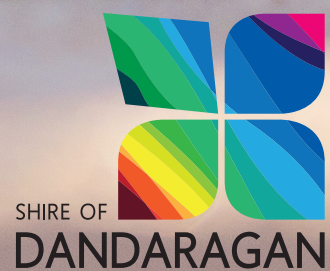


ENVISION ²¹

■ SHIRE OF DANDARAGAN ²⁵

CORPORATE BUSINESS PLAN



CONTENTS

Acknowledgement of People and Country	3
Shire President's and CEO's Foreword.....	3
About the Shire of Dandaragan	4
Our Council.....	6
Envision 2029	8
Overview of Corporate Business Plan	10
Organisation Structure.....	10
Overview of the Operating Environment	12
Key Priorities for the Shire and Community	14
Key Strengths for the Shire and Community.....	15
Short Term Outlook and Focus.....	16
Infrastructure	18
Prosperity	23
Environment	29
Community	34
Marquee Projects.....	38
Risk Management.....	38
Reporting and Review.....	40
Resourcing Coordination.....	40

This document is available in alternative formats, such as Braille, large print, digital (on disk or by email) upon request, and on the Shire's website at: www.dandaragan.wa.gov.au

ACKNOWLEDGEMENT OF PEOPLE AND COUNTRY

On behalf of our community, the Shire of Dandaragan respectfully acknowledges the past and present traditional owners of this land, the Yued people.

It is a privilege to be living on Nyungar country.



SHIRE PRESIDENT'S AND CEO'S FOREWORD



Cr Leslee Holmes
PRESIDENT

The Shire of Dandaragan's Corporate Business Plan sets out Council's direction and priorities for our communities over the coming five years. At the heart of our short term business strategy is the pursuit of growth. The Shire seeks to invest in projects and initiatives that actively grow our population while retaining the environmental and historical values that are integral to our sense of community and character.

The Shire is experiencing growth in a range of sectors including intensive agriculture, renewable energy and tourism infrastructure and marketing. This expansion has supported our community through the economic shocks of COVID-19. These industries will assist the Shire in retaining and increasing our residential population and create new opportunities for families and business to thrive in our communities.

The Corporate Business Plan responds to the current operating climate and seeks to address the issues that matter most within the Shire. Our most recent community survey highlighted the following top five priorities:

1. Health and Community Services
2. Coastal Area Management
3. Economic and Tourism Development
4. Youth Services and Facilities
5. Responsible Growth and Development.

These priorities are addressed throughout this document which links individual projects and initiatives with the broader strategic themes embedded in the Shire's Strategic Community Plan - Envision 2029. Projects identified in the Corporate Business Plan flow through to operational areas of the Shire's organisation and set out the external and internal deliverables for the workforce.

Collectively, Council and staff are proud to present this plan to the community to articulate how we have interpreted past community engagement and plan to respond to the many opportunities that lie ahead for the Shire of Dandaragan.



Brent Bailey
CHIEF EXECUTIVE
OFFICER

ABOUT THE SHIRE OF DANDARAGAN

The Shire of Dandaragan is located within 1-2 hours drive north of Perth. The Shire is home to diverse and productive agricultural and botanical landscapes including iconic coastal, marine environments. The Shire is linked by two major highways (Brand Highway and Indian Ocean Drive) which provide strategic thoroughfares between the north of the State and metropolitan areas while also delivering a highly efficient logistics network to export markets.

The Shire's four main townships are unique and diverse in their history. Agriculture, forestry and fishing is the largest industry sector.

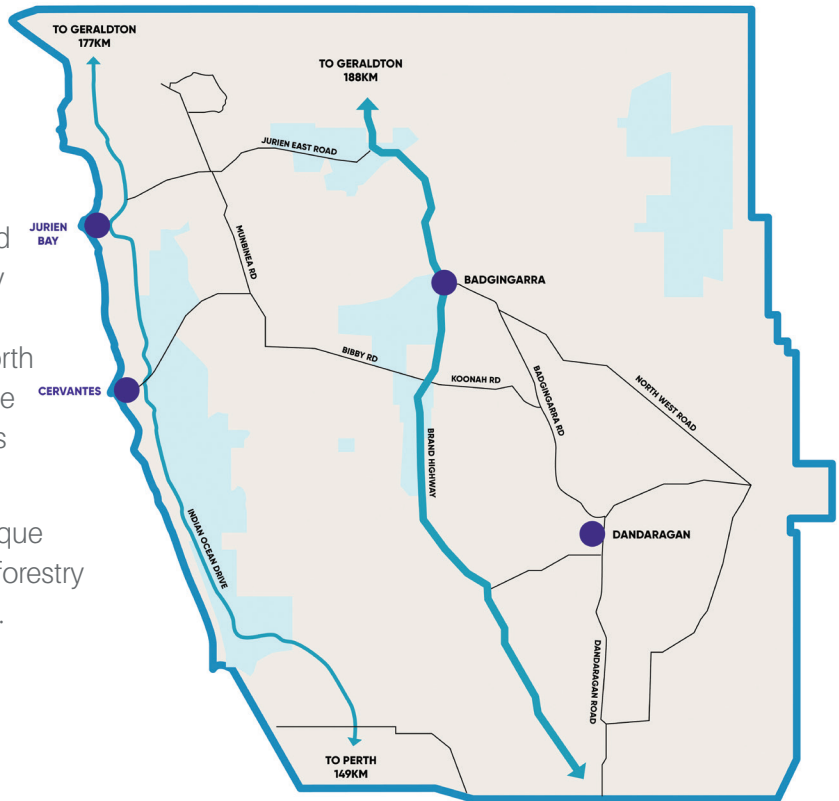


Figure 1 Shire of Dandaragan

OUR PEOPLE

*Reference ABS 2020

POPULATION

Estimated Population**



MEDIAN INCOME



\$752

Weekly Income

HOUSING TENURE

Owned 40.2%
Mortgage 23.2%
Renting 24.5%



MEDIAN AGE

49



HOUSEHOLD TYPES



Couple without Children	33%
Loan Person	23.5%
Couples with Children	19.6%
Visitor Only Household	8.9%
One Parent Families	6%
Other	9%

COUNTRY OF ORIGIN



Australia	45.7%
England	40.7%
Scotland	10.5%
Ireland	7.9%

Figure 2 Our People

OUR ECONOMY

*Reference Economic and Tourism Plan



BUSINESSES

Local Businesses++



TOP 3 INDUSTRIES



EMPLOYMENT



Figure 3 Our Economy

OUR ASSETS

*Reference Annual Report 19/20

LAND AREA



Including Badgingarra, Cervantes, Dandaragan, Jurien Bay, Regans Ford



Public Open Spaces
Hectares of Parks, Gardens + Ovals*



MEDICAL FACILITIES



SCHOOLS



ANIMALS



Figure 4 Our Assets

OUR COUNCIL

The Shire of Dandaragan is represented by 9 elected members who are responsible for setting policies about the provision of services and determining how Council money is spent.

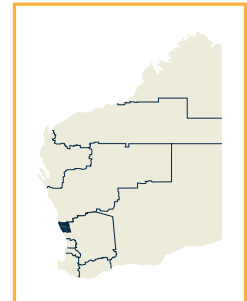


Figure 5 Our Council

Note: One position is currently vacant.



ENVISION 2029

The Strategic Community Plan, Envision 2029 was adopted by Council on 27 June 2019 and consolidated the community's feedback into four key aspirational statements. Beneath each aspiration are a number of key objectives and the roles that Council can play to guide the organisation towards the community's desired future state.



INFRASTRUCTURE

The Shire will work cooperatively with private enterprise and government agencies to develop and maintain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.



PROSPERITY

The region will experience economic and population growth with increasing economic opportunities, diversifying primary production and a vibrant visitor economy.



ENVIRONMENT

The Shire will be a responsible custodian of the environment, working with community groups and other entities to increase renewable energy initiatives, vegetation cover and rehabilitate degraded public land throughout the local region.



COMMUNITY

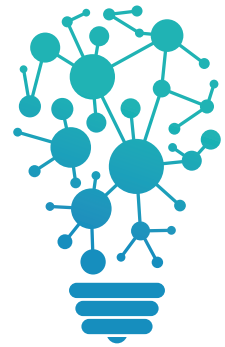
The Shire's resident population will be the fastest growing population in the region supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities.

A dynamic, diverse and desirable region delivering sustainable growth and socially connected communities.

Figure 6 Envision 2029 Key Aspirations



ENVISION 2029 TIMELINE



AUGUST 2018

Envision 2029 Launched

OCTOBER 2018

'My Little Idea: My Big Idea' Drawing Competition and 'Community, People & Faces' Photo Competition opened

MARCH 2019

My 5-point Plan Focus Groups

OCTOBER 2020

Community Scorecard Survey opened

APRIL 2021 - MAY 2021

Council Workshops held to update minor review

TBC

Strategic Community Plan finalised and presented for adoption at Ordinary Council Meeting

SEPT 2018 - JAN 2019

Community Information Tables held around the Shire with 'My Little Idea: My Big Idea' suggestion boxes available

NOVEMBER 2018

'My Little Idea: My Big Idea' Drawing Competition and 'Community, People & Faces' Competition closed

APRIL 2019

Contributions to Envision 2029 closed for evaluation and review

DECEMBER 2020

Community Scorecard Survey closed, and results evaluated

AUGUST 2021

Draft Strategic Community Plan (minor review) released to public for comment

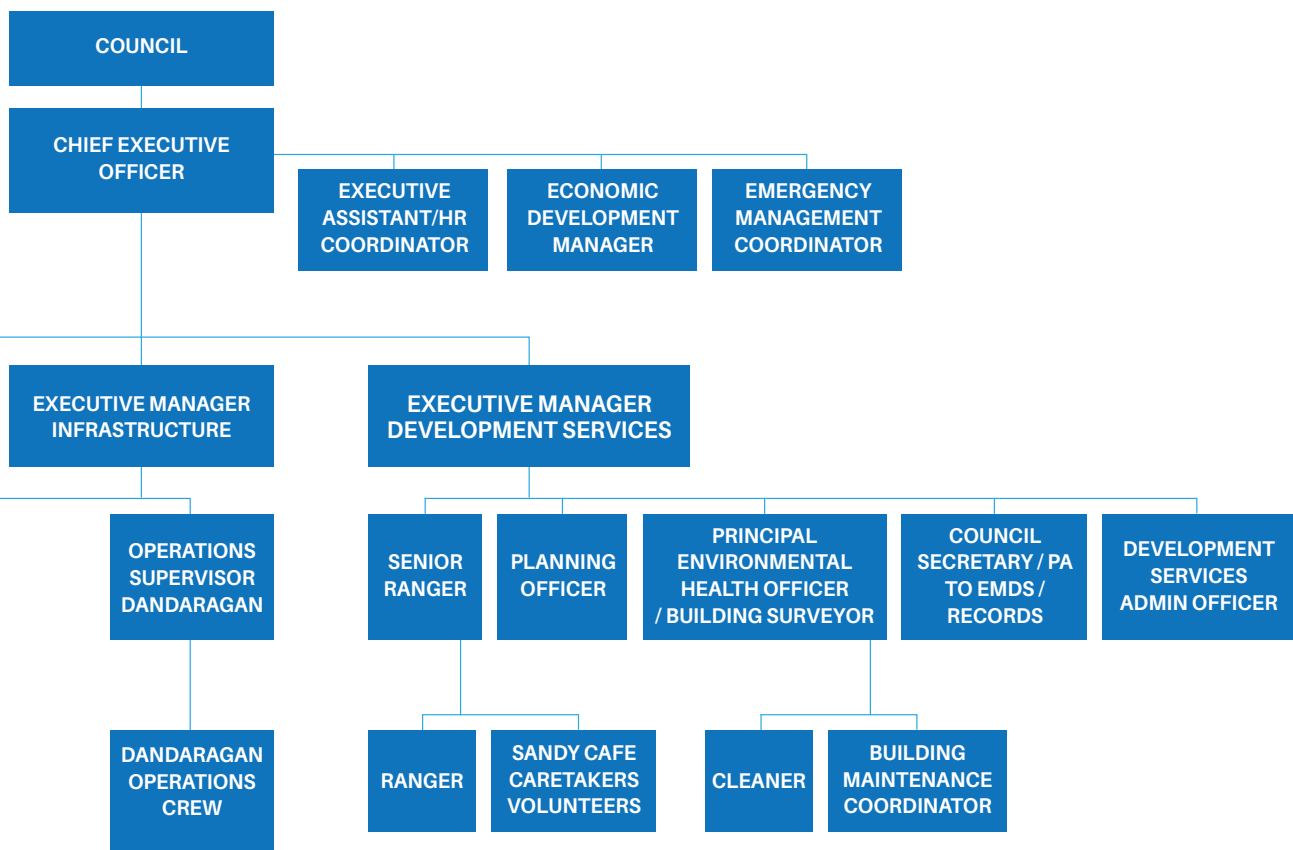
OVERVIEW OF CORPORATE BUSINESS PLAN

The Shire's Corporate Business Plan:

- 1** Articulates the projects and initiatives that will facilitate the implementation of the Strategic Community Plan, Envision 2029.
- 2** Outlines the priority projects and programs the Shire will deliver over the next four years.
- 3** Links services, projects and programs with Envision 2029.
- 4** Responds to the wide range of consultation undertaken on key topics and themes for the Shire's ongoing growth and development.
- 5** Provides direction and priorities for the workforce to progress detailed planning, funding programs and procurement in advance of the annual budget process.
- 6** Is informed by the Shire's long term financial plan, asset management plans and workforce plan.



ORGANISATIONAL STRUCTURE - JUNE 2021



OVERVIEW OF THE OPERATING ENVIRONMENT

COVID-19 Recovery

The COVID-19 pandemic declared in March 2020 by the World Health Organisation and the State of Emergency and Public Health Emergency announced by the Government of Western Australia have had a significant impact on the current operating environment for the Shire and our communities.

Significant disruption has been experienced in the tourism and hospitality sectors which has required adaptation to address new domestic markets. The Shire is well positioned to benefit from a reversal in the national trend for net tourism exports while international borders remain closed. The Shire's towns will also gain from the significant growth in self drive and camping holidays. When international borders reopen there will be increasing demand for 'safe' destinations which presents a competitive opportunity for our local tourism industry.

A stimulus-lead acceleration in the construction industry has made construction works challenging with increased costs. Supply chain impacts will also continue for the foreseeable future while import/export links are operating under capacity constraints. This factor is currently impacting the Western Rock Lobster industry which is being amplified by trade tensions with China.

Growing Metropolitan Footprint – the growth in the northern suburbs of Perth, the continuing Mitchell Freeway extension, and the new Brand Highway / Muchea interchange bring our region closer to the metropolitan population. This will present increased market opportunities and environmental challenges.

Increasing Impacts of a Changing Climate – As our climate continues to change, the Shire is susceptible to increased risks of natural disasters and coastal inundation. A warming climate will also impact lifestyle amenity and potentially change the way we interact with our local environment including driving up costs to maintain existing levels of public open space infrastructure. Declining water resources in traditional market gardens surrounding Perth are also likely to result in a shift of horticultural investments into the Shire of Dandaragan over the medium term.

Globalisation – A growing middle class throughout developing Asian countries and increased access and affordability to international travel presents great opportunities for the Shire to increase local visitation. Our proximity to Perth and internationally acclaimed tourism icons positions us well to leverage state and federal investments in marketing and promotion.

The Shire's proximity to key export routes also provides a distinct competitive advantage for our export produce such as meat, grain and horticultural products. With demand for food and agriculture exports into Asia expected to double by 2050, the Shire's agricultural sector will continue to be presented with opportunities for investment, expansion and diversification.

Technology and Internet of Things – There will be a substantial expansion in our demand for and reliance on integrated connectivity in private and public sector operations. There will also be increasing shifts towards remote work environments and business engagement through online platforms reducing the need for travel. This offers the opportunity for increased residential population while also increasing the labour market pool for specialised roles.

Increased capacity and functionality of data collection devices and the application of big data in decision making will also influence the way in which resources are allocated. It offers the potential to increase agricultural productivity, however, relies on the telecommunications distribution network to improve in reliability and capacity.

Social License to Operate – Stakeholder and community involvement in industry will continue to influence strategic direction and have corporate social responsibility implications. This may see dramatic shifts in consumer demand or the regulatory environment which can have knock on effects to core local government services such as logistics networks and environmental health functions or economic impacts such as increasing or decreasing job availability.



KEY PRIORITIES FOR THE SHIRE AND COMMUNITY

In 2020 the Shire undertook a community survey to support the minor review of Envision 2029. The Shire received 266 community responses. Community members reported improvement in resident satisfaction in both the Shire as an organisation and our communities as places to live and visit.

The most improved areas of the Shire's business were:

- Council's leadership;
- Local roads;
- Tourism; and
- Tourism Marketing.

The reported improvements reflect on the organisations focus and dedication over the last two (2) years to implement Envision 2029.

The scorecard also reported that a number of areas still need improvement and attention.

The top five priorities from the latest survey are as follows:

- 1) Health and Community Services;
- 2) Coastal Area Management;
- 3) Economic and Tourism Development;
- 4) Youth Services and Facilities; and
- 5) Responsible Growth and Development.

The identified priorities are consistent with the feedback and key actions established through a number of recently developed strategies:

- Economic and Tourism Development Plan;
- Sport and Recreation Plan;
- Arts and Culture Plan;
- Youth Plan;
- Disability Access and Inclusion Plan;
- Jurien Bay CBD Masterplan; and
- Foreshore Masterplans.

These strategies have been integrated into this Corporate Business Plan to consolidate our short term priorities and projects. This consolidation allows Council to weigh up competing priorities and manage limited financial and human resources.

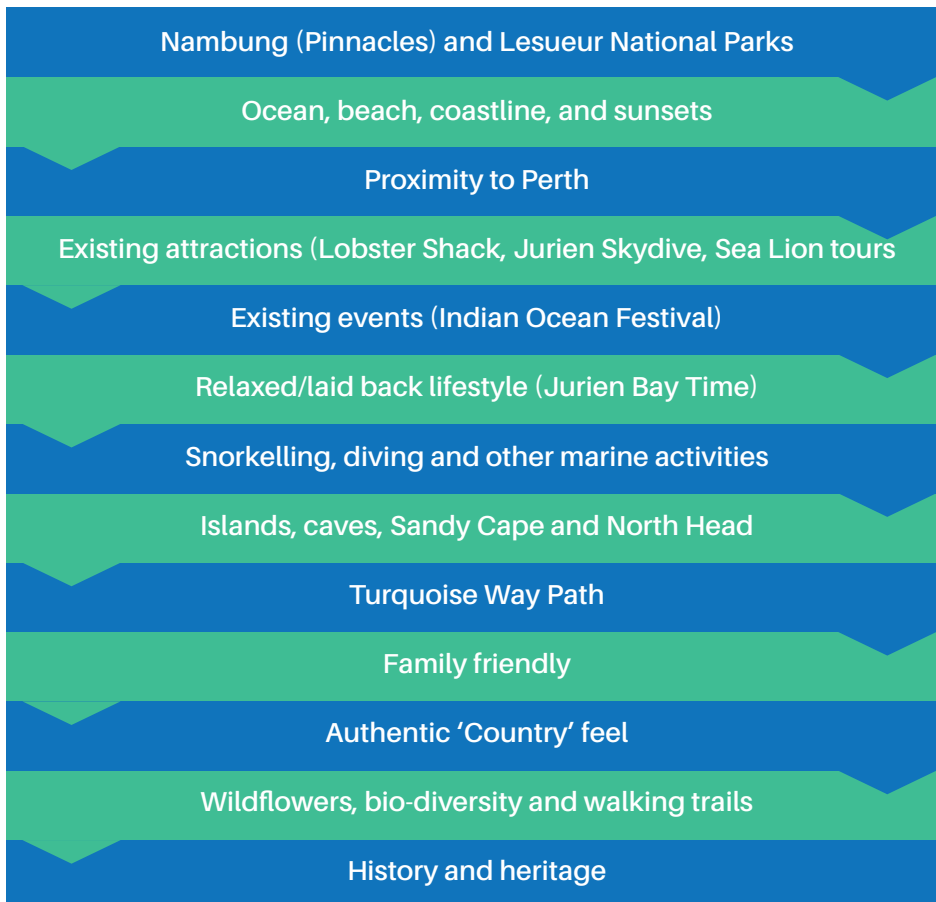
In setting out the priorities of the Corporate Business Plan the Council has sought to address these key challenges and integrate them with opportunities for community growth and development by leveraging our unique competitive advantages.

KEY STRENGTHS FOR THE SHIRE AND COMMUNITY

BROADER ECONOMY



TOURISM RESOURCES



SHORT TERM OUTLOOK AND FOCUS

The four-year priorities for the Corporate Business Plan from 2021/22 are shown in the following pages.

To display the alignment to Envision 2029, the Corporate Business Plan priorities are shown within their applicable aspirations. The actions and priorities shown here formulate the key operations for the Shire's directorates and underpin the operational focus of key staff members.

The actions and priorities are tracked on a regular basis with reporting provided to Council to maintain commitment and focus on the community's desired direction. The Shire reports on the progress of the Corporate Business Plan in the Annual Report.

The Shire continues to communicate throughout the year on specific matters relevant to the Corporate Business Plan via the regular communication streams.





INFRASTRUCTURE



The Shire will work cooperatively with private enterprise and government agencies to develop and maintain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.

Infrastructure PO.1 Our agricultural industry is supported with an effective road infrastructure network that facilitates an efficient and safe supply chain.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
5 Year Road Construction Plan	Develop and maintain a 5 year major road construction strategy that details the projected capital investment expected on roads based on forecast demand, resources, funding partners and capacity to allow forward works to be completed (e.g. environmental surveys) prior to construction.		●	●	●	●	Infrastructure	
Secondary Freight Route	Complete Wheatbelt Secondary Freight Route Projects on Jurien East Road and Watheroo Road.		●	●			Infrastructure	97%
Plant Fleet Review	Undertake a strategic review of plant fleet to establish the most effective acquisition and replacement strategy, based on forecast roadworks and road maintenance.		●				Infrastructure	
Extractive Industry Road Maintenance Contributions	Review of Extractive Industry licensing process to ensure the process for implementing road user contributions is fair, transparent and protects the functionality of the road network from intensive operations.		●	●			Development Services	
Development Contribution Road Maintenance and Upgrade Policy	Develop a policy to address the impact on local roads from new major developments including equitable cost recovery model.		●				Development Services	

● Additional budget required over current local government resources

▲ Will result in additional ongoing operational and/or renewal costs

◆ Percentage of external funding required for project to progress.

■ Funding required from other agencies

Infrastructure PO.2 Our communities contain vibrant, activated public open space and buildings with high levels of utilisation and functionality

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Cervantes to Jurien Shared Path	Continue to advocate for the 14.5km extension of Turquoise Way from Hill River to Cervantes.	\$3M	▲	▲				100% ●
Civic Centre Activation	Develop new programs, activities and partner with the CRC to increase local utilisation of the Civic Centre including libraries around the Shire. E.g Naidoc Week, Harmony Week, International Women's Day.	\$25,000	●	●	●	●	Community Services	
Jurien Bay CBD Urban Design Plan	Undertake detailed design and staged implementation of the Jurien Bay CBD Urban Design Plan including carpark resurfacing, parking installations, landscaping and public amenity improvements to increase vibrancy, functionality and appeal of the town centre area.	TBC	●	●	▲	▲	Development Services / Infrastructure / Economic Development	■
Jurien Bay Youth Precinct	Complete the development of the Jurien Bay Youth Precinct as included within the Jurien Bay Foreshore Master planning process including the installation of a basketball court, landscaping, youth meeting space and removal of the old ablutions.	\$150,000	▲	▲			Infrastructure / Community Development	
Jurien Bay Foreshore Development Stage 2	Complete detailed design and construct the second stage of the Jurien Bay Foreshore redevelopment including the Foreshore Plaza, public art, electricity upgrades to Fauntleroy Park and privatising local street light network.	TBC	●	▲	▲		Development Services / Infrastructure / Economic Development	75% ●
Cervantes Foreshore development	Undertake detailed design for the Cervantes Foreshore development in accordance with the Masterplan and decisions made during the Coastal Adaptation Response plan.	TBC	●	●	●		Development Services / Infrastructure / Economic Development	75% ●
Place Making Policy	Establish a place making policy to guide the development and improvement of community spaces executing the fundamentals that are proven to make effective public places.		●				Development Services	

INFRASTRUCTURE CONT.



The Shire will work cooperatively with private enterprise and government agencies to develop and maintain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.

Infrastructure PO.3 Our investments in public assets are based on responsible custodianship and sustainable asset custodianship

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Townsite signage staged replacement	Update and replace deteriorating park, street and regulatory signage and consider dual naming strategy (Yued) for key sites in line with State Government Aboriginal Place Name Initiative. Support interpretive signage to provide context and information within our public open space.	\$20,000	●	●	●	●	Infrastructure / Ranger Services / Community Development	
Sport and Recreation Plan	Completion and staged implementation of the Sport and Recreation Plan to address the long term infrastructure needs of each community and provide for the timely and fit for purpose renewal of our recreation precincts in line with contemporary standards.		●	●	●	●	Club Development	
Public Toilet Audit and Replacement Plan	Complete an audit of existing public ablutions utilisation and plan for staged replacement, alternative solutions and maximisation of site location and cost benefit.		●				Club Development	
Municipal Heritage Inventory review	Undertake a review and modernisation of the Shire's municipal heritage inventory. Implement the recommendations of the review to protect historical values of key Shire buildings.	\$20,000	●	●	●	●	Development Services / Community Development	
Playground Replacement Strategy	Update the Shire's playground replacement strategy and levels of service within the Shire's asset management plan. Plan for the staged transition towards contemporary nature based structures and decommissioning of aging plastic equipment.		●				Development Services / Community Development	
Asset Management Plan	Update and maintain an effective Asset Management Plans to guide levels of service and asset maintenance replacement decisions, in particular finalise the building asset management plan to review current maintenance and renewal backlog and address funding gaps for planned renewal works.		●	●	●	●	Development Services / Corporate Services Infrastructure	

Infrastructure PO.3 CONT.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Implement the Jurien Bay Airport Masterplan	Construction of East/West runway, skydive drop zone, fuel and water reloading stations, arrival centre and a shared pathway to provide pedestrian link to town. Support private sector development and hangar sites at all airfields.	\$1M	●	●	●	●	Development Services	75% ●
Sandy Cape Campgrounds	Complete the management plan for the Sandy Cape Campground to minimise environmental degradation while providing an iconic visitor attraction for the Shire. Replace the aging ablutions (North End) and develop storage for caretakers.	\$80,000	●				Development Services	
Jurien Administration Centre	Undertake redesign of office administration area to increase availability and functionality of work spaces.	\$225,000	●	●			Customer Service / Development Services	

INFRASTRUCTURE CONT.



The Shire will work cooperatively with private enterprise and government agencies to develop and maintain a dynamic infrastructure network responsive to usage demand that attracts and retains residents and businesses.

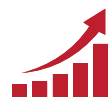
Infrastructure PO.4 Our built environment responds to the accessibility and connectivity needs of all residents providing equitable access and opportunity for participation

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Smart Community Digital Plan	Develop a Smart Community Digital Plan to guide smart technology investments in the Jurien Bay townsite.	\$35,000	●				Corporate Services	
Shared Path Network	Maintain and update the Shared walk/cycle path network plans across townsites to increase connectivity and promote wellbeing to maximise funding from the State Government's current WA Bike Network Plan.	\$25,000	●	●	●	●	Infrastructure Services / Community Development	●
Jurien Bay Jetty	Undertake a detailed review of the Jurien Bay Jetty to consider the long term implications of accretion and asset / functional use preservation.	\$30,000	●				Club Development	
Jurien Bay Jetty	Install new and renew railings and southern beach access point in accordance with safety audit.	\$TBC	●				Development Services	
CCRC Carpark Stage 2	Complete asphaltting of CCRC carpark	\$40,000	●				Infrastructure	
Rural Estate Bus Shelters	Review community based installations of weather protective bus shelters in Alta Mare, Jurien Heights and Marine Fields		●	●			Infrastructure	●
Jurien Bay Landfill Electricity	Install a power supply at the site office at the Jurien Bay Landfill Facility	\$50,000	●				Infrastructure	
Hansen Bay Lookout	Assessment and repair/replacement of existing infrastructure	\$25,000	●	●			Development Services	
Jurien Bay Depot Building	Undertake detailed design and construct a new depot administration building to replace the current aging and non-compliant facility.	\$250,000	●	●	●		Development Services	

Prosperity



PROSPERITY



The region will experience economic and population growth with increasing economic opportunities, diversifying primary production and a vibrant visitor economy.

Prosperity PO.1

Our Shire has a contemporary land use planning system that responds to, and creates economic opportunities.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Collaborative Development Services Department	Continue to meet with business owners and investors to discuss their proposals and provide advice on legislative approvals and processes that are required to deliver quality developments in the Shire.		●	●	●	●	Development Services	
Badgingarra Vacant Lot Amalgamations	Adjust local planning and scheme and advocate for Landcorp to amalgamate existing vacant lots in Badgingarra to deliver a more marketable residential product with larger land sizes.		●	●			Economic Development	
Local Planning Scheme Review	Review LPS7 in the context of the recently adopted Local Planning Strategy and amend or adopt a new scheme as result of findings.		●	●			Development Services	
Investigate and define the purpose of the area north of Jurien Bay harbour.	Prepare a strategic plan for Crown land north-east of the Jurien Bay harbour and west of Indian Ocean Drive identified as "Subject to long term strategic planning in LPS Figure 3", that addresses coastal setbacks, flooding, mineral leases, servicing, recreation and tourism, landscape and environmental matters.			●	●		Development Services	
Development Policy Review	Undertake a review of the Development Policies to ensure a contemporary approach is maintained to decision making in the Development Services Department.		●	●			Development Services	
Rezoning and development of the Shingle Ave Lot.	Investigation and preparation of a business case for the development of residential lots on Shingle Avenue as set out in the Land Rationalisation Project.		●	●			Development Services	
Rezoning and development of the lot bounded by Seaward, Hastings & Aquilla Streets.	Subject to native title outcome, develop a business case for the development of the UCL lot in accordance with the local Planning strategy.				●	●	Development Services	
Rezoning Badgingarra and Dandaragan townsite	Rezoning the Badgingarra and Dandaragan surrounding lands to Rural Enterprise in accordance with the Local Planning Strategy				●	●	Development Services	

PROSPERITY PO.2 Our region is celebrated as a major contributor to the State’s food production with a diverse range of agricultural, fishery and horticultural enterprises.

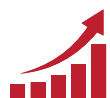
Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Mobile Blackspot Improvements	Ensure the Shire is an active participant in the mobile blackspot program and explores alternative solutions to leverage funding to address mobile blackspot areas.		●	●	●	●	Economic Development	
Sustainable Groundwater Utilisation	Work with the Wheatbelt Development Commission to identify opportunities and business interests to sustainably leverage the Shire’s underground water resources to promote jobs and economic activity.		●	●	●	●	Economic Development	
WA Dairy and Energy Project	Support the state planning and approvals process for the \$1.2B WA Dairy and Energy project in Badgingarra and facilitate planning for a locally based residential workforce.		●	●	●	●	Development Services / Economic Development	
Electricity Network	Facilitate or advocate for improvements to the local energy grid including connection to the existing renewable energy suppliers to reduce headworks costs and increase supply security for local residents and businesses.		●	●	●	●	Economic Development	

● Additional budget required over current local government resources

▲ Will result in additional ongoing operational and/or renewal costs

◈ Percentage of external funding required for project to progress.

■ Funding required from other agencies



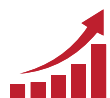
The region will experience economic and population growth with increasing economic opportunities, diversifying primary production and a vibrant visitor economy.

PROSPERITY PO.3 The Shire is home to a successful and growing market for domestic and international tourism.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Tourism Association Support and Transition	Support the ongoing development of an independent tourism association to provide leadership and decision making for visitor servicing and destination marketing campaigns.		●	●	●	●	Economic Development / Visitor Services	
Gateway Signage	Renew the Shire's gateway signage on major highways to provide iconic entry features for visitors.	\$25,000p.a	●	●	●		Economic Development / Community Services	
Astro-tourism	Provide ongoing funding and administrative support to continue growth of the Astro-Tourism opportunities in the Shire.	\$5,800 p.a.	●	●	●		Economic Development / Visitor Centre / Community Services	
Visitor Centre Operations	Support effective Visitor Centre Operations with knowledgeable staff and effective promotions campaigns and investigate part-time admin officer to minimise casual staff		●	●	●	●	Visitor Centre	
Jurien Bay Marina	Advocate for the Department of Transport to identify and implement business opportunities to increase utilisation of the Marina. Support private or public investment to develop the commercial and tourism precincts previously identified. Advocate for a permanent solution to Jurien Bay Marina deoxygenation issues.		●	●	●	●	Development Services / Economic Development	■
Caravan/Camping Strategy	Prepare a long-term caravan park and camping site strategy, identifying key existing and new sites, to address increasing demand in Jurien Bay, Cervantes and for nature-based locations such as Sandy Cape.		●				Development Services	
Cultural Tourism	Support and advocate for local Yued enterprises to establish and develop unique cultural experiences within the Shire of Dandaragan.		●	●	●	●	Economic Development/CommunityDevelopment	
National Park Tourism	Advocate State led agencies to continue the development of tourism products within National Parks such as walk trails, mountain bike paths and boutique nature based camping experiences.		●	●	●	●	Economic Development/CommunityDevelopment	■

PROSPERITY PO.3 The Shire is home to a successful and growing market for domestic and international tourism.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Trails Development	Support the development of walking, mountain biking and art trails and drives to enhance visitor experiences across the Shire.		●	●	●	●	Economic Development / Infrastructure	
Community Noticeboard signage	Replace the Shire’s aging Community Noticeboard Sign with a new electronic display sign on Bashford Street Jurien Bay that can also be used for private sector advertising.	TBC		●			Infrastructure	
Wayfinding Signage Improvement	Install wayfinding signage in accordance with the Wayfinding Strategy to increase local business and key attraction exposure to visitors.	\$6,000 p.a.	●	●	●			
Destination marketing campaigns	Working with partners, contribute to specific, industry led destination marketing campaigns to attract key market segments as identified in the Tourism Development Strategy.	\$50,000	●	●	●	●		



The region will experience economic and population growth with increasing economic opportunities, diversifying primary production and a vibrant visitor economy.

PROSPERITY PO.4 Jurien Bay continues to grow as a regional centre that services and delivers benefits throughout the Shire

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Bashford Street Upgrade	Continue business plan development, funding applications and advocacy for the progression of the Bashford Street Upgrade to address existing traffic management issues, street lighting deficiencies and maximise the appeal of the main street of the regional centre.	\$2.5M	●	●	●	●	Economic Development / Infrastructure	90% ●
Industrial Area Expansion	Advocate for Landcorp to develop additional stages of industrial zoned land within townsites to meet required demand.		●	●	●	●	Development Services	■
Support and promote development of new events	Work with community groups and partners to create new signature events	\$20,000	●	●	●	●		
Investment opportunity prospectus	Developing marketing material / investment prospectus to support key investment opportunities in the Shire (i.e. agricultural production, aquaculture, niche market success stories, visitor accommodation, etc.)	\$20,000	●	●				
Redevelop former APEX campsite	Advocate for the State Government to redevelop or release to market the former APEX campsite in Jurien Bay.		●					■
Facilitate agriculture and aquaculture development	Engage proactively with existing growers regarding expansion potential and other growers and aquaculture producers currently outside the Shire regarding investment opportunities	\$5,000	●	●	●	●		
Farm Gate Produce	Support and provide links to customers for farm gate enterprises and niche product development in agribusiness to enhance market recognition for our growing region.	\$5,000	●	●	●	●		

Environment



ENVIRONMENT



The Shire will be a responsible custodian of the environment, working with community groups and other entities to increase renewable energy initiatives, vegetation cover and rehabilitate degraded public land throughout the local region.

Environment PO.1 The Shire will be prepared for and respond to the challenges of climate change.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Townsite Street Tree Policy and Planting Program	Implement the Shire's Street Tree and Verge Policy and actively increase the levels of tree planting within the town sites both directly and through community based partnerships.		●	●	●	●	Infrastructure / Development Services	
Planning Policies Review	Ensure the Shire has a contemporary policy framework to promote environmental sustainability through subjects such as rainwater harvesting, drainage water reuse, urban design and energy efficiency.		●	●			Development Services	
CHRMAP implementation	Implement the Shire CHRMAP and development of Council policy to address inundation management approaches for current and future development in the coastal hazard zone, particularly at the Cervantes Foreshore. Undertake works based on the position Council adopts for various coastal segments.	\$25,000	●	●	●	●	Development Services	

● Additional budget required over current local government resources

▲ Will result in additional ongoing operational and/or renewal costs

◈ Percentage of external funding required for project to progress.

■ Funding required from other agencies

Environment PO.2 Our region is recognised as the centre of renewable energy in WA.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Renewable energy attraction strategy	Support future renewable energy projects with an efficient approvals process and engage with the proponents to maximise local content and job creation.		●	●	●	●	Economic Development	
Renewable energy and energy efficiency upgrades for community infrastructure	Undertake energy and carbon footprint study to understand our existing environmental impact and complete a phased implementation of energy efficient or renewable alternatives.			●			Corporate Services	
Partnerships with Industry and Education Sector	Engage with local renewable energy businesses to facilitate educational opportunities and research initiatives to be based within the Shire.		●	●			Economic Development	
Electric Vehicle Charging Stations	Support private sector installation of Electric Vehicle Charging Stations		●	●	●	●	Development Services	■

ENVIRONMENT CONT.



The Shire will be a responsible custodian of the environment, working with community groups and other entities to increase renewable energy initiatives, vegetation cover and rehabilitate degraded public land throughout the local region.

Environment PO.3 Our region is acknowledged for environmental practices, projects and initiatives that enhance the environment and liveability within it.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Jurien Bay Public Open Space (POS) Water Resourcing	Undertake staged implementation of POS water distribution and removal of shallow aquifer bores.	\$200,000 p.a.	●	●	●	●	Infrastructure	
Turf area reduction review	Undertake a review of public open space turf utilisation and plan alternative landscaping options to reduce maintenance costs and water usage.			●			Community Services / Infrastructure	
Stable Fly Monitoring and Strategy	Monitoring of stable fly and development of a management strategy when appropriate to mitigate the risk of stable fly without causing unnecessary red tape in the agricultural sector.		●	●	●	●	Environmental Health	
Hill River management plan	Research and development of an effective environmental management plan for the Hill River area, evaluate the suitability and feasibility for developing a campground in the Hill River Mouth Area managed by Yued group.		●	●			Community Development / Economic Development	
Coastal Node Camping	Support a range of managed, fee paying coastal camping options within the Shire that balance amenity with reducing damage to fragile coastal environments. Support Yued enterprises to progress planning and development of managed camping sites on their lands.		●	●	●	●	Development Services	
Townsite dune revegetation and protection	Partner with local community groups and government agencies to undertake dune system protection and regeneration activities in proximity to townsites. Implement activities such as fencing, track closure and rehabilitation, signage, formalising and delineating beach access ways.		●	●	●	●	Community Development	
Environmental Grants Round	Contribute to operational and funding partnerships with local landcare organisations and community groups to monitor and undertake research or rehabilitation programs to improve our local environment and ecosystems.		●	●	●	●	Community Development	

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Dandaragan Mistletoe	Develop a management plan for Mistletoe control in Dandaragan		●				Infrastructure	
Infill sewer upgrades	Facilitate and lobby for the provision of infill sewerage to the Jurien Bay Town Centre and unsewered parts of Cervantes.		●	●	●	●	Infrastructure / Development Services	■
Jurien Bay Landfill Operations	Groundwater monitoring network installation and ongoing sampling program.		●	●	●	●	Infrastructure	
Jurien Bay Landfill Operations	Complete an environmental management plan for the Jurien Bay Landfill site.		●				Environmental Health	

COMMUNITY



The Shire’s resident population will be the fastest growing population in the region supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities.

Community PO.1 A Shire built on the strengths of community spirit and resilient, connected communities.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Club Development	Continue the provision of club development support to organisations within the Shire that have a community purpose.		●	●	●	●	Club Development	
Inter-agency Prescribed Burning	Continuation of an inter-departmental working group with DBCA and DFES to plan, manage and execute a 5 year prescribed burning program for the region		●	●	●	●	Emergency Services	
DAIP Plan Review	Undertake a review of the Shire’s Disability Access and Inclusion Plan to ensure our community continues to improve our inclusiveness and accessibility for people with disabilities. Ensure that information relating to facilities and services available for people with disabilities is easily accessible.	\$5,000p.a.	●				Environmental Health / Community Development	

● Additional budget required over current local government resources

▲ Will result in additional ongoing operational and/or renewal costs

⬡ Percentage of external funding required for project to progress.

■ Funding required from other agencies

Community PO.2

A safe, healthy, smart and active community that values its history and supports intergenerational relationships.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Jurien Bay High Care Facility	Advocate for the planning and development of a residential aged care facility within the Shire that removes barriers for aged residents wanting to age in place.		●	●	●	●	Economic Development / Community Development	■
General Practitioner Services	Advocate the provision of locally based General Practitioners and the retention of a female doctor within the community.		●	●	●	●	Community Development	■
Bushfire Risk Management Plan Implementation	Actively pursue funding through the Mitigation Activity Fund to resource fire mitigation strategies in accordance with the Bushfire Risk Management Plan.		●	●	●	●		■
Install electronic fire danger rating signs to Cervantes and Jurien Bay.	As part of our fire mitigation strategy install electronic signage to Jurien Bay and Cervantes to increase awareness of fire danger and burning seasons.	\$26,000		●	●		Emergency Services	
North Head Radar Station	Undertake conservation activities at the radar station heritage site to prevent ongoing deterioration of the historic remains.	\$9,000pa	●	●			Ranger Services / Community Development	
Acknowledging Yued People, Country and Culture.	Develop and implement a strategy to foster strong relationships and continue the Reconciliation movement with our traditional owners, the Yued People, incorporating key symbolic practices such as Welcome to Country and Acknowledgement of Country at key Shire functions and events.	\$3,000	●	●	●	●	Community Development	
Residential Retirement Options	Continue support for residential retirement options within the Shire encouraging existing and new residents to retire in the Shire of Dandaragan.		●	●	●	●	Economic Development / Community Development	■

COMMUNITY CONT.



The Shire’s resident population will be the fastest growing population in the region supported by increased community recreation and cultural opportunities and access to key liveability factors such as health and wellbeing services and educational opportunities.

Community PO.2 A safe, healthy, smart and active community that values its history and supports intergenerational relationships.

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Acknowledging War Service	Maintain effective memorials and support local RSL to deliver local commemoration events and protect the Heritage History and iconic war service locations within the Shire.		●	●	●	●	Community Development	
Cervantes Men’s Shed Development	Support the establishment of a new Cervantes Men’s Shed with seed funding through Shire grant programs and an appropriately located land lease in the recreation precinct.	\$30,000	●	●			Community/Club Development	■
Cervantes Memorial Wall	Work with the community of Cervantes to develop a niche / memorial wall adjacent to Hansen Bay Road once native title is cleared.		●	●	●	●	Development Services	
Public Health Plan	As required by the Public Health Act develop and implement a Public Health Plan to profile and analyse the health status of the population and deliver an overview of public health needs and risks of the community to guide future public health initiatives.		●				Environmental Health	
Education and Learning Services	Advocate with state agencies and industry for continual improvements to local education opportunities and programs that fit with the needs of local business and that lead to employment opportunities.		●	●	●	●	Community Development	
Cervantes Historical Society	Support the Cervantes Historical Society in their relocation and re-establishment in Weston Street Cervantes or another appropriate community venue.		●	●			Community Development	
Dandaragan Museum	Support the Dandaragan community to progress planning and development of a local museum / historical facility.		●	●	●	●	Community Development	■

Community PO.3

A region that develops and supports community leadership and collective values

Key Action	Overview	Additional Budget	2021/22	2022/23	2023/24	2024/25	Responsible Business Unit	Required External Funding
Youth Development	Review the actions and strategies identified in the Shire's Youth Plan prioritising activities that promote leadership and participation in community building. Review and update the Youth Plan in 2021.		●	●	●	●	Community Development	
Elected Member Training Programs	Implement a planned elected member training program that meets the requirements of the Local Government Act.		●	●	●	●	Governance	
Community Survey	Undertake a biennial survey of residents to monitor the community's perception of the Shire's performance.	\$10,000 ea		●		●	Community Development	
Youth / community events action from Youth Plan / SCP	Deliver family and youth events as identified in the Youth Plan.	\$15,000p.a	●	●	●	●		



MARQUEE PROJECTS

The Shire has identified 6 marquee projects over the scope of this Corporate Business Plan. The term marquee project, has been applied to those projects that meet one or both of the following criteria:

- Community or Council significance
- Significant and one off financial cost

Marquee Projects Identified:

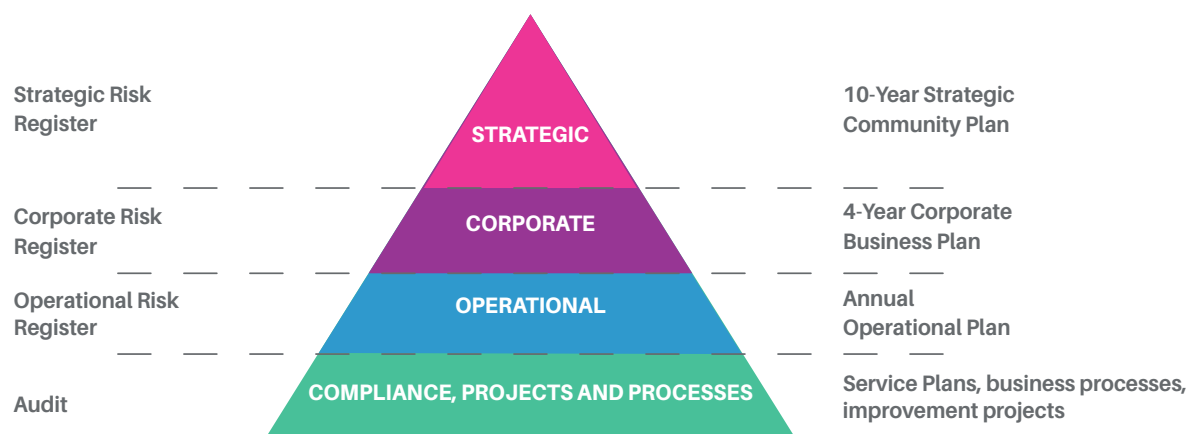
Turquoise Way Extension to Cervantes	Cervantes Foreshore Inundation Response Plan
Jurien Bay Airport Masterplan Implementation	Cervantes Recreation Precinct Redevelopment Plan
Jurien Marina – Breakwall extension and promotion of Commercial Development & AquacuAlture	Completion of Jurien Bay Foreshore Redevelopment

RISK MANAGEMENT

Effective risk management is a fundamental component of the Shire’s operational and strategic role delivery. Local Government has historically operated in a risk averse environment as custodians of public funds. By integrating an effective risk management framework across the organisation the Shire can identify, consider and respond to uncertainty within regular operations and new opportunities.

Risk assessment and management is an integral part of project development and in all levels of decision making.

The Shire’s Audit Committee and Executive Team regularly review the risk register to ensure progress is made towards bringing risks down to an acceptable level. The following graphic provides an overview of the range of risks the Shire plans for.



Strategic Risk Overview

Risk Area	Risk Description	Risk Management
Asset Management	Ineffective asset management of Shire owned assets and facilities – risk for long-term sustainability if the Shire fails to adequately plan for funding of major projects and asset management replacement	<ul style="list-style-type: none"> • Asset Management Plan • Workforce Plan • Annual Budget • Long Term Financial Plan
Community Expectations	Inability to manage community expectations	<ul style="list-style-type: none"> • Strategic Community Plan – Envision 2029 • Customer Service Charter
Governance Resourcing	Increasing legislative compliance requiring greater resourcing	<ul style="list-style-type: none"> • Workforce Plan • Corporate Business Plan • Long Term Financial Plan • Lobbying and Community Engagement
ITC Exploitation	Ineffective Information Security Systems resulting in malicious or accidental loss or manipulation of data	<ul style="list-style-type: none"> • ITC Management framework. • ITC Policies and Procedures
Legal	Exposure to litigation as a result of the actions of Council or staff	<ul style="list-style-type: none"> • Risk Management Framework • Internal Policies • Code of Conduct • Human Resource Management Framework
Workforce Instability	Failure to meet organisational objectives through effective/efficient use of human resources and effective workforce planning	<ul style="list-style-type: none"> • Corporate Business Plan • Workforce Plan
Emergency Management	Failure to plan for Disaster Recovery Response	<ul style="list-style-type: none"> • Emergency Management Plan • Local Emergency Management Committee
Financial Decline	Reduction in funding available for local government	<ul style="list-style-type: none"> • Corporate Business Plan • Annual Budget • Long Term Financial Plan
Leadership	Inability to attract high calibre executive staff	<ul style="list-style-type: none"> • Workforce Plan • Internal Policies
Strategic Delivery	Change in organisational direction resulting in failure to follow through on long-term strategic goals	<ul style="list-style-type: none"> • Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Workforce Plan • Asset Management Plan
Economic Development	Ineffective strategies to optimise economic development of the Shire	<ul style="list-style-type: none"> • Economic and Tourism Department Plan
Reputational Damage	Positive achievements and messaging counteracted by negative social/mainstream media and word of mouth	<ul style="list-style-type: none"> • Annual Reports • Shire communication updates • Customer Service Charter

REPORTING AND REVIEW

The Shire of Dandaragan Corporate Business Plan is reviewed each year as part of the annual budget integration process and in accordance with the Local Government Act to roll forward each new financial year and respond to changes in the operating environment.

The Shire also utilises the Annual Report to monitor the implementation of the Corporate Business Plan and to provide scorecard-style tracking on our commitments and priorities identified.

RESOURCING COORDINATION



The Shire continues to take a proactive approach to future planning by bringing together a range of long term plans to guide our investments, service levels and revenue strategy.

The suite of integrated planning documents demonstrate how the Shire will reconcile the community's aspirations to the available resources of which the Shire is the custodian. The following resourcing documents make up the Shire's integrated planning framework. The documents are under regular review and updated to respond to the community's aspirations, external environment and the resources available and projected for the Shire.

Long-Term Financial Plan - This plan provides an outline of the financial position of the Shire over the next 10 years. It plans for the Shire's long-term financial sustainability and allows early identification of financial issues and their longer-term impacts.

Asset Management Plan - This plan identifies how the Shire's assets will meet the service delivery needs of the community into the future. It plans for the long-term sustainable management of assets based on a 'whole of life' and 'whole of organisation' approach.

Workforce Plan - This will provide an outline of the Shire's workforce requirements and workforce strategies needed to deliver services into the future. It will plan for the long-term delivery of current and known future operations of the organisation.



Image Acknowledgements

Front Cover - Justine Eacott

Page 5 Dandaragan by the Numbers

Jordyn Waters

Page 22 Prosperity - Jordyn Waters

Page 31 Environment - Justine Eacott

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