



# Strategic Community Plan 2017 - 2027

(Revised June 2019)



Shire of  
Serpentine  
Jarrahdale





# Table of Contents

Shire President's foreword	5
Integrated Planning and Reporting Framework	6
Profile of the Shire of Serpentine Jarrahdale	9
Community consultation, engagement, and response	12
SJ 2050 core community values	15
SJ Real Choices	21
Structure of the Plan	24
People	26
Place	28
Prosperity	30
Progressive	32
Services and facilities	35
Resource capacity	36
Strategic risk management	37
References and acknowledgement	38



# **Our vision**

**City living offering a rural lifestyle with abundant opportunities for a diverse community.**

# Shire President's foreword

I am pleased to present this updated Strategic Community Plan 2017-2027 following our minor strategic review.

This two-yearly desktop review has been an opportunity to make sure our goals and strategies are still relevant and to refine them to better reflect our community's aspirations.

During this review, it is great to see the many achievements accomplished and some fantastic results realised for our community.

Since the adoption of the Plan in 2017, the Shire of Serpentine Jarrahdale remains the fastest growing local government in WA.

Rapid growth has brought many positive changes to our region and set us on the path to enhancing our Shire as a vibrant and attractive place for people to live, work and play.

This rapid growth also brings the challenge of delivering important services and facilities to support the needs of our diverse communities.

Over the past two years, the Council and Shire staff have worked extremely hard to deliver the goals and objectives set out in our Strategic Community Plan 2017-2027, while also laying the foundations for the delivery of future projects and initiatives.

A snapshot of significant achievements over the past two years include:

- Successfully advocated for the commitment of funding from the Federal and State Governments for the Tonkin Highway extension to South Western Highway
- Commenced Briggs Park - lower oval upgrade
- Commenced Abernethy Road upgrade
- Establishment of an Arts, Culture and Heritage Advisory Committee, Access and Inclusion Advisory Committee and Economic Development Advisory Committee
- Established Community Volunteer Recognition program
- Economic Development Strategy 2018-2023
- Tourism Strategy
- Access and Inclusion Plan 2018-2022
- Urban & Rural Forrest Strategy
- Equine Strategy
- Developed and implemented a Youth Development Team and program
- Developed and implemented a new traineeship program



- Supported community groups and organisations through our sponsorship and grants program
- BMX lighting upgrade
- A new Library Management System was implemented to improve and automate processes
- 440 hectares of land zoned industrial in the West Mundijong Industrial Area
- Commenced draft planning frameworks for Byford, Mundijong, Serpentine and Jarrahdale
- Secured 63 hectares of land to allow the development of the Keirnan Park Recreation Precinct

During the review we consulted with the community about the top priorities for our Shire. The key themes for our updated Strategic Community Plan remain:

- People: A connected, thriving, active and safe community;
- Place: A protected and enhanced natural, rural and built environment;
- Prosperity: An innovative, commercially diverse and prosperous economy; and
- Progressive: A resilient organisation demonstrating unified leadership and governance.

I look forward to our community, Council and Shire staff continuing our hard work and achieving our vision of *City living offCering a rural lifestyle with abundant opportunities for a diverse community.*

**Cr Michelle Rich**  
**Shire President**

# Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district under Section 5.56(1) of the Local Government Act 1995. The Plan for the Future comprises the following two key strategic documents<sup>1</sup>, which a local government is required to have regard for when forming its annual budget.

## Strategic Community Plan

Council's principal 10-year strategy and planning tool. It is the principal guiding document for the Shire's strategic planning. Community engagement is central to this Plan.

## Corporate Business Plan

Council's 4-year planning document. The core components of this Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by 4-year financial projections.

**Development of the Strategic Community Plan and Corporate Business Plan is undertaken in accordance with the Integrated Planning and Reporting (IPR) Framework and Guidelines.**

An essential element of the Integrated Planning and Reporting process is to enable community members and stakeholders to participate in shaping the future of the community by identifying issues and solutions. It is designed to articulate the community's vision, aspirations, outcomes and priorities for the future of the district.

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key plans and processes. The connection between the community and the Shire's strategic plans, annual budget and corporate documents has been developed to guide the Shire in delivering services to the community. The IPR process is shown in the following infographic.

<sup>1</sup>Local Government (Administration) Regulations 1996, Regs 19C, 19DA

## Integrated Planning and Reporting Cycle<sup>2</sup>



### What is the Strategic Community Plan?

The Strategic Community Plan is the highest-level planning document in the IPR process. This Plan is designed to be a 'living' document that guides the development of the Shire of Serpentine Jarrahdale community for at least the next ten years.

One of the key features of the strategic community planning process is community engagement and the part it plays in influencing the Shire's strategic direction as it seeks to achieve the community's long term vision and aspirations.

Strategic community planning is a recurring process, requiring constant refinement and review. Every second year a desktop review of this Plan is scheduled to occur which will alternate with a comprehensive review every four years. This ensures the Plan remains in line with the community's vision, aspirations and objectives.

In 2013 the Shire of Serpentine Jarrahdale adopted its first Strategic Community Plan, following extensive community engagement and consultation. The Plan set out a vision for the community to be 'a sustainably developed Shire, where the community, local economy and natural environment are interconnected and thriving.' As part of the Integrated Planning and Reporting cycle, in 2017 a major review of the Plan was undertaken, following extensive community consultation. In 2019, a minor review of the Plan was undertaken, following the results of the 2018 Community Perceptions Survey.

<sup>2</sup> Department of Local Government and Communities, Integrated Planning and Reporting: Framework and Guidelines, September 2016

## How the Plan will be used

The Plan outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Serpentine Jarrahdale community, as it seeks to achieve its vision inspired by the community's aspirations for the future.

Looking to the future, the Strategic Community Plan will influence the use of Shire resources to deliver services to the community. The Plan forms the primary driver for all other planning undertaken by the Shire.

The Shire of Serpentine Jarrahdale 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 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.

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

The strategies have been prioritised and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Quarterly reporting against the Corporate Business Plan will be used to report to the community on the Shire's performance in achieving the outcomes.



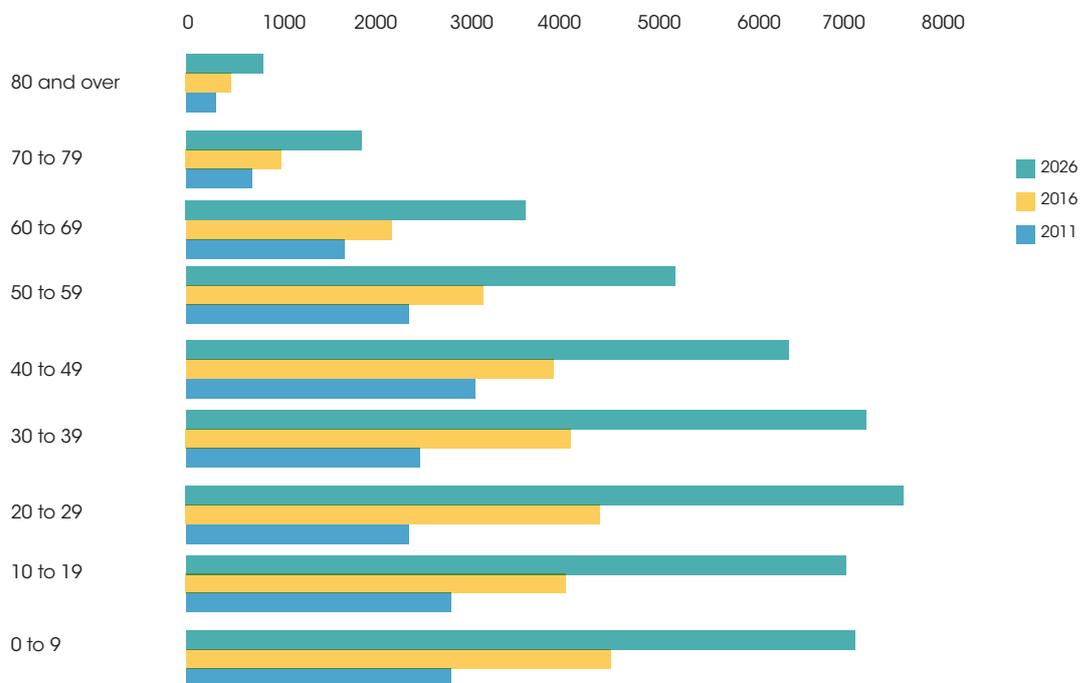
# Profile of the Shire of Serpentine Jarrahdale

The Shire is home to over 27,000 people, an increase of 10,000 since 2011. Covering three wards across 905 square kilometres, the region is geographically diverse with forested hills and coastal flats, incorporating urban, suburban and rural communities. The majority of residents are located in the towns of Byford, Mundijong, Serpentine and Jarrahdale, as well as in the rural residential areas of Oakford and Darling Downs.

Between 2011 and 2026, the forecasts for the Shire of Serpentine Jarrahdale indicate a 152% increase in residents of retirement age, 150% in residents under working age and 154% of working age.

The graph below indicates the population by age, at the time of the 2011 and 2016 census and the forecast 2026 demographic.

## Population statistics<sup>3</sup>



<sup>3</sup>Shire of Serpentine Jarrahdale website | population forecast, last updated in March 2017, by id, the population experts, on behalf of the Shire of Serpentine Jarrahdale



## Serpentine Jarrahdale natural environment

Located approximately 45 kilometres from the Perth CBD, Serpentine Jarrahdale is set against the picturesque backdrop of the Darling Scarp, within the Peel region of Western Australia.

Home to the breathtaking Serpentine Falls and Serpentine Dam, residents and visitors enjoy the picturesque environment with bushwalks through the forested hinterland of the Darling Range.

Forested hills and wetlands are complemented by areas of pristine wilderness, an abundance of wildflowers and wildlife. This unique landscape delivers an enviable rural setting in close proximity to a major metropolitan area.

Coastal flats are dominated by rural residential properties with a mix of natural vegetation and cleared grazing land supporting a vibrant equine industry.

## Serpentine Jarrahdale built environment

As Western Australia's very first timber town, dating back to the 1800's, Jarrahdale was entered on the National Trust's list of heritage classified places in 1997. The town is home to walking and bridle trails, and boasts an eclectic mix of retail stores, restaurants and wineries.

Considered the bustling centre of the Shire of Serpentine Jarrahdale, Byford continues to grow with new residential estates established each year. The town site offers shopping complexes, popular cafes and restaurants, whilst maintaining its unique rural charm.

Home of the Shire Administration Office, Mundijong serves as an important hub for the farming community, complemented by a small town centre, charming forest scenery, walking trails and natural wildlife.

Keysbrook was first established as a railway siding on the South Western Railway in 1897, and is believed to have been named after Charles Key (1847-1885), who leased land in the area. Keysbrook continues to boast some of the best farming land in Western Australia.

# Community consultation, engagement, and response

Extensive community consultation was undertaken prior to the development of this Plan, including the annual residents survey and multiple forms of engagement as part of the development of the SJ 2050 plan and the SJ Real Choices project. Results of these engagement processes were taken into consideration in the development of the Strategic Community Plan.



The valuable feedback and concepts articulated through these engagement processes and the 2013-2023 Strategic Community Plan has been the foundation and guiding influence in the development of the 2017-2027 Strategic Community Plan.

A summary of the communications and engagement with the community which occurred is provided in the following pages.

## SJ 2050

The SJ 2050 Plan commenced in April 2016, in response to the 'Perth and Peel at 3.5 million by 2050' plan released by the State Government in 2015, which estimates an increased population of 100,000 in the Shire by 2050. The Shire recognises the challenge in balancing this growth with the existing lifestyle values of the community.

Through extensive consultation and community engagement the document identifies the core values and guiding aspirations of the community. SJ 2050 sets out a strategic growth framework that aims to accommodate rapid growth whilst shaping the district, in line with the community's values and aspirations.

A summary of the communications and engagement with the community which occurred is provided below.

## SJ 2050 engagement



Series of  
community  
workshops



2 x Year 11 and 12  
school  
workshops



2050  
visioning survey



341 survey  
responses



32 postcards  
and emails



36 Facebook  
comments

The most commonly identified community aspirations and themes expressed during the SJ 2050 Community Engagement Process are reflected on the following pages.

## SJ 2050 vision outcomes

Using the Values and Aspirations as a framework, nine outcomes were established to improve our quality of life and create a long-term, shared vision in alignment with people, place and prosperity.

### People

#### 1. Wellbeing

Our Shire will be noted for its healthy living, inclusive communities and integration with nature;

#### 2. Connected communities

Our Shire will be known for its vibrant, connected and resilient communities.

#### 3. Education

Our Shire will offer high quality education and skill development opportunities to prepare the work force of the future.

### Place

#### 4. Housing and development

Our Shire will offer residents a range of housing choices and locations with good access to local facilities and amenities.

#### 5. Transport infrastructure

Our Shire will invest in infrastructure that supports economic development and greater transportation choices.

#### 6. History and heritage

Our Shire will ensure the preservation of local arts, culture, and history, sharing stories and knowledge for generations to come.

### Prosperity

#### 7. Economic development

Our Shire will strengthen its economy to encourage local business expansion, job training and greater diversity through innovation, research and development.

#### 8. Agriculture

Our Shire will strengthen its agriculture base and value added industries, enabling increased production of local goods to meet increasing demand.

#### 9. Natural environment

Our Shire will value, protect and utilise our natural features and systems to provide resiliency from natural disasters and access to open space.



# SJ 2050

## core community values

During the SJ 2050 community engagement process, the following core community values were identified and articulated as follows.

### The community most valued the relaxed country lifestyle

The Shire residents enjoy a lifestyle that is peaceful and quiet, they would like the tranquility of the Shire to be maintained as growth occurs. An element of this lifestyle is the neighbourly engagement that occurs, and the strong sense of community. The country lifestyle encompasses housing, the natural environment, families and community and should be strategically retained and enhanced for the community to maintain its unique way of life.

### The beauty of the natural environment should be preserved, integrated, and promoted

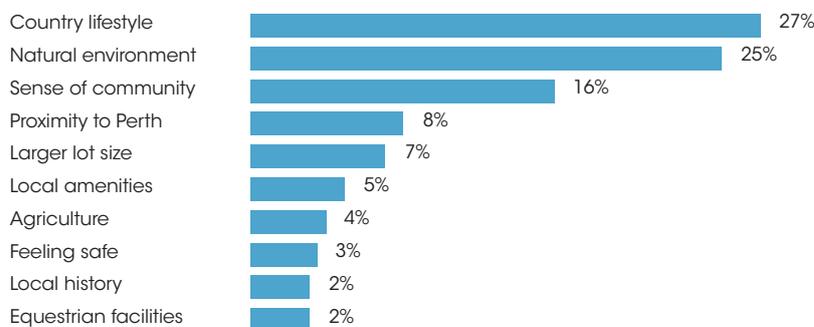
The Darling Escarpment, State Forest and water bodies within the Shire make the natural environment a unique asset. The community value the beauty of the landscape and believe it requires proper integration into residential development.

Proper conservation efforts should be made as the landscape offers an opportunity to promote the Shire as a 'trails hub' while providing high quality amenity and sense of place for local residents.

### Strong sense of community is maintained

Residents feel there is a strong sense of community within the Shire. The community is close-knit and akin to a small country community where neighbours are friendly and many tend to be family oriented. Many believe the Shire encapsulates a 'family friendly lifestyle'.

### What people value most about living in the Shire



## SJ 2050 - core values of the community

- Maintaining a relaxed 'country lifestyle' and welcoming community. [People]
- Retaining and integrating the natural environment. [Prosperity]
- Maintaining a strong sense of community and 'neighbourliness'. [People]
- Supporting local agriculture. [Prosperity]
- Maintaining affordable and a choice of housing. [Place]
- Restoring and celebrating the local heritage and history. [Place]
- Retaining a high quality of life. [People]
- Expanding and enhancing transportation choices connecting with both Perth and Peel. [Place]
- Planning for a sustainable and economically resilient future. [Prosperity]
- Promoting the areas unique sense of place and identity. [Place]
- Maintaining excellent educational opportunities. [People]
- Fostering innovation through research and technology. [Prosperity]





## SJ 2050 - core community aspirations

### Community

As the most common theme, a number of responses mention a 'connected community,' as residents believe the Shire currently isn't connected through each neighbourhood. Other common words associated with community were 'community spirit', 'integration', 'vibrant' and 'inclusive'.

### Natural Environment

The landscape and natural environment was identified as the second highest priority. Residents of the Shire want future growth to consider the natural environment and to retain and protect the existing landscape and wildlife unique to the area. Maintaining these features, and access to the natural environment for future generations are also seen as defining elements of the Shire's sense of place and identity.

### Rural Lifestyle

The rural lifestyle experienced by those living in the Shire is something the local community wish to see maintained. Respondents identified peacefulness, tranquillity and a relaxed country lifestyle as key aspects they hope to see preserved as the population grows.

### Family Friendly

A common theme was promoting a family friendly environment with 'family' the third most commonly used word. It is hoped that the Shire can encourage and maintain a 'safe place for children to grow up' with close-knit, family friendly communities.

### Innovation

The Shire's community are open to new technologies and embracing innovation. Respondents indicate that the Shire has an opportunity to be progressive and embrace change and creative thinking. One barrier commonly mentioned was the lack of internet access. If the Shire aspires to embrace new technologies, strong leadership will be required to ensure a roll-out plan is in place.

## Community Perceptions Survey

The Shire of Serpentine Jarrahdale has an ongoing need to measure how satisfied residents are with resources, facilities and services provided by the Shire, and to prioritise improvement opportunities that will be valued by the community. This survey is undertaken to provide a robust measure of satisfaction with the Shire's performance in relation to service delivery, determine performance drivers and assist the Shire to identify the best opportunities to further improve satisfaction, including satisfaction among defined groups within the Shire, assess changes in satisfaction over time and measure progress towards the long term objectives.

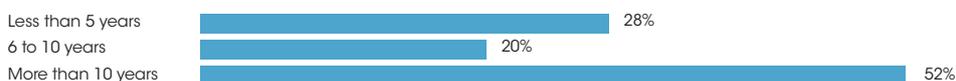
A summary of the communications and engagement with the community which occurred in November 2016 is provided below.

## Telephone and online survey of 407 randomly selected residents

### Respondents by age



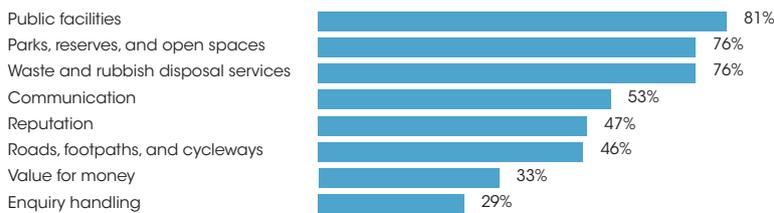
### Respondents by length of residency within the Shire



## Community Perceptions Survey - November 2016 summary of responses

1. Residents of the Shire of Serpentine Jarrahdale are mostly satisfied with the various services, infrastructure and facilities that are provided and maintained by their Shire. At an aggregate level 61% of residents are satisfied, with an overall satisfaction rating in November 2016 of 50%.
2. Value for money from Council rates - While satisfaction with services and facilities is high (particularly with public facilities, parks, reserves and open spaces, and waste and rubbish disposal), there is a lack of value for money perception by residents for rates paid. Identified as a priority for 27% of the community (as at 2018 survey).
3. The Shire's reputation has a high impact on overall perceptions and indicates that at the time there were low levels of faith and trust from residents in the Shire. This is reflected in that the Shire of Serpentine Jarrahdale does not have a particularly strong reputation profile with 27% of residents classified as 'champions' (ie have a positive emotional connection and recognise the Shire is doing a good job).
4. Footpaths, trails and cycleways - Availability of footpaths and provision of dedicated walkways and cycleways represents a good opportunity for improvement given it has a reasonable impact on the overall perception of roads and footpaths in the Shire and a low level of satisfied residents. Identified as a priority for 15% of the community (as at 2018 survey).
5. Safety and security - From SJ 2050 the core value identified as being most important to residents is enhancing safety and reducing crime, while the outcome that will most improve the future for residents is protecting, preserving and celebrating the area's natural features. Identified as a priority for 11% of the community (as at 2018 survey).
6. Customer service - Residents surveyed indicated improvement is desired with customer service and enquiry handling, with 61% satisfied with how easy it is to make an enquiry or request, however only 26% are satisfied with the resolution time. Communication and information to residents is delivered by a broad range of mediums, with the most commonly used sources being the Shire's website, Facebook and newspaper. Just over half of residents surveyed (53%) feel that the Shire could make it easier for them to participate in decision making that affects the Shire.

## Community's satisfaction with overall performance



## Community Perceptions Survey – August 2018 summary of responses

In addition to the above feedback received in November 2016, results from the August 2018 Community Perceptions Survey highlighted that moving forward, the community would like the Shire to also focus on the following areas:

1. Safety and improvement of roads - Whilst the community has always had a desire for improved transport networks in the Shire, emphasis on the safety and improvement of local roads was a greater focal point in the feedback received. The community would like to see roads upgraded to manage the current population and for the quality and maintenance of road surfaces to be improved. This area is a priority for 40% of the community.
2. Playgrounds, parks and reserves - The community feels that there are not enough local parks in the Shire and that there is a lack of play equipment. The community would like the number of parks and open spaces to increase and highlighted the need for a designated dog park. This area is a priority for 13% of the community.
3. Public transport - Investment in infrastructure that supports greater transportation choices was a key visionary outcome for SJ2050. More specifically however, the 2018 survey results demonstrate a desire from the community for improved public transport connectivity throughout the Shire. This is a priority for 12% of the community.
4. Streetscapes - Beautifying suburb entrances, increasing verge maintenance and litter management was identified as a priority for 11% of the community.

## Community Perceptions Survey – Strategic references

In order of community priority, the focus areas from the Community Perceptions Surveys are linked to the relevant strategies in the Plan as set out in the following table. The table demonstrates the connection between the communities feedback and the Shire's actions.

Focus Area	Community Priority	Strategic Reference
Safety and Improvement of roads	40%	3.3.1
Value for money from Council Rates	27%	4.1.1, 4.2.2
Footpaths, trails and cycleways	15%	2.2.1, 3.3.1
Playgrounds, parks and reserves	13%	2.2.1, 3.3.1
Public Transport	12%	3.3.1, 4.2.1
Streetscapes	11%	2.2.1, 2.2.2, 2.2.3
Safety and Security	11%	1.3.3
Customer Service	N/A	4.1.1
Reputation	N/A	4.1.2

# SJ Real Choices

As part of the major strategic review, a series of community engagement activities were held with the residents of the Shire of Serpentine Jarrahdale in March 2017. The engagement process, known as SJ Real Choices, consisted of the following communications and engagement with the community.



Panel Discussion



Online  
Engagement  
Portal



Community  
Workshop in  
Serpentine



Community  
Workshop in  
Byford



Community  
Workshop in  
Mundijong



Facebook Polls



369 Total  
Participants



Paper Forms



BBQ Workshop  
in Serpentine

## SJ Real Choices community response

The following is a summary of the response received through this SJ Real Choices community engagement process.

### New assets versus maintenance and renewal

Participants in the panel and attendees at the community workshops were strongly in favour of maintaining existing assets as opposed to providing new facilities as reflected in the chart below.

We must maintain and renew our existing assets and facilities even if it means we have to wait longer for the new facilities our growing community needs.



We must provide new facilities for our growing community, even if it means we lower our standards for roads, parks, ovals, and other infrastructure.



Neither.



### Appetite for borrowing

The majority of panel and workshop participants were happy to borrow within generally accepted prudent levels. Similarly, over two thirds of panel participants and workshop participants were willing to increase rates to maintain existing assets and invest in new assets needed as reflected in the chart below.

I would rather go without new facilities or pay higher rates than borrow to pay for them.

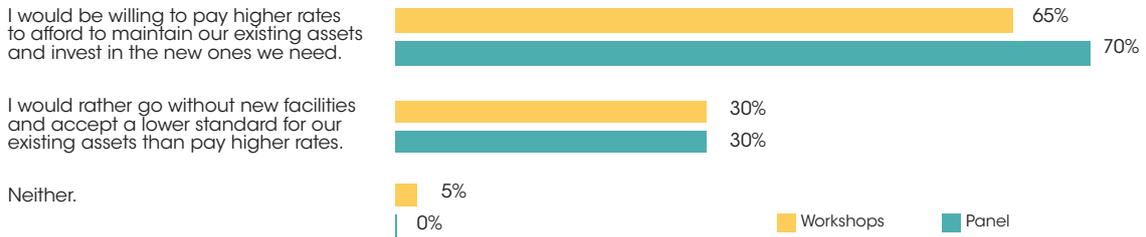


I would be happy to borrow within generally accepted prudent levels.



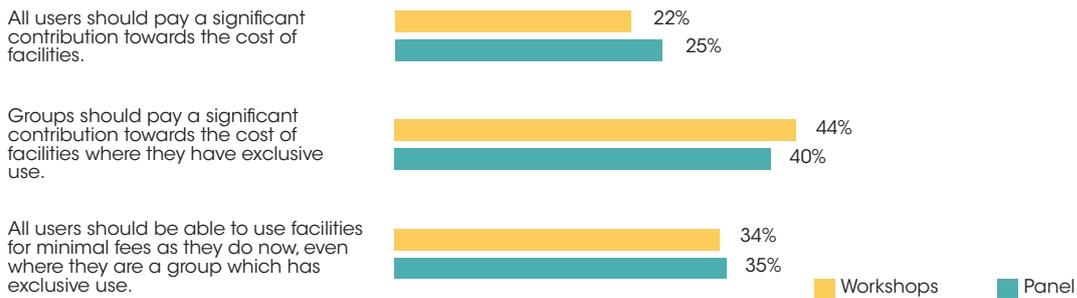
## Willingness to increase rates

Participants in the panel and attendees at the community workshops indicated a willingness to increase rates as reflected in the chart below.



## Appetite for user fees

Participants in the panel and attendees at the community workshops appeared to be almost equally divided on the concept of user fees and charges, with 40-44% stating that groups should pay a significant contribution where they have exclusive use, and almost 35% said all users should be able to use facilities for minimal fees as is currently the case. These responses are reflected in the chart below.



# Structure of the Plan

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

A strategic objective has been developed for each of four key themes of community interest, being:

**People:** A connected, thriving, active and safe community;

**Place:** A protected and enhanced natural, rural and built environment;

**Prosperity:** An innovative, commercially diverse and prosperous economy; and

**Progressive:** A resilient organisation demonstrating unified leadership and governance.

Desired outcomes for each objective have been determined and strategies to achieve the outcomes established. In undertaking the review, the Shire had regard for the community's feedback, current and future resources, strategic performance indicators and demographic trends. Commentary on each of these is provided within the Plan.

For each strategic objective, the following information has been provided:

- A summary of the major issues highlighted by the community;
- A selection of community comments;
- Tables of strategies to achieve the desired outcomes; and
- Strategic performance indicators to monitor achievement of desired outcomes.

## Integrated Planning and Reporting structure



## Objectives and outcomes

The Shire of Serpentine Jarrahdale has set out four key objectives within this Plan, as it delivers services to the community. An objective has been defined for each of these four key themes: People, Place, Prosperity and Progressive. Each of the four objectives has a number of desired outcomes the Shire aims to progress over the 10+ years of this Plan.

The following summarises the desired outcomes of working toward the strategic objectives in achieving the Shire's vision. The tables in the subsequent pages detail the strategies developed to achieve these desired outcomes and the strategic performance indicators to provide a signal of whether the Shire is meeting the objectives.



### People

#### A connected, thriving, active and safe community

1.1	A healthy, active, connected and inclusive community
1.2	A recognised culture and heritage
1.3	A safe place to live



### Place

#### A protected and enhanced natural, rural and built environment

2.1	A diverse, well planned built environment
2.2	A sustainable natural environment
2.3	A productive rural environment



### Prosperity

#### An innovative, commercially diverse and prosperous economy

3.1	A commercially diverse and prosperous economy
3.2	A vibrant tourist destination experience
3.3	An innovative, connected transport network
3.4	An innovation centre of excellence



### Progressive

#### A resilient organisation demonstrating unified leadership and governance

4.1	A resilient, efficient and effective organisation
4.2	A strategically focused Council



# People

A connected, thriving, active and safe community

## Community feedback

Residents enjoy a lifestyle that is peaceful and quiet, they would like the tranquillity of the Shire to be maintained as residential growth occurs. An element of this lifestyle is the neighbourly engagement that occurs and the sense of community.

Despite close proximity to the metropolitan area, residents feel a strong sense of community within the Shire. The community is close-knit, akin to a small country community where neighbours are friendly and tend to be family oriented.

Many believe the Shire encapsulates a 'family friendly lifestyle.' The relaxed country lifestyle is the most valued quality of the area.

## Aspirations and opportunities

The community wants to retain its strong sense of community and country lifestyle. Maintaining the level of safety and where possible increasing this aspect of the Shire is a desired outcome.

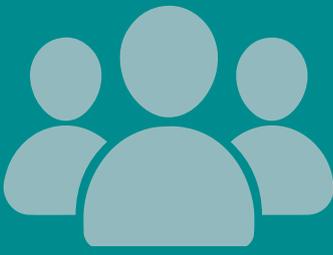
A healthy and active lifestyle is highly valued, with potential to further develop facilities and services. Increased engagement and integration was identified as essential to maintain the connected and inclusive community lifestyle as the population grows.

## Comments from the community:

"Love the friendly people, peace and quiet"

"I like the rural atmosphere and tight local community of people"

"I love the community friendships"



# People

A connected, thriving, active and safe community

The following outcomes and strategies have been identified to achieve this objective.

## Strategic Performance Indicators:

### Satisfaction with overall public facilities:

Maintain / improve

### Satisfaction with parks, reserves and open space:

Maintain / improve

Outcome 1.1 A healthy, active, connected and inclusive community

1.1.1	Provide well planned and maintained public open space and community infrastructure
1.1.2	Provide a healthy community environment

Outcome 1.2 A recognised culture and heritage

1.2.1	Recognise local heritage
1.2.2	Encourage and support public art in public areas

Outcome 1.3 A safe place to live

1.3.1	Comply with relevant local and state laws, in the interests of the community
1.3.2	Support local emergency services
1.3.3	Enhance community safety



# Place

A protected and enhanced natural, rural and built environment

## Community feedback

The community value the country lifestyle which is underpinned by housing, the natural environment, families and community.

The community recognise and identify the beautiful landscape as precious. As the population continues to grow, as a result of development of the district, integration of the environment and residential development will be essential to maintain the character of the district.

## Aspirations and opportunities

Survey respondents understand planning for the future is important for solving existing and future issues. They recognise the value of good design and hope future developments positively respond to the natural environment.

Conservation of natural vegetation is important as the landscape offers an opportunity to promote the Shire as a 'trails hub'.

## Comments from the community:

"I love our rural district, wild life (great bird life) and beauty of the bush"

"I love most the peace, tranquillity, semi-rural community"

"I appreciate the public open space that is included in urban subdivisions. Thank you, please continue to make this a requirement of development"



# Place

## A protected and enhanced natural, rural and built environment

The following outcomes and strategies have been identified to achieve this objective.

### Outcome 2.1 A diverse, well planned built environment

2.1.1	Actively engage in the development and promotion of an effective planning framework
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### Outcome 2.2 A sustainable natural environment

2.2.1	Develop, maintain and implement plans for the management and maintenance of Shire controlled parks, reserves, and natural assets
2.2.2	Seek to minimise resource usage and continue to maximise reuse opportunities
2.2.3	Continue to minimise the volume and impact of waste generated within the district
2.2.4	Support community groups (both new and existing), who are preserving and enhancing the natural environment

### Outcome 2.3 A productive rural environment

2.3.1	Identify and promote rural and agriculture industry opportunities
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### Strategic Performance Indicators:

#### Annual Community Survey:

Satisfaction rating benchmark 50%

#### Statutory asset management ratios:

Maintain healthy ratios

#### Patronage of natural attractions:

Increase



# Prosperity

An innovative, commercially diverse and prosperous economy

## Community feedback

Improved connectivity with the wider region is seen as an area for development as it expands access to employment and education opportunities for local residents, this in turn promotes personal and economic growth within the Shire.

The community recognises that the beautiful natural environment and local attractions create opportunities for increased economic activity including tourism.

## Aspirations and opportunities

The community has a desire for improved transport networks and linkage with both Perth and the Peel region. Improved connectivity with the wider region expands access to employment and education opportunities for local residents, this in turn promotes personal and economic growth within the Shire.

The community are open to new technologies and embracing innovation. The Shire has an opportunity to be progressive and embrace change by applying creative thinking.

## Comments from the community:

“Promote tourism and supply facilities”

“I appreciate the new shopping precinct- hopefully future development will include integrated community buildings e.g. Library/child health centre”

“I would like a local Serpentine business hub to be established”



# Prosperity

An innovative, commercially diverse and prosperous economy

The following outcomes and strategies have been identified to achieve this objective.

## Outcome 3.1 A commercially diverse and prosperous economy

3.1.1	Actively support new and existing local businesses within the district
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## Outcome 3.2 A vibrant tourist destination experience

3.2.1	Actively support tourism growth within the district
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## Outcome 3.3 An innovative, connected transport network

3.3.1	Maintain, enhance and rationalise the Shire's transport network in accordance with affordable sound Asset Management Plans
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## Outcome 3.4 An innovation centre of excellence

3.4.1	Identify and promote innovation and education opportunities
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### Strategic Performance Indicators:

#### Annual Community Survey:

Satisfaction rating benchmark 50%

#### Population statistics:

Stable / increasing population base

#### Patronage of natural attractions:

Increase



# Progressive

A resilient organisation demonstrating unified leadership and governance

## Community feedback

The community highly values the strong sense of community and lifestyle enjoyed in the district and as the Shire continues to grow, they seek future development to be strategically planned and controlled with appropriate policy setting. Maintaining the uniqueness of the Shire is a key community focus.

## Aspirations and opportunities

The community would like the Shire to continue to service the needs of the district through the provision and delivery of a high level of governance and accountability.

The Council is committed to strategic forward thinking, strong representation and providing the community with leadership. This is aligned to the aspirations of the community.

Opportunities exist to leverage existing and future partnerships through greater collaboration.

A primary aim is to continually enhance community capacity and investment whilst maximising efforts to advocate and lobby for more funding, resources and better services.

## Comments from the community:

"I'm happy with the way things are"

"I love the rural outlook and lifestyle"



# Progressive

A resilient organisation demonstrating unified leadership and governance

## Strategic Performance Indicators:

### Annual Community Survey:

Satisfaction rating benchmark 50%

### Statutory financial ratios:

Maintain healthy ratios

### Employee retention rates:

Maintain / increase

The following outcomes and strategies have been identified to achieve this objective.

#### Outcome 4.1 A resilient, efficient and effective organisation

4.1.1	Provide efficient, effective, innovative, professional management of Shire operations to deliver the best outcome for the community within allocated resources
4.1.2	Maximise the Shire's brand and reputation in the community

#### Outcome 4.2 A strategically focused Council

4.2.1	Build and promote strategic relationships in the Shire's interest
4.2.2	Ensure appropriate long term strategic and operational planning is undertaken and considered when making decisions
4.2.3	Provide clear strategic direction to the administration



## Services and facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Plan as set out in the following table. The table demonstrates the connection between services and facilities and the Shire's desired outcomes and community vision.

Service	Strategic Reference
Roads	3.3.1
Drainage	3.3.1
Footpaths and Cycle Ways	2.2.1   3.3.1
Street Lighting	3.3.1
Parks and Reserves Management	2.2.1
Bridle Paths	2.2.1
Recreation and Sport Facilities	1.1.1
Community Facilities (e.g. Halls)	1.1.1
Land Use Planning	2.1.3
Subdivision Management	2.1.3
Building Assessment	1.3.1   1.3.2
Development Compliance	1.2.3   2.1.2
Natural Asset Management	2.2.1
Waste Management and Recycling	2.2.2   2.2.3
Private Works	4.1.1
Cemeteries	1.1.1   1.2.1
Economic Development	3.1.1   3.2.1   3.4.1
Tourism	3.2.1
Environmental Health	1.3.1   1.3.2
Bushfire and Emergency Management	1.3.3
Community Safety and Crime Prevention	1.3.4
Club Development and Facility Activation	1.1.1
Volunteer Support	1.1.1
Community Grants	1.1.1
Community Bus	1.1.1
Library Services	1.1.1
Youth Services	1.1.1
Seniors Programs	1.1.1
Events	1.1.1
Public Art	1.2.2
Partnerships and Advocacy	4.2.1
Community Engagement	4.1.2
Communications, Marketing and Media	4.1.2
Customer Service	4.1.1
General Governance and Compliance	4.2.2   4.2.3
Ranger Services	1.3.2

## Resource capacity

This Strategic Community Plan was developed with an understanding of the Shire's current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not currently known, expected future resource capacity was considered in the development of this Plan.

At 30 June 2018, the Shire had the following current resource profile<sup>5</sup>. Future resource capacity is partially dependent on other levels of government, however the long term trends expected in each resource level are provided in the table below.

Resource	Estimated Current Level	Future Trend
Workforce	146 FTE	Increasing
Infrastructure Assets	\$358,609,486	Increasing
Property, Plant & Equipment	\$43,173,116	Stable
Cash Backed Reserves	\$17,223,437	Increasing
Borrowings	\$3,048,421	Increasing
Annual Rates Revenue	\$21,048,793	Increasing
Annual Revenue	\$32,638,451	Increasing
Annual Expenditure	\$35,464,016	Increasing

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

<sup>5</sup> Shire of Serpentine Jarrahdale 2017-2018 Annual Financial Report



## Strategic risk management

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

The external and internal factors identified and considered during the preparation of this Plan are set out below.

### External Factors

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Increasing community expectations in relation to service levels and service delivery.

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Rapid changes in information technology changing the service delivery environment.

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Increased compliance requirements due to Government Policy and Legislation.

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Cost shifting by Federal and State Governments.

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Reducing external funding for infrastructure and operations.

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Increasing population and economic development resulting in greater pressure on the natural environment and resources.

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Changes in agricultural practices and the associated social impacts.

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Increasing community expectations and regulations in relation to waste management.

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Climate change and subsequent response.

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### Internal Factors

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The objectives and strategies contained in the Council's current Strategic Community Plan.

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The timing and actions contained in the Council's Corporate Business Plan.

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Organisational size, structure, activities and location.

---

Human resourcing levels and staff retention.

---

Current organisational strategy and culture.

---

The financial capacity of the Shire.

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Allocation of resources to achieve strategic outcomes.

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Maintenance of corporate records.

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Current organisational systems and processes.

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## References and acknowledgments

Acknowledgment and appreciation is expressed to the ratepayers and residents of the Shire of Serpentine Jarrahdale for their time and effort in being a part of the community engagement processes and for their invaluable input into the Strategic Community Plan.

The Shire of Serpentine Jarrahdale Strategic Community Plan 2017 – 2027, 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. 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 was made during the preparation of the Plan:

- Shire of Serpentine Jarrahdale Strategic Community Plan 2013 - 2023;
- Council website: [www.sjshire.wa.gov.au](http://www.sjshire.wa.gov.au);
- Shire of Serpentine Jarrahdale Annual Financial Report 2017 – 2018;
- Shire of Serpentine Jarrahdale SJ 2050;
- Shire of Serpentine Jarrahdale Annual Residents Survey Report, November 2016;
- Shire of Serpentine Jarrahdale Community Engagement Report - SJ Real Choices, March 2017;
- Australian Bureau of Statistics 2011 Census; and
- Shire of Serpentine Jarrahdale Community Perceptions Survey August 2018.

## Review of the Plan

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





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Shire of  
Serpentine  
Jarrahdale

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format on request by phoning (08) 9526 1111.*

