

WARREN BLACKWOOD

Sub-regional growth plan 2019



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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 Shires of Bridgetown-Greenbushes, Boyup Brook, Donnybrook-Balingup, Manjimup and Nannup to develop a framework which provides a strategic overview of sub-regional economic and social priorities.

Driven by a shared vision to ensure the Warren-Blackwood 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 the SW Regional Blueprint 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 and integrate changing technologies.

Health and Ageing: The entire developed world is experiencing the same trend where the aged demographic is a greater proportion of the overall population. 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. Australia’s investment in prevention and public health has been shrinking, with significant implications to rural and regional areas.

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 will be 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 a greater focus on renewable and recycled resources will fall-out of this dependency.

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 35% 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 could impact existing and developing settlements. With a national average annual rainfall of only 465mms, 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 and will need to be managed carefully. 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.

Whether climate change is influenced by human activity and/or variability resulting from the Earth's natural processes, there is global acknowledgement that it poses a 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. Improvements in planning, building and infrastructure design to address the anticipated impacts of climate change are continuously evolving. 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.

Disaster resilience will rely on strategic planning to assess disaster vulnerability, identify ways to mitigate the risk of natural and unnatural disaster and/or lessen the impact of disasters when they occur.

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. Mobile devices are playing an increasing role in the mix of E-commerce.

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.

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.

Connectivity: Continually evolving technology is driving change across industry and society. Propelling communication and information transfer, connectivity continues to be a priority need and expectation for learning, entertainment and socialising. Demand for wireless access to support business management, emergency services, government service-provision and health care, as well as Wi-Fi in public spaces remains high. The integration of smart technology infrastructure into future development and retrofit of existing developments is already underway. 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 70% of Australia's GDP and dominates the economy, representing over 79% of the labour force. Providing 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 and 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.



**Rapid
Urbanisation**



**Climate Change
and
Resource Scarcity**



**Demographic
and
Social Change**



**Technological
Breakthroughs**



**Shift in Global
Economic
Power**

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 -Warren Blackwood Rural Strategy*)

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 in the larger towns. Property prices fall well 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.

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- and aqua-tourism, eco-tourism, cultural 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 40,000, 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 rapid 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 facilities and services remains a key focus in the region.

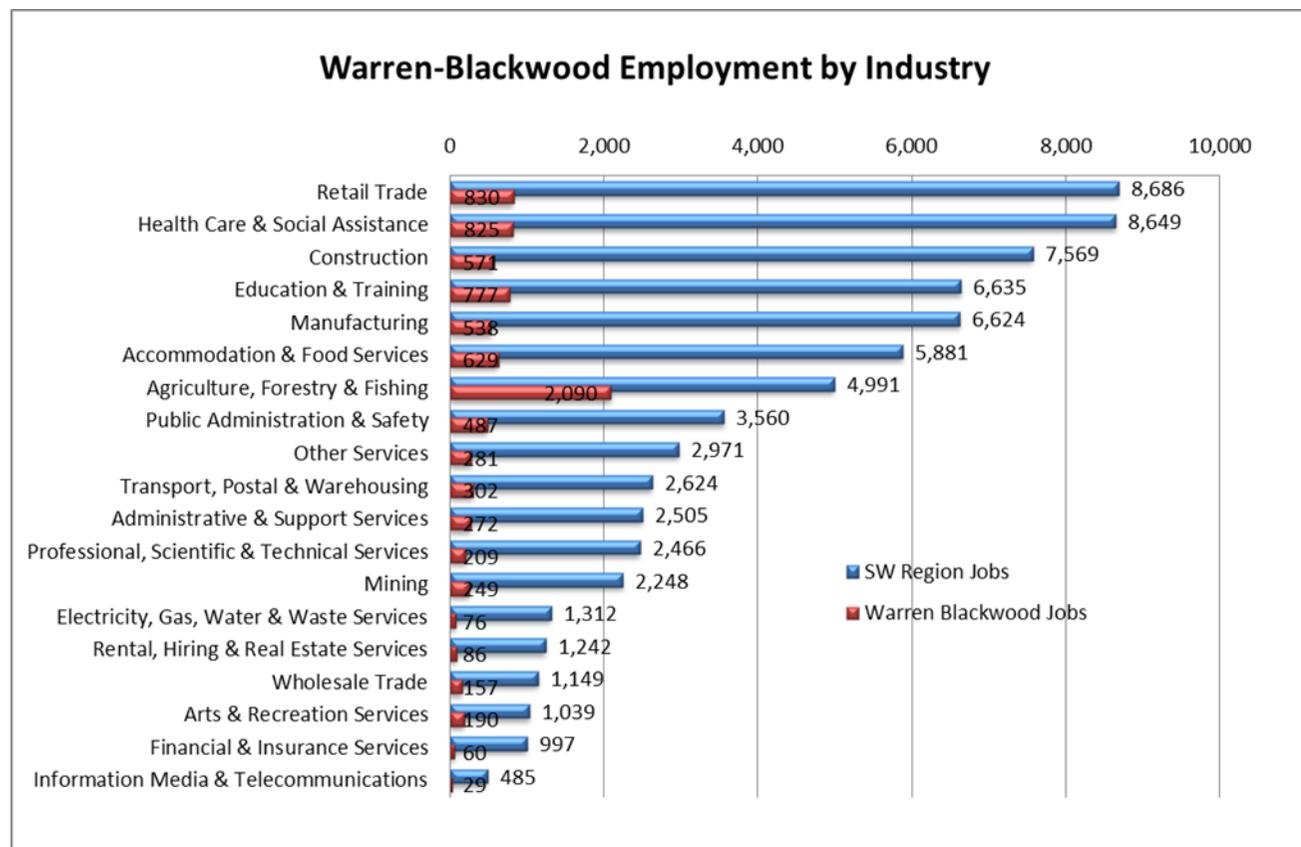
Projects and initiatives that support inclusion, engagement and access are given high priority. It is important to the residents of this region that health and education standards are maintained to encourage and retain population. Whilst it is understood, and often encouraged, that school leavers move 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.



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 construction, manufacturing 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.

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
- Encouragement of 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.

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 & 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 & 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		
			1-3	3-5	5-10
Water Security - Irrigation for food production	Establish efficient systems for the distribution of fit-for-purpose irrigation water.	<ul style="list-style-type: none"> Southern Forests Irrigation Scheme 	✓	✓	
Wastewater/Stormwater Management	Further develop infill sewerage in LGA's.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Continue to investigate and consider water catchment and re-use options for the sub-region. Advocate that Northcliffe, Walpole and Quinninup are provided with dedicated water supplies or form part of a permanent interconnected water system. Advocate for the delivery of a domestic water pipeline from Greenbushes to Kirup. Develop solutions to ensure the water storage capacity of dams (eg: Glen Mervyn, Dumpling Gully) are sufficient to meet community needs. 	✓		

ROAD

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Safe, efficient, interconnected transport networks – Regional road network	<p>Secure ongoing funding for local roads and bridges to contain accelerated depreciation arising predominantly from resource and produce haulage.</p> <p>Ensure regional road network supports effective tourism routes through the region.</p> <p>Freight routes from Scott River, Warren Blackwood and other agricultural sectors meet requirements for export of food/produce.</p>	<ul style="list-style-type: none"> • Complete the South Western Highway upgrades from Donnybrook to Walpole 	✓	✓	✓
		<ul style="list-style-type: none"> • Support Bunbury/Albany tourist route via Boyup Brook - upgrade Cranbrook Rd from the Kojonup Rd intersection, south to Albany Hwy. 	✓	✓	✓
		<ul style="list-style-type: none"> • Upgrade Graphite Rd, Coronation Rd, Brockman Hwy, Nannup-Balingup Rd and Maranup Ford Rd as strategic tourism roads. 	✓	✓	✓
		<ul style="list-style-type: none"> • Review (lowering) of speed limits on south Western Highway where the road runs through the town centres of Bridgetown, Donnybrook, Balingup and Boyanup due to increasing truck and vehicle movements on SW Highway. 	✓		
		<ul style="list-style-type: none"> • Upgrade Graphite Road and Perup Rd as strategic freight transport routes. 	✓	✓	
		<ul style="list-style-type: none"> • Upgrade the North Greenbushes Mill Rd, Old Vasse Rd, Milyeannup Coast Rd, Maranup Ford Rd and Governor-Broome Rd as high use commodity route roads. 	✓	✓	✓
		<ul style="list-style-type: none"> • Bolster Arthur River Road (trade and tourism) and Jayes Road (for trade). 	✓	✓	
		<ul style="list-style-type: none"> • Change status of Brockman Highway between Nannup and Bridgetown from a local road to a State arterial road. 	✓		
		<ul style="list-style-type: none"> • Change status of Graphite Road between Nannup and Manjimup from a local road to a State arterial road. 	✓		
		<ul style="list-style-type: none"> • Upgrade of Gold Gully Road to support tourism traffic. 	✓		
		<ul style="list-style-type: none"> • Seek clarification on the Regional Roads Strategy. 	✓		
		<ul style="list-style-type: none"> • Identify Main Roads Forward Planning for the arterial route through the Warren Blackwood and develop a Sub-regional Roads Strategy. 	✓		

		<ul style="list-style-type: none"> • Monitor the safety of South Western Highway through Bridgetown, Balingup and Donnybrook town centres and fund improvements required to improve public safety. • Monitor the need for a bypass road in Bridgetown, Balingup and Donnybrook. • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Support the re-opening of the Picton to Greenbushes rail line for the Talison Lithium project and other products/services as applicable if deemed viable. • Note potential impacts to existing road infrastructure and traffic management (eg: stacking distances) if rail is deemed viable. • Advocate for alternative options to address congestion and cater for increased volumes of road use if rail corridor option is not deemed viable. • Seek clarification from State Government re strategy for long-term rail use to identify alternate uses of the rail corridor where applicable. 	✓		

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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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. 	✓		
	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.				

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.	<ul style="list-style-type: none"> • Partner in regional 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. • Support the development of a fund to support regional energy efficiency. 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓ 	<ul style="list-style-type: none"> ✓

DIGITAL CAPABILITY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
High capacity digital communications	<p>Support rollout of NBN or equivalent high capacity Broadband for local communities.</p> <p>Advocate for consideration of multiple NBN options before a solution is implemented, including fixed wireless options for areas fringing town sites.</p> <p>Boost availability of free WiFi access to support tourism in town centres.</p>	<ul style="list-style-type: none"> • Advocate for Fibre to the Node (FTTN) NBN services in all town-sites. • Advocate for Wireless NBN for settlements and fringe areas of town-sites. • Provide free Wi-Fi in town precincts. • Identify and address Warren Blackwood blackspots. • Reiterate need for digital capability to support new and evolving businesses. 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 		

Mobile coverage	<p>Support construction of phone towers as identified with emergency services requirements and major arterial roads identified as a priority.</p> <p>Advocate for consideration of multiple mobile coverage options before a solution is implemented.</p>	<ul style="list-style-type: none"> • Lobby state and Federal Governments to continue the “Blackspot” funding program for poor reception areas with significant potential to be exposed to emergency events. • Advocate for the elimination of black spots along arterial roads. 	✓	✓	
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SUSTAINABILITY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Sustain environmental qualities	<p>Ensure the region maintains its environmental and economic values and meets aspirational growth targets in a drying climate and sea level rise.</p> <p>Collaborate with other South West Local Governments to produce a regional waste strategy that considers sub- regional options.</p> <p>Assist keep the region free of damaging environmental and agricultural pests and diseases.</p>	<ul style="list-style-type: none"> • Create a regional weed and pest strategy with funding support. • Carbon Capture storage – support the development of a carbon capture project to offset regional CO2 emissions. • Develop and implement targeted environmental projects (eg: Geegelup Brook Rehabilitation Plan). • 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 upgrade and renewal of visitor experiences in protected areas, especially camping and attractions in National Parks and State forests. • Input into Regional Waste Strategy. • Input into Regional Waste to Energy Strategy. • Support the environmental sustainability of forests and waterways. • Support opportunities to embed zero waste into community infrastructure. 	✓	✓	✓

		<ul style="list-style-type: none"> Promote awareness in residents, tourism industry and visitors of the threat of pests and disease. 	✓	✓	✓
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LAND

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Land for industry	<p>Identify and advocate for supply of light industrial lots to support small business in all major towns.</p> <p>Lobby State Government to fund the Regional Development Assistance Program (Landcorp) to assist in the development of new light industrial areas in all townsites.</p>	<ul style="list-style-type: none"> Utilise appropriate and potentially vacant State Government leasehold sites for other industry opportunity. Support progression of regional saleyards. 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 future population growth.	<ul style="list-style-type: none"> Support the strategic implementation of residential land opportunities through Local Planning Schemes. 	✓	✓	
Land for community purposes	Ensure sufficient land and buildings are available for community purposes	<ul style="list-style-type: none"> Advocate for the re-use of State Government land and buildings such as Vacant Crown Land, old school sites and health precincts for fit for purpose community infrastructure and services opportunities. Advocate for partnership with State government to resolve tenure issues across existing and informal settlements (eg: Windy Harbour). 	✓ ✓	✓ ✓	✓

INDUSTRY AND WORKFORCE

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Capability & capacity building	Investigate opportunities for development of manufacturing, service and processing	<ul style="list-style-type: none"> Develop the Warren Blackwood sub-regional Prospectus. 	✓		

	<p>industries to support expanding and/or emerging industry within the region (eg: Talison Lithium, etc.).</p> <p>Recognise that large scale manufacturing opportunities are currently limited by a 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.</p> <p>Identify options and support initiatives which build capacity and capability in the manufacturing, processing and service industries.</p> <p>Leverage off the Talison Economic Analysis study.</p>	<ul style="list-style-type: none"> • Advocate for the State to lead the development of a regional economic development/jobs growth strategy. • Revitalize light industrial area infrastructure and appeal. • 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 strategies and plans. 	<p>✓</p> <p>✓</p> <p>✓</p>	<p></p> <p>✓</p> <p></p>	<p></p> <p>✓</p> <p></p>
<p>Agriculture, Horticulture & Agricultural food processing</p>	<p>Support strategies focussed on market opportunities and value-adding</p> <p>Support programs which encourage, fund and implement innovation and technology across the agricultural sector.</p> <p>Support programs which encourage agricultural business and education awareness/development.</p> <p>Support development of the Southern Forests Irrigation Scheme proposal to increase amount of available land for food production and downstream processing.</p>	<ul style="list-style-type: none"> • Investigate an investment portfolio for a multi food processing centre. • Support produce-based festivals and the development of food trails. • Support new and emerging agricultural initiatives such as hemp production and avocado exporting. • Support financially viable initiatives that encourage economic sustainability in agriculture (eg: Scott River Strategy). • Support development of food trails connecting producers to consumer. • 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. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p></p> <p>✓</p> <p>✓</p> <p></p> <p>✓</p> <p></p>

	<p>Support development of food processing facilities for goods produced in the region.</p> <p>Support the development of a regional strategy identifying opportunities for intensive agriculture on a range of lot sizes.</p> <p>Support development of intensive agricultural industries where viable in the region.</p> <p>Input into strategy to identify and attract seasonal workers to meet demand.</p> <p>Refer and build upon Manjimup Agricultural Expansion Project and Premium Food Centre findings.</p> <p>Ensure that major food tourism events recognise whole of region suppliers.</p> <p>Assist to identify value-adding opportunities in the region.</p> <p>Advocate for the region's relative freedom of major agricultural pests and diseases.</p>				
Aquaculture	<p>Increase focus on aquaculture across the region.</p> <p>Support tourism and education development in the aquaculture sector.</p> <p>Support aquaculture export opportunities.</p>				

Forestry & timber processing	<p>Support development of the timber industry with focus on innovation, yield improvement, value-add and sustainability.</p> <p>Support opportunities for significant capital investment in technology and innovation in this sector.</p> <p>Support options which increase flexibility and security in this sector (eg: Forest Management Plan timeframe, ISG's).</p> <p>Support the bio-security of forest and plantation habitats in the sub-region.</p>	<ul style="list-style-type: none"> • Explore market opportunities in the native and plantation timber sectors. • Maintain access to timber resources available for processing. • Support the development 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. 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
Livestock and dairy	<p>Support access to facilities and industry growth.</p> <p>Identify additional processing and export opportunities in the South West to assist local primary producers.</p>	<ul style="list-style-type: none"> • Support development of a South West Regional Saleyards • Identify opportunities for growth in onshore processing of agricultural meats for exports. • Progress export opportunities for fresh milk through the Busselton Airport. • Investigate energy generation initiatives from dairy effluent. • Promote local dairy industry located in the region and leverage off existing facilities (eg: Bannister Downs). 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓
Mining	<p>Support the development of new and existing mining operations throughout the region.</p> <p>Work with industry to establish mutual benefits and address shared economic and social concerns.</p>	<ul style="list-style-type: none"> • Identify opportunities to leverage off local developments (eg: Talison expansion). • Assist promote community awareness of current and emerging mining developments. 	✓ ✓	✓ ✓	✓ ✓
Wine	<p>Advocate for regional recognition and promote the uniqueness of locally produced fruit and wine.</p>	<ul style="list-style-type: none"> • Promote recognition of local and regional wine associations. 	✓	✓	✓

Innovation	Support innovation in the manufacturing and processing sectors to increase economic development in the region.	<ul style="list-style-type: none"> • Support biomass opportunities. • Explore regional or sub-regional waste facilities which include technologies for energy. • Advocate for an innovation hub. 	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓
Business development	Advocate for intra-regional and cross-regional business initiatives.	<ul style="list-style-type: none"> • Promote regional collaboration to optimise demand for local and regional products and services. • Support the growth of local businesses and business networks (eg: Chamber of Commerce). 	✓ ✓	✓ ✓	✓ ✓
Creative industries	<p>Support development of creative industries and promote awareness of the value of the creative sector to the region.</p> <p>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.</p>	<ul style="list-style-type: none"> • Support the development of a regional novice film making competition and screening event. 	✓		

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.	<ul style="list-style-type: none"> • Participate in the establishment of South West Opportunities prospectus for distribution through selected overseas trade desks. 	✓		
Regional Branding and Marketing		<ul style="list-style-type: none"> • Leverage off the Genuinely Southern Forests brand awareness. • Promote agri-food tourism throughout the region. • Encourage the implementation of regional produce traceability. • Implement Tourism Strategies as applicable. • Support the development of the Blackwood Valley brand. 	✓ ✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

TOURISM

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Events	<p>Continue to support festivals and events to attract visitors to, and raise the profile of, the region.</p> <p>Recognise the value of those events which are key economic drivers for their towns and the region.</p> <p>Support the development of existing and emerging events.</p>	<ul style="list-style-type: none"> • Offer community event grant funding and/or in kind support. • Identify opportunities to partner with major local events to leverage funding and outcomes. • Promote culinary tourism linked to origin brands (eg: Genuinely Southern Forests, Blackwood Valley). 	✓	✓	✓
Trails	<p>Continue to support the development of recreational trails throughout the region and cross-regional connectivity.</p>	<ul style="list-style-type: none"> • Promote/leverage Warren Blackwood Stock Route (WBSR). • Link WBSR with neighbouring LGA's to extend network and profile. • Support implementation and further development of cycle, walking, horse and canoeing trails within the region. • Utilise and promote local trails websites (ie: Total Trails, Trails WA) • Work with relevant Noongar Regional Corporations (once activated) and the South West Aboriginal Land and Sea Council to develop new trails. • Encourage the establishment of a Food and Wine Trail through the Local Tourism Organisations. 	✓	✓	✓
Tourism Associations	<p>Lead regional collaboration through development of Local Tourism Organisations (LTOs) within the SW.</p> <p>Support marketing and tourism development initiatives in the region.</p>	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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. 	✓	✓	✓
	Recognise the importance of safe and trafficable roads to underpin tourist activities and encourage travel and exploration.	<ul style="list-style-type: none"> • Establish a dump point development incentive scheme. • Support natural resource management projects (eg: Camfield). 	✓	✓	✓
	Lobby for continued focus on safe and trafficable roads.	<ul style="list-style-type: none"> • 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). 	✓		
	Support the development of new or enhancement of existing tourism icons.	<ul style="list-style-type: none"> • Investigate opportunities to provide better access to rivers and water bodies across the sub-region. • Support the establishment of a regional convention centre. 	✓	✓	
	Partner with stakeholders on short stay accommodation initiatives.	<ul style="list-style-type: none"> • 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. 	✓		
	Support and promote environmental education and awareness in the sub-region.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Investigate the development of a ‘sub-regional’ international economic and cultural relationship. 	✓		

		<ul style="list-style-type: none"> • Establish and/or continue to develop economic and cultural relationships with sister towns and cities. • Continue to strengthen friendship and/or historical international relationships (eg: Sandakan Memorial Service – Malaysia). 	✓	✓	✓
Business and culture	<p>Recognise the value of cultural awareness, especially where this directly impacts on business and social development within the region.</p> <p>Support the development of positive cultural awareness and business engagement practices.</p>				
Visitation	Support programs, activities and initiatives which encourage international visitation.	<ul style="list-style-type: none"> • Assist promote wine regions to international target markets particularly those found in Asia. 	✓	✓	✓
Education	Support programs, activities and initiatives which encourage international students.	<ul style="list-style-type: none"> • Promote international education exchanges where possible. 	✓	✓	✓

HOUSING

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Affordable Housing	<p>Support the development of a mix of affordable housing options providing choice in terms of scale and financial accessibility.</p> <p>Build awareness of market gaps in towns within the region.</p> <p>Advocate for a review of the cost of service installation and headworks charges, which result in higher land production costs.</p>	<ul style="list-style-type: none"> • Identify supplies of unallocated Crown land residential lots which could offer affordable options for new residents in expanding towns. • Support affordable housing projects in the Shires. • Support land based planning for a choice of diverse housing and land types. 	✓	✓	
			✓	✓	✓
			✓	✓	✓

Aged and adaptable housing	Support the development of fit for purpose housing which supports inclusion and ageing in place.	<ul style="list-style-type: none"> Lead, partner and/or support demand-driven development of aged housing/accommodation projects in the Shires (eg: Cherry Glades, Bridge St, Stinton Gardens, Djandangerup Cottages, etc.). 	✓	✓	✓
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ACTIVE AGEING

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
High and residential care	<p>Support the enhancement and/or expansion of both high care accommodation and residential care services to the home.</p> <p>Support the development of dedicated mental health infrastructure within the South West and a more regionalised approach.</p> <p>Encourage health and allied health agencies servicing the region to consider innovative staffing solutions (eg: cross-agency staffing packages).</p>	<ul style="list-style-type: none"> Assist development of demand-driven high and respite care facilities in the Shires (eg: Tuia lodge, Boyup Brook Citizen’s Lodge, Moonya Lodge). Develop an attraction strategy for additional high care nursing facilities in the Shires. 	✓	✓	✓
Engagement and amenity	<p>Provide safe and welcoming towns with a focus on accessible infrastructure and walkable town centres.</p> <p>Encourage volunteering and volunteering support.</p> <p>Acknowledge the value of seniors in our communities and encourage activities and initiatives which embrace and engage this demographic.</p>	<ul style="list-style-type: none"> Support the development of aged-sensitive infrastructure. Support the social development of the community through lifestyle programs. 	✓	✓	✓

URBAN RENEWAL/TOWN GROWTH

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Growth centres	Leverage positive outcomes of Regional Growth Centre development to support continued growth and additional growth in the surrounding towns and region.	<ul style="list-style-type: none"> • Prepare and implement Infrastructure Plans for Balingup, Nannup, Bridgetown, Greenbushes, Boyup Brook, Donnybrook, Pemberton, Northcliffe and Walpole aligned to growth centre methodology and outcomes. 	✓		
Revitalisation	Support urban renewal programs which focus on increasing amenity, appeal, sustainability and build/maintain the character of towns within the region.	<ul style="list-style-type: none"> • Identify priority town growth projects within each LGA and pursue funding. • Position town-sites within the catchment area to take advantage of the Talison Lithium expansion through an overarching strategy for urban renewal. • Continue existing and implement newly-funded Revitalisation projects. • 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	<p>Advocate for, and support, the provision of quality educational institutions and allied services within the region.</p> <p>Maintain awareness of local education issues.</p>	<ul style="list-style-type: none"> • Continue to advocate for the retention of schools from K to year 10 in all Shires. • 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 for a Child Care Strategy to ensure adequate child care places are funded and supported so that families are able to take up employment opportunities. 	✓ ✓ ✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓

		<ul style="list-style-type: none"> • Explore opportunities to increase secondary education in the Warren Blackwood. • Review and expand school bus services across the region in order to increase capacity for “complementary” students. 	✓	✓	✓
Flexible learning	<p>Consider an array of offsite university study options in the region specific to identified learning streams (eg. horticulture).</p> <p>Work with education agencies and recognised training organisations to optimise learning opportunities throughout the region.</p>				

EMERGENCY SERVICES

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Emergency facilities	Support the improvement and/or development of facilities which provide emergency response services to the region.	<ul style="list-style-type: none"> • Upgrade Bushfire Brigade buildings • Provide adequate lighting in all recreation zones. • 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	<p>Support the collective activities of various agencies to work collaboratively to provide response and recovery mechanisms to deal with emergency events.</p> <p>Acknowledge that Local Government have an increasing role in bush fire mitigation.</p>	<ul style="list-style-type: none"> • Advocate for continuation of funding for services such as the RAC helicopter and increased support for volunteer bush fire brigades. • Pursue establishment of dedicated fund for emergency access routes to ensure community bushfire safety. • Identify and support improvements to emergency access routes to increase safety in the event of emergency/bushfire response 	✓	✓	✓

		<ul style="list-style-type: none"> • 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 (eg: Geegelup Brook Flood Study). 	✓	✓	✓
			✓	✓	✓
			✓	✓	✓
			✓	✓	✓
			✓	✓	✓
			✓	✓	✓
			✓	✓	✓

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.	• Support an attraction strategy for 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 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.	✓	✓	✓

<p>Social determinants</p>	<p>Support community-based delivery of community health services.</p> <p>Support the implementation of a broad-based South West healthy living program to prevent increased obesity and drug and alcohol dependency.</p> <p>Advocate for provision of local mental health funding for community based delivery in the region.</p> <p>Support community based delivery of community health services such as infant health, speech therapy, parent support and breastfeeding support.</p> <p>Support local mental health, drug and alcohol initiatives.</p>	<ul style="list-style-type: none"> • Identify gaps in child care services in communities and advocate for funding. • Identify gaps in community health services in communities. • Identify gaps in mental health, drug and alcohol initiatives services in communities. 	<p>✓</p> <p>✓</p> <p>✓</p>		
<p>Sport and recreation</p>	<p>Support the strategic allocation of, and access to, built and natural recreational spaces which recognise population demographics, activity preferences, local features and facilities.</p> <p>Support review of existing facilities, participation statistics and evolving recreational trends.</p> <p>Support co-location of facilities for long term sustainability.</p> <p>Advocate for funding to support development of sport and recreation infrastructure and activities.</p> <p>Pursue funding to improve sport and recreational facilities and address ageing infrastructure.</p>	<ul style="list-style-type: none"> • Review the Lower South West Sport & Recreation Facilities Plan and support implementation. • Develop 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. 	<p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>	<p>✓</p>

	Support local sporting events.			
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COMMUNITY CAPABILITY AND CAPACITY

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Community services	<p>Ensure the not-for-profit and community sectors are engaged in regional development.</p> <p>Monitor service provision through collaborative reviews to ensure efficiencies and avoid duplication.</p> <p>Support co-Location of NFP services and other community groups where practicable and viable.</p>	<ul style="list-style-type: none"> • Rationalise Shire owned/managed land and buildings to optimise opportunity for Shire and community initiatives. • Support Men's Shed development. 	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p>
Volunteerism	<p>Ensure volunteerism is recognised, valued and respected within the region.</p>	<ul style="list-style-type: none"> • Support investigation of ways to reduce 'red tape' associated with volunteerism. • Support investigations to identify reasons why volunteering is decreasing and determine mitigation strategies. • Implement identified volunteer decline mitigation strategies. • Promote and support best practice volunteerism. • Support Community Gardens. 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
Social Enterprise	<p>Support opportunity for growth in community enterprises that provide environmental, social and economic benefits, including employment and training.</p>	<ul style="list-style-type: none"> • Assist identify and support developing and innovative projects/groups. 	<p>✓</p>	<p>✓</p>	<p>✓</p>

	Support the establishment of a funding program that supports social enterprise initiatives at the local and regional level.				
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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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 activities 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	<ul style="list-style-type: none"> Support the development of Reconciliation Action Plans. Engage with relevant Aboriginal Regional Corporations (when activated) and the South West Aboriginal Land and Sea Council to assist implement South West Native Title Settlement. Investigate development of a joint Reconciliation Action Plan for the region. 	✓ ✓ ✓	✓	

LEADERSHIP AND COLLABORATION

PRIORITY	ACTIONS	SPECIFIC PROJECTS	TIMELINE		
			1-3	3-5	5-10
Leadership	<p>Support programs, activities and initiatives which build leadership capacity, identify emerging leaders and promote citizenship.</p> <p>Acknowledge emergent heroism.</p>	<ul style="list-style-type: none"> • Encourage the development of a sub-regional leadership and/or youth awards scheme. • Support resilience-oriented leadership. 	✓		
Collaboration	<p>Support programs, activities and initiatives which encourage strategic alliances, cooperative approaches and shared resources to optimise outcomes.</p>	<ul style="list-style-type: none"> • Maintain a formal strategic alliance of LGAs within the region. • Support project-based collectives. 	✓	✓	✓