WARREN BLACKWOOD

SUB-REGIONAL GROWTH PLAN 2023

WARREN BLACKWOOD ALLIANCE OF COUNCILS

SHIRE OF BOYUP BROOK

Shire of Donnybrook Balingup

SHIRE OF MANJIMUP

Shire of Bridgetown-Greenbushes .... simply beautiful

Shire of Nannup rest • connect • grow

SOUTH WEST DEVELOPMENT COMMISSION

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FOREWORD

The Warren-Blackwood sub-region is situated in heart of Western Australia's South West. This Growth Plan is the demonstration of collaboration between the Warren Blackwood Alliance of Councils (WBAC) member Local Governments (Shires of Bridgetown-Greenbushes, Boyup Brook, Donnybrook-Balingup, Manjimup and Nannup) to provide a framework and strategic overview of sub-regional economic and social priorities.

Driven by the shared vision of the WBAC to ensure the region maintains and develops its status as a safe and desirable area to live, work and play – this document shows the global changes impacting at a sub-regional level and highlights the resources, skills and opportunities within the area. It is linked to localised planning and development documents and aligned to regional strategic plans and state development priorities. By identifying sub-regional issues and highlighting core requirements to underpin growth and sustainability, it will assist facilitate and leverage current and emerging development and funding opportunities.

To collectively advocate for, and support, the sustainable economic and social development of the Warren Blackwood to ensure provision of quality services, facilities and amenity whilst retaining the iconic and appealing characteristics of each district.

MEGATRENDS – GLOBAL TRENDS WITH LOCAL IMPLICATIONS

Urbanisation: The shift away from rural areas to cities globally is increasing, with the majority of Australia's population already living in urban areas. Factors such as economic security and the appeal of the facilities and services in new and growing settlements drive this movement. Whereas Australian settlements have traditionally been lower density, with dispersed urban and suburban areas reliant on car travel, there is an increase in the popularity of more densely populated towns and cities, particularly in inner city areas, with more efficient public transport systems. Changes to the density of population are also impacting housing styles and sizes, with reductions in urban lot sizes and an increased focus on eco housing and 'green' building practices.

Demand for adaptable and healthy built environments, with a focus on safe and accessible dwellings, public facilities, community spaces and travel networks is expected to increase. Urban and land use planning will need to be flexible, innovative and integrate sustainable building service systems.

Health and Ageing: As the global population continues to grow, the entire developed world is experiencing the same trend where the aged demographic is a greater proportion of the overall population. In addition, responses to emerging diseases, pandemics and unhealthy lifestyles are contributing to rising demand on health services. Increased investment in regional public health infrastructure and services will be required to address deficiencies in rural and remote areas.

Australians are living and remaining active for longer. Whilst our ageing population provides a wealth of knowledge, skills and experience, this megatrend will impact lifestyles, demand for services, the structure and function of the labour market and domestic growth areas. Nevertheless, it is expected that simultaneous evolution of improved technology and a qualified, experienced population will provide opportunities for older generations to continue to actively contribute to the economy and communities.

The capacity to age-in-place and growing demand from older Australians for convenient access to a range of health and other services is anticipated to continue. The ability for people to remain in their own homes as they age for as long as they are able will influence the nature and provision of personal care, transport systems and house design. Security and proximity to facilities are primary considerations, as well as the availability of high-care facilities when staying at home is no longer an option and the quality of care these institutions provide. Connectivity to enable retention of established relationships and the development of new ones will also be a priority.

Resource availability: The Earth's supply of natural resources, including minerals, energy, water and food is not infinite. Careful planning and management of resource supply, use and distribution will be necessary to optimise the use of resources in light of increasing competition and demand. It is expected that the focus on renewable and recycled resources, carbon neutrality, waste management and biodiversity protection will continue to grow.

Mineral deposits and the mining industry are key economic drivers in Australia, however as these deposits are exhausted alternate metal supplies will need to be sourced. Energy consumption, sources, distribution and protection are key considerations for future development and sustainability, with a forecast 39% minimum increase in demand for energy expected in Australia by 2030. Water consumption is also expected to rise 42% by 2026. As water security, allocation and accessibility influences habitation and food production, long term changes to rainfall patterns across Australia will impact existing and developing settlements.

With a national average annual rainfall of only 419mms and rainfall decreasing in southern Australia while increasing across most of northern Australia, water management will become critical in supporting sustainable communities and productivity.

Demand for energy continues to increase. Shifting focus to renewable energy sources and developing more sustainable waste management systems and self-sufficient 'off-grid' power and power storage options for buildings, precincts and public infrastructure in regional and remote areas reduces reliance on traditional energy sources and encourages sustainable growth. Green building design which reflects local environmental conditions has the capacity to integrate passive solutions and actively mitigate the restrictions of traditional service-reliant development.

Habitats and Biodiversity: Many of the world's natural habitats, plant and animal species are in decline or under threat of extinction. Australia is recognised as one of 12 megadiverse countries worldwide which together contain approximately 75% of the Earth's total biodiversity. Changes to rainfall patterns, rates of land clearing and the degree to which flora and fauna can be protected all impact biodiversity and ecosystems. As the majority of Australia's population is concentrated in the more fertile and temperate areas of the country, population growth will increase pressure on natural habitats. Ways to mitigate or reverse the effects of human activity on the natural environment such as careful land management, protection of valuable ecosystems, carbon sequestration, eco-tourism and an increased focus on green spaces will need to be investigated and implemented.

Climate change, influenced by human activity and variability resulting from the Earth's natural processes, poses globally-acknowledged risk for human activity and natural systems. Encompassing changes to weather patterns, average climate and the frequency and intensity of severe weather events, the implications are significant. Planning, design and building systems for critical infrastructure, settlement and healthcare will need to be adapted to address the anticipated impacts of climate change.

The vast proportion of Australia's population lives within 50kms of the coast, with many cities, towns and critical infrastructure located along the coastline. Coastal settlements and urban fringe settlements near bushfire hazard areas are particularly vulnerable to the effects of sea-level rise and wildfire. The flow-on effects from coastal inundation of settlements have the capacity to impact productive land availability and ecosystems. Drought poses an additional threat nationwide. Hotter, drier conditions increase the regularity of high fire-risk days and the length of fire seasons. Assessing vulnerability, identifying ways to mitigate extremes and the risk of natural and unnatural disaster, and/or lessen the impact of disasters when they occur, will remain ongoing priorities.

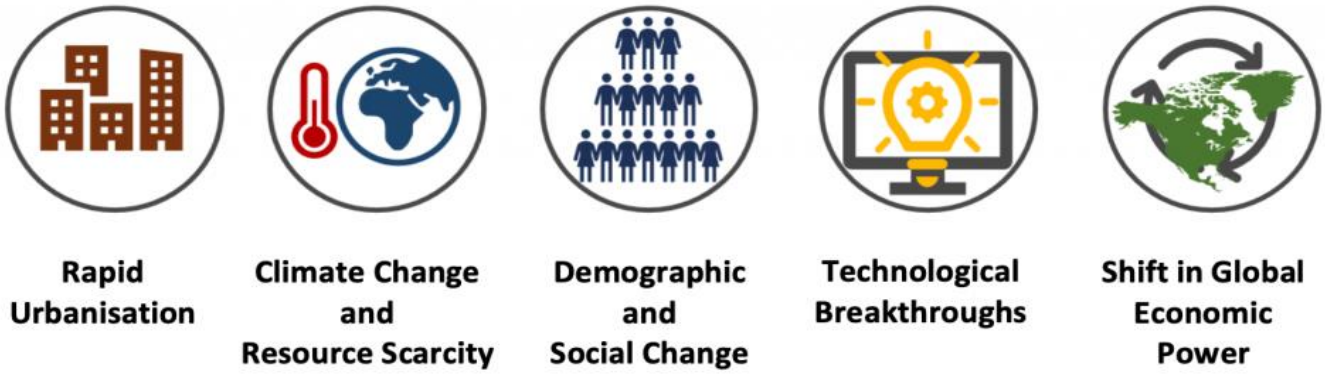
Global Trade and Ecommerce: The global sharing of information is changing the face of the business world – disrupting traditional models and impacting consumption patterns. Encompassing not only trade in goods and services across the internet but also new ways of doing business and communicating with customers, suppliers and partners, e-commerce has been touted as an economic lifeline for rural and regional Australia. It offers businesses a cost-effective way to expand into global markets, reduce transaction costs by dealing directly with suppliers and customers and streamline business processes. Skilful use of the internet also creates opportunities for businesses and communities to present a regional image to the world and is a vital tool to not only sell but also engage – actively facilitating global business interest and encouraging the development of new products and services.

The powerhouses of the new world economy are in Asia, specifically China and India. The expected transition from poverty of populations in South America and Africa will also have implications for world trade. This economic shift will create opportunities for new export markets, trade relations, business models and cultural ties for Australia. Ongoing geo-political tensions add a further dimension to trade opportunities and constraints.

Infrastructure: The demand for quality physical structures and facilities across cities and regions, including transport systems, energy, water and telecommunications networks continues to increase. Infrastructure affects productivity and quality of life, with both economic and social infrastructure (eg: schools, hospitals and emergency services) required to support prosperity and liveability. Review and optimised utilisation of existing infrastructure, combined with a focus on evolving technologies and comprehensive strategic planning, will be critical to sustainable development.

Digital , Data Economies and Connectivity: Continually evolving technology is driving change across industry and society, stimulating rapid growth in online retail, health and education. Propelling communication and information transfer, connectivity continues to be a priority need and expectation for learning, entertainment and socialising. Demand for consistent, high-quality wireless access to enable remote working and support business management, emergency response, government service-provision and health care, as well as Wi-Fi in public spaces remains high. The integration of AI and smart technology infrastructure into future developments and retrofitting of existing developments will continue. Accessibility, affordability, speed and technology convergence will remain key drivers.

Service Provision: Expectations for high-quality service provision (consumer, societal, demographic and cultural) and advancements in digital technology have resulted in increased pressure for retail sector and human service delivery. The service industry makes up over 75% of Australia's GDP and dominates the economy, representing over 79% of the labour force. Where connectivity is available and adequate, it is possible to access a range of services remotely that would be otherwise unavailable in some regional areas. This provides new opportunities as well as challenges, as with improved access to a wider range of services comes greater competition from distant providers offering the same, if not more, services than those available locally. The degree to which virtual service provision is able to address regional needs is entirely reliant on the ICT capability of the local area and wider region.



ASSETS & OPPORTUNITIES

"The Warren-Blackwood Region is a rich and diverse area; in many ways it is a regional icon of the State. It is renowned for its high karri forests, diversity of vegetation, the remote south coast, and its topography and landscape variety. The area is highly productive in terms of agriculture, forestry and mining and has been a main contributor to the development of the State's economy. These natural assets and its close proximity to the Perth metropolitan area have also made it a popular tourism and recreation destination, with it being increasingly recognised as a desirable place to live." (*Alannah MacTiernan)*

Safe communities – with smaller, more connected populations and a strong sense of community pride, the towns and settlements in the Warren Blackwood are proud of their cultural diversity, inclusiveness, low crime rates and commitment to the health and wellbeing of the people who live in them.

Affordable housing – the housing market in the region is positive, with median prices remaining stable with a general upward trend driven by increased demand for properties, particularly in the larger towns. Property prices fall under the metro median and offer a wide selection of block size and housing-style options.

Agribusiness – agricultural production remains a cornerstone of industry within this region. There is a wealth of opportunity to further develop productivity and sustainability through responsible land practices, integrated technology and careful management of natural resources. Recognised as a 'food bowl' of the State and home to some of Australia's premium and niche-market produce, the region continues to develop its profile for high quality products and genuine provenance and is well positioned to capitalise on forecast increases in global demand for food.

Emerging economic opportunities – a booming demand for lithium is driving expansion of mining operations within the region, offering direct and indirect opportunities. Technological advancements in resource management and optimising yield continue to support the development of new and more sustainable industry. The rapid evolution of information and communications technology has seen a greater focus on e-business and a growing demand for e-change (rural lifestyle, global connectivity).

Lifestyle and natural beauty – whether situated beside rivers, nestled in valleys, aloft hills affording breathtaking views, surrounded by forests or hugging the coast - the diversity of options to live and work surrounded by nature appeals on so many levels. With lifestyles to match the rich tapestry of towns, offering everything from quaint charm to modern amenity, there is something for everyone.

Tourism – given the region's ample assets and proximity to internationally-recognised State tourism destinations, there are many opportunities to further develop across the spectrum of tourism including agri-tourism, aqua-tourism, eco-tourism, cultural tourism, activity-based tourism and cuisine tourism. Recognised for the seasonality of the landscape and quality food and wine offerings, the base is already well-established.

Educational opportunities – although it is not realistic to expect investment in tertiary education centres in small communities, the region is well-provided for with regard to primary and secondary education. There is also a strong focus on pre-school service provision. Technology is driving change in educational delivery and access, reducing the limitations of living and learning in regional areas.

SOCIAL CAPITAL

Social capital represents both economic and cultural capital. The knowledge and skills, education, awareness and shared values of its population all contribute to the Warren Blackwood's significant assets in this area. Identified by many as a 'sense of community' or a feeling of 'belonging', it is demonstrated tangibly through the participation, support, acceptance and connectedness which typify the region. With a population of over 25,000, the Warren Blackwood features welcoming, safe environments and low crime levels with a skilled and educated workforce.

Prior to European settlement, the Warren Blackwood was inhabited by the Noongar people who retain their cultural heritage and community links throughout the region. Subsequent settlement has added to the rich tapestry of cultural diversity and recognition. Lower population densities and smaller settlements, a shared understanding of the complexities of rural living and active community support networks provide a high-degree of social capital within the Warren Blackwood.

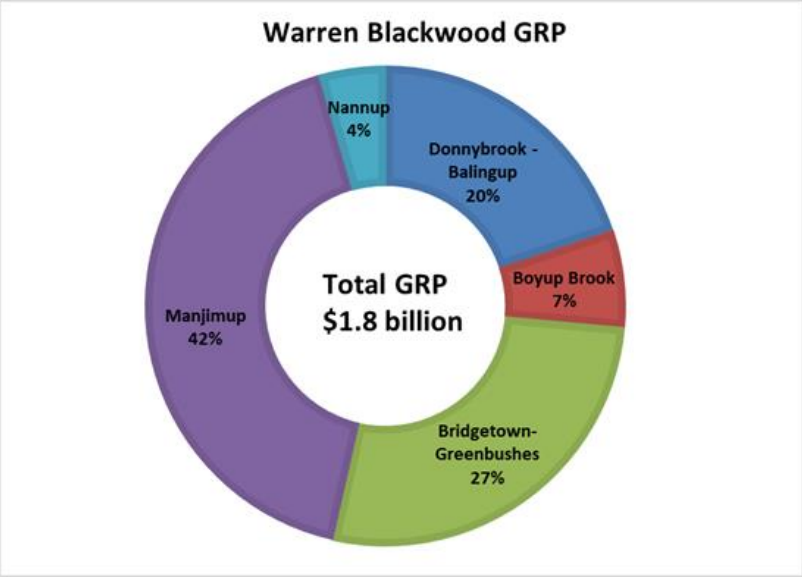
It is understood that the demands of day-to-day life affect involvement with community groups, voluntary organisations and the time to mix with family, friends and neighbours. The continued evolution of 'social' media, which supports virtual connectedness and has the capacity to address some issues of distance and isolation, is not a replacement for physical and social interaction. With learning, leisure and communication becoming more individual activities, ensuring the provision of high-quality and flexible educational, wellbeing and recreational spaces, facilities and services remains a key focus in the region.

Projects and initiatives that support inclusion, engagement and access are given high priority. It is important to the residents of this region that health and education standards are maintained to encourage and retain population. Whilst it is understood, and often encouraged, that school leavers move away – they are encouraged to return, bringing the benefits of experience and knowledge gained elsewhere. The capacity to age in place, retaining established relationships and remaining close to family and friends, is key and demonstrated in the demographics and demands of the region.

The region regularly delivers a wide range of large and small events, celebrating all aspects of community. Many of these are organised and managed by dedicated community groups, not-for-profit associations and volunteers. Volunteerism is fundamental to the ongoing viability of many regional community and emergency services and participation is highly regarded.

GROWTH DRIVERS & ENABLERS

With average annual population growth and a strong, diversified economy, the South West region's contribution to Western Australia's Gross State Product has remained steady at around 5% over the last seven years. The region remains a preferred place to live with the most recent 'Living in the Regions' survey indicating that of all the regions in WA, the South West was highest in a number of categories which included happiness, lifestyle and safety.



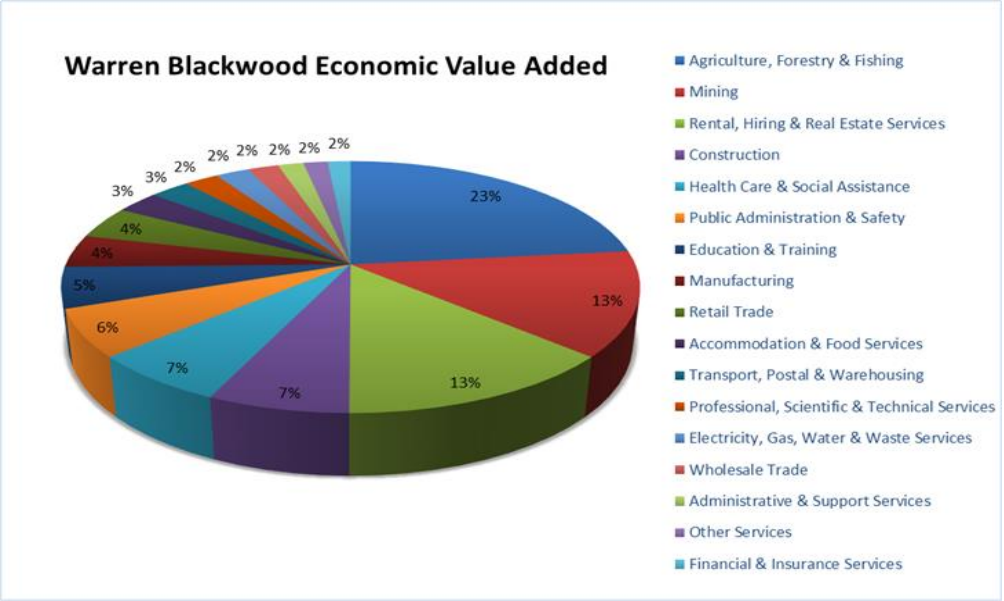
Areas of opportunity for future growth remain in the inland areas of the Warren Blackwood which has comparative advantages in horticulture and beef production.

Whilst the native timber industry no longer represents the economic value it previously did in this region, the focus on timber from softwood plantations remains significant. Renewable energy from biomass and higher yield activities have the capacity to increase economic value going forward.

Increased world demand for lithium and tantalum has benefited mining operations at Greenbushes and has a flow-on economic benefit to surrounding towns and the wider region.

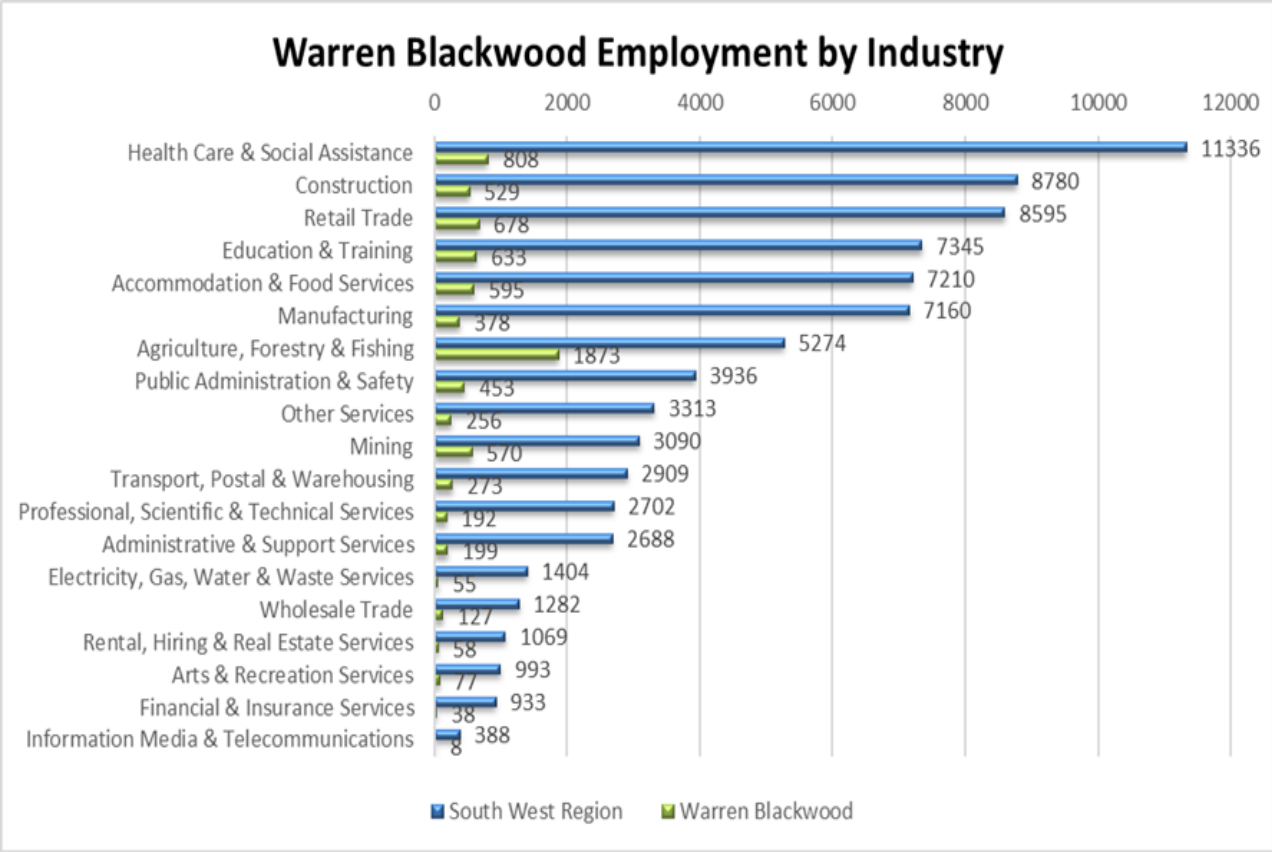
Mining and mineral processing remains the largest industry contributor to SW gross regional product and industry employment. Growing sectors of industry employment include service provision, transport and construction. Accessibility to export facilities, including the Bunbury Port, is a key factor influencing growth.

The Warren Blackwood features agriculture-based industries, with mining, trades and services becoming increasing contributors. In 2021, the Warren Blackwood's Gross Regional Product (GRP) was valued at $1.8 billion. Of this amount, the Shire of Manjimup accounted for 42% of the total GRP, followed by the Shires of Bridgetown-Greenbushes (27%), Donnybrook-Balingup (20%), Boyup Brook (7%) and Nannup (4%). Manjimup generates significant agricultural production, marking it as the second largest food production locality in Western Australia.



COMPARATIVE ADVANTAGE AND BUSINESS COMPETITIVENESS

Already dubbed the Foodbowl of the SW, with industry specialisations of state significance, there is widespread recognition of the role that agriculture currently plays, and has the capacity to play, in the Warren-Blackwood. From primary production through to an increasing focus on niche markets, value-add products and the streamlining of processing and transport options, the region is determined to develop its comparative advantage. The global demand for increased food production and the rapid development of the Asian region are also expected to drive growth in this area. Quality assurance and provenance are key consumer concerns and the Warren-Blackwood is well positioned to leverage off its reputation for 'clean and green' produce.



Whilst industry employment data shows that the agricultural, forestry and fishing industries are major employers in the Warren-Blackwood sub region, the global megatrend of high employment in service industries is also reflected. Throughout the area mining, construction, retail and trades are also well-represented.

New technologies are enabling alternate practices to improve quantity and quality of yield and improved business competitiveness in the region. Capacity to take advantage of these opportunities relies heavily on ICT connectivity, broad-range access and strong networks of well-connected and maintained transport routes to distribution points and retail markets.

Tourism is a small but growing part of the economy, with the region building its profile as a travel destination offering high quality experiences, including eco and agri-tourism.

REGIONAL FRAMEWORK AND PRIORITIES: INFRASTRUCTURE

Water

- Water security - Ensure the Warren-Blackwood has long term water security for agriculture, industry and domestic purposes.
- Wastewater management/sewerage - Replace existing onsite wastewater disposal systems in the urban areas of all Warren-Blackwood towns with reticulated sewerage systems.
- Water supply – Remove barriers to industry for the development of light industrial land by ensuring permanent long term water supplies are provided for all towns and settlements in the sub-region.

Roads

- Ensure State and local roads are of a standard that allows efficient transport of resources and produce whilst still providing safe transport routes for the community and visitors.
- Support the construction of road and rail linkages to the Bunbury Port capable of meeting export growth and distributing on a national scale.
- Develop a consolidated approach to gravel acquisition between State and Local Government and industry.

Rail

- Support investigation to establish the viability of reopening of the Picton to Greenbushes (and possibly further to Manjimup) rail line (and potential rail hubs) for the Talison Lithium project, timber products and horticultural produce.

Sea and Ports

- Support the region's freight and passenger connectivity to national domestic and international sea routes including a container loading facility.

Aviation

- Support the region's freight and passenger connectivity to national domestic and international air routes.
- Support upgrades to both Manjimup and Busselton airports.
- Support the Bunbury rescue helicopter service.
- Support the unrestricted access of the Royal Flying Doctor Service to all regional airports.

Energy

- Ensure there is access to sustainable, affordable energy supplies to support a growing region.

Digital capability

- Ensure the region is capable of communicating and transferring data to world standards.

Sustainability

- Act to mitigate, and adapt to, climate change and sustain the environmental qualities which are intrinsic to the character of the region.
- Support the development and implementation of innovative and environmentally sustainable waste management systems.

REGIONAL FRAMEWORK AND PRIORITIES: INDUSTRY & BUSINESS

Supporting new business and building capability:

- Support industry and market diversification and workforce development.
- Support development of the manufacturing, processing and service industries in the region, particularly where this aligns with expanding and emerging industry and/or development.
- Create sufficient land to encourage and generate employment across industry sectors.
- Encourage the development of the creative sector and lobby for supporting infrastructure.
- Connect indigenous culture with regional initiatives and opportunities through engagement with indigenous corporations.
- Support development of, and access to, international markets.

National and international recognition:

- Support international tourism and industry (import/export).
- Support regional branding and regional marketing initiatives.

Tourism:

- Increase tourism's economic contribution by encouraging increased visitation from intrastate, interstate and overseas markets.

- Build capacity and support the development of tourism infrastructure in core South West experiences of wine and food, art and culture, events, local experiences and landscapes.
- Support regional development of agri-food tourism experiences.
- Encourage suitable short stay accommodation across the region to facilitate longer stays by larger groups.

International Engagement:

- Establish long-term international relationships particularly focussing on, but not limited to, the Asia-Pacific region.
- Encourage understanding of international business practices and cultural awareness.
- Support foreign student education.

REGIONAL FRAMEWORK AND PRIORITIES: PEOPLE, PLACE AND COMMUNITY

Affordable and adaptable housing

- Encourage lifestyle choices and stimulate population growth by supporting development of a mix of housing options at a range of settlement scales.
- Encourage strategies to remove barriers arising from the "inland coastal divide" observed for property development in the South West.
- Support the development of fit-for-purpose housing developments to meet needs within the region.

Active ageing

- Support the capacity of the region to enable people to remain in their communities (age in place) and transition to appropriate care as required.
- Encourage active ageing by supporting a range of activities and initiatives focussed on engagement and inclusion.

Urban renewal/Town growth

- Leverage recent investment in regional growth centres to pursue additional government funding and boost private sector interest.
- Identify opportunities for neighbouring towns to leverage from regional growth centre developments.
- Develop town site growth plans to encourage economic and social development of towns and the region.

Education and training

- Advocate for regional capacity to deliver high quality primary, secondary school and tertiary education across a range of sectors.
- Support training based on innovative models of service delivery that can rapidly adapt to changing industry needs.

Emergency Response

- Advocate for local and regional capacity to deal with natural events including storm, fire flood, tidal surge and earthquake.

Health and wellbeing

- Advocate for hospital, General Practitioner, Primary Health Care and Ambulance services which have the capacity to meet regional demand.
- Advocate for access to primary health care programs that address general health, drug and alcohol abuse, mental health and obesity.
- Ensure the region has adequate, well-planned sports facilities and recreational spaces.

Community capacity and capability

- Support the provision of high-quality health and human support services based in the community.
- Support volunteerism as a vital ingredient of community life.
- Foster strong, connected and cohesive communities.
- Support the development of community enterprises which encourage social and economic development.

Inclusion and engagement

- Support the development of safe, accessible communities.
- Recognise indigenous heritage and support indigenous engagement.
- Recognise diversity and support cultural awareness.

Leadership and collaboration

- Support the development of leadership capable of transitioning the region and driving regional growth.
- Encourage strategic development through collaboration and co-operation.

PRIORITY INITIATIVES:

WATER

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE (YRS)		
			1-3	3-5	5-10
Water Security - Irrigation for agriculture	Establish efficient systems for the distribution of fit-for-purpose irrigation water. Advocate for the sustainable distribution and use of water to support agriculture.	• Support (as applicable) solutions identified by the Southern Forest Irrigation Scheme Reference Group. • Request review of capability/use/distribution of Scott River water allocation (Yarragadee).	✓ ✓	✓	
Wastewater/Stormwater Management	Further develop infill sewerage in LGA's.	• Advocate for new reticulated sewerage/wastewater systems to service the town-sites of Boyup Brook and Northcliffe. • Complete reticulated sewerage systems in Bridgetown, Manjimup, Pemberton, Walpole, Nannup and Donnybrook. • Prepare and implement stormwater plans for town sites.	✓ ✓ ✓	✓	✓
Water supply - Light Industrial Area	Where a reticulated water supply is not available in existing or proposed LIA's, alternate water supplies, such as bore supplies, are explored.	• Promote water pressure infrastructure that is maintained at a sufficient level to satisfy structural fire-fighting capability. • Provide underground and/or surface water capability to service light industrial areas.	✓ ✓	✓	✓
Water supply - Town and Settlements	Permanent water supply solutions are investigated and implemented in towns and settlements in the sub-region.	• Advocate for water supplies which enable consolidation/infill. • Continue to investigate and consider water catchment and re-use options for the sub-region. • Advocate that all settlements in the WB are provided with sustainable water supplies or form part of a permanent interconnected water system. • Develop solutions to ensure the water storage capacity of dams are sufficient to meet community needs.	✓ ✓ ✓ ✓	✓	✓

		• Investigate additional water supplies to cater for projected town development/expansion.	✓	✓	✓

ROAD

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Safe, efficient, interconnected transport networks – Regional road network	Secure ongoing funding for local roads and bridges to contain accelerated depreciation arising predominantly from resource and produce haulage. Ensure regional road network supports effective tourism routes through the region. Freight routes from Scott River, Warren Blackwood and other agricultural sectors meet requirements for export of food/produce.	• Advocate for upgrades to the South Western Highway from Donnybrook to Walpole, with particular focus south of Bridgetown.	✓	✓	✓
		• Support upgrade of Bunbury/Albany tourist and commodity route via Boyup Brook, Cranbrook Rd from the Kojonup Rd intersection, south to Albany Hwy.	✓	✓	✓
		• Coordinate upgrades to Graphite Rd, Coronation Rd, Brockman Hwy, Nannup-Balingup Rd and Maranup Ford Rd as strategic tourism roads and /or commodity routes.	✓	✓	✓
		• Change status of Brockman Highway between Nannup and Bridgetown from a local road to a State arterial road.	✓		
		• Change status of Graphite Road between Nannup and Manjimup from a local road to a State arterial road.	✓		
		• Advocate with DBCA to upgrade Gold Gully Road to support tourism traffic.		✓	✓
		• Support the applicable Development Strategies as identified in the Regional Strategies for Significant Local Government Roads 2022 document.	✓	✓	
		• Monitor the safety of South Western Highway through Bridgetown, Balingup and Donnybrook town centres and fund improvements required to improve public safety.	✓	✓	
		• For improvement of safety in town centres, develop additional off-road car parking areas.	✓		

		• Advocate for increased expenditure on bridges in the sub-region.	✓		
Gravel supply	Develop a collaborative strategic plan to source gravel from a variety of State and local sources.	• Advocate for access to State Government controlled land for gravel extraction.	✓		

RAIL

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Safe, efficient, interconnected transport networks - Rail linkages	Advocate for the construction of rail linkages to the Bunbury Port and other State import/export hubs capable of meeting export growth and distributing on a national scale.	• Support the re-opening of the Picton to Greenbushes rail line for the Greenbushes Talison Lithium project and other products/services as applicable, if deemed viable and subject to social and economic impact analysis.	✓		
		• If the Picton-Greenbushes rail line is re-opened, leverage economic and social benefits as well as development opportunities for the wider community and industry.	✓		
		• Support reallocation of use of rail south of Greenbushes if the Picton-Greenbushes line is not re-opened.	✓		

SEA

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Safe, efficient, interconnected transport networks	Support expansion of Bunbury Port and transport connections.	• Development of container loading facilities within the region.	✓	✓	✓
		• Support improved transport infrastructure feeding the Bunbury Port.	✓	✓	✓

AIR

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Safe, efficient, interconnected transport networks	Support development of Busselton Airport as a key economic development project for the South West region with significant opportunities for exporting of agricultural produce and direct delivery of intra state tourists. Support upgrade to Manjimup airport. Continuation of funding (long term commitment) for rescue helicopter based in Bunbury. Support the unrestricted access of the Royal Flying Doctor Service to all regional airports.	• Connect local industry with the economic strategy underpinning the Busselton airport expansion. • Widen existing runway seal at Manjimup Airport to 30 metres to cater for larger aircraft. • Ensure all regional airports have the capacity to receive and supply emergency service aircraft.	✓ ✓ ✓	 ✓ ✓	

ENERGY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Sustainable energy-supply	Support the development of alternate, economically sustainable energy opportunities to improve local resilience and decrease reliance on the South West Interconnected Grid.	• Partner in regional and/or sub-regional studies into innovative energy generation. • Provide support for biomass projects. • Support the implementation of solar collectors on Shire and community infrastructure to reduce ongoing costs. • Support the retrofit of street lighting to LED/solar type to reduce operational costs and improve sustainability.	✓ ✓ ✓ ✓	✓ ✓	

		• Advocate for reduced running costs to be reflected in Western Power pricing/charging structure.	✓	✓	✓

DIGITAL CAPABILITY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
High-capacity digital communications	Support rollout of NBN or equivalent high capacity Broadband for local communities. Advocate for consideration of multiple NBN options before a solution is implemented, including fixed wireless options for areas fringing town sites. Boost availability of free WiFi access to support tourism in town centres.	• Advocate for Fibre to the Node (FTTN) and/or Fibre to the Premises (FTTP) NBN services in all town-sites. • Advocate for Wireless NBN for settlements and fringe areas of town-sites. • Explore the opportunities to provide free Wi-Fi in town precincts. • Identify Warren Blackwood blackspots. • Reiterate need for digital capability to support new and evolving businesses.	✓ ✓ ✓ ✓	✓	
Mobile coverage	Support construction of phone towers as identified with emergency services requirements and major arterial roads identified as a priority. Advocate for consideration of multiple mobile coverage options before a solution is implemented.	• Lobby state and Federal Governments to continue the “Blackspot” funding program for poor reception areas, especially those with significant potential to be exposed to emergency events. • Advocate for consistent and improved coverage along arterial roads.	✓ ✓		

SUSTAINABILITY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Sustain environmental qualities	Ensure the region maintains its	• Support the creation of a regional weed and pest mitigation plan.	✓		

	environmental and economic values and meets aspirational growth targets in a drying climate and sea level rise. Collaborate with other South West Local Governments to produce a regional waste strategy that considers sub- regional options. Assist to keep the region free of damaging environmental and agricultural pests and diseases.	• Carbon Capture storage – support the development of a carbon capture project to offset regional CO2 emissions. • Support ongoing operation and activities of the WB Climate Change Impact Reference Group for targeted environmental projects. • Regional waste - build regional or sub-regional waste facilities capable of recycling and optimising management of waste to a forecast regional population of 500,000. • Advocate for financial and resource support to be provided for community conservation organisations. • Advocate for the maintenance and improvement of visitor sites/experiences in protected areas, especially camping and attractions in National Parks and State forests. • Input into Regional Waste Strategy and Regional Waste to Energy Strategy. • Support the environmental sustainability of forests and waterways. • Support opportunities to embed zero waste into community infrastructure. • Promote awareness in residents, tourism industry and visitors of the threat of pests and disease. • Advocate for a trial in the WB for community batteries.	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓

LAND

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Land for industry	Identify and advocate for supply of light industrial lots to support small business in all major towns.	• Advocate for activation/repurposing of appropriate vacant State Government leasehold sites to enable other industry opportunity. • Support progression of regional saleyards.	✓ ✓	✓ ✓	✓

	Lobby State Government to fund the Regional Development Assistance Program (Landcorp) to assist in the development of new light industrial areas in all townsites.	• Develop light industrial areas. • Work with Talison Lithium to identify light and service industrial opportunities for the private sector for servicing of their operations.	✓ ✓	✓	
Land for residential purposes	Advocate for sufficient residential land in the region to meet current and future population growth.	• Support the strategic implementation of residential land development through Local Planning Schemes. • Support opportunities to activate 'lazy land'.	✓ ✓	✓ ✓	
Land for community purposes	Ensure sufficient land and buildings are available for community purposes	• Advocate for the re-use of State Government land and buildings such as vacant Crown Land, old school sites and health precincts to facilitate fit for purpose community infrastructure and services development opportunities. • Advocate for partnership with State government to resolve tenure issues across existing and informal settlements (eg: Windy Harbour, Lower Donnelly, etc.)	✓ ✓	✓ ✓	✓

INDUSTRY AND WORKFORCE

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Skilled worker shortage	Support initiatives and programs which mitigate and/or address skilled worker shortages within the region.	• Monitor key worker/skills shortages and feed this information into workforce planning and strategies.	✓		
Capability and capacity building	Investigate opportunities for development of manufacturing, service and processing industries to support expanding and/or emerging industry within the region (eg: Talison Lithium, etc.). Recognise that large scale manufacturing opportunities are currently limited by a	• Regularly review the Warren Blackwood sub-regional Prospectus to ensure currency. • Advocate for the State to lead the development of a regional economic development/jobs growth strategy. • Revitalise light industrial area infrastructure and appeal.	✓ ✓ ✓	 ✓	

	number of factors, including but not limited to available lot sizes, water pressure being inadequate to support fire hydrants in LIA's and the need for sustainable energy sources. Identify options and support initiatives which build capacity and capability in the manufacturing, processing and service industries.	• In partnership with Talison Lithium, investigate the opportunities and constraints associated with accommodating the current and future workforce and feed these results into future land use planning and strategies.	✓		
Agriculture, Horticulture and Agricultural food processing	Support strategies focussed on market opportunities and value-adding. Support programs which encourage, fund and implement innovation and technology across the agricultural sector. Support programs which encourage agricultural business and education awareness/development. Support development of the Southern Forests Irrigation Scheme proposal to increase amount of available land for food production and downstream processing. Support development of food processing facilities for goods produced in the region. Support the development of a regional strategy identifying opportunities for intensive agriculture on a range of lot sizes. Support development of intensive agricultural industries where viable in the region.	• Advocate for, and support, the investigation of an investment portfolio for a multi food processing centre. • Support produce-based festivals and the development of food trails, including trails that connect producers to consumers. • Support new and emerging agricultural initiatives such as hemp production and kiwifruit, avocado and truffle exporting. • Support financially viable initiatives that encourage economic sustainability in agriculture. • Promote awareness in agriculture, horticulture and associated industries of the value of the "clean, green" image of the South West, and advocate for constant vigilance and surveillance for exotic pests.	✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓ ✓	 ✓ ✓ ✓

	Input into strategy to identify and attract seasonal workers to meet demand. Refer and build upon Manjimup Agricultural Expansion Project and Premium Food Centre findings. Ensure that major food tourism events recognise whole of region suppliers. Assist to identify value-adding opportunities in the region. Advocate for the region's relative freedom of major agricultural pests and diseases.				
Aquaculture	Increase focus on aquaculture across the region. Support tourism and education development in the aquaculture sector. Support aquaculture export opportunities.	• Support the development of feasibility studies, emerging and diversifying businesses.	✓	✓	✓
Forestry and timber processing	Support development of the timber industry with focus on innovation, yield improvement, value-add and sustainability. Support opportunities for significant capital investment in technology and innovation in this sector. Support options which increase flexibility and security in this sector (eg: Forest Management Plan timeframe, ISG's).	• Encourage and advocate for market opportunities in the native and plantation timber sectors. • Maintain access to available timber resources for processing. • Support initiatives of the proposed Regional Forest Industries Hub as part of the National Forestry Plan. • Promote innovation and efficiencies in forest management and log yield. • Advocate for State Government agency (FPC, DFES, DBCA & other relevant agencies) review of plantation methodologies, including small lot forestry.	✓ ✓ ✓ ✓ ✓	✓ ✓	✓ ✓

	Support the bio-security of forest and plantation habitats in the sub-region.				
Livestock and dairy	Support access to facilities and industry growth. Identify additional processing and export opportunities in the South West to assist local primary producers.	• Support the ongoing operations of the South West Regional Saleyards. • Support opportunities for growth in onshore processing of agricultural meats for exports. • Support export opportunities for fresh milk through the Busselton Airport. • Investigate energy generation initiatives from dairy effluent. • Promote sustainable local dairy industry located in the region and leverage off existing facilities (eg: Bannister Downs/Lactanz, etc). • Support the development of mobile abattoirs and on-farm butchery options.	✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓	✓
Mining	Support the development of new and existing mining operations throughout the region. Work with industry to establish mutual benefits and address shared economic and social concerns.	• Advocate for public consultation over all tenement applications from DMIRs. • Identify opportunities to leverage off local developments (eg: Talison expansion). • Assist promote community awareness of current and emerging mining developments.	✓ ✓ ✓	✓	✓
Wine	Advocate for regional recognition and promote the uniqueness of locally produced fruit and wine.	• Work with local and regional wine associations to promote local wine, produce and collective branding.	✓	✓	✓
Innovation	Support innovation in the manufacturing and processing sectors to increase economic development in the region.	• Support biomass opportunities. • Explore regional and/or sub-regional waste facilities which include technologies for energy. • Advocate for a 'Think-Tank/Innovation Centre' supporting R&D and future-focussed, skilled personnel / methodologies.	✓ ✓ ✓	✓ ✓	✓
Business development	Advocate for intra-regional and cross-regional business initiatives.	• Promote regional collaboration to optimise demand for local and regional products and services. • Support the growth of local businesses and business networks (eg: Chambers of Commerce).	✓ ✓	✓ ✓	✓ ✓

Creative industries	Support development of creative industries and promote awareness of the value of the creative sector to the region. Acknowledge the critical role ICT plays in the development of successful and sustainable creative industries and support ongoing focus on, and funding for, eradicating mobile blackspots and enabling high-quality digital connectivity throughout the region.	• Support the development of regional film making and related events. • Support an Innovation Hub for creative industries in the WB.	✓ ✓	✓	✓

NATIONAL AND INTERNATIONAL RECOGNITION

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Export Markets	Support the development of a strategic alliance between the South West and emerging cities in the China/South East Asia region in compatible markets.	• Participate in the establishment of South West Opportunities prospectus for distribution through selected overseas trade desks.	✓		
External Regional Branding and Marketing	Partner with brands managed by other organisations to raise the profile of the Warren Blackwood.	• Leverage off the Genuinely Southern Forests brand awareness. • Promote agri-food tourism throughout the region. • Encourage the implementation of regional produce traceability. • Implement WBAC and regional Tourism Strategies. • Support the development of a Blackwood Valley agrifood brand.	✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓	 ✓ ✓ ✓

TOURISM

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Events	Continue to support festivals and events to attract visitors to, and raise the profile of, the region. Recognise the value of those events which are key economic drivers for their towns and the region. Support the development of existing and emerging events.	• Through member LGAs, promote community event grant funding and/or in-kind support. • Identify opportunities to partner with major local events to leverage funding and outcomes. • Support major events through collaboration.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Trails	Continue to support the development of recreational trails throughout the region and cross-regional connectivity.	• Promote/leverage Warren Blackwood Stock Route (WBSR). • Link WBSR with neighbouring LGA's to extend network and profile. • Support the development of recreational, nature-based and produce-related trails within the region. • Utilise and promote external trails websites. • Work with relevant regional Noongar Corporations and the South West Aboriginal Land and Sea Council to support the development of new trails.	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
Tourism Associations	Lead regional collaboration through development of a Local Tourism Organisations (LTOs) within the SW. Support marketing and tourism development initiatives in the region.	• Provide LTO frameworks for industry carriage/succession. • Invest equitably in the establishment of an LTO to support regional strength in marketing, product delivery and tourism development. • Support communication and networking between regional and local tourism organisations.	✓ ✓ ✓	✓ ✓ ✓	 ✓

Visitor services	Assist development of a strategy to cater for growing RV, caravan and camping trends throughout the SW region. Recognise the importance of safe and trafficable roads to underpin tourist activities and encourage travel and exploration. Lobby for continued focus on safe and trafficable roads. Support the development of new or enhancement of existing tourism icons. Partner with stakeholders on short stay accommodation initiatives. Support and promote environmental education and awareness in the sub-region.	• Support development of RV, caravan and camping –related infrastructure. • Develop a camping and caravan strategy for the subregion recognising the needs of both commercial and "free" camping users. • Establish a dump point development incentive scheme. • Support natural resource management projects (eg: Camfield). • Advocate for a safety assessment of sub-regional tourist routes. • Work with State government agencies to identify and support permissible recreational activities on inland, open water bodies (eg: Lake Jasper, Glen Mervyn, Dumpling Gully dam, Southern Forests Irrigation Scheme dam). • Investigate opportunities to provide better access to rivers and water bodies across the sub-region. • Support the establishment of a regional convention centre. • Advocate for the upgrade and renewal of visitor experiences in protected areas, especially camping and attractions in National Parks and State forests. • Participate in development of a sub -regional "free camping" strategy. • Upgrade sub-regional tourism attractions (eg: Greenbushes Discovery Centre, Apple Fun Park).	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓

INTERNATIONAL ENGAGEMENT

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Relationships	Support the establishment and development of sustainable international relationships.	• Support member LGAs to establish and/or continue to develop economic and cultural relationships with sister towns and cities.	✓		
		• Continue to strengthen friendship and/or historical international relationships.	✓	✓	✓
Business and culture	Recognise the value of cultural awareness, especially where this directly impacts on business and social development within the region.	• Support the development of positive cultural awareness and business engagement practices.	✓	✓	✓
		• Support international skills-based labour incentives.	✓	✓	✓
		• Support the development of indigenous industries and services.	✓	✓	✓
Visitation	Support programs, activities and initiatives which encourage international visitation.	• Assist in the promotion of the WB region to international target markets.	✓	✓	✓
		• Work with partners to collect sub-regional visitation statistics	✓	✓	✓
Education	Support programs, activities and initiatives which encourage international students.	• Promote international education exchanges.	✓	✓	✓
		• Support skills-based pathways in the WB region.	✓	✓	✓

HOUSING

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Affordable Housing	Support the development of a mix of affordable housing options providing choice in terms of scale and financial accessibility. Build awareness of market gaps in towns within the region.	• Advocate for, and support, the development of affordable housing options.	✓	✓	
		• Support affordable housing projects in the Shires.	✓	✓	✓
		• Support land-based planning and legislation for a choice of diverse housing and land types.	✓	✓	✓
		• Advocate through the State for resources (adequate water, power, etc.) to underpin provision of residential land.	✓	✓	

		• Seek clarification on the SW Native Title land allocation process and timeframe. • Advocate for a review of the cost of service installation and headworks charges, which result in higher land production costs.	✓ ✓		
Worker accommodation		• Support member LGAs in applications for state/federal funding for key worker accommodation • Facilitate the development of a socio-economic impact analysis of the mining industry in the WB to ensure the long-term sustainability of the region. • Support the review of existing FBT/tax boundaries to encourage broader worker catchment.	✓ ✓ ✓	✓	
Aged and adaptable housing	Support the development of fit for purpose housing which supports inclusion and ageing in place.	• Lead, partner and/or support demand-driven development of aged housing/accommodation projects in the Shires. • Advocate for increased funding for aged housing in the regions.	✓ ✓	✓ ✓	✓ ✓

ACTIVE AGEING

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
High and residential care	Support the enhancement and/or expansion of both high care accommodation and residential care services to the home. Support the development of dedicated mental health infrastructure within the South West and a more regionalised approach. Encourage health and allied health agencies servicing the region to consider innovative	• Assist development of demand-driven high and respite care facilities in the Shires. • Develop an attraction strategy for additional high care nursing facilities in the Shires.	✓ ✓	✓ ✓	✓ ✓

	staffing solutions (eg: cross-agency staffing packages).				
Engagement and amenity	Provide safe and welcoming towns with a focus on accessible infrastructure and walkable town centres. Encourage volunteering and volunteering support. Acknowledge the value of seniors in our communities and encourage activities and initiatives which embrace and engage this demographic.	• Support the development of aged-sensitive infrastructure. • Support the social development of the community through lifestyle programs and volunteer recognition.	✓ ✓	✓ ✓	✓ ✓

URBAN RENEWAL/TOWN GROWTH

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Revitalisation	Support urban renewal programs which focus on increasing amenity, appeal, sustainability and build/maintain the character of towns within the region.	• Support member LGAs to identify priority town growth projects within each LGA and pursue funding. • Maintain currency of the Warren Blackwood Prospectus to attract vital and professional skills. • Maintain and promote the heritage value of key buildings and spaces throughout the sub-region.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

EDUCATION AND TRAINING

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Education facilities	Advocate for, and support, the provision of quality educational institutions and allied services within the region.	• Continue to advocate for the retention of schools from K to year 10 in all Shires.	✓	✓	✓

	Maintain awareness of local education issues.	• Promote Early Learning Centres in the Shires. • Assist the development of a sub-regional educational pathway strategy. • Support opportunities for advanced education (eg: tertiary, specialist) providers to take up space in regional locations. • Advocate to ensure adequate childcare places and services are funded and supported so that families are able to take up employment opportunities. • Explore opportunities to increase secondary education options in the Warren Blackwood. • Advocate for alternate use/long-term plan for Camp Schools.	✓ ✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓ 	 ✓ ✓ ✓
Flexible learning	Consider an array of offsite university study options in the region specific to identified learning streams (eg: horticulture).	• Work with educational agencies and recognised training organisations to identify and optimise learning opportunities.	✓		

EMERGENCY SERVICES

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Emergency facilities and services	Support the improvement and/or development of facilities which provide emergency response services to the region.	• Advocate for increased resident emergency support/service personnel and resident paramedics. • Support the upgrade of Bushfire Brigade (BFB) buildings. • Advocate for catch-up funding for Bushfire brigade (BFB) capital works. • Provide adequate infrastructure for all emergency evacuation/welfare centres. • Identify sub-regional training facilities for emergency management. • Support improvements for ambulances to access helicopter pads in order to increase patient safety.	✓ ✓ ✓ ✓ ✓ ✓	 ✓ 	 ✓

		• Advocate for/support the construction of helipads at key locations.	✓		
Emergency events and response	Support the collective activities of various agencies to work collaboratively to provide response and recovery mechanisms to deal with emergency events. Acknowledge that Local Government have an increasing role in bush fire mitigation.	• Advocate for continuation of funding for services such as the RAC helicopter and increased support for volunteer bush fire brigades. • Identify and support improvements to emergency access routes to increase safety in the event of emergency/bushfire response. • Support the retention and/or expansion of emergency events agencies (eg: DBCA, DFES) sites across the region. • Support initiatives to assist future-proof emergency services volunteer numbers. • Support knowledge partnerships to assist Local Government through recovery processes after large emergency events. • Continue to provide support to the Chief Fire Control Officer and Volunteer Bush Fire Brigades. • Continue to partner with DFES on Bushfire mitigation. • Source funding for bushfire mitigation work. • Implement the recommendations of emergency events studies. • Support the continued operation of the Blackwood Valley Zone Response Plan and SW MOU for Shared Bushfire Response.	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓

HEALTH AND WELLBEING

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Health facilities	Encourage public-private partnerships and initiatives which attract new private sector health services to increase acute capacity. Support attraction of specialised medical services and accommodation.	• Support an attraction strategy for rural primary health care professionals.	✓		
		• Lobby for consideration of specialist health requirements across the region (such as dialysis equipment).	✓	✓	✓
		• Support further development of outreach services in the region for mental health, speech therapy and learning difficulties for children and youth.	✓	✓	✓
		• Seek clarification of the strategy identifying future service provision and infrastructure plans to support needs at sub-regional hospitals.	✓		
		• Monitor and support service provision in the Shires.	✓	✓	✓
		• Continue to support affordable ambulance services for residents.	✓	✓	✓
		• Actively advocate against attrition of current local health facilities and services.	✓	✓	✓
Social determinants	Support community-based delivery of community health services. Support the implementation of a broad-based South West healthy living program to prevent increased obesity and drug and alcohol dependency. Advocate for provision of local mental health funding for community-based delivery in the region. Support community-based delivery of community health services such as infant health, speech therapy, parent support and breastfeeding support.	• Identify gaps in childcare services in communities and advocate for funding.	✓		
		• Identify gaps in community health services in communities and advocate for funding.	✓		
		• Identify gaps in mental health, drug and alcohol initiatives services in communities and advocate for funding.	✓		

	Support local mental health, drug and alcohol initiatives.				
Sport and recreation	Support the strategic allocation of, and access to, built and natural recreational spaces which recognise population demographics, activity preferences, local features and facilities. Support review of existing facilities, participation statistics and evolving recreational trends. Support co-location of facilities for long term sustainability. Advocate for funding to support development of sport and recreation infrastructure and activities. Pursue funding to improve sport and recreational facilities and address ageing infrastructure. Support local sporting events.	• Support implementation of current South West Sport & Recreation Facilities plans. • Support the development of Master Plans for key recreational infrastructure/facilities in the sub-region. • Investigate funding sources to implement Master Plans for and asset renewal of key recreational infrastructure/facilities in the sub-region. • Advocacy for recognition of the impacts of escalation of infrastructure costs in rural areas (in line with metro) for existing funded projects.	✓ ✓ ✓ ✓	✓	✓

COMMUNITY CAPABILITY AND CAPACITY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Community services	Ensure the not-for-profit and community sectors are engaged in regional development.	• Promote shared-use facilities.	✓	✓	

	Monitor service provision through collaborative reviews to ensure efficiencies and avoid duplication. Support co-location of NFP services and other community groups where practicable and viable.				
Volunteerism	Ensure volunteerism is recognised, valued and respected within the region.	• Support investigation of ways to reduce 'red tape' associated with volunteerism. • Support investigations to identify why volunteering is decreasing and determine mitigation strategies. • Implement identified volunteer decline mitigation strategies. • Promote and support best practice volunteerism.	✓ ✓ ✓	 ✓ ✓ ✓	 ✓ ✓
Social Enterprise	Support opportunity for growth in community enterprises that provide environmental, social and economic benefits, including employment and training. Support the establishment of a funding program that supports social enterprise initiatives at the local and regional level.	• Assist identify and support developing and innovative projects/organisations/groups.	✓	✓	✓
Resilience	Facilitate the development of communities which encourage supportive networks and relationships, a strong sense of identity and shared community values. Advocate for adequate community resources. Foster a shared commitment to recovery.	• Pursue funding for community resources.	✓	✓	✓

INCLUSION AND ENGAGEMENT

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Accessibility	Support programs, activities and initiatives which optimise accessibility and inclusion for people with disabilities and any other forms of disadvantage. Encourage participation in community development consultation. Support healthy, active by design principles. Promote walkability within town centres.	• Encourage "accessible" accreditation of local towns and facilities by relevant agencies/organisations. • Promote dementia friendly communities. • Support infrastructure programs that support accessibility. • Assist development of inclusive/ accessible festivals and events for the Shires. • Identify ways to build/maintain levels of youth engagement throughout communities.	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓
Cultural diversity	Recognise the diversity of cultures represented within the region. Promote and support cultural awareness, inclusion and respect. Support resettlement programs and allied community services	• Support the development and implementation of Reconciliation Action Plans. • Engage with relevant Noongar Regional Corporations and the South West Aboriginal Land and Sea Council to assist implement South West Native Title Settlement.	✓ ✓	 ✓	

LEADERSHIP AND COLLABORATION

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Leadership	Support programs, activities and initiatives which build leadership capacity, identify emerging leaders and promote citizenship.	• Encourage the development of a sub-regional leadership. • Support resilience-oriented leadership.	✓ ✓	 ✓	 ✓

	Acknowledge emergent heroism.				
Collaboration	Support programs, activities and initiatives which encourage strategic alliances, cooperative approaches and shared resources to optimise outcomes.	• Maintain a formal strategic alliance of LGAs within the region. • Support project-based collectives. • Review current and alternate sub-regional collaborative structures.	✓ ✓ ✓	✓ ✓	✓ ✓