



Strategic Community Plan 2040

COMMUNITY VISION

Augusta Margaret River
Sustainable, inclusive,
connected to place and
respecting Boodja





Boodja – Land, Country, Mother Earth – is our most important resource. No matter what culture or religion – all of us rely on Nala Boodja, Our Country.

Acknowledgement of Country

“Kaya, Nala Maat Kaya Noonduk (Hello, Our Family Welcomes You) to Wadandi Boodja (Saltwater People’s Country) – we all come together on Boodja (Country). Whilst on Wadandi Boodja we ask that you respect the land by walking softly and take the time to listen to Boodja as she Wongi (Talks).

We respect the presence of the Demmala Goomala (Ancestors) whose Djanga (Spirits) reside on Boodja and whose djenna (feet) walk the land and whose Djanga Korda (heart spirit) flows through all creation.

Wooditup (Margaret River) is the heart of Wadandi Boodja (country), a meeting place between land and sea, connecting us all with Wadandi Boodja.

The Wadandi Boodja (Motherland) reaches from Bunbury, along the coast of Geographe Bay, extending to Yallingup (Place of Holes) to Talinup, Augusta (Place of Reeds) inland to Nannup (The Stopping Place), taking in the region of Undalup (Busselton) The Wadan Boodja (Sea Country) is of great spiritual significance to the coastal Wadandi people.

It is up to all of us to listen to the land, understand the connection to Country that we all have and realise how urgent it is to work together to make

better decisions on how we can create that balance, ensuring sustainability for the generations to come, in order to protect and preserve the beauty of Boodja.

Whilst living, travelling, visiting and holidaying on Wadandi Boodja (Saltwater People’s Country) we ask that you respect the area and walk softly on the country, taking the time to listen to Boodja (Country) as she Wongi (Talks) of the Season, and leave nothing but footprints”.

Wadandi Traditional Cultural Custodian Wayne “Wonitji” Webb.

The Shire of Augusta Margaret River acknowledges we are on Wadandi and Pibelmen Boodja, whose ancestors and their descendants are the traditional owners of this country.

We acknowledge the Wadandi and Pibelmen have been custodians since the land was soft (creation times) and continue to perform age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

The Shire is committed to Aboriginal Australians sharing fairly and equitably in the region’s cultural, social, environmental and economic future.

Contents

Introduction	4
Community vision	5
Future focus	7
Our role	8
Core principles	9
Community voice	10
Our learnings	11
Who we are	13
Our place	15
Augusta	17
Cowaramup	17
Gracetown	18
Karridale and Kudardup	18
Margaret River	19
Prevelly and Gnarabup	19
Scott River	20
Witchcliffe	20
All other places	21
State Government	23
Focus areas	25
Environment	26
People	28
Place	30
Performance	32
Resourcing the plan	34
Risk management	35
Developing and reporting	36
Community scorecard	38

This document is available in alternative formats upon request including in large and standard print, electronically by email, in audio on CD and on the Shires website at amrshire.wa.gov.au

Introduction

The Strategic Community Plan 2040 sets the vision, focus areas and strategies for the next 20 years.

This document has been developed with more than 1,570 community members and key partners to describe where we want to be in 20 years and how we will get there.

This delivers on the legislative requirement for all local governments to have a plan for the future. In accordance with the state government's Integrated Planning and Reporting Framework, this plan:

- Sets the broad objectives of the Shire for the next 20 years.
- Has been developed through engagement with Councillors and ratepayers in the Shire and includes details of this engagement.
- Addresses the challenges our community faces and sets out the response required to work towards achieving a shared vision.
- Is reviewed every two years as required under the *Local Government (Administration) Regulations 1996*.

We'd like to say a huge thank you to all of the community members who helped us develop this plan for the future. To those who came along to one of our workshops and who completed our community survey – thank you. We are confident this is a plan you can be proud of.

We are focused on the people, place and environment of Augusta Margaret River and on our performance across all of these areas. Throughout the engagement process we learnt more about the diverse nature of our area and the need for the Shire to be responsive to place. Each townsite holds its own story and the Shire plays an important role in maintaining the unique character of each place.



A handwritten signature in blue ink.

Cr Ian Earl
Shire President



A handwritten signature in blue ink.

Stephanie Addison-Brown
Chief Executive Officer

COMMUNITY VISION

Augusta Margaret River
Sustainable, inclusive,
connected to place and
respecting Boodja



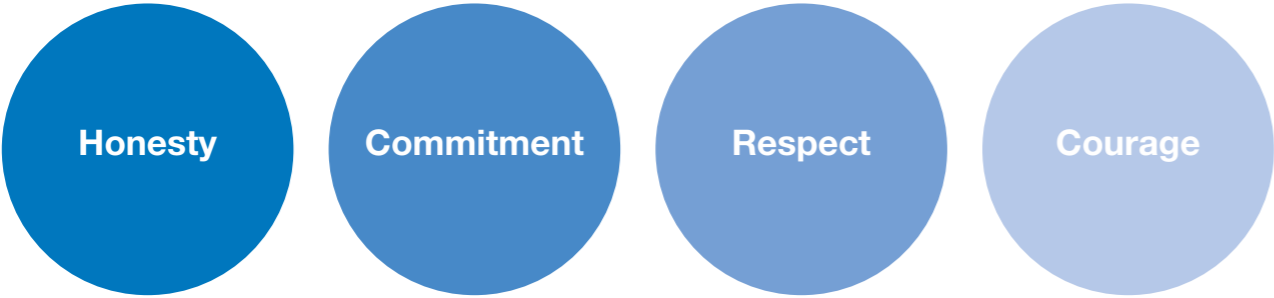


Purpose

The Shire of Augusta Margaret River exists to provide, facilitate and advocate for services, facilities and Boodja, to improve quality of life for everyone in our community.

Values

Our values guide our behaviour and decision making to fulfil our purpose. It's how we act as an organisation and how we lead and serve our community. These are:



Future focus

The Shire will deliver on the following four focus areas to achieve the future vision of our community.



Read more about these key focus areas from page 24.

Our role

To fulfil our purpose and to achieve our vision, the Shire plays the following roles:

Provide



We provide a wide range of mandatory and discretionary services to the community like ranger services, libraries, recreation centres, youth services, environmental and town planning services and multi-use community facilities.

Regulate



We regulate compliance with legislation on behalf of the state government, including town planning, animal management, public health, signage, parking and more.

Facilitate



We work to bring agencies and people together to make it possible or easier to meet community needs with our limited resources.

Advocate



We are a voice for the community and promote local interests.

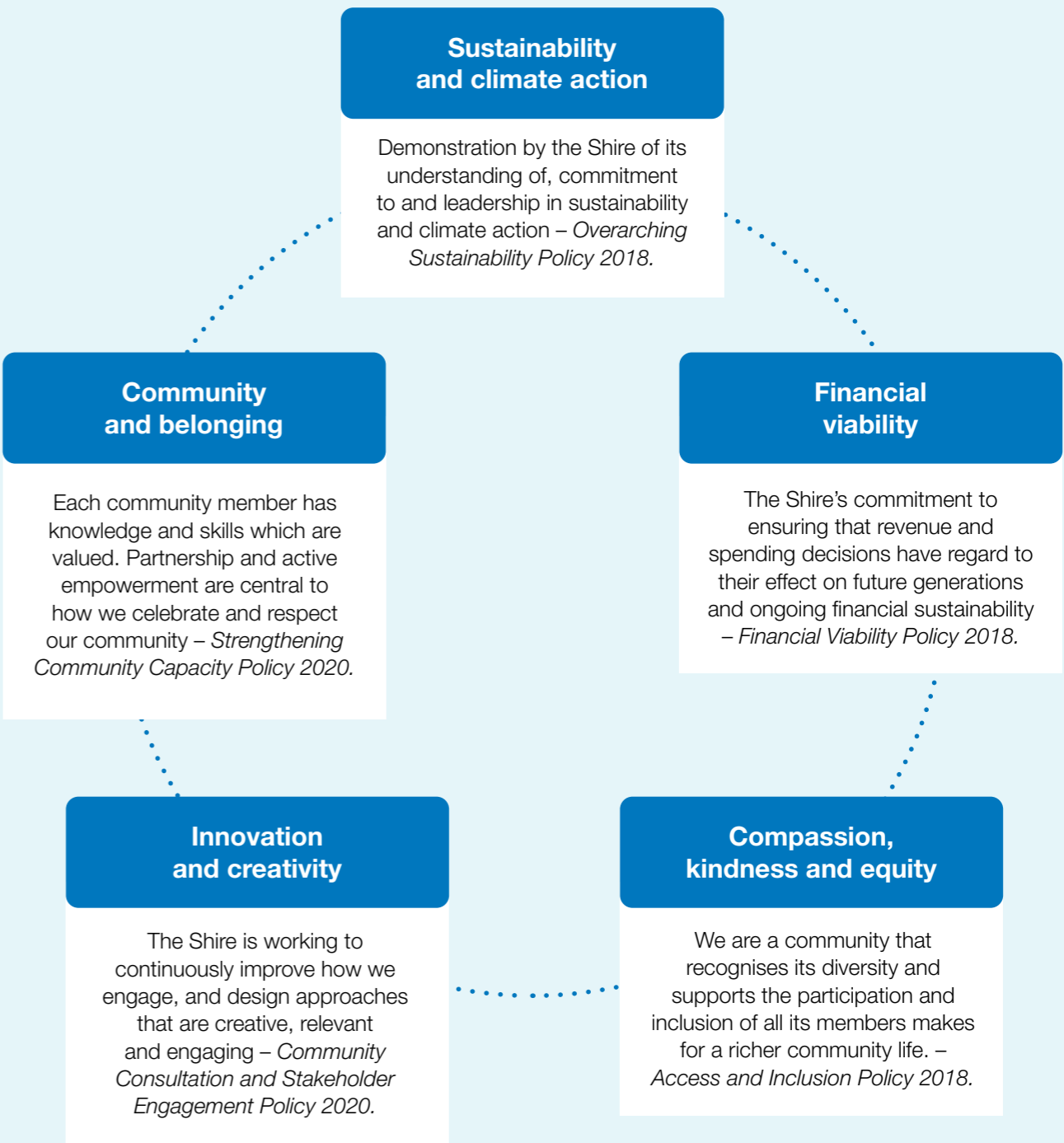
Fund



We directly fund organisations and community-led initiatives which deliver our community vision.

Core principles

Our core principles describe the approach to our decision making as a community-led body.



Community voice

This document has been developed with input from 1,570 submissions from our community.

‘Our Place 2040’ began in October 2020 with a visioning road trip. This involved workshops and pop-up’s across townsites and villages to discuss each place in detail and explore the Shire’s draft Local Planning Strategy 2036. This enabled meaningful local conversations around place identity, population change, character, and what residents’ needs are now and into the future. The place statements on pages 16 to 20 were developed by the community through these workshops.

The “Love, Improve, Enhance” community survey was open from October 2020 to February 2021, inviting community members and visitors to provide feedback for 2040 online or via in-person feedback boards in Shire offices and libraries.

Focused engagement also occurred with Traditional Owners, the Student Council of Margaret River Senior High School, and working families with the Family Dinner Project.

In May 2021, a final three workshops were held with harder to reach parts of the community to further explore the needs of agricultural communities, visitor management in coastal communities and the Augusta townsite.

Visit yoursay.amrshire.wa.gov.au to read the Community Engagement Report and watch the engagement video from young people in our community.



422

Attendees provided submissions across 17 events

148

Submissions from place boards and Your Say

397

Youth based submissions

603

Other written and verbal submissions

Our learnings

We have learnt that ‘environment’, ‘people’ and ‘place’ are the big three focus areas across our community at this time, with an interconnected relationship between these three themes.

Our research tell us residents are deeply connected with their place, which most commonly features their relationship with the natural environment. If the environment is cared for, it is believed people and places can then also thrive. Other learnings from this process include:

- The community want the Shire to focus on carefully managing growth and population change over the coming years, and to recognise, protect and enhance local places, ecology and cultures as the community changes.
- The community thinks the Shire has a role to play in managing visitation and tourism in the area, with residents asking for a direct ‘locals first’ focus for Shire services and projects.
- There are a wide range of views in the community on the role of local government, with large amounts of feedback suggesting people think the Shire is responsible for state and federal government services like health, education and industry development.
- Places outside of Margaret River generally want the Shire to ‘get back to basics’, specifically to have a more achievable focus, to focus on its core services, its customer service approach and to renew community buildings before the construction of new ones.

As a result, the Strategic Community Plan aims to provide:

- A clear vision and focus for the Shire (page 7)
- Clarity on the Shire’s role as a local government (page 8)
- Recognition of the characteristics across places in the Shire (pages 17 to 21)
- Links to action (key action documents pages 27 to 33)
- A focus on Shire performance centered on customer experience (page 39)





Who we are

The Shire is part of the traditional lands of the Wadandi and Pibelman people, who have lived in the region for at least 50,000 years.

The Wadandi and Pibelman live in strong connection with Boodja (country), and numerous elements of their caring for Boodja provide valuable lessons for ongoing stewardship of the environment.

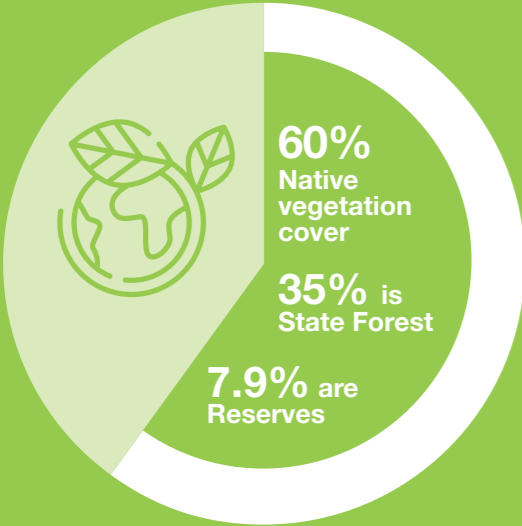
The Shire is also one of the first areas settled by Europeans in Western Australia over 180 years ago, with Augusta, located in the south of the Shire, established in 1830. The formation of the timber industry and group settlement scheme characterised early development in the Shire, which transitioned into a strong agricultural industry through dairy, beef and sheep farming.

Viticulture commenced in the region in 1967 and has become one of the Shire's key agricultural assets, fostering economic development and significant tourism interest. This, combined with the picturesque natural environment and world class surfing locations, has led to the Shire becoming a key tourism destination that hosts significant international and regional events.

The Shire is in one of 36 global biodiversity hotspots, and one of only two in Australia. Over 8,000 species of flora can be found in the South West of Western Australia, 2,000 of which are listed as threatened. Approximately 45 per cent of the Shire's land area is National Park or has a high level of protection.

As of 2020 the Shire had an estimated population of 16,701 people having experienced sustained growth of 2.6 per cent annually between 2001 and 2020. Over the future period of this plan, the population of the Shire is expected to continue to increase growing to between 27,008 and 28,629 by 2040. The Shire monitors population change using the census and other data to carefully manage growth over the long term. Read more about population scenarios in the Shire's Local Planning Strategy 2036 at amrshire.wa.gov.au

Total shire size
237,000ha



The South West is one of
36 International Biodiversity Hotspots

The Cape to Cape is one of
15 National Biodiversity Hotspots

120km Coastline
The Shire is part of the Gondwana Link – efforts to restore cleared lands over 1,000km area

High species diversity

8 threatened ecological communities

57 vegetation complexes with **20** endemic to the Shire

69 declared rare and priority flora species

28 declared threatened fauna species

3 true river systems (Margaret River, Blackwood and Scott Rivers)

18 creek systems

Population 2018 ERP **15,700**
2021 ERP **16,500**

Male **50%**
Female **50%**

28% Volunteers
10 schools
2 Regional hospitals

Aboriginal people Shire **1.4%**
Australia **2.8%**

2.6% Average annual growth rate 2001-2020

10 Volunteer bushfire brigades

Families **3,678**
Median Age **39**

9,878 rateable properties as of Jul 21

Our team take care of
189 community buildings

- 3 tourist parks
- 2 libraries
- 2 recreation centres
- 1 cultural centre (HEART)
- 29 playgrounds



- Reserves, parks and playgrounds
- Sealed roads
- Unsealed roads
- Pathways and trails
- Stormwater pipes
- Road bridges
- Jetties and boat ramps



- 3,750ha
- 530km
- 394km
- 172km
- 144km
- 22
- 22

Agriculture, Forestry and Fishing largest employer



2,009 businesses



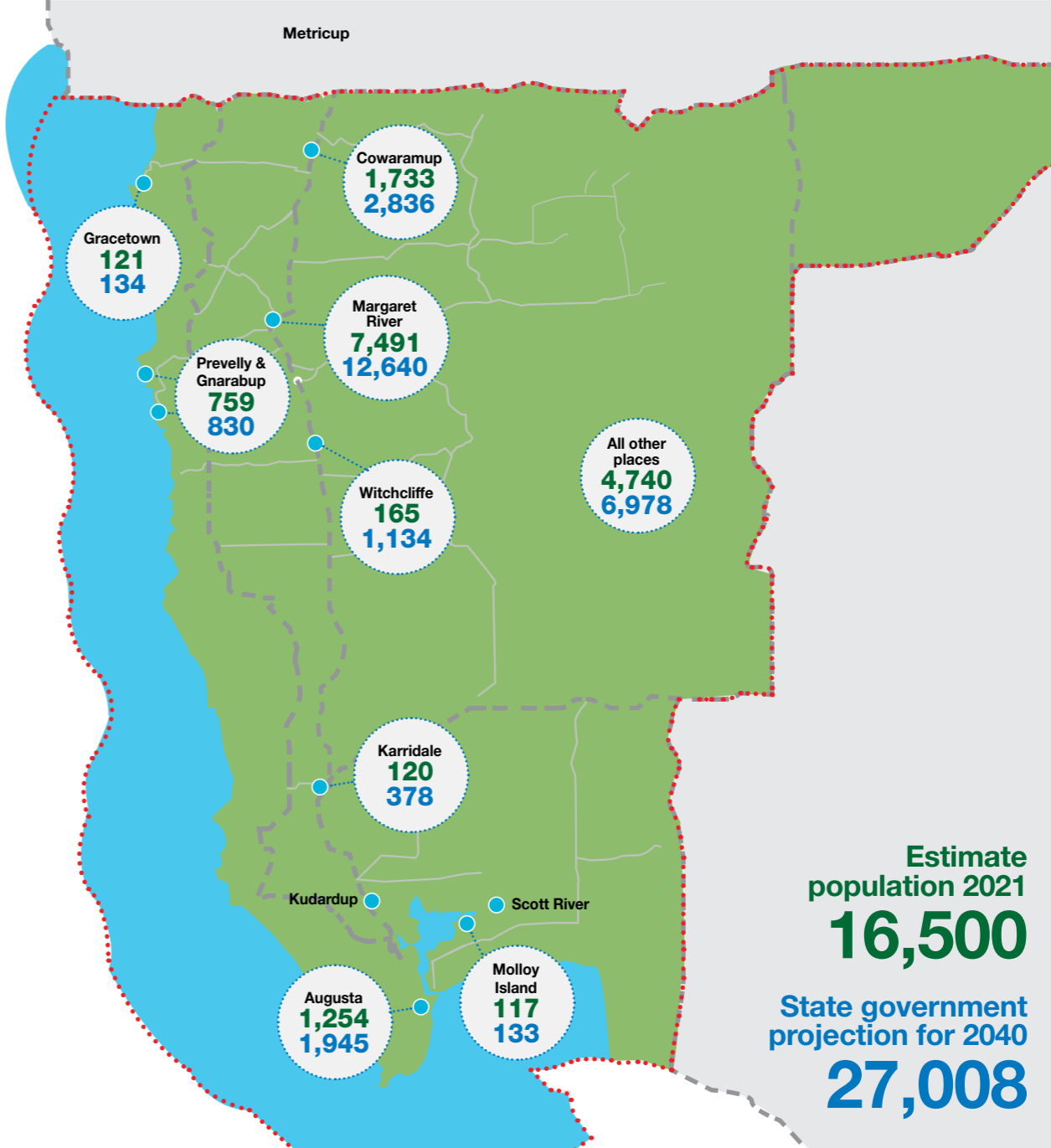
Local jobs **7,349**

Our place

Each place in the Shire holds its own distinct character and lifestyle, with commonly shared values of connection and sustainability.

From urban townsites, to agricultural villages, mixed farming activities, coastal nodes and forests – the Shire is home to a diverse community.

The Shire's place-based approach is about working closely with each place to collaborate for greater community outcomes across environment, people and place.



View our full community profile and census data at profile.id.com.au/augusta-margaret-river

Source: Australian Bureau of Statistics and Shire of Augusta Margaret River Environmental Elements of Sustainability Strategy 2018.



Place strategies

We will respond to place through:

Place Plans

The Shire will focus on establishing Place Plans, which express the character of each place and future action across 'environment, people and place'.

Design Review Panel

The Shire will launch a Design Review Panel where local design experts will provide advice to Council on significant development proposals to deliver better design outcomes.

Service Planning

The Shire will focus on evidence based service planning, and advocacy to state government, to respond to a growing demand for services across places in the Shire.

Activation

The Shire will focus on innovative responses to support activation across places with traffic calming, public transport, events, public art and environmental initiatives.

The place statements over the following pages have been written by community members in each place.

Augusta

Place statement: Augusta is a unique, friendly, biodiverse coastal town where the bushland meets the still waters of the river and the wild ocean, in a landscape of pelicans, the water and sky.

Estimated population 2021: 1,254

Projected population 2040: 1,945–1,975

Molloy Island

Estimated population 2021: 117

Projected population 2040: 133

Established in 1830, Augusta is one of Western Australia's first colonial settlements. During the 1880s an expansion of the timber industry occurred following the construction of a timber mill at nearby Kudardup and the completion of jetties at Hamelin Bay and Flinders Bay. Augusta was a stopping place on the Busselton to Flinders Bay Railway, which was government run from the 1920s to the 1950s.

Augusta has been a key townsite within the Shire since its formation and is now also a popular holiday destination for swimming, kite-surfing, fishing, diving and boating, as well as scenic trips to discover wildlife such as whales, dolphins, seals and pelicans. The Blackwood River, Flinders Bay swimming area and Hamelin Bay are special places and attractions.

Augusta's demographic characteristics are unique in that 52 per cent of the population is over the age of 60 and that it has a lower occupancy rate compared to other settlements within the Shire, at approximately 52 per cent, due in part to a higher than average proportion of secondary dwellings.

Shire focus:

- Increasing accessibility within the town centre
- Protecting and enhancing the unique identity of the Augusta townsite
- Activation of the Augusta Civic Precinct including support for families.



Cowaramup

Place statement: Cowaramup is a charming, friendly and collaborative country community where peaceful neighbours, trees and wildlife thrive.

Estimated population 2021: 1,733

Projected population 2040: 2,836–3,278

Cowaramup derives its name from the Wadandi word for the Purple Crowned Lorikeet 'Cowara'. Cowaramup was established during the group settlement era of the 1920s. It became a service centre for the emerging agricultural industry with the railway providing an important social and commercial link to other areas.

In 1998 the town was identified as an important part of Leeuwin-Naturaliste Region and has now become the second most populated town in the Shire. Cowaramup has experienced some of the highest rates of growth in the state, nearly doubling in population size since 2011. Cowaramup displays the demographic characteristics of an outer metropolitan 'first home buyers' community. It is emerging as a favoured destination for families with children, which make up 50 per cent of all households in Parkwater, and which is considerably higher than the Shire's average of 20 per cent. Located amongst vineyards and dairy farming in the north of the Shire, agriculture and tourism play significant roles in the area.

Shire focus:

- Increasing accessibility within the town centre including working with Main Roads to improve safety on the main street
- Investigating alternate transport options to and from the townsite
- Protecting and enhancing the unique identity of the Cowaramup Townsite.



Gracetown

Place statement: Gracetown is a special place where people enjoy the beauty of it's biodiversity, raw, ocean, and its unique natural geology.

Estimated population 2021: 121

Projected population 2040: 134

Gracetown is a coastal village located on Cowaramup Bay, offering shelter from strong summer winds and is a popular holiday destination and surfing location. Gracetown attracts visitors for swimming, diving and fishing within the protected bay with its reefs, limestone cliffs and calmer swimming areas.

The settlement was named in honour of the local Western Australian heroine, Grace Bussell. It was initially used as a holiday area and later in 1957 it was proposed that the site should be developed as a camping and caravan park. Instead the state government decided that the area would be developed as a townsite. The area was surveyed in 1961 and the sale of lots first occurred in 1963.

Shire focus:

- Managing traffic to reduce impacts of high visitation including investigating alternate transport options
- Adequate and low impact coastal pathways and parking
- Coastal foreshore monitoring and management values.



Karridale and Kudardup

Karridale

Place statement: Karridale is a rural community of solitude and choice where family farms provide our homes in country.

Estimated population 2021: 120

Projected population 2040: 378–386

Kudardup

Place statement: Kudardup is a beautiful, peaceful community built on family values, farming into the future.

Kudardup is located about eight kilometres north of Augusta on the Bussell Highway, and Karridale is a small village located 14 kilometres north of Augusta and 28 kilometres south of Margaret River. It is a central hub for many agricultural residents in the surrounding area, is named for the Karri forest in which it is situated.

Shire focus:

- Working with Main Roads to improve safety on the main street.
- Protecting and strengthening the rural culture and community throughout the Shire.
- Increasing communication and engagement between the farming community and the Shire
- Sustainable economic initiatives which support agricultural communities.



Margaret River

Place statement: Margaret River is a unique place where the community is holistically connected to the natural environment and all the opportunities it can bring.

Estimated population 2021: 7,491

Projected population 2040: 12,640–13,427

Originally developed as a rural service centre for farming in the area, Margaret River is now the central urban hub of the Shire. The region is known for stunning forests, farmland, coasts and world renowned wines and surf, whilst the townsite has an abundance of restaurants, cafes and boutique breweries serving fresh produce and local and international cuisine in picturesque locations.

The Perimeter Road was built to the east of Margaret River over 2018, providing for removal of heavy vehicles from the town centre. The Margaret River main street precinct underwent a major upgrade in 2020. There are several parklands available to the community including Memorial Park and Rotary Park. Gloucester Park is a hub of active recreation with many of the local sporting clubs including a bowls club, with other facilities in the area such as a golf club where visitors are welcome.

Margaret River is and will continue to be the largest urban settlement in the Shire. Margaret River supports the widest range of employment and education opportunities and remains the principal settlement in the Shire.

Shire focus:

- Ensuring a holistic high quality service-hub for the local government area with adequate social support services
- Protecting and enhancing the unique identity of the Margaret River townsite
- Partnering with Traditional Owners to care for Wooditchup Bilya (the Margaret River) and other key sites
- Investigating alternate transport options and increased accessibility to the townsite.

Prevelly and Gnarabup

Place statement: Prevelly Gnarabup, a unique coastal community where raw bushland meets wild ocean and a pristine Margaret River.

Estimated population 2021: 759

Projected population 2040: 830

Prevelly is a coastal residential area named after the Preveli monastery on Crete, and is around nine kilometres west of Margaret River. Prevelly is near the meeting of the Margaret River and the Indian Ocean providing views of the sea and coastline.

Gnarabup is a small townsite located 2.5km south of Prevelly.

Both locations are popular swimming and recreational locations for locals, nearby residents and tourists and offer vegetated dunes and cliffs, offshore reefs and protected swimming. International surfers meet at the Point (Main Break) for an annual professional surf contest, whilst locals enjoy the world-renowned surf breaks all year round.

Occupancy within these areas has been trending upwards, and if maintained, will result in higher population than that above.

Shire focus:

- Managing traffic to reduce impacts of high visitation including investigation of alternate transport options
- Adequate and low impact coastal pathways and parking
- Coastal foreshore monitoring and management.



Scott River

Place statement: Scott River is a diverse agricultural and environmental hub with a strong family farming history and connection to the land.

The Scott River Catchment is an important and productive agricultural area. Covering approximately 64,276ha, it stretches from Molloy Island to Jangardup Road north-west of Lake Jasper and is divided between the Shire of Augusta Margaret River in the west and the Shire of Nannup in the east. Approximately 43 per cent of the total Catchment area is farmland which includes dairy, beef, sheep and bluegum plantations. The remaining area of this unique Catchment is comprised of reserves and unallocated crown land, rich in biodiversity.

Shire focus:

- Partnering with other government agencies to deliver the Scott River Economic Strategy.
- Protecting and strengthening the rural culture and community throughout the Shire
- Increasing communication and engagement between the farming community and the Shire.

Witchcliffe

Place statement: Witchcliffe, a historical and creative rural community built on the values of inclusiveness, sustainability and relationships.

Estimated population 2021: 165

Projected population 2040: 1,134–1,486

Witchcliffe village is located about eight kilometres south of Margaret River on Bussell Highway. It is a quaint village, full of old world charm with a number of unique gift stores and buildings that date back to early settlement times.

Significant residential growth is planned pursuant to the endorsed Witchcliffe Village Strategy 2012. The village has a significant timber history. The East Witchcliffe Mill began operations in 1924 and was taken over by the Adelaide Timber Company in 1930. During the group settlement period the village boomed, with a significant number of buildings erected and a stable and growing population financed by the timber industry.

The picturesque Redgate Beach is located ten minutes west and offers some of the best beach and surfing conditions south of Margaret River.

Shire focus:

- Increasing accessibility within the town centre including working with Main Roads to improve safety on the main street
- Investigating alternate transport options to and from the townsite
- Protecting and enhancing the unique identity of the Witchcliffe townsite.



All other places

The Shire is comprised of many other smaller villages and hamlets which comprise the balance of our resident population. This includes places like Rosa Brook, Rosa Glen, Osmington, Bramley, Ellensbrook, Boranup, Hamelin Bay and others.

This broadly defined as rural residential and rural places:

Rural residential

Estimated population 2021: 1,980

Projection for 2040: 3,165

Rural

Estimated population 2021: 2,760

Projection for 2040: 3,813

Population change

The Shire monitors population change to carefully manage growth over the long term. Population projections are provided by the Department of Planning Lands and Heritage in the 'WA Tomorrow Report 11,' which forecasts population change based on the census and other data. The Shire also offers comprehensive population scenarios within its Local Planning Strategy 2036. It is noted population estimates can be highly variable; they are required to be reviewed frequently and should be used as a guide only.

Read the full Local Planning Strategy 2036 at amrshire.wa.gov.au

View our full community profile and census data at profile.id.com.au/augusta-margaret-river





State government

While our Strategic Community Plan details what the community aspires to, the requirements of State and Federal governments will also influence what needs to be done.

Priorities shift over time in response to what is happening locally and globally. The Shire is required to be agile and adjust the focus as other priorities arise across political, environmental, social, economic and legal landscapes.

The COVID-19 pandemic has exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia has responded with a WA Recovery Plan which prioritises protecting the most vulnerable, building infrastructure including schools and workforces, and investing in tourism. Initiatives are further detailed in the Labour plan for Bunbury, Vasse and Warren-Blackwood.

State Government projects currently underway or recently completed in our community include:

- Free courses at Margaret River South Regional TAFE's including Margaret River campus
- Funding the third and final stage of the Margaret River Main Street Makeover
- Funding a new sports oval at Margaret River Senior High School
- Funding to commence rebuilding the Pines Mountain Bike Trails in Margaret River
- Funding to upgrade the Augusta Volunteer Fire

and Rescue Station, and

- Redgate Beach visitor facilities upgrade.

A sustainable economy is of great importance to the local community, requiring a diverse and highly-capable business community, resilient supply chains and local product options as well as careful management of recent growth in building, construction and intrastate visitation.

At a local level, the Shire has established a revised grant funding program to provide financial support to local community groups and organisations, local and major events to promote community capacity building, sustainable event and a local economy that supports local businesses along with finding to support community based environmental organisations.

For more information about the WA Recovery Plan please visit inthisogether.wa.gov.au and markmcgowan.com.au/bunbury/





Focus areas

The following pages detail the four focus areas for the Shire in order to achieve the community’s vision. Each focus area includes:



- Community vision**
These statements are drawn from recent and previous community engagement activities for the Strategic Community Plan. They are words directly from community members.
- Shire role and commitment**
This articulates how the Shire will focus its resources, based on the role of local government and its ability to influence.
- Outcome**
The outcomes within the focus area describe what we will see in our community as we successfully deliver our projects, programs and services.
- Strategy**
The strategies detail the scope of projects, programs and services the Shire will intentionally develop and deliver in order to achieve results in this focus area.

Environment

Community vision:

In 2040, Augusta Margaret River will be...

- A region that is conserved, protected, rehabilitated and celebrated, with areas co-managed with Wadandi and Pibelman people.
- A natural environment that is appreciated and cared for by locals and visitors, and that is internationally known for its healthy rivers and thriving coastal habitats.
- A place where native bushlands are protected from clearing, logging or development.
- A place where sustainable coastal landcare and land-use planning will successfully manage people in the natural environment.
- A region that visitors will be attracted to for its sustainability education hubs and examples of significant landcare, conservation and restoration projects.
- A community of residents who are increasingly adopting sustainable house design and water, energy, transport and waste practices.
- A place with net zero emissions by 2030, enjoying for example carbon free renewable energy including micro-grids commonly used to generate and store energy so that the region is becoming independent of central-station power plants and transmission lines.

Shire role: We will protect and enhance the unique natural environment and biodiversity of the region through climate action and informed decision making.

Shire commitment: We will reach net zero carbon emissions for the Shire and the community by 2030.

Outcome EN.1: Ecology and biodiversity protection		
Strategy EN.1.1: Provide, regulate, facilitate, fund and advocate to manage ecological values, inform best practice and protect and enhance the biodiversity values of the region		
Strategy EN.1.2: Facilitate and fund local conservation and landcare activities with community and visitors, so the environment is conserved, rehabilitated and celebrated		
Strategy EN.1.3: Provide, regulate and facilitate to support Wadandi and Pibelman Traditional Owners use and share cultural knowledge to care for Boodja and water in the Shire	Priority	
Strategy EN.1.4: Facilitate ecologically sound and culturally inclusive fire management practices on Shire land and work collaboratively with all stakeholders in tenure blind process to increase resilience and reduce vulnerability of bushfire across the Shire		
Outcome EN.2: Healthy waterways, foreshores and natural landscapes		
Strategy EN.2.1: Facilitate, advocate for and fund actions which protect, monitor and improve the waterways, rivers and wetlands flowing through urban and rural catchments		
Strategy EN.2.2: Facilitate, fund and advocate for an adaptive response to coastal processes and the protection of key landscapes in the Shire		
Strategy EN2.3: Provide, regulate, facilitate and advocate for habitats, corridors and refugia to be identified and protected utilising land use planning incentives and community partnerships	Priority	

Outcome EN.3: Collective climate action

Strategy EN.3.1: Facilitate and fund local climate action and understanding across the community, including the monitoring of regional climate predictions, research on impacts and targeted programs for mitigation and adaptation	Priority
Strategy EN.3.2: Regulate Shire corporate carbon emissions and advocate for reduction of community emissions including energy, transport and waste, to meet adopted targets	

Outcome EN.4: Sustainable resource and waste management	
Strategy EN.4.1: Regulate and provide services which reduce the environmental impact of waste and maximise conservation and recycling of resources	
Strategy EN.4.2: Facilitate and advocate for the community to refuse, reduce, reuse, repair, re-gift, recycle and recover	
Strategy EN.4.3: Facilitate, advocate and fund community and business engagement and action on sustainable living including water, waste, carbon free renewable energy and sustainable practices	Priority

Shire services	Key action documents
Environmental Services (Mandatory) Landcare Services (Discretionary)	Environmental Elements of Sustainability Plan Reserve Management Plans AMR Shire Weed Action Plan Ecological Fire Plans Wooditjup Bilya Protection Strategy Healthy Country Plans
Sustainability Services (Discretionary)	Coastal Hazard Risk Management Plan
Waste Services (Mandatory)	Strategic Waste Management Plan
General	Corporate Business Plan Climate Action Plan



People

Community vision:

In 2040, Augusta Margaret River will be...

- A resilient and inclusive community that is accessible for all and promotes inclusivity for all races, genders, ages and abilities.
- A place where people have access to health and wellbeing support and services which allow our community to continue to flourish in a changing world.
- A community connected by grassroots community groups, with unique creative capital and social assets active and thriving across all places in the Shire.
- A region well known for its value-based regional brand, which visitors and locals observe, respect and volunteer to support a healthy clean green environment and community.
- A place where inclusion, liveability and equality deliver greater opportunities for local employment and affordable housing, and sees more young people supported to live, work and thrive where they grew up.

Shire role: We will support and strengthen our diverse, resilient, welcoming, safe and connected community through our services and advocacy.

Shire commitment: Every year up to 5% of the Shire's rates are allocated to fund community groups, including environmental and social programs and events.

Outcome PE.1: Diverse cultural values are respected and adopted

Strategy PE.1.1: Facilitate, advocate for and fund initiatives which promote Wadandi and Pibelmen cultural values with residents and visitors	Priority
Strategy PE.1.2: Facilitate, advocate for and fund initiatives which promote a community that is accessible for all and promotes inclusivity for all races, genders, ages and abilities throughout the community	
Strategy PE.1.3: Provide, facilitate, advocate for and fund creative and community celebrations, events, festivals and programs which develop unique local communities	

Outcome PE.2: Equal opportunities for all

Strategy PE.2.1: Provide, facilitate and advocate for community facilities and services that are inclusive and accessible by all, including advocacy for basic needs across housing, health and aged-care services	
Strategy PE.2.2: Provide and facilitate multi-purpose, accessible and fully activated community buildings across all places, focusing on renewal and upgrading before building new	Priority
Strategy PE.2.3: Provide and regulate green and public open spaces which cater for a wide range of users including people living with disability	
Strategy PE.2.4: Provide libraries and advocate for education facilities which deliver information and foster learning, creativity and innovation in the community	

Outcome PE.3: Active, healthy and fulfilling lifestyles

Strategy PE.3.1: Provide, facilitate and fund initiatives that support community groups and volunteers with intergenerational involvement, mentorship and connection	
Strategy PE.3.2: Provide, regulate and advocate for public health in a changing environment, including advocacy for equitable community access to physical and mental wellbeing support services	Priority
Strategy PE.3.3: Provide, facilitate and fund quality recreational services, multi-purpose facilities, sporting grounds and holiday parks	
Strategy PE.3.4: Provide, facilitate, advocate for and fund services that support families, early years development and youth leadership throughout the Shire	

Outcome PE.4: Safe and resilient communities

Strategy PE.4.1: Provide, regulate and facilitate local community safety initiatives and animal management	
Strategy PE.4.2: Provide, regulate, facilitate and advocate for just and inclusive local emergency preparedness and response across all hazards	Priority
Strategy PE.4.3: Advocate for and fund community programs which address the social, cultural and economic impacts of climate change on the community including support for emergency service positions in the Shire	

Shire services	Key action documents
Community Buildings (Discretionary)	Public Amenities Program 2019-28 Asbestos Replacement Program 2016-26
Community Fire and Emergency Services (Discretionary)	Bushfire Risk Management Plan
Community Planning and Development (Discretionary)	Strengthening Community Capacity Plan Strengthening Youth Plan Access & Inclusion Plan Creative Culture Plan Age Friendly Plan
Margaret River HEART (Discretionary)	HEART Business Events Strategy (Draft)
Environmental Health and Events (Mandatory)	Public Health Plan 2020-24 Environmental Health Emergency Management Plan
Holiday Parks (Discretionary)	Holiday Parks Masterplans
Libraries (Mandatory)	Library Volunteer Strategy Library Literacy Support Strategy for Youth and Children Library Collection Management Strategy (Draft)
Outside School Hours Care (Discretionary)	Recreation Service Strategic Plan OSHC
Parks and Gardens (Discretionary) Maintenance (Discretionary)	Capital Works Program
Ranger Services (Mandatory)	Dogs Local Law 2010 Cemeteries Strategic Plan (Draft)
Recreation Services (Discretionary)	Recreation Services Strategy (Draft)
General	Corporate Business Plan Climate Action Plan

Place

Community vision

In 2040, Augusta Margaret River will be...

- A region where towns and villages and special places are recognised for their diversity and unique character, and cared for in a way which sees them thrive in an environmental and agricultural context.
- A community which offers efficient access to shared resources, with a focus on renewing and upgrading existing facilities rather than building new.
- A place of alternative and innovative forms of housing, exhibiting a range of housing types, sizes and levels of affordability.
- A place where residents share a similar understanding and commitment towards sustainable living.
- A place with a thriving local economy through a mix of viticulture, horticulture, agriculture, creative industries and tourism sectors that are ecologically responsible.
- An area with a tourism industry which is internationally recognised for being sustainable and respectful.
- A community where local businesses which are sustainable, innovative and responsive, backed by a circular local economy.

Shire role: We will responsibly grow and develop vibrant, sustainable places which maintain their distinctive country character and which supports a local economy that is resilient, equitable and sustainable

Shire commitment: All townsites in the Shire will have their own Place Strategy by 2030.

Outcome PL.1: Diverse, sustainable and well-designed places

Strategy PL.1.1: Regulate and facilitate clearly defined areas for growth, renewal and protection through the Local Planning Strategy and Scheme with a special focus on sustainability, climate resilience and the unique character and cultural heritage of all places	Priority
Strategy PL.1.2: Facilitate and advocate for agreed urban design parameters for public places with the community which improve vibrancy and are reflective of the values and character of each place	
Strategy PL.1.3: Provide and regularly update the available planning and building regulations to ensure best practice sustainable design outcomes	

Outcome PL.2: Infrastructure which caters to need

Strategy PL.2.1: Provide, facilitate and advocate for a safe transport network with high quality roads and footpaths across the Shire, including a trails and bicycle network which better connects places	
Strategy PL.2.2: Facilitate and advocate for major infrastructure which caters for increasing residents and visitors, including innovative and inclusive public transport options	Priority
Strategy PL.2.3: Facilitate and advocate to promote and incentivise the development of social housing and affordable housing in infill areas of the Shire	
Strategy PL.2.4: Provide, facilitate and advocate for fit for purpose community infrastructure, including public toilets, parking, coastal infrastructure and multi-use community spaces, with a focus on renewal and upgrading rather than building new	

Outcome PL.3: Sustainable agriculture and thriving rural community

Strategy PL.3.1: Facilitate and advocate for sustainable and innovative agricultural, viticultural and aquacultural sectors with a focus on support for independent farmers operating in a changing environment	
Strategy PL.3.2: Facilitate, advocate for and fund initiatives which support sustainable rural communities as places evolve and change	Priority

Outcome PL.4: Resilient circular local economy

Strategy PL.4.1: Facilitate and advocate for actions that support a sustainable and equitable circular local economy with increased local spend, increased local employment and resilient, innovative businesses	Priority
Strategy PL.4.2: Facilitate and advocate for broader engagement and innovation in sustainable business.	
Strategy PL.4.3: Facilitate and advocate for a respectful tourism sector, with environmental and cultural values driving an increase in visitor spend and major events	
Strategy PL.4.4: Facilitate and advocate for the region to be developed as a hub for primary food production and value-add, boutique and creative industries, and best-practice sustainable industry	

Shire services	Key action documents
Asset services (Mandatory)	Asset Management Strategy and Plan Forward Capital Works Program
Planning and Development Services (Mandatory)	Local Planning Strategy and Scheme Heritage Inventory
Sustainable Economy Support Services (Discretionary)	Sustainable Economy Strategy
Works Construction and Technical Services (Discretionary)	Capital Works Program
General	Corporate Business Plan Climate Action Plan



Performance

Community vision:

In 2040, the Shire of Augusta Margaret River will be...

- A resilient and financially sustainable local government proactively leading, providing and advocating for its diverse community.
- A central facilitator of community-led collaborations providing opportunities for participatory engagement and democracy.
- An Australian leader in climate change mitigation and adaptation.

Shire role: We will deliver quality governance, service and value with integrity and transparency.

Shire commitment: We will have the ability to fund all Shire operating and capital costs through Shire generated revenues by 2030.

Outcome PF.1: Responsible planning and ownership of outcomes

Strategy PF.1.1: Regulate and provide support to attract and develop diverse Councillors that lead and deliver on the community's vision for the future	
Strategy PF.1.2: Regulate and provide support to ensure Councillors and employees deliver integrity and transparency in their behaviour, decision making and in compliance with codes of conduct	
Strategy PF.1.3: Facilitate a community vision and provide long term resourcing plans that ensure a sustainable and resilient local government and community	Priority
Strategy PF.1.4: Regulate and provide information and community communication in accordance with statutory requirements and to best support decision making	

Outcome PF.2: Community and customer focus

Strategy PF.2.1: Provide, facilitate and fund a wide range of mandatory and community services that are responsive, agile, cost-effective, and that deliver a high-quality customer experience	Priority
Strategy PF.2.2: Regulate the Shire's performance and monitor the community's satisfaction with Shire services, regularly communicating these results	
Strategy PF.2.3: Provide and facilitate place planning and activation through meaningful Councillor and organisational community engagement	

Outcome PF.3: High performing and engaged people

Strategy PF.3.1: Regulate and provide recruitment, training and recognition to retain high achieving and customer focused employees	Priority
Strategy PF.3.2: Regulate and provide a safe, fair and equitable workplace which engages employees in key decisions and issues	
Strategy PF.3.3: Facilitate the employment and experience of local youth for leadership positions into the future	

Outcome PF.4: A culture of innovation, quality and continuous improvement

Strategy PF.4.1: Provide and facilitate a workplace culture of innovation and continuous improvement that meets the speed of change in the Shire, including being an Australian leader in climate action and embedding climate change mitigation and adaptation across the organisation.	Priority
Strategy PF.4.2: Provide and facilitate community engagement which enables all areas of the community to have their say on issues that affect them	
Strategy PF.4.3: Regulate and provide Shire policies and processes that are business friendly, considerate of the local economy, of social equality and which helps to generate local employment	

Shire services	Key action documents
Communications and Marketing Services (Mandatory)	Marketing Business Plan
Corporate Planning and Reporting (Mandatory)	Integrated Planning and Reporting Framework Community Engagement Framework
Customer and Revenue Services (Mandatory)	Customer Service Charter
Governance and Legal Services (Mandatory)	Land Asset Management Plan Risk Management Framework Code of Conduct
Human Resources (Mandatory)	AMR Enterprise Bargaining Agreement
Finance Services (Mandatory)	Long Term Financial Plan Annual Budget
ICT Services (Discretionary)	ICT Strategy GIS Strategy
Records Management (Mandatory)	Recordkeeping Plan
General	Corporate Business Plan Climate Action Plan

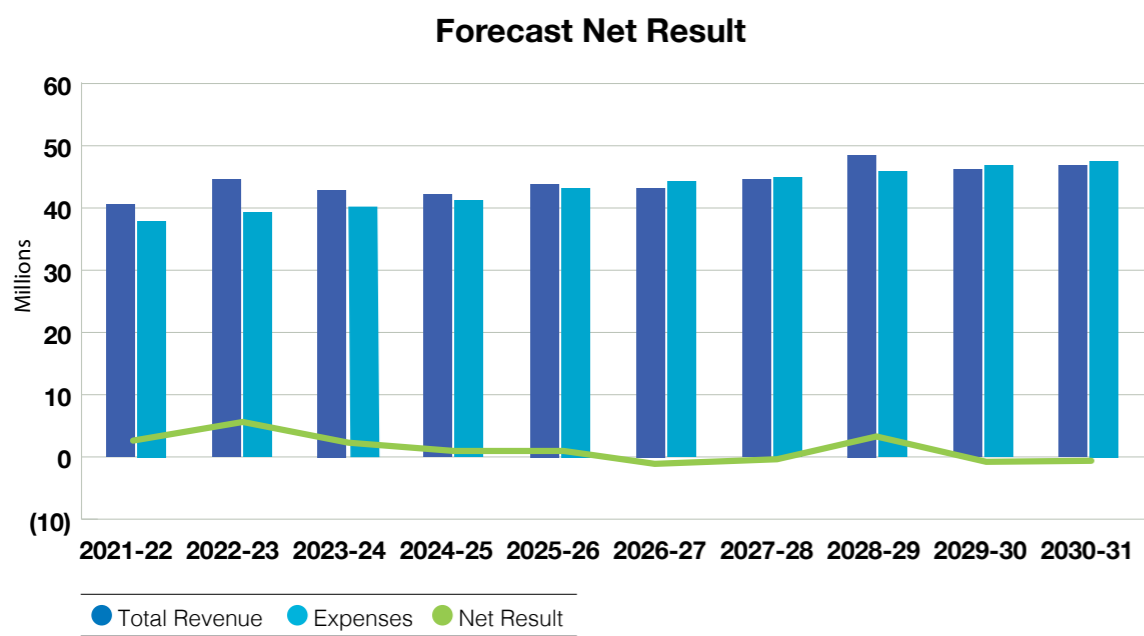


Resourcing the plan

The Shire’s Long Term Financial Plan gives clarity to the Shire’s capacity to work towards the delivery of the Strategic Community Plan.

The Shire’s revenue is comprised of property rates, fees and charges, operating grants and interest earned with some capital items partly funded by State and Federal grants. This is an important part of enabling Local Government activity and ensuring financial viability into the future. This resourcing plan will deliver the following and should be viewed as a baseline plan only.

What	When
A balanced financial budget.	Every year
Rate yield increase, excluding rates from property growth, is equivalent to the forecast cost escalation rate.	Every year
The maximum increase for all expenditure and revenue is generally the forecast cost escalation rate.	Every year
Capital works program of over \$127 million.	Over 10 years
Loan principal outstanding reduces to \$5.6 million with only 3 outstanding loans in the portfolio.	In year 10
Funds allocated to the major project of renewing the Margaret River Aquatic/Recreation Centre building.	2022-23
Over \$62 million for road related works.	Over 10 years
Over \$23 million for community buildings, including removing asbestos, building renewals and major projects.	Over 10 years
Over \$9 million for waste management works such as converting Davis Road landfill to a transfer station are 100% Shire funded.	Over 10 years
Profits from caravan park operations are reinvested to upgrade and develop these assets.	Over 10 years
Continued focus and commitment to environmental works including the environmental management fund.	Over 10 years
Benchmark targets for the majority of financial performance ratios are exceeded.	Over 10 years
Net Assets increase to over \$572 million.	2030-31
Total Reserves almost exceed Loan Principal Outstanding.	Every year



Read the Long Term Financial Plan in full at amrshire.wa.gov.au

Risk Management

Identifying risks before they occur allows for impacts to be minimised and opportunities realised, assisting the Shire to achieve its strategic and corporate goals effectively and efficiently.

Effective risk management supports informed decision making and enhances the delivery of services to the community. The Shire is committed to ensuring risk management is integrated in all aspects of operations and practices, including planning and decision making for the future.

The Shire’s risk management process is based on the Australian Standard Risk Management Guidelines (AS ISO 31000:2). The process involves identifying, analysing and evaluating risk, developing treatment plans, monitoring, reviewing and reporting risk, and communicating and consulting. The risk management process is applied at a strategic, operational and project level.

Strategic risks are associated with achieving the organisation’s long-term objectives. They are generally external to the organisation, such as impacts from Federal or State Government decisions or legislative changes. Strategic risk is most effective when integrated with the strategic planning process, providing insight to Council and Executive in the planning and reviewing of the strategic vision and objectives. The strategic risk register is developed and reviewed by Shire’s Executive and Council biennially in conjunction with the Community Strategic Plan.

Operational risks are associated with the Shire’s day to day activities, functions, infrastructure and services. Operational risks are identified, managed and recorded in the Shire’s operational risk register, with a summary report regularly provided to the Shire’s Executive and Council.

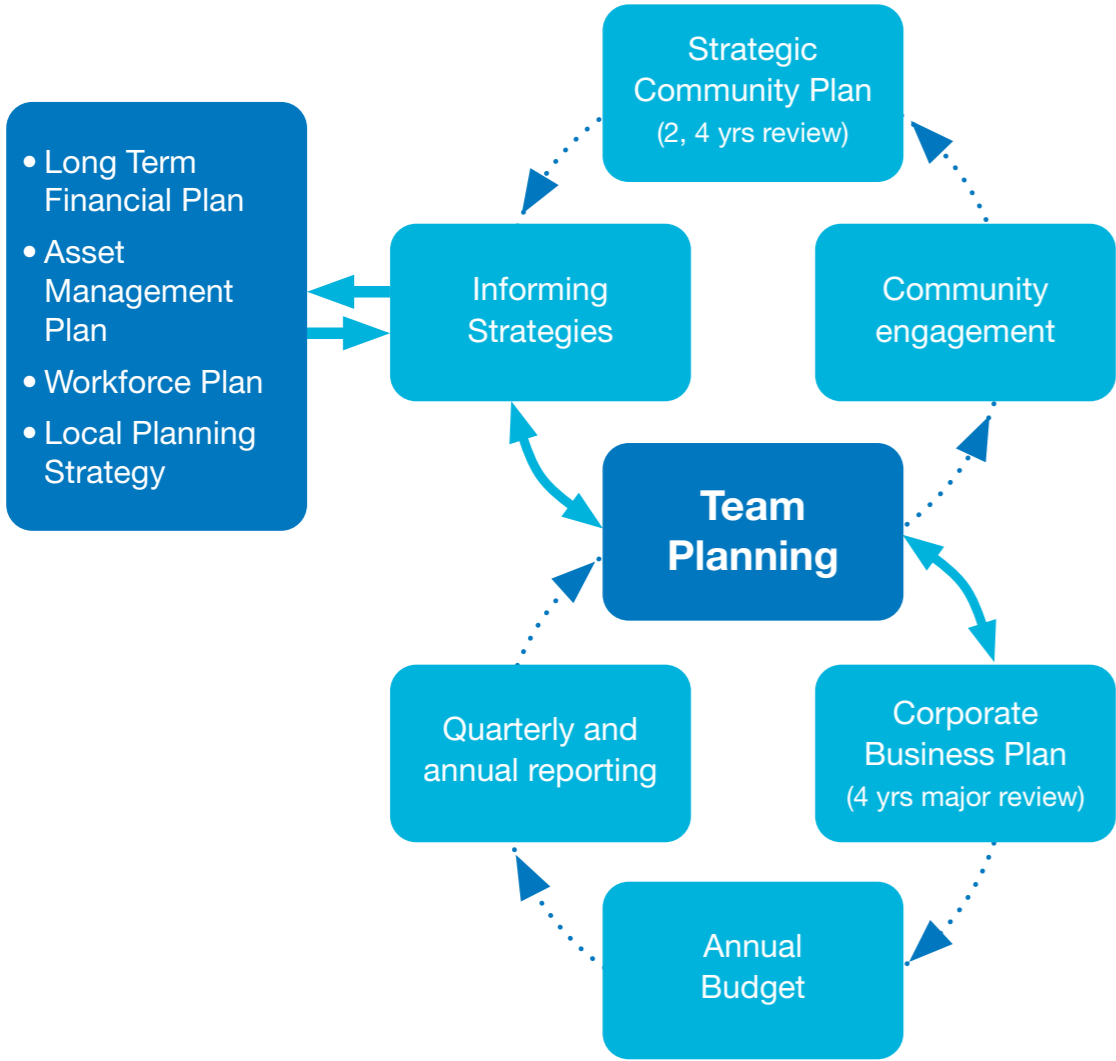


Developing and reporting

Under the Local Government (Administration) Regulations 1996, the state government has a legislated framework for corporate planning and reporting.

This requires all local governments in Western Australia to have a Strategic Community Plan and a Corporate Business Plan, which are supported by an informing strategy.

The Strategy Community Plan identifies what the Shire is seeking to achieve, the Corporate Business Plan outlines how it will achieve this. At an operational level, these plans drive the development of annual business plans and the annual budget. The Shire's approach to integrated planning is cyclical; we are refining and improving our plans year on year.



The informing strategy is comprised of resourcing strategies which detail long term analysis on workforce, financial and asset management needs to deliver on the community's vision. These include:

- **Workforce Plan.** This plan outlines how we will ensure the Shire has the staff with skills to deliver the agreed outcomes over the next 10 years.
- **Asset Management Plan.** This plan provides detailed information on the type and condition of our assets and their expected renewal requirements.
- **Long Term Financial Plan.** This ten year plan brings the budget, resourcing and asset management components together and is reviewed annually. It also models a number of scenarios in the context of constraints we face in the long term, providing a sound basis for financial decision making.

- **Local Planning Strategy.** The purpose of the Local Planning Strategy is to provide a medium to long-term planning strategy for development over the next 15 years, including the Shire's general aims and intentions for future long-term growth and sustainable development.

We monitor the success of the Strategic Community Plan through:

- Quarterly reporting
- Annual Reports
- Tri-yearly Community Perception Survey – Community Scorecard (see over).



Community Scorecard

The Shire of Augusta Margaret River will participate in an independent study every three years to monitor and benchmark performance.

The Shire strives to exceed the industry average and become the industry leader across all areas. The following table shows the Shire's Performance Index Scores from a 2019 study, where 676 randomly selected community members scored the performance of 51 areas of the Shire.

The scores are out of 100 and serve as a baseline for future performance.

KEY

- Green shows the areas where the Shire is performing at least 5 points above the industry average.
- Orange shows the areas where the Shire is performing at least 5 points below the industry average and form our improvement priorities.

		Shire of Augusta Margaret River Performance Index Score	Industry average	Industry high and future target
Environment	Conservation and environmental management	58	58	76
	Promoting and adopting sustainable practices	59	54	66
	Local beaches and coastline	69	62	69
	Margaret and Blackwood Rivers	62	57	76
	Waste collection services	53	68	85
	Landfill Site and Transfer Stations	51	66	76
People	Library and information services	76	72	89
	Local festivals, events, markets, art and cultural activities	74	64	78
	Community benefit from significant events	63	64	72
	Street artwork and public art	56	60	65
	How local history is preserved and promoted	54	59	79
	How Aboriginal people, history and heritage are recognised and respected	54	55	67
	Services and facilities for families and children	60	59	71
	Services and facilities for youth	59	49	70
	Services, facilities and care for seniors	52	55	67
	Access to services and facilities for people with disabilities	48	51	66
	Participation in volunteering	58	60	86
	Volunteer support and recognition	65	64	69
	Access to health and community services	64	56	69
	Community buildings, halls and toilets	64	60	78
	Sport and recreation facilities	69	67	85
	Playgrounds, parks and reserves	67	68	86
	Safety and security	64	55	76
	Animal control	51	49	57
	Natural disaster management	61	56	67
		Shire of Augusta Margaret River Performance Index Score	Industry average	Industry high and future target



Place	The area's character and identity	60	59	85
	Managing responsible growth and development	48	48	59
	Planning and building approvals	38	46	65
	Access to housing that meets your needs	57	57	68
	How Margaret River is being developed	46	50	71
	How Cowaramup is being developed	50	50	71
	How Augusta is being developed	41	50	71
	Development of the local economy	44	43	59
	Access to education and training	55	50	63
	Building and maintaining local roads	47	53	80
	Footpaths, trails and cycleways	54	53	71
	Streetscapes	50	53	83
	Lighting of streets and public places	56	55	66
	Storm water drainage	49	53	79
Performance	Leadership within the community	46	50	67
	Clear vision	31	35	61
	Shire advocacy	44	50	68
	Understanding of community needs	25	34	61
	Community consultation	42	46	63
	Shire listens to and respects resident views	23	33	55
	Community feel informed	52	54	69
	Decision making is explained	16	27	45
	Shire website	57	58	68
	Social media presence	44	54	66
	Customer service	58	62	79
	Shire change and innovation	49	52	65



Shire of Augusta Margaret River

Main Administration Office
41 Wallcliffe Road (PO Box 61)
Margaret River WA 6285

P: 08 9780 5255

F: 08 9757 2512

Office Hours: Mon to Fri, 9am – 4pm

Phone Enquiries: 8am – 4.30pm

Augusta Administration Office

66 Allnutt Terrace
Augusta WA 6290

P: 08 9780 5660

F: 08 9758 0033

Office Hours: Mon to Fri, 9am – 4pm
(closes for lunch 12pm – 1pm)

Phone Enquiries: 8am – 4.30pm

www.amrshire.wa.gov.au
amrshire@amrshire.wa.gov.au

If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

- TTY users phone 133 677 then ask for 08 9780 5255
- Speak and Listen users phone 1300 555 727 then ask for 08 9780 5255
- Internet relay users connect to the NRS (www.relayservice.com.au) then ask for 08 9780 5255