



**OUR PLAN FOR THE FUTURE**  
**SHIRE OF BRIDGETOWN GREENBUSHES | COUNCIL PLAN 2025-2035**  
**AN INTEGRATED STRATEGIC COMMUNITY PLAN AND CORPORATE BUSINESS PLAN**

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# INTRODUCTION

Welcome to the Shire of Bridgetown Greenbushes Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document – our Council Plan, our plan for the future.

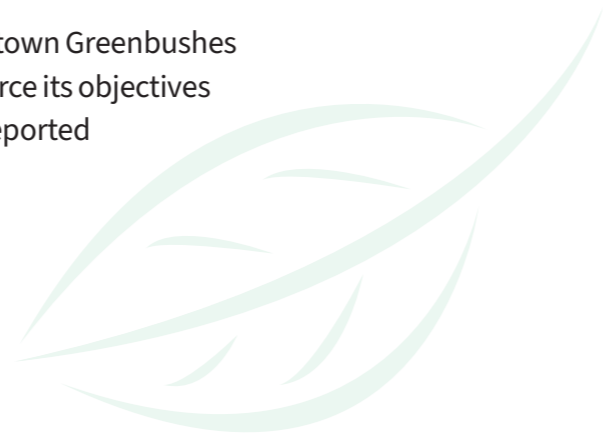
More than 600 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan follows the Integrated Planning and Reporting Framework guidelines and satisfies the legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- A future vision for the Shire of Bridgetown Greenbushes
- How the Shire will achieve and resource its objectives
- How success will be measured and reported



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## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the cultural custodians of the land, the Kaneang, Pibelmen and Wadandi people. We acknowledge and support their continuing connection to the land, waterways and community. We pay our respects to members of the Aboriginal communities and their culture; and to Elders past and present, their descendants still with us today, and those who will follow in their footsteps.

## A MESSAGE FROM OUR SHIRE PRESIDENT

On behalf of your council, it is my pleasure to present Bridgetown-Greenbushes' inaugural Council Plan - our 'plan for the future'.

The Plan describes a shire that is more than a place on the map, it is a story built over time by people who cared deeply about the land, their community, and the future. From its rich history and treasured landmarks to the abundance of natural bush that surround us, our Shire of Bridgetown-Greenbushes reflects a past to be proud of and a strong sense of identity.

But history and heritage is not just about preserving what was, it has to be about shaping what comes next as well. As our community grows and evolves, we have an exciting opportunity to both honour our history while planning for a vibrant, sustainable future.

This plan for the future of our heritage rich shire is about building on the strengths we already share - community spirit, respect for our environment, and a commitment to progress.

Together we can protect the character that makes our shire unique while creating new opportunities for generations to come.



**Stephen Carstairs,**  
Shire President



## STRATEGIC COMMUNITY PLAN 2025-2035

### BRIDGETOWN GREENBUSHES AT A GLANCE

*The Shire of Bridgetown Greenbushes is known for its heart and soul. Located in the geographic heart of the South West of Western Australia, the region offers rural charm, exquisite heritage buildings, beautiful homes and gardens, picturesque rolling hills, farmlands and forests, and access to the Blackwood River.*

With creative energy, dynamic spark and a can-do attitude, our Council, local industries and businesses, and community are always seeking new ways to grow and evolve, with consideration for conserving and enhancing the natural environment and the region's rich cultural heritage. Together, we value and acknowledge the Traditional Custodians of this land, the Kaneang, Pibelmen and Wadandi people and support their continuing connection to the land, waterways and community.

Home to several iconic community events, including the Blues at Bridgetown Music Festival, Blackwood Marathon and Blackwood River Arts Trail, the region is alive and vibrant.

These events and other community services would not be possible without the support of essential volunteers. With 28% of the population actively participating in a volunteering role, this is 11% above the state average. Our close-knit, supportive community is one of the region's best and most valuable assets.

With a significant lithium mine and primary processing facility located in Greenbushes, mining is one of the region's main sources of employment. With further plans for expansion, the area is expected to attract more workers and families in the years ahead.

Council is mindful of current and projected population growth and the increasing need for affordable housing. In the 2021 Census, only 3.2% of houses within the shire were semi-detached homes, townhouses or apartments. Council will continue to advocate for State Government support to improve access to housing.

The Shire's elected members and staff are committed to supporting future growth in a responsible and sustainable way in alignment with community concerns and values. The Shire's role is to represent the community's interests by advocating for future development that is managed responsibly, transparently, and with appropriate safeguards for the environment, water, heritage, public health, liveability and long-term community benefit.



## People

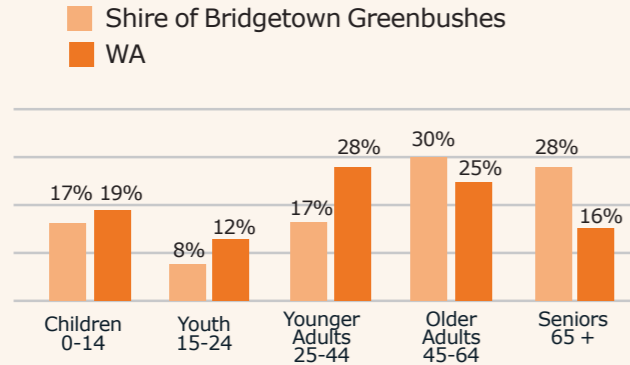
### Population



**5,669**  
up 2.6% over  
12 months

### Age Profile

2021, ABS Census



### Median Age

2021, ABS Census

**51**  
Years  
WA: 38 years



### Profound or severe core activity limitation

2021, ABS Census  
(excludes not stated)



**6.6%**  
WA: 4.9%

### Households that speak a non-English language

2021, ABS Census  
(excludes not stated)



**3.6%**  
WA: 19.6%

### Aboriginal and/or Torres Strait Islander People

2021, ABS Census



**1.6%**  
WA: 3.3%

### Volunteering

Among 15+ year olds,  
2021, ABS Census  
(excludes not stated)



**28.1%**  
WA: 17.2%

## Planet

### Household recycling

Council data, 2025



**541**  
tonnes

### Bulk recycling items taken to waste facility

Council data, 2025



**1,245**  
tonnes

### Waste to landfill

Council data, 2025



**4,507**  
tonnes

## Place

### Planning and building

2024/25, Council data

**102**  
Planning applications received

**83**  
Septic applications received

**198**  
Building applications received

**\$21M**  
value of building work

### Housing diversity

Semi-detached house, townhouse, flat or apartment  
2021, ABS Census  
(excludes not stated)



**3.2%**  
WA: 19.5%

Sealed Roads	255km
Unsealed Roads	425km
Bridges (Roads)	423km
Kerbing & Table Drains	1,413km
Footpaths	16.5km
Rural Culverts	15.8km
Drainage Pits	681
Drainage Pipes	15.6km



### Cycle or walk to work

Among employed persons aged 15+, 2021, ABS Census  
(base excludes work from home, did not go to work and not stated)



**4.5%**  
WA: 3.5%

## Prosperity

### Gross regional product

2024



**\$694M**

### Top 3 industries of employment

2021, ABS Census (% of local residents)



Mining

**18.3%**  
WA: 7.9%



Health care and social assistance

**12.8%**  
WA: 14.2%



Agriculture, forestry and fishing

**10.9%**  
WA: 2.4%

### Unemployment rate

Sept quarter 2024,  
Australian Government: Jobs and Skills Australia



**2.9%**  
WA: 3.6%

### Completed year 12 or equivalent

2021,  
ABS Census



**49%**  
WA: 63%

### Work from home

Among employed persons aged 15+, 2021, ABS Census  
(base excludes work from home, did not go to work and not stated)



**13.5%**  
WA: 8.6%

# OUR PURPOSE

The Shire of Bridgetown Greenbushes exists to provide, facilitate and advocate for services and facilities to improve quality of life for everyone who lives, visits and works in the area.

To fulfill our purpose, we satisfy the following roles:



### Advocate

We are a voice for the local community, promoting local interests in relation to environmental management, climate action, health, education, safety, public transport and more.



### Represent

We represent the interests and priorities of our community.



### Facilitate

We help to make it easier to meet community needs by removing barriers and creating opportunities.



### Fund

We support community organisations and initiatives by providing grants, funding, partnerships, and resources that strengthen local services, events, and community development programs.



### Partner

We collaborate and form alliances with local groups, government agencies, industry, and community stakeholders to deliver shared outcomes that benefit our district and the region.



### Provide

We directly provide a range of services to meet community needs, including town planning services, parks and gardens, playgrounds, sport and recreation facilities, library services, events, community development, CCTV, lighting of streets and public places, ranger services, roads, paths and trails, environmental management, and much more.



### Regulate

We regulate compliance with legislation, regulations and local laws related to town planning, animal management, public health, litter, noise, pollution, signage, parking, and much more.

# OUR VALUES

We conduct ourselves in line with the values that the local community cares deeply about.



**Inclusive,**  
fostering a friendly and welcoming environment where everyone feels they belong.



**Community minded,**  
showing respect, understanding and compassion for others, and working collaboratively with people in the local community for better outcomes.



**Creative**  
and innovative, being open to new ways of doing things.



**Sustainable**  
and resilient, carefully considering our options and making balanced choices to care for our community, planet and economy.



**Cost effective**  
and accountable, providing good value for money.



## OUR VISION

# BRIDGETOWN GREENBUSHES THE HEART AND SOUL OF THE SOUTH WEST

*Our vision is to be a premium destination to live, work and visit – a sustainable, thriving and inclusive community that balances economic and population growth with preservation of our natural and cultural identity.*

*Positioned in the geographic heart of the south-west with captivating natural beauty, lovingly restored heritage buildings and a vibrant cultural scene, including Western Australia's original blues festival, we will foster and promote our unique and special character to strengthen our position as the heart and soul of the South West.*



# COMMUNITY PRIORITIES

Priorities shift over time. To stay abreast of and adapt to changes, the Shire of Bridgetown Greenbushes participates in the MARKYT® National Benchmarking Program. In November 2024, 583 community members completed a MARKYT® Community Scorecard. To improve overall quality of life, the top priorities to address were roads, paths, housing, seniors' services, sport and recreation, parks and playgrounds, and Council's leadership.



People

- 1 Family / children services and facilities
- 2 Youth services and facilities
- 3 Seniors' services and facilities
- 4 Disability access and inclusion
- 5 First Nations recognition / respect
- 6 Volunteer recognition and support
- 7 Health and community services
- 8 Sport and recreation facilities
- 9 Art, cultural, creative facilities / activities
- 10 History and heritage
- 11 Community safety and crime prevention
- 12 Animal management



Planet

- 13 Sustainable practices
- 14 Conservation and environment
- 15 Blackwood River
- 16 Waste management
- 17 Environmental health management
- 18 Natural disaster management



Place

- 19 Responsible growth and development
- 20 Planning and building approvals
- 21 Housing
- 22 Community buildings, halls and toilets
- 23 Playgrounds, parks and reserves
- 24 Streetscapes, trees and verges
- 25 Footpaths, trails and cycleways
- 26 Local roads
- 27 Lighting of streets and public places
- 28 Public and on-demand transport



Prosperity

- 29 Economic development and job creation
- 30 Bridgetown town centre
- 31 Greenbushes town centre
- 32 Tourism and destination marketing
- 33 Festivals, markets, community events
- 34 Education, training, life-long learning
- 35 Library facilities and services



Performance

- 36 Council's leadership
- 37 Advocacy and lobbying
- 38 Consultation
- 39 Communication
- 40 Customer service

# COMMUNITY ASPIRATIONS

When community members were asked how the Shire of Bridgetown Greenbushes could better meet local needs, the main suggestions were:

## Safer roads

Provide more frequent maintenance and longer-lasting repairs to fix and repair potholes, edges and shoulders, and to manage roadside vegetation. The community would also like Council to advocate for additional funding to seal more gravel roads and to improve stormwater drainage to mitigate for flooding events.

## Connected paths and cycleways

Plan and deliver a comprehensive network of paths and cycleways to connect homes with towns, the river, schools and other amenities. The community would also like improved maintenance to ensure surfaces are safe, even and free of trip-hazards for all users, including wheelchairs, prams and mobility scooters.

## Affordable housing for all

Improve access to affordable housing by expediting the approval process to build new homes, advocating for more land-releases and sympathetic higher-density development, such as allowing more subdivisions of residential blocks and farmland for homes, tiny homes and shed homes. The community would also like the State Government to deliver more public housing.

## Better access to seniors' services

Advocate for more affordable accommodation for seniors, in-home support and places and activities for seniors to socialise and stay connected. There is also a need to improve access to services with better transport solutions, safer footpaths and more universal access or seniors' parking bays.

## Bridgetown Leisure Centre enhancements

Consider plans to upgrade and improve maintenance at Bridgetown Leisure Centre with a bigger gym, a greater range of gym equipment and classes, a heated pool that is accessible all-year round, a creche and café.

## Improved parks and playgrounds

Provide modern, well-maintained playgrounds for all ages and abilities across the shire, with upgraded equipment in existing parks, a new playground in the Highlands Estate, a new destination playground to support tourism, and a dedicated, fenced dog-exercise area.

## Effective leadership

Provide strong and effective leadership and governance by developing and communicating a clear vision, regularly consulting the community on key issues, listening and responding to community needs, and being open, transparent and accountable with decision-making.

# OUTCOMES, OBJECTIVES AND PRINCIPAL ACTIVITIES

To address local priorities, the community helped to shape outcomes, objectives and priority projects for the Shire of Bridgetown-Greenbushes, key partners and community to work towards.

Project suggestions have been considered by Council, and those that can be resourced within the Council's budget or may attract external funding have been included in this Plan. Council will also continue to deliver principal activities to meet local needs.



# OUR PEOPLE



Outcome	Objectives	Principal activities
1. A diverse, welcoming and inclusive community.	1.1 Improve family and youth services and facilities to attract and retain families. 1.2 Understand and meet the needs of an aging population. 1.3 Improve universal access and inclusion across all services and facilities. 1.4 Grow recognition and respect for all cultures.	<ul style="list-style-type: none"> <li>• Community development</li> <li>• Youth and family services</li> <li>• Seniors' services</li> <li>• Disability access and inclusion</li> <li>• Sport, recreation and leisure</li> <li>• Library services</li> <li>• Festivals, events, art and culture</li> <li>• Citizenship</li> <li>• Volunteer support services</li> <li>• Crime prevention and safety</li> <li>• Police licensing</li> <li>• Ranger services</li> <li>• Animal management and education</li> </ul>
2. Good health and community wellbeing.	2.1 Advocate for quality health and community services. 2.2 Provide quality sport, leisure and recreation services. 2.3 Become a hub of excellence in art, culture and community events. 2.4 Build community capacity by supporting community organisations and volunteers.	
3. A safe community.	3.1 Maintain high levels of community safety. 3.2 Encourage responsible animal management.	

## OUR PLANET



Outcome	Objectives	Principal activities
<b>4. A naturally beautiful, sustainable and resilient place.</b>	4.1 Conserve and enhance the natural environment for current and future generations to enjoy. 4.2 Encourage the adoption of sustainable practices. 4.3 Develop a low waste, circular economy. 4.4 Develop community readiness and resilience to cope with natural disasters and emergencies.	<ul style="list-style-type: none"> <li>• Environmental management</li> <li>• Environmental health</li> <li>• Weed management</li> <li>• Stormwater management</li> <li>• Waste management and education</li> <li>• Emergency management</li> </ul>



## OUR PLACE



Outcome	Objectives	Principal activities
<b>5. Responsible and attractive growth and development.</b>	5.1 Plan appropriate land use, development, housing and infrastructure. 5.2 Create vibrant, attractive and welcoming towns and public facilities. 5.3 Provide attractive and sustainable parks and reserves.	<ul style="list-style-type: none"> <li>• Town planning</li> <li>• Planning and development approvals</li> <li>• Building approvals</li> <li>• Swimming pool approvals and inspections</li> <li>• Playgrounds, parks and reserves</li> <li>• Footpaths and trails</li> <li>• History and heritage</li> <li>• Cemetery</li> <li>• Asset management and building maintenance</li> <li>• Roads, crossovers and bridges</li> <li>• Heavy haulage approvals</li> <li>• Parking facilities</li> <li>• Traffic management</li> <li>• Street trees maintenance</li> </ul>
<b>6. Local history, heritage and character are valued and preserved.</b>	6.1 Identify, preserve and showcase significant local history and heritage.	
<b>7. Safe, affordable and efficient transport options.</b>	7.1 Provide safe, well-maintained roads and support infrastructure and services. 7.2 Provide a safe, well-connected network of paths and cycleways.	

## OUR PROSPERITY



Outcome	Objectives	Principal activities
8. A strong, diverse and resilient economy.	8.1 Support businesses in traditional and emerging industries to thrive in the Shire of Bridgetown-Greenbushes.	<ul style="list-style-type: none"> <li>• Economic development</li> <li>• Place activation</li> <li>• Tourism</li> <li>• Visitors Centre</li> <li>• Event management</li> <li>• Visitor rest rooms</li> <li>• Health inspections and food safety</li> <li>• Trading in Public Places licences</li> <li>• Signage management</li> </ul>
9. Bridgetown Greenbushes is a major tourist destination.	9.1 Position Bridgetown Greenbushes as a major tourist destination. 9.2 Develop and promote festivals, events and trails that showcase the area's natural assets and core competencies.	



## OUR PERFORMANCE



Outcome	Objectives	Principal activities
10. Proactive, visionary leadership and effective governance.	10.1 Achieve excellence in leadership, governance and service delivery with a “can do” culture.	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Advocacy and lobbying</li> <li>• Law making (Local Laws)</li> <li>• Regional collaboration</li> <li>• Strategic and business planning</li> <li>• Financial management</li> <li>• Risk management and compliance</li> <li>• Workforce management</li> <li>• Information technology</li> <li>• Elections and polls</li> <li>• Council and Electors’ meetings</li> <li>• Community consultation</li> <li>• Communications</li> <li>• Customer service</li> </ul>
11. A well-informed and engaged community.	11.1 Engage the community in a meaningful and timely way using appropriate communication and consultation channels.	

## ALIGNMENT WITH ACTIVATE PRIORITIES

During the development of this Council Plan, a group of community members formed Activate, a team of local community members who coordinated independent community engagement and strategic planning to prepare Community Development Action Plans; one for Greenbushes and one for Bridgetown.

These plans were developed with funding and/or support from Rural Aid, Department of Social Services, Department of Primary Industries and Regional Development, Shire of Bridgetown Greenbushes, Bridgetown Hub, Bridgetown CRC, Greenbushes CRC, Blackwood Biosecurity, Bank of I.D.E.A.S and Talison Lithium.

The Activate Team, in collaboration with the community, will be seeking support from key partners to implement actions in the Activate Community Development Action Plans. Identified partners include the State Government of Western Australia, South West Development Commission and the Shire of Bridgetown Greenbushes.

Many actions in the Activate Community Development Action Plans are aligned with actions in this Council Plan. Wherever feasible, the Shire of Bridgetown Greenbushes commits to supporting and partnering with Activate to meet local community needs.



Throughout this Council Plan, actions that align with actions in the Activate Community Development Actions Plans are indicated with this symbol.



## CORPORATE BUSINESS PLAN 2025/26 – 2029/30

The Corporate Business Plan describes how Council will work towards achieving the community's vision, outcomes and objectives, and how service delivery and priority projects will be resourced.

The plan will be evaluated annually to assess completed projects and adapt to the evolving needs and priorities of the community.

The Shire is committed to continuous improvement in its processes, services, and community engagement, supporting the achievement of the long-term vision and goals set out in the plan.

Delivery of actions under this Plan will be dependent on Council approval through the annual budget process, including requirements relating to the use and approval of external consultants.





## Outcome 1. A diverse, welcoming and inclusive community.

Objective 1.1 Improve family and youth services and facilities to attract and retain families. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
1.1.1 Implement the Youth Friendly Community Plan 2024-2028. 	Youth Friendly Community Plan 2024-2028	Corporate, Economic & Community Development	●	○	○	○	○
1.1.2 Introduce well-being and fitness classes for parents and carers at Bridgetown Leisure Centre that are baby and toddler-friendly (i.e. with space for prams or toddlers to play under parent supervision during classes).			●	●			
1.1.3 Investigate play activities for children at Bridgetown Leisure Centre (similar to an indoor play centre).			●	●			
1.1.4 Partner with key stakeholders to develop and implement a local Youth Awards Program.				●			

Objective 1.2 Understand and meet the needs of an aging population. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
1.2.1 Investigate options for safe, inclusive spaces for seniors to connect and participate in a diverse range of activities, with consideration for using existing facilities, and present Council with costed recommendations.		Corporate, Economic and Community Development	●	●			
1.2.2 Advocate for aged care accommodation and support services. 			●	●	●	●	●
1.2.3 Advocate for community transport services to improve seniors' access to essential services. 		Executive Services	●	●	●	●	●

● Covered by existing funding or resources ○ Additional funding or resources required

Objective 1.3 Improve universal access and inclusion across all services and facilities.

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
1.3.1 Audit Shire facilities to identify access and inclusion gaps and recommend prioritised, costed works to include in the updated Disability Access and Inclusion Plan.		Projects and Environment	●	○			
1.3.2 Investigate options for additional ACROD parking bays in priority locations and recommend prioritised, costed works to include in the updated Disability Access and Inclusion Plan.			●	●			
1.3.3 Review the Disability Access and Inclusion Plan 2019 and finalise and implement an updated plan.	Disability Access and Inclusion Plan 2019	Corporate, Economic and Community Development	●	●			

Objective 1.4 Grow recognition and respect for all cultures.

Priority actions	Linked strategies	Service Team	25/26	26/27	27/28	28/29	29/30
1.4.1 Finalise and implement activities in the Reconciliation Action Plan.	Reconciliation Action Plan	Corporate, Economic & Community Development	●	○	○	○	○



● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 2. Good health and community wellbeing.

Objective 2.1 Advocate for quality health and community services.


Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
2.1.1 Advocate for Bridgetown Hospital to be upgraded and expanded		Executive Services	●	●			
2.1.2 Partner with current providers of health and community services to better understand their capabilities and services, determine how the Shire may better support them (such as promoting their services in Shire communications), and identify service gaps.		Corporate, Economic & Community Development	●		●		
2.1.3 Advocate for visiting health services to Greenbushes.			●				

Objective 2.2 Provide quality sport, leisure and recreation services. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
2.2.1 Engage with Greenbushes Community & Sporting groups to refresh the Greenbushes Sports Ground Masterplan & Implementation Plan. 	Greenbushes Sportsground Precinct Redevelopment Project	Projects & Environment	○				
2.2.2 Develop a business case with costed initiatives to enhance Bridgetown Leisure Centre, with consideration of a café, wider range of classes for all user groups, and continued implementation of customer service training for management and staff. 		Corporate, Economic & Community Development	●				
2.2.3 Install heat-pumps at the pool at Bridgetown Leisure Centre and trial extended use.		Projects & Environment	●				

● Covered by existing funding or resources ○ Additional funding or resources required

Objective 2.3 Become a hub of excellence in art, culture and community events. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
2.3.1 When preparing the Bridgetown Place Plan (see action 5.2.2), consider options to repurpose the Railway Goods Shed and surrounding railway land as an arts and culture precinct. 	Proposed Bridgetown Place Plan	Projects & Environment	●				

Objective 2.4 Build community capacity by supporting community organisations and volunteers. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
2.4.1 Fund community grants and donations.		Corporate, Economic and Community Development	●	○	○	○	○

● Covered by existing funding or resources ○ Additional funding or resources required



**Outcome 3. A safe community.**

Objective 3.1 Maintain high levels of community safety.

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
3.1.1 Undertake a lighting audit in public places and add prioritised, costed projects to the Strategic Works Plan.	Strategic Works Plan	Projects & Environment		●			
3.1.2 Liaise with local police to determine future CCTV camera needs.					●		
3.1.3 Liaise with Main Roads to improve Hampton Street pedestrian crossings.					●		

Objective 3.2 Encourage responsible animal management.

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
3.2.1 Undertake a service review of Ranger Services to strengthen compliance and responsible animal ownership.		Development & Regulatory Services	●				
3.2.2 Install new animal management signage in priority locations to clearly show where dogs are permitted off-leash and on-leash, and where dogs are prohibited.			○				



● Covered by existing funding or resources    ○ Additional funding or resources required

## Outcome 4. A naturally beautiful, sustainable and resilient place.

Objective 4.1 Conserve and enhance the natural environment for current and future generations to enjoy. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
4.1.1 Partner with Warren Blackwood Alliance of Councils and community to address identified environmental priorities. 		Projects & Environment	●	●	●	●	●
4.1.2 Provide detailed design plans for the Geegelup Brook Restoration Project, Blues stage and new memorial park playground along with costings and a funding model for Council's consideration.			○	○			

Objective 4.2 Encourage the adoption of sustainable practices across Shire operations and the wider community. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
4.2.1 Develop an Environmental Sustainability Strategy, incorporating climate action as a key focus area. 		Projects & Environment	○				
4.2.2 Implement Environmental Sustainability Strategy. 	Sustainability Plan		○	○	○	○	○
4.2.3 Implement the Shire Waterwise Action Plan.	Waterwise Action Plan		○	○	○	○	○

● Covered by existing funding or resources ○ Additional funding or resources required

Objective 4.3 Support sustainable waste management services that minimize landfill and maximise resource recovery. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
4.3.1 Work with key stakeholders to develop a collaborative regional approach to waste management, including recycling and materials recovery. 		Projects & Environment	●				
4.3.2 Complete the Waste Site Development Plan review with consideration for service delivery, aesthetics and environmental impacts.			●				
4.3.3 Undertake a feasibility assessment for rebuilding and reinstating a Tip Shop at the Waste Facility, as part of the Waste Site Development Plan.			●				
4.3.4 Investigate emerging recycling opportunities and material reuse options.	Waste Site Development Plan		●				
4.3.5 Partner with community groups and key stakeholders to support household waste reduction and improved recycling behaviour.			●				
4.3.6 Implement the Waste Site Development Plan.					○		

Objective 4.4 Develop community readiness and resilience to cope with natural disasters and emergencies.

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
4.4.1 Partner with DFES, St John Ambulance and other local governments to increase capacity to develop and implement effective bushfire mitigation plans and response capability.		Development & Regulatory Services	○	○	○	○	○
4.4.2 Provide effective bushfire mitigation activities on Shire controlled land.	Bush Fire Risk Management Plan		○	○	○	○	○

● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 5. Responsible and attractive growth and development.

Objective 5.1 Plan appropriate land use, development, housing and infrastructure.


Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
5.1.1 Engage with community to develop a new Local Planning Strategy to better address local needs, including consideration of diversified land uses and higher-density housing development in town centres to improve access to affordable housing, while preserving and enhancing local character.		Planning and Development	○				
5.1.2 Develop Town Planning Scheme No 7, informed by the new Local Planning Strategy.				○			
5.1.3 Undertake a service review of planning and building approvals to identify opportunities to streamline service delivery.			●				

Objective 5.2 Create vibrant, attractive and welcoming towns and public facilities.

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
5.2.1 Engage with community and local businesses to develop place plans for Bridgetown and Greenbushes with consideration of ideas to improve land use, connectivity, infrastructure, aesthetics and environmental sustainability.		Projects and Environment	●	●			
5.2.2 Renovate internal and external public toilets at Bridgetown Civic Centre.				○			
5.2.3 Renovate the public toilets and family room at the Bridgetown Community Kiosk.						○	
5.2.4 Develop a Street Tree and Verge Management Policy and Guidelines.			●				
5.2.5 Introduce community initiatives, such as competitions, to encourage improved maintenance and appearance of streetscapes.					●		


● Covered by existing funding or resources ○ Additional funding or resources required

Objective 5.3 Provide attractive and sustainable parks and reserves. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
5.3.1 Work with external planners to obtain tenure of the Dumpling Gully Precinct (ex-Water Corporation dams) in Greenbushes so that this precinct may be used for recreational purposes. 		Projects and Environment	●	●			
5.3.2 Deliver the new Highlands playground.			○	○	○	○	○
5.3.3 Construct a new shelter at Blackwood River Park with a double electric BBQ, lighting, tables and seating.				○			
5.3.4 Provide a unisex vaulted toilet at Sunnyside Reserve.							○

● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 6. Local history, heritage and character are valued and preserved.

Objective 6.1 Identify, preserve and showcase significant local history and heritage. 


Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
6.1.1 Partner with the Historical Society to improve promotion of local history and heritage.		Corporate, Community & Economic Development	○	○	○	○	○
6.1.2 Replace the damaged pathway to the war memorial (Cenotaph) in Bridgetown Memorial Park.		Projects and Environment	●				
6.1.3 Replace Bridgetown Lesser Hall foyer tiling and replace and insulate the foyer roof.			○				





● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 7. Safe, affordable and efficient transport options.

Objective 7.1 Provide safe, well-maintained roads and support infrastructure and services. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
7.1.1 Reassess the proportion of Council funding that is allocated to road improvement programs.		Projects and Environment	●				
7.1.2 Advocate for Federal and State Government funding to improve road safety more frequent grading, maintenance, widening and sealing of gravel roads.	Capital Works Plan	Chief Executive Officer	●	●	●	●	●
7.1.3 Review how the Capital Works Plan and monthly progress reports are communicated to improve community awareness and access to information on planned and completed roadworks.		Projects and Environment	●				


Objective 7.2 Provide a safe, well-connected network of paths and cycleways. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
7.2.1 Develop a Bridgetown Footpath Masterplan, including survey and detailed design of priority areas on Hampton St and Steere St. 		Projects and Environment		○			
7.2.2 Undertake rectification works as per the Bridgetown Footpath Masterplan. 	Bridgetown Footpath Masterplan			○	○	○	○
7.2.3 Design and cost a Spencer Street shared path extension south to Layman Street to provide an additional connection to the Blackwood River trail circuit. 				○			
7.2.4 Resurface the second half of Blackwood River Walk. 					○		

● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 8. A strong, diverse and resilient economy.

Objective 8.1 Support businesses in traditional and emerging industries to thrive in the Shire of Bridgetown-Greenbushes. 



Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
8.1.1 Partner with key regional stakeholders to determine how the Shire can best support economic development and tourism activities. 		Corporate, Economic and Community Development	●	●	●		
8.1.2 Review the Light Industrial Area Plan and advocate for State Government to partner on its delivery.	Light Industrial Area Plan	Projects and Environment	●				

● Covered by existing funding or resources    ○ Additional funding or resources required



## Outcome 9. Bridgetown Greenbushes is a major tourist destination.

Objective 9.1 Position Bridgetown Greenbushes as a major tourist destination. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
9.1.1 Fund Warren Blackwood Alliance of Councils to implement marketing plans to promote the shire as a major tourist destination. 		Executive Services	●	●	●	●	●
9.1.2 Facilitate nature-based camping in Greenbushes. 		Projects & Environment	○	○	○		

● Covered by existing funding or resources ○ Additional funding or resources required

Objective 9.2 Develop and promote festivals, events and trails that showcase the area's natural assets and core competencies.





Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
9.2.1 Support the growth and sustainability of local festivals, events and trails. 		Corporate, Community & Economic Development	●	●	●	●	●
9.2.2 Facilitate new artworks for the Bridgetown Art Trail		Corporate, Community & Economic Development	○	○	○	○	○
9.2.3 Formalise and promote Winnejup Walk with mapping, trail markers, signage, and promotions. 	Trails Plan 2023-2028	Projects & Environment		○			
9.2.4 Work with stakeholders to develop the Mountain Bike Trail. 		Projects & Environment	○				
9.2.5 Partner with the Shire of Nannup and Shire of Donnybrook-Balingup to formalise the local leg of the Tour of Margaret River cycling race. This includes planning, design and implementation of trail marking and signage along the 105km route.		Corporate, Community and Economic Development		○			
9.2.6 Partner with State Government and shires of Nannup, Donnybrook-Balingup and Boyup Brook and to prepare a Blackwood Valley Touring Trail Plan to link Boyup Brook, Bridgetown, Balingup and Nannup using existing back roads, firebreaks and forestry tracks. The plan would include a cost estimate to develop the trail with signage.		Corporate, Community and Economic Development		○			

● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 10. Proactive, visionary leadership and effective governance.



Objective 10.1 Achieve excellence in leadership, governance and service delivery with a “can do” culture. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
10.1.1 Develop and implement an Advocacy Strategy to lobby key stakeholders on behalf of local communities and seek funding for projects in this plan. 	Advocacy Strategy	Executive Services	●	●	●	●	●
10.1.2 Complete an independent study once every two years to review community needs and perceptions of service levels - to support strategic planning, budget decisions and reporting against key performance indicators.			○		○		○
10.1.3 Embed organisational culture change practices to encourage the leadership group and employees to be more creative, innovative and open to new ways of doing things.			○	○	○		
10.1.4 Deliver a leadership training program for the Shire’s executives and aspiring leaders to improve leadership effectiveness.			○		○		
10.1.5 Deliver core competency programs for Shire staff to focus on customer service, critical thinking and decision-making, systems thinking, and project management.			○	○	○	○	
10.1.6 Complete an employee engagement survey and major review of the Workforce Plan once every four years (with the next review to consider ways to fund new traineeships).	Workforce Plan				○		
10.1.7 Develop a Customer Service Charter. 			●				
10.1.8 Develop an IT Strategy with prioritised and costed actions.	IT Strategy		○				
10.1.9 Construct a replacement depot workshop, office and other infrastructure (due to fire damage).			Projects and Environment	●	●		

● Covered by existing funding or resources ○ Additional funding or resources required

## Outcome 11. A well-informed and engaged community.

Objective 11.1 Engage community in a meaningful and timely way using appropriate communication and consultation channels. 

Priority actions	Linked strategies	Directorate	25/26	26/27	27/28	28/29	29/30
11.1.1 Develop a Communications Plan to improve reach and effectiveness of communications. 		Corporate, Community & Economic Development	●				
11.1.2 Develop a Community Engagement Plan with approaches that enable community members to participate in open and effective discussions with Council to inform decisions. 			●				

● Covered by existing funding or resources ○ Additional funding or resources required

# RESOURCING THE PLAN

## Financial management

Shire services, facilities and special projects are funded through various revenue sources, including State and Commonwealth government grants, property-developer contributions, rates, fees and charges, and cash reserves.

Please refer to the Long-Term Financial Plan and Annual Budget for detailed financial information.

## Risk management

Every three years, in line with Regulation 17 of the Local Government (Audit) Regulations 1996, the CEO reviews the appropriateness and effectiveness of the Shire’s systems and procedures in relation to risk management, internal control and legislative compliance.

The Shire has a suite of tools to manage risk:

- Organisational Risk Management Framework
- Risk Management Policy
- Organisational Risk Register

Organisational risks are assessed and reported at a corporate level according to the adopted assessment and acceptance criteria to allow consistency and informed decision making.

The Risk Register addresses risks in the following areas:

- Asset Sustainability Practices
- Business & Community Disruption
- External Theft & Fraud
- Management of Facilities, Venues and Events
- Failure to Fulfill Compliance Requirements
- Document Management Processes
- IT & Communications Systems and Infrastructure
- Misconduct
- Employment Practices
- Engagement Practices
- Environment Management
- Errors, Omissions & Delays
- Project Management
- Safety and Security Practices
- Supplier/Contract Management

In each of these areas, the Risk Register identifies potential risks and actions to treat or mitigate risks together with a timetable for implementation. The Risk Register is updated and reported to the Audit Committee on a quarterly basis.

# OUR PEOPLE

The Shire of Bridgetown-Greenbushes is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in this plan.

The Shire operates with three directorates. Each directorate has several service teams that are responsible for delivering services, facilities and priority projects to meet statutory requirements and community needs. Each team is responsible for developing and implementing a Service Plan to continuously improve the customer experience, business efficiencies, and value for money.

Directorate	Service Teams
Executive Services	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Executive Services</li> <li>• Governance</li> <li>• Grants</li> <li>• Human Resources</li> </ul>
Corporate, Community & Economic Development	<ul style="list-style-type: none"> <li>• Cemeteries and Records</li> <li>• Finance</li> <li>• Customer Services</li> <li>• Economic and Community Development</li> <li>• Tourism, Leisure and Recreation</li> </ul>
Projects and Environment	<ul style="list-style-type: none"> <li>• Technical</li> <li>• Works</li> <li>• Environment</li> <li>• Waste</li> </ul>
Development & Regulatory Services	<ul style="list-style-type: none"> <li>• Health, Building and Planning</li> </ul>

Please refer to the Workforce Plan for more detailed information on our workforce.



## DEVELOPING AND REPORTING

The *Local Government Act 1995* (WA) requires all local governments to plan for the future. As of 2024, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

To streamline reporting and strengthen integration, the Shire of Bridgetown Greenbushes is following emerging best practice and has integrated the Strategic Community Plan and Corporate Business Plan into one succinct document and named it the Council Plan.

In 2024, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

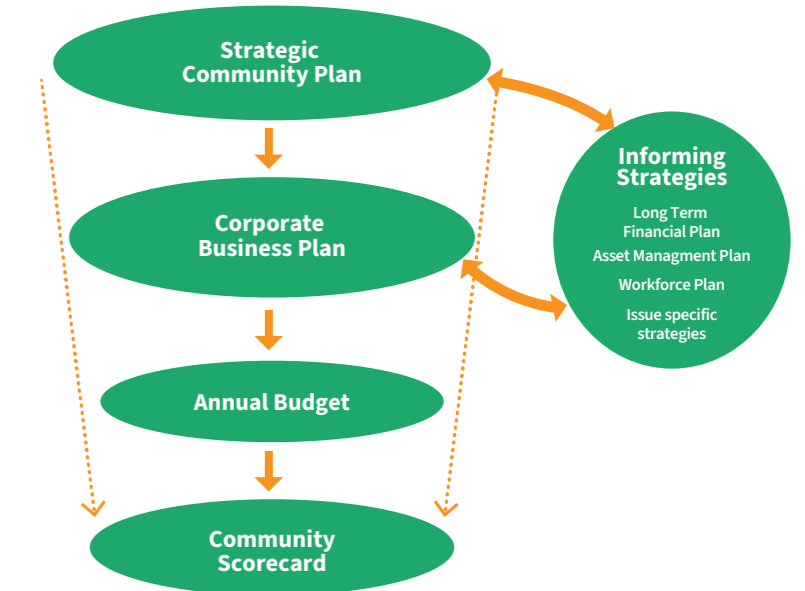
- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community survey and benchmarking using the MARKYT® Community Scorecard
- Workshops with councillors, staff, key stakeholders and local community members

We express our deepest thanks to community members who assisted with development of this Council Plan.

We heard from a good cross section of people in the local community, including young people, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

In line with the Integrated Planning and Reporting Framework and Guidelines, Strategic Community Plan components, including the vision, outcomes, objectives and community priorities and aspirations, will be reviewed once every four years. Corporate Business Plan components, including priority projects and resourcing, will be reviewed annually.

To track and report on progress, Council will monitor actual and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit [www.bridgetown.wa.gov.au](http://www.bridgetown.wa.gov.au) to access the latest Annual Report.



MARKYT   
Community Scorecard

**583**  
community members

MARKYT   
VoiceBank

**39,450**  
word count of ideas and suggestions

FUTYR   
Community Workshops

**53**  
participants

# MARKYT COMMUNITY SCORECARD

The Shire of Bridgetown Greenbushes participates in the MARKYT® Benchmarking Excellence Program to monitor and benchmark customer satisfaction and perceptions of service delivery.

Participation in this program provides the Shire with realistic and aspirational performance targets. The Shire aims to be equal to or above the industry average across all service area and strives to be the industry leader.

In 2024, a representative sample of 583 community members completed a MARKYT® Community Scorecard to assess services delivered by the Shire of Bridgetown Greenbushes and key partners.

Legend	
Performance	MARKYT® Industry Standards
↑ Improved by 3+ points	▲ Above average by 3+ points
● Steady +/- 2 points	● On par +/- 2 points
↓ Declined by 3+ points	▼ Below average by 3+ points



Objective	Measure (Performance Index Score out of 100)	Performance			MARKYT® Industry Standards		
		2020	2024	Trend	Industry Average	Comparison to average	
Overall liveability	Place to live	84	78	↓	74	▲	
PEOPLE	1.1 Improve family and youth services and facilities to attract and retain families.	Family/children services and facilities	52	55	↑	54	●
		Youth services and facilities	42	51	↑	47	▲
	1.2 Understand and meet the needs of an aging population.	Seniors' services and facilities	57	50	↓	53	▼
	1.3 Improve universal access and inclusion across all services and facilities.	Disability access and inclusion	47	43	↓	50	▼
	1.4 Grow recognition and respect for all cultures.	Reconciliation action	-	55	-	62	▼
	2.1 Advocate for quality health and community services.	Health and community services	58	60	●	55	▲
	2.2 Provide quality sport, leisure and recreation services.	Sport and recreation	61	56	↓	64	▼
		Art, cultural and creative facilities/activities	68	60	↓	65	▼
	2.3 Become a hub of excellence in art, culture and community events.	Library facilities and services	77	78	●	70	▲
		Volunteer recognition and support	-	62	-	59	▲
	2.4 Build community capacity by supporting community organisations and volunteers.	Community safety and crime prevention	61	61	●	47	▲
		Lighting of streets and public places	54	48	↓	51	▼
	3.1 Support Police to maintain high levels of community safety.	Animal management	50	47	↓	52	▼

Objective	Measure (Performance Index Score out of 100)	Performance			MARKYT® Industry Standards		
		2020	2024	Trend	Industry Average	Comparison to average	
PLANET	4.1 Conserve and enhance the natural environment for current and future generations to enjoy.	Environmental management	-	45	-	52	▼
		Blackwood River management	42	42	●	53	▼
		Environmental health management	-	44	-	54	▼
	4.2 Encourage the adoption of sustainable practices.	Sustainable practices	42	52	▲	53	●
4.3 Develop a low waste, circular economy.	Waste management	60	52	▼	59	▼	
4.4 Develop community readiness and resilience to cope with natural disasters and emergencies.	Natural disaster management	57	59	●	55	▲	
PLACE	5.1 Plan appropriate land use, development, housing and infrastructure.	Responsible growth and development	44	44	●	44	●
		Planning and building approvals	-	38	-	42	▼
		Housing	56	39	▼	47	▼
	5.2 Create vibrant, attractive and welcoming towns and public facilities.	Bridgetown town centre	-	46	-	46	●
		Greenbushes town centre	-	39	-	46	▼
		Community buildings, halls and toilets	54	51	▼	55	▼
	Streetscapes, trees and verges	54	49	▼	52	▼	
	5.3 Provide attractive and sustainable parks and reserves.	Playgrounds, parks and reserves	61	53	▼	64	▼
	6.1 Identify, preserve and showcase significant local history and heritage.	Preserving history and heritage	58	63	▲	58	▲
	7.1 Provide safe, well-maintained roads and support infrastructure and services.	Local roads	44	38	▼	46	▼
Public and on-demand transport		-	24	-	50	▼	
7.2 Provide a safe, well-connected network of paths and cycleways.	Footpaths, trails and cycleways	43	38	▼	51	▼	

Objective	Measure (Performance Index Score out of 100)	Performance			MARKYT® Industry Standards		
		2020	2024	Trend	Industry Average	Comparison to average	
PROSPERITY	8.1 Support businesses in traditional and emerging industries to thrive in the Shire of Bridgetown-Greenbushes.	Area to work or operate a business	62	63	●	58	▲
		Economic development and job creation	37	43	▲	43	●
		Education, training and life-long learning	43	49	▲	49	●
	9.1 Position Bridgetown Greenbushes as a major tourist destination.	Place to visit	78	76	●	68	▲
Tourism and destination marketing		46	52	▲	48	▲	
9.2 Develop and promote festivals, events and trails that showcase the area's natural assets and core competencies.	Festivals, markets and community events	68	66	●	63	▲	
	10.1 Achieve excellence in leadership, governance and service delivery with a "can do" culture.	Council's leadership	41	35	▼	44	▼
Advocacy and lobbying		-	34	-	41	▼	
Customer service		59	55	▼	56	●	
10.2 Engage community in a meaningful and timely way using appropriate communication and consultation channels.	Consultation	41	34	▼	40	▼	
	Communication	45	40	▼	44	▼	

Legend	
Performance	MARKYT® Industry Standards
▲ Improved by 3+ points	▲ Above average by 3+ points
● Steady +/- 2 points	● On par +/- 2 points
▼ Declined by 3+ points	▼ Below average by 3+ points



Shire of  
**Bridgetown-Greenbushes**  
*The heart and soul of the South West*

Want to play a role in making  
Bridgetown Greenbushes the heart  
and soul of the South West?

Please reach out to your elected member  
or the responsible officer at the Shire of  
Bridgetown Greenbushes. We'd love to  
hear from you.

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