



SHARK BAY
SINK YOUR
TEETH IN

SHIRE OF SHARK BAY
STRATEGIC COMMUNITY PLAN
2020 - 2030

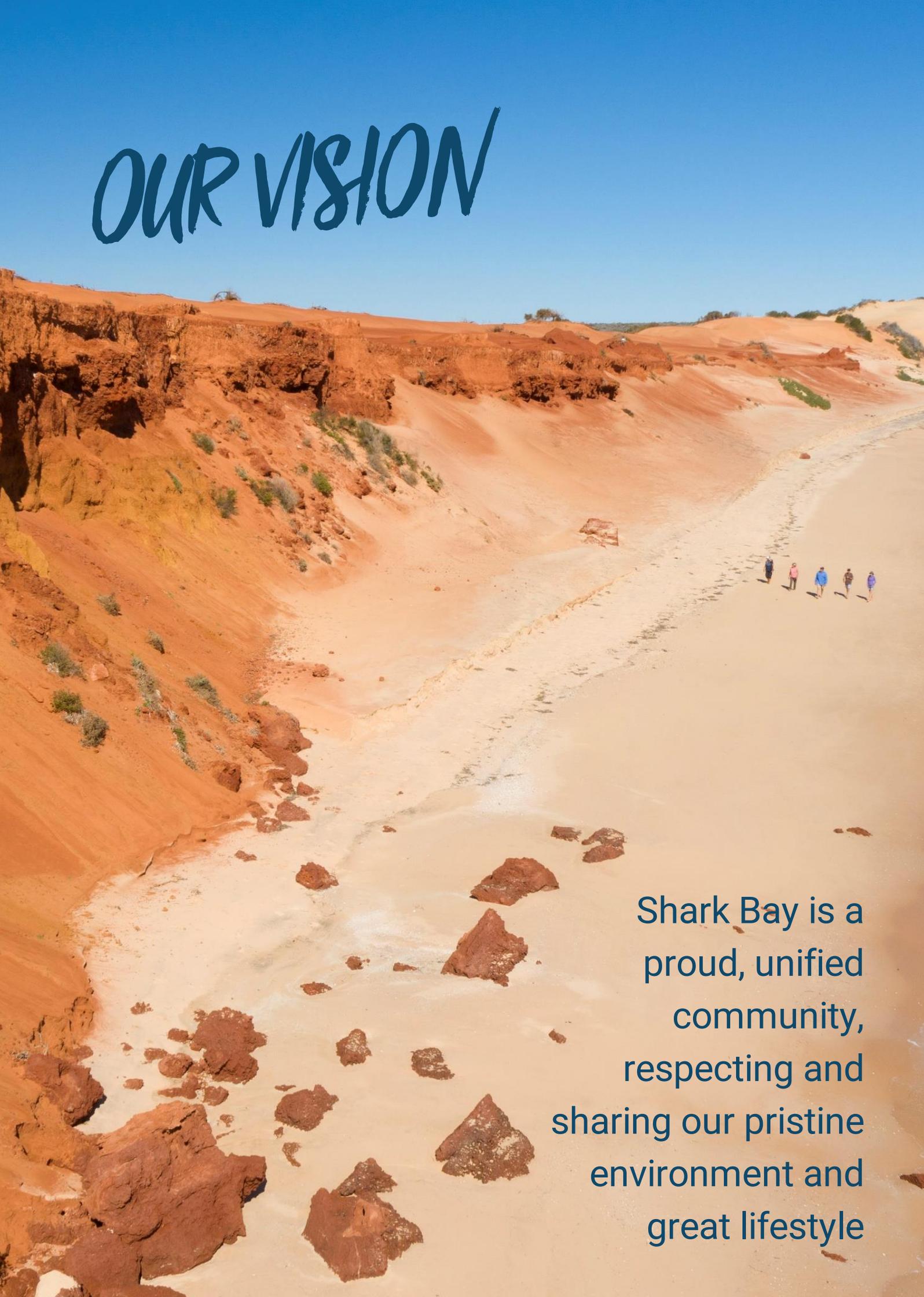
Contents

OUR VISION	3
PRESIDENT'S MESSAGE	4
STRATEGIC COMMUNITY PLANNING	5
PLACE HERITAGE PEOPLE	6
ABOUT SHARK BAY	7
OUR COMMUNITY'S VOICE	9
OUR ASPIRATIONS	13
OUR ASPIRATIONS AND VALUES	14
STRATEGIC DIRECTION	15
ECONOMIC OBJECTIVE	15
ENVIRONMENT OBJECTIVE	15
SOCIAL OBJECTIVE	16
LEADERSHIP OBJECTIVE	16
RESOURCES	17
STRATEGIC RISK MANAGEMENT	18
REFERENCES AND ACKNOWLEDGEMENTS	19



Shire of Shark Bay
65 Knight Terrace
Denham WA 6537
08 9948 1218
admin@sharkbay.wa.gov.au
www.sharkbay.wa.gov.au

OUR VISION

An aerial photograph of Shark Bay, Australia, showing a wide, sandy beach curving along a rugged coastline of red sandstone cliffs. The water is a pale, milky turquoise color. In the distance, a group of about six people is walking along the beach. The sky is a clear, bright blue.

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

President's Message

We are proud to present the Shire of Shark Bay Strategic Community Plan 2020-2030. This Plan is part of our continued commitment to maintain our focus to ensure the Shire of Shark Bay community is 'a proud, unified community, respecting and sharing our pristine environment and great lifestyle'.

This Plan shares our vision and objectives, aligned to the community's expressed visions and aspirations for the future. Outlining how we will, over the next decade, work towards a brighter future for the Shire of Shark Bay community.

This Strategic Community Plan could not have been produced without the input of the local community. We are grateful to the community for their response and especially to those who took the time to provide input into the strategic community planning process. Your responses gave us valuable insight into your vision for the future of the Shire of Shark Bay.

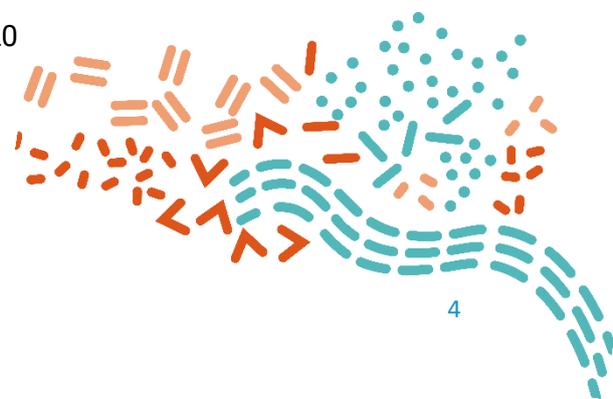


We believe we have captured the community's visions and aspirations and have reflected these in our vision and desired outcomes. As a local government, we will work in partnership with the community and other key stakeholders, to deliver these outcomes using the strategies we have detailed in this Strategic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

Over recent years, the Shire of Shark Bay has undertaken substantial infrastructure developments, which will be of on-going benefit to our growing resident population, local business and increasing numbers of visitors to Shark Bay. During the development of this Plan, we recognised our progress and identified the need to ensure the Shire has the resource capacity to maintain our infrastructure and continue current levels of services to the community.

Cheryl Cowell, President

March 2020



Strategic Community Planning

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, being a Strategic Community Plan and Corporate Business Plan. Local governments are required to have regard for these plans when forming their annual budget.

The Strategic Community Plan is Council's principal 10-year strategy and planning tool, guiding the remainder of the Shire's strategic planning. Community engagement is central to the Strategic Community Plan.

An essential element of the development process is to enable community members and stakeholders to participate in shaping the future of the community, identifying issues and solutions.

This Plan outlines how the Shire will, over the long term, work towards a bright future for the community, as it seeks to achieve its vision inspired by the community's aspirations and objectives.

Importantly, plans are only effective if adequate resources are dedicated to ensuring objectives can be delivered.

The Strategic Community Plan strategies are prioritised, and actions applied after assessment of available resources through the development of a Corporate Business Plan. The core components of this Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by financial projections.

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

- Guide Council's 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 by demonstrating how specific projects align with the aspirations of our community, within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision.

The Integrated Planning Structure





PLACE | HERITAGE | PEOPLE

About Shark Bay

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. Stretching from the western most point of Western Australia at Steep Point to approximately 200 km inland, the Shire covers 24,170 km² of land with a coastline of over 1,500 km.

Shark Bay was inscribed on the World Heritage list in 1991. From the ancient Stromatolites 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.

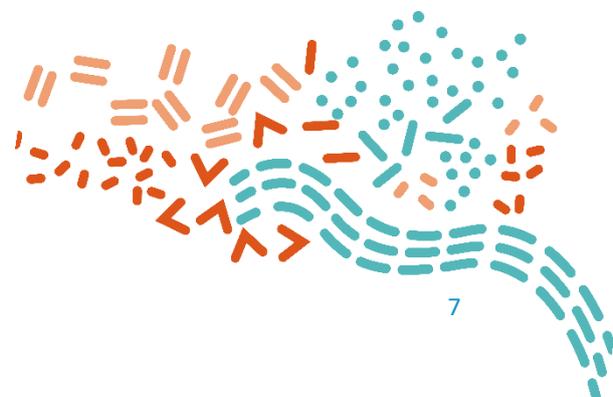
Situated 129 km from the North West Coastal Highway on the Peron Peninsula, the fishing and tourist town of Denham is the centre of administration and community services in the Shire. It has 547 km of unsealed road which services the pastoral community and the closed salt mining town of Useless Loop. 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 Shire of Shark Bay within its boundaries has the traditional country of three Aboriginal language groups: Malgana, Nhanda and Yingkarta. On 4 December 2018 the Malgana people were formally recognised as the native title holders of a significant area of the lands within the Shire.

The first recorded European landing in Western Australia was by Dutch skipper Dirk Hartog in 1616, on what is now known as Dirk Hartog Island.

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.

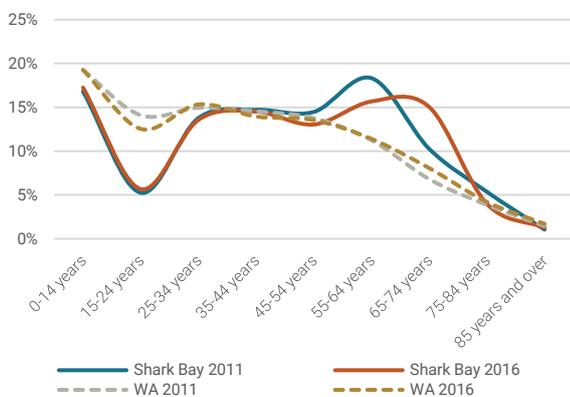


About Shark Bay

The community is serviced by ancillary medical services, a local school offering distance education for years 7-12, 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.

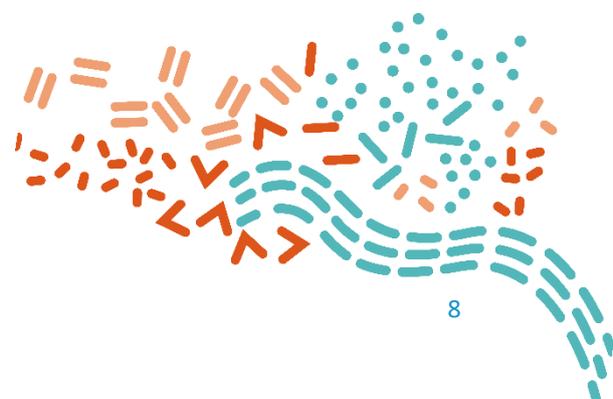
The Shire's population increases dramatically during the tourist season to around 5,000 people. This large influx heavily impacts service levels during these periods.

In 2016, the Shire of Shark Bay's population on the night of the census was 946¹, with no significant variation forecast.



In comparison to the Western Australia demographic, the Shire has a lower proportion of younger residents in the 0-34 year old age range. Many in this group relocate for schooling and early career opportunities. The percentage of the population aged from 55 to 74 years is higher than the State average, with the percentage in the 65 to 74 age range increasing from 2011 to 2016. This may be due to the combination of long term residents remaining in the Shire and people of this age group choosing to settle in the area for the lifestyle.

¹ Australian Bureau of Statistics, Shark Bay (S) (LGA57770) 2016 Census of Population and Housing, viewed 4 October 2017





OUR COMMUNITY & VOICE

Our Community's Voice

As part of the ongoing development and review of the Strategic Community Plan, extensive community consultation was undertaken in 2012, 2016 and most recently in early 2020. The results of these engagements were taken into consideration during the major review in February 2020 and subsequent development of the Shire of Shark Bay Strategic Community Plan 2020-2030. This process included a key focus on seeking the community's aspirations, vision and objectives for the future and feedback in relation to services and facilities provided by the Shire of Shark Bay.



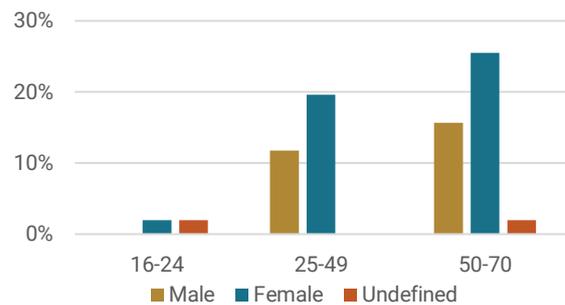
Community Communications:

- Local noticeboards
- SMS broadcast
- Shire of Shark Bay website
- Shark Bay Facebook and community pages
- Surveys at Post Office, Shire Office and World Heritage Discovery Visitor Centre

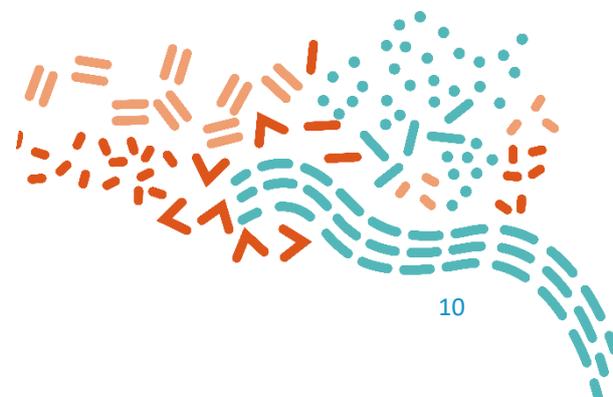
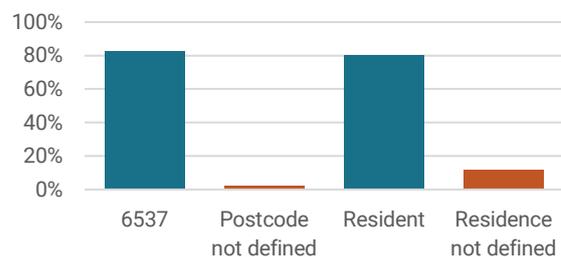
Community Communications:

- ← 51 Individual survey responses received
- ← 19 Community workshop participants

Survey Respondents by Age and Gender



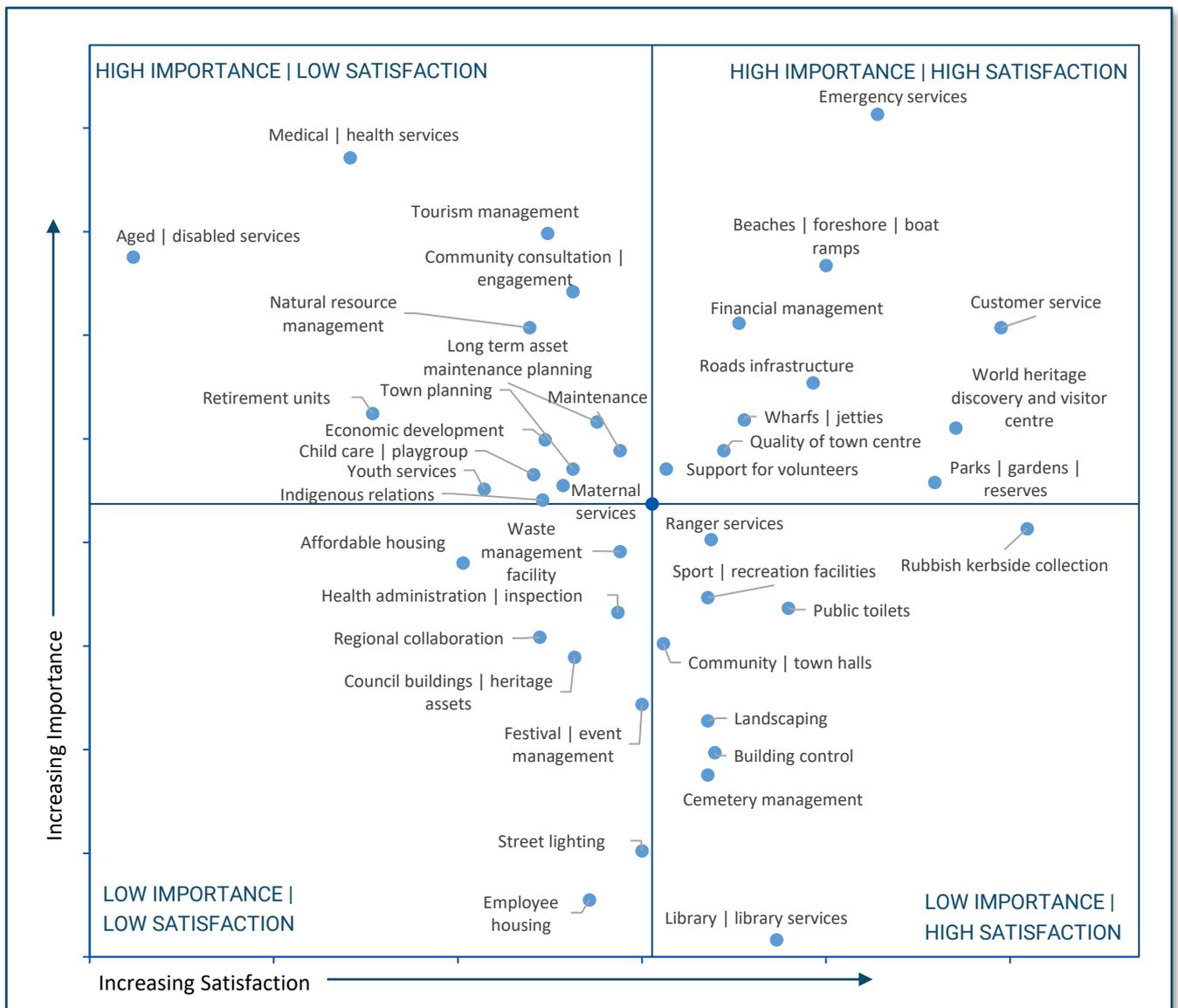
Survey Respondents by Resident Postcode and Status



Our Community's Voice

Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services, facilities and support. Based on the survey results, the relative importance and satisfaction of various Shire services, community facilities and infrastructure were determined.

Services and facilities with a higher than average importance to the community are reflected in the top half of the chart below. Services and facilities the community is most satisfied with are reflected in the right half of the chart below.



Our Community's Voice

The local community appreciate they live in an incredibly unique and special World Heritage listed environment. The community aspires to balance economic and population growth, with protecting and maintaining the unique environment.

Given its isolation, access is a critical issue. The frequency and cost of transport has a significant impact on residents who rely on access to regional services, as well as visitors who are essential to support the primary industry, tourism.

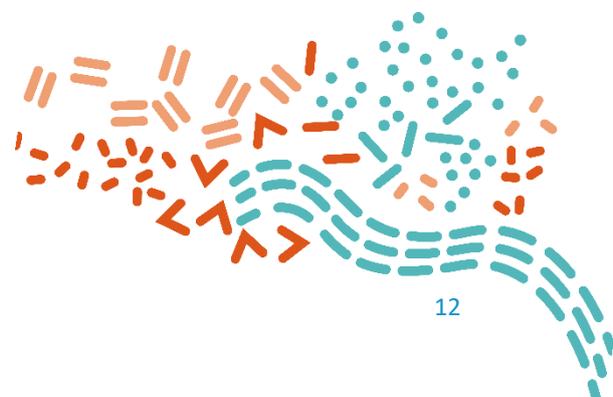
Access to the regions fishing resources, for both commercial and recreational fishermen, is seen as crucial for both the fishing and the tourist industry.

The community values our small town character, including the welcoming, friendly and relatively safe community. In order to retain these important traits, the community acknowledge unity and building inclusive culture is essential. Attracting and retaining young adults is seen as a focus area and encouraging greater engagement of the younger demographic in local activities.



Maintaining an adequate standard of services to meet the needs of the local community, along with adequate social infrastructure is essential, whilst there is recognition these are also reliant on maintaining a sustainable population base. Core services and facilities for youth and families are essential to retain youth and families in the town.

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





OUR ASPIRATIONS

Our Aspirations and Values

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.

The unique natural environment presents many opportunities to unlock a range of alternative new industries and businesses. There is great opportunity to maintain and enhance this attractive, desirable and welcoming place, to attract and retain families, visitors and investment.

To ensure there is adequate consideration of the social and environmental impacts of future development, continued planning 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. The Denham foreshore redevelopment and Knight Terrace improvements provided significant opportunity for sustainable business growth.



Our 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

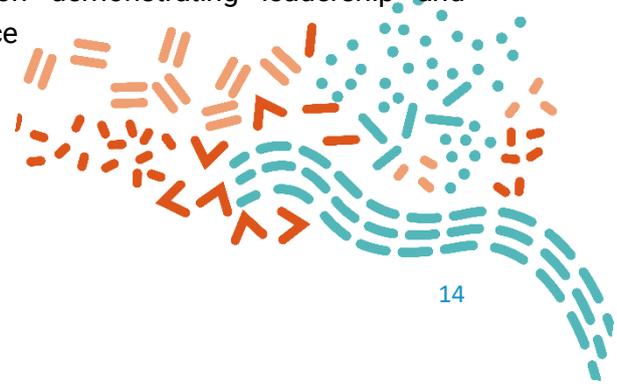
Strategic Objectives

Economic: A progressive, resilient and diverse economy

Environment: Help protect our unique natural and built environment

Social: A safe, welcoming and inclusive community

Leadership: A transparent, resilient organisation demonstrating leadership and governance



Strategic Direction

Economic Objective

A progressive, resilient and diverse economy

Outcome 1

Appropriately integrated transport services that improve connectivity and access

Strategies

- 1.1 Appropriate transport infrastructure and services in line with demand

Outcome 2

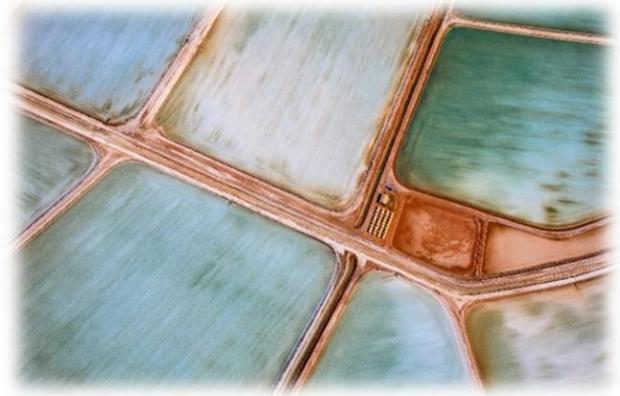
Support local business and encourage further investment in the district

Strategies

- 2.1 Maintain relationships with educational organisations
- 2.2 Promote and support our tourism industry
- 2.3 Advocate to support new industries and local business

Measures

- Maintaining and ideally increasing visitor numbers
- Road expenditure in line with budget
- Maintain healthy statutory asset management ratios



Environment Objective

Help protect our unique natural and built environment

Outcome 3

A natural environment for the benefit and enjoyment of current and future generations

Strategies

- 3.1 Promote reduced environmental impact within the Shire

Outcome 4

A well planned built environment and infrastructure supporting our community

Strategies

- 4.1 Ongoing development, maintenance and upgrade of infrastructure

Measures

- Infrastructure maintenance and renewals undertaken in line with budget
- Complete and implement the Local Waste Strategy
- Maintain compliance with the Planning Framework

Strategic Direction

Social Objective

A safe, welcoming and inclusive community

Outcome 5

Strong sense of spirit and pride in an inclusive community

Strategies

- 5.1 Support provision of essential community services and facilities
- 5.2 Encourage inclusion, involvement and wellbeing

Measures

- Maintain level of positive engagement through variety of media activities
- Maintain level of health services provided
- Funding and support programs for community groups in line with budget
- Maintain and support level of active projects



Leadership Objective

A transparent, resilient organisation demonstrating leadership and governance

Outcome 6

A strategically focused, unified Council, functioning efficiently

Strategies

- 6.1 Effectively represent and promote the Shire of Shark Bay

Outcome 7

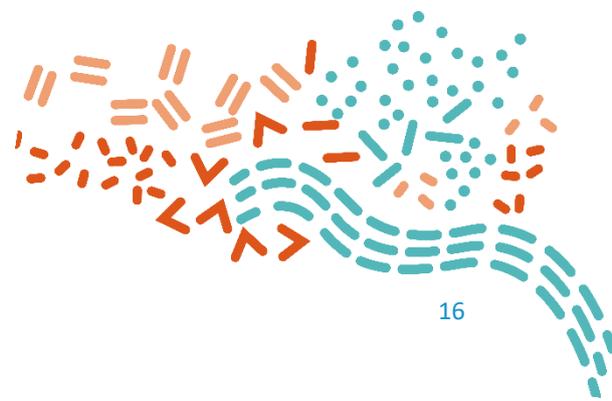
A transparent, resilient organisation demonstrating leadership and governance

Strategies

- 7.1 Encourage and support community engagement
- 7.2 Provide appropriate services to the community in a professional and efficient manner

Measures

- Maintain statutory financial ratios to level acceptable to Council
- Maintain elected members representation through participation on boards and committees
- Maintain currency of strategic plans and reports



Resources

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan, providing a connection with the desired outcomes and community vision.

Shire Services

Customer service	7.2
Community consultation engagement	7.1
Asset maintenance planning	4.1
Financial management	7.2
Town planning	1.1 7.2
Economic development	2.2 2.3
Regional collaboration	2.2 6.1
Tourism management	2.2
Festival event management	7.2
Emergency services	5.1
Ranger services	7.2
Natural resource management	3.1 7.2
Rubbish kerbside collection	3.1 7.2
Recycling	3.1 7.2
Building control	7.2
Health administration inspection	7.2

Facilities | Infrastructure

Parks gardens reserves	4.1
Quality of town centre	4.1
Landscaping	4.1
Maintenance	4.1
Sport recreation facilities	4.1
Beaches foreshore boat ramps	4.1
Wharfs jetties	4.1
Council buildings heritage assets	4.1
Employee housing	4.1
World heritage discovery and visitor centre	2.2 4.1
Community town hall	4.1 5.1
Cemetery management	4.1
Library library services	7.2
Retirement units	4.1
Roads infrastructure	4.1
Street lighting	4.1
Public toilets	4.1
Waste management facility	3.1 4.1

Community Support | Advocacy

Medical health services	5.2
Maternal infant services	5.2
Childcare playgroup	4.1 5.1
Youth services	5.2
Aged disabled services	5.2
Indigenous relations	5.2
Support for volunteers	5.1



This Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, including financial, workforce and asset resources.

Future resource capacity is not currently known and is partially dependent on other levels of government. The expected future resource capacity and trend was considered in the development of this Strategic Community Plan.

	30 June 2019	Future Trend
Workforce	26 FTE	Stable
Infrastructure Assets	\$65.7m	Stable
Property, Plant and Equipment	\$24.2m	Stable
Cash Backed Reserves	\$1.9m	Increasing
Borrowings	\$0.05m	Stable Decreasing
Annual Rates Revenue	\$1.3m	Stable
Annual Revenue	\$5.7m	Stable Increasing
Annual Expenditure	\$6.6m	Increasing



Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Shark Bay operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

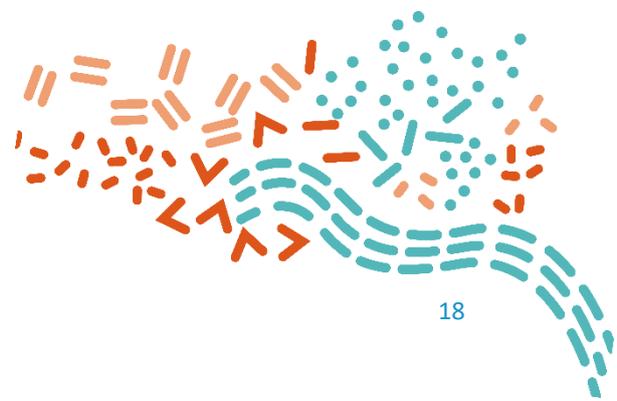
External Factors

- Increasing community expectations in relation to service levels and service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to Government Policy and Legislation
- Cost shifting by Federal and State Governments
- Reducing external funding for infrastructure and operations
- Changes in mining and pastoral practices and the associated social impacts
- Climate change and subsequent response
- Significant seasonal population increase and subsequent pressure on Council services
- Extensive increase in non-rateable land requiring road access



Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan
- The timing and actions contained in the Council's Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records



References and Acknowledgements

Acknowledgement and appreciation are expressed to the ratepayers and residents of the Shire of Shark Bay, for their time and effort in being a part of the community engagement process and for their invaluable input into the Strategic Community Plan.

The Shire of Shark Bay Strategic Community Plan 2020-2030, has been developed by engaging the community and other stakeholders. Council's Elected Members, management and staff also provided input to the development of the Strategic Community Plan. 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.

Reference to the following documents or sources were made during the preparation of the Strategic Community Plan:

- Shire of Shark Bay Strategic Community Plan 2018 - 2028;
- Council website: www.sharkbay.wa.gov.au;
- Australian Bureau of Statistics, Shark Bay (S) (LGA 577770), 2016 Census of Population and Housing General Community Profile, viewed 4 October 2017;
- Shire of Shark Bay Investment Prospectus;
- Metrix Report: Evaluating the impact of the Dirk Hartog Voyage of Discovery' December 2016;
- Shire of Shark Bay Annual Financial Report 2018 - 19;
- Local Government Act 1995, Section 5.56(1);
- Local Government (Administration) Regulations 1996, Paragraph 19BA; and
- Department of Local Government, Sport and Cultural Industries, Integrated Planning and Reporting: Framework and Guidelines, September 2016.

Review of the Strategic Community Plan

In accordance with statutory requirements, the Strategic Community Plan is reviewed and updated on a 4-year review cycle including community consultation, with a desktop review being undertaken every 2 years.



Credit Nick Thake Photographs[®], all photographs within this document.

Prepared with the assistance of:

Moore Stephens (WA) Pty Ltd

Telephone: (08) 9225 5355

Email: perth@moorestephens.com.au

Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Shark Bay.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Shark Bay, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Shark Bay.

This Plan is supplied in good faith for public information purposes and the Shire of Shark Bay and Moore Stephens (WA) Pty Ltd accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

Document Management

Version	2020-2030
Status	Adopted
Date of Adoption	25 March 2020