Bridgetown Greenbushes

The heart and soul of the South West

Corporate Business Plan 2023-2027

Shire of Bridgetown-Greenbushes
.... simply beautiful

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Cover page: Baker, V 2021, *Singer - Rozzi Smith*. Photograph, Victoria Baker Collection, Bridgetown.

Page 4, Values: Baker, V 2021, *Willow Whispers @ Bridgetown Pottery Restaurant*. Photograph, Victoria Baker Collection, Bridgetown.

Back page: Baker, V 2021, *Joel and Audrey*. Photograph, Victoria Baker Collection, Bridgetown.

Introduction

Welcome to the Shire of Bridgetown Greenbushes Corporate Business Plan 2023-2027.

This plan was developed with more than 700 community members and key partners to consider:

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

It follows the Integrated Planning and Reporting Framework guidelines and satisfies a 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

Shire President's Message

I am proud to present the Shire of Bridgetown-Greenbushes Corporate Business Plan 2023-2027 which along with our 2023-2033 Strategic Community Plan, provides our roadmap for achieving shared goals and aspirations.

This Corporate Business Plan is predominantly based on the Corporate Business Plan initially adopted by Council in 2021 that in itself followed a major review of our Strategic Community Plan. In preparing that Strategic Community Plan we undertook a new approach. Our consultants benchmarked our performance, based on feedback from residents and ratepayers, against other local governments. This process permitted us to assess our performance and the community's priorities and expectations.

The 2023 review of the Corporate Business Plan saw all 150 actions in the 2021 Plan assessed including a determination on whether they had already been completed or remained relevant. The timelines for implementation of all actions were also reviewed. The costs associated with each action were reviewed to ensure that the overall cost each year for implementation of actions is consistent with the funds earmarked for strategic initiatives in the Long Term Financial Plan (LTFP).

We are continually seeking to improve the quality of content, presentation and community engagement in developing these strategic planning documents. From previous consultation and engagement with the community, the need for having a strong well communicated vision that resonates with the community was very apparent. A strong vision enables us to clarify our purpose in greater alignment with the values that this community holds dear.

This plan continues to share our vision and aspirations for the future and outlines how we will, over the next decade, work toward a positive future for the Bridgetown Greenbushes community.

In sharing this plan with you it is important to reflect on our recent achievements, acknowledge the areas the community seek for us to improve and provide clarity regarding the challenges we face together.

I am pleased with our improved engagement and communications with the community in the last 2 years and look forward to a continual improvement in both formal and informal conversations and discussions with the community as we implement the content of this plan.

Cr Jenny Mountford
Shire President

Our Vision

Bridgetown Greenbushes

The heart and soul of the South West

Values

We conduct ourselves in line with the values that the local community cares deeply about. We always strive to be:

Welcoming, friendly and inclusive.

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.

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
Upon request, or when approached by community groups or impacted members of our community, 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.

Facilitate
We help to make it possible or easier to meet community needs.

Fund
We help to fund organisations to deliver essential community services, such as tourism, festivals and events, and youth services.

Partner
We form strategic alliances in the interests of the community.

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, 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.

Aspirations and Services

To achieve our vision we have five supporting aspirations. Our aspirations align with our core pillars – people, planet, place, prosperity and performance. These pillars are interrelated and each must be satisfied to deliver excellent quality of life in the Shire of Bridgetown Greenbushes. Within each pillar, local government delivers a large and diverse range of services to meet community needs.

People

A friendly, welcoming and inclusive community.

Services
- Community development
- Youth and family services
- Seniors services
- Disability access and inclusion
- Sport, recreation and leisure
- Library services
- Festivals, events, art and culture
- Citizenship
- Volunteer support services
- Crime prevention and safety
- Police licensing
- Ranger services
- Animal management

Planet

Our natural environment is valued, conserved and enjoyed.

Services
- Environmental management
- Environmental health
- Weed management
- Storm water management
- Waste management
- Emergency management

Place

Our built environment is maintained, protected and enhanced.

Services
- Town planning
- Planning and development approvals
- Building approvals
- Swimming pool approvals and inspections
- Playgrounds, parks and reserves
- Footpaths and trails
- History and heritage
- Cemetery
- Asset management and building maintenance
- Roads, crossovers and bridges
- Heavy haulage approvals
- Parking facilities
- Traffic management
- Street trees maintenance

Prosperity

Our economy is strong, diverse and resilient.

Services
- Economic development
- Place activation
- Tourism
- Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management

Performance

Our leadership is visionary, collaborative and accountable.

Services
- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

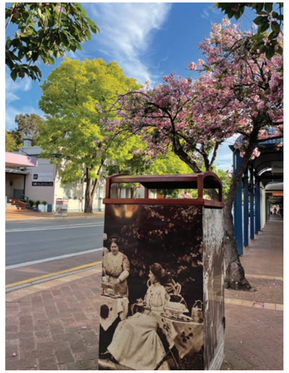
Bridgetown Greenbushes at a Glance

Located within the South West region of Western Australia, the Shire of Bridgetown-Greenbushes boasts green rolling hills, the stunning Blackwood River, farmlands and forests. The location inspires many artists, sustainable agriculture, permaculture endeavours, gourmet food, and fine wine establishments. There are a range of accommodation options to meet residential and visitor needs.

Home to iconic events such as the Blackwood Marathon, Blues at Bridgetown Music Festival, the Banquet on the Bridge and the ever growing Bridgetown Art Trail, the community is dynamic and always evolving. The appeal and diversity of the area sees many visitors choosing to settle here.

The Shire is home to a major lithium mine and primary processing facility which will continue to undergo significant expansion in the next two to four years. Increased employment opportunities are anticipated to grow the population by 22.5 percent.

The Shire's elected members and staff are committed to continuing to develop best practice and a 'can do' approach in all services areas to add value to community and local business initiatives that aligns with our shared values. We strive to work collaboratively within our community, and with neighbouring Shires to ensure we are achieving the best outcomes for our people.



Population (2021 census)
5,238

Annual population growth since 2012
2.1%

Number of dwellings (2021 census)
2,682

Share of population 0-14 (2021 census)
16.6%
(WA: 19%)

Share of population 65+ (2021 census)
27.8%
(WA: 16.1%)

Total rates (2021/22)
$5,264,523

Gross Regional Product
$541m
(3.1% of GDP in the South West Region)

Unemployment rate (2021 census)
3.8%
(South-West: 4.9%; WA: 4.0%)

Number of jobs
2,250

Building Applications (2021-22)
223

Library Visitors (2021-22)
36,247

Number of visitors (2019)
131,000

Recycling
2,826 tonnes

Landfill
4,942 tonnes

Green Waste
1,553 tonnes

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Bridgetown Greenbushes must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

Global Priorities

The Shire of Bridgetown Greenbushes recognises its responsibilities and opportunities to think globally and act locally to contribute to global sustainability. Council considers global priorities, such as those contained in the Sustainable Development Goals and The Paris Agreement, when developing plans for the local area.

SUSTAINABLE DEVELOPMENT GOALS

People

- Good health and wellbeing
- Gender equality
- Reduced inequalities

Place - Planet

- Climate action
- Clean water and sanitisation
- Affordable and clean energy
- Responsible consumption and production
- Life below water
- Life on land
- Sustainable cities and communities
- Industry, innovation and infrastructure

Prosperity

- No poverty
- Zero hunger
- Quality education
- Decent work and economic growth

Performance

- Peace, justice and strong institutions
- Partnerships for the goals

State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia has responded with a WA Recovery Plan. This plan prioritises protecting the most vulnerable, building infrastructure, unlocking future mining opportunities, investing in tourism and renewable energy, revitalising culture and the arts, supporting small businesses and building schools and workforces for the future.

People

- Supporting our most vulnerable
- Putting patients first

Place - Planet

- Building infrastructure
- Maintenance blitz
- Major road construction
- Building community infrastructure
- Housing construction
- Investing in renewable energy and new technologies
- Green jobs and environmental protection

Prosperity

- Driving industry development
- Unlocking future mining opportunities
- Revitalising culture and the arts
- Supporting small businesses
- Buying local
- Growing WA's food industries
- Investing in our tourism sector
- Boosting local manufacturing
- Rebuilding TAFE and reskilling our workforce
- Building schools for the future
- Unlocking barriers to investment

Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

Local Priorities

To understand local needs and priorities, the Shire of Bridgetown Greenbushes commissioned an independent review. In September 2020, 705 community members completed a MARKYT® Community Scorecard. The top priorities in the local community are community leadership, roads, footpaths, trails and cycleways, responsible development, youth services, economic development, tourism and marketing, and sustainability and climate action.

MARKYT Community Priorities

Performance

1 Leadership
2 Consultation
3 Communication
4 Customer service

People

5 Youth services and facilities
6 Families services and facilities
7 Seniors services and care
8 Disability access
9 Health and community services
10 Community buildings, halls & toilets
11 Sport and recreation
12 Playgrounds, parks and reserves
13 Animal management
14 Safety and security
15 Library and information services
16 Festivals, events, art and cultural activities
17 Local history and heritage

Place

18 Responsible growth & development
19 Housing
20 Local roads
21 Footpaths, trails and cycleways
22 Streetscapes
23 Lighting of streets and public places

Planet

24 Sustainability / climate action
25 Blackwood River management
26 Waste services
27 Natural disaster management

Prosperity

28 Economic development
29 Tourism and marketing
30 Education and training

People

A friendly, welcoming and inclusive community.

Challenges

The community would like a greater focus on youth. They would like more opportunities for youth in relation to education, work, sport and leisure. Ideally, the local school would cater for year 11 and year 12 students and there would be more work opportunities for youth in the local area. There would be more after school and holiday activities, a youth centre and an improved skate park. There would be better youth support, including improved access to a Youth Officer and mental health services.

The community would also like greater focus on responsible animal management. Concerns include roaming dogs and cats, excessive dog barking and the management of dog poo. They would like consideration of off-lead dog exercise areas.

Services

The Shire will continue to provide a range of services and facilities to support achievement of the People outcomes:

- Community development
- Youth and family services
- Seniors services
- Disability access and inclusion
- Sport, recreation and leisure
- Library services
- Festivals, events, art & culture
- Citizenship
- Volunteer support services
- Crime prevention and safety
- Police licensing
- Ranger services
- Animal management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements

$1,285,000

Bridgetown and Greenbushes Youth Precincts
Stage 1 of the Bridgetown Youth Precinct was delivered in 2021/22 with construction of a new skate bowl and pump track. Planning for Stage 2 has been completed with parkour and new toilets to be constructed in 2022/23. Planning for development of the Greenbushes Youth Precinct, including skate facility and pump track, has commenced with construction scheduled to occur in 2022/23.

$742,000

Bridgetown Railway Station
Renovation of the Bridgetown Railway Station commenced in early 2022 with completion expected by November 2022. Work also commenced on preparing a business plan for operation of a gallery and artist in residence from the building.

Safe speed limits through town
To improve road and pedestrian safety, the speed limit on Bridgetown's main street was reduced to 40km/h for all traffic, including heavy vehicles. Lobbying of Main Roads Western Australia has commenced to seek speed reductions in Stanifer Street, Greenbushes.

Our plan for the future

Outcome 1 - A growing community that is diverse, welcoming and inclusive.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
1.1	Improve family and youth services and facilities to attract and retain families.	1.1.1	Provide the revitalisation and development of the Bridgetown Youth Precinct with pump track, skate park, parkour and free throw basketball court.		Director Development Community & Infrastucture	●				
		1.1.2	Provide and/or partner with Blackwood Youth Action to improve access to youth activities, support services counselling and mentoring for young people, in particular marginalised and at-risk youth.		Manager Community Services	●	●	●	●	
		1.1.3	Advocate for improved access to childcare services.		Shire President/ Chief Executive Officer	●	●	●	●	
		1.1.4	Provide redevelopment of the Greenbushes Youth Precinct.		Director Development Community & Infrastucture	●				
1.2	Understand and meet the needs of an aging population.	1.2.1	Provide a review of the Age-Friendly Community Plan (2025-2030).	Age-Friendly Community Plan 2021-2025	Manager Community Services		●			
		1.2.2	Advocate for State and Federal Government to support the provision of additional residential aged care and in-home services based on the higher than average senior population.	Age-Friendly Community Plan 2021-2025	Shire President/ Chief Executive Officer	●	●	●	●	
		1.2.3	Advocate for State Government to provide more housing for the elderly in Greenbushes and Bridgetown.	Age-Friendly Community Plan 2021-2025	Shire President/ Chief Executive Officer	●	●	●	●	

Outcome 1 - A growing community that is diverse, welcoming and inclusive (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
1.3	Improve access and inclusion across all services and facilities.	1.3.1	Provide universal access playground equipment at Memorial Park and Thomson Park.	Disability Access and Inclusion Plan 2019	Manager Community Services	●	●	●		
		1.3.2	Provide an Accessible Events Checklist and a communication action plan to ensure high awareness and use of the new checklist.	Disability Access and Inclusion Plan 2019	Manager Community Services	●				
		1.3.3	Provide tactiles at pedestrian crossings across busy streets and intersections.		Manager Infrastructure & Works	●	●	●	●	
		1.3.4	Provide a concrete pathway in Somme Park to access existing art sculptures near the water body.		Manager Infrastructure & Works					●
1.4	Grow recognition and respect for all cultures.	1.4.1	Provide a Reconciliation Action Plan.		Manager Community Services	●				
		1.4.2	Facilitate the collection and sharing of information and stories about local culture and history including NAIDOC week and Harmony Week.		Manager Community Services	●	●	●	●	

Outcome 2 - Good health and community wellbeing.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
2.1	Advocate for quality health and community services.	2.1.1	Provide a Local Public Health Plan.	Public Health Act	Director Development Community & Infrastucture		●			
		2.1.2	Advocate for hospital, specialist, GP and allied health services to be retained and improved to meet community needs.		Shire President/ Chief Executive Officer	●	●	●	●	
		2.1.3	Fund a contribution over three years to help cover Bridgetown Child Health Clinic rental costs.		Manager Community Services	●				
		2.1.4	Advocate for improved access to mental health services and drug and alcohol support.		Shire President/ Chief Executive Officer	●	●	●	●	
		2.1.5	Facilitate the promotion of community health and wellbeing programs that are provided by Government and local service providers.		Manager Community Services	●	●	●		
		2.1.6	Advocate to assist community organisations to provide more crisis accommodation for at risk youth and victims of domestic abuse.		Shire President/ Chief Executive Officer	●	●	●	●	
2.2	Provide quality sport, leisure and recreation services.	2.2.1	Advocate for tenure of the ex-Water Corporation dams at Dumpling Gully in Greenbushes		Principal Project Manager	●				
		2.2.2	Once tenure assured provide concept plans for development of the ex-Water Corporation dams at Dumpling Gully for recreational use.		Principal Project Manager	●	●			
		2.2.3	Provide the implementation of the "Greenbushes Sportsground & Recreation Precinct Redevelopment Project"		Principal Project Manager	●	●			

Outcome 2 - Good health and community wellbeing (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
2.2	Provide quality sport, leisure and recreation services (continued).	2.2.4	Provide improved playing surface at Bridgetown Sportsground including an improved water source, irrigation, turf, lighting and additional sealed parking		Manager Community Services	●			●	
		2.2.5	Provide safety improvements to terrace seating at the aquatics complex.		Manager Building Assets	●				
		2.2.6	Provide the Bridgetown Leisure Centre Activation Project (court fans, pool inflatable and pool blankets)		Manager Community Services	●				
		2.2.7	Provide an expanded range of activities at Bridgetown Leisure Centre.		Manager Community Services	●	●	●	●	
		2.2.8	Provide community engagement to evaluate support for an indoor, heated lap or therapy pool.		Chief Executive Officer		●			
		2.2.9	Provide new cricket training nets at Bridgetown Sportsground.		Manager Community Services	●				
		2.2.10	Provide more water drinking stations at Shire facilities, parks and reserves.		Manager Infrastucture & Works	●				
		2.2.11	Provide the Geegelup Mountain Bike Trail Network Project		Manager Community Services		●			
		2.2.12	Provide new retaining walls/pathways to improve court viewing areas at Bridgetown Tennis Club		Principal Project Manager			●		

Outcome 2 - Good health and community wellbeing (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
2.3	Become a hub of excellence in art, culture and community events (continued).	2.3.1	Advocate to the Western Australian Government to obtain suitable tenure of land over the Railway Goods Shed and surrounding railway land		Shire President/ Chief Executive Officer	●				
		2.3.2	Facilitate development of a local community events calendar.		Manager Community Services	●	●	●	●	●
		2.3.3	Provide a concept plan for the development of the Railway Goods Shed and surrounding railway land as an arts and culture precinct.		Chief Executive Officer		●			
		2.3.4	Provide a program of movie nights at the Town Hall.		Manager Community Services		●	●	●	
2.4	Build community capacity by supporting community organisations and volunteers.	2.4.1	Fund community grants, service agreements and donations.		Manager Community Development	●	●	●	●	●
		2.4.2	Provide recognition of the value of volunteers and promote volunteering opportunities to attract and retain local volunteers		Chief Executive Officer	●	●	●	●	●

Outcome 3 - A safe community for people and animals.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
3.1	Maintain high levels of community safety.	3.1.1	Partner with Police to develop and implement crime prevention strategies.		Chief Executive Officer		●			
		3.1.2	Provide ongoing promotion and communication of safety messages and education programs delivered by WA Police and others.		Manager Community Services	●	●	●	●	
		3.1.3	Provide a reserve fund to implement the CCTV Plan.		Manager Finance	●				
		3.1.4	Provide improved CCTV coverage		Manager Community Services	●				
3.2	Encourage responsible animal management.	3.2.1	Provide a community education program on responsible pet ownership.		Chief Executive Officer	●	●	●	●	●
		3.2.2	Provide a review of dog exercise areas including the need for fenced areas.		Manager Development Services	●				

Planet

Our natural environment is valued, conserved and enjoyed.

Challenges

The community is calling for stronger local leadership in relation to climate change and sustainability. They would like a clear plan that outlines the goals and initiatives in relation to the management of land, trees and water, waste, renewable energy, weeds and bushfire prevention.

Management of the Blackwood River is also of concern. The community would like improved maintenance of weeds, debris and fallen trees on the riverbanks, improved water flow, and better access for leisure and recreation.

Services

The Shire will continue to provide a range of services and facilities to support achievement of the Planet outcomes:

- Environmental management
- Environmental health
- Weed management
- Storm water management
- Waste management
- Emergency management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements

$942K

Blackwood River Foreshore Park Redevelopment
The Old Rectory Trail and River Walk was refurbished including a new shelter on the Old Rectory Walk, interpretive signage, and improvements to the canoe ramps.

Energy Audit
An energy audit was conducted for all Shire owned facilities, finding that an investment in solar systems would result in savings of $1.6k to $13.4k per annum on energy bills. Costs of installing the systems could be recovered in two to four years.

Waste Management
The Shire is partnering with the local governments in the South-West Region to find regional solutions to waste management, principally the diversion of rubbish from landfill.

Climate Change
The Shire has formed a partnership with neighbouring local governments and developed a sub-regional Climate Change Strategy and action plan.

Our plan for the future

Outcome 4 - The Shire of Bridgetown Greenbushes continues to be naturally beautiful.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
4.1	Conserve and enhance the natural environment for current and future generations to enjoy.	4.1.1	Provide concept plans and preliminary costings for the "Bridgetown CBD Water Restoration Project" (Geegelup Brook).		Manager Community Services	●				
		4.1.2	Provide detailed design plans, costings and funding model for "Bridgetown CBD Water Restoration Project" (Geegelup Brook).		Manager Community Services	●				
		4.1.3	Provide the implementation of the "Bridgetown CBD Water Restoration Project" (Geegelup Brook) to restore ecological waterway, improve water quality, construct boardwalk/walktrail along bank of creek, landscaping, car park improvements.		Principal Project Manager		●			
		4.1.4	Partner in an ongoing communications campaign to encourage community members to participate in the 'Helping Hands' reserve management program.		Chief Executive Officer	●	●	●	●	●
		4.1.5	Provide specialist advice on management of street and park trees		Manager Infrastructure & Works	●	●	●	●	●

Outcome 5 - Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	24526	26/27	27+
5.1	Develop community readiness to cope with natural disasters and emergencies.	5.1.1	Partner with Warren Blackwood local governments to implement a Sub-regional Climate Change Strategy		Director Development Community & Infrastructure	●	●	●	●	
		5.1.2	Partner with the Local Emergency Management Committee (LEMC) to promote greater community awareness and compliance with emergency management and recovery plans.	Local Emergency Management Arrangements	Community Emergency Services Manager	●	●	●	●	●

Outcome 5 - Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
5.1	Develop community readiness to cope with natural disasters and emergencies (continued).	5.1.3	Partner with DFES and other local governments to increase capacity to ensure continued development of bush fire mitigation plans.		Community Emergency Services Manager	●	●	●	●	●
		5.1.4	Provide bush fire mitigation activities on Shire controlled land.		Community Emergency Services Manager	●	●	●	●	●
5.2	Encourage the adoption of sustainable practices.	5.2.1	Advocate for installation of a battery hub in the Shire.		Shire President/Chief Executive Officer					●
		5.2.2	Provide design and costings to install solar panels and batteries to make Leisure Centre, Library and Civic Centre energy neutral equivalent	Solar PV Implementation Plan	Chief Executive Officer	●				
		5.2.3	Provide installation of solar panels and batteries to make Leisure Centre (including heat pump for pool), Library and Civic Centre energy neutral equivalent	Solar PV Implementation Plan	Principal Project Manager		●	●	●	
		5.2.4	Provide a Sustainability Reserve to be funded by savings generated from installation of solar PV and battery storage at Shire facilities	Solar PV Implementation Plan	Manager Finance	●				
		5.2.5	Provide implementation of the Waterwise Action Plan.	Waterwise Action Plan	Director Development Community & Infrastructure	●	●	●	●	●
		5.2.6	Partner with key stakeholders to improve awareness and adoption of sustainable behaviours (such as those related to water, energy, eco-housing, regenerative farming and electric vehicles).		Director Development Community & Infrastructure	●	●			

Outcome 6 - A sustainable, low-waste, circular economy.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
6.1	Provide sustainable, cost effective waste management infrastructure and services.	6.1.1	Partner with the Southwest Waste Group to evaluate and develop sustainable, regional waste management solutions.		Chief Executive Officer	●	●	●		
		6.1.2	Provide a review of areas receiving kerbside waste collection services.		Manager Infrastructure & Works	●				
		6.1.3	Provide more bins in public spaces.		Manager Infrastructure & Works	●				
		6.1.4	Provide a cost benefit analysis of extending waste site opening hours.		Manager Infrastructure & Works	●				
		6.1.5	Provide a waste site development plan to address current and future requirements of the site, including the aesthetics.		Manager Infrastructure & Works	●				
		6.1.6	Provide a post closure waste site plan.		Manager Infrastructure & Works	●				
6.2	Encourage the adoption of sustainable waste behaviours through waste education and communications.	6.2.1	Provide a communications campaign to improve community awareness and adoption of sustainable waste behaviours (recycling, composting, removing contaminants, etc.).		Director Development Community & Infrastructure	●	●	●	●	●

Place

Our built environment is maintained, protected and enhanced.

Challenges

The Shire is expecting the population to grow by 10 percent with the planned expansion of lithium mining and processing operations. While population growth is welcomed, the challenge is to prepare community infrastructure in a timely way to support a growing community.

The community would like to ensure any growth and development is managed responsibly. This means conserving natural assets, protecting local character and heritage, providing diverse, affordable housing options, and providing sustainable transport solutions with safer, better connected roads and parking, plus footpaths, trails and cycleways.

Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Place outcomes:

- Town planning schemes and amendments
- Planning and development approvals
- Building approvals
- Swimming pool approvals and inspections
- Playgrounds, parks & reserves
- Footpaths and trails
- History and heritage
- Cemetery
- Asset management and building maintenance
- Roads, crossovers and bridges
- Heavy haulage approvals
- Parking facilities
- Traffic management
- Street trees maintenance

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements

$1M

Bridgetown and Greenbushes Historic Railway Stations
Secured close to $1 million to refurbish the historic railway stations in Bridgetown and Greenbushes.

Beautification of parks and gardens
Used Waterwise plants in the Shire's flower beds to demonstrate how to beautify the area and save water.

Improved Telecommunications
A new Telstra 4G macro cell base station has been funded for installation in Catterick.

$680K

Town Hall and Civic Centre Refurbishment
Secured $680k funding from State and Federal Government to help modernise the Town Hall and Civic Centre; a significant heritage building. With new seating, upgraded stage lighting, audio, curtains and air-conditioning, and a refurbished kitchen and toilets the venue will be a high quality live music and performing arts venue. An investment in mobile art display stands will increase venue use and suitability for art exhibitions.

Our plan for the future

Outcome 7 - Responsible and attractive growth and development.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
7.1	Plan for a diverse range of land, housing and development opportunities to meet current and future needs.	7.1.1	Provide a Local Planning Strategy, in consultation with the community, to plan thoughtfully, creatively and sustainably for population growth, affordable housing, and protection of environmental values.		Director Development Community & Infrastructure	●	●			
		7.1.2	Provide a consolidated town planning scheme.		Director Development Community & Infrastructure	●				
		7.1.3	Provide amendments to consolidated town planning scheme following adoption of Local Planning Strategy		Director Development Community & Infrastructure		●	●		
		7.1.4	Facilitate release by the State Government of residential crown lots in Greenbushes		Director Development Community & Infrastructure	●	●			
7.2	Advocate for adequate infrastructure to support responsible growth.	7.2.1	Advocate for State Government funding for community infrastructure to support the implications of the mine expansion project.		Shire President/ Chief Executive Officer	●	●	●	●	
		7.2.2	Advocate for improved telecommunications.		Shire President/ Chief Executive Officer	●	●	●	●	
7.3	Create vibrant, attractive and welcoming towns.	7.3.1	Provide a landscaping plan for Bridgetown town centre.		Manager Infrastructure & Works	●				
		7.3.2	Provide the Greenbushes Transformation Project		Chief Executive Officer	●	●	●	●	
		7.3.3	Provide a trial for regular food truck trading		Manager Development Services	●				
		7.3.4	Provide for implementation of the 'Welcoming Cities Network membership/partnership		Manager Community Services	●	●			
		7.3.5	Provide an extension to the Hampton Street public toilets to include a dedicated parents room and provide retiling, repainting and other general improvements to existing male, female and universal access toilets		Principal Project Manager		●			
		7.3.6	Provide retiling, repainting and general improvements to public toilets at Bridgetown Town Hall (external), Memorial Park and Blackwood River Park		Principal Project Manager		●			
		7.3.7	Provide a unisex vaulted toilet at Sunnyside Reserve		Principal Project Manager				●	

Outcome 7 - Responsible and attractive growth and development (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/65	26/27	27+
7.4	Provide attractive, well maintained verges and street trees.	7.4.1	Provide a communications program articulating responsibility (Shire or property owner) for verge maintenance and beautification		Director Development Community & Infrastructure	●				
		7.4.2	Provide a Street Tree Plan to protect existing trees and plant new or replacement trees to beautify the area and provide shade along footpaths.		Director Development Community & Infrastructure	●				
7.5	Provide attractive and sustainable parks, playgrounds and reserves.	7.5.1	Provide a Park Facilities Plan addressing infrastructure renewal but also including a playground assessment and hierarchy		Manager Community Services	●				
		7.5.2	Provide funds in the Playground Reserve to assist with implementation of Public Open Space Strategy.		Manager Finance			●		
		7.5.3	Provide the Bridgetown Parks and Playgrounds Improvement Project – Highland Bridgetown Estate Park, Memorial Park, Blackwood River Park and a future fenced dog park		Principal Project Manager	●		●		
7.6	Deliver defined levels of service to provide and maintain Shire assets in the most cost effective way.	7.6.1	Provide implementation of the long term Shire buildings infrastructure renewal and upgrade plan.		Manager Infrastructure & Works	●	●	●	●	●
		7.6.2	Provide implementation of the long term Shire road, drainage, bridges and footpaths infrastructure renewal and upgrade plan.		Manager Infrastructure & Works	●	●	●	●	●
		7.6.3	Provide implementation of the long term Shire plant and equipment renewal and upgrade plan.		Manager Infrastructure & Works	●	●	●	●	●

Outcome 7 - Responsible and attractive growth and development (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
7.6	Deliver defined levels of service to provide and maintain Shire assets in the most cost effective way (continued).	7.6.4	Provide development and implementation of the long term aquatics complex infrastructure renewal plan.		Manager Community Services	●	●	●	●	●
		7.6.5	Provide development and implementation of the long term parks renewal and upgrade infrastructure plan.		Manager Infrastructure & Works	●	●	●	●	●
		7.6.6	Provide implementation of the long term Shire furniture and equipment renewal and upgrade plan.		Manager Finance	●	●	●	●	●

Outcome 8 - Local history, heritage and character is valued and preserved.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
8.1	Identify, preserve and showcase significant local history and heritage.	8.1.1	Provide implementation of the Town Hall and Civic Centre Revitalisation Project.		Manager Development Services	●				
		8.1.2	Provide implementation of the Bridgetown and Greenbushes Railway Stations Revitalisation Project.		Manager Development Services	●				
		8.1.3	Provide a feasibility study for a Local Heritage Grant Scheme to facilitate restoration of privately owned heritage buildings.		Director Development Community & Infrastructure					●
		8.1.4	Partner with the Historical Society to improve promotion of local history and heritage.		Manager Community Services	●	●	●		

Outcome 9 - Safe, affordable and efficient movement of people and vehicles.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
9.1	Improve road safety and connectivity.	9.1.1	Advocate to Main Roads WA to conduct a safety audit of the Hampton Street precinct.		Shire President/ Chief Executive Officer	●				
		9.1.2	Provide community engagement to assess community views on a future Bridgetown Heavy Haulage deviation or bypass.		Chief Executive Officer					●
		9.1.3	Facilitate construction of the Greenbushes Mine Access Road.		Manager Infrastructure & Works	●				
		9.1.4	Provide rural roadside vegetation management.		Manager Infrastructure & Works	●	●	●	●	●
		9.1.5	Provide an audit of urban street lighting to identify gaps.		Manager Infrastructure & Works			●		
9.2	Provide sufficient parking for all types of vehicles.	9.2.1	Provide the Greenbushes CBD Parking and Safety Enhancement Project.		Chief Executive Officer	●				
9.3	Develop a safe, well connected network of paths and trails for all users.	9.3.1	Provide an audit of the urban pathway networks in Bridgetown and Greenbushes to identify gaps in servicing key community places.	Local Trails Masterplan	Manager Community Services	●				
		9.3.2	Provide an audit of existing footpaths to identify universal access requirements (i.e. safe crossings, reduce large kerbs, widen footpaths, fix uneven surfaces, seal gravel footpaths, regular cleaning and maintenance, etc.).		Manager Infrastructure & Works	●				
		9.3.3	Provide footpath renewals, upgrades and extensions as per the long term plan (see Action 7.6.2).		Manager Infrastructure & Works	●	●	●	●	●

Outcome 9 - Safe, affordable and efficient movement of people and vehicles (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
9.3	Develop a safe, well connected network of paths and trails for all users (cont).	9.3.5	Provide more bicycle parking facilities throughout the Shire.		Manager Infrastructure & Works		●			
		9.3.6	Facilitate delivery of bicycle education and driver awareness campaigns.		Manager Community Services		●			
9.4	Advocate for affordable and sustainable public transport solutions.	9.4.1	Advocate for improved public and shared transport solutions (taxi services) for local residents and visitors to move within the local area.		Shire President/ Chief Executive Officer					●

Prosperity

Our economy is strong, diverse and resilient.

Challenges

Talison Lithium's lithium mining and processing operations, in Greenbushes, is projected to double its permanent workforce from 500 to 1,000. To attract workers and their families to live in the Shire, funding support is needed to build adequate community infrastructure.

It's felt that Bridgetown Greenbushes is overlooked as a major tourist destination. Further tourism development and marketing are needed to encourage visitors to stop a while, enjoy local attractions and to support local businesses.

The local economy needs to develop, grow and diversify to provide more jobs for local people, in particular to provide work to attract and retain families and young people. The Shire needs to proactively attract investors, businesses and emerging industries, possibly through better access to commercial and industrial land and property, and streamlined approvals processes.

Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Prosperity outcomes:

- Economic development
- Place activation
- Tourism
- Visitors Centre
- Event management
- Visitor rest rooms
- Health inspections and food safety
- Trading in Public Places licences
- Signage management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements

A regional approach to tourism marketing
The Southern Forests Blackwood Valley Tourism Association was established by the shires of Bridgetown-Greenbushes, Manjimup and Nannup to market the region and grow visitor numbers. In 2021, the Warren Blackwood Alliance of Councils assumed management of this tourism initiative and the shires of Boyup Brook and Donnybrook-Balingup joined as partners.

Attracting Government Investment
Efforts to build relations with State and Commonwealth Government and increase their understanding of local needs has attracted increased funding to progress important community projects.

$500k

Warren Blackwood Stock Route
The Shire project managed a $500k project to develop WA's first bridle trail. Opened in 2019, the 230km bridle trail features 7 campsites with horse yards. The trail runs through the 3 Shires within the Southern Forests Blackwood Valley region and recognises pioneering families and their stock routes.

Heritage Trails
Booklets promoting the Bridgetown Heritage Walk, Bridgetown Art Trail and Somme Creek Fitness Trail have been reviewed, enhanced and distributed.

Our plan for the future

Outcome 10 - A strong, diverse and resilient economy.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
10.1	Strengthen the Shire of Bridgetown Greenbushes' competitive advantage to attract new businesses and investors to the area.	10.1.1	Provide an annual review of the Growth Strategy to drive population growth, create jobs and generate economic development.		Chief Executive Officer	●	●	●	●	
		10.1.2	Provide a feasibility for the development of the Light Industrial Area (LIA) in Bridgetown.		Director Development Community & Infrastructure	●				
10.2	Attract high growth industries, businesses and investors that are aligned with local values.	10.2.1	Provide a Local Economic Development Strategy, including tourism.		Chief Executive Officer	●				
10.3	Support local business to thrive.	10.3.1	Provide an audit of Shire buy local purchasing.		Director Corporate Services			●		●

Outcome 11 - Access to quality education and work opportunities.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
11.1	Facilitate improved access to education and job opportunities for everyone.	11.1.1	Advocate for a more diverse range of learning and training opportunities to be provided in the Shire by TAFE, Registered Training Organisations and local community groups.		Shire President/ Chief Executive Officer					●
		11.1.2	Facilitate improved access to art and music programs, in particular with youth, to help build and strengthen capabilities in areas where the Shire has a competitive advantage.		Manager Community Services		●	●		
		11.1.3	Provide traineeships within the Shire organisation.		Chief Executive Officer	●	●	●	●	

Outcome 12 - Bridgetown Greenbushes is regarded to be a major tourist destination.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
12.1	Reposition Bridgetown as a major tourist destination.	12.1.1	Fund the Warren Blackwood Alliance of Councils to promote the region as a major tourist destination.		Manager Finance	●	●	●	●	
12.2	Improve tourism infrastructure and services.	12.2.1	Provide renewal/improvements/fit out works at the current Visitor Centre building in Hampton Street		Manager Building Assets	●				

Outcome 12: Bridgetown Greenbushes is regarded to be a major tourist destination.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
12.2	Improve tourism infrastructure and services (continued).	12.2.2	Provide planning and design for a stage at Memorial Park to support local festivals and events.		Principal Project Manager				●	
		12.2.3	Provide a stage at Memorial Park to support local festivals and events.		Principal Project Manager				●	
		12.2.4	Provide fitout at the Bridgetown Railway Station		Director Corporate Services	●				
		12.2.5	Provide a contribution to the Busselton Margaret River Regional Airport Marketing Fund.		Manager Finance	●	●	●		
		12.2.6	Provide implementation of the visitor servicing plan		Manager Visitor Servicing	●				
		12.2.7	Provide a rebuild/refresh of the Visitor Centre website		Chief Executive Officer	●				
		12.2.8	Provide reconstruction of the concrete pathway and steps to Bridgetown Cenotaph		Principal Project Manager				●	
		12.2.9	Provie new double electric BBQ, gazebo, lighting, tables and seating at Blackwood River Park		Principal Project Manager			●		
12.3	Develop and promote festivals, events and trails that showcase the areas natural assets and core competencies.	12.3.1	Advocate for Cinefest Oz to host films in Bridgetown.		Chief Executive Officer	●				
		12.3.2	Facilitate promotion and development of key festivals, events and trails (such as Blues Festival, Bridgetown Art Trail, Festival of Country Gardens, culinary trails, etc.).		Manager Visitor Servicing	●	●	●	●	
		12.3.3	Provide an audit and review of trails signage in the Shire		Manager Community Services	●				
		12.3.4	Facilitate development and promotion of more water based tourism around the Blackwood river (e.g. sporting events and festivals).		Manager Visitor Servicing			●		
		12.3.5	Provide installation of multi-colour up lights under street trees in footpaths on Hampton Street between Steere Street and Stewart Street		Principal Project Manager	●				

Performance

Our leadership is visionary, collaborative and accountable.

Challenges

There is need for stronger, more proactive and progressive leadership, with greater transparency and accountability. The vision for the local area, including progress on key projects, needs to be clearly communicated though multiple channels.

The community would like Elected Members and Shire Executives to be more approachable and accessible, and for greater and more inclusive opportunities to have a say on local issues. Consultation should be at convenient times and in convenient formats to make it more accessible.

Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Performance outcomes:

- Governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management and compliance
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements

Strong overall results in the MARKYT® benchmark program
In 2020, the Shire took part in a voluntary collaboration with over 60 local governments to measure and benchmark service levels. As a place to live, the Shire is 9 points ahead of the industry average, and value for money is on par with other local governments.

Organisational Restructure
The organisational structure was reviewed to strengthen the focus on customer service and respond to the needs of a growing community.

Business Efficiencies and Red Tape Reduction
A range of initiatives were identified and implemented to improve business efficiencies. This includes changes to planning and building approval processes to reduce processing periods, publication of road grading information, purchase of plant and equipment, and new procedures for animal control.

Better communication
Launched a new website and grew the Shire's social media presence to improve the timeliness and relevance of communications. A review is planned to improve non-digital communications too.

Embracing innovation
The Shire lobbied State and Federal Government for non-competitive investment in the local community.

Our plan for the future

Outcome 13 - Proactive, visionary leaders who respond to community needs.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
13.1	Strengthen leadership and advocacy.	13.1.1	Provide and communicate a clear vision for Bridgetown Greenbushes with regular progress reports to the community.		Chief Executive Officer	●	●	●	●	
		13.1.2	Provide a strategic approach to seeking Government funding and support for Growth Strategy projects.		Chief Executive Officer	●	●	●	●	
		13.1.3	Provide a biennial Councillor study tour to benchmark practices in leading Councils.		Chief Executive Officer	●		●		●
13.2	Embrace innovation and a *can do* culture.	13.2.1	Provide an assessment of current IT system capabilities and recommended improvements.		Manager Finance		●			
		13.2.2	Facilitate the opportunity for community members and groups to bring innovative ideas forward for discussion.		Chief Executive Officer	●	●	●	●	

Outcome 14 - Effective governance and financial management.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
14.1	Achieve excellence in organisational performance and service delivery.	14.1.1	Provide major and minor reviews of the Strategic Community Plan in line with requirements in the Integrated Planning and Reporting Framework.		Chief Executive Officer		●		●	

Outcome 14 - Effective governance and financial management (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
14.1	Achieve excellence in organisational performance and service delivery (continued).	14.1.2	Provide an annual review of the Corporate Business Plan.		Director Corporate Services	●	●	●	●	
		14.1.3	Provide a quarterly review each year of the Shire's risk profile.		Manager Governance	●	●	●	●	
		14.1.4	Provide a bi-annual review of the Customer Service Charter to ensure it is aligned with changing community needs and expectations.		Director Corporate Services	●		●		●
		14.1.5	Provide annual report on customer service improvements to meet performance gaps.		Cheif Executive Officer	●	●	●	●	
		14.1.6	Provide construction of the new depot workshop, office and other infrastructure due to fire damage		Principal Project Manager	●				

Outcome 14 - Effective governance and financial management (continued).

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
14.2	Improve real and perceived value for money from Council rates.	14.2.1	Provide an annual review of the Long Term Financial Plan.		Director Corporate Services	●	●	●	●	●
		14.2.2	Provide communication to ratepayers with annual rates notice on how rate dollars are spent.		Director Corporate Services	●	●	●	●	●
		14.2.3	Provide a review of community facility hire fees, as part of the budget review, to provide value for money and encourage greater use of Shire facilities.		Manager Finance	●	●			

Outcome 15 - A well informed and engaged community.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
15.1	Engage the community in a meaningful and timely way using appropriate communication and consultation channels.	15.1.1	Provide a Community Engagement Strategy to improve communication and consultation across all customer segments.		Chief Executive Officer	●	●	●	●	
		15.1.2	Provide a central customer database to support timely and targeted communications.		Chief Executive Officer	●	●	●	●	
		15.1.3	Fund ordinary and special Council elections.		Manager Finance	●			●	
		15.1.4	Provide a biennial community survey to benchmark service levels and assess community priorities.		Chief Executive Officer	●		●		●
		15.1.5	Provide a rebuild/refresh of the Shire website		Chief Executive Officer	●				

Outcome 16 - An engaged and effective workforce.

Objectives		Actions		Linked strategies	Responsible	Timing				
						23/24	24/25	25/26	26/27	27+
16.1	Attract, train, develop and retain a skilled and effective workforce.	16.1.1	Provide a major review of the Workforce Plan, including an employee engagement survey to benchmark performance levels and assess employee priorities.		Chief Executive Officer	●			●	
		16.1.2	Provide an annual update to the Workforce Plan aligned with the annual Corporate Business Plan review.		Chief Executive Officer	●	●	●	●	●
		16.1.3	Develop key performance indicators (KPIs) for individual staff members and link to job descriptions and CBP actions.		Chief Executive Officer	●	●	●	●	●
		16.1.4	Facilitate engagement with the community to develop a Volunteer Skills Register and identify opportunities to recruit and engage volunteers with relevant skills to support Shire projects and activities.		Chief Executive Officer			●		
		16.1.5	Provide investigation of additional staff housing to assist with recruitment of key staff		Chief Executive Officer	●				

Resourcing the Plan

Shire services, facilities and special projects are funded through various revenue sources.

- State and Commonwealth government grants
- Funding grants from Lotterywest and others
- Property-developer contributions
- Rates, fees and charges
- Cash reserves
- Funding partnership with local mining company, Talison Lithium Pty Ltd

The Shire is committed to providing the community with value from money from rates.

Rates income is mainly allocated to recreation and culture (25%), transport (25%), governance (21%), community amenities (9%), law order and public safety (8%) and economic services (6%). Proportions are based on 2023/24 budget projections.

Over the next 10 years, rates are anticipated to increase at CPI plus 3% annually.

Please see the Long Term Financial Plan for more information.

The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Strategic Community Plan. On a four yearly cycle following adoption of the Strategic Community Plan, the Workforce Plan is reviewed to ensure workforce resources are aligned with community needs.

As of 2023, the Shire had 62 full time equivalent (FTE) staff employed to deliver services across four directorates.

Directorate	Full time	Part Time	Casual	Total
Office of the CEO	5	2.5	0.83	8.33
Corporate Services	10	6.3	0.69	16.99
Development, Community & Infrastructure	28	7.2	1.48	36.68
Total (FTE)	**43**	**16**	**2.98**	**62**

The Shire has 9 advisory committees that assist Council with core functions, projects and issues:

1. Access & Inclusion Committee
2. Audit Committee
3. Bush Fire Advisory Committee
4. CEO Performance Review Committee
5. Cultural Inclusion Advisory Committee
6. Local Emergency Management Committee
7. Sustainability Advisory Committee
8. Trails Development Advisory Committee
9. Youth Services Advisory Committee

Additional Operating Expenditure

A number of actions additional to current activities are forecast to be undertaken during the life of the Corporate Business Plan which will result in additional operating expenditure.

Actions		2023-24		2024-25		2025-26		2026-27	
		External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $
People									
1.1.2	Provide and or partner with Blackwood Youth Action to improve access to youth activities, support services, counselling and mentoring for young people, in particular marginalised and at-risk youth.		10,000		10,000		10,000		10,000
1.4.1	Provide a Reconciliation Action Plan.		30,000						
1.4.2	Facilitate the collection and sharing of information and stories about local culture and history including NAIDOC week and Harmony Week.		10,000		10,000		10,000		10,000
2.1.1	Provide a Local Public Health Plan.				20,000				
2.1.3	Fund a contribution over three years to help cover Bridgetown Child Health Clinic rental costs.		3,500						
2.2.2	Once tenure assured provide concept plans for development of the ex-Water Corporation dams at Dumpling Gully for recreational use.		30,000						
2.2.8	Provide community engagement to evaluate support for an indoor, heated lap or therapy pool.				3,000				
2.3.2	Provide a concept plan for the development of the Railway Goods Shed and surrounding railway land as an arts and culture precinct.				50,000				
2.3.4	Provide a program of movie nights at the Town Hall.			7,500	15,000	7,500	15,000	7,500	15,000
2.4.1	Fund community grants, service agreements and donations.		131,500		130,000		130,000		136,500
3.1.3	Provide a reserve fund to implement the CCTV Plan.		30,000						

Actions		2023-24		2024-25		2025-26		2026-27	
		External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $
Planet									
4.1.1	Provide concept plans and preliminary costings for the "Bridgetown CBD Water Restoration Project" (Geegelup Brook).	5,000	45,000						
4.1.2	Provide detailed design plans, costings and funding model for "Bridgetown CBD Water Restoration Project" (Geegelup Brook).		40,000						
4.1.5	Provide specialist advice on management of street and park trees.		3,000		3,000		3,000		3,000
5.1.3	Partner with DFES and other local governments to increase capacity to ensure continued development of bush fire mitigation plans.		26,519		27,739		29,015		30,350
5.1.4	Provide bush fire mitigation activities on Shire controlled land.	221,568	221,568	150,000	150,000	150,000	150,000	150,000	150,000
5.2.2	Provide design and costings to install solar panels and batteries to make Leisure Centre, Library and Civic Centre energy neutral equivalent.	40,000	40,000						
5.2.4	Provide a Sustainability Reserve to be funded by savings generated from installation of solar PV and battery storage at Shire facilities.		10,000						
6.1.1	Partner with the Southwest Waste Group to evaluate and develop sustainable, regional waste management solutions.		10,000		10,000		10,000		10,000
6.1.5	Provide a study to determine the future capacity of the waste site and development requirements.		23,007						
6.1.6	Provide a post closure waste site plan		41,409						
Place									
7.1.1	Provide a Local Planning Strategy, in consultation with the community, to plan thoughtfully, creatively and sustainably for population growth, affordable housing, and protection of environmental values.		45,836						
7.3.1	Provide a landscaping plan for Bridgetown town centre		7,500						
7.3.2	Provide the Greenbushes Transformation Project.	175,000	175,000			30,000	30,000		
7.5.1	Provide a Parks Facilities Plan addressing infrastructure renewal but also including a Playground assessment and hierarchy.		25,000						
7.5.2	Provide funds in the Playground Reserve to assist with implementation of Parks Facilities Plan		-		25,000				
7.6.4	Provide development and implementation of the long term aquatics complex infrastructure renewal plan.		2,727						
8.1.2	Provide implementation of the Bridgetown and Greenbushes Railway Stations Revitalisation Project. (Greenbushes)		531,690						

Actions		2023-24		2024-25		2025-26		2026-27	
		External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $
Prosperity									
10.1.2	Provide a feasibility for the development of the Light Industrial Area (LIA) in Bridgetown.	20,000	20,000						
10.2.1	Provide a Local Economic Development Strategy, including tourism.		30,000						
12.1.1	Fund the Warren Blackwood Alliance of Councils to promote the region as a major tourist destination.		31,050		31,050		31,050		31,050
12.2.5	Provide a contribution to the Busselton Margaret River Regional Airport Marketing Fund.		2,000		2,000		2,000		
12.2.7	Provide a rebuild/refresh of the Visitor Centre website.		15,000						
Performance									
13.1.2	Provide a strategic approach to seeking Government funding and support for Growth Strategy projects.		5,000		5,000		5,000		5,000
13.1.3	Provide a biennial Councillor study tour to benchmark practices in leading Council's.		4,000				4,000		
13.2.1	Provide an assessment of current IT system capabilities and recommended improvements.		35,000						
14.1.1	Provide major and minor reviews of the Strategic Community Plan in line with requirements in the Integrated Planning and Reporting Framework.				15,000				
14.1.2	Provide an annual review of the Corporate Business Plan.		3,000		3,000		3,000		3,000
15.1.1	Provide a Community Engagement Strategy to improve communication and consultation across all customer segments.		7,000		6,000		6,000		6,000
15.1.3	Fund ordinary and special Council elections.		34,000				34,000		24,500
15.1.4	Provide a biennial community survey to benchmark service levels and assess community priorities.		30,000				30,000		
15.1.5	Provide a refresh/rebuild of the Shire website		15,000						
16.1.1	Provide a major review of the Workforce Plan, including an employee engagement survey to benchmark performance levels and assess employee priorities.		20,000						20,000
16.1.4	Facilitate engagement with the community to develop a Volunteer Skills Register and identify opportunities to recruit and engage volunteers with relevant skills to support Shire projects and activities.						20,000		
Total Additional Operating Expenditure		461,568	1,749,306	157,500	515,789	187,500	522,065	157,500	429,900

Capital Program

A number of additional actions are forecast to be undertaken during the life of the Corporate Business Plan which result in additional capital expenditure.

Actions		2023-24		2024-25		2025-26		2026-27	
		External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $
People									
1.1.1	Provide the revitalisation and development of the Bridgetown Youth Precinct with pump track, skate park, parkour and free throw basketball court.		175,000						
1.1.4	Provide redevelopment of the Greenbushes Youth Precinct.	499,225	557,330						
2.2.4	Provide the Bridgetown Sportsground Project that includes an improved playing surface, improved water source, irrigation, turf, lighting and additional sealed parking.	566,482	566,482					61,000	61,000
2.2.5	Provide safety improvements to terrace seating at the aquatics complex.		5,000						
2.2.6	Provide the Bridgetown Leisure Centre Activation Project (court fans, pool inflatable and pool blankets).	236,265	236,265						
2.2.9	Provide improvements to air flow and ventilation on the courts at Bridgetown Leisure Centre.	15,645	55,618						
2.2.10	Provide water drinking stations at Shire facilities, parks and reserves.				12,000				
2.2.11	Provide Geegelup Mountain Bike Trail Network Project.			800,000	800,000				
2.2.12	Provide new retaining walls/pathways to improve court viewing areas (Bridgetown Tennis Club).					162,000	162,000		
Planet									
4.1.3	Provide the implementation of the "Bridgetown CBD Water Restoration Project" (Geegelup Brook) to restore ecological waterway, improve water quality, construct boardwalk/walktrail along bank of creek, landscaping, car park improvements.			1,485,521	1,500,000				
5.2.3	Provide installation of solar panels and batteries to make Leisure Centre (including heat pump for pool), Library and Civic Centre energy neutral equivalent	660,000	660,000						

Actions		2023-24		2024-25		2025-26		2026-27	
		External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $	External Funding $	Total Cost $
Place									
7.3.2	Provide the Greenbushes Transformation Project.	3,158280	3,158280	862,900	862,900	1,502,300	1,502,300	1,673,700	1,673,700
7.3.5	Provide an extension to the Hampton Street public toilets to include a dedicated parents room and provide retiling, repainting and other general improvements to existing male, female and universal access toilets.			316,800	316,800				
7.3.6	Provide retiling, repainting and general improvements to public toilets at Bridgetown Town Hall (external), Memorial Park and Blackwood River Park.			356,400	356,400				
7.3.7	Provide a unisex vaulted toilet at Sunnyside Reserve.							106,920	106,920
7.5.3	Provide the Bridgetown Parks and Playgrounds Improvement Project – Highland Bridgetown Estate Park, Memorial Park, Blackwood River Park and a future fenced dog park.	540,000	540,000			446,500	446,500		
8.1.1	Provide implementation of the Town Hall and Civic Centre Revitalisation Project.	509,483	976,203						
8.1.2	Provide implementation of the Bridgetown and Greenbushes Railway Stations Revitalisation Project. (Bridgetown).		103,135						
9.2.1	Provide the Greenbushes CBD Parking & Safety Enhancement Project.	149,862	205,240						
9.3.5	Provide more bicycle parking facilities throughout the Shire.				10,000				
Prosperity									
12.2.3	Provide a stage at Memorial Park to support local festivals and events.							290,400	290,400
12.2.4	Provide fitout at the Bridgetown Railway Station		114,000						
12.3.5	Provide Installation of multi-colour uplights under street trees in footpaths on Hampton Street between Steere Street and Stewart Street.	78,000	78,000						
12.2.8	Provide reconstruction of concrete pathway and steps to Bridgetown Cenotaph.							234,000	234,000
12.2.9	Provide new double electric BBQ, gazebo, lighting, tables and seating at Blackwood River Park.					216,000	216,000		
Performance									
14.1.6	Provide construction of new depot workshop, office and other infrastructure due to fire damage		661,796						
Total Additional Capital Expenditure		6,413,242	8,092,349	3,821,621	3,858,100	2,326,800	2,326,800	2,366,020	2,366,020

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

All 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.

Developing and Reporting

The Shire of Bridgetown Greenbushes is required to plan for the future under S5.56 (1) of the Local Government Act 1995. Regulations under S5.56 (2) of the Act require all local governments to develop a Strategic Community Plan, covering at least 10 years. The Strategic Community Plan must be reviewed at least once every four years and adopted by Council by an absolute majority.

In support of the Strategic Community Plan, local governments are required to adopt a Corporate Business Plan that covers at least four financial years and is integrated with asset management, workforce planning and long-term financial planning. The Corporate Business Plan must be reviewed every year and adopted by Council by an absolute majority.

After the adoption of the Strategic Community Plan, or modifications to this plan, the Shire is to give local public notice under Regulation 19C.

The Shire of Bridgetown Greenbushes has considered the Integrated Planning and Reporting Framework and Guidelines when developing the Strategic Community Plan and Corporate Business Plan.

Community Engagement

Over 700 community members were engaged directly in the review and development of the Strategic Community Plan.

MARKYT Community Scorecard	MARKYT Community VoiceBank	FUTYR Community Workshop
705	~ 84,000	74
Community Members	Word Count	Participants

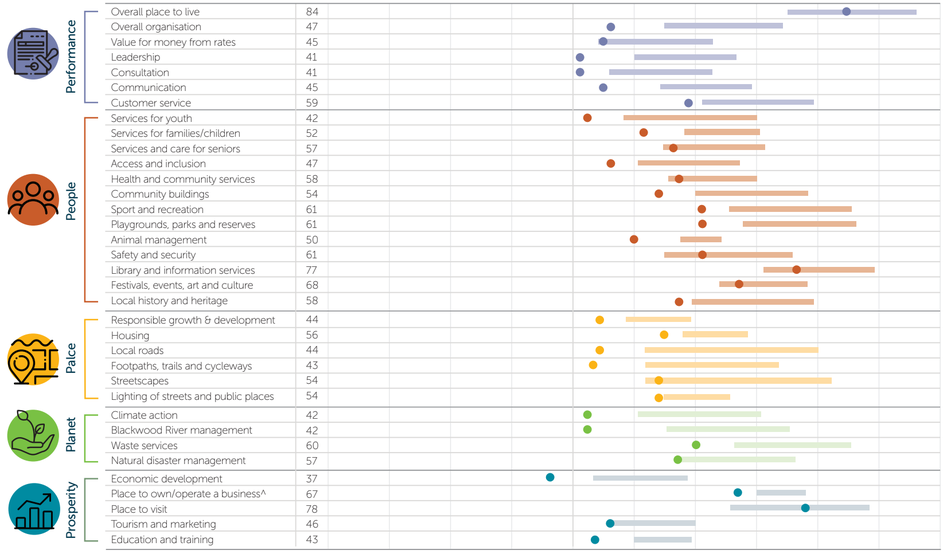
MARKYT Community Scorecard

The Shire of Bridgetown Greenbushes aims to participate in an independent study to monitor and benchmark performance every two years. The Shire aims to be above the MARKYT® industry average and strives to be the industry leader in all areas.

This chart shows the Shire's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.

2020 Performance Measures

Performance	Overall place to live	84
	Overall organisation	47
	Value for money from rates	45
	Leadership	41
	Consultation	41
	Communication	45
	Customer service	59
People	Services for youth	42
	Services for families/children	52
	Services and care for seniors	57
	Access and inclusion	47
	Health and community services	58
	Community buildings	54
	Sport and recreation	61
	Playgrounds, parks and reserves	61
	Animal management	50
	Safety and security	61
	Library and information services	77
	Festivals, events, art and culture	68
	Local history and heritage	58
Place	Responsible growth & development	44
	Housing	56
	Local roads	44
	Footpaths, trails and cycleways	43
	Streetscapes	54
	Lighting of streets and public places	54
Planet	Climate action	42
	Blackwood River management	42
	Waste services	60
	Natural disaster management	57
Prosperity	Economic development	37
	Place to own/operate a business^	67
	Place to visit	78
	Tourism and marketing	46
	Education and training	43



^ Based on responses from business owners and managers.

LEGEND

- Shire of Bridgetown Greenbushes, 2020 performance score
- Target Zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard.

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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Shire of
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