



Shire of  
**Katanning**  
Heart of the Great Southern



# CORPORATE BUSINESS PLAN

2017 - 2021

*Adopted April OCM 2018*



# CONTENTS

Message from the CEO	3
Introduction to the Plan	7
The Integrated Planning and Reporting Framework	8
Review schedule	9
Informing Strategies	10
Risk Management Planning	10
Workforce Planning	11
Asset Management Planning	11
Long Term Financial Planning	12
Vision and Values	13
Our Vision	13
Our Values	13
Key Challenges	14
SWOT Analysis	15
Capital Program	16
Major Projects already underway	17
Organisational Structure	21
Aligning to the Strategic Community Plan 2017-2027	22
Services and Facilities – Linkages to the Corporate Business Plan	23
How the Action Plan works	24
Key Result Area 1 – Social	25
Key Result Area 2 – Built Environment	29
Key Result Area 3 – Natural Environment	32
Key Result Area 4 – Economic	34
Key Result Area 5 – Leadership	38

# FORWARD

## MESSAGE FROM THE CEO

I am pleased to present the Shire of Katanning's Corporate Business Plan 2017-2021. The plan provides clarity on the initiatives and services the Shire has planned over the next four years with the emphasis on the delivery of strategic priorities set by the Community Strategic Plan 2017-2027.

The Corporate Business Plan sees a continued commitment to projects currently underway. The Katanning Super Town Heritage Centre Project, which includes the development to key precincts; Welcome Precinct and Piesse Lake Precinct, will progress during the first two years of this plan and see exciting transformation of these places. The new Shire Administration Building will also be completed during the first half of this plan and invigorate Austral Terrace.

An emphasis on financial sustainability and increasing economic development is a focus, as is activating spaces. Apart from delivering key initiatives, the Shire is committed to enhancing customer service, and the continuous improvement of service delivery to our community.

Julian Murphy  
Chief Executive Officer





# INTRODUCTION

There are 4,197 (ABS, LGA, 2016) people in the Shire of Katanning.

Katanning is the most ethnically diverse regional centre in WA. The population of the wider regional area (which includes the six neighboring Shires of Broomehill-Tambellup, Dumbleyung, Kent, Kojonup, Wagin and Woodanilling) is currently 12,500.

WA's Great Southern Region is located 287km south-east of Perth (3 hours by road) and 187km north of the city of Albany (2 hours by road). Situated on the northern gateway to the Great Southern, Katanning is well established as a major service centre for the region.

Katanning is primarily a sheep and wheat farming town situated in magnificent wildflower country. Katanning enjoys a Mediterranean/temperate climate with cool, wet winters and hot summers with cool nights.

## INDUSTRY AND EMPLOYMENT

Katanning Sheep Sale Yards, the largest in WA; WAMMCO abattoir, meat processing; CBH, a major grain handling service; hospital; education (primary, secondary, tertiary); agribusiness services; transport and logistics; housing and construction; retail services; and a vibrant small business community. Katanning is a hub for Government Departments and for the Agricultural Services industry.

## POTENTIAL DRIVERS

- Tourism
- Mining operations/exploration
- Opportunities to innovate with the local agribusinesses to be a centre of excellence in emerging initiatives and technologies
- Development of a Regional Strategic Industrial Precinct around the new sale yards for new rural industries.

The Katanning Regional Business Association is working in partnership with the Shire and the Great Southern Development Commission to harness opportunities within the region to help further strengthen the local economy. A number of potential new business opportunities have been identified, including services to both Katanning and Western Australia's multicultural community.

The natural environment around Katanning is unspoilt and Lake Ewlyamartup provides a unique opportunity to recreate in an inland environment.

## FACILITIES AND SERVICES

- Hospital and Medical Centre
- Community Health Centre
- 3 Primary Schools, Secondary School and TAFE
- Childcare Centres
- Recreation Centre
- Aquatic Centre including Olympic-sized swimming pool
- Numerous sporting clubs including a premier, year-round Golf Course
- Aged Care Accommodation
- Community Resource Centre
- Police, Fire and St John Ambulance services
- Parks & recreational spaces
- National Broadband Hub
- Eleven active Houses of Worship including a Mosque
- Service Clubs

Katanning Public Library  
& Art Gallery



# INTRODUCTION

## INTRODUCTION TO THE CORPORATE BUSINESS PLAN

The Corporate Business Plan 2017 – 2021 (the Plan) is the result of the Strategic Community Plan 2017-2027. The Strategic Community Plan is a community driven document that sets out the community's vision and aspirations for the next 10 years.

The Plan provides information on the actions the Shire will undertake to deliver the community identified aspirations.



## THE INTEGRATED PLANNING AND REPORTING FRAMEWORK

All local governments are required to plan for the future of their district under the Local Government Act 1995 (WA). The Local Government (Administration) Regulations 1996 outline the minimum requirements to achieve this.

The Department of Local Government, Sport and Cultural Industries Integrated Strategic Planning and Reporting Framework (the Framework) provides the basis for improving the practice of strategic planning in local government.

The Plan does not stand alone within the Framework. It is part of a suite of planning and reporting documents.

The Framework comprises five key elements:

### Strategic Community Plan (10 years)

Outlines the strategic priorities to address the community's long-term vision. The priorities and goals of the Strategic Community Plan are driven by community engagement and take a "whole of Shire" approach.

### Corporate Business Plan (4 years)

Defines the actions that the Shire will undertake to achieve the community goals and aspirations as outlined in the Strategic Community Plan. It provides direction and priorities for the annual budget and is reviewed annually.

### Informing Strategies

Assists the local government in delivering the Corporate Business Plan and in supporting the goals of the Strategic Community Plan. Key informing Framework documents include the Long Term Financial Plan, Asset Management Strategy and Workforce Plan. The Shire also develops and implements a range of other strategic plans to guide its actions and priorities within important service areas.

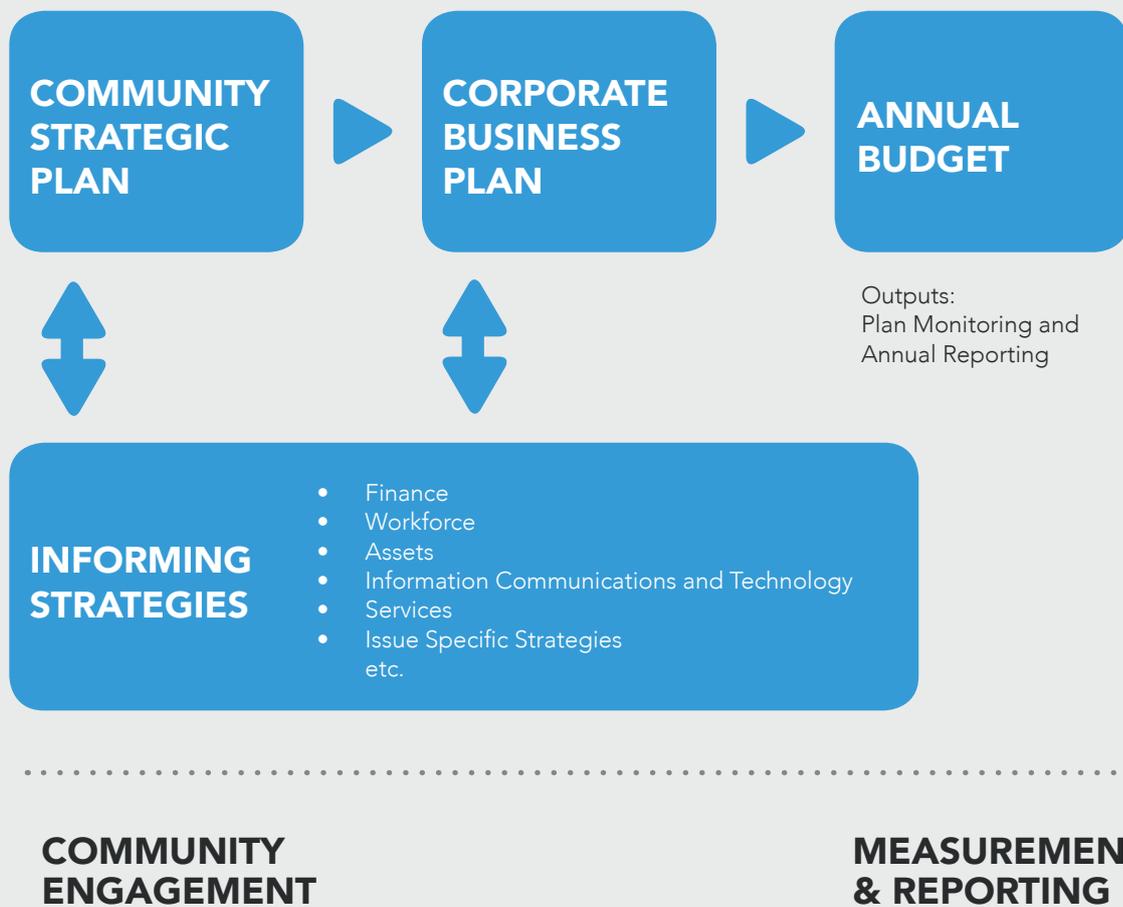
### Annual Budget

Provides the finer detail of the resources the Shire will be committing to its Corporate Business Plan in any given year.

### Annual Report

Provides feedback to the community on the Shire's progress against the Corporate Business Plan and provides a snapshot of how the community is progressing towards its goals and aspirations as contained in the Strategic Community Plan.

## ELEMENTS OF INTEGRATED PLANNING AND REPORTING FRAMEWORK



## REVIEW SCHEDULE

The Corporate Business Plan is a medium-term plan but is not a static document. As the community changes, the plan will need to change. A major review including long term visioning will be conducted with the community every four years.

The Corporate Business Plan will also be subject to an interim review (desktop) every year between major reviews. The purpose of the desktop review is to check compliance with state legislative requirements, acknowledge any changes to regional and/or state policy, adapt the Plan to address any significant or new information that has come to light since the last review and, importantly to review the financial implications of the Plan in the context of the Annual Budget and Long Term Financial Plan.

Review Schedule	Completion
Next desktop review	December 2019
Next major review	December 2021

# INFORMING STRATEGIES

As noted on the previous page, there are a number of Key documents that will, in due course, inform the Corporate Business Plan. The Shire is progressing in the development of these documents and all will be completed during the period this Corporate Business Plan covers.

## RISK MANAGEMENT PLANNING

The Shire's Risk Management Framework outlines the principles of risk management, and the processes for identifying, assessing, treating and monitoring risks. A Risk Register will be developed to identify and record potential risks and hazards associated with the ownership, management, operations and maintenance of Shire assets and infrastructure.

The purpose of the Risk Management Framework is to consider and manage the risks associated with carrying out the Shire's day to day activities. It will achieve this by reviewing the corporate risks associated with the Shire, evaluating the level of each risk, and outlining actions aimed at reducing the highest risk areas. The methodology used is in line with the processes outlined in the Australian and New Zealand Risk Management Standard AS/NZS 31000:2009 Risk Management – Principles and Guidelines.

The overall objectives of the Risk Management Framework and Register are to:

- Outline the process by which Council will manage risk, such that all risks are identified and evaluated in a consistent manner across the organisation;
- Identify all operational and organisational risks at the enterprise level;
- Allocated responsibility for managing risks to specific staff to improve accountability;
- Prioritise risks to identify the highest risks that should be addressed in the short to medium term; and
- Identify actions required to effectively minimise exposure to risk.

The Shire's Risk Management & Governance Framework was developed in August 2014 and will be reviewed in 2018.

Informing Strategy	Document Date	Status	Directorate	Responsible Officer
Risk Management & Governance Framework	August 2014	Current, but due for review	Finance & Administration	Executive Manager, Finance & Administration

## WORKFORCE PLANNING

The purpose of the Workforce Plan is to assist the Shire to ensure that it has the appropriate staff resources in place to deliver the Corporate Business Plan. The process assesses the Shire’s current workforce capacity and evaluates needs in meeting the short, medium and long-term objectives. The Workforce Plan is a four-year document, that is reviewed by officers annually.

Informing Strategy	Document Date	Status	Directorate	Responsible Officer
Workforce Plan	Pending	Draft, to be Workshopped with Council May 2018	Governance	Chief Executive Officer

## ASSET MANAGEMENT PLANNING

The Asset Management Strategy recognises the need to manage assets effectively as part of the Shire’s delivery of service to our community. Failure to adequately plan for the replacement of existing assets and the development of new assets can lead to lowered operational sustainability, increased depreciation and unsafe equipment, machinery and buildings.

Major assets and management plans for which the Shire of Katanning is responsible include:

- Roads, Footpaths and Drainage;
- Building Assets;
- Recreational facilities such as the Leisure Centre, Aquatic Centre, Parks and Reserves;
- Waste Management Facility; and
- Amherst Village.

These assets are critical to the community and represent a significant value in the Shire budget. Asset Management is seen as a crucial piece of long term planning for the Shire of Katanning.

Informing Strategy	Document Date	Status	Directorate	Responsible Officer
Asset Management Strategy		Pending	Property & Assets	Executive Manager Property & Assets

## LONG TERM FINANCIAL PLANNING

The Shire's Long Term Financial Plan (LTFP) will detail, from a financial perspective, what the Shire proposes to deliver to the community over the next ten years. The purpose of Long Term Financial Planning is to ensure financial sustainability. The Long Term Financial Plan must align with the Strategic Community Plan and Corporate Business Plan.

The LTFP is a dynamic tool which analyses financial trends over a ten-year period on a range of assumptions and provides the Shire with information to assess resourcing requirements to achieve its strategic objectives.

There is generally a high level of accuracy and detail in the first three years of the LTFP but this must be underpinned by a number of assumptions. The remaining seven years of the LTFP are shown as an overview only, with reasonable estimates. The Shire reviews the Strategic Community Plan every two years, including a major review every four years. The LTFP will receive major reviews in conjunction with the Strategic Community Plan.

Informing Strategy	Document Date	Status	Directorate	Responsible Officer
Long Term Financial Plan	Pending	May 2018	Finance & Administration	Executive Manager Finance & Administration

A number of other documents will be used as informing strategies as the Shire progresses and develops in the coming years. Some of these documents currently exist and some will need to be developed and are therefore noted below and also within the Action Plans of this Corporate Business Plan:

1. Katanning Community Plan 2013
2. Growth and Implementation Plan 2012
3. Plan Twenty Twenty 2010
4. Plan for the Future 2009
5. Corporate Plan 2008-2011
6. Corporate Business Plan 2013-2018
7. Community Engagement Strategy 2017
8. Disability Access and Inclusion Plan
9. Shire of Katanning Tourism Strategy  
(to be developed)
10. Customer Satisfaction Survey  
(to be developed)
11. Annual Business Unit Plans  
(to be developed)
12. Local Business Support Strategy  
(to be developed)
13. Art and Cultural Plan  
(to be developed)
14. 5 Year Plant Replacement Program  
(to be developed)
15. Road Hierarchy Plan  
(to be developed)
16. 5 Year Rural and Urban Reseal Plan  
(to be developed)
17. 5 Year Footpath Maintenance Plan  
(to be developed)
18. 5 Year Drainage Plan – Capital  
(to be developed)
19. Urban Road Plan – Capital  
(to be developed)
20. Rural Road Plan – Capital  
(to be developed)
21. Street Tree Planting Plan  
(to be developed)
22. Kerbing Replacement Plan  
(to be developed)
23. 5 Year Depot Upgrade Plan  
(to be developed)
24. Waste Management Plan – Long Term
25. Reconciliation Action Plan  
(to be developed)
26. Youth Engagement Plan  
(to be developed)

# VISION AND VALUES

## OUR VISION

A prosperous, vibrant and diverse community working together.

## OUR VALUES

In achieving team vision and accomplishing our mission, we will abide by the following principles:

### LEADERSHIP & ACCOUNTABILITY

We will be ethical and act with integrity. We will lead by example, set direction, provide good governance and be responsive to our community.

### COLLABORATION

We will work as a team, creating partnerships to achieve our vision.

### INCLUSIVE & REPRESENTATIVE

We will engage with our community to ensure our actions are representative of our community's needs and values.

### RESPECT

We will be respectful of people, ideas, culture and environment.

### SAFETY

We will work together to establish and sustain a strong, safe and healthy community.

## KEY CHALLENGES

Like many regional local governments, the Shire of Katanning faces a number of challenges as it develops over the next 10 years. The challenges include:

- Financial planning in the context of uncertainty with future funding from state and federal agencies;
- Attracting and retaining new residents and commercial activity into our community;
- Protecting our natural environments;
- Planning for and adapting to climate change, including reduced availability of water;
- Managing the impacts of natural disasters, such as bushfires and floods;
- Renewing ageing infrastructure while at the same time maintaining our financial sustainability;
- Managing community expectations;
- Social and economic issues;
- Ageing population and service requirements to meet that need;
- Improving transport infrastructure including roads and footpaths;
- Maintaining the level of core services in Health and Education;
- Educational options for our community;
- Communication;
- Sustainability.



# SWOT ANALYSIS

## STRENGTHS

- Diverse and engaged community with strong spirit.
- Good relationships with surrounding Shires and a willingness to work together for the benefit of the region.
- Great rural lifestyle and affordable living.
- Good internal working relationships.
- Available workforce.
- Access to Telehealth.
- Established Agribusiness Services.

## WEAKNESSES

- Internal planning documents are not fully developed and integrated.
- Managing large projects with limited staff resources.
- Ageing Infrastructure.
- Limited options in educational opportunities.
- Lack of access to specialist medical services.
- Lack of diversity in housing options.
- Lack of skilled labour.

## OPPORTUNITIES

- Proximity to larger centres such as Albany and Perth make us a strategic location.
- Recent investment in development of the Premier Mill Hotel can be leveraged to increase other economic development opportunities.
- Health and Education provider.
- Affordable housing.
- Changing retail habits.
- Promoting the positives of Katanning as an asset.

## THREATS

- Changes to funding from state and federal governments.
- State government cost shifting.
- Retail decline due to change in habits.
- Drive In Drive Out workforce.
- Losing residents to the coast.

# CAPITAL PROGRAM

A number of additional projects are forecast to be undertaken during the life of this Plan which result in capital expenditure.

The activities are summarised below along with total expected costs reviewed in 2018.

Major Projects during this plan (4 years)	Totals
Welcome Precinct (includes All Ages Playground)	5,640,060
Katanning Administration & Civic Centre	6,191,329
Town Centre Precinct	2,067,360
Piesse Lake Residential	2,705,680
Piesse Lake Park	3,105,052
Regional Waste Initiative	1,715,331
Lawn Bowls relocation	1,000,000
<b>Total</b>	<b>22,424,812</b>



**Katanning Entry Statement**  
Flags representing the cultural diversity of our town.

# MAJOR PROJECTS

## MAJOR PROJECTS ALREADY UNDERWAY

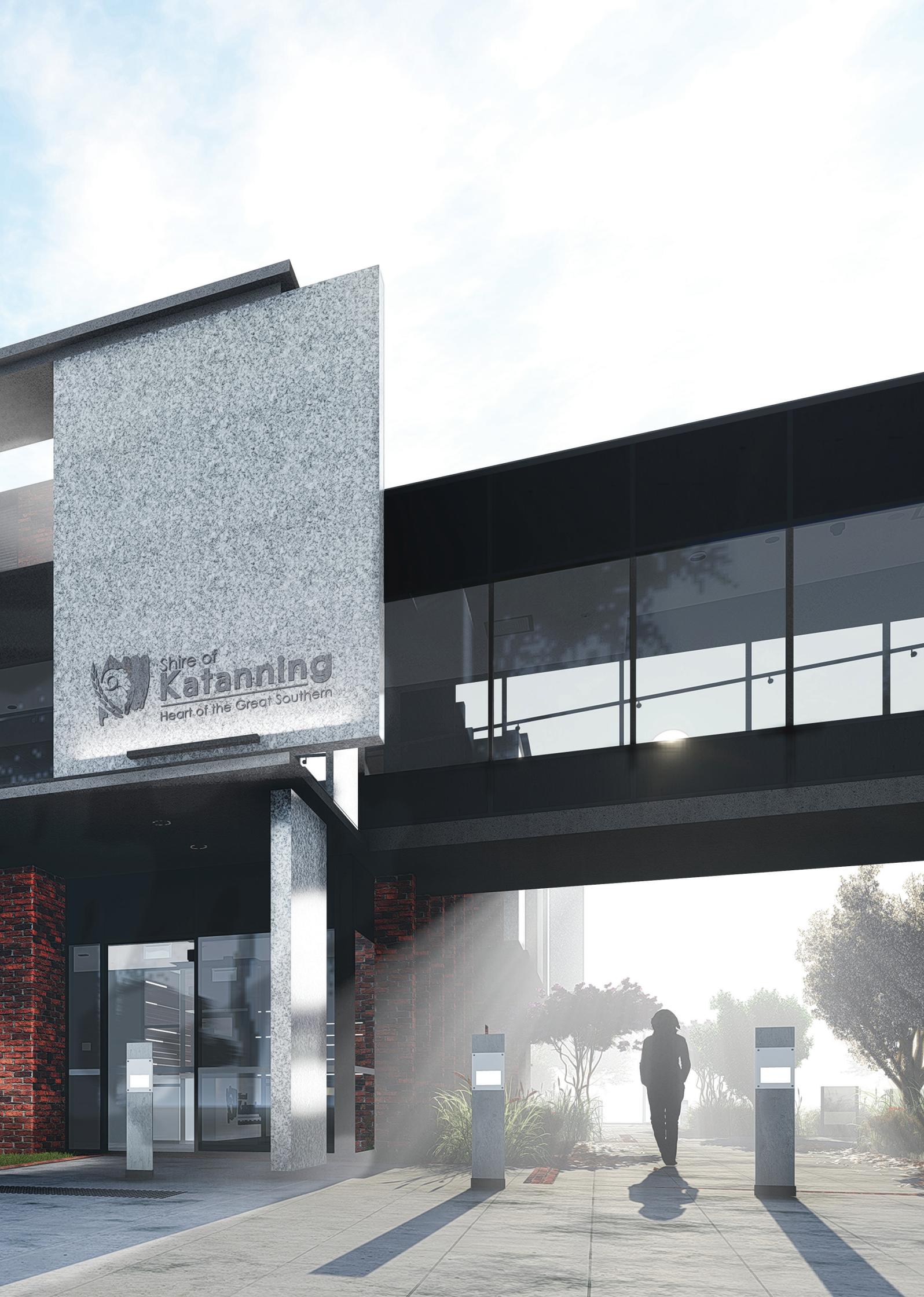
- Welcome Precinct (includes All Ages Playground)
- Administration & Civic Centre
- Piesse Park Precinct
- Early Childhood Hub (under review)
- Transfer Station/Waste Facility
- Piesse Lake Residential Development
- Co-location of the Katanning Bowling Club to the Katanning Country Club

### **Katanning Administration & Civic Centre**

Artist impression of the street façade which will include new Administrative offices and Council Chambers.



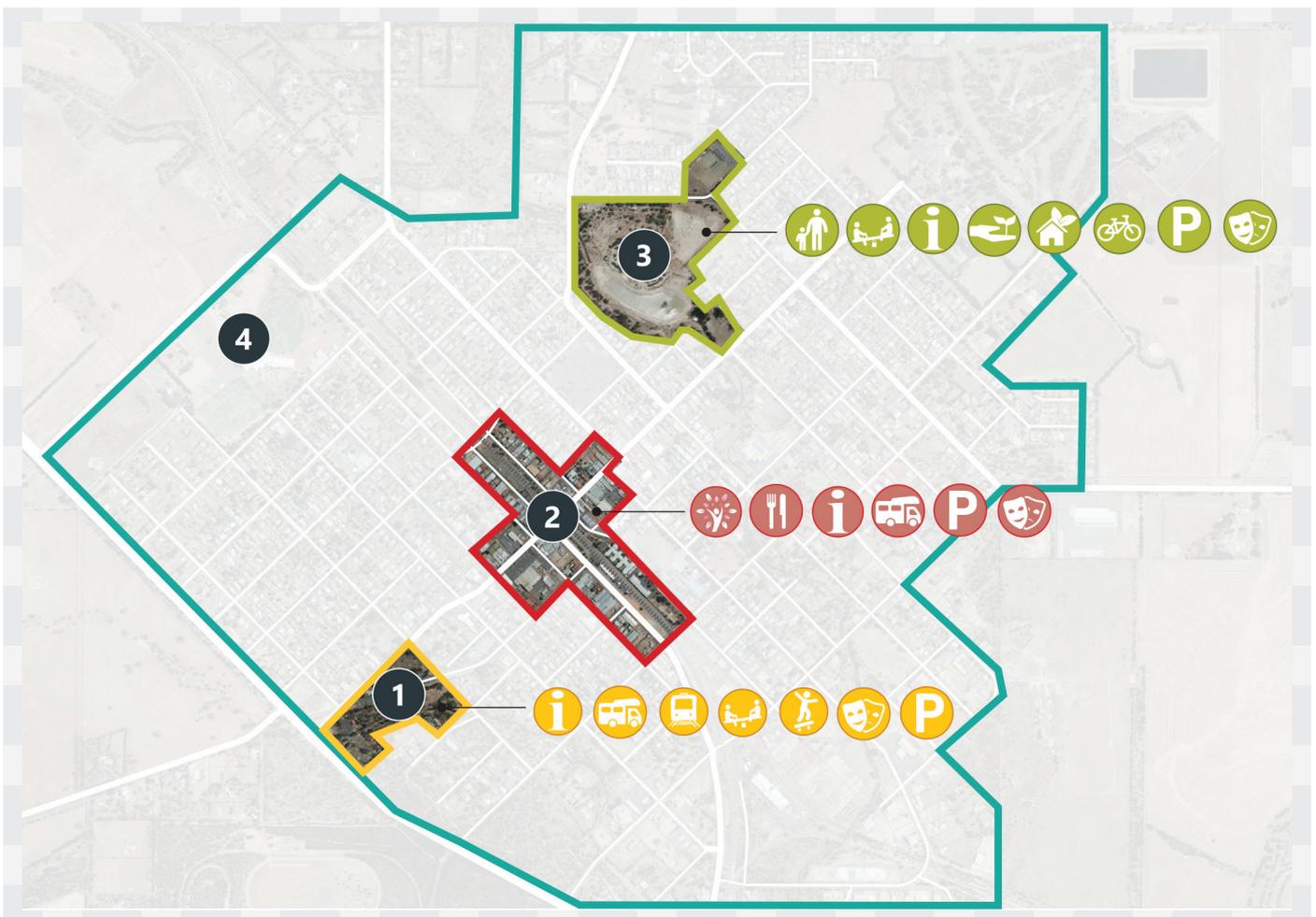
Shire of  
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Heart of the Great Southern



## HERITAGE CENTRE PROJECT

The Katanning SuperTown Heritage Centre Project will significantly improve the identity and liveability of the town. Some of the projects will involve renewing ageing infrastructure and others involve planning and implementing new assets for the Shire.

1. The Welcome Precinct - providing the opportunity to tie together the various youth activities within a well-designed contemporary park, creating a gateway to the town centre.
2. The Town Centre Precinct - set against a historic backdrop, the centre forms the central hub for engaging visitors and locals in the town for longer.
3. The Piesse Lake Precinct - provides the opportunity to develop a memorable landscaped environment that accommodates a range of activities and amenities around the lake edge. This also includes the integration of residential dwellings providing for greater diversity of product within the Katanning market.



# MAJOR PROJECTS INDICATIVE TIMELINE

**2017/18**

Piesse Lake Residential Project  
(commenced)

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Katanning Administration & Civic Centre Project  
(commenced)

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Welcome Precinct Project  
(commenced)

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Piesse Park Botanical Garden  
(commenced)

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Bowling Club Relocation  
(commenced)

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**2018/19**

Katanning Administration & Civic Centre Project  
(completed)

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Bowling Club Relocation  
(completed)

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Welcome Precinct Project  
(completed)

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Piesse Lake Residential Project  
(completed)

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Piesse Park Botanical Garden  
(completed)

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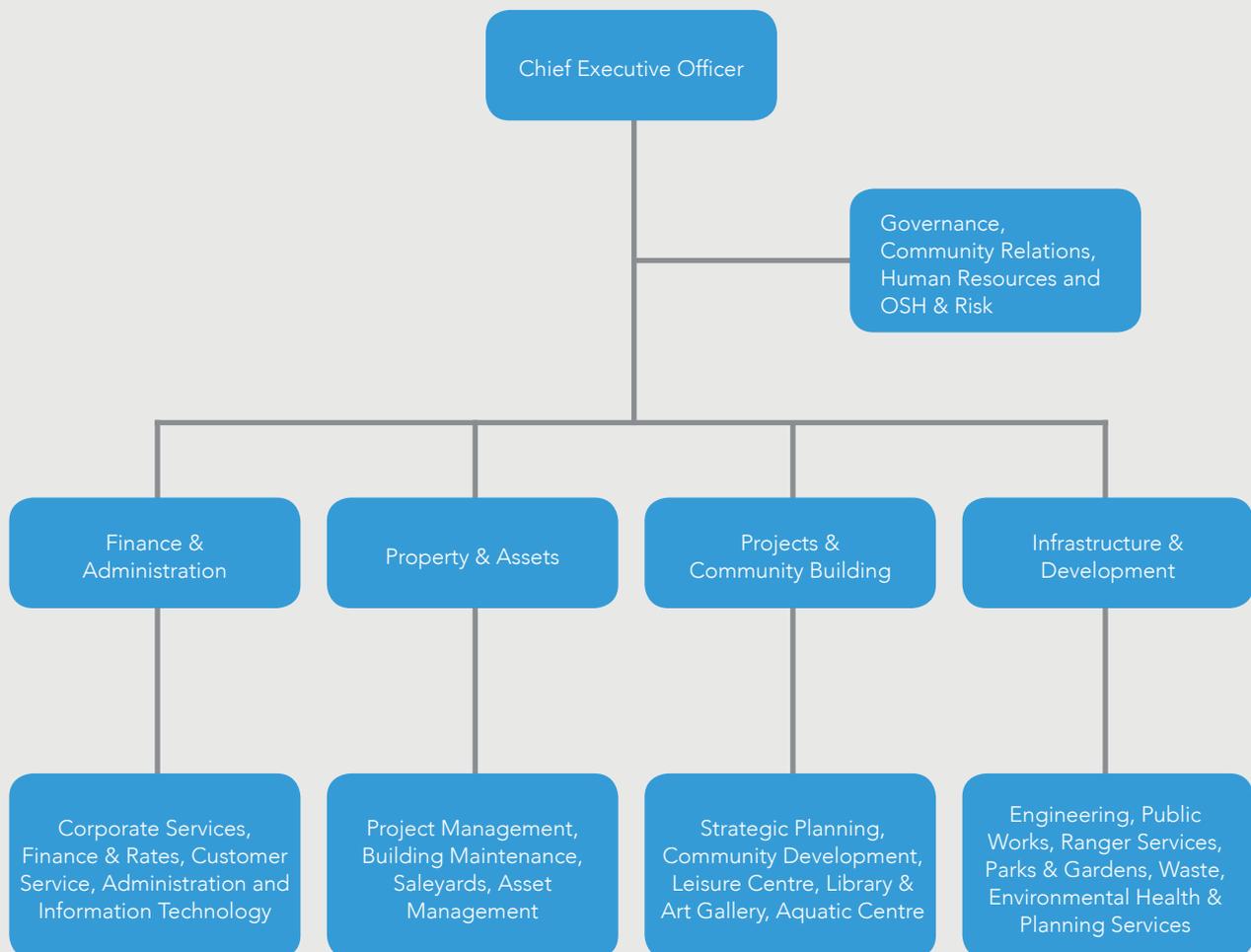
**2019/20**

**2020/21**



# ORGANISATIONAL STRUCTURE

The Shire's operational structure consists of four directorates reporting to the Chief Executive Officer – Finance & Administration, Projects and Community Building, Infrastructure and Development and Property and Assets.



WELCOME TO  
KATANNING

# STRATEGIC COMMUNITY PLAN

## ALIGNING TO THE STRATEGIC COMMUNITY PLAN 2017-2027

The Shire of Katanning will deliver services to our community in accordance with the vision and aspirations of our Strategic Community Plan 2017-2027.

There are five key aspirations. The table below summarises the Key Result Areas and Aspirations.

Key Result Areas	Aspirations
Social	S1 A capable, vibrant, healthy and connected community S2 A safe community S3 A resilient, engaged community with a strong sense of pride
Built Environment	B1 Infrastructure that meets community needs B2 Places for the community to live, work and connect
Natural Environment	N1 A community and Council that are environmentally aware and engaged N2 A high level of biodiversity and healthy ecosystems N3 A strong sense of community ownership and pride for the natural environment
Economic	E1 Local business and industry is resilient, growing E2 A place to live and visit E3 Sustainable economic and population growth E4 A culture of learning
Leadership	L1 An inclusive community, recognised as a great place to live and visit L2 A collaborative, progressive and resilient local government which is sustainably resourced

# SERVICES AND FACILITIES

## SERVICES AND FACILITIES – LINKAGES TO THE CORPORATE BUSINESS PLAN

The Services and facilities provided by the Shire of Katanning are linked to the actions set out in the Corporate Business Plan.

Service	Social	Built Environment	Natural Environment	Economic	Leadership
Aged/Seniors Services	S1.2.2				
Community Engagement	S2.1.3, S3.1.1	B1.1.1	N1.1.1	E2.3.1	L1.1.3, L1.2.4
Community Halls		B1.2.1, B1.2.2			
Council Buildings/Heritage Assets	S1.3.3	B1.1.3, B1.1.4			
Customer Service					L1.1.2
Economic Development		B2.2.2		E1.1.1, E1.2.1, E3.2.3	
Education	S1.3.5				
Emergency Services	S2.1.1				
Festivals & Events	S1.3.1, S1.3.2			E2.2.1, E2.2.2	
Governance		B1.1.2		E3.2.4, E4.1.1, E4.1.2, E4.1.3	L1.1.1, L1.1.4, L1.2.1, L1.2.2, L2.1.3
Library Services	S1.3.4				
Medical/Health Services	S1.2.1				
Natural Resource Management		B2.1.3	N2.1.2, N3.1.1, N3.2.1		
Parks & Gardens	S1.1.3	B1.2.1			
Public Toilets		B1.2.1			
Rangers	S2.1.2				
Regional Collaboration				E3.2.1	L1.2.3, L1.2.2
Roads infrastructure		B1.1.6			
Waste/Recycling			N1.2.1		
Sport/Recreation facilities	S1.1.1, S1.1.2	B1.2.1			
Strategic Planning		B1.1.5	N1.3.1, N2.1.1	E1.1.2, E2.1.2, E3.1.2, E3.1.1, E2.2.3	L2.1.1
Tourism/Visitors				E2.1.1	
Town Beautification	S1.1.3	B2.1.1, B2.1.2, B2.1.4, B2.1.5		E1.3.1	
Town Planning		B2.2.1, B2.3.1		E3.2.3	
Volunteering	S3.2.2				
Youth Services	S3.2.1				

# HOW THE ACTION PLAN WORKS

The Shire of Katanning Strategic Community Plan 2017-2027 outlines the strategic priorities to address the community's long-term vision. The community aspirations, identified through consultation, have been categorised into five strategic result areas:

1. Social
2. Built Environment
3. Natural Environment
4. Economic
5. Leadership

Each of the community aspirations has a number of actions that relate to it. The Corporate Business Plan Action Plan articulates how the Shire of Katanning will deliver the communities aspirations.

Symbols used in the plan

Symbol	Description
✓	The tick indicates the financial year in which the action is to be delivered.
→	The arrow indicates that the action is active and ongoing beyond the life of the plan.
Ops	"Ops" (for operational) indicates that the action is delivered by existing staff and funded by operational budgets, and additional resources or a specific budget allocation are not required.
\$\$	If an action requires a specific budgeted allocation the total estimated value is noted. The \$\$ could represent a mix of municipal funds and/or grant funding. It should be noted that financial data in the Corporate Business Plan at years 3 and 4 are generally estimates. Detailed data can be found in the Shire Budget and (as we progress) the Long Term Financial Plan.

# ACTION PLAN

## KEY RESULT AREA 1 – SOCIAL

People believe Katanning is a friendly town with a good community spirit...

### S1 ASPIRATION – A CAPABLE, VIBRANT, HEALTHY AND CONNECTED COMMUNITY

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective S.1.1</b>		Provide sport, recreation and leisure opportunities that contribute to the health and wellbeing of our growing and diverse community.					
S1.1.1 Promote sport, recreation and leisure facilities ensuring that they are inclusive of the diverse needs of the community.	<ul style="list-style-type: none"> <li>Review KLC &amp; KAC facilities to ensure they meet community needs.</li> <li>Lead strategic planning to maximise future use of recreational facilities and sporting grounds.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
S1.1.2 Support and promote a range of leisure, sport and recreation programs and initiatives.	<ul style="list-style-type: none"> <li>Review KLC &amp; KAC programs to ensure they meet community needs.</li> <li>Seek opportunities to expand the depth of offerings in leisure, sport and recreation areas.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
S1.1.3 Maintain attractive public spaces that facilitate opportunities for the community to connect.	<ul style="list-style-type: none"> <li>Implement projects related to the Welcome, Town Centre and Piesse Park precincts.</li> </ul>	Property & Assets	✓	✓	✓	✓	\$\$
<b>Objective S1.2</b>		Optimum quality of life for all citizens with access to health and other support services that meet the needs of our community.					
S1.2.1 Work with our community and key partners to address the needs of our Aboriginal community.	<ul style="list-style-type: none"> <li>Preserve and share local Aboriginal culture and history where opportunities arise.</li> <li>Develop and implement a Reconciliation Action Plan (RAP) with input from the local Aboriginal community.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
S1.2.2 Advocate for equitable access to services, activities and facilities for people of all abilities and diverse needs.	<ul style="list-style-type: none"> <li>Identify and advocate to improve local service provision.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
	<ul style="list-style-type: none"> <li>Review and update the DAIP (Disability Access &amp; Inclusion Plan) annually, in consultation with the community.</li> </ul>	Property & Assets	✓	✓	✓	✓	Ops →
<b>Objective S1.3</b>		Ensure access to art, culture and learning opportunities.					
S1.3.1 Promote arts and culture strategy.	<ul style="list-style-type: none"> <li>Develop and implement a Cultural Plan.</li> <li>Support and nurture a vibrant Arts community.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
S1.3.2 Support and develop community events and arts initiatives.	<ul style="list-style-type: none"> <li>Source funding and co-ordinate delivery of initiatives that support art, culture and learning.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Provide in kind support and venues to projects that deliver events to the community.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
S1.3.3 Support initiatives to highlight our history and heritage and enable the community to enjoy a variety of cultural experiences.	<ul style="list-style-type: none"> <li>Collaborate with and provide support to local historical groups.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Develop heritage trails and collaborate with existing trails to broaden the appeal and showcase the Great Southern Region.</li> <li>Advocate to attract additional funding via Heritage Grants.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
S1.3.4 Maintain a contemporary Library and Gallery.	<ul style="list-style-type: none"> <li>Develop and implement innovative Library services.</li> <li>Plan and deliver Art Exhibitions that engage our community.</li> <li>Explore options for the future upgrade of Library and Gallery.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
S1.3.5 Support the delivery of quality education options.	<ul style="list-style-type: none"> <li>Advocate and support the expansion of choice in educational options and opportunities.</li> <li>Advocate for improved linkages between Secondary School and TAFE.</li> <li>Support the Great Southern Middle School Project.</li> </ul>	Projects & Community, Governance	✓	✓	✓	✓	Ops →

## S2 ASPIRATION – A SAFE COMMUNITY

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget	
<b>Objective S2.1</b>		Strive for a community where people feel safe and secure at all times.						
S2.1.1 Support emergency and fire management planning, response and recovery.	<ul style="list-style-type: none"> <li>Review, keep current and implement the LEMC (Local Emergency Management Committee) Plans with key stakeholders.</li> <li>Support LEMC by providing administrative support.</li> <li>Develop and implement Bush Fire Risk Management Plans in conjunction with DFES.</li> <li>Provide community education on Fire risks and mitigation strategies.</li> </ul>	Governance	✓	✓	✓	✓	Ops →	
S2.1.2 Ensure effective management of animals within the community.	<ul style="list-style-type: none"> <li>Deliver proactive and responsive Ranger Services.</li> <li>Develop and implement programs to encourage responsible pet ownership in our communities.</li> </ul>	Infrastructure & Development	✓	✓	✓	✓	Ops →	
S2.1.3 Promote and support activities and opportunities that contribute to a sense of community safety, ownership and wellbeing.	<ul style="list-style-type: none"> <li>Develop and deliver programs that will enhance community safety, ownership and well-being.</li> <li>Collaborate and partner with local organisations, such as the Katanning Hub Community Resource Centre (CRC), Neighbourhood Watch and Katanning Action Network (KAN) to promote appropriate activities.</li> <li>Lobby State Government to provide upgrades to Katanning Police Station.</li> <li>Support community based measures that will increase provision and delivery of Allied Mental Health Services.</li> <li>Advocate for improved services for the local Migrant Centre.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →	
	<ul style="list-style-type: none"> <li>Increase CCTV coverage in our CBD.</li> </ul>	Governance	✓	✓	✓	✓	\$\$	

## S3 ASPIRATION – A RESILIENT, ENGAGED COMMUNITY WITH A STRONG SENSE OF PRIDE

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective S3.1</b>		Build a unified community that embraces its uniquely diverse cultural make up.					
S31.1 Actively work with our diverse community to strengthen relationships and engender community spirit.	<ul style="list-style-type: none"> <li>Seek out opportunities to engage with our diverse range of community groups and develop meaningful ways to promote our diversity, such as the Harmony Festival.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
<b>Objective S3.2</b>		Build social resilience through providing diverse options for participation and engagement.					
S3.2.1 Engage our local youth.	<ul style="list-style-type: none"> <li>Identify opportunities to engage with the youth demographic.</li> <li>Develop and implement a Youth Engagement Plan (YEP).</li> <li>Review Shire Youth Activity funding and seek external funding opportunities to deliver programs.</li> </ul>	Projects & Community Building		✓	✓	✓	Ops →
S3.2.2 Support volunteering and citizenship activities.	<ul style="list-style-type: none"> <li>Encourage active citizenship and recognise the value of volunteering eg. Town Hall Cinema Project, Concert in the Park.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Create opportunities for volunteers to participate in local projects, such as the Piesse Lake Botanic Gardens.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
S3.2.3 Support agencies to enhance local services and activities for all members of the community.	<ul style="list-style-type: none"> <li>Collaborate with local providers to develop and enhance the service offering to the community.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Maintain Annual CFAP Program.</li> </ul>	Governance	✓	✓	✓	✓	Ops →



Katanning  
Harmony Festival

## KEY RESULT AREA 2 – BUILT ENVIRONMENT

The Community would like Katanning’s built environment to be beautiful and smartly designed...

### B1 ASPIRATION – INFRASTRUCTURE THAT MEETS COMMUNITY NEED.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective B1.1</b>	Sustainably manage current and future assets and infrastructure						
B1.1.1 Adopt sound project development practices that ensure community need is understood and met.	<ul style="list-style-type: none"> <li>Review and implement best practice community engagement.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Undertake biennial satisfaction surveys.</li> </ul>	Governance		✓		✓	Ops →
B1.1.2 Continue to improve project management practices.	<ul style="list-style-type: none"> <li>Develop long term planning for projects.</li> <li>Implement robust operational planning to maximise efficiency.</li> </ul>	Infrastructure & Development	✓	✓	✓	✓	Ops →
B1.1.3 Continue to improve asset management practices in a manner that optimises life, capacity and function.	<ul style="list-style-type: none"> <li>Develop and implement an Asset Management Strategy.</li> <li>Prioritise Asset Management Plans for key infrastructure.</li> </ul>	Infrastructure & Development	✓	✓			Ops →
B1.1.4 Maintain and protect heritage.	<ul style="list-style-type: none"> <li>Maintain and periodically review Municipal Heritage Register.</li> <li>Seek grant funding from the Heritage Council to continue improvements to built heritage.</li> <li>Ensure annual maintenance planning addresses the needs of the heritage inventory.</li> </ul>	Property & Assets	✓	✓	✓	✓	Ops →
B1.1.5 Incorporate safety and security as a key consideration in all planning and development projects.	<ul style="list-style-type: none"> <li>Develop and implement Safety Improvement Plans for key assets.</li> <li>Undertake safety audits at all Shire facilities.</li> </ul>	Projects & Community Building, Infrastructure & Development	✓		✓		Ops →
	<ul style="list-style-type: none"> <li>Review and improve street lighting in the Central Business District.</li> </ul>	Infrastructure & Development		✓			\$\$
B1.1.6 Implement safe and effective road networks.	<ul style="list-style-type: none"> <li>Develop a Road Hierarchy Plan in consultation with relevant stakeholders.</li> </ul>	Infrastructure & Development		✓	✓		Ops →

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective B1.2</b>	Provide Council facilities that meet community need.						
B1.2.1 In consultation with the community, establish sustainable service levels for Council facilities and open spaces.	<ul style="list-style-type: none"> <li>Establish service levels in line with community expectations, budget and workforce capacity.</li> </ul>	All	✓	✓	✓	✓	Ops →
B1.2.2 Maintain Council buildings, facilities and public amenities to pre-determined service levels.	<ul style="list-style-type: none"> <li>Implement agreed service levels.</li> </ul>	Property & Assets	✓	✓	✓	✓	Ops →

## B2 ASPIRATION – PLACES FOR THE COMMUNITY TO LIVE, WORK AND CONNECT

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective B2.1</b>	Enhance Public Realm						
B2.1.1 Enhance maintenance planning and collaborations to improve general cleanliness and safety of our public areas.	<ul style="list-style-type: none"> <li>Review and implement best practice community engagement.</li> </ul>	Infrastructure & Development	✓	✓	✓	✓	Ops →
B2.1.2 Build a sense of place through strategic precinct developments and improvements to streetscapes and open spaces.	<ul style="list-style-type: none"> <li>Continue to progress projects associated with the Welcome, Town Centre and Piesse Lake Precincts.</li> </ul>	Property & Assets	✓	✓	✓	✓	\$\$
B2.1.3 Maintain and improve where required, the quality, amenity and accessibility of open spaces.	<ul style="list-style-type: none"> <li>Continue to progress projects associated with the Welcome, Town Centre and Piesse Lake Precincts.</li> </ul>	Property & Assets	✓	✓	✓	✓	\$\$
B2.1.4 Work with local businesses to enhance their street appearance.	<ul style="list-style-type: none"> <li>Encourage local businesses to take advantage of the Main Street Revitalisation Policy.</li> </ul>	Property & Assets Projects & Community Building	✓	✓	✓	✓	Ops →
B2.1.5 Plan urban greening initiatives.	<ul style="list-style-type: none"> <li>Develop and implement an urban greening program that complements the Katanning SuperTown Heritage Centre projects.</li> </ul>	Infrastructure & Development			✓	✓	\$\$

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objectives B.2.2</b>		Facilitate and encourage housing options, spaces for local service delivery and recreation.					
B2.2.1 Facilitate the development of diverse and accessible housing options.	<ul style="list-style-type: none"> <li>Complete the Piesse Lake Residential housing subdivision and associated works.</li> </ul>	Property & Assets		✓	✓		\$\$
B2.2.2 Aid the strategic development of spaces to facilitate service delivery, employment and recreation.	<ul style="list-style-type: none"> <li>Complete the KSHCP projects.</li> <li>obby for further improvements in mobile phone coverage.</li> </ul>	Property & assets	✓	✓	✓		\$\$
<b>Objective B.2.3</b>		Orderly development – Town Planning					
B2.3.1 Continue to implement Local Planning Strategy.	<ul style="list-style-type: none"> <li>Review and ensure Local Planning Strategy is simple, transparent and encourages development.</li> </ul>	Infrastructure & Development	✓	✓	✓	✓	Ops →



## KEY RESULT AREA 3 – NATURAL ENVIRONMENT

The community would like Katanning to be clean and tidy...

### N1 ASPIRATION – A COMMUNITY AND COUNCIL THAT ARE ENVIRONMENTALLY AWARE AND ENGAGED.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective N.1.1</b>		Promote environmentally friendly action.					
N1.1.1 Collaborate with external organisations and groups to promote environmental awareness campaigns and education opportunities.	<ul style="list-style-type: none"> <li>Support and encourage Land Conservation District Committee (LCDC) projects that deliver positive environmental outcomes.</li> <li>Partner with LCDC to engage with and educate the community about our environment.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Collaborate with the LCDC to develop Piesse Park Botanical Gardens.</li> </ul>	Property & Assets		✓	✓		\$\$
<b>Objective N1.2</b>		Increase action on waste management and sustainable packaging					
N1.2.1 Increase availability of water treatment options, waste re-use and recycling.	<ul style="list-style-type: none"> <li>Plan and build a Waste Transfer Station</li> <li>Develop and implement guidelines for management of the Waste Transfer Station.</li> </ul>	Infrastructure & Development		✓	✓		\$\$
<b>Objective N1.3</b>		Incorporate sustainability as a key consideration in Council Planning					
N1.3.1 Lead innovative solutions to ensure sustainable energy and water use.	<ul style="list-style-type: none"> <li>Lobby State and Federal Government to support water options for local industry.</li> <li>Investigate and develop education programs in relation to sustainability for our community eg. Recycling and Waterwise.</li> <li>Collaborate with WaterCorp to utilise recycled water for parklands such as surrounding Piesse Lake.</li> <li>Ensure sustainability is considered as a critical factor in all capital projects.</li> <li>Explore and implement energy saving initiatives for all Shire properties.</li> <li>Encourage community sustainability at every opportunity.</li> </ul>	Infrastructure & Development	✓	✓	✓	✓	Ops →

## N2 ASPIRATION – A HIGH LEVEL OF BIODIVERSITY AND HEALTHY ECOSYSTEMS.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective N2.1</b>		Enhance the level of biodiversity and condition of ecosystems.					
N2.1.1 Continue to develop and implement best practice surface water catchment, management and usage.	<ul style="list-style-type: none"> <li>Seek and support projects that can benefit from the water availability at the Katanning sale yards.</li> <li>Investigate options for reuse of catchment water at the Katanning sale yards.</li> <li>Develop and implement a Council policy that encourages and supports the principles of Water Sensitive Urban Design (WSUD).</li> </ul>	Infrastructure & Development		✓	✓	✓	Ops →
N2.1.2 Conserve and enhance natural and open spaces.	<ul style="list-style-type: none"> <li>Partner with LCDC and any other relevant groups to support the delivery of projects that will enhance biodiversity.</li> <li>Advocate for and support initiatives that advance sustainability in the agriculture sector.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →

## N3 ASPIRATION – A STRONG SENSE OF COMMUNITY OWNERSHIP AND PRIDE FOR THE NATURAL ENVIRONMENT.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective N3.1</b>		Encourage the community to feel proud of and take ownership of public spaces.					
N3.1.1 Encourage volunteer programs and community initiatives that focus on improving the natural environment.	<ul style="list-style-type: none"> <li>Collaborate with the LCDC to develop and deliver projects on a volunteer and/or fee for service basis.</li> <li>Actively support local volunteer community groups to achieve better outcomes, such as with Lake Ewlyamartup channel.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
N3.2.1 Effectively manage the Shire's natural assets.	<ul style="list-style-type: none"> <li>Collaborate with local stakeholders.</li> <li>Support and encourage local volunteer groups and value their efforts (eg. Lake Ewlyamartup Working Group).</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Work closely with relevant stakeholders in Bush Fire Management.</li> </ul>	Governance	✓	✓	✓	✓	Ops →

## KEY RESULT AREA 4 – ECONOMIC

The community appreciates that the affordability of living in Katanning ...

### E1 ASPIRATION – LOCAL BUSINESS AND INDUSTRY IS RESILIENT, GROWING.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective E1.1</b>		Encourage new avenues to upskill and create employment opportunities for our diverse community.					
E1.1.1 Support organisations that actively focus on local business sector development.	<ul style="list-style-type: none"> <li>Collaborate with KRBA to develop and implement a Business Activation Strategy.</li> <li>Participate in Regional Business Development Forums.</li> <li>Partner with KRBA to promote and support the local business community.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Review and simplify Shire processes for Statutory Approvals.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
E1.1.2 Participate in the implementation and monitoring of Shire, local and regional workforce development plans and strategies.	<ul style="list-style-type: none"> <li>Participate and monitor workforce developments both internally and externally.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
<b>Objective E1.2</b>		Develop local business and encourage start-ups.					
E1.2.1 Develop a local business support strategy.	<ul style="list-style-type: none"> <li>Plan and implement activities that will stimulate local economic activity.</li> <li>Collaborate with local businesses to encourage increased activity.</li> <li>Explore opportunities to engage an Economic Development Officer.</li> <li>Expand support for local businesses by use of Regional Price Preference and Buy Local Policy.</li> </ul>	Projects & Community Building		✓	✓	✓	\$\$
<b>Objective E1.3</b>		Contribute to the vibrancy and success of the CBD.					
E1.3.1 Implement initiatives to encourage property owners/businesses to contribute to the success and vibrancy of the CBD.	<ul style="list-style-type: none"> <li>Develop and deliver programs and events that will activate the Central Business District.</li> <li>Review and budget for additional street furniture and urban art installations.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Implement and encourage participation in the Main Street Revitalisation Project.</li> </ul>	Property & Assets	✓	✓	✓	✓	Ops →

## E2 ASPIRATION – A GREAT PLACE TO LIVE AND VISIT.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective E2.1</b>		Strengthen the local tourism sector.					
E2.1.1 Adopt a tourism strategy	<ul style="list-style-type: none"> <li>Research and develop a Tourism Strategy for Katanning.</li> </ul>	Projects & Community Building Governance	✓	✓	✓	✓	Ops →
	<ul style="list-style-type: none"> <li>Collaborate with surrounding Shires, Department of Regional Development and Tourism WA to capitalise on projects that include the Great Southern region.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
E2.1.2 Leverage built, heritage, social, agricultural and environmental assets to strategically promote tourism.	<ul style="list-style-type: none"> <li>Support developers who recognise &amp; preserve Heritage places.</li> <li>Support events that recognise Heritage places.</li> <li>Actively promote Katanning's facilities into the Great Southern and beyond.</li> </ul>	Projects & Community Building Governance	✓	✓	✓	✓	Ops →
<b>Objective E2.2</b>		Provide and support local and regionally significant events that have both positive economic and social benefits.					
E2.2.1 Work with the community to develop and promote a local events calendar.	<ul style="list-style-type: none"> <li>Collaborate and lead in the promotion of local events across all platforms.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
E2.2.2 Foster the development of existing and new regionally significant events.	<ul style="list-style-type: none"> <li>Promote the Harmony Festival as a regionally significant event.</li> <li>Strategically promote Katanning as an events destination, centrally located in the Great Southern with a broad range of event friendly facilities.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
E2.2.3 Create strategic partnerships to improve resourcing and delivery of events.	<ul style="list-style-type: none"> <li>Review and develop a capacity register in collaboration with the KRBA and others for local service providers who would like to develop their businesses in the events sector.</li> <li>Develop and maintain a central information register for events.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
<b>Objective E2.3</b>		Ensure a positive town identity and branding that promotes Katanning and enhances community pride.					
E2.3.1 Develop and implement strategies to strengthen town identity and community pride.	<ul style="list-style-type: none"> <li>Deliver regular up to date information to our community on the progress of our projects and what they will deliver to Katanning.</li> <li>Continue to engage with the community eg. a Main Street Pop Up Shop.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →

## E3 ASPIRATION – SUSTAINABLE ECONOMIC AND POPULATION GROWTH.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective E3.1</b>		Raise Katanning's profile as a centre of excellence in the area of agriculture and associated industries.					
E3.1.1 Encourage achievement and innovation in the local agriculture sector.	<ul style="list-style-type: none"> <li>Collaborate with local grower groups to explore options that promote Katanning as an Agricultural/Innovation Hub.</li> </ul>	Projects & Community Building Governance	✓	✓	✓	✓	Ops →
E3.1.2 Explore innovative agriculture/ food production opportunities.	<ul style="list-style-type: none"> <li>Support and partner with LCDC in relation to projects that would stimulate opportunities at the Katanning sale yard site.</li> <li>Support Katanning as a centre for Sheep Excellence.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
<b>Objective E.3.2</b>		Continue to build Katanning's reputation as a strategic sub-regional service centre and economic hub.					
E3.2.1 Provide strategic direction and advocate for the delivery of services appropriate to a regional centre.	<ul style="list-style-type: none"> <li>Seek out opportunities that support local providers to expand service offerings and consolidate Katanning as a regional centre.</li> <li>Advocate for support, and encourage new ventures.</li> </ul>	Governance Projects & Community Building	✓	✓	✓	✓	Ops →
E3.2.2 Ensure land use planning for commercial, industrial and residential development.	<ul style="list-style-type: none"> <li>Promote the Shire's readiness as a location that can provide suitable land and development opportunities.</li> </ul>	Infrastructure & Development	✓	✓	✓	✓	Ops →
E3.2.3 Attract business and investment opportunities.	<ul style="list-style-type: none"> <li>Explore opportunities to create an Economic Development Alliance.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
E3.2.4 Regularly review and implement strategies set out in the Katanning Growth and Implementation Plan.	<ul style="list-style-type: none"> <li>Review and update the Katanning Growth and Implementation Plan (KGIP).</li> </ul>	Governance		✓			Ops →



## E4 ASPIRATION – A CULTURE OF LEARNING.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective E4.1</b>	Develop Katanning's reputation for providing quality education for all levels of learning such that it attracts and retains people.						
E4.1.1 Advocate for improvements to education offerings, support and standards.	<ul style="list-style-type: none"> <li>Work with public and private sector providers to enhance and expand educational offerings.</li> <li>Advocate and support the Katanning Middle School Project within the region.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
E4.1.2 Advocate for the provision of greater choice in education.	<ul style="list-style-type: none"> <li>Actively support projects that meet this objective such as the Middle School Project.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
E4.1.3 Support families and early childhood development.	<ul style="list-style-type: none"> <li>Lead and develop a service model including infrastructure to support early childhood learning in consultation with stakeholders.</li> <li>Support and promote programs that are targeted at supporting good parenting such as "Building Stronger Families".</li> <li>Advocate for provision of locally based family services for our diverse communities.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →



## KEY RESULT AREA 5 – LEADERSHIP

The community appreciate that the Shire is making a genuine effort to listen to them ...

### L1 ASPIRATION – AN INCLUSIVE COMMUNITY, RECOGNISED AS A GREAT PLACE TO LIVE AND VISIT.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective L1.1</b>		Operate with high ethical and professional standards, being open, transparent and responsive to the community and other stakeholders.					
L1.1.1 Continue to develop a policy framework that embodies the community's wishes and guides decision making.	<ul style="list-style-type: none"> <li>Review Council Policies on a biennial basis.</li> </ul>	Finance & Admin		✓		✓	Ops →
L1.1.2 Maintain quality customer service standards.	<ul style="list-style-type: none"> <li>Develop and implement a Customer Service Charter.</li> <li>Educate our communities to better understand Local Government processes.</li> <li>Increase transparency by including attachments to Council Agendas and Minutes on the Shire website..</li> </ul>	Finance & Admin	✓	✓	✓	✓	Ops →
L1.1.3 Provide effective community engagement.	<ul style="list-style-type: none"> <li>Develop and implement community engagement activities that increases and encourages participation.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
L1.1.4 Operate with high ethical and professional standards.	<ul style="list-style-type: none"> <li>Develop a Customer Satisfaction Survey and deliver to the community biennially.</li> </ul>	Finance & Admin		✓		✓	Ops
<b>Objective L1.2</b>		Provide effective leadership and good governance.					
L1.2.1 Attract a diverse Elected Body that represents, promotes and reflects the composition of the community.	<ul style="list-style-type: none"> <li>Deliver information campaigns that educate the community on Local Government processes and democracy.</li> <li>Develop and implement strategies to maintain and/or increase candidacy numbers at Local Government elections.</li> <li>Co-ordinate Local Government Elections in partnership with the WA Electoral Commission (WAEC).</li> </ul>	Governance	✓		✓		Ops →

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
L1.2.2 Ensure the Elected Body and Shire Management has a comprehensive understanding of its roles and responsibilities.	<ul style="list-style-type: none"> <li>Deliver Inductions Program for Elected Members following each Election.</li> <li>Actively promote opportunities and training by bodies such as WALGA to increase councillor knowledge and understanding.</li> <li>Co-ordinate ongoing training as required.</li> </ul>	Governance	✓		✓		Ops →
L1.2.3 Advocate in partnership and on behalf of the community on important issues.	<ul style="list-style-type: none"> <li>Maintain partnerships by ensuring Councillor representation on external committees and boards to positively influence local and regional outcomes.</li> </ul>	Governance	✓	✓	✓	✓	Ops →
L1.2.4 Foster an Elected Body and leadership that is proud of Katanning and positively promotes the town.	<ul style="list-style-type: none"> <li>Develop Strategic Positions Statements that clearly articulate Council's position on local and regionally significant matters.</li> <li>Seek and develop opportunities for Councillors to engage with the community and positively promote Katanning.</li> <li>Provide timely information and updates to allow Councillors to champion activities and projects they are supporting.</li> </ul>	Governance	✓	✓	✓	✓	Ops →



**The Katanning Hotel**

Restored and refurbished for use by the Katanning Community and the Shire.

## L2 ASPIRATION – A COLLABORATIVE, PROGRESSIVE AND RESILIENT LOCAL GOVERNMENT WHICH IS SUSTAINABLY RESOURCED.

Community Priority	Action/Project	Lead Business Unit	17/18	18/19	19/20	20/21	4 Year Budget
<b>Objective L2.1</b>		Optimise use of Shire resources, improve organisational systems.					
L2.1.1 Strive to improve delivery across all organisational functions.	<ul style="list-style-type: none"> <li>Develop and implement the Integrated Planning and Reporting Framework (IFPR), including the Strategic Community Plan, Corporate Business Plan and associated informing strategies.</li> </ul>	Projects & Community Building	✓		✓		Ops →
L2.1.2 Create and seek out collaborative partnerships that maximise resources and make improvements for the greater good of the community.	<ul style="list-style-type: none"> <li>Strategically focus efforts in the areas of health, tourism, housing and education.</li> </ul>	Projects & Community Building	✓	✓	✓	✓	Ops →
L2.1.3 Strive to ensure financial sustainability across all organisational functions.	<ul style="list-style-type: none"> <li>Develop and implement programs that will educate elected members, staff and our community of the critical linkages between service delivery and costs.</li> <li>Review IPRF documentation annually and adjust when necessary, in particular the Long Term Financial Plan, Workforce Management Plan, and Asset Management Policy/Strategy.</li> </ul>	Finance & Admin	✓	✓	✓	✓	Ops →





Shire of  
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Heart of the Great Southern

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