



STRATEGIC COMMUNITY PLAN 2017-2027

PERFORMANCE REVIEW





Acknowledgement

The Shire of Katanning acknowledges the Noongar People as the Traditional Custodians of the land on which we live, work and play, and pay our respects to their Elders past and present. The Shire of Katanning extend that respect to Aboriginal and Torres Strait Islander peoples here today.



Shire of
Katanning
Heart of the Great Southern



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MESSAGE FROM THE SHIRE PRESIDENT

The 2017-2027 Shire of Katanning Strategic Community Plan was a blueprint for where we were heading over the last 4 years, guiding us, alongside the community, to achieve a number of really significant projects.

Before we move on to the next document, it is important to acknowledge how we have done, and what we have achieved.

I encourage everyone in the community to read this document. As I reflect on what we have achieved, I am proud of our community and I am surprised by all that we can do when we work together.

What I can also see in this document is that we have done a lot of work that many people won't know about – and this reminds me how important it is to celebrate our successes. I will be reminding myself of this as we go forward with the 2022-2032 Strategic Community Plan.

I look forward to working with you all and, as always, encourage you to provide us with feedback on how we are doing, and to get involved as we continue to make Katanning the best place to live, work and play.

Liz Guidera, Shire President

READING THIS REVIEW

Strategic Community Plans are reviewed regularly to ensure that the plan for the future remains current and relevant. Each major review results in a 'new' plan – often following on from the previous and continuing many of the aspirations, sometimes reflecting a significant change in the community's needs and expectations.

Whilst the 2017-2027 Strategic Community Plan is now superseded (once endorsed), it is necessary to review the outcomes, to make sure we have honoured the feedback provided by the community in the past and do not lose sight of where we came from.

This review document lists out the objectives of the 2017-2027 Strategic Community Plan and identifies projects or actions that were delivered against those objectives.

Although not an exhaustive list of all of the work that the Shire does over a four-year period, these projects were undertaken, or initiatives continued, as a direct result of the 2017 plan. Review comments reflect what the community has told us about the projects or actions delivered and where more focus may be needed.

We hope this document shows how important the Strategic Community Plan process is in delivering the community's aspirations for the future, and that you, as part of the community, continue to monitor and support our shared vision for the future.





WHAT WE HAVE ACHIEVED - COMPLETED PROJECTS



SOCIAL

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
S1.1	<i>Provide sport, recreation and leisure opportunities that contribute to the health and wellbeing of our growing and diverse community</i>	<ul style="list-style-type: none">• Katanning Leisure Centre programmes (school holiday programs, senior's activities, sports, use of meeting rooms and function centres, training sessions and events).• The Shire supports approximately 15 significant events annually at the Katanning Leisure Centre by providing financial and/or in kind support.• Community education of all hazards continues through the Shire's Facebook page, website and Shire Matters publication.• Katanning Bowling Club relocated to Katanning Country Club to collocate the bowling green at the Country Club.• Upgrades of the All Ages Playground and Welcome Precinct; Return of refurbished iconic giant play equipment to the Katanning All Ages Playground; and skatepark upgrade and Katanning Leisure Centre.• The Katanning Leisure & Function Centre provided free meeting rooms for Club Committee Meetings to facilitate club development, clubs/ groups utilising the facilities have included Katanning Netball Association, Katanning Equestrian Association, Great Southern Merino Sheep Breeders Association, Olympians Netball Club & Allstars Netball Club.• 24 meetings held with the Katanning Noongar Leadership Group.• Cultural Awareness Training for Shire staff conducted.	<p>This area is one of the strongest performing in the MARKYT Scorecard for the Shire.</p> <p>Programs have continued throughout the period – feedback during 2021 engagement suggests the community would like to see this further developed.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
S1.2	<i>Optimum quality of life for all citizens with access to health and other support services that meet the needs of our community</i>	<ul style="list-style-type: none"> • Library Programme provided 160 sessions of Storytime and 48 school holiday programs. • The Library Management System and public computers were upgrade upgraded to improve access and use by the community. • The library ran a successful Book Box Borrow program during the COVID-19 lockdown. 	<p>This area is one of the strongest performing in the MARKYT Scorecard for the Shire.</p> <p>The Katanning Public Art Gallery has been a significant achievement and is enjoyed by the community. Feedback over the past years and more explicitly during the 2021 engagement suggest the Library and the its staff are a strongly valued service.</p>
S1.3	<i>Ensure access to art, culture and learning opportunities</i>	<ul style="list-style-type: none"> • The Shire developed an Expression of Interest to establish a Medical Facility in the old Shire Administration building. • Disability Awareness training for Shire staff and Disability Access. • Community Arts Network Noongar project undertaken. • Katanning Community Art Gallery hosted 45 exhibitions and door counts rose. • Venues Improvement Fund has enabled gallery improvement which include new flooring, security system and humidifying unit. • Katanning Community Art Gallery was included in The Regional Exhibitions Touring Boost programme and launched the programmes first exhibition "How Did We Get Here". • Conservators from the Art Gallery of Western Australia conducted a map and gap exercise on the Shire's art collection, gallery space and storage. • Shire Art Collection baseline condition report documentation completed. • New storage facility build for Katanning art collection. 	

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
S2.1	<i>Strive for a community where people feel safe and secure</i>	<ul style="list-style-type: none"> • Appointment of Fire Control Officer. • COVID-19 safety plans developed. • Provides Local Emergency Management Committee administrative support. • Action and Drug Association Strategic Action Plan. • CCTV Strategy and register. • Engagement with local police. <p>The following actions were taken in response to COVID-19:</p> <ul style="list-style-type: none"> • Community Response Plan – Community Database. • Safety Plans and measures put in place for all Shire facilities. • Community Support meetings – support agencies meeting to discuss and address issues. • Community Impact Monthly Survey’s – to ensure we identify and address issues in a timely manner. • Social media communications campaign & community newsletter in partnership with Katanning Hub CRC. 	<p>This area remains a key priority in the MARKYT Scorecard for the Shire.</p> <p>Despite a number of actions taken, feedback over the past years and during the 2021 engagement indicate that safety and security remains a significant concern for the community, and ongoing action must be taken.</p>
S3.1	<i>Build a united community that embraces its uniquely diverse cultural make-up</i>	<ul style="list-style-type: none"> • Bushfire information in different languages was made available to the community. • Free Interpretation Service – procedure manual developed, processes put in place and staff trained so that the Shire can effectively offer connections to interpreter services. • Reconciliation Action Plan underway. • NAIDOC celebrations supported annually. • Annual Harmony Festival – grown from 1 day to 2 days and attracts thousands of visitors. • Council continues to provide financial assistance grants to community groups and not for profits via the Community Financial Assistance Program. Recipients of the Financial assistance grants include community groups and not for profits via the Community Financial Assistance Programme - Christmas on Clive, Katanning Mens Shed, Concert in the Park, Katanning Historical Society, Katanning Speedway Club and Katanning & Districts Pool Association. 	<p>This area is one of the strongest performing in the MARKYT Scorecard for the Shire.</p> <p>The community strongly values the actions taken against this objective, whilst entreating the Shire to continue to maintain the level of support for cultural diversity.</p> <p>Notwithstanding, feedback over the past years and during the 2021 engagement indicate that cooperative partnerships and engagement with the Traditional Owners and broader Aboriginal community is an ongoing imperative.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
S3.2	<i>Build social resilience through providing diverse options for participation and engagement</i>	<ul style="list-style-type: none"> • The Shire continues to support operation of the Katanning Hub CRC through the provision of facilities at the Katanning Hotel. • The Shire supported the Noongar Wellbeing and Sport Program to run 4 programmes. • The Shire's Disability and Access Inclusion Plan updated annually. • Katanning Leisure Centre Inclusion programme provides a diverse range of activities. 	<p>Consultation was a lower performing metric in the MARKYT Scorecard for the Shire.</p> <p>The Shire has developed and provided multiple programs throughout the period – feedback during 2021 engagement suggests a more targeted approach may cater directly.</p>



BUILT ENVIRONMENT

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
B1.1	<i>Sustainably manage current and future assets and infrastructure</i>	<ul style="list-style-type: none"> • Annual Road Construction Program developed. • 10 year Plant Replacement Program developed. • 10 Year Plan for Footpath Network developed. • Collocation of the bowling green to the Katanning Country Club. • Redevelopment of the Katanning RSL Park, Katanning Rotary Park, the roundabout at Clive Street/Austral Terrace, the carpark opposite the Dome and the parking area opposite the Co-op. • Continued renovation program at Town Hall, Mechanics Institute and Town Clock (B.1.1.4). • Maintained a focus on safety improvement planning and auditing on the Shire's key building assets (B.1.1.5). • Provided financial assistance to the St John Ambulance Car Park sealing project. 	<p>This area remains a key priority in the MARKYT Scorecard for the Shire.</p> <p>The community continue to push for improved asset management, whilst recognising the work the Shire has done over the past few years to upgrade and maintain vast assets.</p> <p>Many comments during the 2021 engagement reflected on how the townsite looked neater and sought to continue to improve all entries into town.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
B1.2	<i>Provide Council facilities that meet community need</i>	<ul style="list-style-type: none"> • Renovation program - Town Hall, Mechanics Institute and Town Clock. 	<p>This area encompassed a number of lower performing metrics in the MARKYT Scorecard for the Shire</p> <p>Upgrades/improvements have been strongly supported – feedback during 2021 engagement suggests additional facilities (or access to facilities) are still required.</p>
B2.1	<i>Enhance public realm</i>	<ul style="list-style-type: none"> • Landscaping upgrades and tree planting - Clive Street and Austral Terrace. • Town Centre Upgrade projects including parks and footpaths. • Welcome Precinct and All ages Playground. • Lake Ewlyamartup upgrades. Toilets, BBQ's and pathways. • Piesse Park development which includes a botanic garden, improved amphitheatre, stage, nature playground and a residential development. • The Building Better Regions Fund and Great Southern Housing Initiative continues to progress (B.2.2.1). • Completion of the FH Piesse mural on the rear of the old Katanning Hotel. • Installation of Free Wee Libraries in partnership with the men's shed. 	<p>This area remains a key priority in the MARKYT Scorecard for the Shire.</p> <p>These projects were all strongly supported and many comments during the 2021 engagement reflected on how much these developments have been enjoyed (notwithstanding that continued improvement was still suggested).</p> <p>Piesse Park in particular was mentioned repeatedly during the 2021 engagement.</p>
B2.2	<i>Facilitate and encourage housing options; spaces for local service delivery, employment and recreation</i>	<ul style="list-style-type: none"> • Piesse Lake Residential Subdivision – 30 lots, constructed 7 new dwellings for key worker accommodation and seniors independent living units. 	<p>This area performs reasonably well in the MARKYT Scorecard for the Shire.</p> <p>Notwithstanding, this objective continues to be important to the community with additional housing being very important to the community. The Piesse Lake development has delivered much needed land.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
B2.3	<i>Orderly development (Town Planning)</i>	<ul style="list-style-type: none"> • Shop front window programme. • Rigorous planning undertaken for all major projects undertaken. • Lighting upgrade at KLC and the salesyard. 	<p>Transparency was a lower performing metric in the MARKYT Scorecard for the Shire.</p> <p>Lack of community awareness, increased communication to the public of what is being done.</p>



NATURAL ENVIRONMENT

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
N1.1	<i>Promote environmentally friendly action</i>	<ul style="list-style-type: none"> • Ongoing partnerships with Katanning Landcare Katanning environmental and Friends of Piesse Park and Eco Café. 	<p>This area performs well in the MARKYT Scorecard for the Shire.</p> <p>This outcome continues to be important to the community.</p>
N1.2	<i>Increased action on waste management and sustainable packaging</i>	<ul style="list-style-type: none"> • Completion of the buildings of the Waste Transfer station Support for Katanning Environmental and the Containers for Change Program Library Battery Recycling program. • Collaboration with Water Corp and Newground Water Services to implement the recycled water project at Piesse Lake. • Dam upgrades. 	<p>This area performs well in the MARKYT Scorecard for the Shire.</p> <p>This outcome continues to be important to the community.</p>
N1.3	<i>Incorporate sustainability as a key consideration in Council Planning</i>	<ul style="list-style-type: none"> • Ongoing development of sustainable energy solutions for Council managed facilities. • Support provide to the Katanning Energy Project. • Katanning Landcare's Eco Week. • Eco Lane was as a feature at Harmony Festival. • Worked with Department of Primary Industries and Regional Development to investigate ground water options for local industry. 	<p>This area performs well in the MARKYT Scorecard for the Shire.</p> <p>This outcome continues to be important to the community.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
N2.1	<i>Enhance the level of biodiversity and condition of ecosystems</i>	<ul style="list-style-type: none"> • Undertook a water use analysis study for the use and distribution of recycled and Saleyard catchment water. • Regional Botanic Garden Project – formed Piesse Lake Working Group. • Living Lakes Project at Lake Ewlyamartup - project to create a cleaner waterway and habitat for flora and fauna. • The Shire has supported the work of Katanning Environmental Inc’s Container Cash In (Containers for Change) Refund Point, which removes roadside and townsite rubbish from our ecosystem. • Shire has supported the Katanning’s Piesse Park Community Inc’s Friends of Piesse group improving the biodiversity and condition of the wider Piesse Park area. • Shire support of the Katanning LCDC (Landcare). 	<p>This area is not explicitly measured in the MARKYT Scorecard for the Shire, however, general scores against environment and sustainable practices perform well.</p> <p>This outcome continues to be important to the community, although was not a strong theme in the 2021 engagement.</p>
N3.1	<i>Encourage the community to feel proud of and take ownership of public spaces</i>	<ul style="list-style-type: none"> • Worked with Katanning Landcare on conservation works at Police Pools. • Free Wee Libraries programme established. 	<p>This area is not explicitly measured in the MARKYT Scorecard for the Shire, however, general scores against character and identity perform well, whilst scores regarding public infrastructure are a key priority going forward.</p> <p>Feedback during the 2021 engagement confirmed this perspective. This requires continued focus.</p>



ECONOMIC

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
E1.1	<i>Encourage new avenues to upskill and create employment opportunities for our diverse community</i>	<ul style="list-style-type: none"> • Worked collaboratively with Dome Cafes to support the Premier Mill Hotel development. • Developed a tourism strategy – Hidden Treasures, Bloom Festival. • Worked with the Business community to deliver the Gearing Up Skill Building and Training project. • Collaborated with Katanning Regional Business Association and Katanning Hub CRC to develop a Local Business Activation Innovation Action Plan. • Councillors and executive staff continue to build ties with the business community, including President attendance at the opening of the new facilities in Katanning, such as the McIntosh expansion. 	<p>This area is not explicitly measured in the MARKYT Scorecard for the Shire; however, economic development was a lower performing metric in the MARKYT Scorecard for the Shire.</p> <p>This remained a very strong theme in the engagement during 2021.</p>
E1.2	<i>Develop local business and encourage start-ups</i>	<ul style="list-style-type: none"> • Involvement with Great Southern Treasures and Bloom Festival events and activities. • Council reviewed and updated Regional Price Preference and Buy Local Policy. • Workshops held to support business acquire improved knowledge in the areas of social media, accounts, and networking. • Empty shop window plan. • Planning to develop the industrial area of the old salesyard. 	<p>This area is not explicitly measured in the MARKYT Scorecard for the Shire; however, economic development was a lower performing metric in the MARKYT Scorecard for the Shire.</p> <p>This remained a very strong theme in the engagement during 2021.</p>
E1.3	<i>Contribute to the vibrancy and success of the Central Business District</i>	<ul style="list-style-type: none"> • Worked collaboratively with Dome Cafes to support the Premier Mill Hotel development. • Refurbishment of the old Shire Administration building to accommodate the Katanning Community Medical Centre. Federal government funding secured to facilitate the implementation of this project, which will then see additional GP service being provided in Katanning to address doctor shortages. • Provided support to Christmas on Clive event to assist with the activation of the CBD. • Facilitated the urban art project Public in Katanning in collaboration with FORM's Silo Art Trail. 	<p>This area is not explicitly measured in the MARKYT Scorecard for the Shire; however, economic development was a lower performing metric in the MARKYT Scorecard for the Shire.</p> <p>This remained a very strong theme in the engagement during 2021 with comments both satisfied with recent improvements but also suggesting more needs to be done.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
E2.1	<i>Strengthen the local tourism sector</i>	<ul style="list-style-type: none"> • Developed a Katanning Tourism Strategy Wayfinding Signage, Brand Essence and Tourism Strategies. • Logo and brand story development – Meet me in Katanning. • Instagram and Tour Guide training. • Completion of the 48 hour overnight recreational vehicle rest area. • Food Trailers acquired for community and small business use. • Small Business Workshops - social media, accounts, networking, bookkeeping, marketing, and merchandising. • Tour Guide Development support. Noongar tours. • Worked with neighbouring Local Governments on the ongoing development of regional tourism strategy. • Participate with Hidden Treasures of the Great Southern on tourism initiatives. 	<p>This area performs above the State average in the MARKYT Scorecard for the Shire. During the 2021 engagement it continued to be a strong theme, whilst many community members reflected that the Shire’s branding has created a clear story for the town.</p> <p>Engagement suggested that the actions undertaken are all strongly valued, especially the food trucks and events which support both locals and tourism outcomes.</p> <p>This area requires continued focus. Sharing of good news stories needs to increase.</p>
E2.2	<i>Provide and support local and regionally significant events that have both positive economic and social benefits.</i>	<ul style="list-style-type: none"> • Council annual support of the Katanning Agricultural Show through the provision of funding and in kind-support. • Initiated and coordinated new regionally significant events including Fervor’s Twilight Dinner at Piesse Winery. • Concert in the Park – annual support. • Katanning Harmony Festival. • Bloom Festival & Taste of Great Southern events. 	<p>This combination of elements is not explicitly measured in the MARKYT Scorecard for the Shire, however, festivals, events, arts and cultural events perform strongly, whilst economic development was a lower performing metric in the MARKYT Scorecard for the Shire.</p> <p>Engagement suggested that the actions undertaken are all strongly valued, with continued actions supported.</p> <p>This area requires continued focus.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
E2.3	<i>Ensure a positive town identity and branding that promotes Katanning and enhances community pride</i>	<ul style="list-style-type: none"> • Destination Development Project – Tourism development. Logo and brand story development – Meet me in Katanning. • Maintained community relations via social media platforms and main street presence at the Shire Pop-up Shop in Clive Street. 	<p>This area is not explicitly measured in the MARKYT Scorecard for the Shire, however, general scores against character and identity perform well, and feedback during the 2021 engagement about branding and identity confirmed this perspective.</p> <p>This requires continued focus.</p>
E3.1	<i>Raise Katanning's profile as a centre of excellence in the area of agriculture and associated industries</i>	<ul style="list-style-type: none"> • Support provided to agencies and organisations such as Department of Agriculture and Landcare to support the sector. • Support provided to industry organisations to provide training, development and services to the agricultural sector. 	<p>Agricultural development is an average performing metric in the MARKYT Scorecard for the Shire, which may indicate some success in this outcome.</p>
E3.2	<i>Continue to build Katanning's reputation as a strategic sub-regional service centre and economic hub</i>	<ul style="list-style-type: none"> • New Shire Administration Building completed. • Strategic direction and advocacy for delivery of services, land use planning, attract business and investment, review and implement strategies in the Katanning Growth and Implementation Plan. • Refurbishment of the old Shire Administration building to accommodate the Katanning Community Medical Centre. Federal government funding secured to facilitate the implementation of this project, which will then see additional GP service being provided in Katanning to address doctor shortages. 	<p>Regional partnerships were an average performing metric in the MARKYT Scorecard for the Shire, which may indicate some success in this outcome. Notwithstanding, a strong theme of the 2021 engagement was that other centres performed this role more successfully.</p>

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
E4.1	<i>Develop Katanning's reputation for providing quality education for all levels of learning such that it attracts and retains people</i>	<ul style="list-style-type: none"> • Provided ongoing support to the Katanning Middle School Project. • Continue to advocate for the development of an Early Childhood Hub in Katanning with the Department of Education and Department of Primary Industries and Regional Development. • Leadership workshop in partnership with the Katanning Senior High School (KSHS) for the KSHS Leadership Student Group. Facilitated by the Great Southern Leadership Academy. • Early Years Initiative. • Continued advocacy to the Director General of Education to improve outcomes for Secondary School Students in KA following feedback from the community. 	<p>Education and training performed at an average level in the MARKYT Scorecard for the Shire. However, this theme was remarkably strong during the 2021 engagement. Attraction and retention of people to the area is not a specific metric of the MARKYT Scorecard, and was likewise a strong theme in the 2021 engagement as needed attention.</p> <p>It was acknowledged that the Shire has a role in advocacy rather than delivery of education and training, however, continued and strengthened focus on removing barriers and creating incentives would be supported.</p> <p>Seek feedback to understand and support the development of opportunities in further education with Tafe, tertiary remote learning and high school education.</p>



LEADERSHIP

Obj No.	2017-2027 SCP Objective	Projects/Actions	Review comments
L1.1	<i>Operate with high ethical and professional standards, being open, transparent and responsive to the community and other stakeholders.</i>	<ul style="list-style-type: none">• Regular Local Emergency Management Committee Meetings via video link during COVID-19. Participate in Great Southern Development Commission Regional Meetings via video link during COVID-19.• Regular Internal Critical Incident Team Meetings.• Community Support Group convened which focused on COVID-19 community support during lock down and recovery methods.• Council numbers reduced from 9 to 7 members/councillors in 2021.	<p>This area was one of the lowest performing in the MARKYT Scorecard for the Shire, indicating a need to significantly improve the perception of work that the Shire is doing.</p> <p>Specific actions are recognised as high performing areas (e.g. natural disaster management), however, scores for transparency were low.</p>
L1.2	<i>Provide effective leadership and good governance</i>	<ul style="list-style-type: none">• Attracted an elected body that comprehensive understanding of roles and responsibilities, advocate in partnership with community, foster elected body and leadership that is proud.• Local government elections were held in October 2019.• Elected members undertook mandatory Council Member Essentials training.	<p>Efficient spend of rates was criticised specifically in the MARKYT Scorecard.</p>
L2.1	<i>Optimise use of Shire resources - Improve organisational systems</i>	<ul style="list-style-type: none">• Improved delivery across organisational functions, collaborative partnerships, financial sustainability.	<p>An observation is that the Shire could improve in telling the community what has been done in response to objectives such as these.</p> <p>Continued focus is recommended, and better communication of success would be provide greater assurance amongst the community of how the Shire focusses its resources on those things that matter most to the community.</p>



