



Shire of Harvey

Strategic Community Plan

2013-2023



Adopted by Absolute Majority 25th June 2013

The Shire of Harvey
PO Box 500
HARVEY WA 6220
Ph: 08 9729 0300
Fax: 08 9729 2053
Email: shire@harvey.wa.gov.au
www.harvey.wa.gov.au



UHY Haines Norton

Prepared by: UHY Haines Norton (WA) Pty Ltd
Telephone (08) 9444 3400
Email: perth@uhyhn.com.au

Document Management

Version: 2.3
Status: Draft
Date: 26 June 2013

Contents

Message from the Shire President.....	1
About Our Shire	2
A Guide to This Plan	7
Aspirations and Values.....	14
Economic Objective	15
Environment Objective	20
Social Objective.....	25
Civic Leadership Objective	30
Measuring Our Success.....	35
Services and Facilities	37
Resource Capacity.....	39
Who Will Influence Our Success	40
Acronyms	41
References and Acknowledgements.....	43



Our Vision

Together, towards a better lifestyle.



Message from the Shire President

Welcome to our 2013 Strategic Community Plan for the Shire of Harvey.

This plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for our community.

As a result of recent changes to the legislation, all Western Australian local governments are required to develop a Strategic Community Plan for a period of at least 10 years. Our Strategic Community Plan outlines our long term vision, values, aspirations and objectives, based on the input provided by the community. We are also planning to develop a Corporate Business Plan, which will be an internal working document to ensure our priorities and resources are aligned to the Strategic Community Plan, and provide a mechanism to ensure the strategies are delivered.

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

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

I welcome your contributions and thoughts, and look forward to continuing our focus to achieve our vision together, towards a better lifestyle.

Tania Jackson
Shire President





About Our Shire

The Harvey Community

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

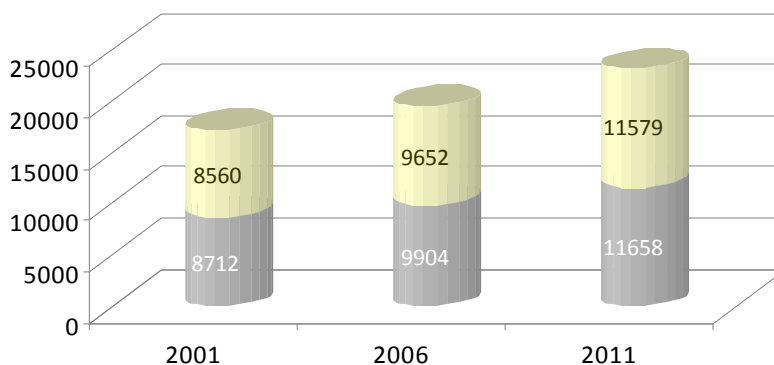
The Shire was first settled in the 1840's when an agricultural land settlement scheme commenced at Port Leschenault with the intention of breeding horses for the Indian Army. The area was renamed Australind which was a contraction of Australia and India. The scheme collapsed and many of these early settlers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

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

According to the Australian Bureau of Statistics 2011 Census, the current estimated resident population of 23,237 has increased by approximately 18.8% over the past five years. The Census data for 2011 indicate the Shire's male residents represent approximately 50.2% of the total population, and female residents represent approximately 49.8%, which is consistent with the State's proportion of 50.3% male residents and 49.7% female residents.

Supply of residential land within the Shire in future years will have an influence on the population growth and associated service delivery. Recent population forecasts undertaken by 'forecast id' expect population growth trends to continue with the Shire population forecast to reach 30,410 over the life of this plan (2023). Shire service delivery will also need to grow to meet the needs of future residents.

Estimated resident population



■ Males ■ Females

Data Source: Australian Bureau of Statistics



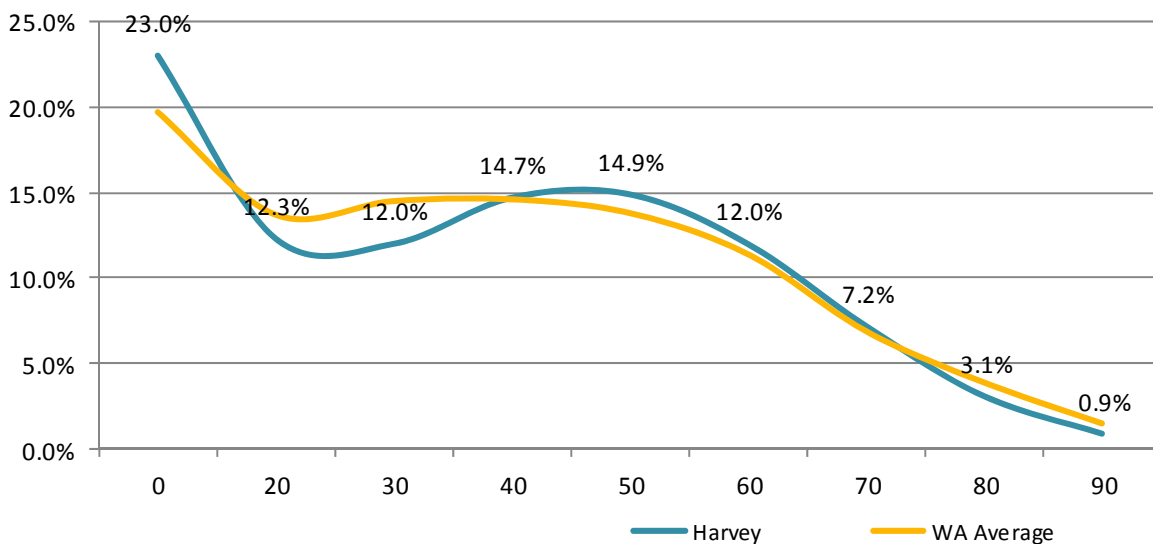
About Our Shire

The Harvey Community (continued)

The Shire is recognised as one of the fastest growing Shires in the South West of WA with an increase in population of 34.5% over 10 years or over 3.4% per annum. The attraction of population has seen the Shire recognised as a top tree-change and sea-change destination.

The age demographic of the resident population compared to the State is shown in the graph below.

Estimated resident population by age group



Data Source: Australian Bureau of Statistics

The age distribution of the population according to the Australian Bureau of Statistics 2011 Census closely resembles the State average. The main variations being the Shire has more residents under the age of 14 than the State average and less residents aged between 15 to 34 years than the State average. The number of residents aged between 45 to 54 years is also slightly higher than the State average.

Compared with some other Shires in the South West the number of residents aged over 75 years is lower than the State average and may possibly reflect a lack of suitable accommodation options for older residents in the Shire.

Almost 84% of the Shire’s residents declare their ancestry as being English or Australian and this is similar to the percentage for Regional WA. The Shire’s proportion of residents of Italian ancestry of 8.2% is significantly higher than the average for Regional WA and many were involved in establishing various agricultural industries including the citrus orchards around Harvey.





About Our Shire

The Harvey Community (continued)

The Shire’s community profile prepared by consultants .id Solutions using statistics compiled from the Australian Bureau of Statistics 2011 Census provides further details of the Shire’s population.

Employment	95.3% of the total labour force or 10,937 people are employed in some capacity and is very similar to the total for regional WA of 95.6%.
	4.7% of the labour force was unemployed compared to 3.6% in 2006.
	17.8% of the Shire’s workforce advised they work in manufacturing industries, however these industries may not necessarily be in the Shire. The construction industry (10.9%) and retail industry (9.2%) were the next most popular employers.
Education	41.5% of residents advised they had a vocational level qualification or higher and is an increase compared to 36.1% in 2006. Similarly 34.5% of residents advised they had attended year 12 schooling compared to 30.3% in 2006.
Disability	704 people or 3% of the population of the Shire advised they needed assistance due to a severe or profound disability. Although the number of people requiring assistance has increased from 588 in 2006, there has been no increase in percentage terms.
	There were 8,425 households in the Shire compared to 6,685 in 2006. 35.5% consist of couples with children. Compared to 2006 the number of households with children has increased by 16.9% to 2,988.
	The number of households identified as couples without children has increased by 465 and the number of single person households has increased by 358.
Housing	There were 9,002 houses in the Shire which represented an increase of 1,696 houses or 23.2% since 2006.
	39.8% of dwellings were mortgaged and was significantly higher than the 26.9% proportion for Regional WA. The number of households with mortgages increased by 659 compared to 2006. The 29.1% of houses which were fully owned was similar to the regional WA proportion.



About Our Shire

The Natural Landscape

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

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



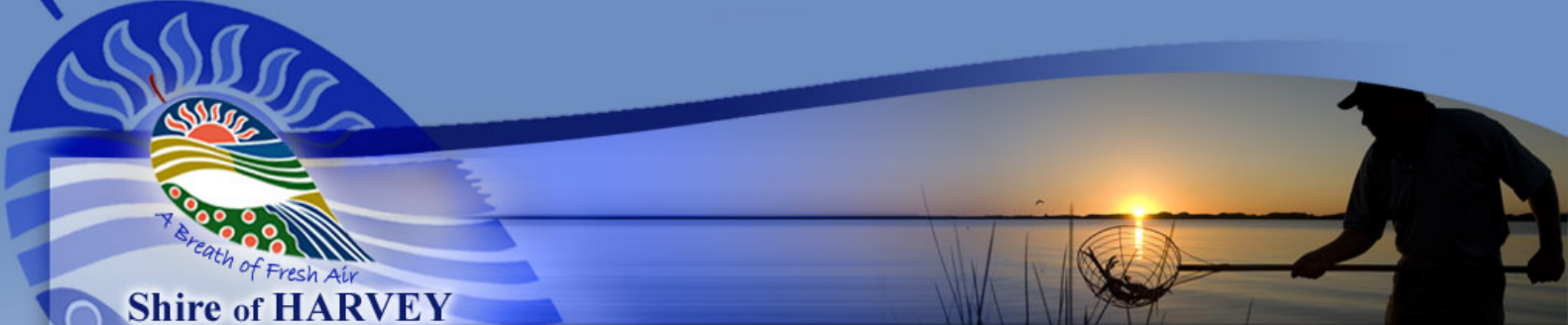
The Harvey River Diversion and Drainage Scheme resulted in increased agricultural pursuits including citrus orchards, dairies, beef cattle, table and wine grapes and intensive horticulture.

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

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

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





About Our Shire

The Built Landscape

For the past 10 years the Shire has approved an average of 1,068 building applications per annum. Of these approvals, an average of 333 per annum were for residential buildings with the majority located in the expanding Australind townsite. This residential building activity has contributed to changing the nature of the Shire over time from one primarily relying on rural industries to one with a substantial urban base.

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



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

The town of Yarloop has been registered as a conservation area and has been deemed a historic precinct by the Shire. Yarloop was once a significant timber milling town with timber being transported to Fremantle by rail. At its peak its engineering workshops employed 500 people.

The three major dams in the Shire and the extensive irrigation networks are also a significant part of the Shire's built environment. Recent upgrading of these networks has improved their efficiency and reduced water loss. The Shire is also the location of the recently completed water desalination plant which is part of the State's integrated water supply system and was constructed to ensure water resources are available for WA's increasing population.

Community facilities available in the Shire include senior high schools in Australind and Harvey, a public hospital in Harvey, private and state primary schools, major supermarkets, libraries, sporting ovals, hard courts, Leschenault Leisure Centre (including aquatic facilities), Harvey Recreation and Cultural Centre, Dr Peter Topham memorial swimming pool in Harvey, medical facilities (doctors, dentists, etc), retail shopping precincts in Harvey, Australind, Yarloop and Brunswick Junction and a range of commercial and industrial businesses.

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

To service the agricultural and other industries, along with residents and visitors to the district, the Shire maintains 547 km of sealed roads and 465 km of unsealed roads.



A Guide to this Plan

Community Engagement

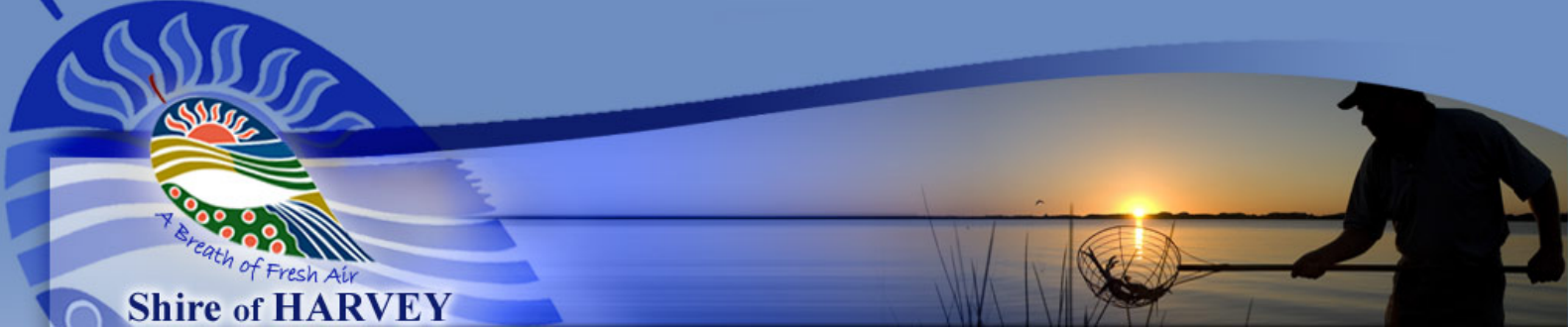
As part of the Local Government Integrated Planning and Reporting Framework and Guidelines, all local governments must develop a Strategic Community Plan through a community engagement process aimed at identifying long term community aspirations, visions and objectives.

UHY Haines Norton (WA) Pty Ltd facilitated an engagement process, in agreement with the Shire, where the communities of the Shire of Harvey were asked to share their visions and aspirations for the future through a range of mechanisms including:

- A hard copy survey;
- An on-line survey;
- Three x 2 hour community street events, including the:
 - 'Grow the Orange Tree in Harvey' held outside the IGA in Harvey, on the 17th October 2012.
 - 'Fill the Crab Net in Australind' held at the Australind Shopping Centre and the Treendale Shopping Centre on the 18th October 2012.
- Two community visioning sessions held at the Harvey Recreation and Cultural Centre on the 17th October 2012 and at the Leschenault Leisure Centre in Australind on the 18th October 2012.

In total, over 7,776 community members were approached (33% of the population) through the following mechanisms:

- 7,000 hard copy surveys were distributed as an insert within the Harvey Reporter;
- 200 randomly selected property owners were provided with a hard copy of the survey in the mail, and invited to attend the workshops (100 from Australind, 100 from the remaining areas within the Shire);
- 50 community organisations received formal correspondence including a poster / banner for their notice board, and a copy of the survey;
- An online survey was accessible via the Shire's website, and posters with links to the on-line survey were displayed around the Shire; and
- Surveys and collection boxes were distributed at prominent places around the Shire, including the Shire offices in Harvey and Australind, Shire libraries in Harvey, Australind, Binningup and Yarloop and the Leschenault Leisure Centre and Harvey Recreation Centre.



A Guide to this Plan

Community Engagement (Continued)

In addition, a comprehensive public relations campaign and media promotion were conducted by the Shire and included:

- Advertisements and editorial articles within the Harvey Reporter, including front page coverage, weekly throughout September and October (9,711 readers every week x 4 weeks);
- Radio interviews and promotions on the ABC morning show (25th September), ABC South West Breakfast Show (17th and 18th October) and a 45 minute interview on Harvey Community Radio 96.5 FM (15th October 2012);
- Promotion of the community visioning workshops on electronic notice boards at Ridley Place Australind and the corner of Uduc Road and Young Street in Harvey, from the 15th to 17th October 2012; and
- Information was also available on the Shire's website (approximately 13,220 visits per month), and on all community notice boards at the towns in the Shire.

With a total population of approximately 23,237¹ residents, 2.28% of residents completed the survey or actively participated in the engagement processes. Based on 7,928² households in the Shire the rate of response was 6.68%.

The responses were collated and analysed and presented to Elected Members and senior staff at strategic planning workshops held on 14th November 2012 to:

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

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

¹ Australian Bureau of Statistics 2011 Census QuickStats for LGA53990

² Ibid

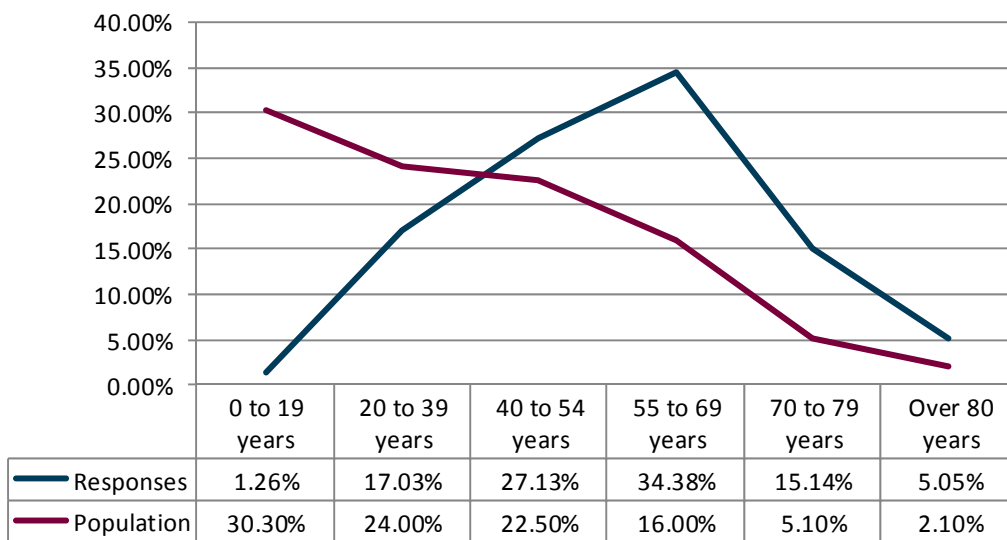


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Community Engagement (Continued)

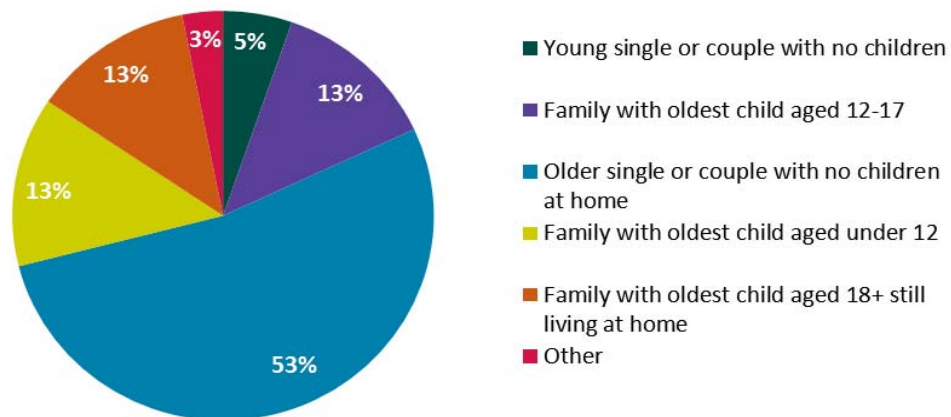
Of the survey responses received, 41% were male and 59% were female.

Age of Survey Respondents



The respondents represented predominately an older demographic, including 27% aged 40-54, 35% aged 55-69, 15% aged 70-79 and 5% people aged over 80. Although residents within the Shire under the age of 40 represented 54% of the total population in the 2011 Census, this demographic was represented by only 18% of respondents, with only 1% of respondents representing residents aged 0-19 years.

Household Composition of Survey Respondents



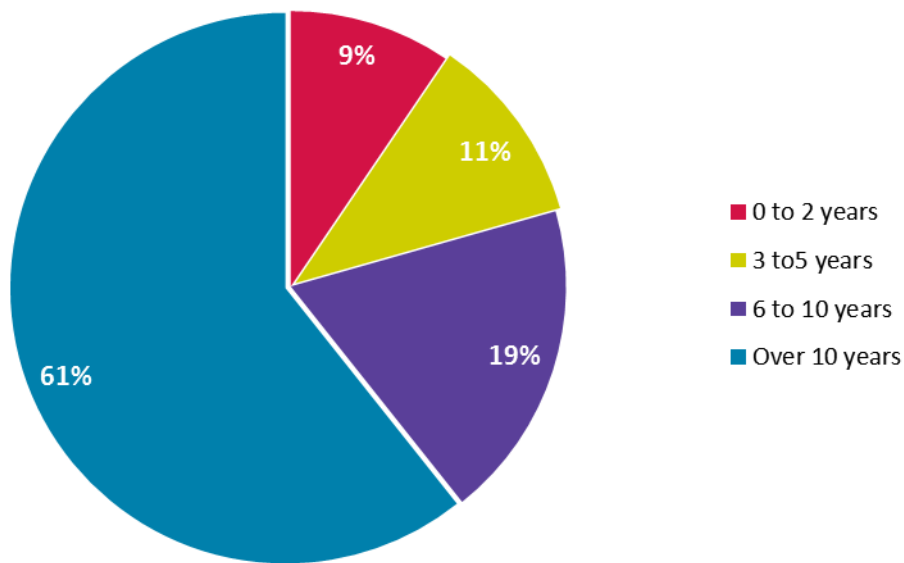


A Guide to this Plan

39% of respondents described themselves as families with children and 58% of respondents indicated they were older or younger singles and couples with no children.

Community Engagement (Continued)

Time respondents have lived in the Shire of Harvey



61% of the respondents have lived in the Shire of Harvey for more than 10 years, 19% have lived in the Shire for 6-10 years and approximately 20% of the respondents have lived in the Shire of Harvey for 0-5 years.

Based on their postcode the majority of respondents came from Australind and Binningup (51%) and Harvey (38%). Approximately 8% of respondents came from other towns within the Shire including Brunswick Junction (4%), Wokalup (1%) and Yarloop (1%). 3% of responses came from other areas within WA with the majority being from Bunbury. Almost 10% of survey respondents did not provide their postcode.

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

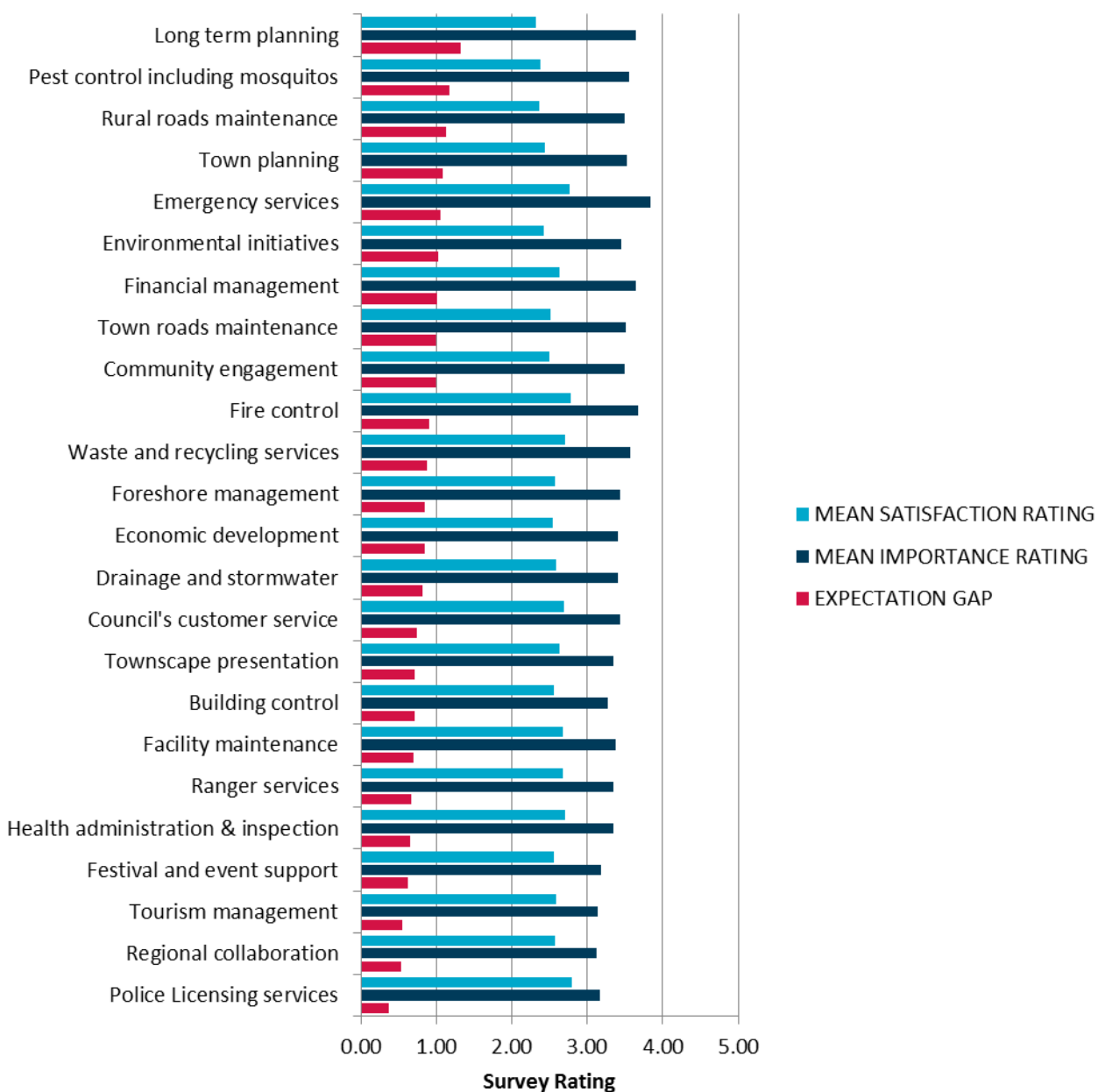


A Guide to this Plan

Service Importance and Satisfaction

Survey respondents contributed their views on the importance of and satisfaction with Shire facilities, Shire services and community services. The results for Shire services are shown in the following graph. While not a definitive priority listing, this graph will assist in guiding the Shire with future prioritisation of services.

Shire Services – Importance, Satisfaction and Expectation Gap





A Guide to this Plan

What is in this Plan

The Shire of Harvey Strategic Community Plan reflects a vision for the future and is the principal strategic guide for future planning and activities.

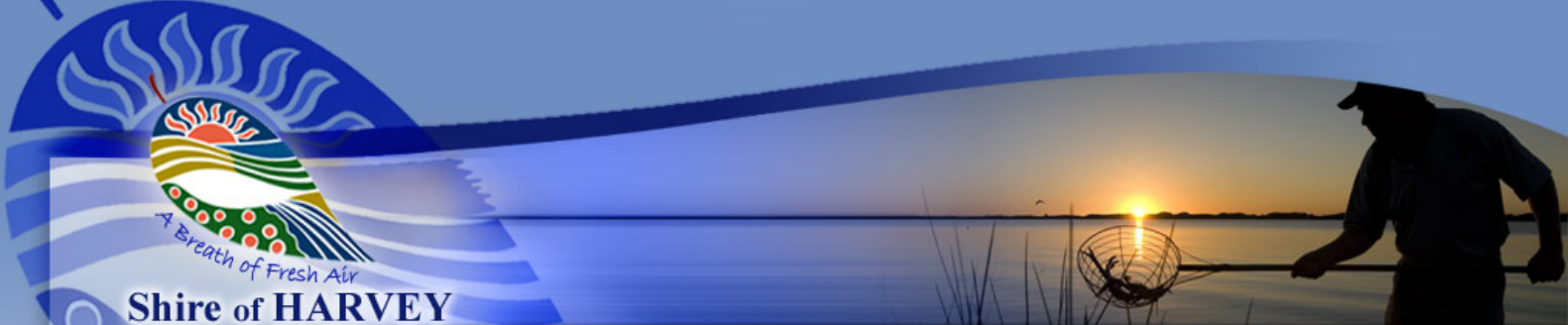
Based on the community engagement, we have set out a vision for the Shire's future and captured the community's aspirations and values.

A strategic objective has been developed for each of four identified key areas of community interest being, economic, environmental, social and civic leadership. Desired outcomes have been determined to achieve each of the objectives after considering the Shire's current and future resources, along with demographic trends.

For each strategic objective the following is provided:

- A summary of the major issues highlighted by the community;
- A selection of the community's comments;
- The opportunities available to the Shire;
- How the Shire will know it is achieving the strategic objective;
- Outcomes obtained by achieving the strategic objectives;
- Strategies to achieve each desired outcome; and
- Key partners identified to assist with each strategy.

The plan also provides details of how the Shire will measure success in achieving the objectives, and who else has influence over the Shire's ability to achieve these objectives.



A Guide to this Plan

How we will use this Plan

This plan shares the community's visions and aspirations for the future and outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Harvey community.

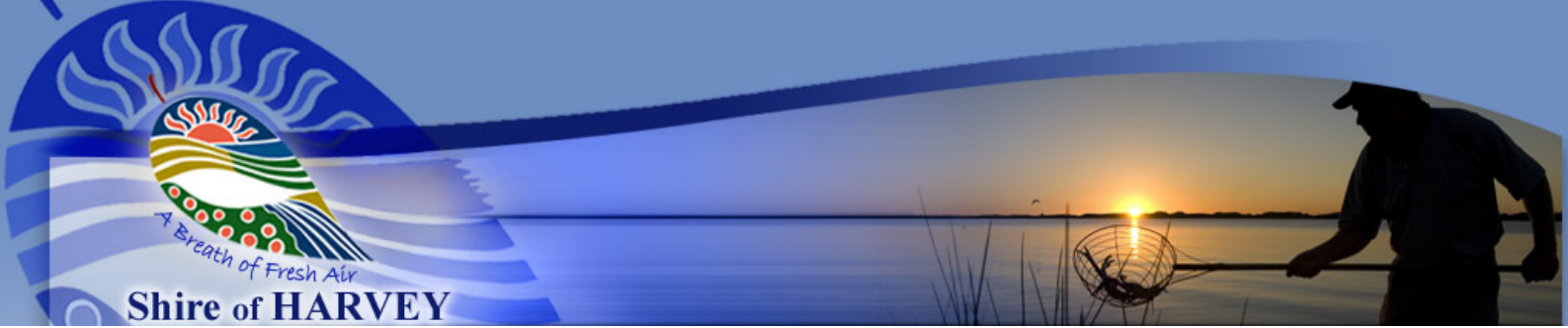
As we look to the future, the Strategic Community Plan will influence how the Shire resources and delivers its operations. The Plan will also be the primary driver for all other planning undertaken by the Shire.

The Shire of Harvey intends to use the Strategic Community Plan in several ways, including:

- To guide Council priority-setting and decision-making;
- As a mechanism for the on-going interaction of local planning initiatives;
- To inform the decision-makers at other agencies and organisations, including the community and State Government;
- To provide a rationale to pursue grants and other resources and demonstrate how specific projects align with the aspirations of the community, and within the strategic direction outlined in the Strategic Community Plan;
- To inform potential investors and developers of the community's key priorities, and the ways in which it seeks to grow and develop;
- To engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- To provide a framework for monitoring progress against the community's vision, values and aspirations.

Importantly, plans are only effective if resourced adequately to ensure an outcome. The strategies will be prioritised and actions applied, after an assessment of available resources, through the development of an Corporate Business Plan each year.

After adoption, a desktop review of the Harvey Strategic Community Plan will be undertaken in 2015, with a full review and renewal in 2017. The community will be notified and given an opportunity to participate in the review and renewal process.



Aspirations and Values

Community Aspirations and Values

We value:

- Effective stewardship of our environment and heritage;
- A strong community spirit and sense of belonging;
- Effective communication and cooperation;
- Strong leaders and fair decisions; and
- Our heritage - to acknowledge the present and have regard for the future.

We are committed to being a diverse, inclusive and engaging community that

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



Economic

Objective 1:

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

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

– Member of Community



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

What the Community told us

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

- Increase and develop tourism opportunities;
- Support and promote a diverse economy including niche industries;
- Maximise industrial areas by increasing light and medium industry, and expanding heavy industry at Kemerton;
- Attract more job opportunities for youth through increased training and education to improve skills;
- Increase the diversity of the retail industry;
- Support the agricultural and food processing industries, and encourage value add industries;
- Support and attract additional community services such as education, health, specialist medical services and aged care;
- Improve the range of cafes and restaurants and expand the hospitality industry; and
- Expand infrastructure to support economic development.

The Opportunity

The Shire of Harvey's vibrant, localised economy can build on its reputation as a hub for quality primary produce, based on its unique locational advantages and natural beauty.

With forward planning around infrastructure to support economic development, the Shire is well placed to continue to attract new residents and businesses that can value-add to the local agriculture industry, as well as expand other existing industries such as government services, hospitality and retail. Tourism is also seen as an industry with untapped potential, and the community is eager to look at ways to ensure the Shire is recognised as an attractive place to visit, live, work and invest.

Maintaining a harmonious balance between the needs of urban development, the agricultural and food processing industries, and light, medium and heavy industries will continue to be an ongoing challenge. The community is particularly keen to ensure economic initiatives developed by the Shire recognise and enhance the natural aspects of the area and respect the diversity within the Shire.

Quotes from the Community

"Jobs and businesses to support building services in the community and businesses to attract tourism - to promote what Harvey has to offer e.g. wineries, restaurants, outdoor tourism."

"To encourage younger family members to stay in the shire by supporting them with training opportunities to start own trades/businesses within the area. To also encourage owners of empty shops to lower rents to encourage occupancy."

"Encourage small businesses - clean industrial businesses to be helped to become established and encouraged to employ locals."

"Maintain and encourage agriculture - priority water resources, local ownership, varied crops etc., markets, tourism encouraged by produce."

"I would like to see a well-planned foreshore development in Australind - including better bbq facilities and a restaurant."

"By forward planning both with infrastructure and liaising with our current property powerhouses. I think the Shire could challenge Bunbury as the shopping mecca and become a place for tourists to put on their list to stay and explore rather than a place they drive through."

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

How will we get there?

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

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

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

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

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

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

Environment

Objective 2:

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

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

– Member of Community



What the Community told us

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

- Better planning to maintain a good balance between the natural environment and urban development;
- Better management of the estuary, rivers and waterways - promote environmental and sustainability initiatives;
- Invest in natural resource management and preserve the natural environment;
- Protect the integrity and size of recreational areas and natural beauty;
- Maintain accessibility to natural assets including the coastline, estuary and forests;
- Continue to foster smaller towns and their appeal to current and future residents;
- Better roads, cycleways and footpaths;
- Improved amenities within public open space to enjoy outdoor activities;
- Develop the estuary foreshore through improved public amenities such as lighting, water fountains, cafes, restaurants, shade and seating, playgrounds, etc;
- Maintain a clean and tidy, well-maintained and well-presented appearance; and
- Ensure Shire's assets remain well maintained, including heritage assets.

The Opportunity

The Shire of Harvey community values very highly both its natural and built environments. The community acknowledges growth is inevitable, but is conscious of the need to maintain a healthy balance between conservation of the natural environment and urban development.

The Shire would like to retain its natural beauty and identity as a primary producer and agricultural centre. The community is keen to develop these assets in a functional fashion by increasing amenity and access to the estuary, rivers, waterways and recreational areas and also improve and develop public spaces to maintain a healthy lifestyle.

Continuing to maintain a high standard of presentation, particularly within the town centres, was identified as important to maintain local character, preserve local heritage and ensure the Shire continues to be seen as an attractive area to live, invest and explore.

Quotes from the Community

"There ought to be a balance between natural space and built environment. Make provisions for more parks and gardens to punctuate the built environment, estates etc."

"Maintain the foreshore areas around the estuary in as pristine state as possible."

- *"Natural resources managed for the community and nature. Themed approach to towns to encourage character."*

"Protect the integrity and current size of nature/recreational areas. Maintain strict building controls to preserve integrity of housing estates."

"Protected and public access controlled by dedicated walk/cycle paths and vehicle access to stop future erosion by off-road vehicles."

"Ensure there are still a lot of options for public landscape for families to enjoy outdoor activities. More BBQ facilities on foreshore in Summer." want to see higher density living instead of continued greenfield development."

"Would be good to lead the country in environmentally friendly parks."

How will we get there?

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

Outcome 2.1	Heritage buildings and places are utilised, preserved and maintained.	Key Partners
2.1.1	Review the municipal inventory and associated policies.	HCWA
2.1.2	Encourage the preservation of significant heritage properties and precincts within the Shire.	HCWA
2.1.3	Support the Small Grants Program in Yarloop to encourage property owners to maintain heritage properties.	
Outcome 2.2	Town centres are welcoming, well presented and development enhances their character and value.	Key Partners
2.2.1	Develop, review and implement Townscape Plans.	
2.2.2	Retain and develop partnerships with local community organisations that enhance local character.	
2.2.3	Continue to provide a high standard of town centre presentation and maintenance.	

Objective 2.

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

Outcome 2.3	Land use provisions within the rural, industrial and urban areas reflect current and future needs.	Key Partners
2.3.1	Continue to implement integrated environmental, social and land use planning which will: <ul style="list-style-type: none">• Minimise land use conflict;• Protect valuable agricultural land for food production;• Allow for a diverse range of agricultural, horticultural, viticultural and aquaculture pursuits;• Provide an awareness of the potential adverse impact of traditional uses on new industries;• Ensure the use of valuable irrigated land reflects the key principle of sustainable development; and• Protect significant vegetation, where possible.	DoP, DEC, SWDC
2.3.2	Ensure compliance of rehabilitation plans for extractive industry areas.	
Outcome 2.4	Natural assets and public open spaces are accessible, well utilised and managed.	Key Partners
2.4.1	Identify opportunities, with key partners, to optimise the recreational activities of our dams.	HW, DoW, DEC
2.4.2	Encourage developers and relevant authorities to develop and implement foreshore management plans.	Developers, DoW, DEC
2.4.3	Investigate opportunities to increase accessibility and improve the range of amenities and infrastructure at the Leschenault Estuary.	DEC, DoW
2.4.4	Provide quality amenities and accessible public spaces for our community.	
2.4.5	Review current and future playground facilities within the Shire.	
2.4.6	Implement the Regional and Local Path Plans.	DoT, DSR, SWDC
Outcome 2.5	Waste recovery will minimise environmental impacts.	Key Partners
2.5.1	Actively pursue a new regional waste facility and in the short term, seek to extend the current license periods of existing sites.	BHRC, BWGC
2.5.2	Support a regional approach to waste management, which may include transfer stations, kerb-side collections, waste education, landfill sites and recycling facilities.	BHRC, BWGC
2.5.3	Continue to utilise existing sites for alternative waste measures.	

Objective 2.

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

Outcome 2.6	Local heritage, lifestyle and eco-systems are protected and promoted.	Key Partners
2.6.1	Plan for the conservation and protection of areas of significant natural heritage, having regard to Council's Biodiversity Strategy.	DEC
2.6.2	Ensure government and relevant agencies adequately monitor and inform the community on adverse changes to the local environment resulting from industrial and other development.	DEC
2.6.3	Support local environmental organisations to maintain and rehabilitate natural assets.	PHCC
Outcome 2.7	Forests, rivers, coastline, wetlands and estuary are valued, protected and managed.	Key Partners
2.7.1	Improve controlled access to all of our water bodies, forests and reserves in partnership with the relevant agencies.	DoW, DEC, HW, PHCC
2.7.2	Ensure appropriate water flows are maintained to enhance the environmental and aesthetic values of our waterways.	DoW, HW, PHCC
2.7.3	Partner with adjoining local governments to provide an integrated approach to mosquito management.	CLAG, BWGC
2.7.4	Partner with other government agencies to implement pest and weed control measures.	DAFWA, DEC, DoW
Outcome 2.8	Activities to mitigate the impacts of climate change are supported.	Key Partners
2.8.1	Implement the International Council for Local Environmental Initiatives (ICLEI) sustainability principles.	
2.8.2	Maintain the Shire's involvement with the Peron Naturaliste partnership, in relation to risk management of coast line impacts.	PNP
2.8.3	Undertake energy audits and investigate alternative energy programs for use on major Shire infrastructure.	

Social

Objective 3:

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

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

– Member of Community



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

What the Community told us

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

- Access to appropriate services to meet the needs of changing demographics and growing communities;
- A safe community environment;
- Quality sport and recreational facilities and community meeting places to encourage social interaction;
- Access to quality education and health services, disability services and aged care infrastructure and services,
- Affordable housing;
- Support volunteers and community organisations;
- Access to transport services;
- Meaningful activities, facilities and training/education for youth; and
- Pest control, particularly mosquitoes.

The Opportunity

The Shire of Harvey wishes to retain its welcoming and safe environment and would like to see the continued provision of community facilities and services for all age groups, abilities and interests to sustain these highly valued social attributes.

The community indicated that in order to create a place where everyone is valued and has an opportunity to contribute, belong and be adequately cared for, the Shire requires continued access to quality health, education and social services, as well as a focus on working together to promote an increased sense of pride and local participation.

The Shire will need to continue to support local services and organisations, provide access to transport services and affordable housing, encourage an increased police presence, maintain and improve recreational facilities and sporting infrastructure, as well as increase access to quality health and social services, education and training facilities. All these activities will make the Shire of Harvey an attractive community in which to live.

Many services currently exist in the Shire but the focus for the future will be to maintain and improve access to these services and finding new and creative ways of engaging with the community and visitors to successfully meet the needs of a changing and growing community.

Quotes from the Community

“Good access to health services, education and high standard community and sporting facilities. Safe and healthy communities.”

“The Shire already has a number of high quality recreational facilities which I believe will bode well for future demand. In terms of health, there may come a time when a large local hospital may need to be looked at however the current facilities are more than accommodating the demand of the community at present. With increases in population come increases in crime and therefore a greater focus may need to be placed on this, again however the Shire has a fantastic reputation in this area.”

“For Harvey to become a regional leader in the provision of social services; providing excellence in the delivery of health education, disability services and aged care.”

“To feel a sense of belonging is essential to wellbeing/mental health. This can relate to people, place and communities - so people having friendships across social divides i.e. different ages and backgrounds.”

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

How will we get there?

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

Outcome 3.1 The community is supported by a strong volunteer base where leadership, inclusiveness and supported independence is fostered. **Key Partners**

3.1.1	Volunteer efforts are recognised through awards and functions.	DC, DFES
3.1.2	Continue to actively engage local community groups to understand needs, improve facilities and source grant funding.	
3.1.3	Continue to provide facilities and services to support local community organisations.	
3.1.4	Continue to support community events and programs.	DC, DCA

Outcome 3.2 A safe and healthy community with a strong sense of community pride. **Key Partners**

3.2.1	Implement the Disability Access and Inclusion Plan.	DC
3.2.2	Implement the Community Crime Prevention and Safety Plan.	OCP
3.2.3	Review and implement the Sport and Recreation Plan.	DSR
3.2.4	Continue to support community events and programs.	DC, DCA
3.2.5	Implement the Regional and Local Path Plans.	DoT, DSR, SWDC

Outcome 3.3 The history of the Shire and its rich and varied cultural heritage and natural environment is valued, respected, promoted and celebrated. **Key Partners**

3.3.1	Continue to provide facilities and support community groups, including arts, heritage and cultural groups.	DCA
3.3.2	Continue to support community events and programs.	DC
3.3.3	Places of cultural significance are recognised and respected.	DCA
3.3.4	Continue to liaise with relevant indigenous groups, as appropriate.	SWALSC, DIA

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

Outcome 3.4	Services, infrastructure and facilities continue to meet community needs.	Key Partners
3.4.1	Continue to monitor the needs of the community, to ensure access to appropriate services and facilities.	HACC
3.4.2	Investigate opportunities to better engage our youth, through improved access to services, facilities and programs.	DC, HHS, ASHS, Lot 208 Inc. Leos Club
3.4.3	Develop the Leschenault Recreation Park Sports Facility.	DSR
3.4.4	Complete the Harvey Community Precinct Study.	DoP
3.4.5	Lobby State Government, industry and education providers to maintain and enhance education and training services and facilities, in particular the Harvey Senior High School and Primary school, provision of a Binningup Primary School and future second High School in Australind..	MLC, MLA, DoE, HHS. ASHS
3.4.6	Continue to maintain and enhance the recreation centres to service a wide range of the community.	DSR
3.4.7	Facilitate and support expansion of Aged Person’s accommodation and facilities.	DoH
3.4.8	Ensure State Government delivers the Harvey Hospital redevelopment project in a manner that meets the needs of the community within a reasonable timeframe.	HD, HH
3.4.9	Continue to provide and support Senior Citizen Centres and seniors activities, in accordance with lease provisions.	HSC, ASC

Outcome 3.5	Affordable, diverse and quality accommodation options for both residential and business use.	Key Partners
3.5.1	Encourage more joint venture partners to deliver affordable housing (for example, the Brunswick River Cottages).	DoH, Housing Providers, Builders
3.5.2	Provide a planning framework that accommodates diverse living and commercial opportunities.	DoP
3.5.3	Facilitate and support expansion of Aged Person’s accommodation and facilities.	DoH

Objective 3.

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

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

Civic Leadership

Objective 4:

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

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

– Member of Community



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

What the Community told us

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

- Effective and equal representation between different areas;
- Accessible and approachable Councillors and staff;
- Financial stability;
- Improved customer service approach;
- Valued attributes include a Shire that is forward thinking, innovative, visionary, flexible, professional with strong leadership;
- Local representation, local knowledge and independence are critical;
- Unified Shire that is well-resourced and local minded;
- Maintain strong regional partnerships; and
- Listen to the community through better community engagement and keep the community well informed.

The Opportunity

The Shire of Harvey community is passionate about their local towns and the broader region. With such a diverse range of communities spanning both a rural and urban environment, maintaining equitable and balanced representation is seen as a very important consideration into the future.

Strong and visionary leadership, continued support and encouragement of volunteers and proactive community engagement and communication were all seen as important for the future.

The community was also focussed on the provision of quality services. Effective planning, transport, water resource management, roads, pedestrian and cycle access and maintenance each featured prominently. The community envisages there will be significant opportunity to increase the level of infrastructure and social amenity and successful implementation will require strong and committed partnerships with the various communities, levels of government, industry and stakeholders.

Quotes from the Community

“Local government is essential to the day to day running of the Shire. We need to get good representation of all people from across the Shire (age and location), involve the young people of our local schools to get their ideas on board as well.”

“I think the Council has performed well in most areas. I think the Council staff should be well trained to deal with the public and be approachable and available.”

“Leadership should reflect the community which it represents both demographically and socially. Community engagement and enrichment is the key.”

“A Council that has a vision for the future and always acts in the best interests of its communities. Sound financial management and a structure that allows input at a local level.”

“The local Shire is a strong presence for us all and should remain so. The local Shire is our advocate on a personal level to help us be heard at a local/federal level. Do not amalgamate!”

“Our local Shire is independent and serves its community well. It provides equal access to services to all members of its community and respects the environment in which it operates. It’s resourceful and responsive. It’s committed to leaving a viable and vibrant legacy for our children.”

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

How will we get there?

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

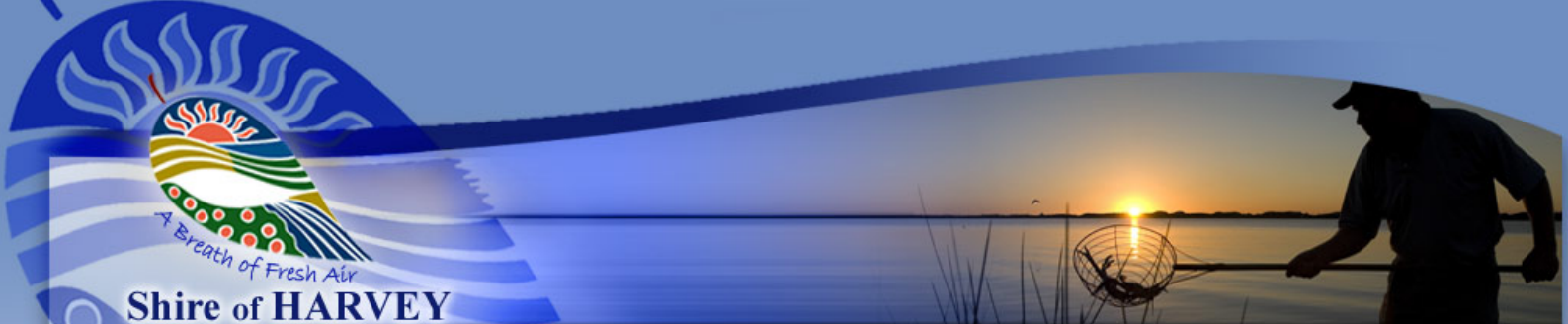
Outcome 4.1	A long term strategically focused Shire that is efficient, respected and accountable.	Key Partners
4.1.1	Implement the Integrated Planning and Reporting Framework including the Long Term Financial Plan, Workforce Plan, Asset Management Plans and Corporate Business Plan.	DLG
4.1.2	Continue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

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

Outcome 4.4	A well informed, connected and engaged community that actively participates.	Key Partners
4.4.1	Provide opportunities for the community to engage with Councillors and Staff.	
4.4.2	Develop and regularly review a Community Engagement and Communications Policy.	
4.4.3	Promote a positive public image for the Council through appropriate marketing activities and high standards of customer service.	
Outcome 4.5	The revenue needs of the Shire are managed in an equitable, proactive and sustainable manner.	Key Partners
4.5.1	Maximise Shire grant funding.	RDL, DSR, DFES, MRWA, DC
4.5.2	Monitor and develop new revenue streams.	
4.5.3	Review rating strategies.	

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

Outcome 4.6	Effective collaboration and shared services with other Local, State and Federal Government agencies, industry and community organisations.	Key Partners
4.6.1	Participate in and seek collaborative resource sharing opportunities.	BWGC
4.6.2	Nurture strategic alliances with major industry groups and government agencies.	BWEA, SWDC
Outcome 4.7	Maintain appropriate emergency services and planning.	Key Partners
4.7.1	Promote training and development of emergency services personnel.	DFES
4.7.2	Investigate and obtain funding to support the appointment of specialist emergency services staff.	DFES
4.7.3	Monitor funding opportunities and obtain funding for emergency services, including an emergency service hub and career fire fighting services at Australind.	DFES
4.7.4	Ensure an equitable level of funding is provided by the Emergency Services Levy to the Shire's emergency services.	DFES
4.7.5	Pursue the provision of improved emergency service access through the construction of the bridge at Treendale and a second road access to Binningup.	DFES, DoP
4.7.6	Support the Local Emergency Management Committee (LEMC).	WAP, DFES
4.7.7	Maintain and review the Local Emergency Management Plan for the Shire and develop plans for the needs of specific areas.	DFES



Measuring our Success

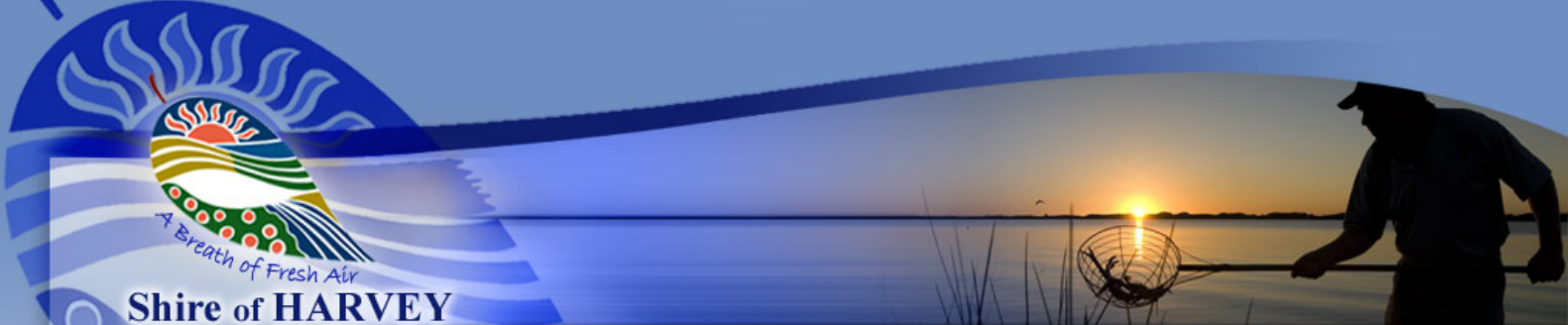
The overall aim of this Plan is to align the community’s visions and aspirations for the future to the Shire’s objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes. The Shire will use the following key indicators to demonstrate how we are progressing towards achieving our objectives and outcomes. The Plan will be subject to a minor review every 2 years (2015) and a major review every four years (2017).

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



Measuring our Success

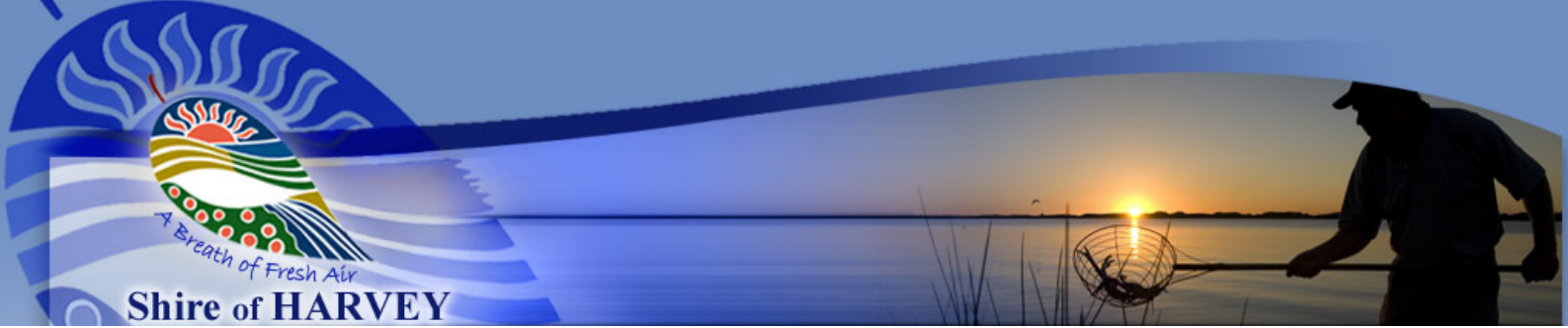
	Objectives	Outcomes	Key Indicators
Social	A safe and welcoming community, which embraces its diversity and heritage, where everyone is valued and has the opportunity to contribute and belong.	3.1 The community is supported by a strong volunteer base.	Number of active volunteer groups.
		3.2 A safe and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



Services and Facilities

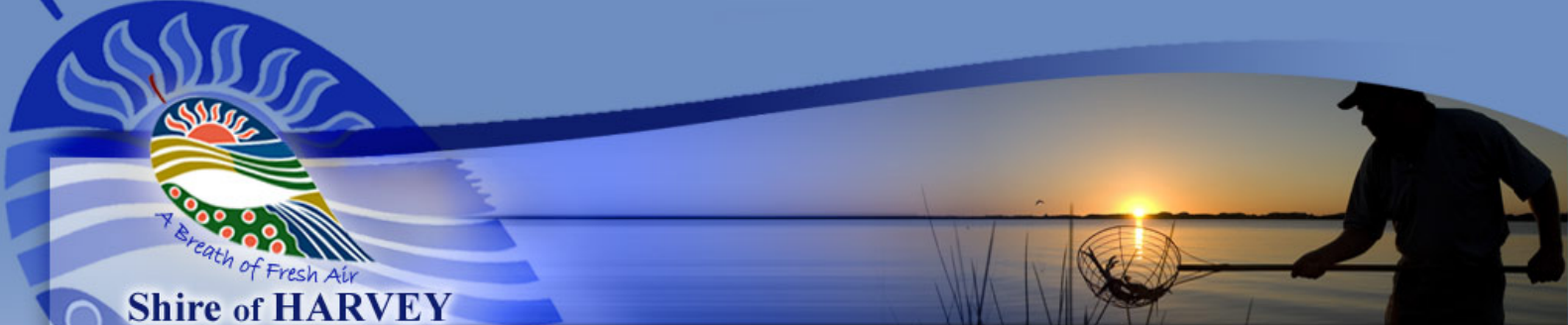
Services and facilities provided by the Shire have been linked with the relevant strategy in the Strategic Community Plan as set out in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Harvey.

Services	Associated Strategic Reference
Community Services	
Aged and disabled services	3.2.1, 3.4.7, 3.5.1, 3.5.3
Arts and Culture	3.3.1, 3.3.3
Crime prevention	3.2.2
Education services support	1.3.1, 3.4.5
Indigenous relations	3.3.4
Medical services	3.4.8
Youth services	3.4.2
Shire Services	
Building Control	4.3.4
Community Development	3.4.1
Community Engagement/Support	4.1.2, 4.4.1, 4.4.2
Council's Customer Service	4.2.1, 4.2.3
Drainage, Stormwater and Flood Management	2.8.1, 2.8.2
Economic Development	1.1.8
Emergency Services	4.7.1, 4.7.2, 4.7.3, 4.7.4, 4.7.5, 4.7.6, 4.7.7
Environmental Initiatives/Management	2.3.2, 2.6.1, 2.6.2, 2.6.3, 2.7.1, 2.7.2, 2.7.3, 2.7.4, 2.8.1, 2.8.2, 2.8.3
Festival and Event Management	3.1.4, 3.2.4, 3.3.2
Financial Management	4.5.1, 4.5.2, 4.5.3
Governance and Elected Member Support	4.2.2, 4.3.3, 4.3.4, 4.3.5
Health Administration and Inspection	2.7.3
Information and Communications Technology	4.2.3
Land Development	1.1.6
Landscaping	2.2.2, 2.2.3
Local Business Support	1.1.7, 1.1.9
Long Term Planning	1.1.10, 2.2.1, 3.4.4, 4.1.1
Maintenance	4.3.6
Marketing and Promotion	4.4.3
Political and Industry Lobbying	1.1.4, 1.1.15, 1.4.1, 1.4.3, 3.6.2, 3.6.3
Regional Collaboration	4.6.1, 4.6.2, 4.6.3
Reserves Management	1.2.4, 1.2.6, 1.2.7, 2.4.2, 2.4.3
Sport And Recreation Services	2.4.4, 3.2.3
Staff Development	1.3.2, 4.3.1, 4.3.2
Support for Volunteers	3.1.1, 3.1.2, 3.1.3
Tourism Management	1.2.1, 1.2.2, 1.2.3, 1.2.8, 1.2.9, 1.2.10, 2.4.1
Town Planning	1.1.1, 1.1.2, 1.1.3, 2.3.1, 3.5.2
Waste Collection And Management	2.5.1, 2.5.2, 2.5.3



Services and Facilities

Facilities	Associated Strategic Reference
Community Facilities	
Administration Offices	4.3.7
Community Halls and Rec Facilities	3.4.4
Libraries	3.4.4
Parks and Sporting Facilities	3.4.3♦3.4.6
Playgrounds	2.4.5
Public Toilets	2.2.1♦2.2.3
Seniors Facilities	3.4.9
Skate Park	3.4.2
Swimming Pools	3.4.3♦3.4.6
Tourist Centre	1.2.1
Infrastructure	
Heritage/Tourism Facilities	2.1.1♦2.1.2♦2.1.3
Roads, Verges and Footpaths	1.2.5♦2.4.6 3.2.5♦3.6.1♦3.6.4
Water and Electricity Networks	1.4.2♦1.5.1♦1.5.2



Resource Capacity

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not currently known expectations of relative future resource capacity were considered.

Current Resource Capacity

The 2012 audited Annual Financial Report reflected the following Shire resource profile as at 30 June 2012.

Resource	Level
Workforce	99 FTE
Infrastructure Assets	\$284,399,898
Property, Plant and Equipment	\$49,627,203
Cash Backed Reserves	\$9,760,799
Other Restricted Cash	\$3,903,558
Borrowings	\$1,487,898
Annual Rates Revenue	\$13,687,011
Annual Operating Revenue	\$30,885,806
Annual Operating Expenditure	\$27,628,935

Future Resource Capacity

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

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

Development of Asset Management Plans, a Workforce Plan and Long Term Financial Plans will further influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.



Who will influence our Success

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

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



Acronyms

The following acronyms have been used within this document.

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



Acronyms

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



References & Acknowledgements



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

The Shire of Harvey Strategic Community Plan 2013-2023 has been developed by engaging the community and other stakeholders. Council's Elected Members, Management and Staff have also had input to the development of the Plan.

Facilitators for the process were UHY Haines Norton (WA) Pty Ltd.

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

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

- Shire of Harvey Community Engagement Report of Findings November 2012
- Shire of Harvey website www.harvey.wa.gov.au
- Harvey Visitor Centre website www.harveytourism.com
- Australian Bureau of Statistics www.abs.gov.au
- Shire of Harvey Community Profile (profile.id)
- Shire of Harvey Strategic Plan 2004 to 2010





References & Acknowledgements

Disclaimer

This report has been solely prepared for the purposes set out in the engagement letter with the Shire of Harvey. The services provided in terms of this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standard Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

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