

A person wearing a blue helmet and a white t-shirt with a colorful pattern is riding a bicycle on a gravel path. They are looking towards a white lighthouse situated on a rocky cliff overlooking the ocean. The sky is blue with scattered clouds. In the foreground, there is a signpost with a green arrow pointing up and the text 'Levee Road' and 'Beach Access'.

Corporate Business Plan 2026-30

amrshire.wa.gov.au





The Shire of Augusta Margaret River acknowledges we are on Wadandi and Pibelman Boodja, whose ancestors and their descendants are the traditional custodians of this country.

We acknowledge the Wadandi and Pibelman have been Custodians since the land was soft (creation times) and continue to perform age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

The Shire is committed to Aboriginal Australians sharing fairly and equitably in the region's cultural, social, environmental and economic future.



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Message from the CEO

I am proud to present the Shire of Augusta Margaret River's 2026-30 Corporate Business Plan.



This document outlines our priorities for the next four years to deliver the future our community envisions, as set out in our Strategic Community Plan (SCP) 2025–2035. It outlines the work we will undertake and our approach, guided by our values of respect, integrity, community and excellence.

Our SCP, adopted in 2025, reaffirmed what matters most to our residents. While we are a diverse community, we share a strong commitment to protecting the natural environment and ensuring a vibrant, sustainable future for generations to come.

Over the past year, we've made important progress towards this goal. We delivered a new Biodiversity Strategy to strengthen environmental protection and an Agricultural Policy recognising the importance of our farming sector. We also continue to progress our new 'rulebook' for land use across the Shire, the Local Planning Scheme No. 2, which is now awaiting final State approval.

Despite current global economic challenges, we remain focused on delivering the essential services our community relies on and maintaining safe, high-quality infrastructure and facilities. We'll continue to invest strategically in the renewal and maintenance of our assets, and will adapt to fluctuating costs to ensure we remain financially sustainable.

In the year ahead, we'll be implementing a new enterprise resource planning (ERP) system. This will improve internal efficiencies, streamline processes and allow us to better serve our community and respond to their needs.

While systems and infrastructure are important, our people remain at the heart of everything we do. We're committed to fostering accountability, supporting a safe workplace and building trust through responsive, community-focused service. This Plan reflects the dedication of our staff, across all levels, who have carefully considered how their work can make our community a better place to live. It also reflects the many community members who engage with us, to shape our direction and help us to be the best we can be.

We know our region will continue to grow and change. Our role is to guide that change, protect what makes this place special, and deliver for our community now and into the future.

A handwritten signature in black ink, appearing to read 'Andrea Selvey', written in a cursive style.

Andrea Selvey
Chief Executive Officer, Shire of Augusta Margaret River



How we plan

Understanding the Corporate Business Plan

The Corporate Business Plan (CBP) translates the priorities of Council and community into operational delivery over a four year period. Throughout the CBP you will see reference to how the Shire's services and projects are aligned to these priorities, grouped within three focus areas as depicted below.

Our community vision

One community, standing together with nature

Focus areas and outcomes

Caring for our natural environment

- E1 Natural landscapes are protected and managed to preserve and restore their biodiversity and cultural values.
- E2 New development is concentrated within clearly defined areas to avoid impacts on remaining farmland and ecosystems.
- E3 Waste is minimised with a focus on keeping resources in circulation.
- E4 The Shire and community are committed to climate action, reducing carbon emissions and achieving net zero.
- E5 Industry, government, community and visitors understand, respect, and steward the environment.
- E6 Water resources are protected and well-managed to ensure ecosystems flourish in the region.
- E7 Strong community partnerships support environmental initiatives and projects.

Managing our built environment

- B1 Townsites develop in a manner that retains their unique identity and encourages community connection, safety and vibrancy.
- B2 Active lifestyles are supported through a range of facilities, sports and recreation opportunities and public open space.
- B3 Community halls, libraries and other facilities continue to evolve to meet our community's needs.
- B4 A well-connected network of paths, cycle trails, roads and transport options allows safe movement through and between townsites.
- B5 Residents and seasonal workers have access to a diverse range of housing options that meet their needs and budgets.
- B6 Our built environment is functional, sustainable, accessible, safe, and sympathetic to the surrounds.

Looking after our growing community

- C1 Our healthcare, childcare, aged care and education services are well-resourced and responsive to the needs of a growing and ageing population.
- C2 Young people feel valued, empowered and engaged, and have good opportunities for building a future here.
- C3 Our community's wellbeing is supported by a variety of services, programs and community groups that build strength and connection.
- C4 Farmers and local businesses feel valued and can thrive in a supportive economic and regulatory environment that acknowledges our responsibilities to future generations.
- C5 We are welcoming and inclusive to all, regardless of background and ability, and our multicultural community is enriched by Wadandi Pibelman culture and knowledge.
- C6 The health, safety and resilience of our communities is supported through a coordinated approach of risk management, response and recovery.
- C7 Our vibrant arts and events showcase and celebrate our unique identity, bring public spaces to life, and create meaningful experiences for all.

Reading the Plan

In the CBP, the focus areas and related outcomes are underpinned by our strategic goals and guiding strategies and plans. The CBP outlines the services and key projects we will deliver to meet our goals and contains:

- Our strategic vision and direction
- Our Integrated Planning and Reporting Framework
- Planned services and projects
- Resourcing plans that support delivery of the CBP
- How we will measure and report on performance

How we work

Guiding principles

W1	Community-first mindset We act with a community-first mindset, where customer service is the responsibility of all staff.
W2	Effective communication Our communication reflects integrity, care, and a commitment to building enduring relationships with our community.
W3	Inclusive engagement We actively listen, engage and collaborate with our whole community to better understand all perspectives to aid our decision-making.
W4	Ethical leadership We demonstrate ethical leadership at all levels in our organisation, making decisions in an open, transparent and accountable way.
W5	Bold thinking We embrace a courageous mindset to meet the unique challenges of our times, pursuing bold and creative ideas for a sustainable future.
W6	Financial responsibility We manage our finances responsibly, investing in services and assets that deliver sustainable, long-term value for now and the future.
W7	High performing staff We provide a supportive, empowering and safe environment that encourages Council and staff to deliver to their best potential.
W8	Continuous improvement We ensure our processes, systems and services are fit-for-purpose and evolve to meet the diverse needs of all who use them.

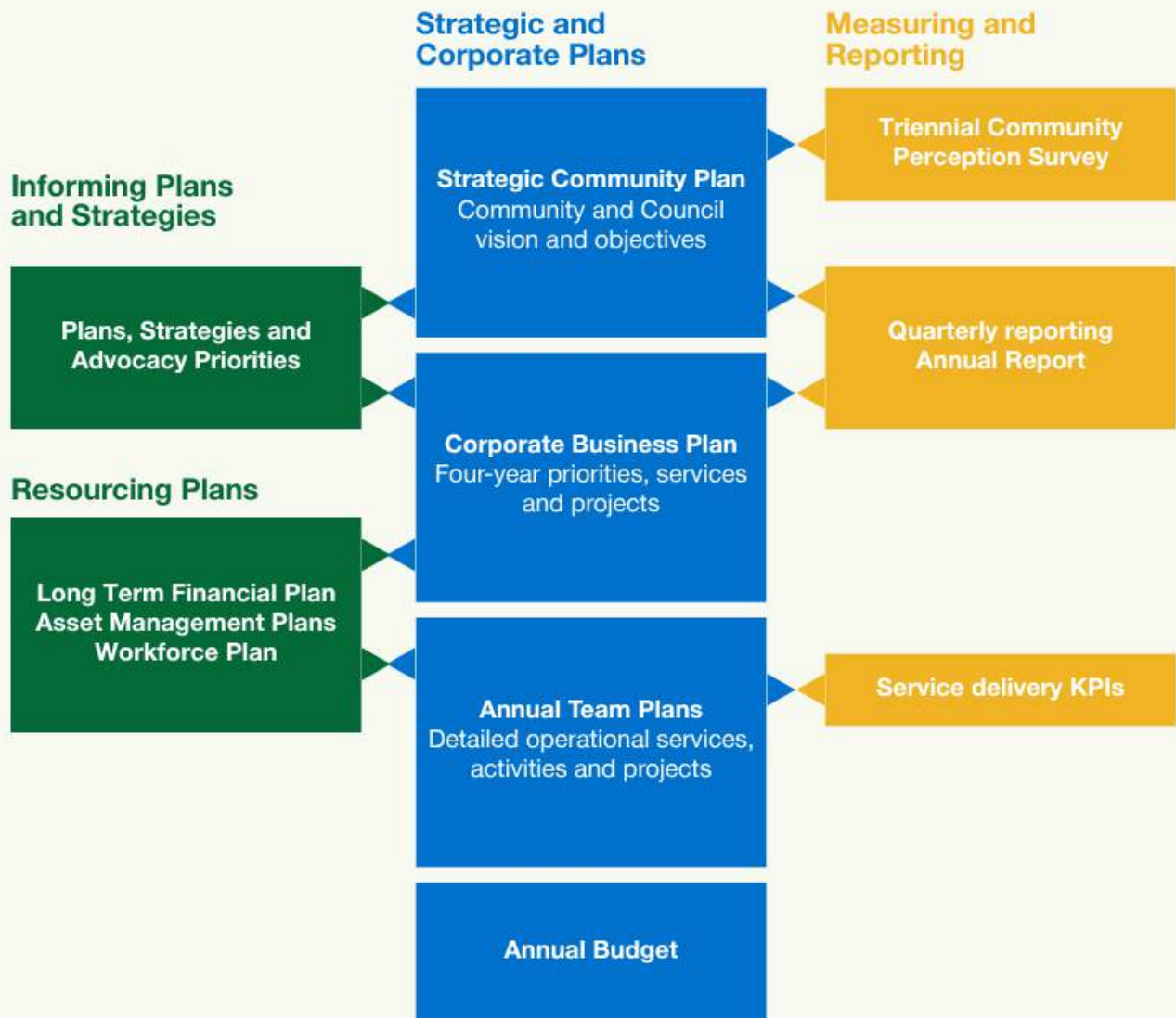
Integrated Planning and Reporting Framework

Local governments are required to adopt the following as part of the Integrated Planning and Reporting (IPR) Framework:

- **Strategic Community Plan** – a ten-year plan which outlines the vision and direction of the organisation, informed by community aspirations for the future
- **Corporate Business Plan** – a four-year plan which sets our services and projects planned to be delivered in order to progress advancement towards the SCP outcomes

The IPR Framework provides local governments with a guide for translating community priorities and aspirations into operational objectives. It also tracks the progress in delivering on these objectives.

The below diagram shows how the IPR Framework is applied at the Shire of Augusta Margaret River.



Shire of Augusta Margaret River

Strategic Community Plan 2025-35

amrshire.wa.gov.au



About our community

Nestled in the heart of Western Australia's South West, the Shire of Augusta Margaret River is a place of extraordinary natural beauty and cultural richness. Framed by ancient forests, dramatic coastlines and world-renowned surf, our region is celebrated for its natural environment and vibrant biodiversity.

Home to a welcoming and diverse community, it offers a highly desirable lifestyle shaped by creativity, sustainability, and connection to nature. From our world-renowned winemakers and fresh food producers to our thriving arts scene and unique heritage, the Shire is as inspiring to visit as it is to live in. Where every corner tells a story and every season brings something new.



42

Average age



50/50

% male/female split



1.4%

First Nations people



22.4%

Born overseas



23%

Live in rental homes



24%

Volunteer



12%

Work in accommodation
and food services



Wine

Most valuable export



1 in 5

People on holiday in
the region on any
given day



56%

Completed year 12
education or
equivalent



8%

Youth disengagement
with education and
employment

Gracetown
244

Prevelly &
Gnarabup
766

Cowaramup
2,889

Population
(2024)
19,410
Projected
population (2035)
27,665

Margaret
River
9,684

Witchcliffe
1,448

Rosa
Brook
222

Rural
areas
1,978

Karridale
400

Kudardup
137

Augusta
1,590

Scott River
region
52

Our facilities

There are many facilities across the shire that our community and visitors make use of. There are over 600 of these assets that require Shire staff to regularly inspect and maintain.



Parks 69



Recreation centres 2



Libraries 2



Reserves 226



Sports fields and ovals 16



Arts and culture centres 1



Dog exercise areas 24



Sports club facilities 12



Community halls 11



Animal management facilities 1



Holiday parks 3



Admin buildings 2



Jetties and boat ramps 27



Playgrounds 33



Public amenity buildings 20



Car parks 91



Aerodromes 2



Waste facilities 3



Bridges 24



Emergency services facilities 13



Cemeteries 2



Sealed roads 572km



Unsealed roads 590km



Paths and trails 140km

Did you know?

Local governments are responsible for one-third of Australia's public infrastructure, including 77% of the national road network, yet receive less than 1% of Commonwealth tax revenue in ongoing support.

Our services

The Shire provides a number of services, each with a unique role to play in delivering against our community vision and strategic direction. Resources are allocated through the budgeting process to deliver these services.

On pages 18-31 you will find a summary of each service and how the service contributes to the outcomes outlined in the SCP.

A number of the services we provide deliver outcomes across a number of SCP focus areas. Over the following pages these service summaries are included under the predominant key theme relating to these services.

Some services we provide support delivery of outcomes across all focus areas, and these service summaries are included under 'How we work' on pages 32-35.

	Caring for our natural environment	Managing our built environment	Looking after our growing community	Shire support functions
Administration				
Arts and Economic Development				
Asset Services				
Communications and Engagement				
Community Buildings				
Community Development and Resilience				
Community Emergency Services				
Corporate Planning and Reporting				
Customer Services				
Finance				
HEART / Nala Bardip Mia Support				
Holiday Parks and Campgrounds				
Information and Systems				
Landcare and Environment				
Legal and Governance				
Library Services				
Outside Hours School Care				
Parks and Gardens				
People, Culture and Safety				
Planning, Building and Development Services				
Public Health				
Ranger Services				
Sport and Community Recreation Services				
Waste Services				
Works, Construction and Technical				

 Support functions support all key theme outcomes



Our community vision

We are

**One community,
standing together
with nature.**

An aerial photograph of a coastal landscape. In the upper left, a river flows through a forested area. A winding road cuts through the middle of the image. In the lower left, a sandy beach meets the ocean, with waves breaking on the shore. The sky is a warm, hazy orange, suggesting a sunset or sunrise.

We have three focus areas

1

**Caring for our
natural environment**

2

**Managing our built
environment**

3

**Looking after our
growing community**

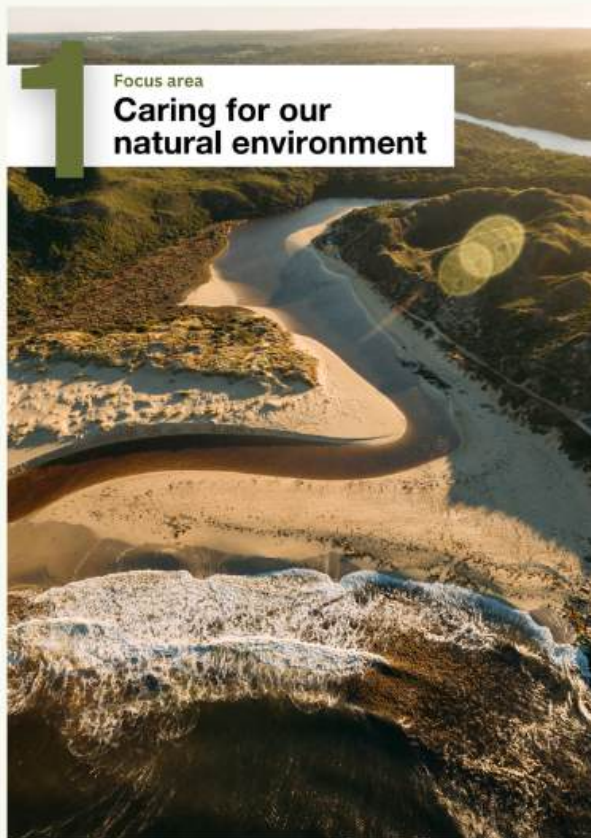
Strategic Community Plan 2025-35

The Shire's SCP underwent a major review during 2024-25. The Strategic Community Plan 2025-35 was the result of community consultations. This included more than 2,300 residents contributing to the engagement through online surveys and workshops in person, expert insights, Council consultations and collaborative sessions with a dedicated Reference Group.

The full SCP can be found on our website amrshire.wa.gov.au

Focus areas

The SCP identifies three clear focus areas which guide the work we deliver for our community.



How we work

To deliver against these community outcomes, we recognise that the way we do things is equally important as what we do.

Delivery against the focus areas is therefore underscored by a set of principles around the way we work.



Caring for our natural environment

Where we want to be In 2035...



E1

Natural landscapes are protected and managed to preserve and restore their biodiversity and cultural values.

New development is concentrated within clearly defined areas to avoid impacts on remaining farmland and ecosystems.



E2



E3

Waste is minimised with a focus on keeping resources in circulation.

The Shire and community are committed to climate action, reducing carbon emissions and achieving net zero.



E4



E5

Industry, government, community and visitors understand, respect, and steward the environment.

Water resources are protected and well-managed to ensure ecosystems flourish in the region.



E6



E7

Strong community partnerships support environmental initiatives and projects.

Key informing plans and strategies

- Climate Action Plan
- Climate Adaptation Plan
- Coastal Hazard Risk Management and Adaptation Plan
- Local Biodiversity Strategy

How these outcomes will be achieved

Services		
Service and service statement	Sub-services	SCP outcome
Landcare and Environment Provides responsive and high-quality landcare and environmental services, focusing on biodiversity, water quality, and environmental volunteerism.	• Partnership and support to peak bodies and community groups • Community education and environmental volunteerism promotion • Environmental planning and approvals support • Natural resource management • Volunteer and contractor management	E1 E4 E5 E6 E7 C3
Parks and Gardens Coordinates and delivers maintenance and horticultural services across public open spaces, reserves and sporting fields.	• Bushfire mitigation • Mowing • Playgrounds and sporting ovals • Recycled water scheme • Rehabilitation planting • Landscaping and tree planting • Weed control and verge maintenance	B2 C6 E1 E6
Waste Services Provides and regulates waste services to support sustainable waste practices in the community.	• Management of waste – kerbside collections, operation of transfer stations, resource recovery services and landfill operations • Management of wastewater – operation of the liquid waste facility • Waste education and community engagement	E3 E4 E5

Key projects						
Action/project	Description	SCP outcome	2026-27	2027-28	2028-29	2029-30
Biodiversity Strategy	Implementation of actions in the Local Biodiversity Strategy in partnership with our community.	E1 E5 E6 E7	●	●	●	●
Climate Action Plan – Shire	Undertake actions to reduce the Shire's carbon emissions in line with the targets established in the Climate Action Plan.	E4 E5 E6	●	●	●	●
Climate Action Plan – Community	Assist local householders and businesses to reduce carbon emissions as outlined in the Climate Action Plan.	C3 E4 E5 E6	●	●	●	●
Climate Adaptation Plan	Progressive implementation of climate adaptation measures.	E4 E5 E6	●	●	●	●
CHRMAP review	Review and implement the Coastal Hazard Risk Management and Adaptation Plan.	E1 E5 E6 E7	●	●	●	●
Investigate reintroduction of FOGO processing	Investigate possibilities for reintroduction of FOGO processing following closure of the Bunbury Harvey Regional Council (BHRC) facility.	E3	●			



Managing our built environment

Where we want to be In 2035...



B1

Townsites develop in a manner that retains their unique identity and encourages community connection, safety and vibrancy.

Active lifestyles are supported through a range of facilities, sports and recreation opportunities and public open space.



B2



B3

Community halls, libraries and other facilities continue to evolve to meet our community's needs.

A well-connected network of paths, cycle trails, roads and transport options allows safe movement through and between townsites.



B4



B5

Residents and seasonal workers have access to a diverse range of housing options that meet their needs and budgets.

Our built environment is functional, sustainable, accessible, safe, and sympathetic to the surrounds.



B6

Key informing plans and strategies

- Leisure Plan
- Public Open Space Strategy
- Asset Management Plan
- Local Planning Strategy
- Local Planning Scheme No. 2

How these outcomes will be achieved

Services		
Service and service statement	Sub-services	SCP outcome
Asset Services Ensures efficient, sustainable infrastructure to meet current and future community needs.	• Capital project planning and asset management • Road and traffic management • Quality control of developer provided assets • Subdivision development compliance	B1 B2 B4 B6
Planning, Building and Development Services Provides high-quality building, planning and sustainability services to achieve positive environmental and community outcomes while implementing legislation.	• Building services • Developer contribution management • Statutory planning services • Strategic planning services • Climate adaptation • Sustainability education	B1 B6 E1 E2 E4
Community Buildings Manages construction and maintenance of community buildings to ensure safety, access and amenity.	• Community building asset management planning • Community building asset renewal • Community facilities maintenance	B3 B6

How these outcomes will be achieved (cont.)

Works – Construction Operates the Shire's roadwork fleet, delivers capital works and road programs with a focus on safety.	• Carpark construction • Footpath construction • Gravel resheeting • Kerb replacement • Marine structure preservation • Road construction and rehabilitation	B4 B6
Works – Drainage and Maintenance Maintains infrastructure including roads, bridges and facilities alongside provision of emergency response services.	• Bridge maintenance • Footpath repair and replacement • Drainage renewal • Outdoor infrastructure maintenance • Road maintenance • Shire facilities maintenance • Signage installation and maintenance • Stormwater drainage maintenance • Trails maintenance • Drainage maintenance	B3 B4 B6
Works – Technical Services, Project Management, Workshop and Administration Supports works operations through technical advice, project management and fleet oversight.	• Site survey and design • Geotechnical testing and reporting • Hydrological studies • Engineering design • Fleet management and maintenance • Project management and administration	B4 B6



Key projects

Action/project	Description	SCP outcome	2026-27	2027-28	2028-29	2029-30
Cowaramup Precinct Plan and Integrated Transport Strategy	Progress the Cowaramup Precinct Plan and Integrated Transport Strategy actions to improve road safety, manage traffic growth and enhance connectivity for all road users, including a focus on active transport.	B1 B4 B6	●	●	●	●
Augusta Precinct Plan and Streetscape Plan	Progress the Augusta Precinct and Streetscape Plans, ensuring consultation with the local community to progress community priorities.	B1 B4 B6	●	●	●	●
Margaret River Parking Strategy	Review and update the 2014 Margaret River Parking Strategy with an emphasis on supply and cash in lieu of parking.	B1 B4 B6	●			
Update Witchcliffe Precinct Plan	Update the Witchcliffe Precinct Plan including consideration of current and future parking needs.	B1 B4 B6	●			
Local Planning Strategy review	Undertake review of Local Planning Strategy following release of latest census data.	B1 B4 B6		●		
Developer Contributions Plan review	Undertake review of the Developer Contributions Plan.	B3 B6 W6	●			

Looking after our growing community

Where we want to be In 2035...



C1

Our healthcare, childcare, aged care and education services are well-resourced and responsive to the needs of a growing and ageing population.

Young people feel valued, empowered and engaged, and have good opportunities for building a future here.



C2



C3

Our community's wellbeing is supported by a variety of services, programs and community groups that build strength and connection.

Farmers and local businesses feel valued and can thrive in a supportive economic and regulatory environment that acknowledges our responsibilities to future generations.



C4



C5

We are welcoming and inclusive to all, regardless of background and ability, and our multicultural community is enriched by Wadandi Pibelman culture and knowledge.

The health, safety and resilience of our communities is supported through a coordinated approach of risk management, response and recovery.



C6



C7

Our vibrant arts and events showcase and celebrate our unique identity, bring public spaces to life, and create meaningful experiences for all.

Key informing plans and strategies

- Access and Inclusion Plan
- Age Friendly Community Plan
- Empowering Youth Plan
- Jenna Yen Mundamung (Walking Together Strategy)
- Community Health and Wellbeing Strategy (previously Public Health Plan) (draft)
- Strengthening Community Capacity Plan
- Economic Development Strategy (draft)
- Bushfire Risk Management Plan

How these outcomes will be achieved

Services		
Service and service statement	Sub-services	SCP outcome
Arts and Economic Development Supports a resilient economy, developing arts, cultural opportunities, activations and events.	• Sustainable economy development • Partnerships and grants management • Commercial activity permits • Arts and creative industries support • Events planning and townsite activation • Event permits and compliance	C7 E5 E7
Margaret River HEART / Nala Bardip Mia Supports delivery of arts, cultural events and management of the building.	• Technical and production development and delivery • HEART building operations and maintenance	B3 C7
Community Development and Resilience Drives community wellbeing, inclusion, resilience and supports community groups.	• Reconciliation and Aboriginal engagement • Access, inclusion and diversity • Community capacity building • Emergency response and recovery • Promoting an age friendly community • Youth development and youth precinct management • Community partnerships and grant management	C2 C3 C5 C6 C7
Community Emergency Services Leads and supports bushfire brigades and emergency management arrangements.	• Bushfire fuel mitigation • Emergency risk management and response • Financial and administrative management to volunteers • Shire emergency service infrastructure	C6 E5 E7
Holiday Parks and Campgrounds Delivers accessible, safe and sustainable holiday park experiences.	• Campgrounds and camp sites • Chalets • Caravan sites • Camping facilities and infrastructure • Marketing • Bookings management	B3 B5

How these outcomes will be achieved (continued)

Public Health Protects community health and wellbeing through regulation, promotion and monitoring.	• Compliance of public health issues and permit applications • Food safety, hygiene and mosquito management • Food and water sampling • Health and pool inspections and registrations • Liquor licensing • Caravan park and lodging house safety • Wastewater approvals and inspections • Hazardous materials advice • Health promotion and education	C6 E1 E3 E6 E7
Outside Hours School Care Provides safe, inclusive and engaging outside school care and creche services.	• Before and after school care • Creche services • Vacation care	B2 C1
Library Services Provides accessible library services and programs to support learning and community connection.	• Community hub • Digital library services • Library services • Lifelong learning programs • Online library services • Family and children services • Seniors Week programs	B3 C3
Ranger Services Promotes safety and compliance through education, engagement and enforcement.	• Cemetery services • Community safety and engagement • Fire compliance, education and fire break inspections • Management and control of cats, dogs and livestock • Ranger public education • Camping and parking compliance • Littering and abandoned vehicles	C1 C6 E5
Sport and Community Recreation Services Promotes wellbeing through access to sport and recreation facilities and programs.	• Augusta Recreation Centre - health and fitness, indoor sports and community recreation, hydrotherapy • Beach safety services • Margaret River Recreation Centre - aquatics including swimming lessons and swim school, health and fitness, indoor sports and community recreation • Provision and management of outdoor sporting facilities • Support of local sporting groups and clubs	B2 B3 B6 C3



Key projects						
Action/project	Description	SCP outcome	2026-27	2027-28	2028-29	2029-30
Local Law review	Progress amendments to local laws following on from the 2025-26 review process.	W4 C6	●	●		
Firebreak Notice review	Undertake a major review of the firebreak notice in strong consultation with stakeholders and community.	B6 C6	●			
Access and Inclusion Plan	Undertake a major review of the Access and Inclusion Plan.	C1 C2 C3 C5 C7		●		
Jenna Yen Mundamung Walking Together Strategy	Undertake a major review of the Jenna Yen Mundamung Walking Together Strategy.	C3 C5		●		
Age Friendly Communities Plan	Undertake a major review of the Age Friendly Communities Plan.	C1 C2 C3 C5 C7			●	
Community Halls management	Implement recommendations from the 2025-26 Community Halls review.	B3 C3 C7	●			
Agriculture Reference Group and implementation plan	Formalise the agricultural reference group and develop a three year roadmap to advance the policy principles established in 2025-26.	C4	●			
Economic Development Strategy	Develop an Economic Development Strategy that defines the role the Shire will play in supporting the local economy for the next five years.	C4	●			

Creative Culture Plan review	Undertake a review of the Shire's Creative Culture Plan.	C3 C7	●			
Overflow Campsite establishment (Phase 1)	Test desirability, feasibility and viability of an overflow campsite via a 2026-27 pilot.	C5 E1	●			
Strategic Masterplan review	Develop and implement the long-term strategy business case for the Shire's Holiday Parks and Campgrounds.	C4 W4 W6	●	●		
Dog exercise area review	Review dog exercise area needs within Augusta and Witchcliffe.	B3 C3	●	●		
Community Health and Wellbeing Strategy	Develop a Community Health and Wellbeing Plan to define the role the Shire will play in supporting community health and wellbeing outcomes over the next 5 years (incorporating the public health plan).	C1 C2 C3 C5 C6	●			
Augusta Book Club	Undertake a review of the pilot Augusta Book Club courier service.	C3	●			
Child Safety Policy	Development of a Child Safety Policy to ensure the Shire is fulfilling safe practices when working with children.	C1 C2 C3 W4	●			
Sport and Recreation Reference Group	Re-establishment of a Sport and Recreation Reference Group to ensure sporting club voices inform Shire decisions.	C3 W2 W4	●			
Christmas Activations	Deliver Christmas activations across the region, including upgraded Christmas lights in townsites and community-led street parties.	C7	●			
Empowering Youth Plan	Undertake a 5-yearly review of the Empowering Youth Plan.	C2 C3 C5	●			

How we work

Just as important as the things we do is the way we do things. The Shire is guided by the following principles that outline what you can expect from us as we deliver outcomes across each of the three focus areas – protecting our natural environment, managing our built environment and looking after our growing community.



W1 Community-first mindset

We act with a community-first mindset, where customer service is the responsibility of all staff.



W2 Effective communication

Our communication reflects integrity, care, and a commitment to building enduring relationships with our community.



W3 Inclusive engagement

We actively listen, engage and collaborate with our whole community to better understand all perspectives to aid our decision-making.



W4 Ethical leadership

We demonstrate ethical leadership at all levels in our organisation, making decisions in an open, transparent and accountable way.



W5 Bold thinking

We embrace a courageous mindset to meet the unique challenges of our times, pursuing bold and creative ideas for a sustainable future.



W6 Financial responsibility

We manage our finances responsibly, investing in services and assets that deliver sustainable, long-term value for now and the future.



W7 High performing staff

We provide a supportive, empowering and safe environment that encourages Council and staff to deliver to their best potential.



W8 Continuous improvement

We ensure our processes, systems and services are fit-for-purpose and evolve to meet the diverse needs of all who use them.

Key informing plans and strategies

- Customer Experience Strategy
- Information and Communication Technology (ICT) Strategy
- Integrity Framework
- Workforce Plan

Services that support these focus area outcomes

Services		
Service and service statement	Sub-services	SCP outcome
Executive To provide strategic and operational oversight, advise Council and lead stakeholder relations.	• Advocacy lead • Australian citizenship ceremonies • Councillor administration support • Corporate organisational leadership • Stakeholder and community relationships • Sister City relationships • Day-to-day operations of the Shire • Performance reporting to statutory bodies • Presidential functions and events	W1 W2 W3 W4 W5 W6 W7 W8
Governance, Legal, Property and Contract Services Ensures transparent and fair decision-making, legal compliance and procurement integrity.	• Election administration • Corporate compliance management • Council support and meeting administration • Freedom of information requests • Legal services • Organisational risk management • Procurement and contract management • Property leasing and land asset management • Public notice board	W1 W2 W4 W8
Communications and Engagement Delivers integrated communications and engagement aligned to organisational priorities.	• Multi-channel public communications • Community engagement project delivery • Statutory advertising • Website management • Photography videography and design support	W1 W2 W3
Customer Services Provides high quality frontline customer service for the Shire, Department of Transport and TransWA.	• Department of Transport licensing • Phone service and triage • Front counter services and correspondence registration • Information provision • TransWA ticketing services • Work request administration	W1 W2
Corporate Planning and Performance Leads planning, budgeting and reporting aligned to strategic objectives.	• Budgeting • Corporate planning and reporting • Long Term Financial Plan	W6 W8

Services that support these focus area outcomes (cont.)

Services		
Service and service statement	Sub-services	SCP outcome
Finance Provides financial stewardship including reporting, compliance and revenue management.	• Accounts payable and receivable • Financial audit and compliance reporting • Financial reporting • General ledger maintenance • Insurance administration • Investment portfolio management • Property rates and revenue services	W6
Information and Systems Delivers secure and efficient ICT systems, information management and drives better customer service outcomes.	• Desktop support • Disaster recovery planning • GIS services • ICT hardware management • Information and archival management • Software management • Business analysis • Enterprise Resource Planning implementation	W5 W8
People, Culture and Safety Supports workforce capability, safety, wellbeing and organisational culture.	• Organisational cultural development • Payroll and taxation • Personnel management • Recruitment • Training development and education • Work health safety and wellbeing • Workforce planning and relations	W7



Projects and actions that support these focus area outcomes

Action/project	Description	SCP outcome	2026-27	2027-28	2028-29	2029-30
Customer Experience Strategy implementation	Undertake a staged approach to implementation of the Customer Experience Strategy, making continuous improvement to the interactions we have with our community across all touchpoints and services.	W1 W2 W3 W8	●	●	●	●
Enterprise Resource Planning (ERP) system replacement	Implementation of the Datascope enterprise resource planning program.	W1 W2 W3 W8	●	●		
ICT Strategy implementation	Undertake a staged approach to implementation of the ICT Strategy including improvement to cyber security and data protection.	W1 W4 W5 W7 W8	●	●	●	●
Rating structure review (UV properties)	Continue review of the rating structure utilised by the Shire to ensure objectivity, equity, fairness, consistency, transparency, and administrative efficiency.	W4 W6 W8	●	●		
Development of Project Management Framework	Development of PMF to ensure, amongst other things, adequate consideration of stakeholder engagement and lessons learnt.	W3 W4 W5 W7 W8	●	●		
Community engagement framework review	Review of framework - inclusive of policy, procedures, guidelines and toolkits - to support effective and meaningful engagement between the Shire and community.	W1 W2 W3 W7 W8	●	●		
Development of Funding Strategy	Undertake an assessment of funding options to fund significant infrastructure projects, inclusive of prioritisation of actions and resources to seek that funding.	W6	●			

Resourcing the plan

Resourcing plans include both financial and non-financial resources that are required over the life of the Corporate Business Plan.

These resourcing plans ensure we have adequate resources (asset, financial and workforce) to deliver services and assets to meet the community vision.

Financial planning

Like many local governments, one of the key challenges faced by the Shire is ensuring continued financial sustainability whilst providing essential services and facilities to the community both now and into the future.

Long Term Financial Plan (LTFP)

The Shire's LTFP provides an outline of the forecasted financial position of the Shire over the next ten years. It plans for the Shire's long term financial sustainability and allows early identification of financial issues and their longer-term impacts.

The LTFP is underpinned by the following principles:

- Financial prudence
- Financial sustainability
- Transparency and accountability
- Affordability
- Fairness and equity

The LTFP is a rolling 15-year plan. Each year, the Shire undertakes a comprehensive planning exercise through which it reviews its Long-Term Financial Plan in light of the Shire's planned projects and services for the upcoming year ensuring integration of all key planning documents.

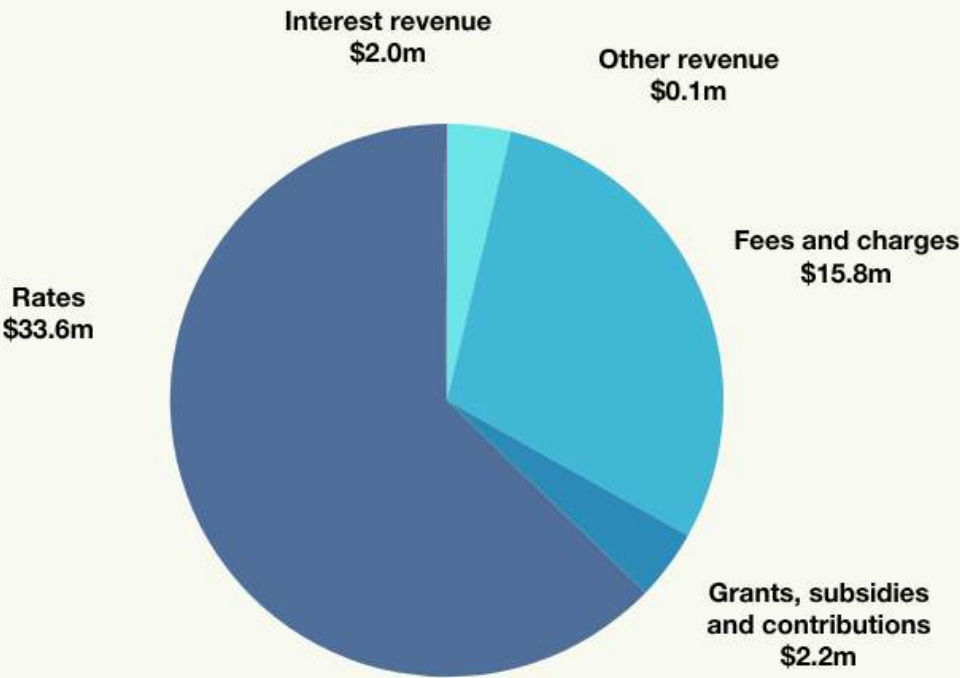
Annual Budget

The Annual Budget is derived from Year One of the LTFP. This is adjusted for changes identified through the budgeting and organisational planning process, and is aligned to the Shire's Corporate Business Plan.

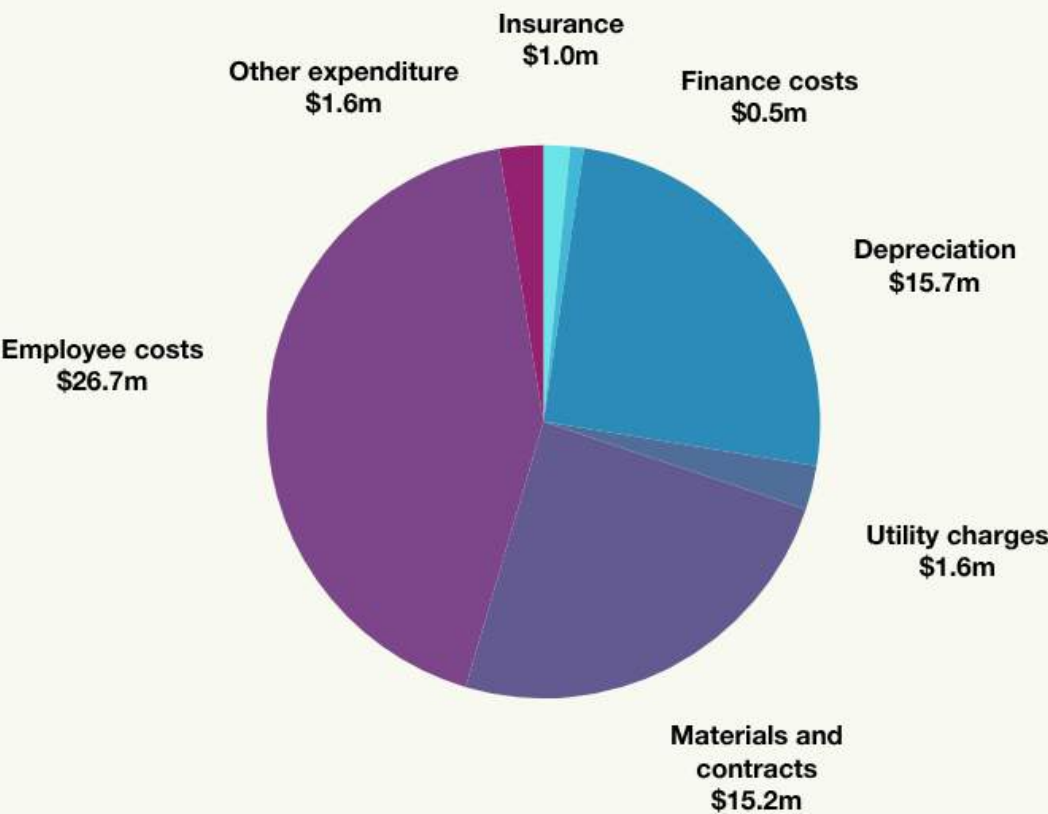
The Annual Budget shows how services and programs identified in the Corporate Business Plan are to be funded.



Operating revenue



How operating revenue is spent

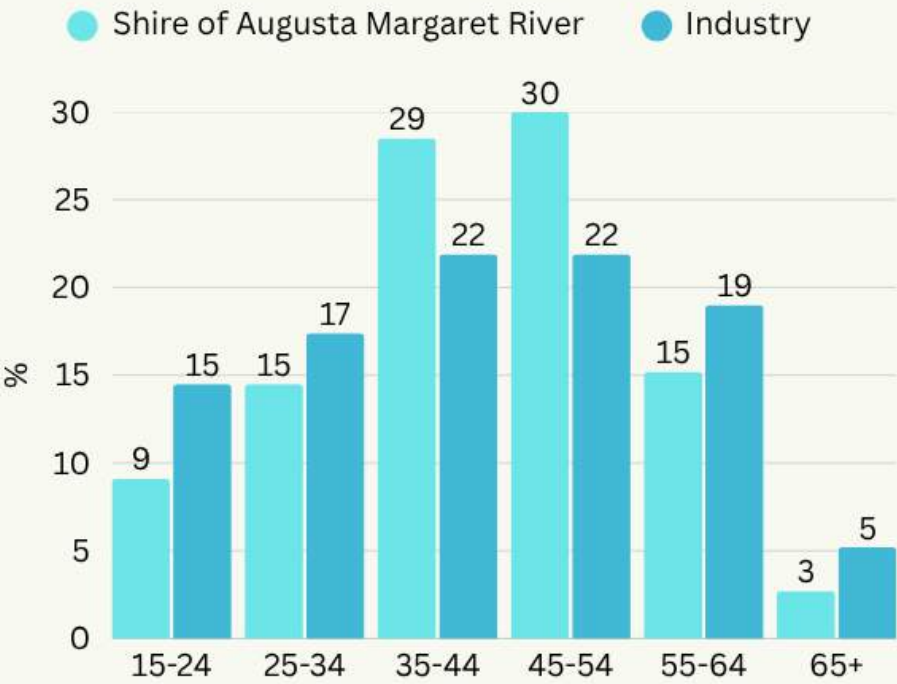


Workforce Plan

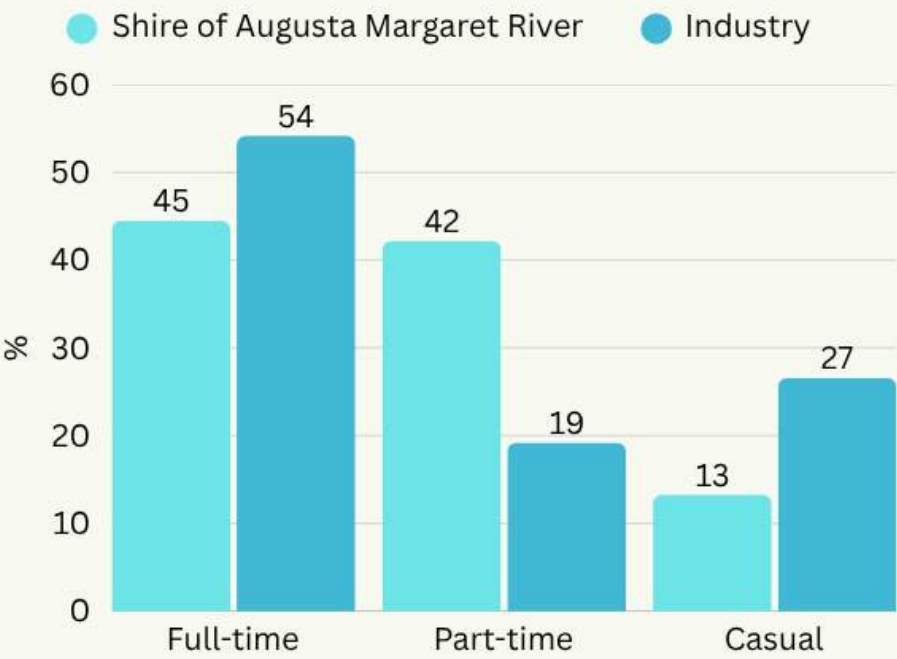
The Shire’s Workforce Plan recognises the critical role our people and systems have in servicing the evolving and growing needs of our community.

Our ongoing aim is to improve overall service delivery to our customers and communities through our diverse, capable and outcomes-focused workforce.

Employees (age)



Employees (type)



Asset Management Plan

Asset management planning optimises the management of Shire assets including (but not limited to):

- Roads
- Community buildings
- Paths and trails
- Carparks
- Bridges
- Drainage infrastructure
- Marine structures
- Parks and reserves
- Natural areas
- Sport and recreational spaces
- Street lights
- Plant and equipment

We apply a long-term approach to asset management, with our Asset Management Plan based on the complete lifecycle of the assets we maintain. The Plan is used to predict the cost to renew and maintain our assets.

The Shire's Asset Management Plan aims to ensure the Shire has the necessary funds and resources available, when needed, to maintain assets to a safe and acceptable standard. The document explains how the Shire will manage its asset portfolio over the next ten years.

The Shire's asset management planning approach encompasses the following key principles:

- **Prioritise renewal** – reduce the backlog of outstanding renewal projects by prioritising asset renewal over other projects
- **Optimise** – renew assets at the optimal time to make renewal more cost effective
- **Rationalise** – assess services and their asset to ensure they are optimally planned for and used
- **Whole of life** – ensure provisions are made for increased maintenance and renewal due to new/expansion/upgrade and donated projects
- **Performance** – monitor and review asset management practices and ensure sufficient resources are allocated to implement the Asset Management Plan.

The Shire undertook a major review of its Asset Management Plan during 2025-26 in conjunction with development of the Long-Term Financial Plan.

Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, and sales of existing land assets, government grants or external borrowings. The Shire endeavor to put a percentage of rate revenue into an Asset Renewal Reserve each financial year, to smooth out the peaks and troughs in expenditure requirements.

Capital works program 2026-27

The Shire has budgeted to achieve capital works spend of \$34.0 million (excluding the value of assets handed over to the Shire from property developers) in 2026-27. The following is a selection of the proposed capital works spend for this period:

Roads and bridges \$7.9 million	Community buildings \$1.3 million	Park and reserve infrastructure \$1.3 million
Drainage assets \$0.3 million	Paths \$0.9 million	Marine structures \$1.0 million

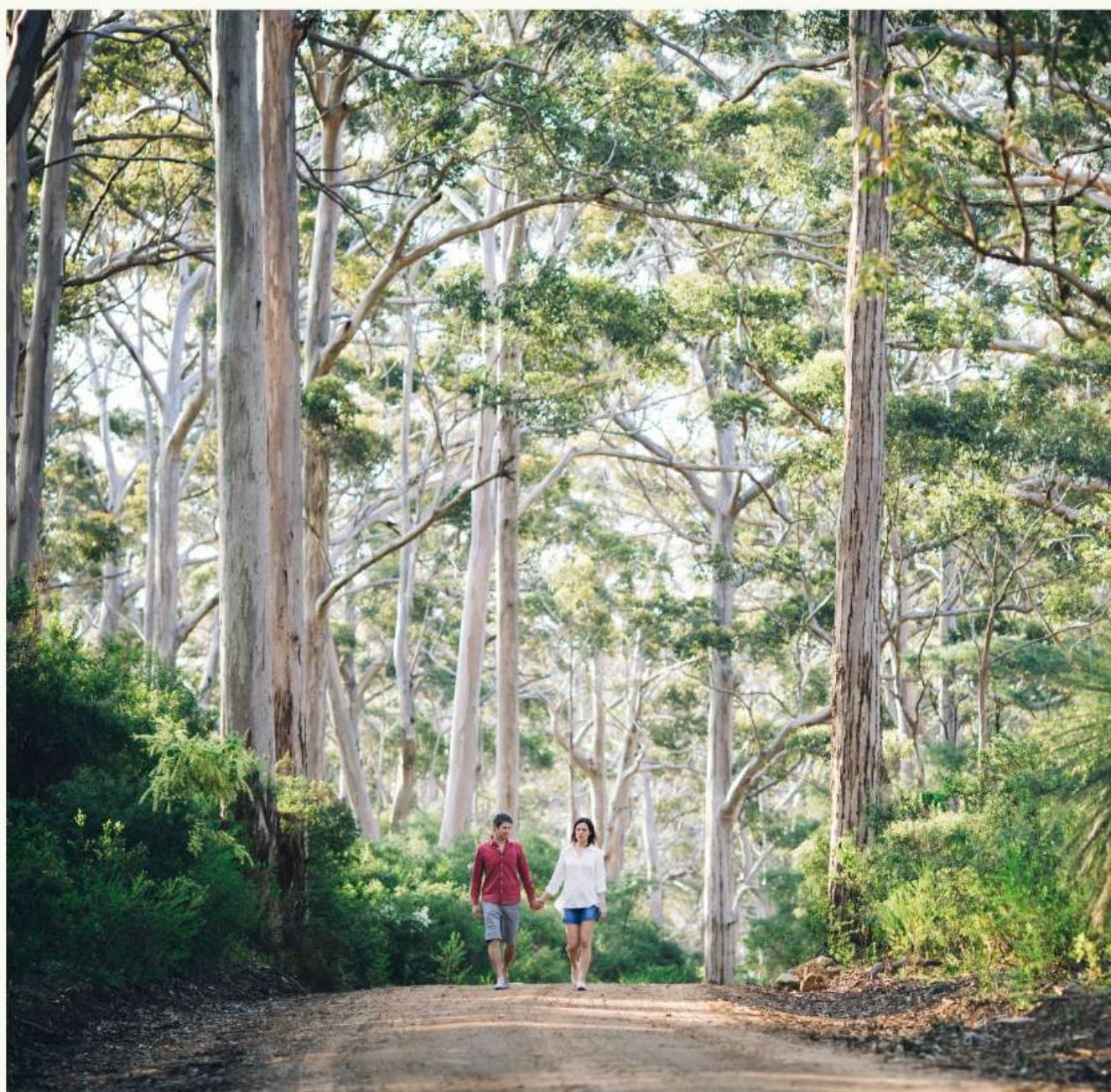
Advocacy

The Advocacy Committee has endorsed a prioritised list of initiatives. These are supported by an Advocacy Prospectus to guide targeted and opportunistic engagement with State and Federal governments and other key stakeholders. Stronger collaboration with key stakeholders and partnerships across all levels of government are also helping to deliver more coordinated and effective advocacy.

These efforts strengthen the Shire's ability to secure external funding and investment, supporting services, infrastructure and projects that enhance the liveability, sustainability and long-term wellbeing of our community, while helping to minimise rate increases.

The Advocacy Committee meet on the second Wednesday of the month in February, June, and October, or more frequently if required. To find out more about the Committee's work and Council's advocacy priorities please visit our website:

amrshire.wa.gov.au/shire-and-council/council/council-committees





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