



# SHIRE OF SHARK BAY



## STRATEGIC COMMUNITY PLAN

2018 - 2028

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## ***Our Vision***

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

## Foreword

We are proud to present the Shire of Shark Bay Strategic Community Plan 2018 – 2028. The Plan shares our vision and objectives, aligned to the community’s expressed visions and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Shire of Shark Bay community.

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

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

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

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

Cheryl Cowell  
President

Paul Anderson  
Chief Executive Officer

December 2017

## What is the Strategic Community Plan

The Strategic Community Plan is the highest-level planning document in the Integrated Planning and Reporting process. This Strategic Community Plan is designed to be a 'living' document that guides the development of the Shire of Shark Bay 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 Strategic Community Plan is scheduled to occur which will alternate with a comprehensive review every four years to ensure the Strategic Community Plan remains in line with the community's vision, aspirations and objectives.

## How the Strategic Community Plan will be used

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

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

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

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources 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 are prioritised and actions applied (after a further assessment of available resources) through the development of a Corporate Business Plan. Strategic performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.

# 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 remainder of the Shire’s strategic planning as community engagement is central to this Strategic Community Plan.<sup>2</sup>

**Corporate Business Plan** – Council’s 4-year planning document. The core components of this Corporate Business Plan include a 4-year delivery program, aligned to the Strategic Community Plan and accompanied by 4-year financial projections.<sup>2</sup>

Development of the Strategic Community Plan and Corporate Business Plan is undertaken in accordance with the Integrated Planning and Reporting 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 and in 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 developed to guide the Shire in delivering services to the community are shown in the diagram below. The term of each key plan is shown in the blue circles.

**Diagram: Integrated Planning and Reporting Cycle<sup>2</sup>**



<sup>1</sup>Local Government (Administration) Regulations 1996, Paragraph 19BA.

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

*“a special place to live because of its welcoming community and amazing landscapes and wildlife”*

Community Comment



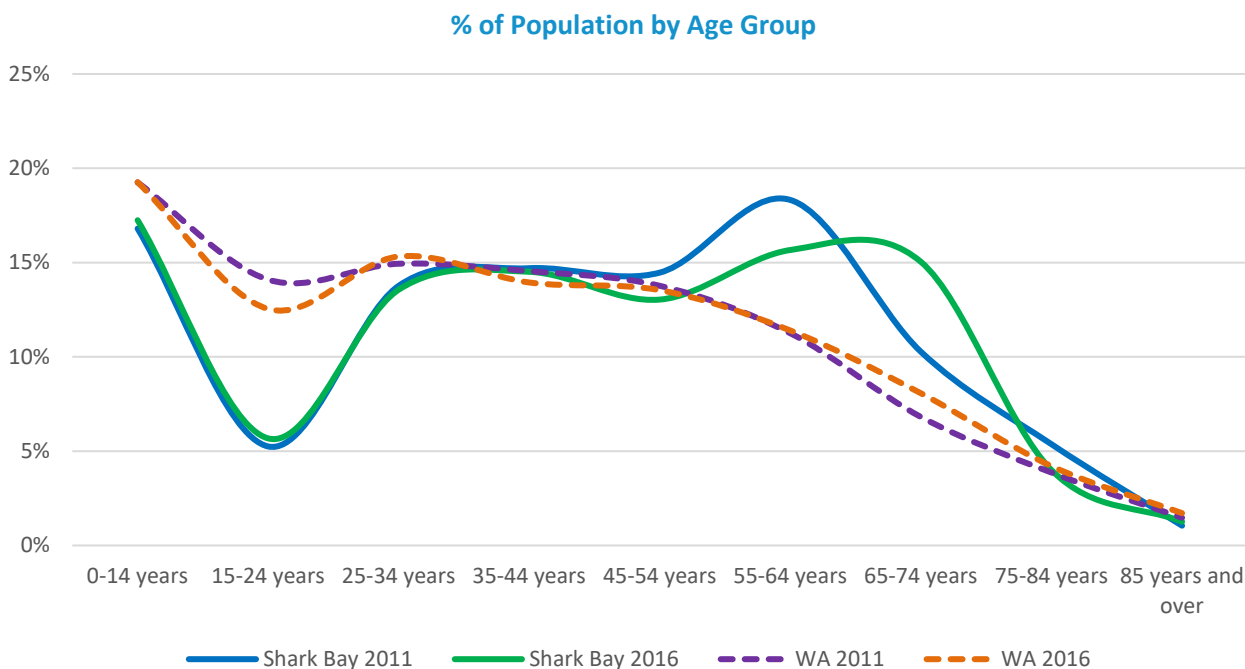
# Profile of the Shire of Shark Bay

## Community Heritage

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

## Demographic Trend

In 2016, the Shire of Shark Bay's population on the night of the census was 946<sup>3</sup>, with no significant variation forecast. The chart below reflects the percentage of the estimated resident population within each age grouping for the Shire of Shark Bay (represented by the blue (2011) and green (2016) lines) and Western Australia (represented by the purple (2011) and orange (2016) dotted lines).



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

<sup>3</sup> Australian Bureau of Statistics, Shark Bay (S) (LGA57770) 2016 Census of Population and Housing, viewed 4 October 2017



# Shark Bay's Natural and Built Environment

## The Natural Landscape

The distinctive Edel Land and Peron peninsulas form the two bays of Shark Bay, enclosing a truly unique World Heritage listed area covering 2.2 million hectares of land and coastal habitat. Stretching from the western most point of Western Australia at Steep Point to approximately 200 km inland, the Shire covers 24,170 km<sup>2</sup> of land with a coastline of over 1,500 km.

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

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

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

## The Built Environment

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

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



***“To live in the  
pristine  
environment  
of a World  
Heritage Area is  
special”***

**Community Comment**



# Community Engagement

The Strategic Community Plan review process commenced in September 2017 and sought to obtain the community’s aspirations, vision and objectives for the future, as well as obtaining feedback in relation to Shire services and facilities.

The campaign was promoted and advertised on local noticeboards, SMS broadcast, the Shire of Shark Bay website and community facebook pages, including a link to the electronic survey form. The survey was mailed out to all residents and rate payers, hardcopies were available at the Shire Office, World Heritage Discovery Visitor Centre and Post Office.

A summary of the community communications undertaken to seek community involvement is provided below.

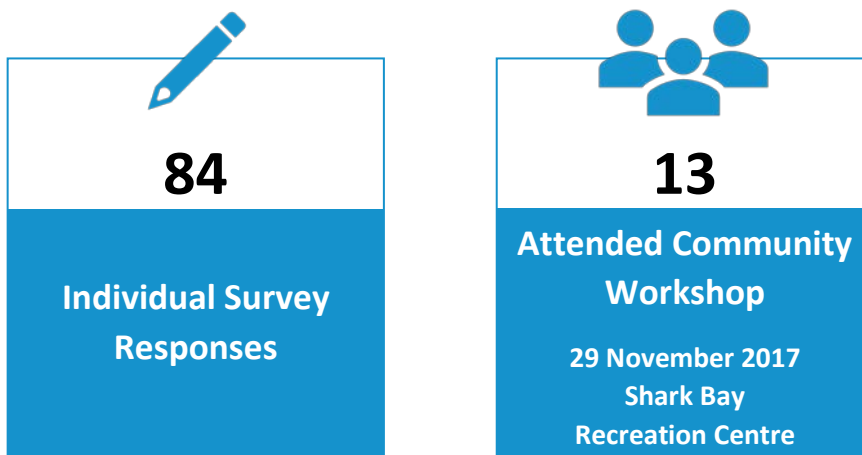


# Community Response

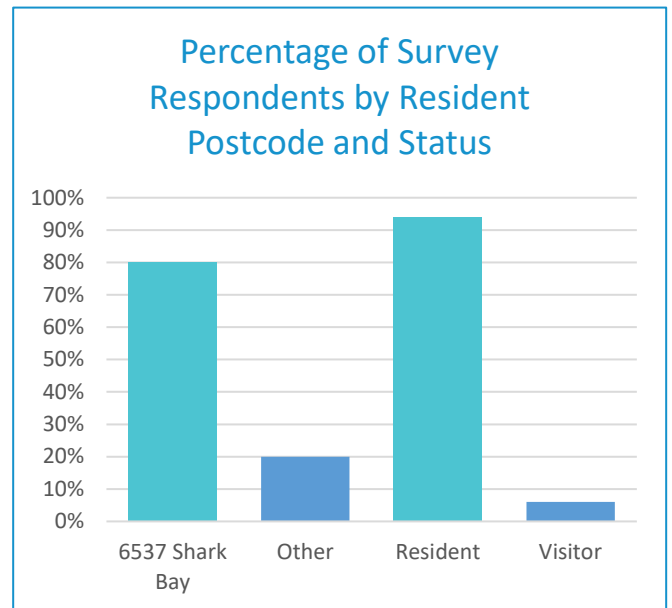
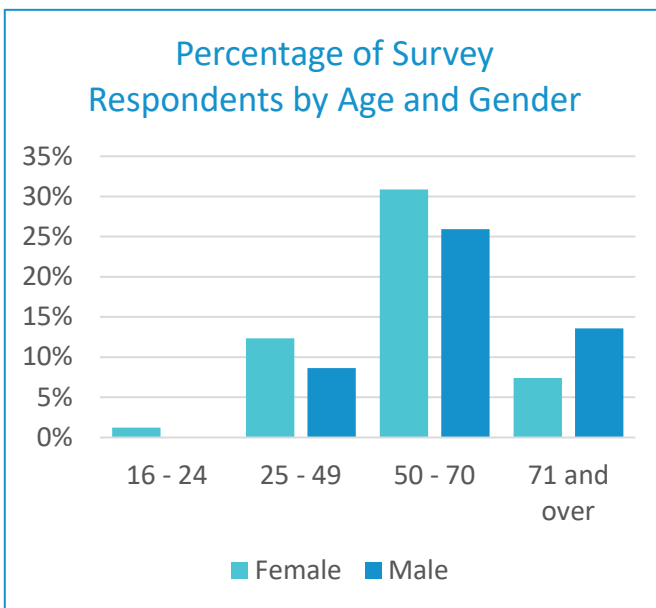
Extensive community consultation was undertaken in 2012 and 2016 as part of the development and review of the Strategic Community Plan. The results of this engagement were taken into consideration in the review and development of the 2018-2028 Strategic Community Plan to maximise alignment and confirm the community’s vision for the future of the district.

The community engagement provided valuable insight into the key issues and aspirations as identified by the residents and ratepayers. Importantly for the Council, these views have established and confirmed clear priorities and shaped the visions, values, objectives and strategies documented in this Strategic Community Plan.

Responses were received from 97 individuals, who either completed the survey or attended the community workshop. A summary of the community responses received from the two engagement processes is provided below.



The community survey responses were from a range of age groups, gender and categories as represented in the charts below.

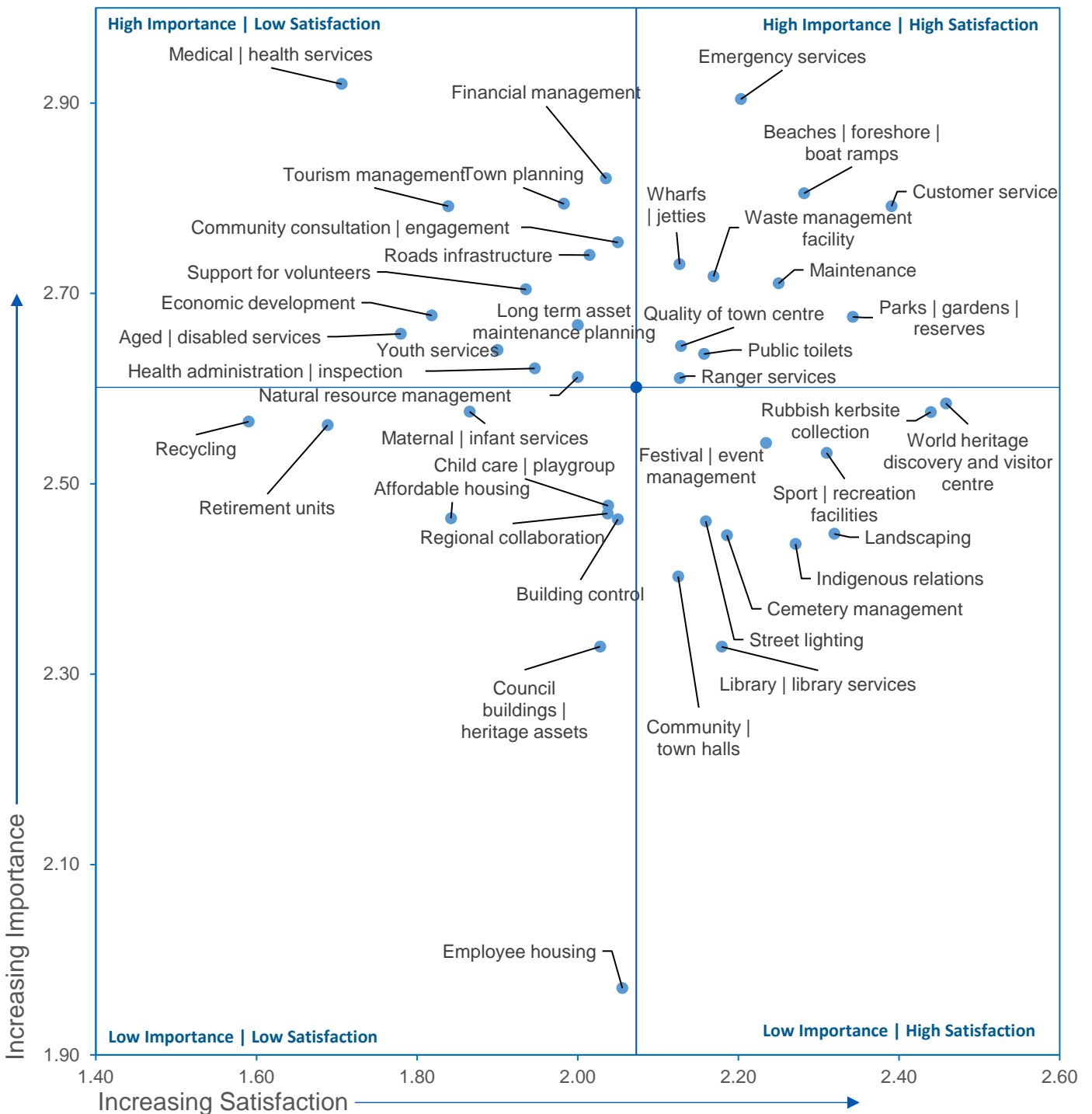


# Community Response (continued)

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

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

## Relative Importance and Satisfaction with the Shire's Services, Facilities and Support



## Structure of the Strategic Community Plan

Based on community engagement, the Strategic Community 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:

- **Economic:** A progressive, resilient and diverse economy;
- **Environment:** Help protect our unique natural and built environment;
- **Social:** A safe, welcoming and inclusive community; and
- **Leadership:** A transparent, resilient organisation demonstrating 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 Strategic Community 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.

The structure of the Strategic Community Plan within the overall Integrated Planning and Reporting Framework and its relationship to the annual budget is represented in the diagram below.

**Diagram: The Integrated Planning Structure**



*“To remain a friendly, safe and caring environment for residents and visitors alike”*

Community Comment




## Objectives and Outcomes

Based on the community feedback received, the Shire of Shark Bay has set out four key objectives within this Strategic Community Plan as it delivers services to the community. An objective has been defined for each of four key themes, being: social, economic, environment and leadership. Each of the four objectives has one or more desired outcomes the Shire is aiming to achieve over the 10+ years of this Strategic Community Plan.


The following summarises the desired outcomes of working toward the strategic objectives in achieving the vision and aspirations. The tables on the following 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 and will be monitored and reported.

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	<b>ECONOMIC</b> <i>A progressive, resilient and diverse economy</i>	Outcome 1.1	<b>Appropriately integrated transport services that improve connectivity and access</b>
		Outcome 1.2	<b>Supported local business and further investment in the district encouraged</b>


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	<b>ENVIRONMENT</b> <i>Help protect our unique natural and built environment</i>	Outcome 2.1	<b>A natural environment for the benefit and enjoyment of current and future generations</b>
		Outcome 2.2	<b>A well planned built environment and infrastructure supporting our community</b>


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	<b>SOCIAL</b> <i>A safe, welcoming and inclusive community</i>	Outcome 3.1	<b>Strong sense of spirit and pride in an inclusive community</b>
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	<b>LEADERSHIP</b> <i>A transparent, resilient organisation demonstrating leadership and governance</i>	Outcome 4.1	<b>A strategically focused, unified Council, functioning efficiently</b>
		Outcome 4.2	<b>An efficient and effective organisation</b>

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As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.





# Economic Objective

## A progressive, resilient and diverse economy

### Community Feedback

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

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

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

### Economic Aspirations and Opportunities

The Shire of Shark Bay has a lot to offer, an amazing environment, an abundance of land, an attractive climate, a friendly community and a relaxed lifestyle.

The unique natural environment also presents an opportunity to unlock a range of alternative new industries and businesses such as marine services, research, eco-accommodation, fisheries and aquaculture.

### Outcomes and Strategies

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations expressed by our community. Detailed actions for these will be outlined in the Shire's Corporate Business Plan.

#### Outcome 1.1 Appropriately integrated transport services that improve connectivity and access

1.1.1	Appropriate transport infrastructure and services in line with demand
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#### Outcome 1.2 Supported local business and further investment in the district encouraged

1.2.1	Maintain relationships with educational organisations to facilitate a research centre
1.2.2	Promote and support tourism industry
1.2.3	Advocate to support new industries

### Strategic Performance Indicators:

**Visitor Numbers**  
*(maintain /increasing)*

**Road Expenditure**  
*(in line with budget)*

**Statutory Asset Management Ratios**  
*(maintain healthy ratios)*



# Environment Objective

## Help protect our unique natural and built environment

### Community Feedback

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

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

### Environment Aspirations and Opportunities

The Shire has a great opportunity to maintain and enhance our attractive, desirable and welcoming place, to attract and retain families, visitors and investment.

To ensure there is adequate consideration of the social and environmental impacts of future development, continued planning is required to achieve balanced growth for the community, whilst protecting and enhancing the natural environment and community lifestyle.

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

### Outcomes and Strategies

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations. Detailed actions for these will be outlined in the Shire's Corporate Business Plan.

<b>Outcome 2.1</b>	<b>A natural environment for the benefit and enjoyment of current and future generations</b>
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2.1.1	Promote reduced environmental impact within the Shire
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<b>Outcome 2.2</b>	<b>A well planned built environment and infrastructure supporting our community</b>
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2.2.1	Ongoing development, maintenance and upgrade of infrastructure
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### Strategic Performance Indicators:

**Building | Infrastructure Maintenance and Renewal**  
*(in line with budget)*

**Regional Waste Strategy**  
*(Completion and implementation)*

**Planning Framework**  
*(maintain compliance)*



# Social Objective

## A safe, welcoming and inclusive community

### Community Feedback

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

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

### Social Aspirations and Opportunities

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

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

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

### Outcomes and Strategies

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations. Detailed actions for these will be outlined in the Shire’s Corporate Business Plan.

#### Outcome 3.1 Strong sense of spirit and pride in an inclusive community

3.1.1	Support provision of essential community services and facilities
3.1.2.	Encourage inclusion, involvement and wellbeing

### Strategic Performance Indicators:

#### Website Activity

*(increase level of posts and engagement rate)*

#### Provision of Health Services

*(maintain | increase level of service)*

#### Funding and Support Programs for Community Groups

*(in line with Budget)*



# Leadership Objective

## A transparent, resilient organisation demonstrating leadership and governance

### Community Feedback

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

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

### Leadership Aspirations and Opportunities

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

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

### Outcomes and Strategies

The following outcomes and strategies describe at a high level what we will do to meet the priorities and aspirations. Detailed actions for these will be outlined in the Shire's Corporate Business Plan.

#### Outcome 4.1 A strategically focused, unified Council, functioning efficiently

4.1.1	Effectively represent and promote the Shire of Shark Bay
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#### Outcome 4.2 An efficient and effective organisation

4.2.1	Encourage and support community engagement
4.2.2	Provide appropriate services to the community in a professional and efficient manner

### Strategic Performance Indicators:

**Statutory Financial Ratios**  
*(maintain healthy ratios)*

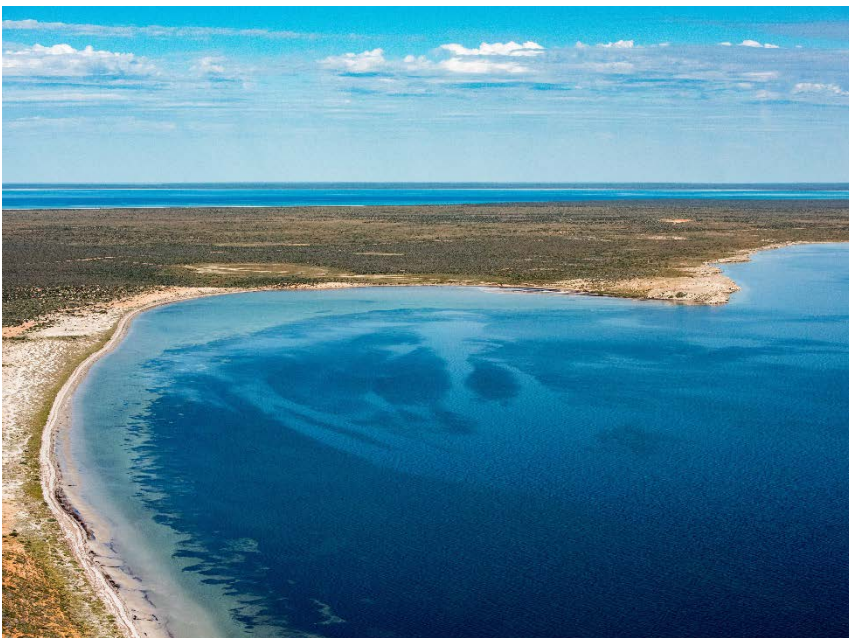
**Elected Members representation**  
*(maintain participation on boards and committees)*

**Currency of Strategic Plans and Reports**  
*(maintain currency)*



***“This place really  
is very special  
and should be  
treated as such”***

Community Comment



## Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Shark Bay.

Services   Facilities   Support	Economic	Environment	Social	Leadership
<b>Shire Services</b>				4.1.2
Customer service				4.1.1
Community consultation   engagement		2.2.1		
Long term asset maintenance planning				4.1.2
Financial management				4.1.2
Town planning	1.2.2   1.2.3			
Economic development	1.2.2			4.2.1
Regional collaboration	1.2.2			4.1.2
Tourism management	1.2.2		3.1.2	
Festival   event management			3.1.1	
Emergency services				4.1.2
Ranger services		2.1.1		
Natural resource management		2.1.1		
Rubbish kerbside collection		2.1.1		
Recycling				4.1.2
Building control				4.1.2
Health administration   inspection				4.1.2
<b>Facilities   Infrastructure</b>				
Parks   gardens   reserves		2.2.1		
Quality of town centre		2.1.1   2.2.1		
Landscaping		2.1.1   2.2.1		
Maintenance		2.2.1		
Sport   recreation facilities		2.2.1		
Beaches   foreshore   boat ramps		2.1.1   2.2.1		
Wharfs   jetties		2.2.1		
Council buildings   heritage assets		2.2.1		
Employee housing		2.2.1		
World heritage discovery and visitor centre	1.2.2	2.2.1		
Community   town halls		2.2.1		
Cemetery management		2.2.1		
Library   library services		2.2.1		4.1.2
Retirement units		2.2.1		
Roads infrastructure		2.2.1		
Street lighting		2.2.1		
Public toilets		2.2.1		
Waste management facility		2.1.1		
<b>Community Support   Advocacy</b>				
Medical   health services			3.1.2	
Maternal   infant services			3.1.2	
Child care   playgroup			3.1.1	
Youth services			3.1.2	
Aged   disabled services		2.2.1		
Indigenous relations				4.1.1
Support for volunteers			3.1.1	

## Resource Capacity

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

At 30 June 2017, the Shire had the following estimated current resource profile<sup>4</sup>. Future resource capacity is partially dependent on other levels of government, however the following long term trends expected in each resource level are provided in the table below.

Resource	Current	Future Trend
Workforce	28 FTE	Stable
Infrastructure Assets	\$86.1m	Stable
Property, Plant and Equipment	\$25.3m	Stable
Cash Backed Reserves	\$1.2m	Increasing
Borrowings	\$0.3m	Stable   Decreasing
Annual Rates Revenue	\$1.2m	Stable
Annual Revenue	\$10.3m	Stable   Increasing
Annual Expenditure	\$10.6m	Increasing

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

## Strategic Risk Management

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

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

### External Factors

Increasing community expectations in relation to service levels and service delivery

Rapid changes in information technology changing the service delivery environment

Increased compliance requirements due to Government Policy and Legislation

Cost shifting by Federal and State Governments

Reducing external funding for infrastructure and operations

Changes in mining and pastoral practices and the associated social impacts

Climate change and subsequent response

### Internal Factors

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

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

Organisational size, structure, activities and location

Human resourcing levels and staff retention

The financial capacity of the Shire

Allocation of resources to achieve strategic outcomes

Maintenance of corporate records

<sup>4</sup> Shire of Shark Bay Annual Financial Report 2016-17

*“The Shire of Shark Bay is a very special place”*

Community Comment





## References and Acknowledgements

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

The Shire of Shark Bay Strategic Community Plan 2018 – 2028, 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 Strategic Community Plan. Much of the information contained in this Strategic Community Plan has been derived from documents in the public domain and liaison with key stakeholders and the community.

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

- Shire of Shark Bay Strategic Community Plan 2016 - 2031;
- Council website: [www.sharkbay.wa.gov.au](http://www.sharkbay.wa.gov.au);
- Australian Bureau of Statistics, Shark Bay (S) (LGA 577770), 2016 Census of Population and Housing General Community Profile, viewed 4 October 2017;
- Shire of Shark Investment Prospectus;
- Metrix Report: Evaluating the impact of the Dirk Hartog Voyage of Discovery' December 2016; and
- Shire of Shark Bay Annual Financial Report 2016 – 2017.

### Prepared with the assistance of:

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### Disclaimer

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

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

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

### Review of the Strategic Community Plan

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

### Document Management

Version	2018 - 2028
Status	Adopted
Date of Adoption	Adopted 14 September 2011
Date of Review Adoption	26 June 2012 27 April 2016 20 December 2017