



Bridgetown Greenbushes
The heart and soul of the South West
Strategic Community Plan 2023-2033

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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 Strategic Community Plan 2021-2031.

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 2023-2033 Strategic Community Plan which, along with the Corporate Business Plan, provides our roadmap for achieving our shared goals and aspirations.

The integrated Planning Framework guidelines produced by the Western Australian Government recommends Strategic Community Plans be the subject of a major review every four years and a minor (desktop) review every two years.

Our last major review was completed in 2021 and resulted in the current format of our Strategic Community Plan being adopted. In that review 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. From that consultation and engagement, 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.

We are continually seeking to improve the quality of content, presentation and community engagement in developing these strategic planning documents.

For our latest (desktop) review our focus was on making minor changes which centre on language corrections and updates to key messaging, statistics, referenced strategies, plans and legislation. The intent of the document remains unchanged. No changes to the vision, values, aspirations outcomes and objectives have been identified as changes of that magnitude would typically only occur after a comprehensive community engagement program and not as part of a desktop review exercise.

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 that we have further improved our engagement and communications with the community in the last 2 years and look forward to a continual improvement in that area as we continue to implement the content of this plan.

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 fulfil 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

Share of population
0-14 (2021 census)
16.6%
(WA: 19.2%)

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

Building Applications
(2021/22)
223

Recycling
(2020)
1,060 tonnes

Annual population growth
since 2011
2.1%

Share of population 65
+ (2021 census)
27.8%
(WA: 14%)

Unemployment rate
(2021 census)
3.8%

Library Visitors
(2021-22)
36,247

Landfill
2,826 tonnes

Number of dwellings
(2021 census)
2,682

Total rates
\$5,264,523

Number of jobs
2,250

Number of visitors
(2019)
131,000

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.

	People	Place - Planet	Prosperity	Performance
	<ul style="list-style-type: none"> • Good health and wellbeing • Gender equality • Reduced inequalities 	<ul style="list-style-type: none"> • Climate action • Clean water and sanitation • Affordable and clean energy • Responsible consumption and production • Life below water • Life on land • Sustainable cities and communities • Industry, innovation and infrastructure 	<ul style="list-style-type: none"> • No poverty • Zero hunger • Quality education • Decent work and economic growth 	<ul style="list-style-type: none"> • 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.

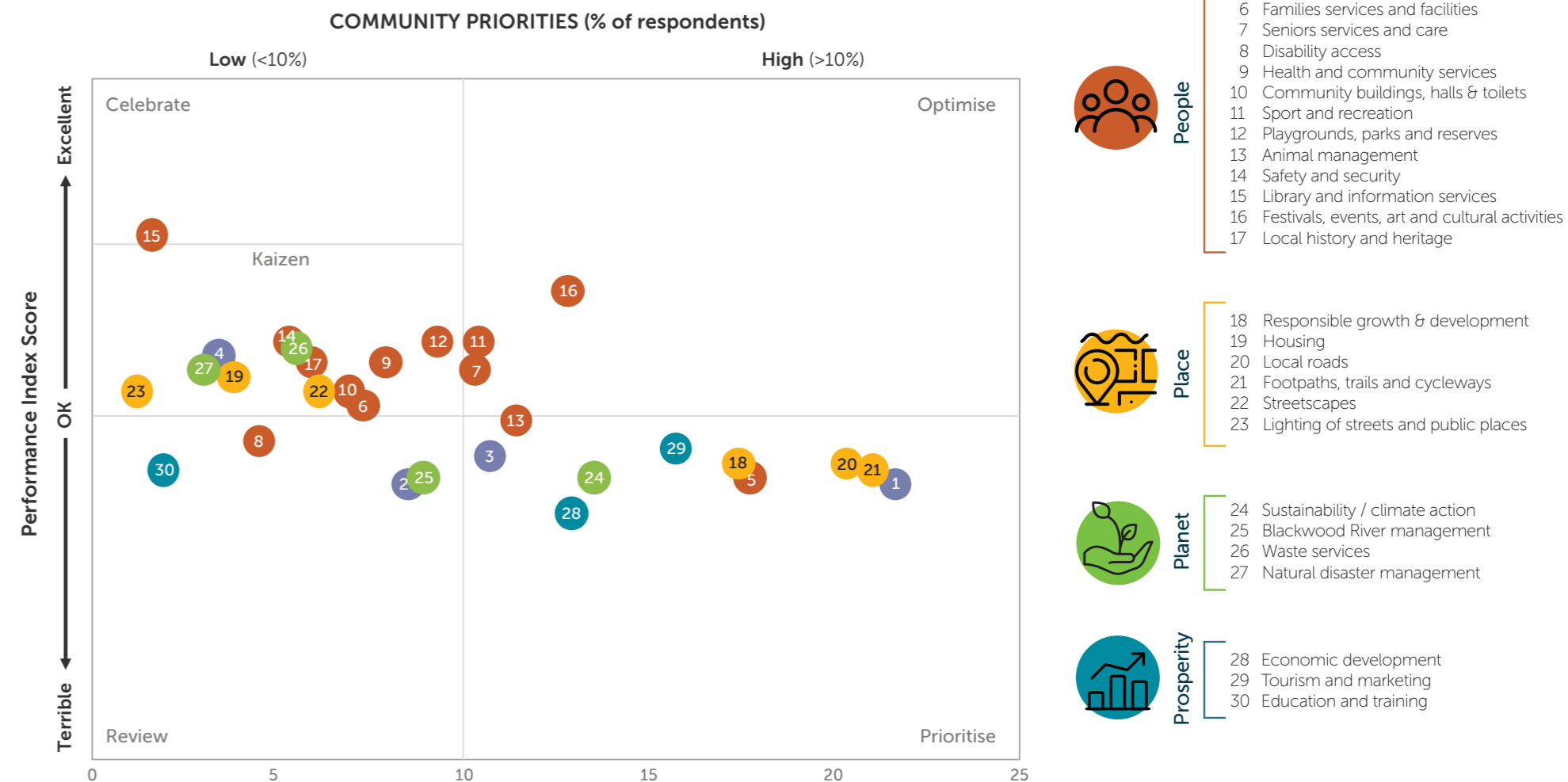
	People	Place - Planet	Prosperity	
	<ul style="list-style-type: none"> • Supporting our most vulnerable • Putting patients first 	<ul style="list-style-type: none"> • Building infrastructure • Maintenance blitz • Major road construction • Building community infrastructure • Housing construction • Investing in renewable energy and new technologies • Green jobs and environmental protection 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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



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



\$650K

Youth Precinct

The Shire met with youth at Bridgetown High School, Bridgetown Primary School, Kearnan College and the wider youth community to develop a design brief. \$650k was secured to redevelop the Youth Precinct with a junior pump track, skate bowl, free throw basketball court, parkour area, skate park expansion and toilets.



COVID-19 Connection

To assist the community to respond to COVID-19 restrictions, Council developed a COVID-19 Community Response Plan and provided online materials related to education, art, culture, health and fitness.



Safe speed limits through town

The speed limit on Bridgetown's main street was reduced to 40kmh for all traffic, including heavy vehicles, to improve road and pedestrian safety.

Our plan for the future

Outcomes	Objectives	Linked Strategies
1 A growing community that is diverse, welcoming and inclusive.	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 access and inclusion across all services and facilities. 1.4 Grow recognition and respect for all cultures	• Disability Access and Inclusion Plan 2019
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 for people and animals.	3.1 Maintain high levels of community safety. 3.2 Encourage responsible animal management.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Provide the revitalisation and development of the Youth Precinct with pump track, skate park, parkour and free throw basketball court.



Partner with Blackwood Youth Action to improve access to support services, counselling and mentoring for young people, in particular marginalised and at-risk youth.



Advocate for State and Federal Government to support the provision of more residential aged care and in-home services based on the higher than average senior population.



Advocate for hospital, specialist, GP and allied health services to be retained and improved to meet community needs.



Provide concept plans and preliminary costings for the "Greenbushes Sportsground & Recreation Precinct Redevelopment Project".



Facilitate the collection and sharing of information and stories about local Aboriginal culture and history, including NAIDOC Week and Harmony Week.



Provide development of a Business Plan for a Bridgetown Arts Centre and Gallery to display local art and provide creative workshops and art classes.



Provide a review of dog exercise areas including the need for fenced areas.

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

Secured \$942,000 funding to refurbish the Old Rectory Trail and River Walk, install a new shelter, viewing platform and interpretive signage, and for environmental enhancement of a 13 hectare park.



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.



New liquid waste disposal facility

Constructed a new liquid waste disposal facility at the existing waste site.



Climate Change

The Shire has formed a partnership with neighbouring local governments to develop a Sub-regional Climate Change Strategy.

Our plan for the future

Outcomes	Objectives	Linked Strategies
4 The Shire of Bridgetown Greenbushes continues to be naturally beautiful.	4.1 Conserve and enhance the natural environment for current and future generations to enjoy.	<ul style="list-style-type: none"> • Local Emergency Management Arrangements • Warren Blackwood Alliance of Councils Sub Regional Climate Change Action Plan 2022-2032
5 Shared responsibility for climate action to strengthen resilience against climate-related hazards and natural disasters.	5.1 Develop community readiness to cope with natural disasters and emergencies. 5.2 Encourage the adoption of sustainable practices.	
6 A sustainable, low-waste, circular economy.	6.1 Provide sustainable, cost effective waste management infrastructure and services. 6.2 Encourage the adoption of sustainable waste behaviours through waste education and communications.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Provide concept plans and preliminary costings for the "Bridgetown CBD Water Restoration Project" (Geegelup Brook).



Partner in an ongoing communications campaign to encourage community members to participate in the 'Helping Hands' reserve management program.



Partner with South West local governments to develop and implement a Sub-regional Climate Change Strategy.



Provide a 30 KW PV System and battery storage on the Bridgetown Leisure Centre building.



Partner with the Local Emergency Management Committee (LEMC) to promote greater community awareness and compliance with emergency management and recovery plans.



Provide more bins in public spaces.



Partner with the Southwest Waste Group to evaluate and develop sustainable, regional waste management solutions.



Facilitate preparation and implementation of a Water Wise Action Plan.



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.



\$108K

Gym Expansion

Secured \$108k Federal Government funding to help extend the group fitness studio and provide a fully equipped 24 hour gymnasium in the Bridgetown Greenbushes Leisure Centre. The expansion doubled the floor size of the former gym and houses new gym equipment. Memberships have increased by 40%.



\$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

Outcomes	Objectives	Linked Strategies
7 Responsible and attractive growth and development.	7.1 Plan for a diverse range of land, housing and development opportunities to meet current and future needs. 7.2 Advocate for adequate infrastructure to support responsible growth. 7.3 Create vibrant, attractive and welcoming towns. 7.4 Provide attractive, well maintained verges and street trees. 7.5 Provide attractive and sustainable parks, playgrounds and reserves. 7.6 Deliver defined levels of service to provide and maintain Shire assets in the most cost effective way.	<ul style="list-style-type: none"> • Trails Plan 2023-2028 • Local Heritage Survey
8 Local history, heritage and character is valued and preserved.	8.1 Identify, preserve and showcase significant local history and heritage.	
9 Safe, affordable and efficient movement of people and vehicles.	9.1 Improve road safety and connectivity. 9.2 Provide sufficient parking for all types of vehicles. 9.3 Develop a safe, well connected network of paths for all users. 9.4 Advocate for affordable and sustainable public transport solutions.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.

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.

Provide the implementation of the "Town Hall and Civic Centre Revitalisation Project".

Provide a Playground Strategy, with consideration for nature play, water play and inclusive playground equipment across the Shire, including Memorial Park, Blackwood River Park, Highland Estate, Four Seasons, Somme Creek and Thomson Park.

Provide a Street Tree Plan to protect existing trees and plant new or replacement trees to beautify the area and provide shade along footpaths.

Advocate for Main Roads WA to conduct a safety audit of the Hampton Street precinct.

Provide the implementation of the "Bridgetown & Greenbushes Railway Revitalisation" Project.

Provide an audit of the urban pathway networks in Bridgetown and Greenbushes to identify gaps in servicing key community places.

Advocate for improved public and shared transport solutions (taxi services) for local residents and visitors to move within the local area.

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 Manjimup, Bridgetown Greenbushes, and Nannup to market the region, grow visitor numbers and upskill tourism providers in the Warren Blackwood Region.



Growth Strategy

In alignment with the Talison expansion project the Shire has developed a Growth Strategy to attract workers and their families.



\$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.



\$15k

Bridgetown Art Trail

The Bridgetown Art Trail project was initiated by local community members and supported by the Shire. The project attracted \$15k from the Water Corporation for painted murals at the sewerage pump station. The Shire continues to work with Blackwood Creatives and Grow Greenbushes to develop further public art.

Our plan for the future

Outcomes	Objectives	Linked Strategies
10 A strong, diverse and resilient economy.	10.1 Strengthen the Shire of Bridgetown Greenbushes’ competitive advantage to attract new businesses and investors to the area. 10.2 Attract high growth industries, businesses and investors that are aligned with local values. 10.3 Support local business to thrive.	<ul style="list-style-type: none"> • Warren Blackwood Alliance of Councils Southern Forests and Valleys Tourism Plan • Trails Plan 2023-2028
11 Access to quality education and work opportunities.	11.1 Facilitate improved access to education and job opportunities for everyone.	
12 Bridgetown Greenbushes is regarded to be a major tourist destination.	12.1 Reposition Bridgetown as a major tourist destination. 12.2 Improve tourism infrastructure and services. 12.3 Develop and promote festivals, events and trails that showcase the area’s natural assets and core competencies.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Advocate for development of a sub-regional Economic Development Strategy with neighbouring councils.



Provide a feasibility study for the development of the Light Industrial Area (LIA) in Bridgetown.



Fund the Southern Forest and Blackwood Valley Tourism Association to promote the region as a major tourist destination.



Provide Greenbushes Revitalisation Project (Town Hall, Court House, Golf Club and Roads Board Office).



Facilitate Film Friendly certification with Screenwest.



Facilitate promotion and development of key festivals, events and trails (such as Blues Festival, Bridgetown Art Trail, Festival of Country Gardens, culinary trails, etc).



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.



Provide planning and design for a stage at Memorial Park to support local festivals and events.

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 through 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 Shire completed a new Workforce Plan. It included a major restructure of the organisation, a focus on quality customer service and fostering a 'can do' culture.



Safety Award

In 2019, the Shire's commitment to improving workplace safety was recognised with a Tier 2 Diligence in Safety Award from Local Government Insurance Services.



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

Outcomes	Objectives	Linked Strategies
13 Proactive, visionary leaders who respond to community needs.	13.1 Strengthen leadership and advocacy. 13.2 Embrace innovation and a 'can do' culture.	<ul style="list-style-type: none"> • Integrated Planning and Reporting Framework • Long Term Financial Plan • Risk Management Framework • Audit Review • Consolidated Asset Management Plan 2016-2026 • Workforce Plan • Customer Service Charter
14 Effective governance and financial management.	14.1 Achieve excellence in organisational performance and service delivery. 14.2 Improve real and perceived value for money from Council rates.	
15 A well informed and engaged community.	15.1 Engage the community in a meaningful and timely way using appropriate communication and consultation channels.	
16 An engaged and effective workforce.	16.1 Attract, train, develop and retain an effective workforce.	

What we will do

Over the next 10 years, the Shire will aspire to complete the following projects to meet local community needs. Annually, Council considers community needs and budget constraints and agrees on priority actions to complete over the next four years. A full list of actions is published in the Corporate Business Plan available at www.bridgetown.wa.gov.au.



Provide and communicate a clear vision for Bridgetown Greenbushes with regular progress reports.



Provide a strategic approach to seeking Government funding and support for Growth Strategy projects.



Provide a Community Engagement Strategy to improve communication and consultation across all customer segments.



Provide key performance indicators (KPIs) for individual staff members and link to job descriptions and CBP actions.



Provide an internal review of Council and Executive leadership capabilities and provide training, support or recruitment to address gaps.



Provide a review of policies, systems and processes to introduce innovations to improve business efficiencies and the customer experience.



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.



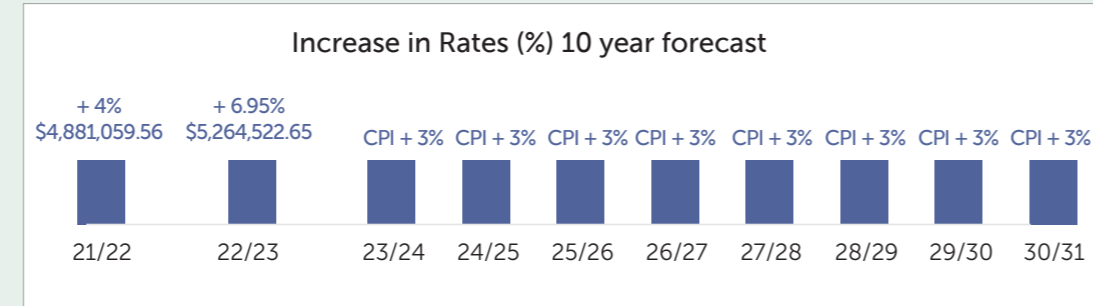
Facilitate engagement with the community to develop a Volunteer Skills Register and identify opportunities to recruit and engage volunteers with relevant skills to support Shire projects and activities.

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

The Shire is committed to providing the community with value from money from rates. Rates income is mainly allocated to recreation and culture (28%), transport (27%), governance (18%), community amenities (10%), economic services (8%) and law, order and public safety (6%). Proportions are based on 2020 levels. 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 three 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 Advisory Committee | 4. CEO Performance Review Committee | 7. Sustainability Advisory Committee |
| 2. Audit Committee | 5. Cultural Inclusion Advisory Committee | 8. Trails Development Advisory Committee |
| 3. Bush Fires Advisory Committee | 6. Local Emergency Management Committee | 9. Youth Services Advisory Committee |



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 Fulfil 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.



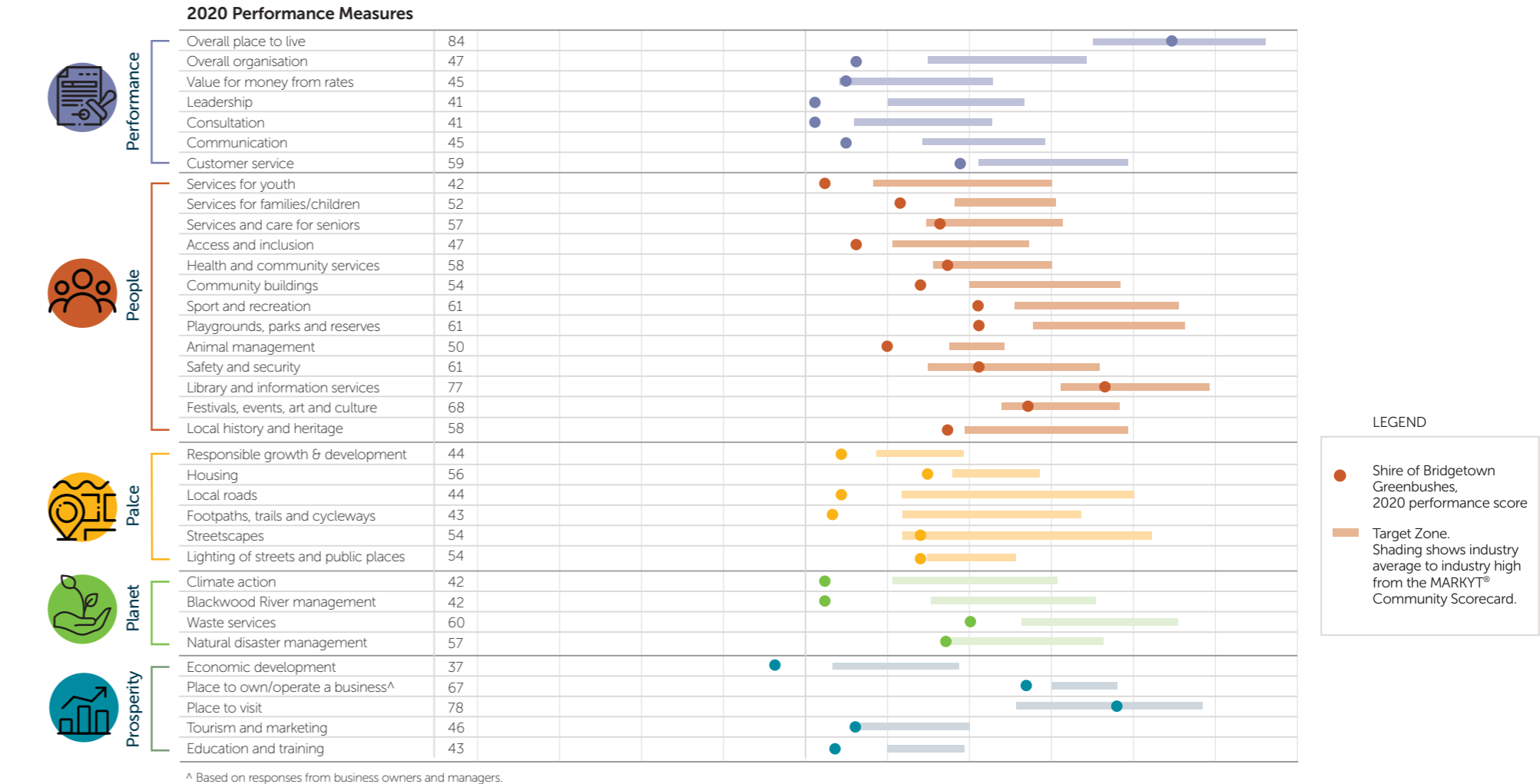
Community Engagement

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

<p>Community Scorecard</p> <p>705</p> <p>Community Members</p>	<p>Community VoiceBank</p> <p>~ 84,000</p> <p>Word Count</p>	<p>Community Workshop</p> <p>74</p> <p>Participants</p>
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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.



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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