

Shire of Shark Bay



Strategic Community Plan 2016-2031



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VÍSIÓN:
Shark Bay is a proud, unified community,
respecting and sharing our pristine environment
and great lifestyle.



Foreword



We are proud to present the Shire of Shark Bay, Strategic Community Plan 2016 -2031. The Plan shares our visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Shark Bay community.

This Plan could not have been produced without the input of the local community. We are grateful to the community for their enthusiastic response and especially to those who took the time to provide input into the Plan, your responses gave us valuable insight into your aspirations for the future.

We believe we have captured the community's aspirations and have reflected these in our desired outcomes. We will work as a local government, in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this Plan.

We look forward to continuing our focus to ensure the Shark Bay community is a proud, unified community, respecting and sharing our pristine environment and great lifestyle.

Cheryl Cowell
Shire President

April 2016

What's In the Plan?



Based on the community engagement, the Plan sets out the Vision for the Shire's future and captures the community's aspirations and values.

A guiding strategic objective has been developed for each of four key areas of community interest, being; economic, environment, social and civic leadership. The desired outcomes for each objective have also been determined. Strategies to meet the objectives were established after considering the capacity of the Shire's current resources and anticipated resource capacity along with future demographics.

For each strategic objective the following information has been provided:

- a summary of the major issues highlighted by the community
- a selection of the community's comments
- tables of strategies to achieve the desired outcomes
- key performance measures to monitor achievement of desired outcomes



How the Plan will be used?



This Plan shares the community vision and aspirations for the future and outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Shark Bay community.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community. The Plan is ultimately the primary driver for all other planning undertaken by the Shire.

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

- Guide Council priority setting and decision making
- Be a mechanism for the ongoing integration of local planning initiatives
- Inform the decision making of other agencies and organisations, including community and State Government
- Provide a rationale to pursue grants and other resources to demonstrate how specific projects align with the aspirations of our community, and within the strategic direction outlined in the Strategic Community Plan
- Inform potential investors and developers of our community's key priorities, and the ways in which we want to grow and develop
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future
- Provide a framework for monitoring progress against our vision, values and aspirations

Importantly, plans are only effective if there are adequate resources dedicated to ensure they can be delivered.

The strategies will be prioritised and actions applied, after a further assessment of available resources, through the development of a Corporate Business Plan. Key performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.



Shark Bay Community



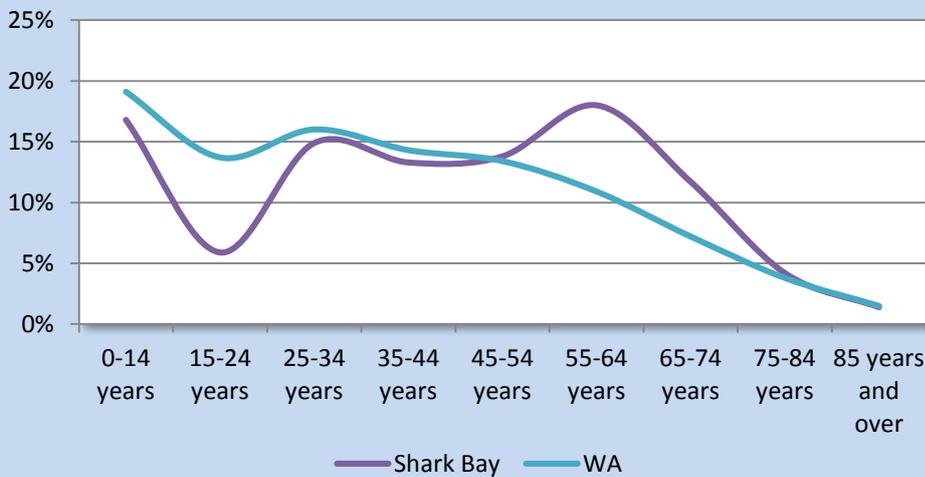
Community Heritage:

For thousands of years people have inhabited the Shark Bay area. Indigenous Malgana, Nhandu, and Yingkarta were followed by nearly 400 years of European heritage with the first recorded European landing in Australia by Dirk Hartog in 1616. Workers came from Asia and the Pacific to share in the natural resources of the region with guano mining, pearling, pastoralism, sandalwood cutting and fishing all featuring in the rich cultural and economic heritage of the Shire.

Shark Bay Today:

Approximately 900 people create the current resident community of the Shire, with tourists from around the world sharing the remarkable environment. Tourists and transient residents swell the population during the winter months when it more than doubles the resident population. The age demographic of the resident population illustrates the Shire of Shark Bay has a disproportionately higher percentage of residents aged 55-84, compared to the State of Western Australia, and a significantly lower percentage of youth, young adults and adults aged 25-44.

% of Population by Age



Shark Bay Natural Environment



The Natural Landscape:

The distinctive Edel Land and Peron peninsulas form the two bays of Shark Bay, enclosing a truly unique World Heritage listed area covering 2.2 million hectares of land and coastal habitat. Stretching from the western most point of Western Australia at Dirk Hartog Island to approximately 200 km inland, the Shire covers 24,170 km² of land with a coastline of over 1,500 km.

Inscribed on the World Heritage list in 1991, Shark Bay is situated at the meeting point of three major climatic regions resulting in it being home to some exclusive plant species, 35% of Australian bird species and five of Australia's endangered mammal species.

The rugged limestone Zuytdorp cliffs stretch up to Dirk Hartog Island protecting the rolling red sand hills of Peron Peninsula, the eastern coastal strip and adjacent low lying plains extend north to Carnarvon.

The scenic landscape is complemented by a unique marine environment with three differing salinity levels creating three distinct environments, each with their own marine ecosystem. From the ancient Stromatolites in the super saline water at Hamelin Pool, to the world's largest sea grass meadows and spectacular annual whale migrations, the marine environment in the Shire of Shark Bay is truly deserving of its World Heritage listing.



Shark Bay Built Environment



The Built Environment

Situated 129 km from the North West Coastal Highway on the Peron Peninsula, the fishing and tourist town of Denham is the centre of administration and community services in the Shire. It has 547 km of unsealed road which services the pastoral community and the closed salt mining town of Useless Loop. Monkey Mia, located 24 km from Denham by sealed road, is the largest tourist resort in the Shire. The airport is situated midway between the tourist resort and Denham. Jetty and boat launching facilities are provided at Denham and Monkey Mia to accommodate the commercial and recreational fishing industries.

The community is serviced by ancillary medical services, a local school, which offers distance education after Year 10, a community hall and recreational facilities. Vital tourist accommodation is provided by five caravan parks, two visitor hostels and six hotels, motels or serviced apartments with five or more rooms. Tour companies offer fishing charters, scenic 4wd and quad bike tours, scenic flights and sailing trips to view the spectacular marine life of the area.



Community Engagement



The Shark Bay community were asked to share their visions and aspirations for the future, and invited to participate in the review and update of this Strategic Community Plan.

The campaign was also promoted in the local newspaper, (the Inscription Post), on local notice boards and also on the Shire of Shark Bay website. We received a response from 50 individuals either completing the survey or attending the community workshop.

Shire of Shark Bay Community Survey

Celebrate our past and plan for our future, participate in the review of the Shire of Shark Bay Strategic Community Plan.

1. In your opinion, what is your greatest wish for Shark Bay in 10-15 years?

2. In your opinion, what makes the Shire of Shark Bay a special place to live?

3. What best describes in your opinion, the level of importance of these services and your current level of satisfaction.
Please tick the relevant box below

- Surveys were distributed via mail to over 500 local residents
- E-surveys were advertised and a link was provided on the Shire website
- A community workshop was held in the Recreation Centre on 23rd February 2016

The community was asked to tell us what they consider most special about the Shire of Shark Bay. It is evident that they value highly the natural environment, in particular their World Heritage national and marine parks with its pristine and unspoilt natural beauty and scenery, fresh air, attractive climate and clear turquoise waters. The town and its friendly and helpful community spirit were also highly regarded, as well as the freedom and safety.

When asked about a vision for the future, the most common responses included promoting increased tourism, maintaining the pristine environment and keeping its small town friendly culture. Progress is supported, provided it is without harm to the town and its sense of community, its scenic vista or the natural landscape and wildlife.

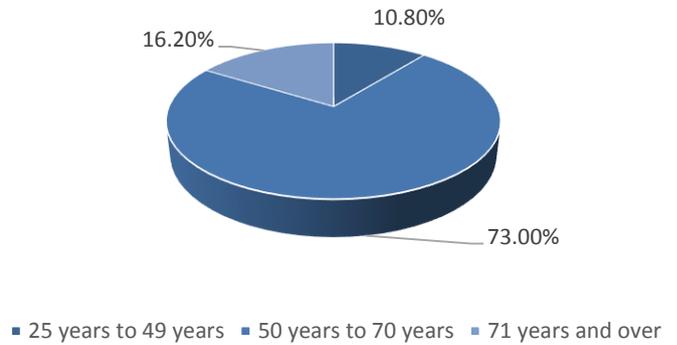
Community Response



The community surveys have provided a valuable insight into the key issues and aspirations as identified by the local residents. Importantly for the Council, these views have established clear priorities and subsequently shaped the visions, values, objectives and strategies documented in this report.

Community response:

- 50 members of the community responded
- The responses were from a range of age groups, as represented in the adjacent diagram



Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services. Based on the survey results, workshop discussions and the comments received from the community during the consultation period, the Shire has summarised the issues that are most important to Shark Bay’s residents below.

<p>Very Important/Low Satisfaction</p> <ul style="list-style-type: none"> Aged and disabled services Beaches, foreshore & boat ramps Drainage & storm water Economic development Financial management Health administration & inspection Long term planning Maintenance Quality of Town centre Roads, verges & footpaths Tourism management Town planning Wharfs / Jetties 	<p>Very Important/High Satisfaction</p> <ul style="list-style-type: none"> Building control Community engagement Council's customer service Crime prevention Emergency services Emergency services precinct General garbage collection Landscaping Pest control Public toilets Ranger services Support for volunteers
<p>Important/Low Satisfaction</p> <ul style="list-style-type: none"> Environmental initiatives Festival & event management Recycling Youth services Retirement units Maternal and infant services Employee housing Affordable housing Cemetery 	<p>Important/High Satisfaction</p> <ul style="list-style-type: none"> Community / town halls Regional collaboration Libraries Indigenous relations Street lighting Parks and sporting facilities Gymnasium Visitor & discovery centre Multipurpose recreation facility Fish cleaning facilities

Aspirations & values



Our community identified the following aspirations and values:

- **Sustainable growth and progress:** especially with regards to protecting our precious natural environment and retaining our lifestyle values and community spirit
- **Respect for the rights of citizens:** provide appropriate service delivery and providing the opportunity to participate in the governance of the Shire
- **Integrity:** commitment to openness, transparency, honesty and fairness
- **Lifestyle:** safe and welcoming community where everyone is valued and has the opportunity to contribute and belong



Economic Objective

Sustainable Growth and Progress



Community Feedback

The Shark Bay community understands it is well placed to grow and provide a critical mass to support its local businesses, providing it can leverage a range of opportunities and overcome key constraints.

The local community appreciate they live in an incredibly unique and special World Heritage listed environment. The community aspires to balance economic growth whilst maintaining the unique built and natural environment.

Access to the regions fishing resources for both commercial and recreational fishermen is seen as crucial for both the fishing and the tourist industry.

Given its isolation, access is a critical issue to the Shire of Shark Bay community. The frequency and cost of public transport has significant impact on the local economy. This is particularly important to residents who rely on access to regional services, as well as visitors who are essential to support the primary industry, tourism. Cost and reliability of freight, high cost of living and restricted access are also on-going and challenging constraints.

"It would be nice for Denham to retain its special 'small remote town' environment. Careful management of future development is necessary; the area needs to sustain itself but be available for the average Australian."

Community Comment

"For it to remain its current peaceful and tranquil atmosphere, but also to move forward with its facilities."

Community Comment



Economic Opportunities

The Shire of Shark Bay has a lot to offer, an amazing environment, an abundance of land, an attractive climate, a friendly community and a relaxed lifestyle. Developing infrastructure which leverages off the attributes of the district for the economic prosperity of the community is key to the district's future. The unique pristine environment also presents an opportunity to unlock a range of alternative new industries and businesses such as marine services, research, fisheries and aquaculture.

Economic Objective



Sustainable Growth and Progress

The following desired outcomes and strategies have been identified as being required to achieve this Objective.

Outcome 1.1	Develop infrastructure and investment that is sustainable and an ongoing legacy to the Shire
1.1.1	Develop infrastructure for fishing / vessel servicing
1.1.2	Ongoing development and upgrade of existing infrastructure
1.1.3	Development of Aged Care infrastructure
1.1.4	Investigation of independent living complex
1.1.5	Investigation of infrastructure and operating needs of commercial enterprises
1.1.6	Investigate new Shire administration building
Outcome 1.2	Better integrated transport services that improve connectivity and access
1.2.1	Upgrade road and associated infrastructure in line with demand
1.2.2	Continue advocating for improved aviation services
1.2.3	Investigate opportunities to improve transport services in the area
Outcome 1.3	Access to local food produce from within the region
1.3.1	Advocate access to local produce
1.3.2	Investigate local and state laws to minimise restrictions
Outcome 1.4	Diversification of industries to increase jobs
1.4.1	Co-ordinate with educational organisations to facilitate a research centre
1.4.2	Continue to promote and support tourism
1.4.3	Advocate to support new industries
1.4.4	Continue to advocate and investigate improvement to technology infrastructure
Outcome 1.5	Provide adequate boating /recreational facilities that meet the needs of the general community and visitors
1.5.1	Continue with the foreshore redevelopment
1.5.2	Investigate Marina feasibility
1.5.3	Maintain and renew existing facilities
1.5.4	Investigate further aquatic facility options

Environment Objective

Protect and Manage Our Precious Environment and Retain Our Lifestyle Values and Community Spirit



Community Feedback

The community highly values its pristine World Heritage assets and is committed to help protect the natural environs in the future. Although the community would like to expand its population and the tourism industry, they appreciate this must be balanced against the potential impact on the unique environment.

The community are clearly proud of their natural environment and would like to continue to nurture a strong sense of stewardship amongst the local residents, businesses and visitors to actively engage and support future environmental initiatives and Town Centre improvement.

Key services that support protection of the environment were also highlighted as ongoing issues, such as recycling.

"To become an iconic renewable energy town."
Community Comment

"To keep the ability to be able to fish and enjoy the water."
Community Comment



"Clean air and ocean environment."
Community Comment

Environmental Opportunities

The Shire has a great opportunity to create an attractive, desirable and welcoming place to attract and retain families, visitors and investment. Planning to ensure there is adequate consideration of the social and environmental impacts of future development, is required to achieve balanced growth for the community, whilst protecting and enhancing the natural environment and community lifestyle.

Opportunities to improve the built environment exist, increasing amenities and accommodation for more small businesses through the Denham foreshore redevelopment and Knight Terrace improvement remains a long term opportunity.

Environment Objective



Protect and Manage Our Precious Environment and Retain Our Lifestyle Values and Community Spirit

The following desired outcomes and strategies have been identified as being required to achieve this Objective.

Outcome 2.1 Enhance, promote, rehabilitate and leverage the natural environment so it continues to be an asset to the community

- | | |
|--------------|---|
| 2.1.1 | Develop a recycling service |
| 2.1.2 | Encourage community participation in streetscape improvements |
| 2.1.3 | Continued access throughout the Shire |
| 2.1.4 | Investigate renewable energy options for the district |
| 2.1.5 | Sustainable environmental protection |

Outcome 2.2 Improve and maintain built environment for Shark Bay to be an attractive place to live, work, visit and invest

- | | |
|--------------|--|
| 2.2.1 | Maintain, renew and improve infrastructure |
| 2.2.2 | Maintain the integrity of heritage buildings |

Outcome 2.3 Future development is sympathetic to the natural environment and aids the expansion of the local economy

- | | |
|--------------|---|
| 2.3.1 | Ensure local planning strategies consider the local environment |
| 2.3.2 | Activate Town Centre and Foreshore Plans |

Social Objective



A SAFE AND WELCOMING COMMUNITY WHERE EVERYONE IS VALUED AND HAS THE OPPORTUNITY TO CONTRIBUTE AND BELONG

Community Feedback

Maintaining an adequate standard of services to meet the needs of the local community along with adequate social infrastructure is reliant on maintaining a sustainable population base.

Denham is particularly attractive to retirees. The community appreciates the need to provide services to support an aging population. At the same time, attracting and retaining younger families is highly desired.

"Retain its 'village' atmosphere and low crime levels."
Community Comment

Social Opportunities

Sustaining population is critical to maintain a reasonable standard of community infrastructure, health and education services.

Investigating innovative mechanisms such as use of technology may also be a way to solve issues relating to the provision of specialist services, such as health.

Core services, and facilities for youth and families are essential to provide a good incentive to retain youth and families in the town.

The community acknowledge they need to identify the positives from a migratory population, and maximize the 'un tapped' skills of the semi-permanent 'grey nomads' during the tourist seasons.

"My greatest desire for Shark Bay for the next 10-15 years is that our town is cleaned up from drug use, and all the people affected by it have good jobs and are making a valuable contribution to our town."
Community Comment





Social Objective

A SAFE AND WELCOMING COMMUNITY WHERE EVERYONE IS VALUED AND HAS THE OPPORTUNITY TO CONTRIBUTE AND BELONG

The following desired outcomes and strategies have been identified as being required to achieve this Objective.

Outcome 3.1 Existing strong community spirit and pride will be fostered, promoted and encouraged

- | | |
|--------------|---|
| 3.1.1 | Retain low crime levels and a safe environment |
| 3.1.2 | Attract and retain youth and families |
| 3.1.3 | Utilise and retain skills of retirees |
| 3.1.4 | Maintain current ancillary health services and increase continuity and consultation times during peak periods |
| 3.1.5 | Support provision of emergency services and support and encourage community volunteers |

Outcome 3.2 Community infrastructure that meets the needs of families, youth, retirees

- | | |
|--------------|--|
| 3.2.1 | Provide, maintain and improve community infrastructure |
| 3.2.2 | Foreshore development as community space |
| 3.2.3 | Encourage healthy living and social interaction |
| 3.2.4 | Provision of respite facilities |

Outcome 3.3 Increase the diversity and range of housing accommodation for Shire employees, service workers and the community

- | | |
|--------------|--|
| 3.3.1 | Seasonal workers accommodation |
| 3.3.2 | Maintain tax incentives for seasonal workers |
| 3.3.3 | Staff housing |

Civic Leadership Objective

RESPECT FOR THE RIGHTS OF CITIZENS, APPROPRIATE SERVICE DELIVERY & A COMMITMENT TO OPENNESS, TRANSPARENCY, HONESTY & FAIRNESS



Community Feedback

The Shark Bay community values its small town character including its welcoming and friendly community. In order to retain these important traits, the community acknowledge unity is essential. Apathy was also highlighted as an increasing concern which must be proactively addressed.

The community wants the Shire to be able to advocate for better services and infrastructure, on its behalf. The expansion of Denham is supported, with awareness that any growth needs to be carefully managed and planned.

"Maintain the great community we have."
Community Comment

"To grow and welcome tourists..."
Community Comment

Civic Leadership Opportunities

This Strategic Community Plan will provide the mechanism for us to ensure services delivered are aligned to our community's expectations. We will continue to strive to be forward thinking, have strong representation and provide good leadership. We will also proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

In addition to focussing on continually improving our quality of service, we will work to leverage partnerships and greater collaboration, including regional collaboration. We will maximise our efforts to advocate and lobby for funding, resources and better services and to attract investment.



Civic Leadership Objective



RESPECT FOR THE RIGHTS OF CITIZENS, APPROPRIATE SERVICE DELIVERY & A COMMITMENT TO OPENNESS, TRANSPARENCY, HONESTY & FAIRNESS

The following desired outcomes and strategies have been identified as being required to achieve this Objective.

Outcome 4.1 The Shire is efficient in its operations, actively listens to the community and anticipates and responds to the community's needs

- | | |
|--------------|--|
| 4.1.1 | Community engagement |
| 4.1.2 | Review, update and maintain operational plans |
| 4.1.3 | Maintain accountability and financial responsibility |

Outcome 4.2 To improve collaboration and shared services with other local, state and federal government agencies, industry and community organisations

- | | |
|--------------|--------------------------------|
| 4.2.1 | Regional service provisions |
| 4.2.2 | State and Regional initiatives |

Outcome 4.3 A strategically focused, unified Council functioning efficiently

- | | |
|--------------|---|
| 4.3.1 | Continue to provide for Councillor training |
| 4.3.2 | Strategic plans and legislative compliance |

Summary of Objectives and Outcomes



The following table summarises the strategic objectives of achieving the vision and the desired outcomes of working toward these objectives.

	Objectives	Outcomes
ECONOMIC	<i>Sustainable growth and progress</i>	<ul style="list-style-type: none"> • Develop infrastructure and investment that is sustainable and an ongoing legacy to the Shire • Better integrated transport services that improve connectivity and access • Access to local food produce from within the region • Diversification of industries to increase jobs • Provide adequate boating / recreational facilities that meet the needs of the general community and visitors
ENVIRONMENT	<i>Protect and manage our precious environment and retain our lifestyle values and community spirit</i>	<ul style="list-style-type: none"> • Enhance, promote, rehabilitate and leverage the natural environment so it continues to be an asset to the community • Improve and maintain built environment for Shark Bay to be an attractive place to live, work, visit and invest • Future development is sympathetic to the natural environment and aids the expansion of the local economy
SOCIAL	<i>A safe and welcoming community where everyone is valued and has the opportunity to contribute and belong</i>	<ul style="list-style-type: none"> • Existing strong community spirit and pride will be fostered, promoted and encouraged • Community infrastructure that meets the needs of families, youth, retirees • Increase the diversity and range of housing accommodation for Shire employees, service workers and the community
CIVIC LEADERSHIP	<i>Respect for the rights of citizens, appropriate service delivery and a commitment to openness, transparency, honesty and fairness</i>	<ul style="list-style-type: none"> • The Shire is efficient in its operations, actively listens to the community and anticipates and responds to the community's needs • To improve collaboration and shared services with other local, state and federal government agencies, industry and community organisations • A strategically focused, unified Council functioning efficiently

Services and Facilities



Services undertaken and facilities provided by the Shire are linked with the relevant strategy of the Strategic Community Plan below. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Shark Bay.

Services	Associated Strategies						
Community Facilities							
Parks and Sporting Facilities	1.1.2	1.5.1	1.5.4	3.2.1	3.2.2	3.2.3	
Gymnasium	2.2.1	3.2.1					
Libraries	1.1.6	2.2.1	3.2.1				
Community/Town Halls	2.2.1	2.2.2					
Multipurpose Recreation Facility	3.2.1						
Public Toilets	3.2.1	3.2.2					
Beaches, Foreshore & Boat Ramps	1.1.1	1.1.2	1.5.2	1.5.3	2.3.2	3.2.1	3.2.2
Fish cleaning facilities	1.1.2	3.2.1	3.2.2				
Visitor and Discovery Centre	2.1.3	3.2.1					
Cemetery	3.2.1						
Infrastructure							
Roads, verges and footpaths	1.1.2	1.2.1	3.2.1				
Street lighting	1.1.2						
Employee housing	3.2.1	3.3.3					
Wharfs / Jetties	1.1.1	1.1.2	1.5.3	1.5.4	3.2.1	3.2.2	
Quality of Town Centre	1.1.2	1.1.6	2.1.2	2.2.2	2.3.2	3.2.1	3.2.2
Drainage and storm water	1.2.1	3.2.1					
Retirement units	1.1.3	1.1.4	3.2.1				
Community Services							
Maternal and infant services	1.5.4	3.1.4					
Youth services	1.5.4	3.1.2	3.1.4				
Aged and disabled services	1.1.3	1.1.4	1.5.4	3.1.4	3.2.4		
Crime prevention	3.1.1	3.1.5					
Indigenous relations	4.1.1						
Emergency services precinct	3.1.1	3.1.4	3.1.5	3.2.1			

Services and Facilities (Continued)



Services	Associated Strategies					
Shire Services						
Council's customer service	4.1.1					
Long term planning	1.1.5	1.4.4	2.3.1	4.1.2	4.1.3	
Financial management	1.1.5	1.2.1	3.2.1	4.1.2	4.3.1	4.3.2
Community engagement	1.3.1	1.5.4	3.1.1	3.1.2	3.1.3	3.2.3 4.1.1
Economic development	1.1.5	1.3.1	1.4.1	1.4.3	4.2.2	
Festival and event management	4.2.2					
Emergency services	3.1.1	3.1.4	3.1.5			
Environmental initiatives	2.1.1	2.1.2	2.1.4	2.1.5	4.2.1	
Regional collaboration	1.2.2	1.2.3	1.4.1	4.2.1	4.2.2	
General garbage collection	4.2.1					
Building control	4.1.3					
Health administration & inspection	4.1.3					
Town planning	1.1.2	1.1.5	2.1.4	2.3.1	3.2.2	
Ranger services	4.1.3					
Tourism management	1.2.2	1.2.3	1.3.1	1.4.2	2.1.3	
Pest control	4.1.3					
Recycling	2.1.1	4.2.1				
Support for volunteers	3.1.2	3.1.5				
Affordable Housing	1.1.3	3.3.1				
Landscaping	2.1.2	2.3.2	3.2.2			
Maintenance	2.1.2	2.2.1	2.2.2	3.2.1	3.2.3	

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

At the 30 June 2015, the Shire had the following resource profile.¹

Resource	Level
Workforce	26 FTE
Infrastructure Assets	\$83,091,929
Property, Plant and Equipment	\$25,179,465
Cash Backed Reserves	\$2,035,504
Borrowings	\$476,393
Annual Rates Revenue	\$1,192,403
Annual Revenue	\$6,592,405
Annual Expenditure	\$6,437,702

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	Stable
Infrastructure Assets	Stable
Property, Plant and Equipment	Stable
Cash Backed Reserves	Stable
Borrowings	Reducing
Annual Rates Revenue	Stable
Annual Revenue	Stable
Annual Expenditure	Stable

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

¹ Annual Financial Report 2014-15

Measuring Success



The aim of this Plan is to align the community’s visions and aspirations for the future of the Shire of Shark Bay to strategic objectives. Whether we are achieving these objectives will be measured by both quantifiable and non-quantifiable outcomes.

The following two measures will be used to identify progress towards our objectives.

Community Satisfaction

As part of the formulation of this Plan the community was asked to provide feedback on the importance of services we provide, and the level of satisfaction with the services.

By conducting a regular community satisfaction survey, we will obtain an indication of ongoing community satisfaction levels to guide the prioritization of the delivery of this Plan.

Key Performance Measures

Key performance measures seek to provide an indication of whether we are meeting our objectives and will be monitored and reported. A combination of measures will be developed by the Shire along with a base level and target for each measure.

An example of some of the measures we may use for each objective is provided in the table below.

	Objectives	Key Performance Measures
ECONOMIC	<i>Sustainable growth and progress</i>	<ul style="list-style-type: none"> • Population statistics • No. of business licences • Vacancy rates (business and residential) • No. of building approvals
ENVIRONMENT	<i>Protect and manage our precious environment and retain our lifestyle values and community spirit</i>	<ul style="list-style-type: none"> • Area protected from flooding • Percentage of waste placed in landfill • Energy usage statistics
SOCIAL	<i>A safe and welcoming community where everyone is valued and has the opportunity to contribute and belong</i>	<ul style="list-style-type: none"> • Crime rates • Community participation rates
CIVIC LEADERSHIP	<i>Respect for the rights of citizens, appropriate service delivery and a commitment to openness, transparency, honesty and fairness</i>	<ul style="list-style-type: none"> • Financial ratios • Long term financial viability • Employee retention levels • Volunteer levels

References and Acknowledgments



Acknowledgement and thanks are made to the people of the Shire of Shark Bay 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 Shark Bay 10+ Year Strategic Community Plan 2016, 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 Moore Stephens (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 and the community.

Tourism WA has supplied many of the photographs used in this Plan, their contribution was invaluable.

Reference to the following documents or sources was made during the preparation of the Plan.

Shire of Shark Bay Strategic Community Plan 2013

Council Website: <http://www.sharkbay.wa.gov.au>

Shark Bay World Heritage Area Website: <http://www.sharkbay.org>

Australian Bureau of Statistics

Shire of Shark Bay Annual Financial Report 2014-15

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