



# **CORPORATE BUSINESS PLAN**

**FY 2026 - 2029**





# ACKNOWLEDGEMENT

The Shire of Katanning acknowledges the Goreng Noongar people as the traditional custodians of the land that we live and work on. We recognise their cultural heritage, beliefs, and continuing relationship with the land, and pay our respects to Elders past and present.



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



@VisitKatanning









[www.visitkatanning.com.au](http://www.visitkatanning.com.au)



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## MESSAGE FROM THE PRESIDENT

It is with great pride that I introduce the Shire of Katanning's Corporate Plan 2026–2029, which sets out the initiatives to be delivered over the next four years to achieve the objectives of our Strategic Community Plan.

This Plan reflects our continued commitment to delivering high quality services and creating value for our community, in response to our local environment and the unique challenges and opportunities it presents. It is grounded in a clear understanding of the future of our community and the reach, quality and provision of services and facilities we provide.

Our Corporate Plan priorities have been shaped through robust analysis and a shared vision for the delivery of innovative and sustainable services. These priorities are aligned with our core values, our delivery capabilities, and our assessment of what truly matters to the Katanning community we serve.

I would like to thank our leadership team, staff, councillors, and community partners for their contributions to the development of this Corporate Plan. Their insights and dedication have been critical in crafting a work program that I believe is both ambitious and achievable.

As President, I am confident that this Plan provides the clarity and direction needed to drive continued success, and I look forward to working together as we bring this vision to life.

**Kristy D'Aprile, Shire President**

## INTRODUCTION

The Shire of Katanning Corporate Business Plan outlines the services the Shire of Katanning intends to deliver over the next four years. It sets out how we propose to deliver these priorities and what we expect the cost of providing these services will be.

## OUR VISION

Katanning is a safe, sustainable, and prosperous community. We respect and celebrate our diverse culture.

## OUR VALUES

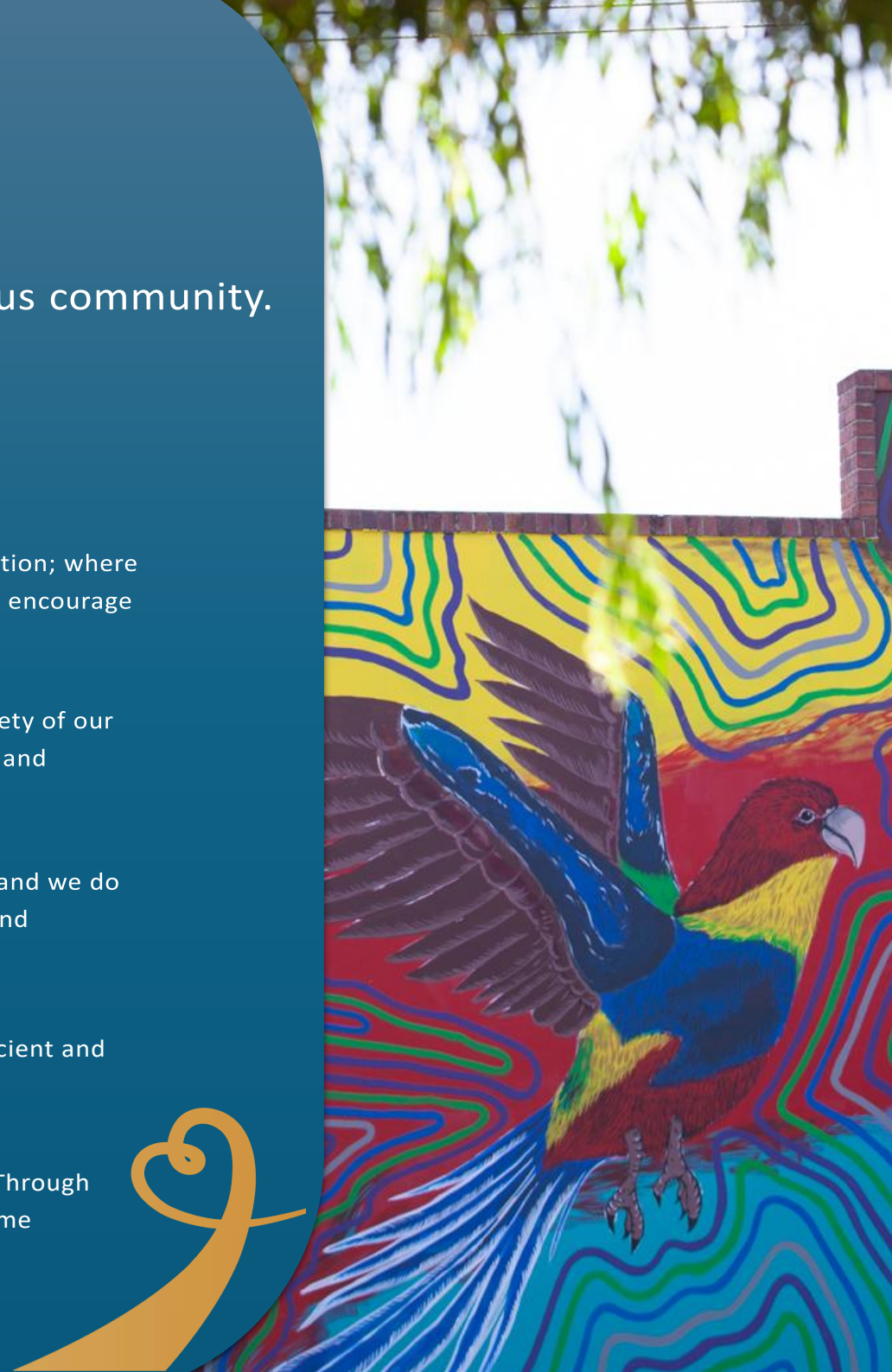
**Harmony** - We have a friendly, compassionate and inclusive organisation; where everyone feels accepted, valued and respected. We embrace diversity and encourage everyone to participate and contribute.

**Safety First** - We prioritise safety and take accountability for the safety of our team mates as well as ourselves. Through cooperation, a positive attitude, and genuine care, we ensure a safe and enjoyable workplace.

**Integrity** - We uphold high standards in our work, we are dedicated, and we do what is right, even when its challenging. We build trust through honesty and transparency in all actions and decisions.

**Innovative** — We embrace new ideas, we are adaptive, creative, efficient and achieve excellence together.

**Community First** — We are respectful, attentive and responsive. Through informed decision making and committed leadership, we listen and welcome suggestions to better serve our community.

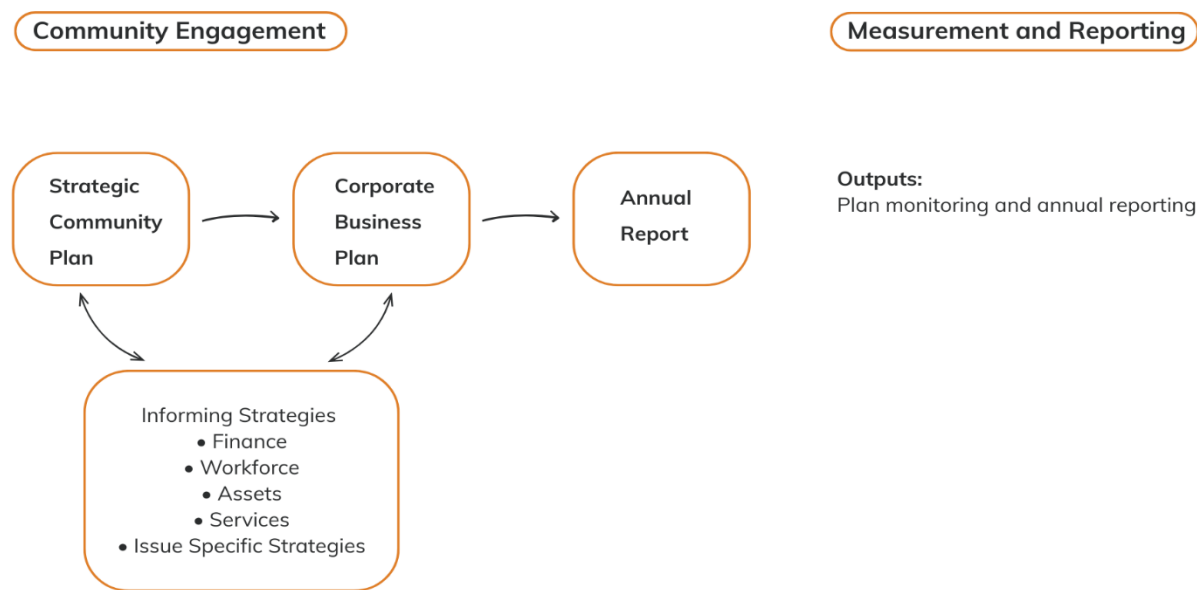


# INTEGRATED PLANNING FRAMEWORK

All local governments in Western Australia are required to prepare a plan for the future under S5.56 (1) of the *Local Government Act 1995*.

The minimum requirements of the plan for the future are set under the Local Government (Administration) Regulations 1996, which requires the development of a Strategic Community Plan and Corporate Business Plan.

These documents are delivered through Integrated Planning and Reporting Framework to ensure greater level of community input and effective delivery of the local government's strategic intentions. This framework is outlined below.



Element of the Integrated Planning Framework (Source: DLGSC)

## REVIEW SCHEDULE

The Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.









## OUR COMMUNITY

The Shire of Katanning is a unique and diverse place, nestled in the north of the Great Southern region of Western Australia, approximately three hours southeast of Perth.

Covering an area of 1,523km<sup>2</sup>, the Shire encompasses the localities of Badgebup, Carrolup, Coblinine, Coyrecup, Ewlyamartup, Katanning, Marracoonda, Moojebing, Murdong, Pinwernying and South Datatine.







## OUR PRIORITIES

The Shire of Katanning Strategic Community Plan 2022-2032 outlines the strategic priorities to address the community's long-term vision. The community aspirations, identified through consultation, have been categorised into six strategic result areas:



**SOCIAL**



**ECONOMIC**



**BUILT ENVIRONMENT**



**CULTURE**



**NATURAL ENVIRONMENT**



**LEADERSHIP**

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



## SOCIAL

### Aspiration:

*Katanning is a vibrant, active place that encourages its community to thrive.*

*We will aim to provide access to services and support to all members of the community to create a safe, connected and cherished place to live, learn, work and play.*

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
S1	Support the physical and mental health and wellbeing of our community.	High	As Required	Lobby for increased mental health support services	Shire President	■	■	■	■
		High	As Required	Lobby for increased social support services	Shire President	■	■	■	■
S2	Provide a safe place to live, work and play.	Medium	Current	Develop & implement a street lighting in-fill plan	Operations	-	■	■	■
		High	Current	Review and implement the strategic CCTV plan	Operations	■	■	■	■
		High	New	Implement the Bush Fire Risk Mitigation Plan.	CEO Office	■	■	-	■
S3	Provide community access to services, support and activities	Medium	New	Establish a Youth Council/Working Group to guide the development of a Youth Plan & Council youth initiatives.	Community Development	■	■	■	■
		High	New	Develop a Sport & Recreation Plan that prioritises upgrades & new service opportunities.	KLC Management	■	-	-	-
		High	New	Reinstate the Katanning BMX track to a safe operating standard.	Operations	■	-	-	-
		High	New	Provide a larger, more functional gym at the KLC with 24/7 access.	Operations	-	■	-	-
		Low	Current	Support & encourage existing & new community garden initiatives.	Operations	■	■	■	■
		Low	New	Activate the Great Southern Bike Plan 2050.	CEO Office	-	-	■	■
		High	Current	Construct & activate the Katanning Early Childhood Hub.	Corporate Services	■	■	-	-





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No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
S4	Provide support, services and infrastructure for aged & disabled community members.	Medium	Current	Activate the Shire's Disability Access and Inclusion Plan	Community Development	■	■	■	■
S5	Support and encourage community events that bring us together	Medium	Current	Facilitate Katanning's multicultural communities & provide support and advocacy, as necessary	Community Development	■	■	■	■
		Medium	Current	Plan and deliver;	Community Development				
		Medium	Current	- the Australia Day awards	Community Development	■	■	■	■
		Medium	Current	- Remembrance Day event	Community Development	■	■	■	■
		Medium	Current	- Children's Book Week activities	Community Development	■	■	■	■
		Medium	Current	- Youth Week activities	Community Development	■	■	■	■
		Medium	Current	Support National Reconciliation Week and NAIDOC activities, as appropriate	Community Development	■	■	■	■
		Medium	Current	Support Annual Katanning Ag Show, as necessary	CEO Office	■	■	■	■



## BUILT ENVIRONMENT

### Aspiration:

*Katanning is a beautiful, well serviced place that invites people to stay.*

*We will work to provide our community with the services, infrastructure and facilities that meet its needs.*

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
BE1	Demonstrate pride in our town by creating an inviting and welcoming place	Medium	New	Upgrade the Great Southern Highway & Conroy Street roundabouts.	Operations	■	-	-	-
		High	Current	Maintain parks, gardens, playgrounds and streetscapes in a neat, tidy & clean condition.	Operations	■	■	■	■
BE2	Encourage a range of housing options to cater for our diverse population	High	New	Review the Shire of Katanning Local Planning Scheme No. 5.	Operations	■	-	-	-
		High	New	Implement recommendations under the Great Southern Regional Housing Plan.	CEO Office	■	■	-	-
		Medium	New	Find innovative ways to activate unsold Kaatanup Loop medium density home sites.	CEO Office	■	-	-	-
		High	New	Map current Council vacant land holdings & establish long-term property plans.	CEO Office	■	-	-	-
		High	New	Offer for sale at least 4 Shire owned vacant housing lots.	Operations	■	■	-	-
		Medium	New	Mobilise Council equity in housing & redirect to expand housing supply options.	CEO Office	■	■	-	-
		Medium	Current	Provide a housing option to over 65s by continuing to outsource Amherst Village operations.	CEO Office	■	■	■	■





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No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	25-26	25-26	25-26
BE3	Maintain existing property, plant, equipment & infrastructure.	High	Current	Maintain and upgrade gravel and sealed roads in accordance with the Council's road hierarchy and documented condition assessments.	Operations	■	■	■	■
		Low	New	Resource & implement a new enterprise resource planning (ERP) system.	Corporate Services	-	■	■	-
		High	Current	Update & implement management plans for major classes of Council assets to inform Council's work program and long-term financial plan.	Operations	■	■	■	■
		Medium	New	Deliver airport runway upgrade to secure services to the Royal Flying Doctor Service & other airport users.	Operations	■	■	-	-
		Medium	New	Develop a master plan for the Katanning refuse site and maintain a service life of at least 7 years, at all times.	Operations	■	-	-	-
		High	New	Fully document the refuse site operating plan to deliver efficiencies outlined in the FY25 Ask Waste Management Report.	Operations	■	-	-	-
		Low	New	Explore the potential with neighbouring shires for the establishment & shared operation of a regional landfill site.	CEO Office	-	■	■	■
		Medium	New	Review the townsite footpath masterplan & develop a prioritised delivery plan.	Operations	-	■	-	-
		Medium	Current	Repaint the 50m pool basin & maintain other elements within this facility in accordance with the asset management plan.	Operations	■	-	-	-
		Medium	New	Sell surplus Saleyard steel.	Operations	■	-	-	-
		Medium	Current	Maintain heritage assets in line with the asset management plan.	Operations	-	-	■	■



## BUILD ENVIRONMENT

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No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	25-26	25-26	25-26
BE4	Provide new property, plant, equipment & infrastructure to meet the needs of our community.	High	New	Investigate, prioritise and progressively implement initiatives under the Inland Great Southern Drought Resilience Plan to deliver improved non-potable water security and other initiatives that will advance community resilience to the effects of a changing climate.	Operations	■	■	■	■
		Medium	New	Improve the efficiency of the White Dam catchment.	Operations	-	■	-	-
		Medium	Current	Deliver the Central Katanning BFB shed upgrade.	Operations	■	-	-	-
		High	New	Introduce & maintain eID scanning of sheep transferred through the Katanning Saleyard.	Operations	■	■	■	■
		Low	New	Plan, document & deliver a limited community weighbridge service utilising the refuse site weighbridge.	Operations	■	■	■	■
		Medium	New	Investigate the further application of solar/battery technology on Shire buildings to improve service efficiency.	CEO Office	■	■	-	-
		High	Current	Maintain Shire plant in accordance with the asset management plan, to a standard that will deliver a reliable & efficient service.	Operations	■	■	■	■





## NATURAL ENVIRONMENT

### Aspiration:

*Katanning is a sustainable community with a healthy natural environment.*

*We will work to preserve and enhance our natural environment for current and future generations.*

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
NE1	Educate the community about sustainable and green practices in the home and community.	Medium	New	Provide educational material about efficient water use within the home & community.	CEO Office	■	■	■	■
		Medium	Current	Collect dumped waste in Council reserves & verges, as resources & budget permit.	Operations	■	-	■	-
NE2	Support and encourage vegetation and tree planting to enhance our local biodiversity	Medium	New	Develop a water wise master plan to guide the future development of Prosser Park.	CEO Office	■	-	-	-
		Medium	New	Develop and implement, subject to budget considerations, an in-fill plan to expand the urban green canopy.	Operations	■	■	■	■
NE3	Support minimisation of waste and promote reuse and recycling behaviours	Medium	New	Provide education & support for recycling initiatives.	CEO Office	■	■	■	■
		Low	Current	Enhance & promote the tip shop.	Operations	-	-	■	■
		Medium	Current	Review the placement of public rubbish and recycling bins and adjust as necessary.	Operations	-	■	■	■
		High	Current	Conduct an annual green waste kerb-side collection service.	Operations	■	-	-	-
		High	New	Conduct an annual hard waste kerb-side collection service.	Operations	■	■	■	■
NE4	The Shire and the community working in partnership to manage pests through education and practice	High	New	Develop & implement plans to manage feral fauna including cats & pigeons within the townsite & Council reserves.	Operations	■	■	■	■
		Low	Current	Periodically manage mosquitoes in low lying areas.	Operations	■	■	■	■
NE5	Support and enhance local biodiversity	Medium	Current	Support Landcare via the collection of levies & endorsement of projects that enhance biodiversity.	Corporate Services	■	■	■	■



## ECONOMIC

### Aspiration:

*Katanning is an economic hub of the Great Southern region, offering a range of employment and business opportunities.*

*We will strive to facilitate the sustainable growth and development of our population and economy.*

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
E1	Enable more businesses to locate in Katanning to support the needs of the local population	Medium	New	Develop a Katanning Economic Development Plan to identify constraints & accelerate future growth	CEO Office	-	■	-	-
		Low	New	Develop a Business Prospectus to encourage & support new business opportunities.	CEO Office	-	■	■	■
		High	New	Establish a plan documenting the current & future demand for serviced industrial land, as well as the location of expansion sites and the timing for their development.	CEO Office	■	■	■	■
		High	Current	Proactively & knowledgeably engage with new & potential business entrants.	CEO Office	■	■	■	■
		High	New	Streamline the development application & building permit process including the development of fact sheets to assist the customer service team to respond to development & building application enquiries.	Operations	■	-	-	-
		High	Current	Maintain and manage the Katanning Regional Sheep Saleyards	Operations	■	■	■	■
		Medium	As required	Advocate & support State and Federal Governments providing regional "hub" services from Katanning.	Shire President	■	■	■	■
E2	Promote & facilitate tourism opportunities that showcase our unique character, culture and offerings.	Low	New	Review and implement the Katanning Tourism Strategy.	Community Development	-	■	-	-
		Medium	Current	Maintain Shire owned tourist attractions.	Operations	-	■	-	-



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No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
E3	Advocate for improved youth education and training and opportunities for local employment in the region.	Medium	As required	Advocate for improved educational facilities & services.	Shire President	■	■	■	■
		Medium	Current	Support the Katanning University Hub's establishment and operation.	CEO Office	■	■	■	■
E4	Advocate and support training opportunities that create pathways to employment	High	New	Offer positions for school-based traineeships.	CEO Office	■	■	■	—
		High	New	Offer traineeships to KSH graduates, in a relevant field subject to internal capacity.	Corporate Services	—	■	—	—





## CULTURAL

### Aspiration:

*Katanning is a place for everyone from all walks of life. We will acknowledge, celebrate and respect all cultures of our diverse community.*

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
C1	Improve our understanding of all cultures in our diverse community	Medium	New	Develop & implement a Reconciliation Action Plan to promote cultural reconciliation with Aboriginal people.	Community Development	■	■	-	-
		Medium	Current	Support events and programs that foster a shared understanding all cultures in our community.	Community Development	■	■	■	■
C2	Acknowledge and respect the past, present and future Aboriginal Torres Strait Islander community.	Medium	Current	Deliver a major art installation celebrating an aspect of Aboriginal culture.	Community Development	■	-	-	-
		Medium	Current	Implement welcome & acknowledgement of country protocols.	CEO Office	■	■	■	■
C3	Katanning is a welcoming and inviting place for all cultures.	Medium	Current	Lions Park flags to acknowledge all key ethnic groups active in Katanning.	Operations	■	■	■	■
		High	Current	Important Council communications are available in languages other than English, commonly spoken within the Katanning community.	CEO Office	■	■	■	■
C4	Support the community to have safe spaces to share, connect and celebrate culture	High	New	Include a Family Centre as part of the Katanning Early Childhood Hub Project.	Corporate Services	■	■	■	■
		High	Current	Provide an efficient library service.	Community Development	■	■	■	■
		Medium	Current	Acknowledge & help celebrate the significant days relevant to key cultures active in Katanning.	Community Development	■	■	■	■
		Medium	Current	Art Gallery exhibitions promote & celebrate Katanning's cultural diversity.	CEO Office	■	■	■	■



## LEADERSHIP

### Aspiration:

*Katanning is an inclusive and respectful community.*

*We will support and advocate for our community to make Katanning a prosperous, safe and welcoming community.*

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
L1	Encourage diversity and representation within the decision-making process	Medium	Current	Opportunities are provided for community stakeholders to participate in the decision-making process.	Community Development	■	■	■	■
L2	Utilise Shire resources in a manner that represents the whole community's best interest.	High	New	Review the Shire of Katanning's Strategic Community Plan	CEO Office	■	-	-	-
		High	Current	Provide a safe and supportive work environment.	All	■	■	■	■
		High	Current	The behaviours & decisions of Councillors and staff always reflect our agreed values.	All	■	■	■	■
		High	Current	Workforce plans are up to date and available to guide optimal use of staff & contractor resources.	CEO Office	■	■	■	■
		High	Current	Provide an informed, timely & friendly customer service experience.	Corporate Service	■	■	■	■
		High	Current	Embrace technology to improve the scope & efficiency of Council services.	All	■	■	■	■
		High	Current	Provide high quality regulatory services (town planning, building permitting, environmental health & ranger services).	Operations	■	■	■	■
		High	Current	Foster relations with other local governments and deliver projects, share the supply of services and initiate other beneficial initiatives, wherever feasible.	CEO Office	■	■	■	■
		High	Current	Provide training and development opportunities for Elected Members.	CEO Office	■	■	■	■
		Medium	New	Plan and implement a communication strategy to enhance community engagement by increasing awareness of Council's operations & services.	CEO Office	■	■	■	■



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No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						25-26	26-27	27-28	28-29
L3	Council leads by example - is involved, respectful and inclusive.	High	Current	Elected Members are accessible to the community.	Elected Members	■	■	■	■
L4	Aboriginal inclusion is more intentional at the Shire of Katanning	Medium	Current	The Katanning Noongar Leadership Group is supported and delivers outcomes that promote the wellbeing of the region's Aboriginal people.	Community Development	■	■	■	■







# OUR ORGANISATION



# OUR WORKFORCE

The Shire of Katanning is committed to delivering services efficiently, ensuring the right skills and the right number of people are in place to achieve organisational goals.


As of July 2025, the Shire employs 75 staff, with a nearly even gender distribution (48% male, 52% female). Of these, 54 are permanent employees working full-time equivalent hours, while 21 casual staff work either set or ad hoc hours to meet organisational needs. Notably, 18 casual staff are employed at the Katanning Leisure Centre and the Public Library.

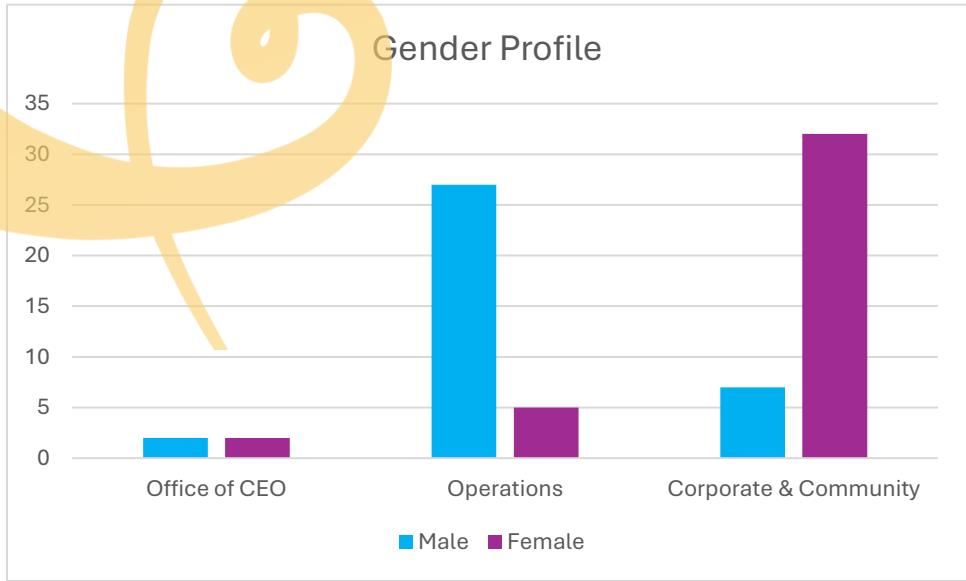
The workforce has an average age of 40.2 years, with representation across all age groups. Around 8% of employees identify as Aboriginal Australians, 17.3% come from culturally and linguistically diverse (CaLD) backgrounds, and 9.3% of staff are living with a disability.

These demographics reflect the Shire’s strong commitment to diversity, equity, and inclusion, positioning it as a progressive and inclusive employer and setting a benchmark for regional councils.

**9.3%**  
People with disability

**8%**  
Aboriginal & Torres Strate Islander People

**17.3%**  
Culturally and Linguistical Diverse People





# Shire of Katanning – Extract from the Long-Term Financial Plan 2025 – 2034

## Rate Setting Statement by Nature & Type

	FY25/26 \$	FY26/27 \$	FY27/28 \$	FY28/29 \$
<b>Net current assets at start of financial year - surplus/(deficit)</b>	3,568,549	(0)	(125,852)	0
	<b>3,568,549</b>	<b>(0)</b>	<b>(125,852)</b>	<b>0</b>
<b>Revenue from operating activities (excluding rates)</b>				
Operating grants, subsidies and contributions	1,340,434	3,671,969	3,782,128	3,895,592
Fees and charges	2,186,860	2,285,269	2,388,106	2,495,571
Rates Excluding General Rates	5,356	5,570	5,793	6,025
Interest earnings	476,000	495,040	514,842	535,435
Other revenue	315,024	329,200	344,014	359,495
Profit on asset disposals	75,207	0	0	0
	<b>4,398,881</b>	<b>6,787,048</b>	<b>7,034,883</b>	<b>7,292,117</b>
<b>Expenditure from operating activities</b>				
Employee costs	(5,337,519)	(5,390,894)	(5,444,803)	(5,499,251)
Materials and contracts	(4,035,623)	(4,096,157)	(4,137,119)	(4,178,490)
Utility charges	(612,753)	(637,263)	(662,754)	(689,264)
Depreciation on non-current assets	(9,356,842)	(9,168,759)	(9,154,414)	(10,084,341)
Interest expenses	(91,756)	(82,663)	(73,250)	(65,499)
Insurance expenses	(426,742)	(439,544)	(452,731)	(466,313)
Other expenditure	(405,507)	(413,617)	(421,889)	(430,327)
Loss on disposal of assets	(17,854)	0	0	0
	<b>(20,284,596)</b>	<b>(20,228,898)</b>	<b>(20,346,959)</b>	<b>(21,413,485)</b>
<b>Operating activities excluded from budget</b>				
(Profit)/Loss on disposal of assets	(57,353)	0	0	0
Movement in Contract Liabilities	0	0	0	0
Movement in liabilities associated with restricted cash (Amherst Village)	0	0	0	0
Movement in accrued salaries and wages	0	0	0	0
Movement in other provisions (non-current)	0	(358,004)	298,883	(874,571)
Movement in employee benefit provisions (non-current)	0	0	0	0
Depreciation and amortisation on assets	9,356,842	9,168,759	9,154,414	10,084,341
<b>Amount attributable to operating activities</b>	<b>9,299,489</b>	<b>8,810,755</b>	<b>9,453,297</b>	<b>9,209,770</b>
<b>INVESTING ACTIVITIES</b>				
Non-operating grants, subsidies and contributions	10,533,060	1,290,081	1,013,579	1,021,851
Proceeds from disposal of assets	476,000	390,500	266,000	215,500
Proceeds from self-supporting loans	22,752	23,658	24,603	25,582
Payments for self-supporting loans	(22,752)	(23,658)	(24,603)	(25,582)
Purchase of property, plant and equipment	(11,709,927)	(1,732,790)	(1,463,500)	(861,000)
Purchase and construction of infrastructure	(1,911,897)	(1,485,122)	(1,571,824)	(1,611,761)
<b>Amount attributable to investing activities</b>	<b>(2,612,764)</b>	<b>(1,537,331)</b>	<b>(1,755,745)</b>	<b>(1,235,410)</b>
<b>FINANCING ACTIVITIES</b>				
Repayment of debentures	(302,234)	(311,327)	(298,787)	(240,667)
Proceeds from new debentures	0	0	0	0
Repayment of leases	0	0	0	0
Transfers to reserves (restricted assets)	(1,292,995)	(463,424)	(579,680)	(626,401)
Transfers from reserves (restricted assets)	1,744,442	1,089,008	632,725	758,551
<b>Amount attributable to financing activities</b>	<b>149,213</b>	<b>314,257</b>	<b>(245,742)</b>	<b>(108,516)</b>
<b>Surplus(deficiency) before general rates</b>	<b>(5,481,228)</b>	<b>(5,854,169)</b>	<b>(5,986,119)</b>	<b>(6,255,524)</b>
<b>Total amount raised from general rates</b>	<b>5,481,228</b>	<b>5,728,317</b>	<b>5,986,120</b>	<b>6,255,524</b>
<b>Net current assets at June 30 c/fwd - surplus/(deficit)</b>	<b>(0)</b>	<b>(125,852)</b>	<b>0</b>	<b>0</b>