



CORPORATE BUSINESS PLAN

2027 - 2030





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



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MESSAGE FROM THE PRESIDENT

It is with great pride that I introduce the Shire of Katanning's Corporate Plan 2027–2030, 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 term of the plan. 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

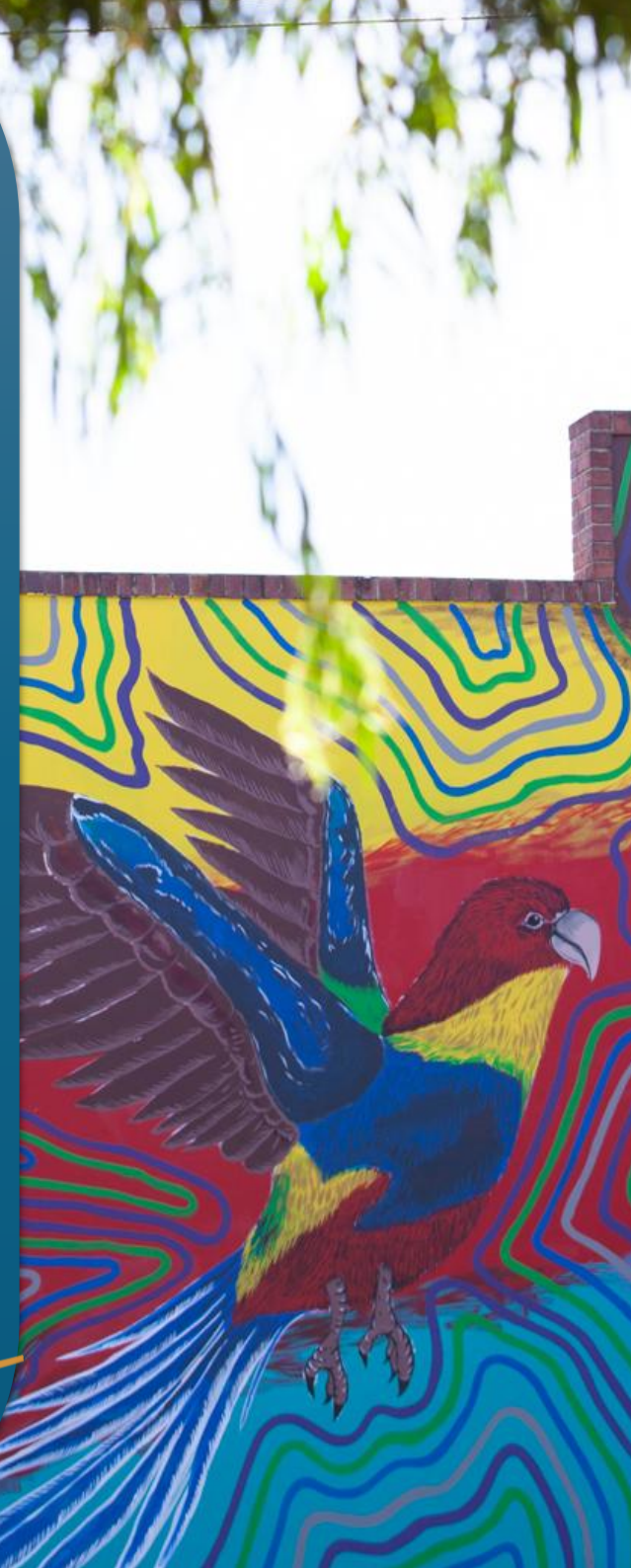
Harmony - We have a friendly, compassionate and inclusive organisation; where everyone feels accepted, valued and respected. We embrace diversity and encourage everyone to participate and contribute.

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.



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 south east of Perth.

Covering an area of 1,523km², the Shire encompasses the localities of Badgebup, Carrolup, Cobline, Coyrecup, Ewlyamartup, Katanning, Marracoonda, Moojebing, Murdong, Pinwernying and South Datatine.





OUR PEOPLE

- 4,151 people
- Aboriginal and Torres Strait Islander People: 7.5%
- Median age: 40 years
- Median weekly household income: \$1,205
- Common ancestries: Australian 29.2%, English 23.4%, Scottish 4.6%, Irish 3.8% and Karen 3.5%
- Language other than English: Malay 5.5%, Karen 4.1%, Hazaraghi 1.6%, Burmese 1.6% and Mandarin 1.0%



OUR COMMUNITY

- Community groups: 37
- Sporting clubs: 34
- Religious institutions: 10
- Employment: 1,905 jobs
- Largest industry sector: Wholesale trade (19.54% of total output)
- Largest industry employer: Wholesale trade (15.74% of total jobs)



ANNUALLY

- 17 – 25 Katanning Youth Events
- 4 – 6 Katanning Library Events + weekly Lego Club and Story Time
- 8 – 10 Katanning Gallery Exhibitions & Events
- 16 Katanning Leisure Centre Events
- 3x Katanning Town Hall Shows
- 5 – 10 Economic Development Workshops for Local Businesses Capacity
- 3 – 6 Bloom Festival Events



OUR PLACES

- Number of Dwellings: 1,622
- Dwelling ownership: 31.4% were owned outright, 30.4% were owned with a mortgage and 33.9% were rented.
- Number of local businesses: 80
- Parks and reserves: 11
- Educational Institutions: 9 (kindergarten to tertiary)
- Emergency service facilities: Hospital (1), Police (1) and Fire (5)
- Length of sealed roads: 255km
- Length of unsealed roads: 529km



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			
						26-27	27-28	28-29	29-30
S1	Support the physical and mental health and wellbeing of our community.	High	As Required	Advocate for increased mental health support services	Shire President	■	■	■	■
		High	As Required	Advocate for increased social support services	Shire President	■	■	■	■
		Medium	New	Advocate for improved services to address homelessness.	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	Adjust CESM structure & extend role to include Bush Fire Risk Mitigation management.	CEO Office	■	■	-	■
S3	Provide community access to services, support and activities	Medium	New	Establish a Youth Working Group to guide the development & implementation of a Youth Plan.	KLC Management	■	■	■	■
		High	New	Develop a Sport & Recreation Plan that prioritises facility 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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						26-27	27-28	28-29	29-30
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	Coordinate and run the Katanning Harmony Festival	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	- National Reconciliation Week activities	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				
						26-27	27-28	28-29	29-30	
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	Engage with Development WA to service & sub-divide the Baldwin Park site	CEO Office	■	■	-	-	
		Medium	New	Develop a plan & timeline for the servicing & subdivision of remaining residential sites owned by the Shire of Katanning.	CEO Office	■	-	-	-	
		High	New	Conclude the sale of Shire owned vacant housing lots, approved for sale.	Operations	■	■	-	-	
		Medium	New	Increase the supply of workforce accommodation.	CEO Office	■	■	■	■	
		Medium	New	Expand the availability of short stay accommodation by extending the current RV Park.						
				Expand the availability of short stay accommodation by exploring commercial interest in the establishment of a second caravan park						
	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			
						26-27	27-28	28-29	29-30
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	■	■	■	■
		Medium	New	Resolve if waste rock mined by Ausgold is suitable & economically viable for use as road base or for resheeting & agree terms for accessing this resource.	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	New	Sell surplus Saleyard steel.	Operations	■	-	-	-
Medium	Current	Maintain heritage assets in line with the asset management plan.	Operations	■	■	■	■		



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						26-27	27-28	28-29	29-30	
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	■	■	■	■	
				Investigate and resolve the future role of desalination in townsite water sustainability.	CEO Office	■				
				Determine if desalination of water derived from townsite bores has the potential to support new or existing industry.	CEO Office					
		High	New	Introduce an eID scanning fee to fund the future management of eID scanning equipment and ancillary requirements.	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			
						26-27	27-28	28-29	29-30
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			
						26-27	27-28	28-29	29-30
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	Expand the supply of industrial land by cooperating with Development WA to service & subdivide the Old Saleyard site.	CEO Office	■	■	■	■
		High	New	Mobilise Lots 9000 and 2809 for industrial uses via either property lease or sale	CEO Office	■	■	■	■
		High	Current	Facilitate the establishment of new business entrants.	CEO Office	■	■	■	■
		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	-	■	-	-



ECONOMIC

Aspiration:

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

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No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						26-27	27-28	28-29	29-30
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 ongoing 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			
						26-27	27-28	28-29	29-30
C1	Improve our understanding of all cultures in our diverse community	Medium	New	Develop a community wellbeing strategic plan & incorporate relevant actions into either a revised Reconciliation Action Plan (RAP) and/or the Regional RAP being developed by Reconciliation WA.	Community Development	■	■	-	-
		High	New	Deliver cultural awareness training for councillors & staff.	CEO Office	■	-	-	-
		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	Art Gallery exhibitions promote & celebrate Katanning's cultural diversity.	CEO Office	■	■	■	■



LEADERSHIP

Aspiration:

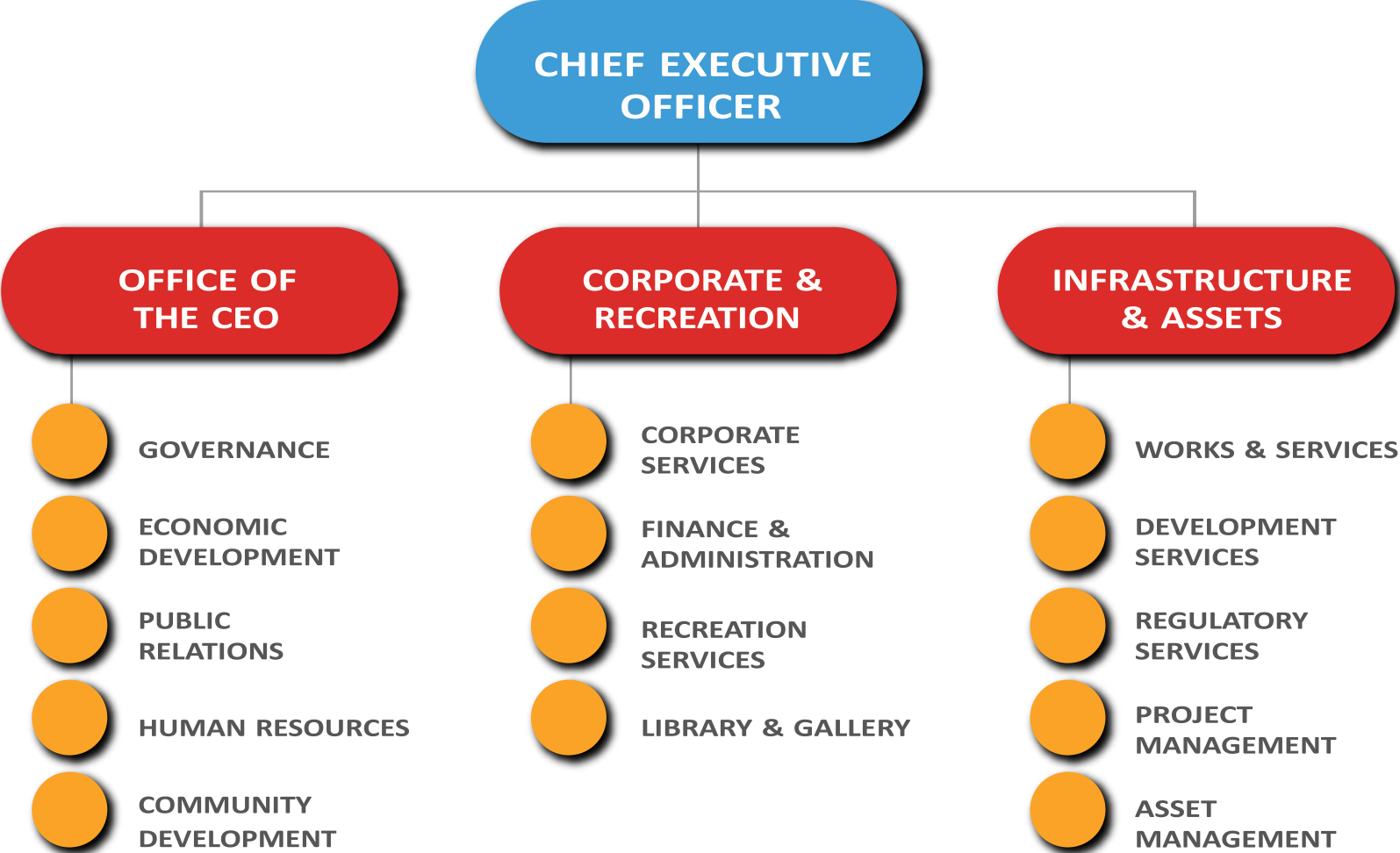
Katanning is an inclusive and respectful community.

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

No	Objective	Priority	Status	Actions	Responsible	Timeframe			
						26-27	27-28	28-29	29-30
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.	All	■	■	■	■
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	Prepare the Katanning community for the social & economic effects resulting from Ausgold's start-up.	All	■	■	■	■
				Develop a plan for capitalising on the business opportunities created by Ausgold's start-up and work with business interests to maximise the local capture of these opportunities.					
				Develop a plan for mitigating the negative impacts of Ausgold's start-up and work with all stakeholders including the State & Federal Governments and Ausgold to mitigate these negative effects, as far as possible.					
		High	Current	The behaviours & decisions of Councillors and staff always reflect our agreed values.	All	■	■	■	■
		High	Current	Workforce plans are reviewed to enhance staff retention and attraction capability.	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	■	■	■	■

					25-26	26-27	27-28	28-29
	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	Issue a quarterly community newsletter that keeps the community more informed about Council activities, outcomes and challenges.	CEO Office	■	■	■	■
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 to promote engagement between Council and the Aboriginal community.	Community Development	■	■	■

OUR ORGANISATION



OUR WORKFORCE

The Shire is required to deliver services and support in a cost-effective manner, ensuring there are the right skills and the right number of people in place to meet the organisational goals and objectives.

Workforce data extracted in July 2023, shows there are 83 employees, with a 53% to 47% male to female ratio. Permanent staff (48) work 56.56 full time equivalent hours. 21 casual staff are employed to work set or ad hoc hours to meet the organisation's needs - 14 casuals are employed at the Katanning Leisure Centre and the Public Library.

The workforce has an average age of 43 years with a good spread across all age groups. Approximately 5.3% of employees identify as Aboriginal Australians and 14.7% are from culturally and linguistically diverse (CaLD) backgrounds. 2.8% of people in the workforce are people living with a disability.



2.8%

People living with a disability
Compared to 1.3% in 2022



5.3%

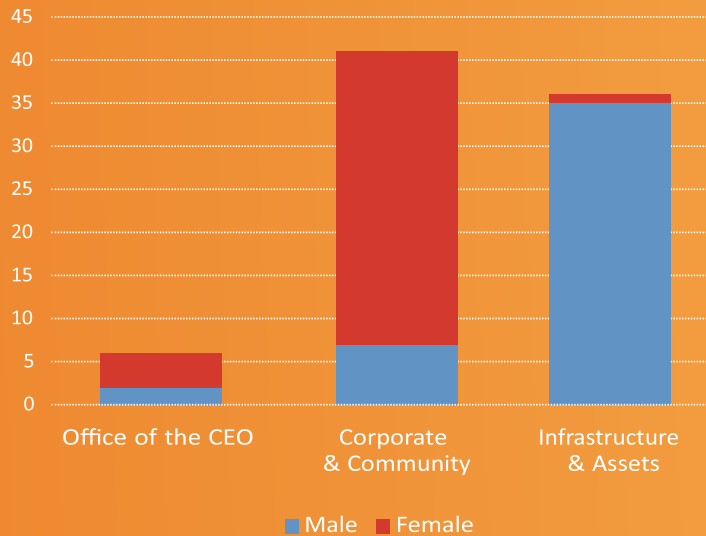
Aboriginal and Torres Strait Islander
Compared to 5.2% in 2022



14.7%

Culturally and linguistically diverse
Compared to 13.9% in 2022

GENDER PROFILE



EMPLOYMENT PROFILE

