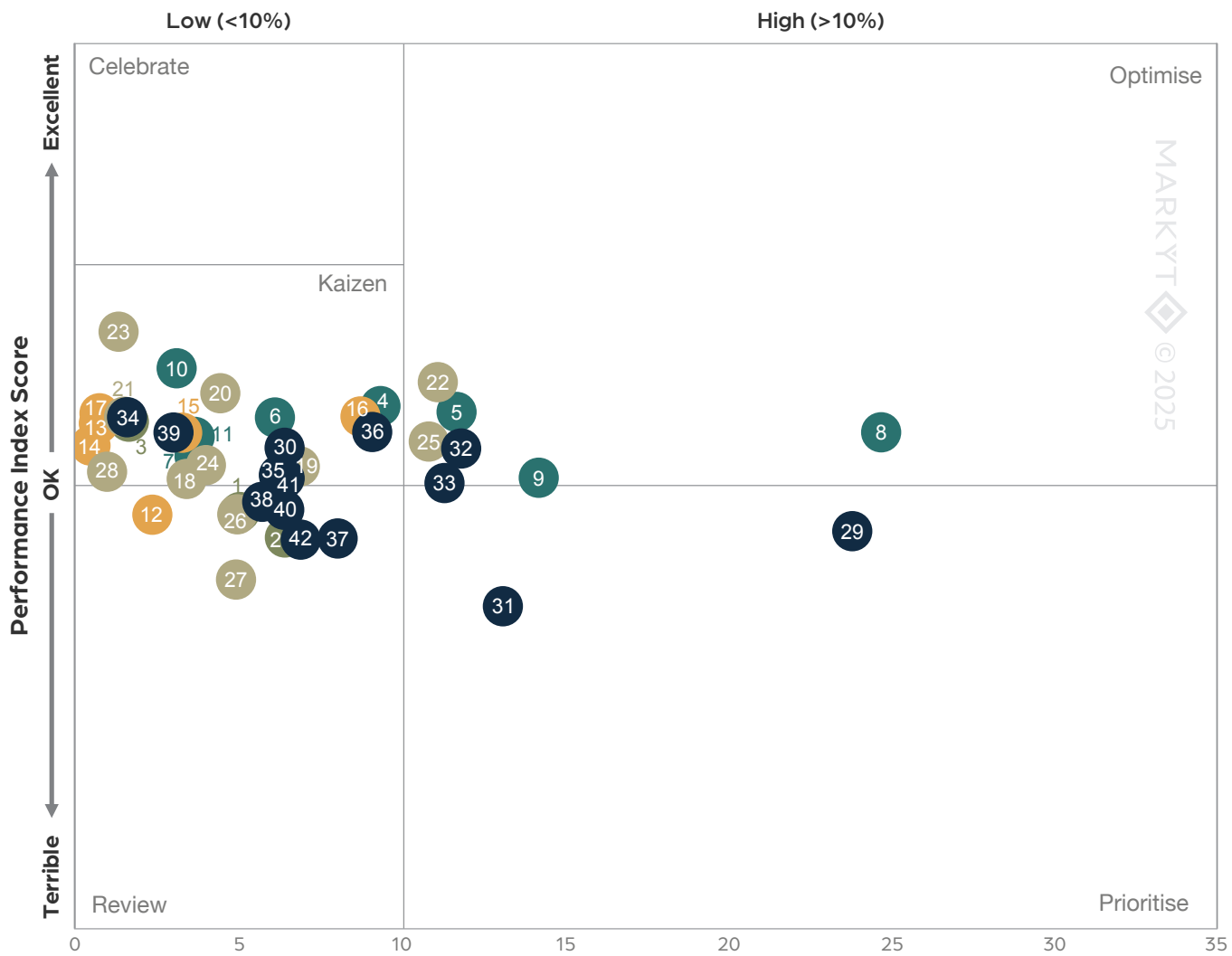


Demographic information source: https://profile.id.com.au/harvey

Movistar
SKYLARK
Pro-tec
DRS
WildCat

MARKYT Community Priorities in the Australind district

COMMUNITY PRIORITIES (% of respondents)



Governance

1 Communication (local issues, services)
2 Community engagement on local issues
3 Customer service

Asset management

4 Local roads
5 Footpaths, trails and cycleways
6 Lighting of streets and public places
7 Public buildings, halls and toilets
8 Parks, playgrounds and reserves
9 Streetscapes, trees and verges
10 Marine facilities
11 Stormwater management and drainage

Compliance

12 Planning services
13 Heritage services
14 Universal access and inclusion
15 Ranger services
16 Waste management
17 Environmental health services

Discretionary services

18 Youth services and facilities
19 Family and children's services
20 Seniors' services and facilities
21 Reconciliation action
22 Sport and recreation
23 Library services and facilities
24 Art, culture and creative activities
25 Festivals, markets and events
26 Town centre development and activation
27 Tourism and destination marketing
28 Volunteer support services

Advocacy and support

29 Safety and crime prevention
30 Health and community services
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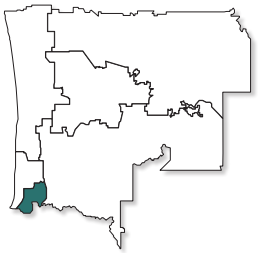
41 Education and life-long learning
42 Telecommunications and internet

Australind

In the Australind District, the community is happiest with library services, marine facilities, sport and recreation, and services for seniors. Their main priorities are parks, playgrounds and reserves, community safety, streetscapes, trees and verges, and housing.

Localities

- Australind
- Clifton Park
- Galway Green
- Kingston
- Treendale



Parks, playgrounds and reserves

Beautify and activate public open spaces

Residents would like to revitalise Ridley Place Foreshore, beautify parks and upgrade playgrounds.

They would like safe, family-friendly spaces with cafes and restaurants, shaded, inclusive playgrounds, dog parks, improved toilets and better footpaths.

They also suggested more events to activate public open spaces.

Community safety

Safe, vibrant and family-friendly places

The community is concerned about rising crime, youth offending, hooning, and poor police response.

They want 24/7 local police stations, more patrols, CCTV in hotspots and better lighting.

Residents also call for crime prevention through youth engagement and community watch programs.

Streetscapes, trees and verges

Attractive, tree-lined streetscapes

Residents would like attractive, tree-lined streets to beautify the area, provide more shade and foster a greater sense of community pride.

Residents are concerned about neglected verges, dying or dangerous trees and weed overgrowth. They would like more trees, consistent upkeep, native plantings and community greening initiatives.

Housing

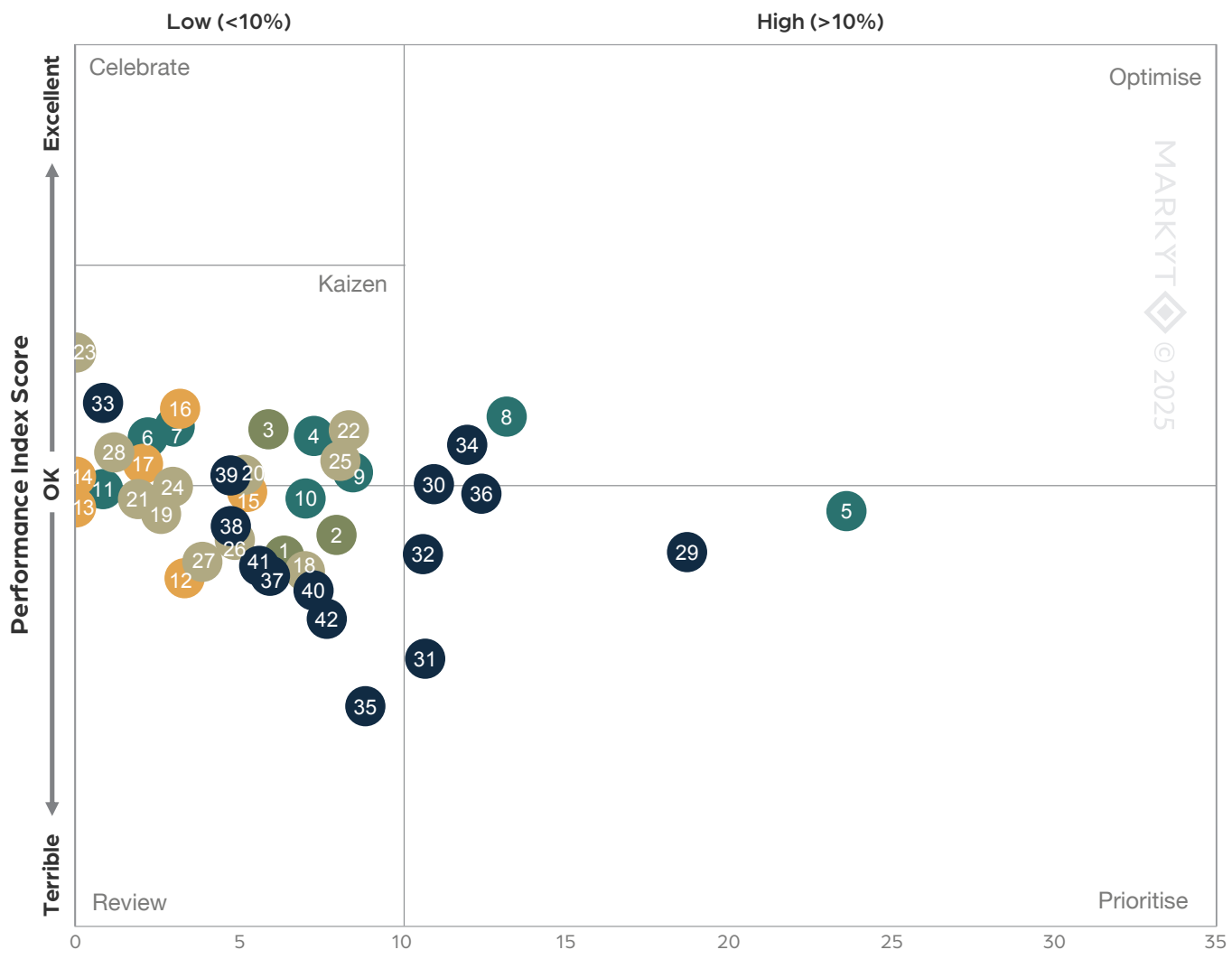
Affordable housing

The community is deeply concerned about the housing crisis, citing unaffordable rents, homelessness and a lack of suitable housing for seniors, singles and low-income families.

There are calls to urgently unlock land, partner with service providers to build more affordable housing and more social housing, and to simplify approvals.

MARKYT Community Priorities in the Coastal district

COMMUNITY PRIORITIES (% of respondents)



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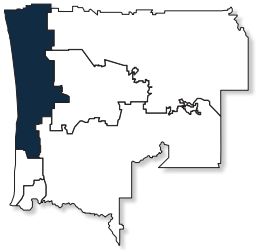
Coastal

In the Coastal District, the community is happiest with library services, water supply, sewerage and waste management. While the lowest performing areas are housing and public transport, their main priorities are footpaths, trails and cycleways, and community safety.

Localities

- Binningup
- Myalup
- Parkfield



Footpaths, trails and cycleways

Community safety

Housing

Public Transport

Safe paths, trails and cycleways

Residents are calling for safer paths, cycleways and trails with good signage and rest stops to connect coastal towns.

Specific suggestions include safer footpaths and cycleways along Myalup Beach Road, Lake Preston Road and West Coast Drive, a scenic trail from Myalup to Binningup to Buffalo Road, and signposted walk trails around Lake Josephine.

Safer roads and communities

The community is concerned that the area is becoming the 'Wild West' with an increase in petty crime, unlicensed bikes and riders, and speeding and hooning.

Suggestions include a 24/7 Police Station in Australind, more police presence after school, on weekends and school holidays, and more CCTV cameras in hot spots.

Access to affordable housing

There are concerns with the growing challenge of finding homes people can afford to buy or rent.

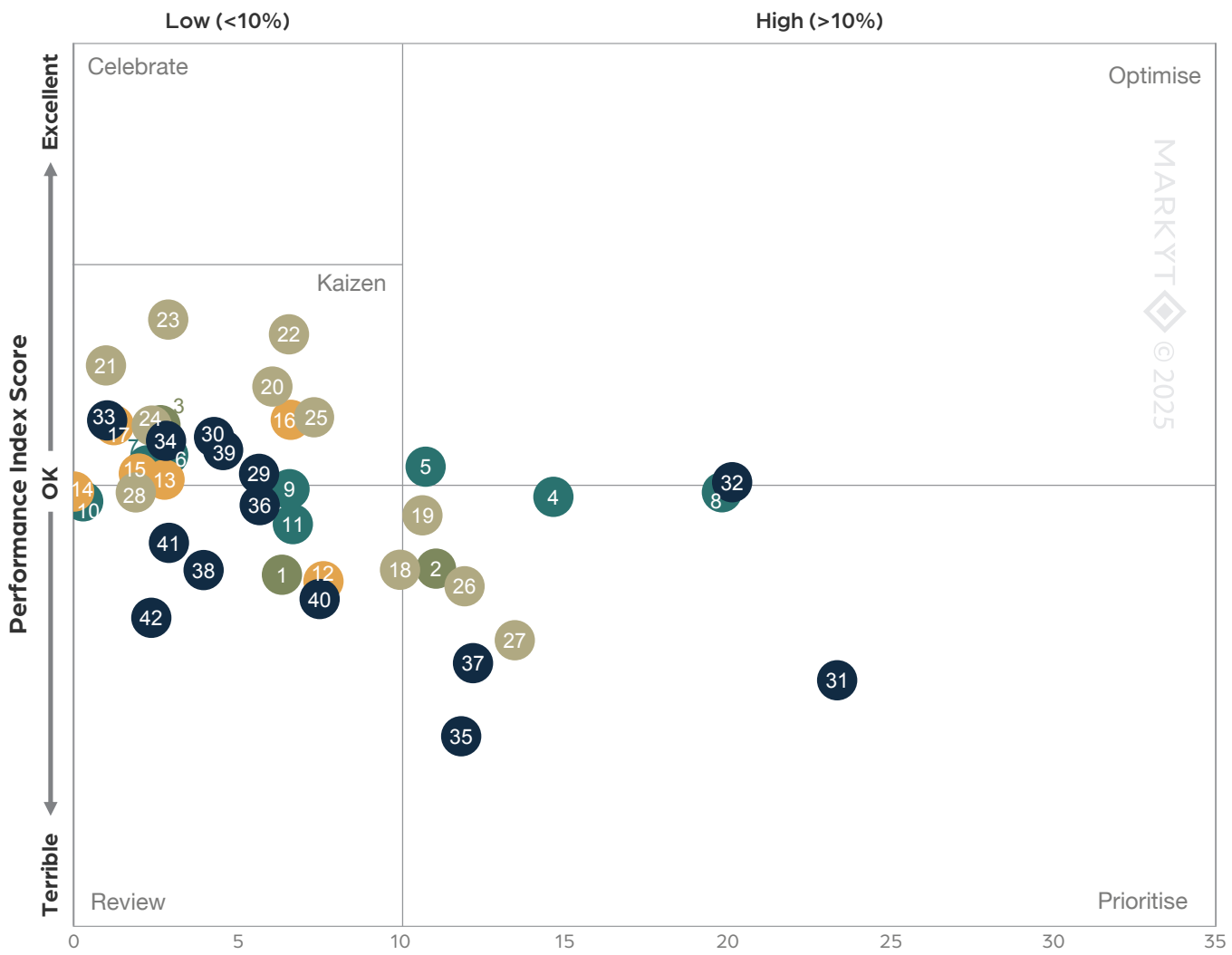
Young people are concerned that without housing stability they cannot start a family. Single parent families and pensioners are also struggling to find affordable housing. There are calls for more social housing, reduced bureaucracy and easier approvals.

Better access to public transport

There is a lack of public transport, with residents requesting more bus services to connect Binningup with local towns, including Bunbury, Harvey, Myalup, Treendale, Eaton and Australind, the airport and Perth.

MARKYT Community Priorities in the Harvey district

COMMUNITY PRIORITIES (% of respondents)



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Harvey

In the Harvey District, the community is happiest with library services, sport and recreation, and reconciliation action. Their main priorities are housing, aged care and accommodation, and parks, playgrounds and reserves.

Localities

- Harvey
- Uduc
- Warawarrup
- Wokalup

Housing

Affordable housing

Some residents are struggling to stay in Harvey due to increasing housing costs. In addition to the national housing crisis, local families and seniors are being impacted by strong demand for worker housing by large, local businesses.

There are calls to lobby State Government to build more affordable housing, and for subdivision and development to be made simpler.

Aged care and accommodation

Quality aged care accommodation

With an ageing population, Harvey residents have expressed the need for more affordable housing options and care facilities for the elderly.

Residents would like to see development of private and community-run retirement and lifestyle villages. This would allow seniors to downsize and live independently while also freeing up larger houses for families.

Parks, playgrounds and reserves

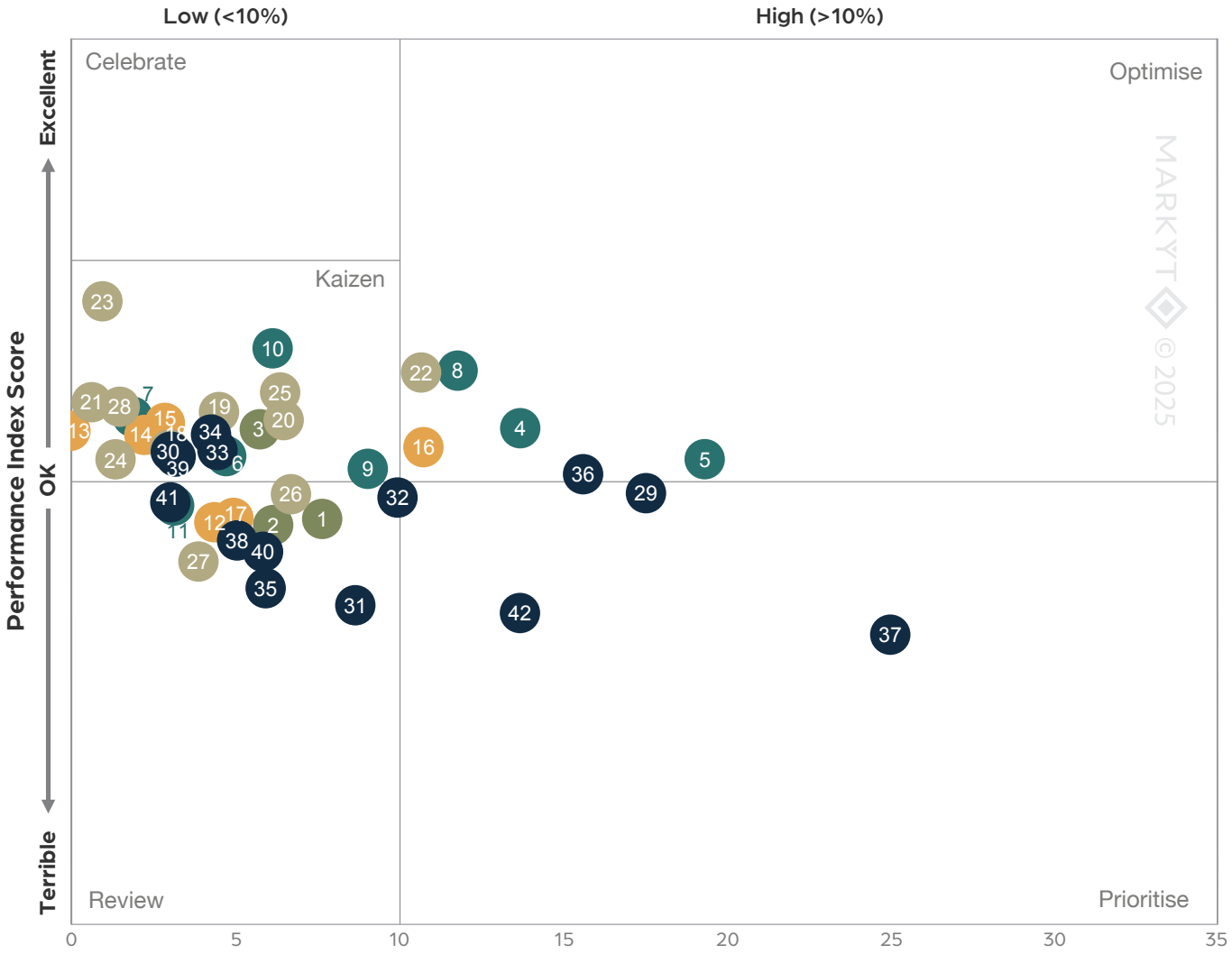
Great parks, playgrounds and reserves

Residents would like more appealing parks with family-friendly amenities such as toilets, BBQs and shaded picnic areas.

They would also like safe, clean and well-maintained playgrounds with a variety of equipment for all ages and abilities.

MARKYT Community Priorities in the Leschenault district

COMMUNITY PRIORITIES (% of respondents)



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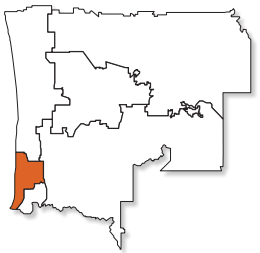
Leschenault

In the Leschenault District the community is happiest with library services and marine facilities. Their main priorities are pest and environmental management, footpaths, trails and cycleways, community safety, and telecommunications and internet services.

Localities

- Leschenault



Pest and environmental management

Effective pest and environmental management

Residents would like to see more measures in place to control the mosquito population.

They would also like cats banned from roaming and feral fox and rabbit populations to be monitored and controlled.

Footpaths, trails and cycleways

Connected paths, trails and cycleways

Residents are calling for safe and well-maintained paths, cycleways and trails to connect shopping centres, parks and other public areas.

Specific suggestions include a track along the Brunswick River, footpaths along major roads including Roberts Rd, Australind Rd and Old Coast Road and a cycleway along Old Coast Road from Australind shops to the Forrest Highway.

Community safety

Safer Communities

The community is concerned about hooning, graffiti and other antisocial behaviour.

They want speed cameras and traffic calming measures, more police patrols in hotspots and better street lighting.

Residents also call for crime prevention through community education and youth engagement programs.

Telecommunications and internet services

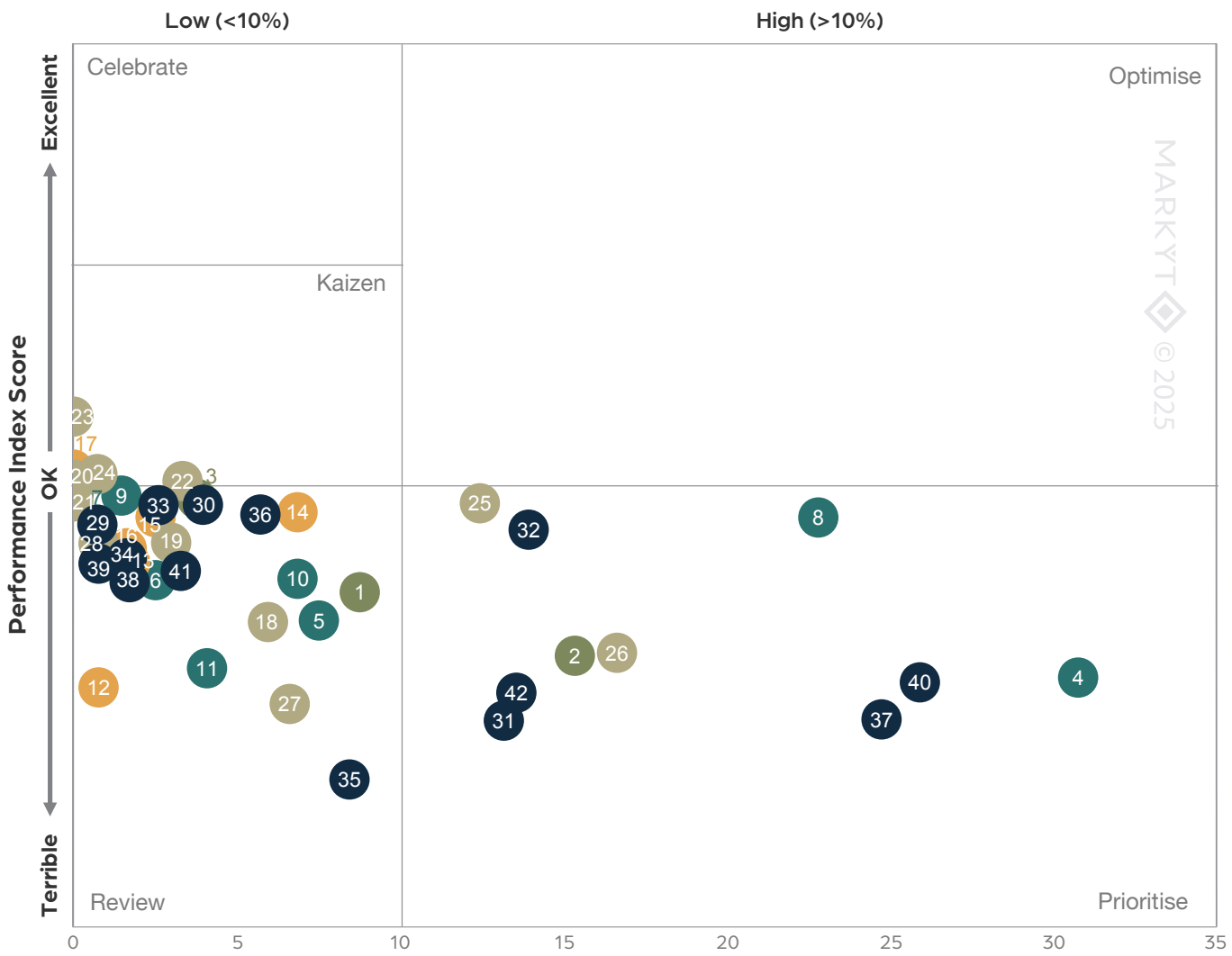
Reliable mobile and internet services

Internet and mobile phone service is patchy and unreliable.

Residents would like Council to advocate to relevant service providers to upgrade these services.

MARKYT Community Priorities in the Rural North district

COMMUNITY PRIORITIES (% of respondents)



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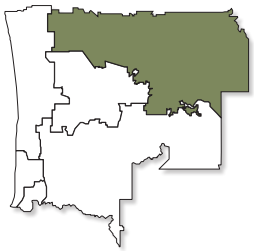
Rural North

In the Rural North District, the community expressed concern with several services. They would mostly like the Council to address their concerns with local roads, economic development, pest management, and parks, playgrounds and reserves.

Localities

- Cookernup
- Hoffman
- Yarloop



Local roads | **Economic development** | **Pest management** | **Parks, playgrounds and reserves**

Safer local roads

The community is concerned about potholes, lack of kerbs, poor drainage and overhanging vegetation on local roads.

They would like gravel roads to be graded more regularly, high-traffic roads to be sealed and all repairs to be long-lasting.

Local business development

Residents would like to see more support for local businesses, leading to greater investment and job opportunities in the area.

Suggestions include growing the town centre, assistance with planning applications and encouraging diverse industries such as renewables and government departments.

Controlling pests

There are calls for the removal of noxious weeds such as Cotton Bush and Bridal Creeper from road reserves and Shire-owned areas.

Feral animals such as pigs, rabbits, foxes and cats also need to be controlled.

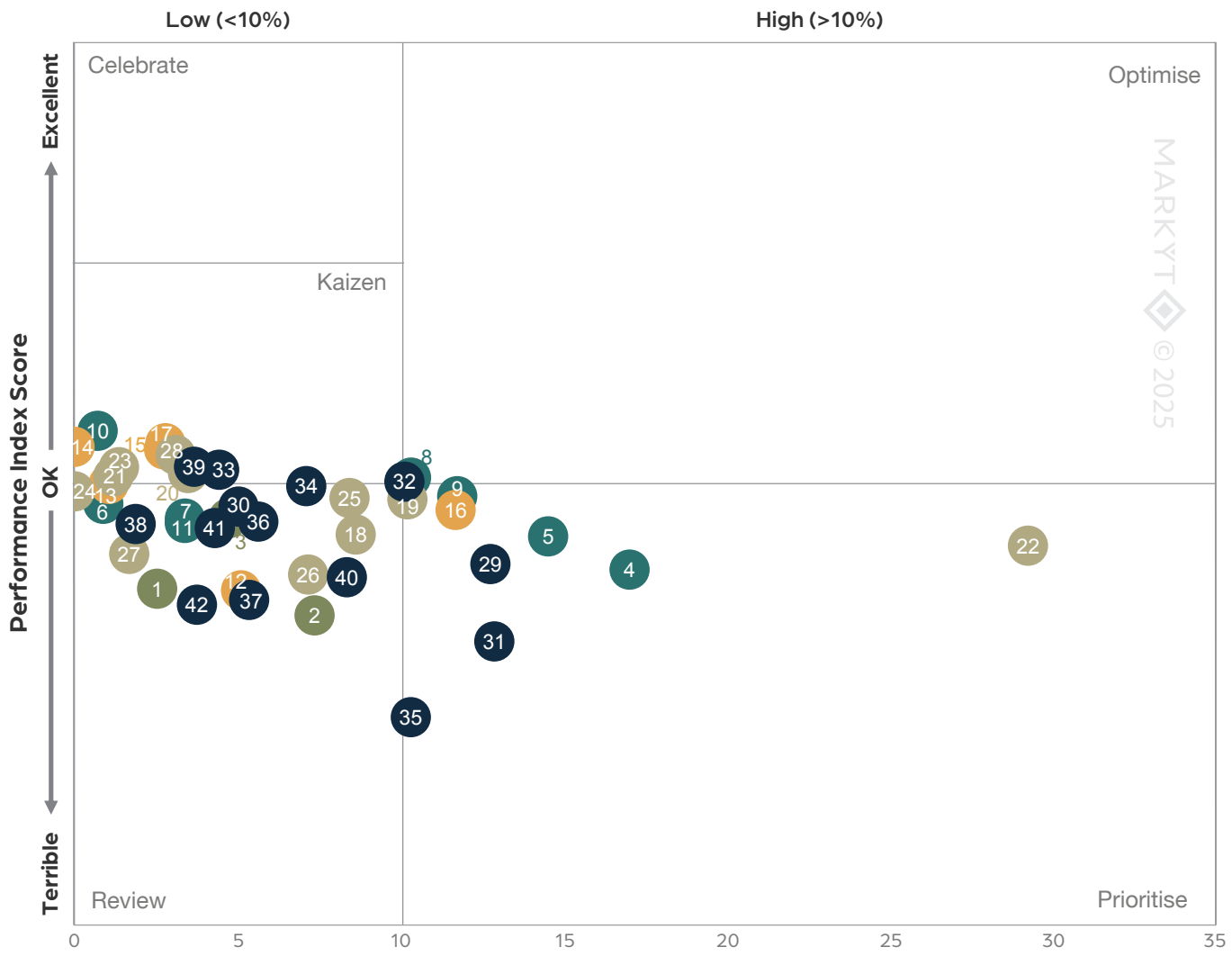
Activities for local youth

Residents would like more equipment and activities in parks for children and teenagers.

Suggestions include a new all-ages and abilities playground in Harvey, a splash park at the Harvey pool and upgrades to all parks outside of the main towns.

MARKYT Community Priorities in the Rural South district

COMMUNITY PRIORITIES (% of respondents)



Governance

1 Communication (local issues, services)
2 Community engagement on local issues
3 Customer service

Asset management

4 Local roads
5 Footpaths, trails and cycleways
6 Lighting of streets and public places
7 Public buildings, halls and toilets
8 Parks, playgrounds and reserves
9 Streetscapes, trees and verges
10 Marine facilities
11 Stormwater management and drainage

Compliance

12 Planning services
13 Heritage services
14 Universal access and inclusion
15 Ranger services
16 Waste management
17 Environmental health services

Discretionary services

18 Youth services and facilities
19 Family and children's services
20 Seniors' services and facilities
21 Reconciliation action
22 Sport and recreation
23 Library services and facilities
24 Art, culture and creative activities
25 Festivals, markets and events
26 Town centre development and activation
27 Tourism and destination marketing
28 Volunteer support services

Advocacy and support

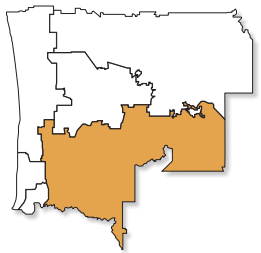
29 Safety and crime prevention
30 Health and community services
31 Housing
32 Aged care and accommodation
33 Water supply and sewerage services
34 Main roads
35 Public transport
36 Environmental management
37 Pest management
38 Climate action
39 Emergency management
40 Economic development and job creation
41 Education and life-long learning
42 Telecommunications and internet

Rural South

In the Rural South District, the community expressed concern with several services. They would mostly like the Council to address their concerns with sport and recreation facilities and services, followed by roads, footpaths, trails and cycleways.

Localities

- Beela
- Benger
- Brunswick Junction
- Mornington
- Roelands
- Wellesley



Sport and recreation services and facilities

Upgrades to sporting facilities

The community would like the Brunswick Tennis Club court refurbishment to be completed as a matter of priority.

There are also calls for upgrades to the Leschenault Leisure Centre including more basketball courts, toilets and fans and more free outdoor activities such as pump tracks, table tennis tables and basketball half-courts.

Local Roads

Safe, well-maintained roads

Residents need their local roads to be safe and well maintained. They have asked for more gravel roads to be sealed, especially those used by high volumes of traffic and farm machinery.

They would also like potholes to be fixed with long-term solutions, not merely "patched", and overhanging vegetation to be cut back.

Footpaths, trails and cycleways

Connected paths

Residents would like cycleways connecting town centres, such as Australind, Roelands, Brunswick, Burekup, Harvey and Wokalup.

They would like footpaths on all streets and for surfaces to be even and well maintained.

There is also a call for upgrades to the Brunswick River Walk, including better signage and weed and erosion control.

Roles and Responsibilities

Shire of Harvey exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. We will strive to achieve the community vision, outcomes and objectives by delivering, partnering and advocating for facilities, infrastructure and services to meet local needs.

Deliver

The Shire is responsible for asset management, compliance and service delivery in accordance with Local Government regulations or as endorsed by Council.

Asset management

The Shire maintains, upgrades and operates various public assets, including:

- Local roads
- Footpaths, trails, cycleways
- Lighting
- Stormwater infrastructure
- Community buildings and public toilets
- Parks and playgrounds
- Sporting reserves
- Streetscapes
- Shire buildings, vehicles and equipment

Compliance

The Shire ensures compliance with local regulations, policies and by-laws relating to:

- Planning services
- Heritage services
- Universal access and inclusion
- Ranger services
- Waste management
- Environmental health services

Service Delivery

The Shire delivers a wide range of services to meet community needs, including:

- Community development
- Reconciliation action
- Sport and recreation
- Art and culture
- Library services
- Museum services
- Place activation
- Tourism
- Community engagement
- Customer service
- Volunteer support services
- Child care

Partner

Council builds strategic partnerships with Australian and State Government agencies, non-governmental organisations, the private sector and others whose work contributes to delivering the community vision and objectives.

Australian Government

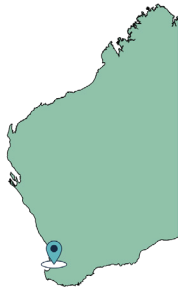
The Australian Government plays a central role in managing national affairs and addressing issues that impact the country, including:

- Indigenous affairs
- Foreign affairs
- Immigration
- Defence
- Welfare programs
- National infrastructure
- Medicare
- Economic regulation
- Education: tertiary
- Environmental protection
- Emergency management

State Government

The Government of Western Australia addresses state-wide issues and needs, including:

- Police, law and order
- Public housing
- Hospitals
- Public health
- State roads
- Public transport
- Economic development
- Tourism
- Education: primary, secondary and vocational
- Land use planning
- Community services
- Emergency services



Other partners

Council collaborates with a range of other stakeholders to address community needs:

- Regional Development Commission
- Neighbouring Councils
- Industry and peak bodies
- Local businesses
- Non-government organisations
- Environmental groups
- Community groups
- Cultural groups
- Sporting clubs
- Event organisers
- Funding bodies

Advocate

The Shire gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and private industry to bring about the best outcomes for our community.

Our Plan for the Future 2025-2035

Values and Commitments

We value:

- Effective stewardship of our environment and heritage
- Strong leaders and fair decisions
- Effective communication and cooperation
- A safe community that has a strong community spirit and sense of belonging
- 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
- Is open minded, approachable, tolerant and responsive

Pillars, Outcomes and Objectives

To work towards achievement of the community vision and aspirations, the Shire of Harvey engaged the community to shape a set of outcomes and objectives. Supporting strategies and projects are detailed in the Corporate Business Plan, to follow.

People

Outcome

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

Objective

1. Create a community where people feel safe.
2. Facilitate healthy and active communities.
3. Grow participation in arts, culture and creative activities.
4. Support people through all stages of life.
5. Ensure equitable access to local services, facilities and places.
6. Value and celebrate cultural diversity.

Planet

Outcome

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

Objective

7. Manage and protect natural habitats and ecosystems.
8. Facilitate climate action and responsible use of natural resources.
9. Manage waste sustainably.
10. Enhance natural disaster and emergency management.

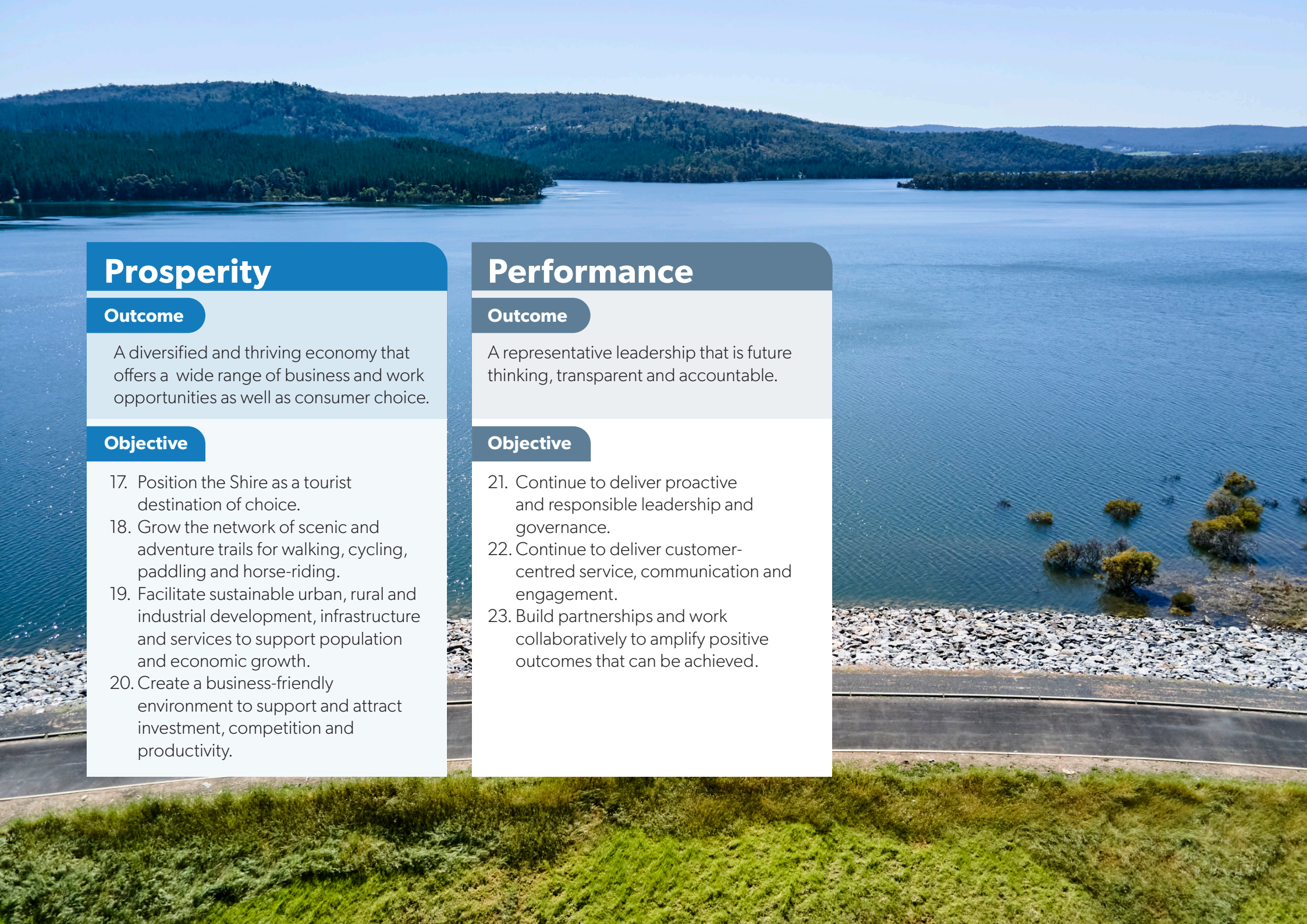
Place

Outcome

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

Objective

11. Increase access to diverse and affordable housing.
12. Enhance the appearance of public spaces and streetscapes.
13. Protect and preserve places with heritage or cultural significance.
14. Provide vibrant, accessible and well-maintained parks and playgrounds.
15. Ensure Shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.
16. Facilitate safer, connected, well-maintained roads, paths and cycleways.



Prosperity

Outcome

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

Objective

17. Position the Shire as a tourist destination of choice.
18. Grow the network of scenic and adventure trails for walking, cycling, paddling and horse-riding.
19. Facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.
20. Create a business-friendly environment to support and attract investment, competition and productivity.

Performance

Outcome

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

Objective

21. Continue to deliver proactive and responsible leadership and governance.
22. Continue to deliver customer-centred service, communication and engagement.
23. Build partnerships and work collaboratively to amplify positive outcomes that can be achieved.

People

Outcome:

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

Objective 1: Create a community where people feel safe

Principal activities - what we will continue to do

Services	Service Description
Ranger Services	To provide effective community safety, amenity protection, and compliance services through education, patrols, and enforcement. Ranger Services support the Shire's objectives by ensuring adherence to local laws and State legislation, particularly in areas such as animal control, parking, firebreak compliance, and public safety. The team plays a vital role in protecting people, property, and the environment.
Information and Communication Technology Management	To provide secure, modern, and resilient information, records and technology systems that support efficient service delivery, ensure legislative compliance, safeguard operational continuity, and enhance community safety. Information Services supports the organisation through the management of Information and Communication Technology (ICT) infrastructure and Enterprise Resource Planning (ERP) systems, information governance (including Freedom of Information (FOI) and Privacy and Responsible Information Sharing (PRIS) compliance, business continuity planning, and public CCTV surveillance for crime prevention).
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Civil Construction and Maintenance	To plan, deliver, maintain and upgrade the Shire's civil infrastructure—roads, footpaths, drainage and transport assets—to ensure safe, connected and accessible movement for all users. The service ensures compliance with engineering standards, alignment with community needs, and supports long-term asset sustainability.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Collaborate with local WA Police and other key partners to share information, coordinate crime prevention initiatives and advocate for adequate police resources to address local issues.	Community Development	•	•	•	•	•
Extend the CCTV network in priority public places and community facilities as identified in the Forward Capital Works Plan.	Information Services	•	•	•	•	•
Complete a Lighting Audit of local streets and public places to identify and prioritise hot spots for improvement.	Engineering Services	•				
Promote community safety programs, such as Neighbourhood Watch in Shire communications to increase awareness and participation among residents.	Community Development	•	•	•	•	•
Deliver a public education campaign in collaboration with partners to encourage safer and more responsible use of scooters, trail bikes and other off-road vehicles across the Shire.	Ranger Services	•				

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 2: Facilitate healthy and active communities

Principal activities - what we will continue to do

Services	Service Description
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.
Recreation and Leisure	To promote active, healthy, and inclusive lifestyles by providing high-quality recreation, leisure, and cultural facilities and programs. The Shire of Harvey delivers these services through the Leschenault Leisure Centre (LLC), the Harvey Recreation and Cultural Centre (HRCC), Dr Peter Topham Memorial Swimming Pool and a network of community sporting grounds and recreation spaces that support lifelong wellbeing and social connection.
Environmental Health	To protect and promote public health and environmental wellbeing in the Shire of Harvey ensuring safe food, water, housing and environmental standards, contributing to a healthy, sustainable and liveable community.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.
Civil Construction and Maintenance	To plan, deliver, maintain and upgrade the Shire's civil infrastructure—roads, footpaths, drainage and transport assets—to ensure safe, connected and accessible movement for all users. The service ensures compliance with engineering standards, alignment with community needs, and supports long-term asset sustainability.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Conduct a review of Shire of Harvey Local Laws to ensure laws remain relevant and aligned with community needs and legislative standards.	Governance and Strategy	•				
Investigate the best utilisation of sporting and aquatic facilities throughout the Shire.	Recreation Services	•	•	•	•	•
Complete Leschenault Leisure Centre court expansion.	Special Projects	φ	o			
Investigate a joint recreation membership across Shire facilities.	Recreation Services	•				
Upgrade Arthur Marshall Grandstand at Harvey Recreation Ground.	Special Projects				o	o
Complete Leschenault Recreation Park design for Ovals 7 and 8.	Special Projects	•	o	φ		
Upgrade the Old Coast Road-Collie River Bridge fishing platform.	Engineering Services	φ				
Complete the structural investigation of the Dr Peter Topham Memorial Swimming Pool and make recommendations to Council regarding proposed remediation actions.	Recreation Services	•				

• Covered by operating budget φ Additional operating or capital budget secured o Additional operating or capital budget required

Objective 3: Grow participation in arts, culture and creative activities

Principal activities - what we will continue to do

Services	Service Description
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Libraries	To provide inclusive, welcoming and connected spaces that support lifelong learning, literacy, digital access, cultural enrichment and community wellbeing. Library Services in the Shire of Harvey deliver free access to information, reading materials, digital resources, and educational programs that enhance the quality of life for residents of all ages.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.
Environmental Health	To protect and promote public health and environmental wellbeing in the Shire of Harvey ensuring safe food, water, housing and environmental standards, contributing to a healthy, sustainable and liveable community.
Recreation and Leisure	To promote active, healthy, and inclusive lifestyles by providing high-quality recreation, leisure, and cultural facilities and programs. The Shire of Harvey delivers these services through the Leschenault Leisure Centre (LLC), the Harvey Recreation and Cultural Centre (HRCC), Dr Peter Topham Memorial Swimming Pool and a network of community sporting grounds and recreation spaces that support lifelong wellbeing and social connection.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Construct Harvey Library and community area in the Harvey Community Precinct.	Special Projects	φ	φ	φ		
Work with the State Library of WA and local communities to review library services in Yarloop and Brunswick.	Library Services	•				
Implement the Mural Art Project and Public Art Trail.	Community Development	•	•	•	•	•
Collaborate with community organisations to host skills development workshops aimed at enhancing opportunities for local artists.	Community Development	•	•	•	•	•
Support community-led events.	Environmental Health	•	•	•	•	•
Continue to deliver a program of quality, diverse performances and workshops at venues within the Shire.	Recreation Services	•	•	•	•	•

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 4: Support people through all stages of life

Principal activities - what we will continue to do

Services	Service Description
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Child Care	To provide accessible, high-quality, and inclusive child care services that support the development, safety, and wellbeing of children in the Shire of Harvey. Delivered through the Leschenault Leisure Centre (LLC) and Harvey Recreation and Cultural Centre (HRCC), the service supports families and caregivers by offering reliable early childhood engagement, after school care, and enriching school holiday programs that align with community needs and regulatory standards.
Recreation and Leisure	To promote active, healthy, and inclusive lifestyles by providing high-quality recreation, leisure, and cultural facilities and programs. The Shire of Harvey delivers these services through the Leschenault Leisure Centre (LLC), the Harvey Recreation and Cultural Centre (HRCC), Dr Peter Topham Memorial Swimming Pool and a network of community sporting grounds and recreation spaces that support lifelong wellbeing and social connection.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Undertake an annual youth survey.	Community Development	•	•	•	•	•
Investigate options for youth hubs across the Shire.	Community Development	•				
Work with local young people to deliver an annual Youth and Community Festival.	Community Development	•	•	•	•	•
Advocate for service providers to deliver more life skills workshops for young people.	Community Development	•	•	•	•	•
Provide annual youth scholarships for the Leeuwin Sail Training Ship in conjunction with service clubs.	Community Development	•	•	•	•	•
Collaborate with service providers to expand the after-school care and school holiday programs for young people and families across the Shire.	Recreation Services	•				
Deliver an annual youth traineeship program.	Community Development	•	•	•	•	•
Partner with seniors' groups across the Shire to establish an annual seniors and aged care expo to promote greater awareness of local services, facilities and care options.	Community Development	•	•	•	•	•
Advocate for improved access to health and safety programs for seniors, covering topics like cyber security and the safe use of gophers.	Community Development	•	•	•	•	•

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 5: Ensure equitable access to local services, facilities and places

Principal activities - what we will continue to do

Services	Service Description
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Asset Management	To ensure the sustainable planning, maintenance, valuation, renewal, and optimisation of the Shire's infrastructure and property assets. This includes both owned and leased buildings. The service aims to maximise asset performance and lifecycle value while ensuring safe, fit-for-purpose facilities that support service delivery, community expectations, and legislative compliance.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.
Civil Construction and Maintenance	To plan, deliver, maintain and upgrade the Shire's civil infrastructure—roads, footpaths, drainage and transport assets—to ensure safe, connected and accessible movement for all users. The service ensures compliance with engineering standards, alignment with community needs, and supports long-term asset sustainability.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Administer the Shire's Disability Access and Inclusion Advisory Group, to assist with the review and update of the Even Better Together: Access and Inclusion Plan 2021-2026.	Community Development	•				
Audit ACROD parking and universal access needs across Shire services, facilities and public places to identify and prioritise works for Council to consider when reviewing the Access and Inclusion Plan and Forward Capital Works Program.	Engineering Services	•				

Objective 6: Value and celebrate cultural diversity

Principal activities - what we will continue to do

Services	Service Description
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Establish a Reconciliation Action Plan Reference Group.	Community Development	•				
Implement the local Reconciliation Action Plan in partnership with the local Noongar community.	Community Development	•	•	•	•	•
Support the region's diverse cultural heritage through inclusive events, community partnerships, and initiatives that promote understanding and participation across all backgrounds.	Community Development	•	•	•	•	•

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Planet

Outcome:

A natural environment that is highly valued, protected and enjoyed

Objective 7: Manage and protect natural habitats and ecosystems

Principal activities - what we will continue to do

Services	Service Description
Environmental Health	To protect and promote public health and environmental wellbeing in the Shire of Harvey ensuring safe food, water, housing and environmental standards, contributing to a healthy, sustainable and liveable community.
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.
Environmental Protection	To protect and enhance the Shire's natural environment through sustainable land use, conservation programs, biodiversity initiatives, emissions reduction, and environmental partnerships. This service ensures ecological resilience, promotes climate responsibility, and contributes to regional sustainability efforts while fostering a healthy, biodiverse, and liveable community.
Ranger Services	To provide effective community safety, amenity protection, and compliance services through education, patrols, and enforcement. Ranger Services support the Shire's objectives by ensuring adherence to local laws and State legislation, particularly in areas such as animal control, parking, firebreak compliance, and public safety. The team plays a vital role in protecting people, property, and the environment.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Advocate for the State Government to create and implement state forest and national park management plans, with clear roles and responsibilities for all key partners.	Environmental Services	•	•	•	•	•
Work with Department of Biodiversity, Conservation and Attractions and adjoining coastal Shires to create a Beach Management Plan, with clear roles and responsibilities.	Environmental Services	•				
Partner with Department of Water and Environmental Regulation, Shire of Dardanup and City of Bunbury to identify and implement priority projects in the Collie River and Leschenault Estuary Coastal Hazards Risk Map Adaptation Plan.	Environmental Services	•	•	•	•	•
Investigate developing a Significant Tree Register.	Planning Services	•				
Investigate opportunities to provide concessional rates when landowners formalise the protection of biodiversity assets and implement formal management regimes.	Environmental Services	•	•	•	•	•
Partner with community and schools to undertake annual revegetation projects to increase native vegetation coverage in degraded areas, such as Myalup Dunes.	Environmental Services	•	•	•	•	•
Collaborate with service providers, such as local nurseries, to promote native plant guidelines to assist landowners with revegetation activities.	Environmental Services	•	•	•	•	•
Investigate measures to prevent marine pollution from boat cleaning, fuel spills, and other sources at marine facilities (e.g., designated cleaning areas, spill kits, waste disposal facilities).	Engineering Services	•	o			

• Covered by operating budget φ Additional operating or capital budget secured o Additional operating or capital budget required

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Continue mosquito treatments in coastal areas through the Council adopted Mosquito Management Plan and the Leschenault Contiguous Local Authorities Group (CLAG) Mosquito Management Program.	Environmental Health	●	●	●	●	●
Review and update community education resources to raise awareness and adoption of responsible environmental behaviours.	Environmental Services	●	●	●	●	●
Continue to collaborate with, government bodies and landowners to explore strategies for reducing illegal camping.	Ranger Services	●	●	●	●	●
Conduct ongoing Mosquito education for residents.	Environmental Health	●	●	●	●	●

Objective 8: Facilitate climate action and responsible use of natural resources

Principal activities - what we will continue to do

Services	Service Description
Environmental Health	To protect and promote public health and environmental wellbeing in the Shire of Harvey ensuring safe food, water, housing and environmental standards, contributing to a healthy, sustainable and liveable community.
Environmental Protection	To protect and enhance the Shire's natural environment through sustainable land use, conservation programs, biodiversity initiatives, emissions reduction, and environmental partnerships. This service ensures ecological resilience, promotes climate responsibility, and contributes to regional sustainability efforts while fostering a healthy, biodiverse, and liveable community.
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.
Climate Action	To lead and coordinate the Shire's approach to environmental sustainability and climate resilience through planning, education, partnerships and operational improvement. This service fosters long-term environmental stewardship, economic sustainability and community wellbeing by reducing emissions, promoting energy and water efficiency, and embedding sustainable practices across the organisation and broader community.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Develop an Alternative Energy Sources Strategy to increase use of alternative energy sources across Shire assets, facilities and public places.	Waste and Safety Services	•				
Develop a Corporate Adaptation Action Plan to assist the Shire in navigating the risks and impacts of climate on operations.	Waste and Safety Services	•	•			
Work with key stakeholders to implement the Corporate Adaptation Action Plan to reduce emissions and enhance climate resilience within the Shire.	Waste and Safety Services		•	•		
Support school programs to help local schools achieve net-zero emissions through education and practical initiatives.	Environmental Services	•				
Implement the Waterwise Council Action Plan.	Waste and Safety Services	•	•	•	•	•
Continue to promote community education resources for the awareness and adoption of sustainable practices, including practices related to energy, water and waste.	Waste and Safety Services	•	•	•	•	•

Objective 9: Manage waste sustainably

Principal activities - what we will continue to do

Services	Service Description
Environmental Protection	To protect and enhance the Shire's natural environment through sustainable land use, conservation programs, biodiversity initiatives, emissions reduction, and environmental partnerships. This service ensures ecological resilience, promotes climate responsibility, and contributes to regional sustainability efforts while fostering a healthy, biodiverse, and liveable community.
Waste Management and Sanitation	To deliver sustainable and efficient waste management services through a hybrid delivery model across multiple locations, supporting environmental outcomes, community expectations, and regulatory compliance. The service integrates kerbside collection, transfer station operations, public place waste services, and regional waste processing via the Bunbury-Harvey Regional Council (BHRC), ensuring responsible management of household, organic, and recyclable waste streams.
Ranger Services	To provide effective community safety, amenity protection, and compliance services through education, patrols, and enforcement. Ranger Services support the Shire's objectives by ensuring adherence to local laws and State legislation, particularly in areas such as animal control, parking, firebreak compliance, and public safety. The team plays a vital role in protecting people, property, and the environment.
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Develop a Local Waste Management Strategy.	Waste and Safety Services	●	●			
Design a new Waste Transfer Station at Richardson Road.	Waste and Safety Services	●	●	φ		
Implement the Richardson Road landfill site Closure Plan and subsequent conversion to a waste transfer station.	Waste and Safety Services	●	O	O	O	O
Investigate and implement improvements at Harvey Liquid Waste Facility and pursue commercial opportunities for the facility.	Environmental Health	●				
Partner with the City of Bunbury to consider the future role, purpose and strategic direction of Bunbury-Harvey Regional Council.	Waste and Safety Services	●	O	O	O	O
Partner with the Department of Health and Water Corporation to develop a Trade Waste Management Policy - outlining guidelines and regulations for managing wastewater from commercial and industrial activities.	Environmental Health	●				

• Covered by operating budget φ Additional operating or capital budget secured O Additional operating or capital budget required

Objective 10: Enhance natural disaster and emergency management

Principal activities - what we will continue to do

Services	Service Description
Emergency Preparedness, Response and Recovery	To protect the community and environment of the Shire of Harvey by providing coordinated, efficient, and compliant emergency management services across prevention, preparedness, response, and recovery. This includes the administration of the *Bush Fires Act 1954*, oversight of bushfire brigades and facilities, facilitation of emergency committees, and delivery of local recovery planning in partnership with key stakeholders.
Civil Construction and Maintenance	To plan, deliver, maintain and upgrade the Shire's civil infrastructure—roads, footpaths, drainage and transport assets—to ensure safe, connected and accessible movement for all users. The service ensures compliance with engineering standards, alignment with community needs, and supports long-term asset sustainability.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Continue to investigate improvements of the Brunswick Recreation Centre to enable operation as an emergency evacuation centre.	Waste and Safety Services	●				
Redevelop the Leschenault Volunteer Fire Brigade building.	Waste and Safety Services	φ				
Complete a comprehensive review of the existing stormwater drainage network to identify and prioritise cleaning, maintenance and upgrade requirements.	Engineering Services	●				
Promote resources to support and encourage households and businesses to create localised emergency plans.	Waste and Safety Services	●	●	●	●	●
Partner with key stakeholders to develop education and awareness initiatives on emergency procedures for vulnerable people.	Waste and Safety Services	●	●	●	●	●

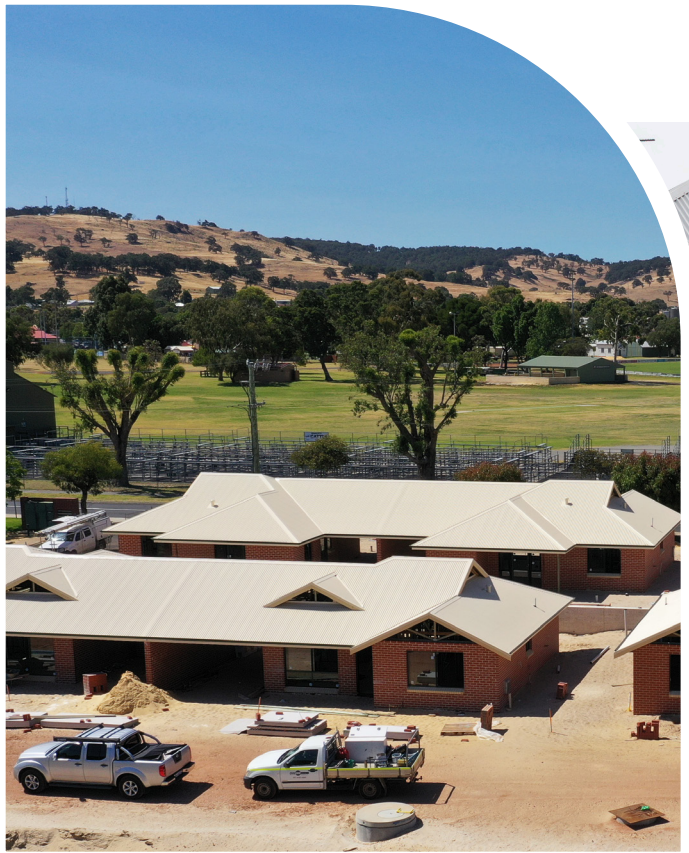
• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

AUSTRAL RD

Place

Outcome:

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



Objective 11: Increase access to diverse and affordable housing

Principal activities - what we will continue to do

Services	Service Description
Executive Services	Enable transparent, accountable, and lawful decision-making by Council through the effective coordination, conduct and documentation of Council and Committee meetings.
Marketing, Advocacy and Communication	To connect the Shire with its community and stakeholders by delivering clear, transparent, and strategic communications that foster trust, encourage participation, and advocate for local priorities.
Planning Services	To provide robust, transparent, and coordinated land use planning services that support sustainable growth, heritage protection, and strategic development outcomes in accordance with the Local Planning Scheme and State Planning Framework. Planning Services enables orderly development, environmental stewardship, and liveable communities through effective statutory, strategic, and compliance functions.
Building Services	To ensure that all building activities within the Shire of Harvey are safe, compliant, and aligned with legislative and planning frameworks. The Building Services team provides regulatory assessment, technical advice, and inspection services to safeguard the community and promote sustainable and resilient built environments.
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Advocate for increased funding and support from State and Federal governments for affordable and social housing initiatives within the Shire.	Community Development	●	●	●	●	●
Advocate for State and Federal Government managed-land that is vacant or unallocated to be repurposed and developed for aged care, community housing and affordable housing.	Communications	●	●	●	●	●
Investigate and identify Shire-managed land that could be made available for diverse and affordable housing developments through long-term leases to community housing providers.	Planning Services	●	●	●	●	●

Objective 12: Enhance the appearance of public spaces and streetscapes

Principal activities - what we will continue to do

Services	Service Description
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Develop sustainable verge planting guidelines and resources to support residents, businesses and community groups to enhance streetscapes.	Parks and Gardens	•				

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 13: Protect and preserve places with heritage or cultural significance

Principal activities - what we will continue to do

Services	Service Description
Planning Services	To provide robust, transparent, and coordinated land use planning services that support sustainable growth, heritage protection, and strategic development outcomes in accordance with the Local Planning Scheme and State Planning Framework. Planning Services enables orderly development, environmental stewardship, and liveable communities through effective statutory, strategic, and compliance functions.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Renovate Harvey Town Hall to conserve and maximise use of this significant heritage building.	Special Projects				o	o
Finalise Yarloop Workshop redevelopment.	Special Projects	•				
Develop historical trails with interpretive signage to promote significant local history and heritage.	Tourism	•	•	•	•	•

• Covered by operating budget φ Additional operating or capital budget secured o Additional operating or capital budget required

Objective 14: Provide vibrant, accessible and well-maintained parks and playgrounds

Principal activities - what we will continue to do

Services	Service Description
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Deliver the Harvey Accessible Playground at Meriden Park.	Parks and Gardens	φ				
Redevelop Binningup Skate Park.	Parks and Gardens	φ				
Investigate current usage and future demand for an array of free outdoor youth recreation assets across the Shire.	Community Development	•		φ		
Upgrade One Tree Park in Yarloop.	Parks and Gardens	•				
Upgrade Braidwood Drive Park in Australind.	Parks and Gardens	•				
Replace Virgo Brace playground in Australind.	Parks and Gardens	φ				
Upgrade Christina Street Reserve playground in Australind.	Parks and Gardens		o			
Upgrade Harvey Dam playground.	Parks and Gardens		o			
Upgrade Treendale Boulevard/Saphire playground.	Parks and Gardens		o			
Investigate the installation of a fish cleaning station at Ridley Place.	Parks and Gardens		•			
Binningup Playground	Parks and Gardens		•			

• Covered by operating budget φ Additional operating or capital budget secured o Additional operating or capital budget required

Objective 15: Ensure Shire facilities, buildings, gardens and grounds are fit for purpose and well maintained.

Principal activities - what we will continue to do

Services	Service Description
Cemeteries	To provide respectful, compliant, and well-maintained cemetery services that meet the cultural, spiritual, and legislative needs of the community.
Asset Management	To ensure the sustainable planning, maintenance, valuation, renewal, and optimisation of the Shire's infrastructure and property assets. This includes both owned and leased buildings. The service aims to maximise asset performance and lifecycle value while ensuring safe, fit-for-purpose facilities that support service delivery, community expectations, and legislative compliance.
Public Gardens, Ovals and Streetscapes	To manage and maintain the Shire's parks, public gardens, streetscapes, and recreation ovals to ensure they are attractive, safe, functional, and sustainable spaces for the enjoyment and wellbeing of the community. This includes environmental stewardship, horticultural care, and the strategic use of water resources to support healthy green spaces.
Civil Construction and Maintenance	To plan, deliver, maintain and upgrade the Shire's civil infrastructure—roads, footpaths, drainage and transport assets—to ensure safe, connected and accessible movement for all users. The service ensures compliance with engineering standards, alignment with community needs, and supports long-term asset sustainability.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.
Design and Development	To provide integrated design, documentation, project management, and subdivision oversight services that ensure the delivery of safe, compliant, and community-focused infrastructure developments.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Complete a comprehensive audit of Shire-owned public buildings, halls and toilets to assess current condition, functionality, accessibility and compliance with relevant standards.	Asset Management	•				
Develop an Asset Rationalisation Strategy to effectively manage Shire assets; aiming to optimise usage and reduce costs.	Asset Management		•			
Progress Australind Administration Office Expansion.	Special Projects	φ				
Progress upgrades at Old Harvey Cemetery, Australind Cemetery and Harvey Lawn Cemetery, including improved entries and directional and interpretive signage.	Engineering Services	•	•	φ		
Upgrade Cook Street access to Cookernup Cemetery.	Engineering Services	•				
Investigate old grave site safety improvements across all cemeteries.	Engineering Services	•				
Upgrade Galway Green irrigation system.	Parks and Gardens	•				
Model current and future demand for local marine facilities considering population growth, tourism trends and boating activity.	Design and Development	•				
Investigate boat ramps and public amenities with consideration for universal access requirements.	Design and Development	•	•			

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 16: Facilitate safer, connected, well-maintained roads, paths and cycleways

Principal activities - what we will continue to do

Services	Service Description
Civil Construction and Maintenance	To plan, deliver, maintain and upgrade the Shire's civil infrastructure—roads, footpaths, drainage and transport assets—to ensure safe, connected and accessible movement for all users. The service ensures compliance with engineering standards, alignment with community needs, and supports long-term asset sustainability.
Design and Development	To provide integrated design, documentation, project management, and subdivision oversight services that ensure the delivery of safe, compliant, and community-focused infrastructure developments.
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Advocate for Main Roads WA to upgrade the intersection for Raymond Road, Grand Entrance and Forrest Highway.	Engineering Services	•				
Advocate for Main Roads WA to upgrade, beautify and improve signage on South Western Highway and Uduc Road.	Design and Development	•				
Complete the Uduc, Forestry and Government Roads alignment in Harvey.	Engineering Services	φ	o			
Complete Riverdale Road reconstruction in Cookernup.	Engineering Services	•				
Continue to implement the 10-year Local Path Renewal and Improvement Plan.	Engineering Services	•	•	•	•	•
Complete an audit of the footpath network to identify and prioritise works to improve safety and universal access, with a key focus on areas around local schools.	Engineering Services	•	•	•	•	•

• Covered by operating budget φ Additional operating or capital budget secured o Additional operating or capital budget required

Prosperity

Outcome:

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

Objective 17: Position the Shire as a premium tourist destination of choice

Principal activities - what we will continue to do

Services	Service Description
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.
Tourism	To support the growth of a vibrant, sustainable, and inclusive visitor economy by enhancing the Harvey Region's tourism offering, increasing destination awareness, and supporting local operators. The Shire's Destination Harvey Region Team plays a key role in marketing, experience development, event support, and industry capacity building—positioning Harvey as a key destination for eco-tourism, agritourism, cultural tourism, and adventure.
Asset Management	To ensure the sustainable planning, maintenance, valuation, renewal, and optimisation of the Shire's infrastructure and property assets. This includes both owned and leased buildings. The service aims to maximise asset performance and lifecycle value while ensuring safe, fit-for-purpose facilities that support service delivery, community expectations, and legislative compliance.
Special Projects	To plan, manage and deliver the Shire of Harvey's major construction projects in a manner that is strategic, transparent, and financially responsible. The Special Projects service ensures that complex infrastructure projects are delivered on time, within budget and to the highest standards of quality, safety and community value, in alignment with the Council Plan and community expectations.
Design and Development	To provide integrated design, documentation, project management, and subdivision oversight services that ensure the delivery of safe, compliant, and community-focused infrastructure developments.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Advocate for the State Government to plan for infrastructure including power, water and roads to support tourism accommodation needs.	Tourism	•	•	•	•	•
Promote development of new and innovative tourism destinations, infrastructure, products and experiences that align with the Shire's brand and target markets (e.g. eco-tourism ventures, farm stays, adventure activities, cultural tours).	Tourism	•	•	•	•	•
Complete the Ridley Place Foreshore design and planning for a café and public amenities including landscaping improvements.	Special Projects	•	φ			
Assist with the development of a management plan for Yarloop Workshops that considers commercial tenancy arrangements and site operations.	Economic Development	•				
Establish an online resource for accessible tourism within the Harvey Region.	Tourism	•				
Engage with property owners and relevant government stakeholders to progress a Coastal Tourist Drive between Myalup and Australind via Binningup.	Planning Services	•				
Upgrade Brunswick Junction Caravan Park ablution facilities.	Asset Management	•				
Support the growth of iconic events that promote local produce, food and beverages.	Tourism	•	•	•	•	•

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 18: Grow the network of scenic and adventure trails for walking, cycling, paddling and horse-riding

Principal activities - what we will continue to do

Services	Service Description
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.
Environmental Protection	To protect and enhance the Shire's natural environment through sustainable land use, conservation programs, biodiversity initiatives, emissions reduction, and environmental partnerships. This service ensures ecological resilience, promotes climate responsibility, and contributes to regional sustainability efforts while fostering a healthy, biodiverse, and liveable community.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Work with Department of Biodiversity, Conservation and Attractions, Water Corporation, Harvey Aboriginal Corporation, peak bodies and other stakeholders to implement and promote Munda-Biddi Trail Harvey Spur, supporting trails and facilities.	Tourism	φ	•	•	•	•
Develop a Korijekup Conservation Park trails master plan.	Tourism				O	O
Investigate a revitalisation plan for the Brunswick River Walk.	Environmental Services	•	•	•	•	•
Advocate for the governing agencies to re-open access to the Falls Brook Nature Reserve waterfalls off Stansfield Road and develop trails, signage, cultural interpretation and parking infrastructure.	Tourism				O	O
Advocate for the Department of Biodiversity, Conservation and Attractions to upgrade the Wildflower Ridge Trail with ablutions, signage and parking facilities and develop a routine maintenance schedule.	Tourism	•				

• Covered by operating budget φ Additional operating or capital budget secured O Additional operating or capital budget required

Objective 19: Facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.

Principal activities - what we will continue to do

Services	Service Description
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.
Design and Development	To provide integrated design, documentation, project management, and subdivision oversight services that ensure the delivery of safe, compliant, and community-focused infrastructure developments.
Environmental Protection	To protect and enhance the Shire's natural environment through sustainable land use, conservation programs, biodiversity initiatives, emissions reduction, and environmental partnerships. This service ensures ecological resilience, promotes climate responsibility, and contributes to regional sustainability efforts while fostering a healthy, biodiverse, and liveable community.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Amend the Shire of Harvey's Local Planning Strategy for consistency with the Sub-Regional Strategy.	Planning Services	•				
Finalise the Shire of Dardanup and Shire of Harvey Joint Town Planning Scheme.	Planning Services	•				
Update and implement the Land Optimisation Strategy for Shire freehold land.	Planning Services	•				
Advocate for Government and the private sector to improve digital infrastructure and connectivity throughout the Harvey Region.	Economic Development	•	•	•	•	•
Provide free or low-cost Wi-Fi in strategic public places, including town centres, parks, libraries and key tourism precincts.	Information Services	•	•	•	•	•
Advocate for Western Power, Water Corporation and Harvey Water to ensure the Shire's needs and future power and water security are considered in regional planning and infrastructure development.	Design and Development	•	•	•	•	•
Advocate for the Public Transport Authority to complete a review of public transport needs to improve connectivity within the shire and with other towns.	Design and Development	•	•	•	•	•
Investigate a Developer Contribution Program.	Planning Services	•				

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 20: Create a business-friendly environment to support and attract investment, competition and productivity.

Principal activities - what we will continue to do

Services	Service Description
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.
Design and Development	To provide integrated design, documentation, project management, and subdivision oversight services that ensure the delivery of safe, compliant, and community-focused infrastructure developments.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Maintain and update the Shire's "Business Information Pack" to assist small business with understanding local planning and approval processes.	Economic Development	•				
Collaborate with Bunbury Geographe Chamber of Commerce and Industry (BGCCI) to provide networking opportunities for local businesses.	Economic Development	•	•	•	•	•
In partnership with key stakeholders and State Government, advocate to secure targeted State and Federal government incentives that support investment-ready projects, attract major industry, and drive sustainable local job growth.	Economic Development	•	•	•	•	•
Implementation of the Shire's Economic Development Strategy "We Are Forward 2031" for economic growth opportunities including; General Industrial, Light Industrial, Commercial and Tourism zoned land; Incentives for business attraction and investment; and Aged Care accommodation.	Economic Development	•				

Performance

Outcome:

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

Objective 21: Continue to deliver proactive and responsible leadership and governance

Principal activities - what we will continue to do

Services	Service Description
Governance	Support transparent, accountable, and compliant decision-making across the organisation. Governance support Elected Members, provide oversight of statutory compliance and delegations, policy and local law management, and promote good governance practices across the organisation.
Human Resources	To attract, support, and retain a skilled and engaged workforce through effective human resource management practices, including recruitment, payroll, employee relations, performance management, and organisational development. The HR service underpins the Shire's operational capability and ensures alignment with strategic priorities and compliance obligations
Information and Communication Technology Management	To provide secure, modern, and resilient information, records and technology systems that support efficient service delivery, ensure legislative compliance, safeguard operational continuity, and enhance community safety. Information Services supports the organisation through the management of Information and Communication Technology (ICT) infrastructure and Enterprise Resource Planning (ERP) systems, information governance (including Freedom of Information (FOI) and Privacy and Responsible Information Sharing (PRIS) compliance, business continuity planning, and public CCTV surveillance for crime prevention.
Council Planning and Performance	To provide strategic and integrated planning leadership that ensures the Shire of Harvey's Council Plan and Service Plans reflect community priorities, guide resource allocation, and support informed decision-making.
Risk Management	To protect the Shire's people, assets, operations, and reputation by identifying, assessing, and managing risks, and ensuring appropriate insurance coverage and incident response
Work Health and Safety	To provide a safe, healthy and compliant working environment by proactively identifying and managing physical and psychosocial risks, supporting the wellbeing of all workers, and ensuring that the Shire of Harvey meets its legislative obligations under the Work Health and Safety Act 2020.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Implement a new Corporate Enterprise Resource Planning (ERP) System to streamline the Shire's administrative and operational processes.	Information Services	•				
Conduct a 2-yearly employee wellbeing survey.	Governance and Strategy		•			
Develop access and inclusion recruitment processes and employment plans to improve employment outcomes at the Shire for people living with disability.	Governance and Strategy	•	•	•	•	•
Continue to assess and report on probity, risk, statutory compliance and other governance and financial controls to ensure the efficiency and effectiveness of the Local Governments activities, services and programs.	Governance and Strategy	•	•	•	•	•
Investigate and implement a Shire building compliance certification service.	Building Services	•				

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Objective 22: Continue to deliver customer-centred service, communication and engagement.

Principal activities - what we will continue to do

Services	Service Description
Customer Experience	To deliver responsive, professional and accessible customer service across all channels, ensuring community enquiries and service needs are addressed effectively, while promoting a culture of customer-focused civic support.
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Governance	Support transparent, accountable, and compliant decision-making across the organisation. Governance support Elected Members, provide oversight of statutory compliance and delegations, policy and local law management, and promote good governance practices across the organisation.
Council Planning and Performance	To provide strategic and integrated planning leadership that ensures the Shire of Harvey's Council Plan and Service Plans reflect community priorities, guide resource allocation, and support informed decision-making.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Develop and adopt a Community Engagement Charter in accordance with reform requirements.	Communications	•				
Review and update the Customer Service Charter to demonstrate the Shire's commitment to providing high-quality service, including standards for response times, communication, and complaint handling. To be completed every two years.	Customer Service	•	•	•	•	•
Conduct a 2-yearly community survey.	Governance and Strategy	•		•		
Review and streamline internal processes to improve the customer experience	Governance and Strategy	•	•	•	•	•
Update and implement the 2021-2026 Shire of Harvey's Communication and Engagement Plan to strengthen shire engagement strategies through all modes of communication and social media.	Communications	•				

Objective 23: Build partnerships and work collaboratively to amplify positive outcomes that can be achieved.

Principal activities - what we will continue to do

Services	Service Description
Marketing, Advocacy and Communication	To connect the Shire with its community and stakeholders by delivering clear, transparent, and strategic communications that foster trust, encourage participation, and advocate for local priorities.
Community Development	To foster a strong, inclusive and connected community by supporting local groups, facilitating community-led initiatives, and delivering programs that enhance social wellbeing, inclusion, and civic participation. Community Development Services empower residents of all ages and backgrounds to contribute to a vibrant, resilient and thriving Shire.
Economic Development	To promote sustainable economic growth in the Shire of Harvey by supporting investment attraction, business development, workforce readiness, innovation, and strategic partnerships. The service seeks to diversify the economic base and create long-term employment and prosperity for the community.

Strategic Initiatives

Priority Actions	Responsible Business Unit	2026-27	2027-28	2028-29	2029-30	Future Year
Implement actions from the City of Moka Friendship City Agreement to establish goodwill and friendly relations between both regions and countries to facilitate common prosperity within social, cultural, educational and economic development.	Economic Development	•	•	•	•	•
Foster partnerships to strengthen support of local volunteers and community organisations.	Community Development	•	•	•	•	•
Administer annual Community Grants program.	Community Development	•	•	•	•	•
Administer annual Alcoa Harvey Sustainability Fund grants program.	Community Development	•	•	•	•	•
Administer annual Coastal Communities Fund grants program.	Community Development	•	•	•	•	•
Advocate for commitments from State and Federal Members for Major Projects in sync with election cycles.	Communications	•	•			

• Covered by operating budget φ Additional operating or capital budget secured ○ Additional operating or capital budget required

Supporting Strategies and Plans

The Shire of Harvey's planning and reporting processes are governed by the *Local Government Act 1995* . Recent reforms to the Integrated Planning and Reporting Framework (IPRF) include the introduction of a Council Plan, which replaces the Shire's Corporate Business Plan and Strategic Community Plan as the key medium-term strategic document linking community priorities to service delivery, budgeting and performance.

These reforms aim to improve integration, transparency, and accountability in local government planning. While the regulatory amendments to support the new Council Plan are still being finalised, the Shire is closely monitoring developments and will undertake a minor review of its planning documents once the reforms are enacted. This will ensure that the Shire's Council Plan is realigned to meet any updated requirements, including enhanced accountability measures and reporting obligations set out in the new regulations. The Shire is committed to aligning with best practice and maintaining a strong focus on strategic outcomes for the community.

In accordance with the State Government's existing Integrated Planning and Reporting Framework and Guidelines, the Shire of Harvey's Council Plan is also underpinned by a suite of strategic and informing documents. These include:

- Long-term financial plan
- Asset management plans,
- Workforce and diversity plan
- Risk management framework
- A range of issue-specific strategies and plans that reflect the unique needs and aspirations of our communities.

Service Plans

The Shire of Harvey has developed a series of Service Plans to strengthen the link between strategic priorities and operational delivery. These plans outline the objectives, service levels, resource requirements, performance measures and improvement actions for each key service area.

The Service Plans play a critical role in translating the strategic direction of the Council Plan into clear, actionable outcomes, helping to ensure that community needs are met efficiently and effectively. As part of the Shire's integrated planning approach, the Service Plans are used to inform budgeting, workforce planning, asset management and risk management activities. They also support internal accountability by clarifying roles, responsibilities and performance expectations across the organisation. The Service Plans will continue to evolve and be realigned as needed to reflect any changes introduced through the ongoing Integrated Planning and Reporting reforms.

Long-term Financial Plan

The Long-Term Financial Plan (LTFP) is a ten-year financial blueprint that guides the Shire's sustainable service delivery and infrastructure investment. It incorporates forecast income, rate setting, cash flow, equity and financial position statements. These are supported by key assumptions, scenario modelling, major capital works schedules, and risk assessments for significant projects. The LTFP ensures the Shire remains financially resilient while meeting community expectations.

Asset Management Plans

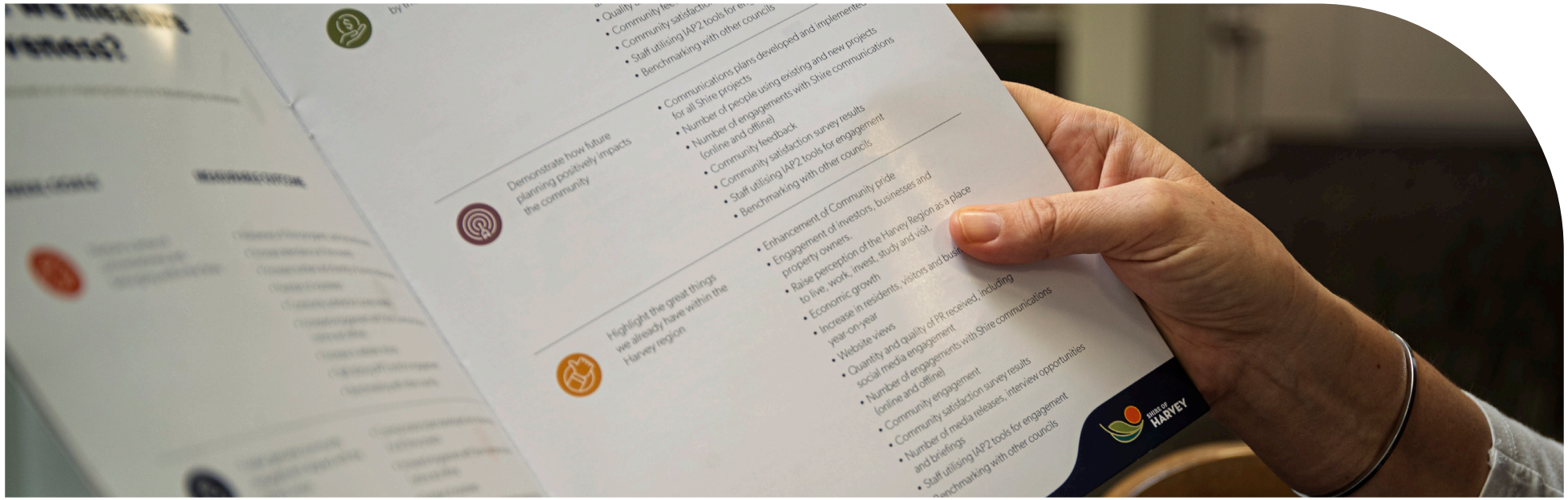
Effective asset management ensures that the Shire's infrastructure and facilities are planned, maintained, and renewed to meet community needs over time. The Asset Management Plans outline how the Shire will manage its assets in a cost-effective and sustainable manner, aligned with agreed service levels.

Workforce and Diversity Plan

The Workforce and Diversity Plan ensures the Shire has the right people in place to deliver services and achieve strategic objectives. It profiles the current workforce, analyses labour market trends, identifies gaps, and recommends recruitment, development, and retention strategies. It also assesses workforce risks and includes mitigation actions to support organisational resilience and performance.

Risk Management Framework

The Shire of Harvey's Risk Management Framework provides a structured and proactive approach to identifying, assessing, managing and monitoring risks across all areas of the organisation. Risk management is integrated into strategic planning, project delivery, operational processes and daily decision-making to enhance outcomes and reduce potential harm or loss.



Issue-specific Strategies and Plans

The Shire of Harvey has adopted a number of issue-specific informing strategies and plans to guide planning, decision-making and service delivery. Some of these documents are required by legislation, while others respond to local priorities and opportunities. Together, they form part of the Shire's broader strategic management framework.

These documents guide the Shire's approach to community wellbeing, economic development, regional tourism, recreation, infrastructure planning and inclusion.

These informing strategies and plans include:

- Access and Inclusion Plan 2021–2026
- Age Friendly Strategy 2022–2027
- Asset Management Plan 2022–2032
- Brunswick Junction Place Plan
- Cemetery Strategy 2022–2027
- Communications and Engagement Strategy 2021–2026
- Community Safety and Crime Prevention Plan 2021–2026
- Forward Capital Works Plan 2026–2034
- Creative Communities 2027
- Early Years Strategy 2022–2027
- Economic Development Strategy 2020–2025
- Harvey Region Tourism Road Map 2031
- Harvey Region Trails and Adventure Master Plan
- Long-Term Financial Plan 2024–2034
- Play Space Strategy 2021–2026
- Sport and Recreation Plan 2033
- Strategic Community Plan 2022–2026
- Workforce and Diversity Plan 2022–2026
- Youth Strategy 2021–2026

Many of these plans are available on the Shire's website or by request.

Resourcing The Plan

The Shire of Harvey's organisational structure is built around five directorates, each overseeing a distinct group of business units that deliver key service areas to the community.

These directorates work collaboratively to meet both operational and strategic priorities across the Shire. The five directorates are:

1. Community and Lifestyle
2. Corporate Services
3. Executive Services
4. Infrastructure Services
5. Sustainable Development

Business units across the Shire of Harvey are responsible for delivering the priority projects outlined in this plan, alongside the ongoing delivery of service areas that meet both statutory obligations and community expectations.

Each business unit develops annual Service Plans which are focused toward achieving Council's strategic vision.

The table below provides an overview of the Shire's directorates and their subsequent business units, along with the corresponding service areas and the number of employees in each, expressed as full-time equivalent (FTE). This snapshot highlights how workforce resources are distributed to support both strategic priorities and core service delivery.

Directorate	Pillar	Service Area	Responsible Business Unit	FTE
Community and Lifestyle	People	Recreation and Leisure	Recreation Services	30.6
Community and Lifestyle	People	Libraries	Library Services	8.3
Community and Lifestyle	People	Community Development	Community Development	7
Community and Lifestyle	People	Child Care	Community and Lifestyle	4.4
Corporate Services	Performance	Financial Services	Finance	6.6
Corporate Services	Performance	Information and Communication Technology Management	Information Services	10.8
Corporate Services	Performance	Rating	Rates	4.8
Corporate Services	Performance	Customer Experience	Customer Service	7.1
Executive Services	Performance	Executive Services	Governance and Strategy	10
Executive Services	Performance	Governance	Governance and Strategy	4.3
Executive Services	Performance	Human Resources	Governance and Strategy	4.6
Executive Services	Performance	Risk Management	Governance and Strategy	1
Executive Services	Performance	Work Health and Safety	Governance and Strategy	2
Executive Services	Performance	Council Planning and Performance	Governance and Strategy	1
Executive Services	Performance	Marketing, Advocacy and Communication	Marketing and Communications	5.2
Executive Services	Place	Special Projects	Special Projects	4.4
Infrastructure Services	Prosperity	Design and Development	Design and Development Services	5
Infrastructure Services	Place	Cemeteries	Infrastructure Services	0.5

Directorate	Pillar	Service Area	Responsible Business Unit	FTE
Infrastructure Services	Place	Civil Construction and Maintenance	Infrastructure Services	22.9
Infrastructure Services	Planet	Waste Management and Sanitation	Waste Services	9.5
Infrastructure Services	Place	Ranger Services	Ranger Services	5
Infrastructure Services	Place	Public Gardens, Ovals and Streetscapes	Parks and Gardens Services	24.5
Infrastructure Services	Place	Asset Management	Asset Management and Property Services	6
Infrastructure Services	People	Emergency Preparedness, Response and Recovery	Emergency Management	2
Infrastructure Services	Planet	Climate Action	Sustainable Development	0.5
Sustainable Development	Place	Building Services	Building Services	6.1
Sustainable Development	Planet	Environmental Health	Environmental Health Services	5.3
Sustainable Development	Planet	Planning Services	Planning Services	7
Sustainable Development	Planet	Strategic Planning	Planning Services	1
Sustainable Development	Prosperity	Economic Development	Economic Development Services	3.9
Sustainable Development	Planet	Environmental Protection	Sustainable Development	1

Financial Summary

Over the next four years, the Shire of Harvey will focus on responsibly managing its finances to continue delivering essential services, maintain community assets, and invest in infrastructure that supports long-term growth.

From 2025–26 to 2028–29, the Shire expects to steadily increase its operating income from around $19.7 million to $23.1 million through a combination of government grants, service fees, interest earnings, and other revenue sources. However, this income alone will not be sufficient to cover the growing costs of operations and capital investment.

Operating expenses—including staff wages, contracts, utilities, and asset maintenance are projected to rise from approximately $59.6 million to $68.1 million over the same period. A large share of this is due to inflation, increased demand for services, and the ongoing renewal and depreciation of infrastructure assets, which consistently accounts for over $14 million each year.

To continue meeting community needs, the Shire will make substantial capital investments especially in 2025–26, when more than $45 million is planned for infrastructure, equipment, and property works. These investments are supported by a mix of government grants, loans, reserve transfers, and asset sales.

Each year, the budget is balanced through general rates revenue, which plays a critical role in covering operational shortfalls. Rates income is projected to grow from $32.5 million in 2025–26 to $41.1 million in 2028–29, ensuring the Shire remains in a stable financial position. This approach enables the Shire to maintain core services while planning and delivering projects that benefit the community into the future.

	2025-26	2026-27	2027-28	2028-29
	$	$	$	$
Net current assets at start of financial year - surplus/(deficit)	14,395	161,868	220,767	183,347
	14,395	161,868	220,767	183,347
Revenue from operating activities (excluding rates)				
Operating grants, reimbursements and contributions	5,833,624	6,066,969	6,291,447	6,524,231
Fees and charges	11,489,674	12,237,793	12,982,586	13,758,440
Specified area and ex gratia rates	852,057	913,405	974,604	1,039,902
Interest earnings	976,774	911,658	974,809	1,106,176
Profit on disposal of assets	58,460	60,097	61,600	63,140
Other revenue	507,834	528,147	547,689	567,953
	19,718,424	20,718,070	21,832,735	23,059,842
Expenditure from operating activities				
Employee costs	(22,388,341)	(23,370,960)	(24,666,456)	(26,020,250)
Materials and contracts	(19,887,060)	(20,682,542)	(22,130,320)	(23,679,443)
Utility charges	(1,174,061)	(1,217,501)	(1,262,549)	(1,309,263)
Depreciation on non-current assets	(14,360,422)	(14,400,564)	(14,455,743)	(14,511,474)
Interest expenses	(505,158)	(789,869)	(1,038,516)	(1,197,574)
Insurance expenses	(1,241,155)	(1,293,283)	(1,347,601)	(1,404,200)
Loss on disposal of assets	(58,460)	(60,097)	(61,600)	(63,140)

**2025 Summary figures, for the most up to date information please refer to Shire Budgets and most recent Long Term Financial Plan.*

	2025-26	2026-27	2027-28	2028-29
	$	$	$	$
Other expenditure	0	0	0	0
	(59,614,657)	(61,814,816)	(64,962,784)	(68,185,344)
Operating activities excluded from budget				
Depreciation and amortisation on assets	14,360,422	14,400,564	14,455,743	14,511,474
Non-cash amounts excluded from operating activities	14,360,422	14,400,564	14,455,743	14,511,474
Amount attributable to operating activities	(25,521,416)	(26,534,314)	(28,453,539)	(30,430,681)
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	29,118,357	4,875,012	5,576,307	5,766,808
Proceeds from disposal of assets	759,683	780,954	800,477	820,489
Payments for financial assets at amortised cost - self supporting loans	(681,850)	(715,733)	(162,400)	(167,210)
Purchase of property, plant and equipment	(38,652,083)	(9,002,700)	(15,612,081)	(10,087,834)
Purchase and construction of infrastructure	(6,525,403)	(5,075,416)	(5,050,810)	(5,842,168)
Amount attributable to investing activities	(15,981,297)	(9,137,883)	(14,448,508)	(9,509,915)
FINANCING ACTIVITIES				
Repayment of debentures	(284,924)	(1,906,494)	(617,745)	(770,695)
Proceeds from new debentures	6,500,000	2,000,000	8,000,000	0
Proceeds from self supporting loans	681,850	715,733	162,400	167,210
Transfers to reserves (restricted assets)	(3,400,544)	(2,360,544)	(3,440,544)	(1,490,544)

**2025 Summary figures, for the most up to date information please refer to Shire Budgets and most recent Long Term Financial Plan.*

	2025-26	2026-27	2027-28	2028-29
	$	$	$	$
Transfers from reserves (restricted assets)	5,673,998	2,191,044	918,544	1,018,544
Amount attributable to financing activities	9,170,380	639,738	5,022,656	(1,075,484)
Surplus(deficiency) before general rates	(32,332,333)	(35,032,459)	(37,879,392)	(41,016,080)
Total amount raised from general rates	32,494,201	35,253,227	38,062,739	41,090,475
Net current assets at June 30 c/fwd - surplus/(deficit)	161,868	220,767	183,347	74,395

**2025 Summary figures, for the most up to date information please refer to Shire Budgets and most recent Long Term Financial Plan.*

Risk Management

The Shire of Harvey applies a structured and proactive approach to risk management in alignment with AS ISO 31000:2018 – Risk Management Guidelines. Strategic risks are defined and assessed in accordance with the Shire's Risk Management Framework (the Framework), which supports the identification, analysis, and treatment of risks that may impact the achievement of organisational objectives.

The risk areas presented in this document reflect those outlined in the Framework and have been tailored to the Shire's unique operating environment. For each strategic risk, high-level mitigations have been developed and are actively implemented and monitored. These mitigations are informed by the Shire's Long-Term Financial Plan, Asset Management Plans, Workforce and Diversity Plan, and other integrated planning documents.

The Shire is committed to maintaining risk exposure within tolerable levels through continuous review, capacity-building, and integration of risk-based thinking across all operations, services, and strategic initiatives. As part of this commitment, the Shire will continue to monitor and report on risks that may affect the achievement of its Strategic Objectives, as well as changes to the strategic risk profile defined within the Framework.

Strategic Risk	Description
Business and Community Disruption	Business and community disruption is the failure to adequately prepare and respond to events that cause disruption to the local community and / or normal Shire business activities. The event may result in damage to buildings, property, plant, and equipment (all assets).
Errors, Omissions, Delays	Errors, omissions or delays in operational activities are a result of unintentional errors or failure to follow due process.
External Theft and Fraud (including Cyber Crime)	External theft and fraud (including cyber crime) is the loss of funds, assets, or data, or unauthorised access, (whether attempts or successful) by external parties, through any means (including electronic).
Failure to Fulfil Compliance Requirements	Failure to fulfil compliance requirements is the failure to correctly identify, interpret, assess, respond, and communicate laws and regulations as a result of an inadequate compliance framework. This could result in fines, penalties, litigation or increased scrutiny from regulators or agencies.

Strategic Risk	Description
Failure of IT and/or Communications Systems and Infrastructure	Failure of IT and/or communications systems and infrastructure is the instability, degradation of performance, or other failure of IT Systems, Infrastructure, Communication or Utility causing the inability to continue business activities and provide services to the community.
Inadequate Asset Sustainability Practices	Inadequate asset sustainability practices is the failure or reduction in service of infrastructure assets, plant, equipment, or machinery. These include fleet, buildings, roads, playgrounds, boat ramps and all other assets and their associated lifecycle from procurement to maintenance and ultimate disposal.
Inadequate Document Management Processes	Inadequate document management processes is the failure to adequately capture, store, archive, retrieve, provision and / or disposal of documentation.
Inadequate Engagement Practices	Inadequate engagement practices is the failure to maintain effective working relationships with the Community (including Local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This invariably includes activities where communication, feedback and / or consultation is required and where it is in the best interests to do so.
Inadequate Environment Management	Inadequate environment management is the inadequate prevention, identification, enforcement, and management of environmental issues.
Inadequate Project / Change Management	Inadequate project / change management is the inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time requirements or scope changes.
Inadequate Supplier / Contract Management	Inadequate supplier / contract management is the inadequate management of External Suppliers, Contractors, IT Vendors or Consultants engaged for core operations. This includes issues that arise from the ongoing supply of services or failures in contract management and monitoring processes. This also includes concentration issues and vendor sustainability.
Inadequate Work Health and Safety Practices	Inadequate work health and safety practices is the non-compliance with the Work Health and Safety Act 2020, associated regulations, and standards. It is also the inability to ensure the physical security requirements of workers, contractors, and visitors.

Strategic Risk	Description
Ineffective Employment Practices	Ineffective employment practices is the failure to effectively manage and lead human resources (full/part time, casuals, temporary and volunteers). This includes not having an effective Human Resources Framework in addition to not having appropriately qualified or experienced people in the right roles or not having sufficient staff numbers to achieve objectives.
Ineffective Management of Facilities / Venues / Events	Ineffective management of facilities / venues / events is the failure to effectively manage the day-to-day operations of facilities and / or venues.
Misconduct	Misconduct is the intentional activities in excess of authority granted to a staff member, which circumvent endorsed policies, procedures, or delegated authority.
Providing Inaccurate Advice / Information	Providing inaccurate advice / information is the incomplete, inadequate or inaccuracies in professional advisory activities to customers or internal staff. This could be caused by using unqualified staff; however, it does not include instances relating to Breach of Authority.

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Development and Reporting

The *Local Government Act 1995* requires that all local governments have a plan for the future. As of 2025, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and an Annual Budget. These documents must be integrated with informing strategies, including an Asset Management Plan, Workforce and Diversity Plan, ICT Strategic Framework and a Long-Term Financial Plan.

To streamline reporting, strengthen integration and better meet community needs, the Shire of Harvey has combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it the Council Plan.

In 2025, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research
- Strategic alignment with existing plans and strategies
- MARKYT® Community Scorecard and benchmarking program
- Council and community workshops.

We express our deepest thanks to community members who assisted with development of this Council Plan. We heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local business owners and managers, and representatives from local community organisations.

To monitor the Shire's performance, we will monitor actual and perceived performance levels, from various sources. This will include community survey results as displayed overleaf and performance monitoring of Key Performance Indicators from key documents such as Service Plans. Please visit **www.harvey.wa.gov.au** to access the latest Annual Report.

MARKYT	MARKYT	Community Workshops Participants				
Community Scorecards Returned	Voicebank (Words)	Australind/Leschenault	Coastal	Harvey	Rural North	Rural South
1,991	113,945	24	18	59	13	28

Community Scorecard

The Shire of Harvey draws on various sources to track and report on actual and perceived performance against a set of key performance indicators.

Actual performance data is reported through the Annual Report. Perceived performance data is measured through the MARKYT® Benchmarking Excellence Program.

Over the next 10 years, the Shire has set an aspirational target to be in the performance target zone, shown as the shaded area in the chart with performance ratings between industry average and the industry high score.

Legend

Council performance score

Target performance zone

Shading shows industry average to industry high from MARKYT® Community Scorecard.

For further information, visit catalyse.com.au

	Objective	KPI	2025	Shire performance against target zone
	OVERALL PERFORMANCE	PLACE TO LIVE	76	
PEOPLE	1. Create a community where people feel safe.	Safety and crime prevention	46	
		Ranger services	54	
		Lighting of streets and public places	55	
	2. Facilitate healthy and active communities.	Environmental health services	56	
		Health and community services	53	
		Sport and recreation	60	
	3. Grow participation in arts, culture and creative activities.	Art, culture and creative activities	53	
		Festivals, markets, community events	55	
		Library services and facilities	66	
	4. Support people through all stages of life.	Family and children's services	51	
		Youth services and facilities	47	
		Seniors' services and facilities	59	
		Aged care and accommodation	52	
		Public transport	40	
	5. Ensure equitable access to local services, facilities and places.	Universal access and inclusion	53	
	6. Value and celebrate cultural diversity.	Reconciliation action	58	
PLANET	7. Manage and protect natural habitats and ecosystems.	Environmental management	53	
		Pest management	39	
	8. Facilitate climate action and responsible use of natural resources.	Climate action	46	
		Water supply and sewerage services	53	
		Stormwater management and drainage	51	
	9. Manage waste sustainability.	Waste management	56	
	10. Enhance natural disaster and emergency management.	Emergency management	54	

	Objective	KPI	2025	Shire performance against target zone
PLACE	11. Increase access to diverse and affordable housing.	Housing	34	
	12. Enhance the appearance of public spaces and streetscapes.	Town centre development & activation	44	
		Streetscapes, trees and verges	51	
	13. Protect and preserve places with heritage or cultural significance.	Heritage services	54	
	14. Provide vibrant, accessible and well-maintained parks and playgrounds	Parks, playgrounds and reserves	55	
	15. Ensure shire facilities, buildings, gardens and grounds are fit for purpose & well maintained.	Public buildings, halls and toilets	53	
		Marine facilities	60	
	16. Facilitate safer, connected, well-maintained roads, paths and cycleways.	Main roads	56	
		Local roads	54	
		Footpaths, trails and cycleways	54	
PROSPERITY	17. Position the Shire as a tourist destination of choice.	Place to visit	65	
	18. Grow the network of scenic and adventure trails for walking, cycling, paddling and horse-riding.	Tourism and destination marketing	39	
	19. Facilitate sustainable urban, rural and industrial development, infrastructure and services to support population and economic growth.	Planning services	43	
		Telecommunications / internet	40	
	20. Create a business-friendly environment to support and attract investment, competition and productivity.	Economic development	43	
		Place to own or operate a business	55	
		Place to work	65	
		Education and life-long learning	48	
PERFORMANCE	21. Deliver proactive and responsible leadership and governance.	Council's leadership	43	
		Governing organisation	50	
		Financial management	41	
	22. Deliver customer-centred service, communication and engagement.	Communication	45	
		Community engagement	43	
		Customer service	56	
	23. Build partnerships and work collaboratively to amplify positive outcomes.	Volunteer support services	52	

How could the lifestyle be even better in the Shire of Harvey?

Please reach out to the Shire of Harvey to share your thoughts and ideas.

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