Plan for the Future

Incorporating the Strategic Community Plan (2023 - 2033) &
Corporate Business Plan - Strategic Initiatives (2023 - 2027)

SHIRE of CAPEL

Acknowledgment to Country

We wish to acknowledge the traditional custodians of the land we are meeting on, the Wadandi people. We wish to acknowledge and respect their continuing connection to the land, waters and community.

We pay our respects to all members of the Aboriginal communities and their culture; and to Elders past and present, their descendants who are with us today, and those who will follow in their footsteps.

Contents

Acronyms

BHPC - Bunbury Horse and Pony Club
CHRMAP - Coastal Hazard Risk Management and Adaptation Plan
ERP - Enterprise Resource Planning
GIS - Geospatial Information System
HR - Human Resources
ICT - Information and Communication Technology

IR - Industrial Relations
POS - Public Open Space
RDA - Riding for the Disabled Association
RNGR - Ranger
WHS - Work Health and Safety

A Message to Our Community

The Shire sincerely appreciates the feedback and input from local residents, ratepayers, business owners, community members and visitors to help inform the development of this new Plan for the Future for 2023 - 2033.

We believe that we have an exciting future in the Shire of Capel, where we can harness unique opportunities to enhance the lives of all residents while addressing the barriers that can hold us back from reaching our potential.

Our new plan aligns with our community's aspirations for the future. It acts as our guide with decisions, our strategic planning and delivery in the coming years.

The Plan considers how we can achieve positive social, environmental and economic outcomes, whilst ensuring we have a strong and resilient community that maintains the unique character that we value most.

Vision and Values

The Plan for the Future captures our new and updated *Strategic Community Plan 2023 to 2033* and includes our new Vision.

The new Vision has been borne out of:

Distilling the rich information provided by the community from the workshops, surveys and submissions during the Place Planning consultation and engagement in May / June 2023.

This consultation and engagement helped the Shire understand:
- What is good and valued about the place.
- The common values, needs and future aspirations.
- The unique differences between localities and community areas.
- How the shared and unique elements can be best nurtured to recognise Capel's potential.

The key threads, themes and characteristics from the engagement have been shaped into a Sense of Place statement (see Page 9) that captures the emotional, cultural, historical and environmental attributes that define the District and creates our distinct identity. The Sense of Place's purpose is to articulate the values and connections people have with the Shire and to foster a shared understanding and appreciation of its significance.

Shire of Capel staff also participated in visioning workshops that considered how they associated with district, what makes them proud of working for the local community and their hopes for the future.

Our Vision

A Lifestyle of Choice; Connecting Community, Culture and Country.

Our Values

H Honesty
We are truthful, trustworthy and genuine in all that we say and do.

E Empathy
We are kind and show understanding of peoples circumstances, perspectives and differences.

A Accountability
We are transparent in all that we do, and stay true to our word by taking responsibility for our actions.

R Respect
We are respectful in all that we do, and all interactions we have, whilst being inclusive and mindful of differences.

T Teamwork
We are cooperative, collaborative and united while working towards common goals of our Shire.

Leadership Message

We are pleased to present the Shire of Capel's Plan for the Future which incorporates our Strategic Community Plan (2023 - 2033) and our Corporate Business Plan (2023 - 2027) and has strong links to the Long-Term Financial Plan, Workforce Plan & Asset Management Plan.

Through extensive engagement, we have captured the thoughts and ideas of community members on what they value, their aspirations and what they believe are the priorities for the future of the Shire of Capel.

We know that our community highly values the lifestyle that comes from having access to:
- Great places, services and amenities
- A beautiful natural environment
- Strong local economy: and
- Supportive, strong and activated communities

Improving the customer experience and how we engage with the community is at the forefront of the Shire's plans for the future. We will continue to explore new ways of delivering effective and functional services and facilities, that respond to the changing needs of our growing community.

We acknowledge the importance of creating collaborative, region-wide relationships with our local government neighbours, as well as other government and non-government organisations in promoting the Shire as a recipient for meaningful investment, future development and as a tourism destination.

We recognise and acknowledge the risk that climate change presents to our local and wider global community and a Shire focus will be on initiatives that care for our natural and built environment; ones that will result in improvements to the health and sustainability of our local community.

In everything we do, we will focus on the values of our HEART - Honesty, Empathy, Accountability, Respect and Teamwork and we look forward to working with our diverse community.

Finally, the community has told us that a continued focus on executive leadership and decision making for the betterment of the local community is essential. This plan and our informing strategies aid the delivery of good local government for, and on behalf of the community.

Doug Kitchen
Shire President

Gordon MacMile
Chief Executive Officer

Capel at a Glance

Our Shire is comprised of a range of communities, each having a distinctive character and spirit, ranging from rural villages to more urbanised neighbourhoods.

The Shire of Capel region spans 558km², is home to nearly 18,500 people and includes vast stretches of pristine coastland, high quality urban and leafy rural areas, historic country towns and natural forests.

The Capel region is one of the most bio-diverse areas globally - home to the world's last remaining Tuart forest. One thing that connects us all is the appreciation of the lifestyle that our environment and cohesive community provides.

Just over 2% (around 400) of the Shire's population identify as Indigenous, and our strong Aboriginal culture and heritage is reflected in the Wadandi place names throughout our Shire such as Boyanup, Gelorup, Dalyellup and Gwindinup.

We also have a strong settler heritage, which is demonstrated by our historic agricultural and settlement links.

Our communities continue to change, diversify and become more complex as many seek a unique coastal or rural lifestyle, close to the amenities and employment opportunities of a growing shire and nearby cities.

This change brings challenges in maintaining quality service delivery for residents; preserving what makes us special, embracing the opportunities the future holds and growing the local economy and regional connectedness that will enable a sustainable and prosperous community that lives here.
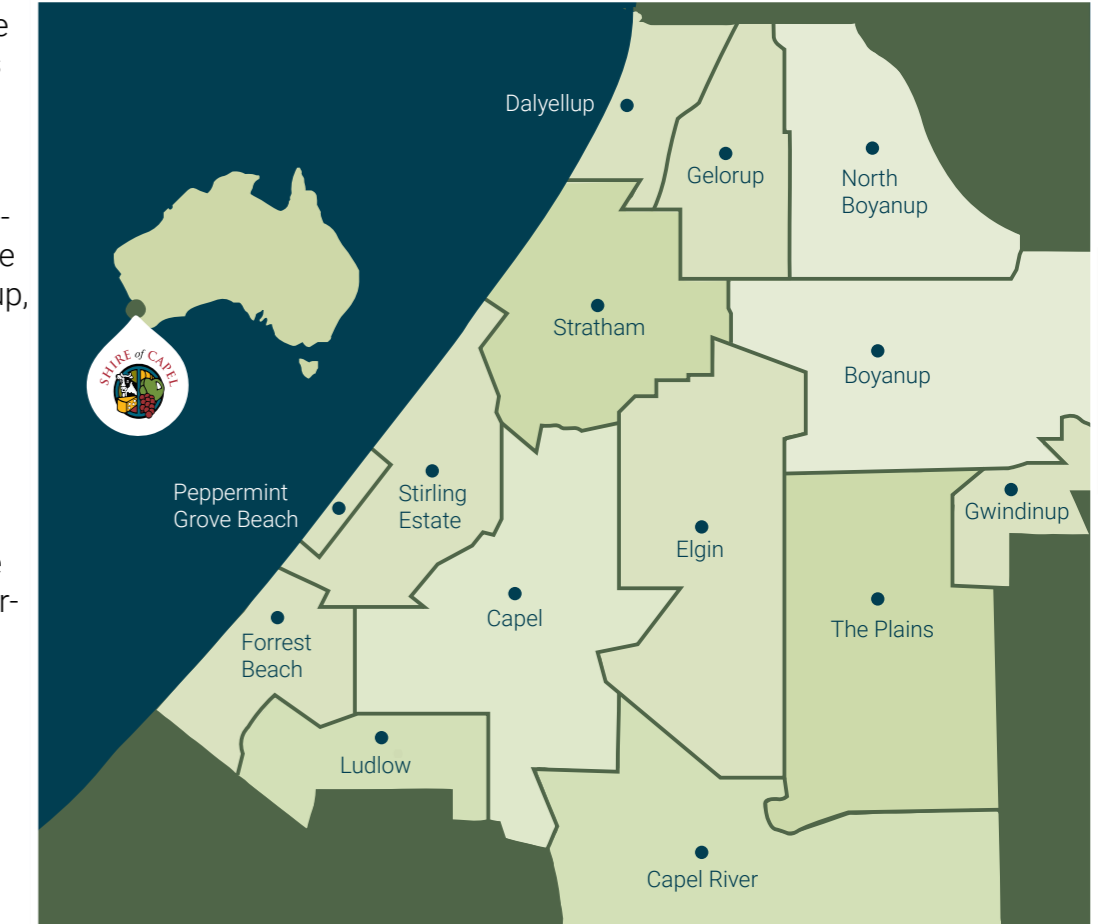
Snapshot of Capel

Society

Size – **558 km2**
Localities – **14**

Population – **18,175**
Population increase since 2001 – **282%**

Aboriginal & Torres Strait Islander population – **2.7%**
Born Overseas – **26.7%**

Dwellings – **7,279**
Av. Household Size – **3.4**
Median Weekly House hold Income - **$1,949**

Schools - **9**

Economy

Local Jobs – **3,679**

Largest Industry of Employment – Health care and social assistance – **13.4%**

Level of Education - **30.1%** - Advanced Diploma or above

Visitor Expenditure Per Dollar – **$0.14M** on Arts & Recreation Services - #1 in South West

Local Businesses – **1,062**

Environment

Location - 200km south of Perth Coastline - **28km**

Rural Zoned Land - **38,990** hectares

Tuart Forest National Park - 2,050 hectares Threatened Ecological Communities - **4**

Sources: Census 2021, ERP 2020, ABS Labour Force 2020, ABS June 2020, ABS Tourism Satelite Account 2019/2020

What you told us

The review and update of the Strategic Community Plan (2023 to 2033) and the development of the Plan for the Future was undertaken following extensive community consultation via the Community Perception Survey in October 2022 and the Place Planning in May 2023, where all community members, businesses and visitors within the District were invited to participate.

The 2022 Community Perceptions Survey measured how well the community perceived the Shire is performing against the key pillar areas of the Strategic Community Plan and identifies their aspirations and the areas they want further focus and improvement on. The Shire is using the survey results and information to guide future service delivery, resource allocation and areas of focus and improvement.

Governance & Leadership
- Continue to focus on transparency community-focused decision making and accountability.
- Improve the variety, consistency and accessibility of information to the community.

Economic Development
- Focus on local town and small business development.
- Improve visitor attractions and promotion: reasons for people to stop.

Natural Environment
- Focus on conservation and environmental management.
- Focus on the control of pests and animals that cause damage to native flora and fauna.

Social and Community Development
- Improve access to services and facilities (youth and recreation, library and information).
- Improve public transport options

Built Environment and Infrastructure
- Protect and enhance the unique character of towns and localities
- Continue to focus on local roads, footpaths and cycleways

The community engagement strategy for the Shire of Capel Place Plan 2023 - 2027 was designed to understand the qualities that the local community associate with the Shire and its localities. What they value of the communities, the built and natural environment that unify the Shire, and what defines each of the unique localities, from Boyanup to Stratham and everywhere in between.

Sense of Place

The Shire of Capel - where connected, compassionate communities can be found nestled in an enviably diverse natural landscape that spans along the Capel and Preston rivers from the foothills of the Whicher Range to Geographe Bay, embracing a built and cultural heritage born of a complex Aboriginal and Colonial history.

In the heart of Wadandi Country lies the Shire of Capel. Nestled between the Whicher Range and the pristine WA coastline, divided by the course of rivers and arterial highways, the Shire of Capel seamlessly weaves together a rich tapestry of history, nature, and community.

Our land whispers stories of a complex and protected past, where the ebb and flow of Aboriginal and migrant communities have shaped the very fabric of our existence. Here, heritage intertwines with the present and looks to the future, inviting visitors to immerse themselves in the legacy of our industrious history rooted in Boyanup railway, agriculture, mining and horseracing, and together act as custodians of our breathtakingly diverse natural environment for future generations.

From the coastal wetlands and ancient forests to the gentle inland pastures and expansive beaches, our landscapes offer protected havens for a myriad of wildlife and rare giant tuarts, paperbarks and Moreton Bay fig trees. Heritage buildings and artefacts excite those with a passion for the past, whilst the love of nature nurtures the soul. Trails carve paths of exploration through the forests and beaches, allowing intrepid walkers, cyclists and horse-riders to uncover hidden gems, and immerse themselves in the raw beauty of our landscape.

Amidst open farmland and rural tranquility, life here takes on a slow pace, embodying the essence of small-town living, offering respite from the bustling world while remaining within reach of the supporting amenities and infrastructure of adjacent major cities. From rural retreats in Gwindinup to coastal-suburban havens in Dalyellup, an array of diverse living environments meet the needs of diverse family compositions within our nature-loving community.

Built on a foundation of volunteers' dedication and commitment, our people support and connect with one another with a camaraderie that transcends generations. Active, inclusive community groups and clubs cater to diverse interests, all ages and all abilities. Community facilities, events and services abound from Gelorup to Boyanup, nurturing the wellbeing and enrichment of all who call this place home.

Our community respectfully bears the responsibility of being custodians of this remarkable landscape we have inherited and will pass on to future generations. They look to a future of controlled, sustainable growth around their civic and town-centres, to meet the evolving housing and service demands of an aging population, alongside a growing population of rural residents looking for a tranquil lifestyle away from the stresses of city living.

This Sense of Place statement informed the development of the new Strategic Community Plan Vision.

Local Priorities

Natural Environment

What is valued?
- The lifestyle
- Long, white, sandy beaches & animal friendly beaches
- The winding rivers and seasonal waterfalls
- Ancient tuart and jarrah forests
- Fertile farmlands
- Wetland habitats
- Wide open spaces and scenic views
- Diversity of native vegetation and wildlife
- Rich and clean natural environment
- Lack of congestion
- Biodiversity hotspot

What could be improved?
- Maintenance of the parks and gardens, walking tracks and stairs
- Public toilets
- Cycle ways connecting the localities
- Additional footpaths
- Improve 4x4 access to the coast
- Improve facilities on the coast including pop-up bars/cafes/restaurants

Built Environment & Infrastructure

What is valued?
- Quiet rural living
- Diverse neighbourhoods:
  - Large lots, low density living
  - Rural countryside, small town living
  - Semi-urban living
- Small town feel, close to larger town centres
- Friendly village centres
- Good transport connections
- Mineral resources, skilled workforce

What could be improved?
- Support for local businesses
- Diversity of businesses
- Widen tourist offer
- Support innovative and sustainable growth without compromise to the rural and coastal lifestyle
- Promote public transport, active transport and tourism trails

Community

What is valued?
- Family-friendly, low-key atmosphere
- Access to services and facilities for families
- Active recreational opportunities
- Relaxed leisure opportunities
- Healthy, connected and diverse community

What could be improved?
- Festivals, events and activities
- Access for all ages and abilities
- Safety, security and address anti-social behaviour
- Encourage community diversity
- Safe youth participation
- Maintain rural and costal lifestyle
- Strong economy

Place Themes and Principles

Theme 1. Supporting Local

Recognition of the tight-knit, supportive communities, hard-working producers and active sporting and social groups that provide the foundation to our localities.

Principles:

T1.P1 Sustain community connections

T1.P2 Encourage and promote local producers and businesses

T1.P3 Foster community groups and events

Theme 2. Sustainable Growth

Retain the inherent values of each locality while adapting to the increasing population attracted to life within easy reach of regional amenities and natural environments.

Principles:

T2.P1 Manage growth in sympathy with the distinct local character

T2.P2 Living in harmony with the natural environment

T2.P3 Consolidate the urban centre

Theme 3. Protect our Diversity

Preserve our rich natural, cultural and social diversity through the nurturing of people and places.

Principles:

T3.P1 Safeguard the varied rural and coastal environments

T3.P2 Support the urban and village communities

T3.P3 Sustainable stewardship of our neighbourhoods

Theme 4. Discover Capel

Entice visitors to discover our hidden treasures – the scenic forests, coastal shores and rich history.

Principles:

T4.P1 Showcase our natural assets

T4.P2 Celebrate our built heritage

T4.P3 Acknowledge our shared history

Integrated Planning and Reporting Framework

The *Local Government Act 1995* requires all local governments to plan for the future by adopting an integrated framework for corporate planning and reporting. This framework provides local governments with the mechanism for capturing the aspirations and priorities of the community and translating them into operational objectives and actions, and for tracking progress on delivery.

The principal foundation documents are the Strategic Community Plan and the Corporate Business Plan.

The Strategic Community Plan covers a 10-year period and sets the strategic direction for the Shire that reflects the aspirations, goals and priorities of the community.

The Corporate Business Plan (CBP) is a four-year operational document that outlines the strategic initiatives, major projects and the resources (financial, assets and workforce) required to deliver the Strategic Community Plan and meet the community's aspirations. The CBP also guides, and is guided by, the development of various informing strategies and strategic enablers.
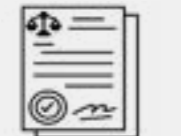
The Shire undertakes a minor review of the Strategic Community Plan every two years and a major review every four years. The Corporate Business Plan is reviewed annually.

Informing plans and strategic enablers cover asset management, workforce planning and long-term financial planning, as well as specific areas of need that the local community is focused on. Combined, these inform Annual Operational Service Area Plans, Core Business Activities and Budgets.

Measurement, assessment and reporting are also logically part of the planning process and are critical components of the continuous improvement cycle. Progress towards the Shire's strategic goals and objectives is reported quarterly to Council and in the published Annual Report.

Community Engagement

10 YEARS → Strategic Community Plan

4 YEARS → Corporate Business Plan

1 YEAR → Annual Budget, Annual Organisational Delivery Plans

Measuring & Reporting

Strategic Enablers
- Community Engagement Framework
- Place Plan 2023 to 2027
- Asset Management Strategy
- Communication Strategy
- Reconciliation Action Plan
- Aged Friendly Communities Strategy
- Youth Strategy 2020 to 2024
- Sporting Spaces Plan
- Public Health Plan
- Emergency Management Plan
- Bushfire Risk Management Plan
- Advocacy Prospectus
- Natural Reserve Management Plans
- Customer Service Charter
- Sustainability Framework
- Sustainability Action Plan
- Bushfire Mitigation Plans
- CHRMAP
- Social Media Plan
- Trails Masterplan
- Local Planning Scheme No 8
- Economic Development Framework
- Workforce Plan 2023 – 2027
- Long Term Financial Plan
- Risk Framework
- Sustainability Modelling

Shire of Capel's Role

ADVOCATE	FACILITATE
We provide a voice for the local community promoting our priorities, desired projects, important issues and local interests.	We help to make it possible, remove the barriers or easier for others to meet the needs of our local community.
FUND	**LEAD**
We assist with grant funding or other resources to community groups or organisations to enable them to provide community services.	We provide direction through policy and practices and take a direct and 'out front' approach to meeting the needs of the community
PARTNER	**PROVIDE**
We form strategic alliances and collaborate with external stakeholders to deliver projects and services.	We directly provide a range of services and facilities to our community.
REGULATE	**STEWARDSHIP**
We ensure compliance with legislation, regulation and local laws.	Careful and responsible management of the Shire's natural environment, development and community.

Storyitime at Capel Library

Strategic Community Plan (2023 - 2033)

How to Read this Plan

Pillars
There are six pillars in the Shire of Capel Strategic Community Plan - **People, Planet, Prosperity, Performance, Places and Relationships.**

Outcomes describe the desirable result or benefits to the community from delivering services, facilities, activities and projects.

The **Future Direction** describes the aspiration and purpose that is valued by the community and sought to be achieved.

Performance Measures, current performance targets and a description of what success will look like.

Initiatives describe specific actions in the Corporate Business and Operational Plans the Shire will undertake, with consideration for community needs and resourcing constraints.

Strategies describe the overall approach that the Shire will take to achieve the desired outcome (result or benefit).
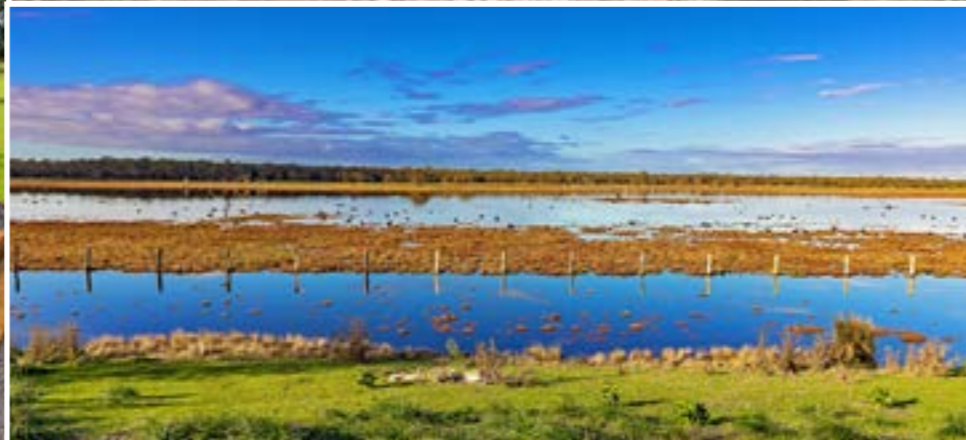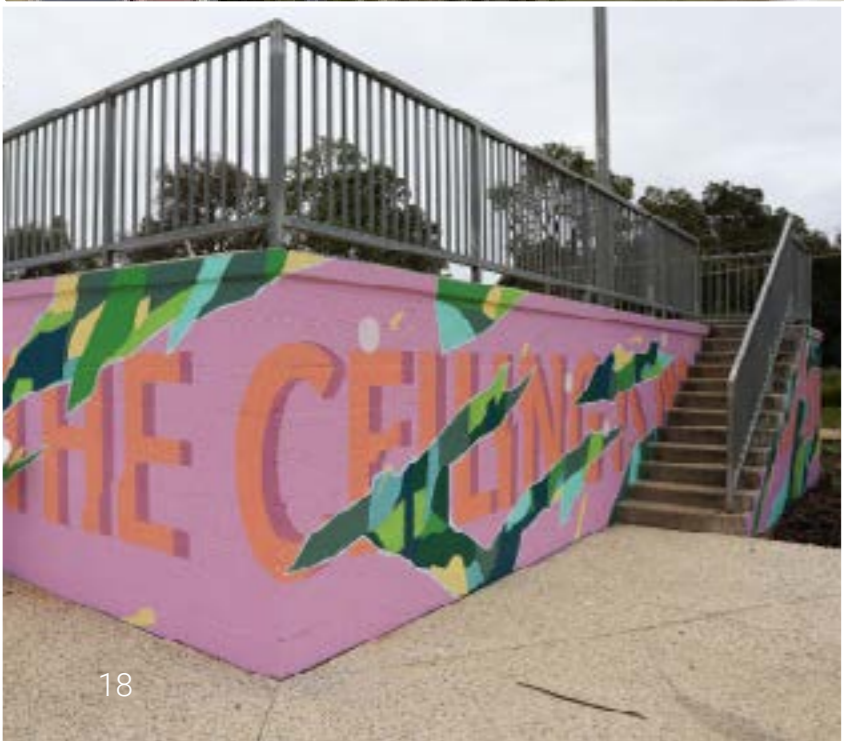
Our Future Directions

1. People	2. Planet	3. Prosperity
Strengthen and enhance the well-being of our community	**Manage and protect our environment**	**Foster a dynamic, diverse and strong local economy**

4. Performance	5. Places	6. Relationships
Deliver good leadership, governance and decision making	**Provide and maintain suitable infrastructure and facilities**	**Effective communication, engagement and relationship development**
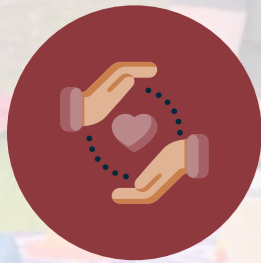
Strengthen and enhance the well-being of our community

Current situation

Built on a foundation of volunteers' dedication and commitment, our people support and connect with one another with a camaraderie that transcends generations. Active, inclusive community groups and clubs cater to diverse interests, all ages and all abilities. Community facilities, events and services abound, nurturing the wellbeing and enrichment of all who call this place home.

Customer experiences are generally positive and more reliably improving. The growth of our community across different localities with varied needs, poses challenges into the future for equitable provision.

To address local needs, the community would like the Shire to focus on improving access to facilities (youth, sport and recreation, library), public transport options, services for all ages and abilities, events that bring us together and reducing anti-social behaviour / vandalism.

Services & Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the People Direction and outcomes, including:

- Youth Services - programs and community events
- Sport and recreation services
- Library facilities
- Community Safety and Ranger Services
- Delivering of services for seniors
- Provision and maintenance of Shire owned and managed assets
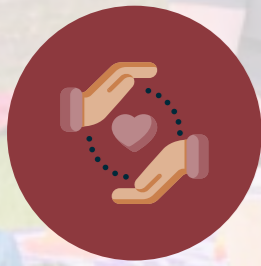
Recent highlights

- Shire of Capel Place Plan Strategy
- Completion of website upgrade
- Commencement of Sports Spaces Plan
- Opening of the Dalyellup Pump Track and Nature based play area
- Development and implementation of Local Emergency Management Arrangements
- Adoption of Workforce Plan 2023 - 2027
- New Customer Services Charter
- Completion of Community Perception Survey November 2022
- Implementation of digital meeting rooms within the administration building
- Access & Inclusion survey
- Development and implementation of Asset Management Strategy and Plans
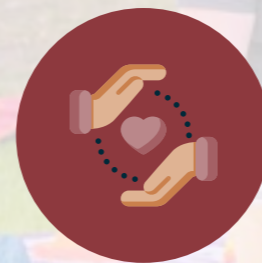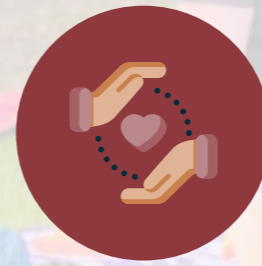
Our plan for the future

People: Strengthen and enhance the well-being of our community

Outcomes	Strategies	Performance Measures
1.1 A more engaged community	• Identify essential and non-essential community services for clear prioritisation • Prioritise projects that bring people together and strengthen community connections and social engagement within and across towns and communities in the Shire • Develop and facilitate events, services and programs that reflect local community preferences and respond to changing community needs and priorities • Facilitate and create opportunities for social and cultural activity • Develop initiatives that foster collaboration across communities to build a greater 'whole of Shire' mindset • Implement arts and cultural programs and activities that reflect the unique character of the Shire's communities	• Increased percentage of volunteering within the community reported in the Census • Number of community led activities and events • Percentage of community participating in programs, activities and events • Increased satisfaction levels reported in the Community Perception Survey
1.2 A capable community that drives community activation and participation	• Provide practical support and build the capacity of local community groups and volunteers to provide social engagement • Develop a clear community support and sponsorship process that is focused on capacity building and partnering with local groups • Recognise, value and support local volunteers through access to in-kind and financial resources and celebration of their contribution to their community • Support local community groups to apply for and access funding - including state & federal funding	• Increased percentage of services delivered by community groups and other organisations compared to the Shire • Improved financial sustainability of local community groups
1.3 An inclusive community	• Ensure access and inclusion to spaces and places throughout the Shire including community members with disabilities, youth, seniors, Indigenous people and culturally and linguistically diverse people • Integrate accessibility, diversity and inclusion into Shire operations and service delivery to meet the needs of everyone in our community • Develop initiatives that support & connect people from all cultures and ages • Create the planning conditions that will incentivise the provision of independent living and residential care for ageing residents • Offer young people more opportunities to engage in recreation, sport and culture and participation in their community • Support activities and initiatives that foster local pride • Advocate on behalf of community groups • Review and Implement Sport Spaces Plan • Foster and encourage facility stewardship through collaborative lease management arrangements	• Increased percentage of diversity (in terms of demographic, ability, culture, background) of community accessing spaces, facilities, places, programs and services • Number of services and accommodation for ageing residents • Number of services for young people and those with disabilities • Level of positive responses in community survey and engagement results

People: Strengthen and enhance the well-being of our community

	Strategies	Performance Measures
1.4 A safe and prepared community	• Work with State Government to ensure sufficient support for emergency and medical services including improved police presence and medical facilities and services • Plan for safe access and egress for each community from their local area during crises such as fire • Support community organisations to develop crisis and recovery preparedness • Provide well-lit and safe public spaces • Establish a street assessment and improvement program focused on footpaths and street lighting • Support proactive and adequate bush fire protection • Address road safety concerns (See Direction 5.3)	• Level of community organisations with their own crisis preparedness strategies • Level of improvement in emergency service and facility provision across the Shire • Increased feeling of safety reported in the Community Perception Survey • Reduction in instances of vandalism
1.5 A healthy and active community	• Support and promote active and passive engagement in physical activity, sport and recreation for all ages and abilities • Support the strong sporting and recreation culture within the Shire through club development support and provision of appropriate amenities • Encourage informal recreation through well planned and developed public open spaces, cycle and walk paths, trails and traversable streetscapes • Facilitate and promote cultural activities for all ages and abilities • Ensure sufficient land is allocated for active sports • Promote positive mental health initiatives like 'Act Belong Commit' and engagement in community groups and neighbour activities	• Levels of participation in community sport, recreation, cultural and health Programs, activities, events and clubs • Improvement in population health reported by the Department of Health • Kilometres of walk and bicycle paths and trails • Delivery of infrastructure especially the Bunbury - Capel – Busselton Cycleway

What we will do

Each year the Council considers community needs and budget capacity, agreeing on priority initiatives and actions to complete. The Shire has an extensive list of strategic initiatives detailed in the Corporate Business Plan (see Pages 44 onwards) and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:

Advocate – for funding to enable the construction of the Dalyellup Multipurpose Community & Youth Centre.

Lead – the implementation of the Shire's Place Plan 2023 to 2027.

Partner - with community organisations such as the Dalyellup Collective to run community events.

Provide and Fund– new path lighting around Ferndale Park.

Partner and Fund – The construction and opening of the new Gelorup Bushfire Brigade facility with the Department of Fire and Emergency Services.

2. PLANET
Manage and protect our environment

Current situation

The Shire is blessed with a unique natural environment: diverse habitats and scenic landscapes: from the 29 kms of Indian Ocean coastline, rural coastal plain, State Forest, world significant remanent Tuart Forest through to the rising Darling Scarp.

Community members and visitors highly value the opportunity to interact with the natural environment, but also place significant importance on the responsibility of being custodians to our remarkable landscapes.

Local risks and challenges include coastal erosion, historical land contamination, protection of waterways, impact of domestic animals on native fauna and urban growth and the loss of native vegetation.

Community members would like a focus on conservation and environmental management, adoption of sustainable practices and the reduction of waste generated.

Services & Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Planet Direction and outcomes, including:

- Waste Transfer Station
- Community waste education
- Emergency Services
- Sustainability and climate action
- Management of reserves
- Fire Hazard Mitigation treatments
- Continued collaboration with Dalyellup College around environmental outcomes under Schools Plus Grant program

Recent highlights

- Offset planting
- Drafting of the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)
- Development of waste management community awareness campaign
- Renewal of Waste Services Contract
- Ongoing investigation and management of Identified Contaminated Sites
- Development and implementation of Water Management Plans

Our plan for the future
Planet: Manage and protect our environment

Outcomes	Strategies	Performance Measures
2.1 Improved management of our natural environment assets and attractions	• Employ risk management strategies and measures to protect natural assets from natural disasters • Develop Reserve Management Plans for Shire managed reserves • Protect the local ecosystems, rivers and waterways • Identify and map vulnerable environments or areas in need of protection • Resist plans which will involve clearing natural vegetation • Invest in reserving, rehabilitating and enhancing native flora and fauna	• Adoption of CHRMAP and implementation of actions • Increase the reserves, rehabilitation and enhancement of natural flora and fauna • Improvement of restoration and revegetation measures • Level of positive responses in community survey and engagement results
2.2 Increased community capacity in supporting positive environmental management	• Support educational programs and initiatives that assist the community to live sustainably and engage with our local environment responsibly • Promote and support initiatives to reduce water consumption • Support natural assets by building 'Friends Of' groups for key natural assets • Provide the community with information and support to increase greening and tree preservation on private property (such as developing a local native planting guide) • Becoming a bicycle and pedestrian friendly Shire to reduce vehicle usage	• Increased participation of environmental volunteers • Level of take up by community for key environmental initiatives such as waste reduction and reuse • An increase in the diversion rate from landfill by the community
2.3 A Shire committed to sustainable practices	• Provide community leadership and transition to energy efficient operations including the use of renewables • Shire to provide sustainable infrastructure, services, utilities and renewable energy in new Shire facilities • Plan future installation of water recovery and recycling systems for public open space, facilities and recreational areas • Invest in alternative energy and water efficiency initiatives, including consideration of emerging technologies • Establish a baseline to inform the future measurements (and reduction) of the Shire's overall carbon footprint and the associated environmental impacts	• Implementation of Sustainability Action Plan • Level of energy and water usage by the Shire • Level of new sustainable infrastructure implemented by the Shire

Planet: Manage and protect our environment

Outcomes	Strategies	Performance Measures
2.4 Lesser impact of pests, feral animals and domestic animals	• Undertake annual collaborative planning with the responsible government agencies to undertake preventative and mitigative measures to limit impacts from pests, feral animals and domestic animals • Undertake regular mosquito management actions in collaboration with state government to minimise Ross River Virus and other health impacts • Invest in a community education campaign to support local public actions that can be taken to reduce the impacts from pests, feral animals and domestic animals	• Level of reportable health issues • Level of impact on endemic species • Evidence of establishment of annual collaborative planning with the responsible government agencies
2.5 Improved connection and access to natural assets of the forest and coastal environment	• Manage the interface between natural areas and the built environment through improved infrastructure (e.g. boardwalks, paths and trails) that enables access to areas without negative impacts • Work with State Government agencies to provide appropriate amenities that will limit impacts on the environment such as toilets, new beach car parks and board walks over wetland and riverine areas • Progress development of the Bunbury - Capel - Busselton Cycleway	• Level of impact on local environmental assets • Level of increased infrastructure established to provide low impact access to natural areas • Evidence of establishment of collaborative planning with the responsible government agencies • Inclusion of Cycleway deliverables in the annual Program of Works
2.6 Increased opportunities for better waste management and reduction	• Work with other Local Governments in the region to deliver a contemporary and sustainable waste service that minimises waste generation and increases recovery, reuse and recycling • Work with the Department of Water to promote and implement waterwise initiatives and policies for residents, businesses and other organisations • Plan for better management and harnessing of storm water	• Establishment of regionally collaborative agreements • Level of waste diverted from landfill • Quantity of waste recovered for reuse through the community • Progress towards innovative waste management solutions

Outcomes	Strategies	Performance Measures
2.7 Urban planning that supports sustainable development	• Planning for growth of public transport and alternative transport systems • Promote planning for sustainable design of building and infrastructure including improved waste management and alternative energy usage • Paths linking townships	• Level of tree canopy • Level of growth in public transport and alternative transport systems • Level of sustainability / green star ratings of new buildings

What we will do

Each year the Council considers community needs and budget capacity, agreeing on priority initiatives and actions to complete. The Shire has an extensive list of strategic initiatives detailed in the Corporate Business Plan (see Pages 44 onwards) and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:

Lead – the adoption of the Coastal Hazard Risk Management Adaptation Plan (CHRMAP) for Shire and develop early actions in consultation with the community.

Stewardship – the management of Shire controlled natural reserves.

Partner – with neighbouring local governments to deliver the Mosquito Management Program and future Waste Management Strategies.

Advocate – for native vegetation clearing offsets to occur in the Shire.

Fund – the ongoing investigation and remediation of historical contaminated sites controlled by the Shire.

Advocate and Partner – with key State Government agencies and community groups to progress the potential development of the Kaatijinup Biodiversity Park.

3. PROSPERITY

Foster a dynamic, diverse and strong local economy

Current situation

While remaining a significant contributor, the Shire is no longer solely reliant on the production of agricultural products, with major industries now also comprised of health care, education, retail, horticulture, mining and arts. We are a community of technicians, trade workers and professionals, with 15% of our adults holding a bachelor's degree or higher.

The Shire retail landscape features the district centre in Dalyellup with a growing range of choices, through to the small businesses that predominate in Capel and Boyanup.

Key focus areas to support future economic development include:
- Residential and key worker land and accommodation development
- Ensuring an innovative and supportive business environment
- Realising enabling infrastructure
- Activating places and localities
- Connecting and enabling creativity

Services & Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Prosperity Direction and outcomes, including:

- Economic Development
- Tourism attraction and marketing
- Sponsorship for community events

Recent highlights

- Economic Development Framework
- Involvement in the Lost and Found Festival
- Development of 'Buy Local' promotional strategy
- Development of Dalyellup's town centre
- Procurement Framework and Policy Review
- Implementation of new Chart of Accounts
- Completion of Community Perception Survey November 2022
- Local Planning Scheme 8 gazettal

Our plan for the future

Prosperity: Foster a dynamic, diverse and strong local economy

Outcomes	Strategies	Performance Measures
3.1 Increased support and advocacy to stimulate greater local business success, investment and diversity	• Engage with potential investment and development partners to realise opportunities within the Shire • Promote and support existing industries including resources, agriculture / local produce, hospitality and tourism • Prioritise and advocate for Shire and State infrastructure projects that generate local employment and support a circular economy • Encourage and support local start ups and entrepreneurship • Work with State Government agencies to support local business development programs	• Implementation of Economic Development Framework actions • Level of retention of existing businesses • Level of use of local supply-chain use, relative to non-local supply • Level of local investment in business and developments • Level of growth in industry sectors • Gross regional product per capita / worker
3.2 Effective promotion of the Shire and its towns	• Proactively promote the Region's business opportunities and attractive lifestyle • Ensure planning and procedures are in place to promote and develop tourism in the Shire, including cottage industries, improved tourist infrastructure (e.g. for caravans) and local events • Promote the distinctive tourist aspects of each community that provides a unique offering for tourists (e.g. Boyanup Markets) • Link to promotions of the whole district, highlighting opportunities for visitors when they are travelling the broader South West region • Provide relevant tourist information and marketing services including maps, signage and online promotion • Embrace, support and facilitate unique events and attractions around the Shire	• Level of tourism visitation including length of stay; involvement in local events; use of short stay accommodation and use of local businesses • Level of tourism investment • Proportion of local tourism in the region
3.3 Targeted and well managed growth	• Promote new residential and commercial development through appropriate zoning of land and provision of suitable infrastructure • Encourage increased diversity of housing for a growing community, with a focus of development in town centres to provide a critical mass of people to support local businesses and viability of services • Target high quality density development for town centres that responds to the local context	• Dwelling numbers and diversity of dwelling types • Level of local population increase • Level of population increase in town centres

Prosperity: Foster a dynamic, diverse and strong local economy

Outcomes	Strategies	Performance Measures
3.4 Continued improvement in town centre vibrancy	• Ensure planning and development strategies and policies align with the desire to focus future development around town centres • Continue to enhance the streetscape environment in each town centre including improving the entries into the town centres • Investigate opportunities for enhanced telecommunications infrastructure and services in town centres such as free public WIFI • Work with and support community groups to activate public spaces with events and community activities	• Local town centre business revenue, turnover and profit • Number of shop / venue vacancies in town centres • Number of new developments within the town centre • Number of activation events • Level of attendance and local community group and business involvement in activation initiatives

What we will do

Each year the Council considers community needs and budget capacity, agreeing on priority initiatives and actions to complete. The Shire has an extensive list of strategic initiatives detailed in the Corporate Business Plan (see Pages 44 onwards) and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:

Partner – with the Bunbury Geographe Chamber of Commerce to support local small business.

Fund and Provide – initiatives in Capel and Boyanup to increase tourism visitation, particularly campers and caravanners.

Advocate and Facilitate – with State and Federal Government agencies, industry and developers to remove constraints on sustainable land development and residential growth in Capel and Boyanup.

Lead – the implementation of the adopted Economic Development Framework.

Lead, Advocate and Partner – the preliminary planning and feasibility of the development of an Agribusiness Precinct in the Shire.

Dalyellup Lakes

4. PERFORMANCE

Deliver good leadership, governance and decision making

Current situation

We are continuing to grow from a small rural Shire to a medium sized local government with a diverse population.

The demands to service the community's needs continue to grow in scale and complexity.

Strong leadership and transparent governance is essential and the community want a continued focus on decision making with their best interests at the forefront and quality engagement, communication and information provision.

The Shire is focused on improving the customer experience and is committed to excellence, technology and innovation, as major elements of our ongoing transformation to provide increasing levels of service quality and consistency.

Services & Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Performance Direction and outcomes, including:

- Governance
- Human Resource Management
- Work Health & Safety
- Customer Service
- Council's Leadership

Recent highlights

- Adoption of Workforce Plan 2023 - 2027
- Procurement Framework and Policy Review
- Sense of Plan
- Completion of hard file digital back scanning
- Implementation of digital meeting rooms within the administration building
- Ongoing digital improvements to library and customer services
- Development and implementation of Asset Management Strategy and Plans
- Development and implementation of Project Management processes and procedure

Outcomes	Strategies	Performance Measures
4.1 Effective and compliant governance	• Build a high performance leadership culture to deliver community priorities • Build understanding and support for this Strategic Community Plan through promotion of the plan and demonstration of how it is used to inform future operational planning and decision making • Undertake a formal governance assessment through the appointment of an expert governance consultant and implement recommendations for future governance improvements • Ensure all actions and decisions are compliant with rules and regulations • Develop an organisational culture of high performance and excellence that harnesses the talent of staff and elected members • Identify non-rates revenue opportunities to fund expenditure and seek efficiencies that will reduce service delivery costs • Promote the important role of a councillor to attract a deep field of future candidates	• Evidence of openness and transparency of governance and decision making • Evidence of professional development for councillors • Compliance Audit Return
4.2 Informed and transparent decision making	• Continue to develop Council's policy framework to guide decisions that are well informed, sound, transparent and strategic • Embed a balanced approach to consideration of risk including considering opportunity costs of not taking action • Ensure stakeholder and community engagement processes are implemented in major strategic projects to inform decisions	• Level of positive responses in community survey and engagement results • Evidence of transparent sharing of council meetings • Implementation of LG Reforms (legislation and regulation) • Evidence of defensible decision making that is based on the identification of opportunities and benefits as well as negative impacts

Performance: Deliver good leadership, governance and decision making

Outcomes	Strategies	Performance Measures
4.3 Contemporary planning and local development	• Respond to State Planning requirements in planning for the future • Reflect community aspirations by providing effective planning and zoning for future developments • Effectively administer the Building Act 2011 to ensure safe, sustainable and appropriate buildings that meet community needs • Recognise the intent of the WA Planning Commission regarding beachside developments, space, facilities and recreational areas	• Implementation of Local Planning Strategy • Development of Design Guidelines • Implementation of Place Planning, Place Development and Place Management
4.4 Increased attraction and retention of high quality staff to deliver optimal services to the community	• Develop attraction and incentive schemes that will attract and retain high quality staff • Ensure robust performance management process • Foster staff social engagement and team building to build a cohesive organisation • Provide a safe work place and a safe work culture	• Implementation of adopted Workforce Plan • Improvement in satisfaction levels in Employee Perceptions Survey • Organisational efficiency measurement • Implementation of Leadership and Cultural Development Program
4.5 Improved customer engagement	• Provide quality regulatory services that respond to identified community needs and aspirations • Streamline systems and policies to reduce red tape and barriers for business and community • Foster a positive and responsive 'can do' approach with staff and elected members • Improve communication regarding where community members can receive services, advice and provide feedback • Provide staff with specialist customer service training • Foster an environment of innovation, where people are encouraged to contribute	• Adherence to Customer Service Charter • Level of efficiency of online services • Level of customer base for online services • Level of delivery via non-contact methods • Level of uptake of Shire services • Improvement in response and close-out of customer enquiries

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Performance: Deliver good leadership, governance and decision making

What we will do
Each year the Council considers community needs and budget capacity, agreeing on priority initiatives and actions to complete. The Shire has an extensive list of strategic initiatives detailed in the Corporate Business Plan (see Pages 44 onwards) and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:

Lead – the mplementation of the Shire's Local lanning Scheme No.8 and Local Planning Strategy.

Lead – the development of an Asset Management Strategy to ensure community infrastructure and facilities are well maintained and fit-for-purpose.

5. PLACES

Provide and maintain suitable infrastructure and facilities

Places: Provide and maintain suitable infrastructure and facilities

Current situation

The Shire transitions from open farmland and rural village tranquility to coastal-suburban havens, providing an array of diverse living environments that meet the needs of our diverse family compositions.

Whether created by nature or landscaped parks and open spaces, our community highly values the opportunity to enjoy our nature and the outdoors. Active, inclusive community groups and clubs cater to diverse interests, all ages and all abilities

A reliance remains on our neighbouring cities for a range of essential community infrastructure, with the Shire and community needing to become increasingly self reliant and self-serviced into the future with district-wide improvements.

As our towns continue to grow, we must address the challenges related to managing controlled development, demographic change and the increasing demand for community infrastructure, facilities and services whilst maintaining the unique qualities that define each locality and make them desirable places to live.

Services & Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Places Direction and outcomes, including:

- Local Planning Scheme 8
- Asset Management
- Streetscape, trees and verges
- Beach infrastructure
- Planning & Building approvals
- Coordinate the Shire's Seasonal tenancy process of Sporting and Recreational infrastructure
- Continual maintenance of Shire assets

Recent highlights

- Introduction of maintenance schedule for Shire assets
- Ongoing Asset Infrastructure Revaluation Project
- Local Planning Scheme 8 gazettal
- Development and implementation of Asset Management Strategy and Plans

Outcomes	Strategies	Performance Measures
5.1 Appropriate community facilities, that meet the communities' needs	• Review and assess the Shire facility assets to determine any overlaps and gaps and to ensure all buildings and facilities are well utilised, areas of over-use are addressed and facilities meet community needs • Establish whole of life costs for all assets • Develop a Community Infrastructure Strategy that informs the future use and planning of community spaces and appropriate facilities • Plan for multi-use recreation facilities that meet a variety of community needs and aspirations without replication of facilities • Improve amenities within open spaces such as clean toilets, water fountains, playgrounds and shelters to increase community usage, rather than create more open spaces • Apply best practice design and construction methodologies for the provision of Shire infrastructure • Partner with stakeholders and community groups to increase community use of recreational facilities and services	• Adoption and implementation of Sporting Spaces Plan • Implementation of Aged Friendly Strategy • Adoption, implementation and adherence to adopted service levels for parks and public open space • Level of positive responses in community survey and engagement results
5.2 Improved transport options	• Partner with others, including Local Governments and the State Government, to advocate for improved transport networks • Develop a better footpath and cyclepath renewal and expansion strategy that provides more safe and connected footpaths and cyclepaths within and between towns and key local features • Establish and promote a local trails network that encourages pedestrian and cycling activity • Work with the State Government to improve public transport infrastructure within the Shire and connections to major centres of Bunbury and Busselton • Investigate the opportunity to use local buses (e.g. school buses) with volunteer drivers to enable people to access services within and across local towns and service centres • Ensure future transport planning focuses on integrating multimodal transport options including investigating how to provide local electric vehicle charging stations to attract tourist	• Evidence of collaborative planning with State Government Agencies to develop improved services • Level of development of pedestrian and cycling infrastructure • Level of increase in pedestrian and cycling activity • Level of provision of public transport services • Level of increase in use of public transport

Outcomes	Strategies	Performance Measures
5.3 Better and safer roads	• Collaboration with State Government (Main Roads) to reduce speed along main roads near town access and crossings points to create safer road use and reduce accidents and trauma, with a particular focus on Bussell Highway and South West Highway • Review local roads and accident data to inform future improvements to the local road network and renewal works • Ongoing development and funding resourcing of a roads renewal / upgrade program of works	• Evidence of collaboration with State Government (Main Roads) to reduce speed along main roads • Evidence of changes to infrastructure to create safer conditions
5.4 Improved beach infrastructure to support a healthy beach lifestyle	• Work with State Government to develop a Beach Infrastructure Improvement Plan • Develop better paths to access beaches without impact on dunes • Provide additional toilet facilities near car parks and high use areas	• Level of use of beach infrastructure • Level of reduction in environmental impacts • Level of positive responses in community surveys and engagement

What we will do

Each year the Council considers community needs and budget capacity, agreeing on priority initiatives and actions to complete. The Shire has an extensive list of strategic initiatives detailed in the Corporate Business Plan (see Pages 44 onwards) and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:

Lead – the completion of the Sporting Spaces Plan to provide for future active sporting spaces.

Advocate – for improved and safer pedestrian and cyclist infrastructure to cross Bussell Highway at key locations.

Lead – the implementation of Service Levels to the maintenance of parks and public open spaces.

Forrest Road, Capel

6. RELATIONSHIPS

Effective communication, engagement and relationship development

Current situation

Our community has been borne out of the Wadandi people living on Bibbulmun country (Noongar boodja) for generations, a complex colonial history and settlement in the early to mid-1800's to a district of more than 18,500 people today.

We highly value the uniqueness of our townsites, while recognising the importance of converging connections that unite us as a community. We have a distinctive character and spirit, ranging from rural villages to coastal laid back to more urbanised neighbourhoods.

The community seek to maintain their individuality that defines where and how they live and where they came from, yet increasingly celebrate and be connected by the things that unite us all.

The Shire and the community must collaborate and come together, support each other, find resilience and to share the essential elements that we value most.

Services & Facilities

The Shire will deliver and continuously improve services and facilities that support the achievement of the Relationships Direction and outcomes, including:

- Bunbury Geographe and South West local governments - collaboration
- Customer Service Charter
- Bunbury Geographe Government Agency relationships.(BGCCI, BGEA, SWDC)
- Community Action Request system

Recent highlights

- Delivery of Community Engagement Strategy
- Delivery of brand new Shire Website
- Sense of Place
- Commencement of Organisational Leadership and Cultural Development Program
- New Customer Services Charter
- Upgrades to Meeting Rooms IT/AV

Our plan for the future

Relationships: Effective communication, engagement and relationship development

Outcomes	Strategies	Performance Measures
6.1 Greater trust and the development of positive relationships within the Shire and with the community	• Enhance open and interactive communication and engagement between the Council and the community through our Customer Service Charter and Customer Engagement Framework for open, transparent governance and decision making • Use a variety of mediums and forums to engage the community that are informed by best practice • Provide staff and elected members with training in communications and engagement • Provide opportunities to listen and involve our community in decisions that affect them • Increase usage and support for local publications • Partner with local organisations to share information (e.g. local clubs, schools and community organisations) • Establish initiatives for increasing the voice of young people within the Shire • Promote community involvement in decision making so it is more collaborative and transparent • Support a two-way dialogue and provide clear pathways for community members to find information and interact with staff and elected members through on and off-line options • Measure and respond to the level of community satisfaction with the Shire	• Level of participation in community engagement activities • Community feedback on their ability to participate in decision making • Level of community satisfaction with the Shire's programs, services and infrastructure • Level of positive responses in community survey and engagement results • Evidence of training of staff and elected members
6.2 Improved cross sector relationships and collaboration	• Develop a database of key stakeholders • Develop a strategy for fostering strategic alliances that promote local and regional development • Enhance; continue to build upon positive relationships with State Government and their agencies to seek support for key Shire projects • Advocate and promote the interests of the Shire with stakeholders across sectors	• Level of evident outcomes from adopted Advocacy Prospectus and partnerships including level of investment • Level of positive responses in community survey and engagement results

Our plan for the future

Relationships: Effective communication, engagement and relationship development

What we will do

Each year the Council considers community needs and budget capacity, agreeing on priority initiatives and actions to complete. The Shire has an extensive list of strategic initiatives detailed in the Corporate Business Plan (see Pages 44 onwards) and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:

Advocate – for outcomes detailed in the Shire's adopted Advocacy Prospectus.

Provide – improved options for community members to communicate with and submit service requests to the Shire.

Resourcing and Delivering the Plan

Risk Management

Risk management is critical in avoiding unnecessary loss, unintended consequences, and service disruption and essential to maximise
opportunities and maintain a focus on continuous improvement.

The Shire of Capel's Risk Management Framework details how the Shire will identify, analyse, mitigate, manage, and report on risks to optimise organisational performance. The Shire's Framework is developed in alignment with the Australian Standard for Risk (AS/NZA ISO: 31000:2018) and is considered in all activities.

Risk reporting is managed by Shire officers and governed through the Council and the Council's Audit and Risk Committee. Through the reporting, the Shire identifies risks and mitigating strategies in the following areas (Financial, Environmental, Health and Safety, Infrastructure/Systems/Utilities, Legislative Compliance & Reputation) with the aim of benefitting the delivery of services to the community.

Through the Annual review of the Corporate Business Plan, areas of corporate risk of a significant nature are included in quarterly reporting.

Delivery of the Plan for the Future is based on the Shire's adopted Workforce Plan.

The key objectives of the Plan are to:
- Strengthen the organisation's capacity to achieve the Directions outlined in the Strategic Community Plan and objectives detailed in the Corporate Business Plan.
- Continue to understand the organisations workforce profile so that existing workforce capacity can be maximised, and future requirements identified.
- Review, assess and update the established strategies to address the gaps and mitigate risk.
- Assess costs that directly link to workforce expenditure to inform future planning.

An important component of this plan will be an annual review and assessment of identified actions and contributions to the achievement of the Shire's Strategic Community Plan's Directions and Corporate Business Plan's objectives. This is designed to be an ongoing adaptable plan, which aims not only to identify future workforce needs but to be flexible to include improvements or adjustments as required for the current and future workforce.

Directorate	Full Time	Part Time	Casual	Total
Office of the CEO	7	0	0	7
Community & Corporate	33	17	13	63
Infrastructure & Development	52	16	1	69
Total FTE	**92**	**33**	**14**	**139**

How to read the plan

Pillar. There are six pillars in the Shire of Capel Strategic Community Plan - People, Planet, Prosperity, Performance, Places and Relationships.

The **Future Direction** describes the aspiration and purpose that is valued by the community and sought to be achieved.

4. Performance: Deliver good leadership, governance and decision making

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.1 Effective and compliant governance	- Strategic Community Plan - Corporate Business Plan - Long Term Financial Plan - Sustainability Modelling - Risk Framework - Procurement Framework - Workforce Plan 2023 - 2027	4.1.1 Website maintenance	Corporate Communications	•	•	•	•
		4.1.2 Broaden scope of new Chart of Accounts	Finance	•			
		4.1.3 Service Review	Finance		•		
		4.1.4 Finance Traineeship	Finance	•			
		4.1.5 UV Rating Zoning Review	Finance	•			
		4.1.6 Values and Behaviours	Governance	•	•	•	
		4.1.7 Legal Expenses	Governance	•	•	•	•
		4.1.8 Risk Management Plan	Governance			•	
		4.1.9 Transition to State IR System	Organisational Development	•	•		
		4.1.10 Implement & Review Leadership Development Strategy	Organisational Development	•	•	•	•

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Outcomes describe the desirable result or benefits to the community from delivering services, facilities, activities and projects.

Strategic Enablers detailing the informing strategies that will guide the achievement of outcomes.

Initiative describes the specific projects or action the Shire will undertake with consideration for community needs and resourcing constraints.

Lead Service Area indicates the organisational team that is responsible for leading achievement.

Timeline shows when an action is planned to take place.

Corporate Business Plan - Strategic Initiatives (2023 - 2027)

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Outcomes	Strategic Enablers	Initiatives	Lead Service Area	23-24	24-25	25-26	26-27
1.1 A more engaged community	• Community Engagement Framework • Place Plan 2023 - 2027 • Asset Management Strategy • Communication Strategy • Reconciliation Action Plan • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024	1.1.1 Ron Maidment Archives - Oral History Transcribing	Customer Relations & Libraries	●	●		
		1.1.2 Library Community Based Services & Programs	Customer Relations & Libraries		●		
		1.1.3 Library Infrastructure	Customer Relations & Libraries	●			
		1.1.4 Shire Front Office Remodel	Customer Relations & Libraries	●			
		1.1.5 Customer Experience Strategy	Customer Relations & Libraries	●			
		1.1.6 Radio Frequency Identification	Customer Relations & Libraries		●	●	
		1.1.7 Youth, Community and Library Services	Customer Relations & Libraries		●	●	
		1.1.8 Facility and Key Management review	Customer Relations & Libraries		●	●	●
		1.1.9 Provide Tier 1 Library in Capel, Dalyellup & Boyanup	Customer Relations & Libraries	●	●	●	●
		1.1.10 GIS Implementation Project	Business & Technology	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	23-24	24-25	25-26	26-27
1.1 A more engaged community	• Community Engagement Framework • Place Plan 2023 - 2027 • Asset Management Strategy • Communication Strategy • Reconciliation Action Plan • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024	1.1.11 Customer service technology improvement project	Business & Technology	●	●	●	●
		1.1.12 Website Support and Improvement	Business & Technology	●			
		1.1.13 Capital Works (Renewals) Program	Facilities	●	●	●	●
		1.1.14 Technical Services Capital Works Program	Engineering & Technical Services	●	●	●	
		1.1.15 Strategic Planning across Local Government	Engineering & Technical Services	●	●	●	●
		1.1.16 Document & publish Technical Services procedures	Engineering & Technical Services	●	●	●	●
1.2 A capable community that drives community activation and participation	• Place Plan 2023 - 2027 • Reconciliation Action Plan • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Sporting Spaces Plan (Draft)	1.2.1 Improve business Online Meeting Capability	Business & Technology	●			
		1.2.2 Improve Library public facing technologies	Business & Technology	●		●	●
		1.2.3 Establish procedures to support Volunteer Management	Organisational Development	●	●		●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
1.3 An inclusive community	• Community Engagement Framework • Place Plan 2023 - 27 • Reconciliation Action Plan • Aged Friendly Communities Strategy 2023 - 27 • Youth Strategy 2020 - 24 • Sporting Spaces Plan *(Draft)*	1.3.1 Sports Strategic Planning	Community Development & Safety	●			
		1.3.2 Sponsor Major Facilities and Projects	Community Development & Safety	●	●	●	●
		1.3.3 Provide Sports Lighting at Ferndale Park	Community Development & Safety	●	●	●	●
1.4 A safe and prepared community	• Place Plan 2023 - 2027 • Asset Management Strategy • Communication Strategy • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Public Health Plan (Draft) • Local Emergency Management Arrangements • Bushfire Risk Management Plan	1.4.1 Tablet Devices for Operations Department	Business & Technology	●	●		
		1.4.2 Annual mapping Consultancy	Business & Technology	●	●	●	●
		1.4.3 WHS Compliance	Organisational Development	●	●		
		1.4.4 RNGR Dog Barking	Community Development & Safety	●			
		1.4.5 RNGR Operation of Animal Impound Facilities	Community Development & Safety	●	●	●	●
		1.4.6 RNGR Public Education	Community Development & Safety	●	●	●	●
		1.4.7 LED Street Lighting	Sustainability & Environment	●			
		1.4.8 Manage Contaminated Sites	Sustainability & Environment	●	●		
		1.4.9 Replacement of Capel Bushfire Brigade Facility	Sustainability & Environment				●
		1.4.10 Protection of Public Health - Mosquito Management	Sustainability & Environment	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
1.4 A safe and prepared community	• Place Plan 2023 - 2027 • Asset Management Strategy • Communication Strategy • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Public Health Plan (Draft) • Local Emergency Management Arrangements • Bushfire Risk Management Plan	1.4.11 Waste Services Review	Sustainability & Environment	●			
		1.4.12 Capital Works (Renewals) Program	Facilities	●	●	●	●
		1.4.13 Waste Education	Operations	●	●	●	●
		1.4.14 Ferndale Park Path Lighting	Operations	●			
		1.4.15 Fleet Specification Review	Operations	●			
		1.4.16 Dog Hydration Station	Operations	●	●		
		1.4.17 Event Ground Servicing	Operations	●			
		1.4.18 Variable Messaging Trailer	Operations	●			
		1.4.19 Waste Management	Operations	●			

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
1.5 A healthy and active community	• Community Engagement Framework • Place Plan 2023 - 2027 • Asset Management Strategy • Communication Strategy • Reconciliation Action Plan • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Sporting Spaces Plan (Draft) • Public Health Plan (Draft) • Advocacy Prospectus	1.5.1 Review Community Grants Policy	Community Development & Safety	●	●		
		1.5.2 Sports Strategic Planning	Community Development & Safety	●			
		1.5.3 Sponsor Major Facilities & Projects	Community Development & Safety	●	●	●	●
		1.5.4 Provide Sports Lighting at Ferndale Park	Community Development & Safety	●		●	
		1.5.5 New Dalyellup Ovals Project - Stage 1 Land Access	Community Development & Safety		●	●	
		1.5.6 Capel Regional Equestrian Park Building Development	Community Development & Safety	●			
		1.5.7 Review shared usage agreement and future opportunities	Community Development & Safety	●	●	●	
		1.5.8 Preliminary Masterplanning of BHPC & RDA Site	Community Development & Safety	●	●	●	

This section highlights strategic initiatives where the Shire will have a variety of roles.

For this Direction these will predominantly be:
• Provide
• Fund
• Partner
• Facilitate

The Shire service areas will further contribute to these outcomes and initiatives through the delivery of Core Business activities, detailed in Annual Operational Delivery Plans.

These service areas include:
• Community Development & Safety
• Customer Relations & Libraries
• Engineering & Technical Services
• Operations
• Facilities
• Sustainability & Environment
• Organisational Development
• Business & Technology

Capel

2. Planet:
Manage and protect our environment

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
2.1 Improved management of our natural environment assets and attractions	• Sustainability Framework • Place Plan 2023 - 2027 • Natural Reserve Management Plans • Bushfire Risk Management Plan • CHRMAP • Asset Management Strategy	2.1.1 Kaatijinup Biodiversity Park Feasibility Study	Office of the CEO	●	●		
		2.1.2 CHRMAP	Development Services	●	●		
		2.1.3 Manage Contaminated Sites	Sustainability & Environment	●	●		
2.2 Increased community capacity in supporting positive environmental management	• Communications Strategy • Social Media Plan • Community Engagement Framework	2.2.1 Sustainability Action Plan	Sustainability & Environment	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
2.3 A Shire committed to sustainable practices	• Sustainability Framework • Sustainability Action Plan • Place Plan 2023 - 2027	2.3.1 Printer Maintenance	Business & Technologies	●	●		
		2.3.2 Ferndale Park Path Lighting	Operations	●			
		2.3.3 Fleet Specification Review	Operations	●			
		2.3.4 Dalyellup Streetlight Asset Management Plan	Operations	●	●		
		2.3.5 Waste Management	Operations	●			
		2.3.6 Waste Education	Operations	●	●	●	●
		2.3.7 Heritage List & Survey	Development Services	●	●	●	●
		2.3.8 Financial Sustainability	Finance	●	●	●	●
		2.3.9 Capital Works (Renewals) Program	Facilities	●	●	●	●
		2.3.10 Develop Buildings Asset Management Plans	Assets	●	●	●	●
		2.3.11 Develop Asset Management Strategy (Starting 2023)	Assets	●	●	●	●
		2.3.12 Develop Asset Management Plan - POS portfolio	Assets	●			
		2.3.13 Develop Asset Management Plans - Plant & Vehicle	Assets	●			

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
2.4 Lesser impact of pests, feral animals and domestic animals	• Local Laws • Community Education • Communication Strategy	2.4.1 RNGR: Dog Barking	Community Development & Safety	Yes	Yes	Yes	Yes
		2.4.2 RNGR: Operation of Animal Impound Facilities	Community Development & Safety	●	●	●	●
		2.4.3 RNGR: Public Education	Community Development & Safety	●	●	●	●
		2.4.4 Dog Hydration Station	Operations	●	●	●	●
		2.4.5 Protection of Public Health - Mosquito Management	Sustainability & Environment	●			
2.5 Improved connection and access to natural assets of the forest and coastal environment	• **Trails Masterplan** • **CHRMAP** • **Asset Management Strategy** • **Kaatijinup Feasibility Study**	2.5.1 Ironstone Gully Falls Reserve Management Plan	Community Development & Safety	●	●	●	●
2.6 Increased opportunities for better waste management and reduction	• Communication Strategy • Sustainability Framework • Asset Management Strategy	2.6.1 Water Sustainability	Operations	●	●	●	●
		2.6.2 Infrastructure Maintenance	Operations	●	●	●	●
		2.6.3 Waste Services Review	Sustainability & Environment	●			

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
2.7 Urban planning that supports sustainable development	• Local Planning Scheme No.8 • Place Plan 2023 - 2027 • Economic Development Framework • Aged Friendly Communities Strategy 2023 - 2027 • Sporting Spaces (Draft) • CHRMAP	2.7.1 Town Planning Scheme 3 review	Development Services	●	●		
		2.7.2 North Capel & Boyanup Land Deconstraining	Development Services	●	●	●	●
		2.7.3 Local Planning Strategy	Development Services	●	●	●	
		2.7.4 Design Review Panel	Development Services	●			
		2.7.5 Agribusiness Precinct	Office of the CEO	●	●		

This section highlights strategic initiatives where the Shire will have a variety of roles.

The Shire service areas will further contribute to these outcomes and initiatives through the delivery of Core Business activities, detailed in Annual Operational Delivery Plans.

For this Direction these will predominantly be:
• Plan
• Advocate
• Fund
• Provide

These service areas include:
• Office of the CEO
• Community Development & Safety
• Customer Relations & Libraries
• Assets
• Finance
• Facilities
• Operations
• Development Services
• Sustainability & Environment

3. Prosperity:
Foster a dynamic, diverse and strong local economy

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline 23-24	24-25	25-26	26-27
3.1 Increased support and advocacy to stimulate greater local business success, investment and diversity	• Economic Development Framework • Local Planning Scheme No.8 • Place Plan 2023 - 2027 • Advocacy Prospectus	3.1.1 Implementation of Economic Development Framework	Office of the CEO	●			
		3.1.2 Update of Advocacy Prospectus	Office of the CEO	●			
		3.1.3 Agribusiness Precinct	Office of the CEO	●	●		
		3.1.4 Implementation of Sustainability Framework	Office of the CEO	●	●	●	●
		3.1.5 Customer service technology improvement project	Business & Technology	●	●	●	●
3.2 Effective promotion of the Shire and its towns	• Economic Development Framework • Local Planning Scheme No.8 • Place Plan 2023 - 2027 • Communications Strategy • Social Media Plan	3.2.1 Kaatijinup Biodiversity Park Feasibility Study	Office of the CEO	●	●		
		3.2.2 Visitation - Tourism and Hospitality Promotion - Lost & Found, Gondwana & rest stops	Economic Development & Tourism	●			
		3.2.3 Visitor Attraction Media	Economic Development & Tourism	●			
		3.2.4 GIS Implementation Project	Business & Technology	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline 23-24	24-25	25-26	26-27
3.2 Effective promotion of the Shire and its towns		3.2.5 Minor Community Grants Policy Development	Community Development & Safety	●	●		
		3.2.6 Cultural Services	Community Development & Safety	●	●	●	
3.3 Targeted and well managed growth	• Local Planning Scheme No.8 • Place Plan 2023 - 2027 • Economic Development Framework • Aged Friendly Communities Strategy 2023 - 2027 • Sporting Spaces • CHRMAP • Workforce Plan 2023 - 2027	3.3.1 North Capel and Boyanup Land Deconstraining	Development Services	●	●	●	●
		3.3.2 Financial Sustainability	Finance	●	●	●	●
3.4 Continued improvement in town centre vibrancy	• Local Planning Scheme No.8 • Place Plan 2023 - 2027 • Economic Development Framework • Advocacy Prospectus	3.4.1 Infrastructure Maintenance	Operations	●	●	●	●
		3.4.2 Design Guidelines and Streetscape Compatibility Planning Framework	Development Services	●	●	●	

This section highlights strategic initiatives where the Shire will have a variety of roles.

For this Direction these will predominantly be:
• Advocate
• Partner
• Provide
• Fund

The Shire service areas will further contribute to these outcomes and initiatives through the delivery of Core Business activities, detailed in Annual Operational Delivery Plans.

These service areas include:
• Community Development & Safety
• Office of the CEO
• Economic Development & Tourism
• Business & Technologies
• Finance
• Operations
• Development Services

4. Performance:
Deliver good leadership, governance and decision making

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.1 Effective and compliant governance	• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Sustainability Modelling • Risk Framework • Procurement Framework • Workforce Plan 2023 - 2027	4.1.1 Website maintenance	Corporate Communications	●	●	●	●
		4.1.2 Broaden scope of new Chart of Accounts	Finance	●			
		4.1.3 Service Review	Finance		●		
		4.1.4 Finance Traineeship	Finance	●			
		4.1.5 UV Rating Zoning Review	Finance	●			
		4.1.6 Values and Behaviours	Governance	●	●	●	
		4.1.7 Legal Expenses	Governance	●	●	●	●
		4.1.8 Risk Management Plan	Governance		●		
		4.1.9 Transition to State IR System	Organisational Development	●	●		
		4.1.10 Implement & Review Leadership Development Strategy	Organisational Development	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.1 Effective and compliant governance	• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Sustainability Modelling • Risk Framework • Procurement Framework • Workforce Plan 2023 - 2027	4.1.11 Create and implement a Culture Development Program	Organisational Development	●	●	●	●
		4.1.12 WHS Compliance	Organisational Development	●	●	●	●
		4.1.13 Cyclic Plant Replacement Program	Facilities	●	●	●	●
		4.1.14 Annual Compliance Inspection Regimes	Facilities	●	●	●	●
		4.1.15 Develop Buildings Asset Management Plans	Assets	●	●	●	●
		4.1.16 Develop Asset Management Strategy (starting 2023)	Assets	●			
		4.1.17 Develop Asset Management Plans - POS portfolio	Assets	●			
		4.1.18 Develop Asset Management Plans - Plant & Vehicle	Assets	●			
		4.1.19 ICT Strategic Plan	Business & Technology	●			
		4.1.20 Tablet devices for Operations department	Business & Technology	●	●	●	●
		4.1.21 Vital Records Project and compliance	Business & Technology	●	●	●	●
		4.1.22 Maintaining records information security	Business & Technology	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.1 Effective and compliant governance	• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Sustainability Modelling • Risk Framework • Procurement Framework • Workforce Plan 2023 - 2027	4.1.23 Digitisation Project	Business & Technology	●			
		4.1.24 Printer Maintenance	Business & Technology	●	●	●	
		4.1.25 Cyber Security and digital resilience	Business & Technology		●		
		4.1.26 Licensing and contract management	Business & Technology	●	●	●	●
		4.1.27 Group Policy Review and modernisation	Business & Technology	●	●	●	●
		4.1.28 Improve business Online Meeting Capability	Business & Technology	●	●	●	●
		4.1.29 Operational Review of replacement for Council ERP solution	Business & Technology	●			
		4.1.30 Website Redevelopment Project - continued integration	Business & Technology	●			
4.2 Informed and transparent decision making	• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Sustainability Modelling • Community Engagement Framework • Communications Strategy	4.2.1 Councillor eAccess	Business & Technology	●	●	●	●
		4.2.2 RNGR: Infringement Software	Business & Technology	●	●		
		4.2.3 Licensing and Contract Management: Intramaps	Business & Technology			●	●
		4.2.4 Licensing and Contract Management: Firebreak Software	Business & Technology	●	●	●	●
		4.2.5 Website Support and Improvement	Business & Technology	●			

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.2 Informed and transparent decision making	• Strategic Community Plan • Corporate Business Plan • Long Term Financial Plan • Sustainability Modelling • Community Engagement Framework • Communications Strategy	4.2.6 Develop holistic organisational improvement plan	Office of the CEO	●	●	●	●
		4.2.7 Embed the Community Engagement Framework	Corporate Communication	●			
		4.2.8 Strategic Document Review	Executive Services	●	●	●	●
		4.2.9 Integrate Annual and Monthly Financial Reports	Finance	●	●	●	●
		4.2.10 Financial Sustainability	Finance	●	●	●	●
		4.2.11 Activity Based Cost (ABC)	Finance		●		
		4.2.12 Organisational Finance / Budget Management	Finance	●			
		4.2.13 Access to Information	Governance	●	●	●	●
		4.2.14 Land Management	Governance	●	●		
		4.2.15 Internal Audit - Biannual	Governance	●		●	
		4.2.16 Councillor Inductions	Governance	●		●	
		4.2.17 Contractor Management Framework	Governance	●			
		4.2.18 Library Collection Development	Customer Relations & Libraries	●		●	

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.2 Informed and transparent decision making		4.2.19 Heritage List & Survey	Development Services	●	●	●	●
4.3 Contemporary planning and local development	• Local Planning Scheme No.8 • Place Plan 2023 - 2027 • Economic Development Framework • Advocacy Prospectus	4.3.1 Design Guidelines and Streetscape Compatibility Planning Framework	Development Services	●	●	●	●
		4.3.2 CHRMAP	Development Services	●	●		
		4.3.3 Town Planning Scheme 3 review	Development Services	●	●		
		4.3.4 Development Contribution Plan Review	Development Services	●	●		
		4.3.5 Local Planning Strategy	Development Services	●	●	●	
		4.3.6 Design Review Panel	Development Services	●			
4.4 Increased attraction and retention of high quality staff to deliver optimal services to the community	• Workforce Plan 2023 - 2027 • Customer Service Charter • Community Engagement Framework • Strategic Community Plan • Corporate Business Plan	4.4.1 Website Information Transition	Business & Technology	●			
		4.4.2 HR - Management System	Business & Technology		●		
		4.4.3 HR - Staff Development	Business & Technology	●			
		4.4.4 Network Switch replacement	Business & Technology		●		
		4.4.5 Asset Management Software	Business & Technology		●		

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
4.4 Increased attraction and retention of high quality staff to deliver optimal services to the community	• Workforce Plan 2023 - 2027 • Customer Service Charter • Community Engagement Framework • Strategic Community Plan • Corporate Business Plan	4.4.6 SAN Storage Replacement Schedule	Business & Technology	●			
		4.4.7 Scheduled PC Replacement	Business & Technology	●	●	●	●
		4.4.8 Develop and submit application for SAT rebanding	Office of the CEO	●	●	●	●
		4.4.9 Library Resourcing	Customer Relations & Libraries	●			
		4.4.10 Youth, Community & Library Services	Customer Relations & Libraries		●	●	
		4.4.11 Staff Development	Organisational Development	●	●	●	●
		4.4.12 Remuneration & Benefits	Organisational Development	●	●	●	●
4.5 Improved customer engagement	• Workforce Plan 2023 - 2027 • Customer Service Charter • Community Engagement Framework	4.5.1 Digitisation of the Waste Transfer Station	Business & Technology	●	●		
		4.5.2 FME Implementation Project	Business & Technology	●	●	●	●
		4.5.3 Scheduled upgrade and maintenance of GIS mapping	Business & Technology	●	●	●	●
		4.5.4 Customer Service Technology Project	Business & Technology	●	●	●	●
		4.5.5 Review Internal phone system	Business & Technology	●	●		
		4.5.6 Improve Library public facing technology	Business & Technology	●	●	●	●

This section highlights strategic initiatives where the Shire will have a variety of roles.

For this Direction these will predominantly be:
- Stewardship
- Fund
- Partner
- Advocate
- Regulate

The Shire service areas will further contribute to these outcomes and initiatives through the delivery of Core Business activities, detailed in Annual Operational Delivery Plans.

These service areas include:
- Community Development & Safety
- Office of the CEO
- Economic Development & Tourism
- Business & Technologies
- Finance
- Operations
- Organisational Development
- Development Services
- Executive Services
- Corporate Communications
- Governance

Dalyellyup Youth Precinct

5. Places: Provide and maintain suitable infrastructure and facilities

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
5.1 Appropriate community facilities, that meet the communities' needs	• Community Engagement Framework • Place Plan 2023 - 2027 • Asset Management Strategy • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Sporting Spaces Plan • Advocacy Prospectus • Public Health Plan (Draft) • Trails Masterplan	5.1.1 Cemetery Masterplanning	Community Development & Safety		●		
		5.1.2 New Dalyellup Ovals Project (Stage 1 Land Access)	Community Development & Safety		●	●	
		5.1.3 Capel Regional Equestrian Park Building Redevelopment	Community Development & Safety	●			
		5.1.4 Review shared usage agreement	Community Development & Safety	●	●	●	
		5.1.5 Preliminary masterplanning of PBHPC and RDA site	Community Development & Safety	●	●	●	
		5.1.6 Transport Strategy	Community Development & Safety			●	
		5.1.7 RNGR Operation of Animal Impound Facilities	Community Development & Safety	●	●	●	●
		5.1.8 Minor Community Grants Policy Development	Community Development & Safety	●	●		
		5.1.9 Development and Provision of Sports Strategic Planning	Community Development & Safety	●			
		5.1.10 Sponsor Major Facilities & Projects	Community Development & Safety	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
5.1 Appropriate community facilities, that meet the communities' needs	• Community Engagement Framework • Place Plan 2023 - 2027 • Asset Management Strategy • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Sporting Spaces Plan (Draft) • Advocacy Prospectus • Public Health Plan (Draft) • Trails Masterplan	5.1.11 Improve Library public facing technologies	Business & Technology	●	●	●	●
		5.1.12 Stirling BFB preliminary design for replacement facility	Sustainability & Environment			●	
		5.1.13 Capel BFB - investigate land access for replacement building	Sustainability & Environment				●
		5.1.14 Finalise Boyanup Rubbish Tip Post Closure Rehab Plan	Sustainability & Environment	●	●		
		5.1.15 Contaminated Sites - detailed site investigations	Sustainability & Environment	●	●		
		5.1.16 Dalyellup Irrigation Maintenance & Renewal	Operations	●	●	●	●
		5.1.17 Dalyellup Streetlight Asset Management Plan & Handover to Western Power Investigation	Operations	●	●		
		5.1.18 Waste Transfer Station AMP and Capacity Review	Operations	●			
		5.1.19 Plant Replacement	Operations	●	●	●	●
		5.1.20 Implement POS PoW	Operations	●	●	●	
		5.1.21 Ferndale Park Path Lighting	Operations	●			
		5.1.22 Event Ground Servicing	Operations	●			

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
5.1 Appropriate community facilities, that meet the communities' needs	• Community Engagement Framework • Place Plan 2023 - 2027 • Asset Management Strategy • Aged Friendly Communities Strategy 2023 - 2027 • Youth Strategy 2020 - 2024 • Sporting Spaces Plan (Draft) • Advocacy Prospectus • Public Health Plan (Draft) • Trails Masterplan	5.1.23 Library Infrastructure	Customer Relations & Libraries	●	●	●	●
		5.1.24 Shire Front Office Remodel	Customer Relations & Libraries	●			
		5.1.25 Customer Experience Strategy	Customer Relations & Libraries	●			
		5.1.26 Financial Sustainability	Finance	●	●	●	●
		5.1.27 Capital Works (Renewals) Program	Facilities	●	●	●	●
		5.1.28 Cyclic Plant Replacement Program	Facilities	●	●	●	●
		5.1.29 Annual Compliance Inspection Regimes	Facilities	●	●	●	●
		5.1.30 Develop Buildings Asset Management Plans	Assets	●	●	●	●
		5.1.31 Develop Asset Management Strategy (starting 2023)	Assets	●			
		5.1.32 Develop Asset Management Plans - POS portfolio	Assets	●			
		5.1.33 Develop Asset Management Plans - Plant and Vehicle	Assets	●			
		5.1.34 Document & publish Technical Services procedures	Engineering & Technical Services	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
5.2 Improved transport options	• Place Plan 2023 to 2027 • Public Health Plan (Draft) • Advocacy Prospectus • Trails Masterplan	5.2.1 Develop Shire wide transport strategy	Community Development & Safety			●	
5.3 Better and safer roads	• Public Health Plan (Draft) • Advocacy Prospectus • Trails Masterplan	5.3.1 Technical Services Capital Works Program	Engineering & Technical Services	●	●	●	●
5.4 Improved beach infrastructure to support a healthy beach lifestyle	• Asset Management Strategy • Advocacy Prospectus • Trails Masterplan • CHRMAP	5.4.1 Technical Services Capital Works Program	Engineering & Technical Services	●	●	●	●
		5.4.2 Future strategies / studies / investigations / clarifications	Engineering & Technical Services	●	●	●	●

Peppermint Grove Beach

This section highlights strategic initiatives where the Shire will have a variety of roles.

For this Direction these will predominantly be:
• Provide
• Fund
• Partner
• Advocate

The Shire service areas will further contribute to these outcomes and initiatives through the delivery of Core Business activities, detailed in Annual Operational Delivery Plans.

These service areas include:
• Community Development & Safety
• Office of the CEO
• Economic Development & Tourism
• Business & Technologies
• Finance
• Operations
• Facilities
• Assets
• Engineering & Technical Services
• Customer Relations & Libraries

Mallokup Bridge
and Capel River

6. Relationships:
Effective communication, engagement and relationship development

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
6.1 Greater trust and the development of positive relationships within the Shire and with the community	• Community Engagement Framework • Communications Strategy • Customer Service Charter • Strategic Community Plan • Corporate Business Plan • Advocacy Prospectus	6.1.1 Website Maintenance	Corporate Communications	●	●	●	●
		6.1.2 Financial Sustainability	Finance	●	●	●	●
		6.1.3 Tablet devices for Operations Department	Business & Technology	●	●		
		6.1.4 Councillor eAccess	Business & Technology	●	●	●	●
		6.1.5 RNGR: Infringement Software	Business & Technology	●	●	●	●
		6.1.6 Digitisation Project	Business & Technology	●			
		6.1.7 Digitisation of Waste Transfer Station	Business & Technology		●	●	
		6.1.8 FME Implementation Project	Business & Technology	●	●	●	●
		6.1.9 Improve Business Online Meeting Capability	Business & Technology	●	●	●	●
		6.1.10 Annual Compliance Inspection Regime	Facilities	●	●	●	●
		6.1.11 Cyclic Plant Replacement Plan	Facilities	●	●	●	●

Outcomes	Strategic Enablers	Initiatives	Lead Service Area	CBP Timeline			
				23-24	24-25	25-26	26-27
6.1 Greater trust and the development of positive relationships within the Shire and with the community	• Community Engagement Framework • Communications Strategy • Customer Service Charter • Strategic Community Plan • Corporate Business Plan • Advocacy Prospectus	6.1.12 Develop Buildings Asset Management Plans - Facilities	Assets	●	●	●	●
		6.1.13 Develop Asset Management Strategy (starting 2023)	Assets	●			
		6.1.14 Develop Asset Management Plans - POS	Assets	●			
		6.1.15 Develop Asset Management Plans - Plant and Vehicles	Assets	●			
6.2 Improved cross sector relationships and collaboration	• Community Engagement Framework • Communications Strategy • Strategic Community Plan • Corporate Business Plan • Advocacy Prospectus	6.2.1 Update the Advocacy Prospectus	Office of the CEO	●			
		6.2.2 Agribusiness Precinct	Office of the CEO	●	●		
		6.2.3 Sustainability Framework	Office of the CEO	●	●	●	●
		6.2.4 Embed Community Engagement Framework	Corporate Communications	●			
		6.2.5 Maintaining records information security	Business & Technology	●			
		6.2.6 Cyber Security and Digital Resilience	Business & Technology		●		
		6.2.7 Operational Review of replacement for Council ERP solution	Business & Technology	●			
		6.2.8 RNGR Public Education	Community Development & Safety	●	●	●	●
		6.2.9 Capital Works (Renewals) Program	Facilities	●	●	●	●

This section highlights strategic initiatives where the Shire will have a variety of roles.

For this Direction these will predominantly be:
- Provide
- Plan
- Advocate
- Partner

The Shire service areas will further contribute to these outcomes and initiatives through the delivery of Core Business activities, detailed in Annual Operational Delivery Plans.

These service areas include:
- Community Development & Safety
- Office of the CEO
- Business & Technology
- Finance
- Operations
- Facilities
- Corporate Communication