



Strategic Community Plan 2025 - 2035

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.

Informing Our Plan

Integral to the development of this Strategic Community Plan has been extensive engagement with the community through a series of workshops, community perception survey, youth consultation and Aboriginal engagement locality workshops.



6

Council and Staff Workshops

COUNCIL AND STAFF WORKSHOPS

There were two community strategic workshops in December 2024 with Shire of Capel staff. Follow up workshops we held with staff to discuss the engagement findings and to collaborate on key elements of this plan. In May there was a Councillor workshop on the outcomes and recommendations. A final plan was then presented to the Councillors in July along with the Corporate Business Plan.



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Community Workshops

COMMUNITY WORKSHOPS

Five community workshops were held in November and December 2024, in which 109 people participated. These were held at:

- Capel Community Centre
- Peppermint Grove Beach Community Centre
- Dalyellup Community Centre
- Boyanup – Jack & Mary Kitchen Centre
- Gelorup Community Centre



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Indigenous Australian Engagement Locality Workshops

COMMUNITY ENGAGEMENT

Two community pop ups were facilitated with 20 of nominated representatives for the Indigenous Australian Engage Locality Workshops.

The workshops attendees were from Karri Karrak Aboriginal Corporation and Gnarla Kaala Booja Aboriginal Corporation.



823

Responses

COMMUNITY SURVEY

A community survey was distributed to each household and business within the Shire, as well as an online survey. 823 responses were captured from November to January 2025.

Living in Our Shire

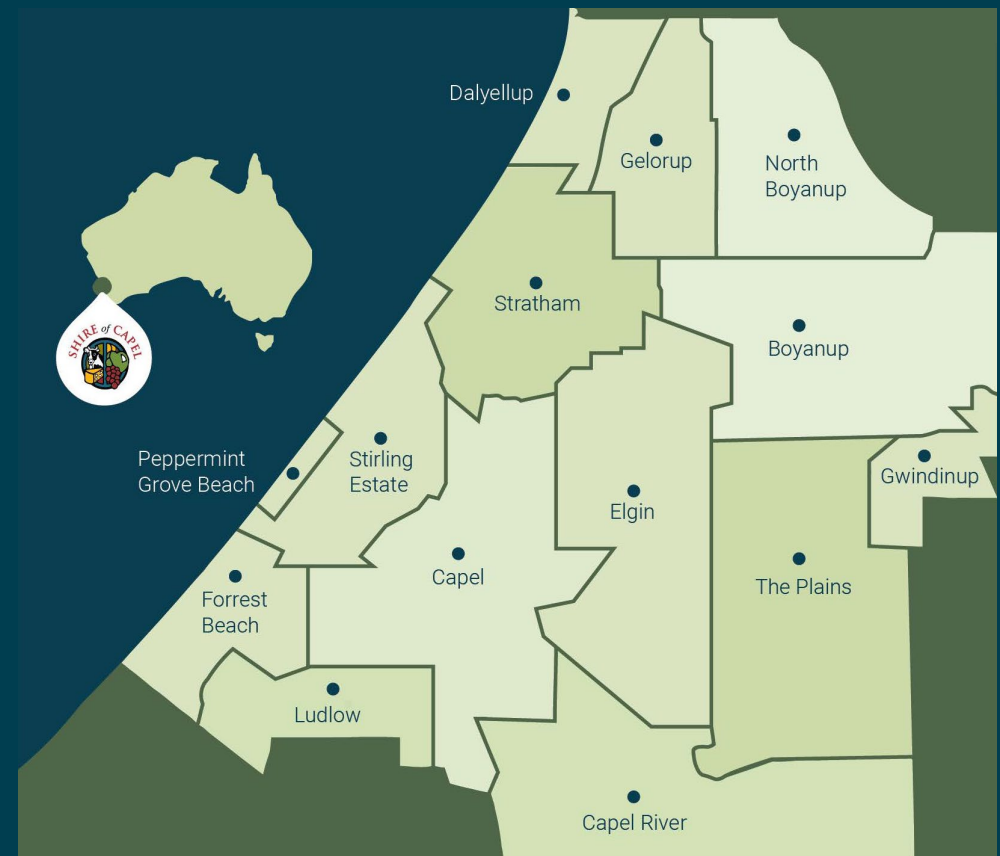
Our Shire is comprised of a range of communities, each having a distinctive character and spirit, ranging from rural villages to more urbanised neighbourhoods.

One thing that connects us all is the appreciation of the lifestyle that our environment and cohesive communities provide. We value the uniqueness of our different communities, while also recognising the importance of converging connections that unite us as a Shire.

Our Shire is a place where people can prosper. It is home to successful and burgeoning industries, including pastoral, mining, hospitality, tourism, equine and education to name a few.

Small businesses provide the backbone for our town centres and our tenacious community groups and clubs provide the glue that joins our community.

This plan reflects the foundations of what makes living in the Shire unique, while also looking to optimise the opportunities to further enhance our lifestyle into the future.



Integrated Planning + Reporting Framework

The Local Government Act 1995 requires the adoption of an integrated framework for corporate planning and reporting.

Strategic Community Plan (SCP)

- 10-year period
- Sets strategic direction
- Reflects community aspirations, goals and priorities
- Minor review – every 2 years
- Major review – every 4 years

Corporate Business Plan (CBP)

- 4-year operational document
- Outlines the strategic initiatives, major projects and the resources (financial, assets and workforce) to deliver the Strategic Community Plan The CBP also
- Guides (and guided by) informing strategies / strategic enablers
- Reviewed annually

Measurement, assessment and reporting

- Progress reported quarterly to Council
- Published in the Annual Report



Community Perception Snapshot 2024

Survey Participation

823

responses
398 online
425 paper



60–69 yrs

Largest age group
(27% of respondents)



46%

respondents live
in Dalyellup

Top Community Priorities



(% of comments relating to each issue)

- Town Centre Development: 31%
- Road Infrastructure & Maintenance: 29%
- Rates and Value: 18%
- Waste Management: 11%
- Community Safety & Environment: 15%



Areas for Improvement - common themes

People	Planet	Prosperity	Places	Performance	Relationships
Lack of youth facilities and spaces	Concerns about waste collection and green waste disposal	Limited support and infrastructure for local businesses	Need for better roads, footpaths, and cycleways	Poor communication decisions and projects	Unequal distribution of services between townships
Better engagement with rural communities	Access to natural assets, including beach accessibility and forest	Lack of tourism attraction and investment	Insufficient public amenities such as lighting and recreational spaces	Perceived lack of leadership and advocacy for community issues	Limited visibility and interaction with council members

Areas for Strength - common themes

Library services rated very highly	Increased satisfaction with environmental conservation efforts.	Improved score from 2022, indicating positive sentiment towards ongoing town centre development .	Strong community satisfaction, with improvements noted over time for parks .	Customer Service scores have improved, with strong performance in service delivery.	Many residents appreciate the small-town feel and strong local connections .
Increased satisfaction with events, arts, and cultural activities	Many residents value the beaches and natural spaces .	Increasing satisfaction and growing support for home based small business owners .	Well-maintained public spaces and buildings receiving positive feedback.	Increased engagement and accessibility through website and social media .	The Shire's outreach and engagement efforts were positively acknowledged.

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.



Our plan for the future

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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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.

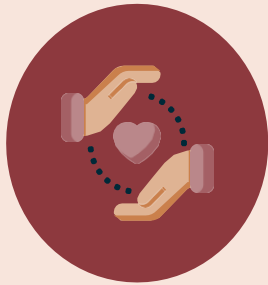
Strategies describe the overall approach that the Shire will take to achieve the desired outcome (result or benefit).



Our Future Directions

1. People

Strengthen and enhance the well-being of our community



2. Planet

Manage, protect and enhance our environment



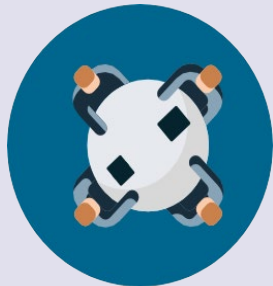
3. Prosperity

Foster a dynamic, diverse and strong local economy



4. Performance

Deliver good leadership, governance and decision making outcomes



5. Places

Provide and maintain desirable infrastructure and facilities for our community



6. Relationships

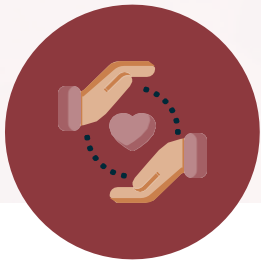
Effective communication, engagement and relationship development



1. People

Strengthen and enhance the well-being
of our community





1. PEOPLE

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 of Shire resources.

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 and 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

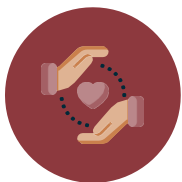
Focus Areas

- Support for seniors
- Support for young people
- Support for local groups
- Support for local Indigenous Australian groups
- Emergency access
- Crime prevention
- Promoting tourism
- Public health and wellbeing

Recent highlights

- Endorsement of the Shire of Capel's Integrated Growth Framework Plan and the development of individual townsite strategies

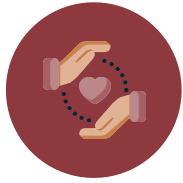
- Launch of the Shire's Tourism website
- Completion and integration of the 10 Year Sports Spaces Plan
- Development and implementation of Local Emergency Management Arrangements including Local Recovery Plan and Animal Welfare Plan
- Adoption of Workforce Plan 2025-2029
- Completion of Community Perception Survey November 2024
- Implementation of digital meeting rooms within the administration building and improved Wi-Fi connectivity in community facilities
- Endorsement of Access and Inclusion Plan
- Continued development and implementation of Asset Management Strategy and Plans
- Development of Community Safety and Crime Prevention Plan
- Development of the Dalyellup Multipurpose Community and Youth Centre - due to open May 2026
- Development of Shire's Public Health Plan
- Endorsement of Trails Master Plan
- Endorsement of ICT Strategy
- Implementation of new Enterprise Resourcing Planning System



Our Plan for the Future

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

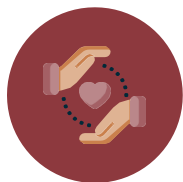
Outcomes	Strategies	Performance Measures
1.1 A more engaged community	- Identify essential and non-essential community services for clear prioritisation - Prioritise projects that bring people together and strengthen community connections and social engagement within and across towns and communities 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 - Increased Number of community led activities and events - Increased 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 advocating for state and federal funding	- Increase 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 - Provide access to information and services, about relevant service providers, to better support vulnerable residents - Develop initiatives that support and 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 - 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



Our Plan for the Future

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

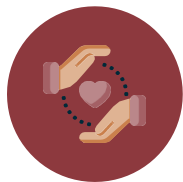
Outcomes	Strategies	Performance Measures
1.4 A safe and prepared community	• Work with State Government to ensure sufficient support for emergency and medical services including improved police presence and medical facilities and services • Plan for safe access and egress for each community from their local area during crises such as fire • Support community organisations to develop crisis and recovery preparedness • Provide well-lit, monitored and safe public spaces • Establish a street assessment and improvement program focused on footpaths and street lighting • Support proactive and adequate bush fire protection services • Address road safety concerns (See Outcomes 5.3) • Provide safe and quiet space within Community centres for all community members	• 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 • Implement Community Safety and Crime Prevention Plan
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 and facilities • 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 • Increased level of 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 • Implement Public Health Plan • Implement Trails Master Plan



Our Plan for the Future

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

Outcomes	Strategies	Performance Measures
1.6 A community that welcomes, celebrates and protects its Indigenous Australian's and heritage	• Promote the public's ability to view Indigenous Australian artefacts and artwork in Shire facilities • Prepare an Indigenous Australian Engagement Plan (revised Reconciliation Action Plan_ to strengthen engagement with local Indigenous community and identify like minded projects and initiatives. • Review the Culture Heritage Plan and identify mechanisms to strengthen and protect Wadandi cultural heritage • Partner with Indigenous Communities and organisations to explore the viability and business case for a Keeping Place for local Indigenous Australian history and artefacts • Support for vulnerable Indigenous Australian people • Utilise recently procured Shire transcribing equipment to record and protect local Indigenous Australian stories, history and knowledge • Acknowledge and share Indigenous Australian stories, experiences and history (including truth telling) through various mediums; memorials, signage, dual naming initiatives and public art • Celebrate Indigenous Australian culture via events and festivals that bring together Indigenous and non-Indigenous community (including NAIDOC week)	• Oral histories captured • Interpretative signage and historical displays to reflect Wadandi culture • Increased number of cultural festivals and events



Our Plan for the Future

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

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 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 and Youth Centre.



Lead – the implementation of the Shire's Place Plan 2023 to 2027 and the Shire's Public Health Plan



Partner - with community organisations to run community events.



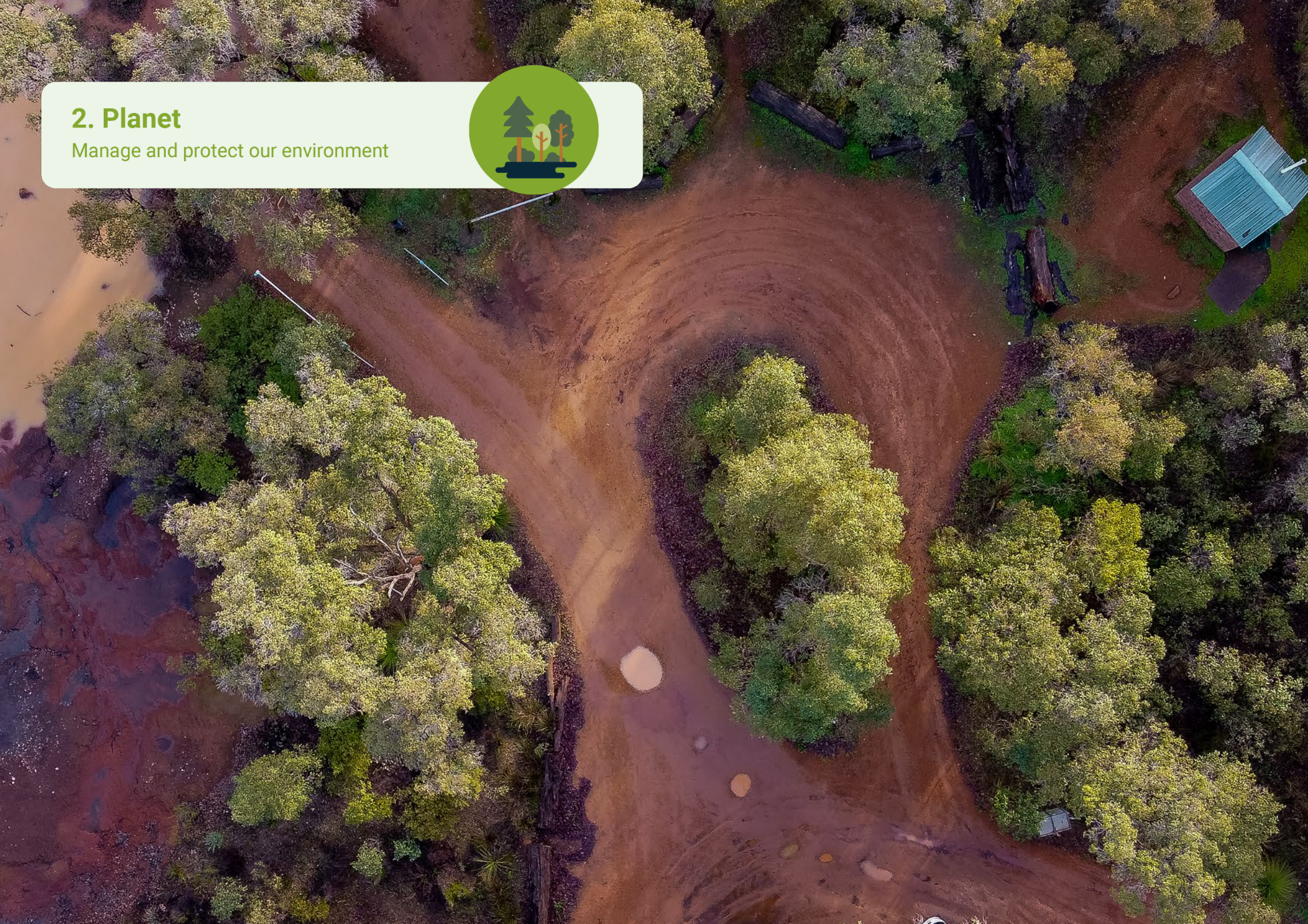
Provide and Fund– new path lighting around Ferndale Park.



Partner with Indigenous Communities and organisations to explore the viability for a keeping place for local artefacts

2. Planet

Manage and protect our environment





2. PLANET

Manage, protect and enhance 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 remnant Tuart Forest through to the rising Darling Scarp.

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

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

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

Services and 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 and waterways
- Bushfire Hazard Mitigation treatments
- Continued collaboration with Dalyellup College around environmental outcomes under Schools Plus Grant program

Focus Areas

- Management of environmentally and culturally sensitive areas
- Celebration and protection of unique environmental assets
- Embracing and leveraging Indigenous Australians knowledge
- Connection to Country that we serve
- Better connections with community groups and volunteers

Recent highlights

- Continuation of offset planting initiatives
- Endorsement of the Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) leading to the development of Foreshore Management Plans

- Endorsement of 10 Year Waste Strategy and development of Waste Action Plan
- Ongoing investigation and management of identified Contaminated Sites ensuring an action plan is presented to the Audit, Risk and Improvement Committee
- Development and implementation of Water Management Plan
- Development of individual Townsite Strategies following the endorsement of the Integrated Growth Framework
- Continuation of Mitigation Activity Fund in the treatment of the Shire's reserves
- Development of an Environment Sub Committee and Coastal Sub Committee which links into the Climate Change, Adaptation and Sustainability Committee
- Endorsement of the Trails Master Plan
- Master planning / future proofing operational requirements of the Shire Depot and Waste Transfer Station
- Development of Reserve Management Plans to aid asset recognition and maintenance scheduling.



Our Plan for the Future

Planet: Manage, protect and enhance our environment

Outcomes	Strategies	Performance Measures
2.1 Improved management of our natural environment assets and attractions	- Protect and celebrate our natural assets (including the value and significance of the Tuart Forest National Park and Ludlow State Forest) in partnership with Department of Biodiversity, Conservation and Attractions (DBCA) and other community groups eg Land Conservation District Committee (LCDC) - Employ risk management strategies and measures to protect natural assets from natural disasters, weeds and predation - Develop Reserve Management Plans for Shire managed reserves - Protect the local ecosystems, waterways and wetlands, and better manage environmentally sensitive areas - Identify and map vulnerable environments or areas in need of protection - Resist plans which will involve clearing natural vegetation - Invest in protecting, reserving, rehabilitating and enhancing native flora and fauna - Partner with Indigenous Australian Communities to support and utilise Ranger Programs to deliver sensitive land / environmental management activities across the Shire - Collaborate with Indigenous Australian organisations and Rangers to protect and preserve Ironstone Gully Falls (including traditional fire management activities) - Investigate options to better recognise and protect the cultural and environmental significance of the Wonnerup (Stirling) Wetlands, including its symbiotic relationship with the Tuart Forest	- 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	- Strengthen partnerships with local environmental groups to restore the river and better protect flora and fauna. - 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 Shire facilities including the use of renewables - Shire to integrate 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 Framework and Action Plan - Level of energy and water usage by the Shire



Our Plan for the Future

Planet: Manage, protect and enhance 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 Barmah Forest Virus and other health impacts (Mosquito Management Plan) - 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, trails and interpretative signage) that enables public 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 boardwalks over wetland and riverine areas - Improve opportunities for access to the ocean and river (walking trails, development interface, interpretative signage) - Progress development of the Bunbury - Capel - Busselton Cycleway - Explore opportunities to improve access to Country for Indigenous Australians to undertake customary activities and tourism activities - Consider options for the relinquishment of private ownership on parcels of river reserve (or negotiate land transfers), through future subdivision and development proposals	- 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 and Environmental Regulation 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



Our Plan for the Future

Planet: Manage, protect and enhance our environment

Outcomes	Strategies	Performance Measures
2.7 Urban planning that supports sustainable development	• Advocating 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 • Work with relevant agencies to improve and increase paths linking townsites and community, providing safer access for residents and visitors • Explore local initiatives to extend the tree canopy and provide better shade and amenity for pedestrians throughout the urban areas	• 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 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 Plan 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 agricultural production, 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
- Ensuring an innovative and supportive business environment
- Realising enabling infrastructure
- Activating places and localities
- Connecting and enabling creativity

Services and 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

Focus Areas

- Improve visitor amenities
- Develop visitor economy
- Maximise opportunities for Agribusiness Precinct in the Shire
- Support / promote events
- Improve engagement with local businesses
- Engagement with local Chambers of Commerce
- Partner with state agencies to advocate for financial assistance with project delivery
- Review of the Shire's Economic Development Framework
- Development of a Tourism Strategy to include wayfinding signage

Recent highlights

- Continued involvement in regional and local events

- Continued support of 'Shop Local' promotional retail campaign
- Development of individual Townsite Strategies following the endorsement of the Integrated Growth Framework Plan
- Full review of the Shire's Procurement Framework and Policy - increased opportunities for working with local government
- Completion of Community Perception Survey November 2024
- Local Planning Scheme 8 gazettal leading to the review and adoption of local planning policies
- Review of the Shire's Community Engagement Framework
- Launch of the Shire's Tourism website
- Investigated overnight rest areas in Capel and Boyanup
- Continued investment in community and sporting group activities and infrastructure
- Endorsement of Trails Master Plan
- Wi-Fi access improvements to community facilities
- Investigation into the South West Agribusiness Precinct in Capel



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	• Prepare a Tourism Strategy to enrich local experiences and manage a staged implementation of tourism infrastructure across the Shire • Work with partners to support the expansion of the Capel Light Industrial area • Advocate for funding and partner with key stakeholders to build a nationally significant Capel Agribusiness Precinct in Capel • 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 • Support appropriate accommodation opportunities across the Shire • Support Indigenous Australian Enterprise development • Recognise the value of local entrepreneurs in the growth of Shire managed economic development initiatives e.g. South West Agribusiness Precinct	• Prepare a Tourism Strategy • 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 business opportunities in the Shire and attractive lifestyle • Better leverage natural assets to reposition Capel as a South-west destination hub to reconnect with nature (i.e. Capel and Preston Rivers, Tuart Forest, Wonnerup (Stirling) Wetlands, Ironstone Gully Falls). • Improve visitor amenities in Capel, Peppermint Grove Beach and Boyanup • 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. Capel Regional Equestrian Park, Boyanup Farmers Markets, South West Rail and Heritage Centre and Ludlow Tuart Forest Restoration Group) • 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, wayfinding, interpretative signage and online promotion • Embrace, support and facilitate unique regional events and attractions around the Shire	• Increased 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



Our Plan for the Future

Prosperity: Foster a dynamic, diverse and strong local economy

Outcomes	Strategies	Performance Measures
3.3 Targeted and well managed growth	• Refer to the Townsite Master Plan Concepts set out in the Integrated Growth Framework to inform key planning decisions, detailed investigations and the future preparation of Local Structure Plans. • Promote new residential and commercial development through appropriate zoning of land and provision of suitable infrastructure • Continue to advocate for funding support to invest in essential service upgrades including deep sewerage to incentivise investment for new housing (Capel and Boyanup) • Work with housing providers and developers to promote opportunities to increase access to diverse housing types (including affordable housing for Indigenous Australian's) to better meet the needs of the community	• Dwelling numbers and diversity of dwelling types • Level of local population increase • Level of population increase in town centres
3.4 Continued improvement in town centre vibrancy	• Continue to enhance the streetscape environment in each town centre including improving the entries into the town centres, including increasing shade • Investigate opportunities for enhanced telecommunications infrastructure and services in town centres such as free public Wi-Fi • Work with and support community groups to activate public spaces with events and community activities • Public art and culture to define the unique attributes of each town	• 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



Our Plan for the Future

Prosperity: Foster a dynamic, diverse and strong local economy

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 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 provide services Infrastructure for sustainable land development and residential growth in Capel and Boyanup.

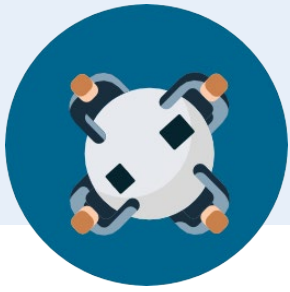


Lead – the implementation of the adopted Economic Development Framework.



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





4. PERFORMANCE

Deliver good leadership, governance & decision making outcomes

Current situation

We are continuing to grow from a small 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. This includes:

Services and 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 and Safety
- Customer Service
- Council's Leadership
- ICT

Focus Areas

- Respond to queries in a timely manner
- Address issues and requests to a high standard
- Indigenous business procurement and employment policies
- Organisational transformation both digital and physical
- Operational planning to drive Shire performance in meeting / exceeding desired service levels???
- Improving external reporting through the Integrated Planning and Reporting Framework
- Improving reporting to Council and the

community through the use of better business systems and processes

Recent highlights

- Adoption of Workforce Plan 2025-2029
- Full review and revision of all Shire Policies
- Implementation of digital meeting rooms within the administration building and improvement of Wi-Fi in community facilities
- Ongoing digital improvements to library and customer services
- Development and implementation of Asset Management Strategy and Plans
- Monthly progress reporting of the adopted Program of Works
- Adoption of Shire's 2025/26 Annual Budget
- Endorsement of the Shire's 2025-2035 Long Term Financial Plan
- Endorsement of the Shire's 2025-2029 Corporate Business Plan
- Endorsement of the Shire's Strategic Community Plan following the full review in 2024/25
- Implementation of new Enterprise Resourcing Planning system



Our Plan for the Future

Performance: Deliver good leadership, governance & decision making outcomes

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 policy and regulation provisions • Develop an organisational culture of high performance and excellence that harnesses the talent of staff, elected members and strategic partners • 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 • Ensure the Shire's internal safety reporting systems are fit for purpose and effectively manage the Shire's Work, Health and Safety reporting requirements in line with the relevant legislation • Formalise a reporting system to ensure safety / maintenance and compliance issues are addressed and resolved to a high standard.	• Evidence of openness and transparency of governance and decision making • Evidence of professional development for Councillors • Compliance Audit Return • Improvement in response and close-out of customer enquiries (maintenance/safety issues)
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 Local Government Reforms (legislation and regulation) • Evidence of justifiable decision making that is based on the identification of opportunities and benefits as well as negative impacts



Our Plan for the Future

Performance: Deliver good leadership, governance & decision making outcomes

Outcomes	Strategies	Performance Measures
4.3 Contemporary planning and local development	• Respond to State Planning Framework requirements in planning for the future • Reflect community aspirations by providing contemporary planning and zoning for future developments • Effectively administer the Building Act 2011 to ensure safe, sustainable and appropriate buildings that meet community needs • Develop a Boyanup Community Infrastructure Strategy that informs the future use and planning of community spaces and appropriate facilities • Review and update the Local Planning Strategy Townsite Plans in the form of a Precinct Structure Plan, in accordance with the ideas and principles espoused in Concept Master Plans and Place Design Guide, set out in the Integrated Growth Framework Plan	• Implementation of Local Planning Strategy • Implementation of Place Planning, Place Development and Place Management • Precinct Structure Plans prepared for each Townsite • Develop a Boyanup Community Infrastructure Strategy
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 • Develop mechanisms that seek to support the local Indigenous community through recruitment and procurement opportunities	• Implementation of adopted Workforce Plan • Improvement in satisfaction levels in Employee Perceptions Survey • Organisational efficiency measurement • Implementation of Leadership and Cultural Development Program

Outcomes	Strategies	Performance Measures
4.5 Improved stakeholder 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 Councillors • 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 staff are encouraged to contribute • Strengthen communication and engagement channels broadly, across the Shire	• 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
4.6 Improved Project Reporting	• Embed communication of achievements and major project updates to all key stakeholders, into planning processes • Ensure communities and groups that are consulted on projects receive regular updates	• Level of communication updates



Our Plan for the Future

Performance: Deliver good leadership, governance & decision making outcomes

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 and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:



Lead – the implementation of the Shire’s Local planning 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 desirable infrastructure and facilities for our community

Current situation

The Shire transitions from open farmland and rural village tranquillity 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 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 and 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, verges
- Beach infrastructure
- Planning and building approvals
- Coordinate the Shire's seasonal tenancy process of sporting and recreational infrastructure
- Continual maintenance of Shire assets

Focus Areas

- Sensitive growth (character and lifestyle)
- Indigenous Australian cultural heritage
- Road safety and wayfinding
- Improve visitor amenities
- Verge and path maintenance
- Fit for purpose community facilities
- Increase diversity of housing types and affordability
- Increase / plan for recreation spaces
- Improve Shire cemeteries

Recent highlights

- Review of all maintenance schedules for Shire assets
- Ongoing investment in asset data capture and improved Asset Revaluation Program

- Local Planning Scheme 8 gazettal and review and development of local planning policies
- Development and implementation of Asset Management Strategy and Plans
- Development of individual Townsite Strategies following the endorsement of the Integrated Growth Framework Plan
- Development of Shire Foreshore Management Plans
- Wi-Fi access improvements to community facilities
- Monthly progress reporting on Capital Program of Works
- Launch of the Shire's Tourism website
- Completion and integration of the 10 Year Sports Spaces Plan
- Endorsement of the Access and Inclusion Plan
- Development of a Community Safety and Crime Prevention Plan
- Development of Tourism Strategy
- Investigation into overnight rest areas in Capel and Boyanup
- Development of Shire Depot and Waste Transfer Station Master Plans
- Redevelopment of Shire's cemetery Master Plan
- Development of Dalyellup Multipurpose Community and Youth Centre



Our Plan for the Future

Places: Provide and maintain desirable infrastructure and facilities for our community

Outcomes	Strategies	Performance Measures
5.1 Appropriate community facilities, that meet the communities' needs	- Review and assess the Shire facilities to determine gaps to ensure all facilities are well utilised, and meet community needs - Establish whole of life costs for all assets - Implement the Sports Spaces Plan, that informs the future use and planning of community spaces and appropriate facilities - Conduct a detailed review of all facilities in Boyanup to understand what may need to be rationalised and/or possible new builds to meet future needs - 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, cycling facilities, 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 - Partner with vulnerable members of the community to identify opportunities to ensure new facilities or facilities upgrades are inclusive through design and landscaping (including Indigenous Australian's) - Preserve and upgrade places of heritage value - Establish a new Regional Recreation Sports Facility in Dalyellup to provide adequate facilities and meet growing demand - Redevelop the Dalyellup Surf Club Precinct to include a cafe and community facilities area - Revamp the Capel Country Club and expand facilities into an Integrated Hub that better services all ages / multiple sports	- Implementation of Sport 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 - Dalyellup Surf Club Precinct upgrade - Implementation of the Trails Master Plan
5.2 Improved transport options	- Partner with others, including adjacent Local Governments and the State Government, to advocate for improved transport networks - Develop a footpath and cyclepath renewal and expansion strategy that provides more safe and connected footpaths and cyclepaths within and between towns and key local features - Continue to expand and upgrade local and regional walking trails, as per the Trails Master Plan (pedestrian, equine, and cycling activity) - Continue to advocate and support investment in regional infrastructure initiatives to improve cycling links - Work with the State Government to improve public transport infrastructure within the Shire and connections to major centres of Bunbury and Busselton - Continue to explore 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 tourists - Advocate to improve access to transport and / or public transport to improve access to services	- Evidence of collaborative planning with State Government Agencies to develop improved services - Increase kilometers of pedestrian and cycling infrastructure - Implementation of the Trails Master Plan



Our Plan for the Future

Places: Provide and maintain desirable infrastructure and facilities for our community

Outcomes	Strategies	Performance Measures
5.3 Better and safer roads	- Collaborate with State Government (Main Roads Western Australia) to enhance traffic safety along main roads near town accesses and crossing points to create safer road use and reduce accidents and trauma, with a particular focus on Bussell Highway and South Western 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 - Improve verge side and road reserve maintenance to beautify the area	- Evidence of collaboration with State Government (Main Roads Western Australia) 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 improve community access to the beach - Develop better paths to access beaches without impact on dunes, including consideration of universal access - Provide additional toilet facilities near car parks and high use areas where there is sufficient demand	- Level of use of beach infrastructure - Level of reduction in environmental impacts - Level of positive responses in community surveys and engagement
5.5 Beautify our towns	- Adopt the Place Design Guide to guide and inform decisions relating to planning, landscaping and engineering controls. To reinforce and strengthen local character, and protect areas of cultural and environmental significance - Work collaboratively with relevant landowners to improve general standards of appearance (government and private landowners) - Initiate a maintenance program to improve the level of presentation in public areas (parks, public reserves, town site entrance, river reserves, railway corridors and walking trails) - Progress landscaping improvements, via a staged approach, in strategic growth areas - Utilise signage, wayfinding, and landscaping enhancements to create visually appealing entrances into each town - Enhance Noongar cultural acknowledgement and signage throughout the Shire	- Place Design Guide adopted and implemented - Level of maintenance and presentation in high profile areas - Number of signage and wayfinding upgrades



Our Plan for the Future

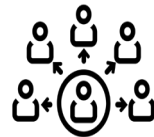
Places: Provide and maintain desirable infrastructure and facilities for our community

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 and within Organisational Delivery Plans. Here is a sample of current priority initiatives and actions:



Lead – the completion of the Sports 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.





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 19,000 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 laid back coastal to more urbanised communities.

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

Services and 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. (Bunbury Geographe Chamber of Commerce and Industry, Bunbury Geographe Economic Alliance, South West Development Commission and Department of Primary Industries and Regional Development)
- Community Action Request system

Focus Areas

- Diversify and strengthen communication channels
- Report back to community
- Collaborate with Indigenous Australian corporations and groups
- Enhance community engagement strategies
- Leverage all community advertising / publicity platforms to share information
- Improve the sharing of good news stories and celebrate Shire achievements

Recent highlights

- Review of Community Engagement Strategy
- Full review and revision of all Shire policies
- Implementation of new Enterprise Resource Planner system improving customer relationship and complaint management processes
- Continued development of Shire website
- Implementation of digital meeting rooms within the administration building and community facilities
- Ongoing digital improvements to library and customer services
- Monthly progress reporting of the adopted Capital Work Program
- Launch of the Shire's Tourism website
- Development of a Community Safety and Crime Prevention Plan
- Endorsement of the Shire's Strategic Community Plan
- Continued investment in Organisational Leadership and Cultural Development
- Completion of Community Perception Survey November 2024
- Development of Dalyellup Multipurpose Community and Youth Centre
- Development of the Shire's Public Health Plan



Our Plan for the Future

Relationships: Effective communication, engagement and relationship development

Outcomes	Strategies	Performance Measures
6.1 Develop positive relationships and greater trust between the Shire and 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 - Provide staff and Councillors with training in communications and engagement - 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 Councillors through on and off-line options - Measure and respond to the level of community satisfaction with the Shire - Build and strengthen relationships with Indigenous Communities to advance local and regional initiatives that empower and improve community cohesion - Facilitate cultural awareness programs (including staff and community cultural awareness) and engage with the Elders to share cultural knowledge to rebuild trust and stronger relationships with the Indigenous community	- 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 Councillors
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 and 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 through a revised Advocacy Prospectus. - 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
6.3. Improved communication and engagement with the community	- Use a variety of mediums and forums to strengthen engagement with the community that are informed by best practice - Explore opportunities to expand the local library into an Information Hub, once the District Library is relocated to Dalyellup. - Provide opportunities to listen and involve our community in decisions that affect them	- Improved levels of satisfaction for community engagement - Info Hub established - Increased opportunities for engagement - Increase usage and support for local publications



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 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.



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