



Council Plan 2026-2036



Shire of Ravensthorpe Council Plan 2026-2036

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Acknowledgement of Country

The Shire of Ravensthorpe acknowledges the Traditional Custodians of the lands and waters across the Shire and pays respect to Elders past and present. The Shire recognises the continuing connection of Aboriginal people to Country, culture and community.

Message from the Shire President

On behalf of the Council, I am pleased to present the Shire of Ravensthorpe Council Plan 2026–2036. The Shire of Ravensthorpe is a unique and remarkable place. Our communities of Ravensthorpe, Hopetoun, Munglinup, Jerdacuttup, West River and the wider rural district are connected by a strong sense of local identity, resilience, care for one another and pride in our natural environment. We are home to world-class biodiversity, rich agricultural and mining industries, a spectacular coastline, vibrant community groups, valued sporting and recreation facilities, and a strong culture of volunteering and local contribution.



This Plan has been shaped by what our community has told us matters most. Through the 2026 Community Scorecard, residents, local businesses, Council affiliates and other respondents shared their views on the Shire's strengths, priorities and areas for improvement. The results show that the Shire continues to be highly valued as a place to live. The community also recognised areas of strength, including library services, arts and cultural activities, community buildings, Council leadership and community engagement. At the same time, the feedback was clear about the need for ongoing focus on roads, economic development, footpaths, trails and cycleways, housing, sport and recreation, health and community services, safety, parks and reserves, and tourism. Council has listened carefully to this feedback. The Council Plan is not simply a statement of aspiration. It is a practical planning document that connects the community's vision with the Shire's services, assets, workforce, finances and advocacy priorities. It recognises that we must make responsible decisions, carefully balance competing needs, and ensure that the services and infrastructure we provide are financially sustainable and aligned with community expectations.

Council will continue to advocate strongly for the needs of our district. Many of the issues raised by the community, including health services, housing supply, major road funding, policing, regional transport, telecommunications and economic development, require partnership with State and Federal Government, industry, local businesses and community organisations. The Shire will play an active leadership role in bringing these partners together and ensuring the needs of our communities are clearly heard.

The Plan also confirms Council's commitment to core local government responsibilities: maintaining and renewing roads, buildings, parks and public spaces; supporting responsible planning and development; protecting our natural environment; strengthening emergency preparedness; supporting community wellbeing; and providing open, accountable and responsive governance.

As Shire President, I acknowledge the contribution of everyone who has helped shape this Plan. Thank you to the residents, businesses, community groups, volunteers, Traditional Owners, Elected Members and staff who contributed their time, ideas and local knowledge. Your feedback has helped define the priorities that will guide Council's decisions. The years ahead will require focus, discipline and collaboration. We will not be able to do everything at once, but this Plan gives us a clear pathway. It will help Council make informed choices, align resources to priorities, track progress and remain accountable to the community. Together, we can continue to build a Shire that is liveable, inclusive, resilient, well managed and proud of its identity — a Shire that protects what makes Ravensthorpe special while planning confidently for the future.

Rachel Gibson
Shire President

Message from the Chief Executive Officer

The Shire of Ravensthorpe Council Plan 2026–2036 provides a clear operational roadmap for the organisation and a practical framework for delivering on the community's priorities.

As Chief Executive Officer, my role is to ensure that the vision and strategic direction set by Council are translated into responsible planning, achievable actions, quality services and measurable outcomes. This Plan provides the structure to do that. It connects community aspirations with the Shire's day-to-day operations, long-term financial planning, asset management, workforce capability and service delivery.



For the organisation, this means focusing our effort where it will have the greatest community benefit. It also means being realistic about our capacity, resources and statutory responsibilities. The Shire operates across a large geographic area with a broad asset base, diverse communities and growing expectations. Delivering this Plan will require disciplined project planning, strong governance, sound financial management and continued investment in our people, systems and partnerships.

A key focus of implementation will be aligning the Council Plan with the Shire's Corporate Business Plan, Long Term Financial Plan, Asset Management Plans and Workforce Plan. This integration is essential. It ensures that new initiatives are assessed against available funding, staff capacity, asset renewal requirements and whole-of-life costs. It also ensures that Council and the community can clearly see how priorities move from strategy into annual budgets, capital works programs, service plans and performance reporting.

The Plan also recognises that many community priorities cannot be delivered by local government alone. Housing, health services, policing, major road funding, regional transport, telecommunications and economic development all require strong advocacy and partnership. The Shire will continue to work constructively with State and Federal Government agencies, neighbouring local governments, industry, community organisations, Traditional Owners, local businesses and service providers to pursue outcomes for the district.

The Shire's staff play a central role in delivering this Plan. I acknowledge and thank our employees for their professionalism, commitment and pride in serving the community. The work of local government is broad, complex and often highly visible. From maintaining roads, public places and facilities, to supporting Council meetings, planning, finance, community development, emergency management, customer service and regulatory functions, our staff make an important contribution every day.

The Council Plan 2026–2036 is both ambitious and practical. It sets a direction for the future while recognising the importance of strong foundations: good governance, capable staff, sustainable finances, well-managed assets and services that respond to community need. I look forward to working with the Council, staff, community and partners to deliver the actions in this Plan and to continue building a Shire that is resilient, inclusive, well governed and proud of its unique place in Western Australia.

Nicole O'Neill JP
Chief Executive Officer

Executive summary

This Council Plan 2026-2036 provides a integrated roadmap for the Shire of Ravensthorpe. It retains the core vision and outcome structure of the current Strategic Community Plan 2020-2030, updates the planning lens for 2026-2036, and strengthens the link between community aspirations, service expectations, asset stewardship, workforce capacity and long-term financial sustainability.

Vision:

A growing community, thriving and resilient, sharing our natural wonderland with the world.

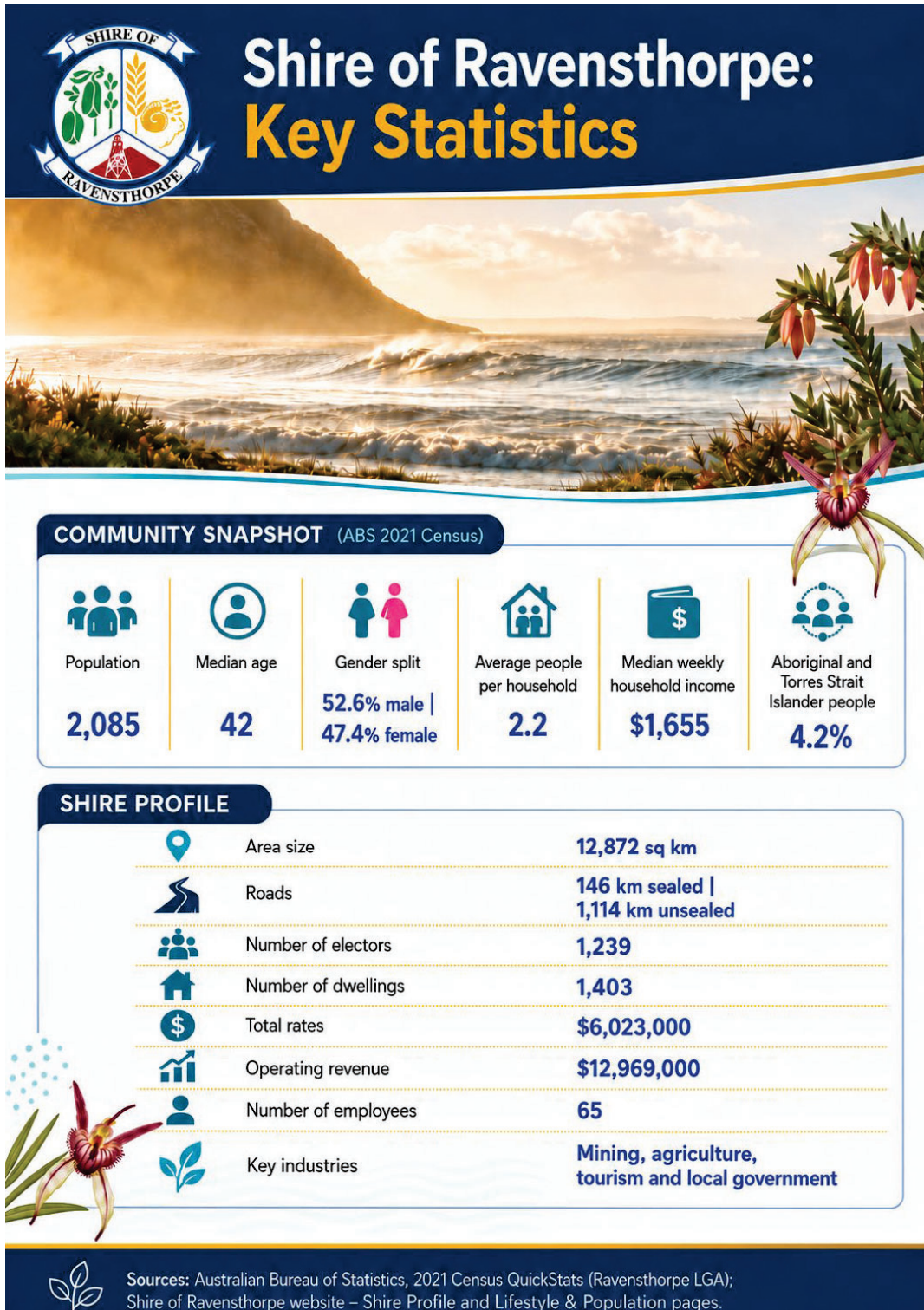
For the Shire of Ravensthorpe, this draft Council Plan, our Strategic Community Plan, is designed to consolidate and simplify the existing planning suite while preserving the statutory and management functions of each component:

- The community vision and long-term outcomes set strategic direction.
- The four-year delivery program identifies what will be done, by whom, and when.
- The Annual Budget funds the relevant year of the delivery program.
- The Long Term Financial Plan tests affordability and funding strategy.
- Asset Management Plans define lifecycle needs and sustainable service levels.
- The Workforce Plan defines the people, skills and organisational capability needed to deliver.
- Service plans define the scope, standard, cost and performance of day-to-day services.

This Plan sets out our shared vision for the future of the Shire and provides a clear direction for Council, the organisation and the community over the next eight years. It builds on the strong foundation of the Shire's Strategic Community Plan 2020–2030, while responding to current community feedback, service expectations and the challenges and opportunities ahead.

Operationally, the Plan will guide how we prioritise projects, improve services and report progress. It will support more transparent decision-making by linking actions to community outcomes, identifying lead responsibilities, timing, resourcing considerations and measures of success. It will also help the organisation continue improving how we engage with the community, respond to customer needs and communicate the reasons behind decisions.

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Community Profile

The Shire of Ravensthorpe is a large and diverse local government area in the southern Goldfields-Esperance region, covering settlements and rural communities including Ravensthorpe, Hopetoun, Jerdacuttup, West River, Fitzgerald and Munglinup. It contains globally significant natural assets, including the Fitzgerald Biosphere, and supports agriculture, mining, tourism, small business, community services and major road, coastal and recreation infrastructure.

Planning assumptions for 2026-2036

- Population sustainability remains a central challenge and opportunity. The plan assumes Council will need to support liveability, housing choice, health access, childcare, youth activity and aged care to retain and attract residents.
- Economic performance will continue to be influenced by agriculture, mining cycles, tourism visitation, regional logistics, energy, water, communications and workforce availability.
- Tourism growth will depend on destination development, visitor servicing, accommodation options, trail and coastal access management, protection of natural values and strong marketing of the Shire's distinctive wildflower, biosphere, coast and cultural experiences.
- Climate, bushfire, coastal hazard, water security and biodiversity protection will place increasing pressure on asset planning and land management.
- The Shire will remain grant-dependent for many major capital projects and must maintain robust project planning, business cases, asset lifecycle costing and advocacy readiness.
- Workforce attraction and retention will remain a key organisational risk and must be treated as a delivery constraint in the Council Plan.



Community Engagement - 2026 Community Scorecard engagement results

The Shire commissioned the independent Community Scorecard in 2026 to support the review of the Strategic Community Plan and Corporate Business Plan, assess community needs, priorities and aspirations, evaluate perceived performance across key service areas, monitor community sentiment over time and participate in a benchmarking program with other councils. Scorecards were mailed to all households and residential post office boxes in the local government area and were also available online. The survey was open from 18 May to 12 June 2026.

The results provide a current evidence base for this Council Plan. They should be read as community perception data and used with asset condition, service demand, financial modelling, demographic data and statutory obligations before final resource commitments are made.

Engagement element	Scorecard result and relevance to the Council Plan
Participation	283 resident responses, 58 local business responses, 24 Council affiliate responses and 15 other responses. Resident results form the main body of the report; business and affiliate results are supplementary due to smaller sample sizes.
Overall liveability	Performance Index Score of 71 out of 100, two points below the industry average and four points higher than 2018. 93% of respondents rated the Shire as okay, good or excellent as a place to live.
Overall governance	Performance Index Score of 54 out of 100, three points above the industry average and six points higher than 2018. 78% of respondents rated the Shire as okay, good or excellent as a governing organisation.
Top performing areas	Library services and facilities; art, cultural and creative activities; and community buildings, halls and toilets. These strengths should be protected and used to support community connection, place activation and visitor experience.
Most improved areas	Community engagement, Council leadership and youth services and facilities. The Council Plan should consolidate this improvement through regular engagement, transparent reporting and youth-focused actions.

Community priorities shaping this Council Plan

The Scorecard priority analysis identifies both lower-performing services requiring priority attention and higher-performing services where the community is seeking enhancement. The following table translates those results into Council Plan focus areas, including the resource planning implications that must be tested through the Long Term Financial Plan, Asset Management Plans, Workforce Plan, service reviews and annual budgets.

Community priority	Scorecard evidence	Council Plan response	Integrated resourcing implication
Roads	Local roads scored 45 and were identified as the leading community priority. Community comments emphasised gravel road maintenance, harvest-period grading, pothole repairs, drainage, line marking, widening and resheeting.	Adopt a 10-year Road, Bridge and Drainage Renewal Program with transparent service levels and prioritisation criteria.	Requires asset condition data, plant and workforce capacity, renewal modelling, heavy vehicle route priorities, grant funding and annual budget alignment.
Economic development	Economic development scored 45 and was a main priority. Community comments focused on reopening or establishing essential retail services, supporting businesses, creating local jobs and keeping local dollars local.	Prepare an Investment and Advocacy Prospectus and local business support program, including actions for essential services and business attraction.	Requires officer capacity, advocacy, regional partnerships, planning support, investment attraction materials and potential economic development budget.
Footpaths, trails and cycleways	Footpaths, trails and cycleways scored 50 and declined from 2018. The community sought safer footpaths, shared paths, cycling routes, trail interpretation, seating, beach access and better	Update path, trail and cycle priorities through the Bike Plan, Trails Masterplan review and access/inclusion audit.	Requires project scoping, disability access standards, grant-ready designs, staged capital works and lifecycle maintenance funding.

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Community priority	Scorecard evidence	Council Plan response	Integrated resourcing implication
	connections to key destinations.		
Housing	Housing scored 43 and declined significantly from 2018. Residents sought more land and housing supply, affordable housing, community housing, worker housing and Government Regional Officer Housing options.	Prepare a Shire Housing Action Plan and review planning settings for housing diversity, worker accommodation and aged/accessible housing.	Requires State and industry partnerships, land assembly, planning scheme review, feasibility work, potential advocacy for GROH and LTTP scenario testing.
Sport and recreation	Sport and recreation scored 67 but is a high-priority optimisation area. Comments highlighted Hopetoun sporting precinct upgrades, oval and court surfaces, clubhouse/kitchen improvements, swimming pool planning and more facilities for children and families.	Develop a Recreation, Sport and Community Facilities Service Level Framework and progress youth recreation projects including skate/BMX/scooter planning.	Requires facility hierarchy, asset renewal, community leases/licences, grants, whole-of-life costing and prioritisation of affordable staged works.
Health and community services	Health and community services scored 54 and remain a key optimisation priority. Respondents sought better access to GPs, nursing, allied health, dental, emergency care and support for older residents.	Secure a sustainable medical services model and develop a Health, Aged Care and Community Services Advocacy Plan.	Requires advocacy, surgery asset management, provider partnerships, contract/lease support and clear service expectations.

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Community priority	Scorecard evidence	Council Plan response	Integrated resourcing implication
Safety and crime prevention	Safety and crime prevention scored 52 and declined from 2018. Residents sought visible police presence, better police communication, action on drug-related crime, repeat offending, vandalism and better lighting.	Prepare a Community Safety and Emergency Resilience Program with police, emergency services and community partners.	Requires partnership governance, lighting and public realm asset planning, ranger/community safety roles and emergency management resources.
Parks, playgrounds and reserves	Parks, playgrounds and reserves scored 66 but declined from 2018 and are an optimisation priority. Community comments emphasised Hopetoun sporting complex playgrounds, upgraded play equipment, enclosed playgrounds and park amenities.	Prepare townscape and public realm plans and integrate playground, reserve and amenity priorities into asset renewal programs.	Requires park asset condition data, community consultation, design standards, disability access, renewal reserves and external grants.
Tourism and destination marketing	Tourism and destination marketing scored 55 and is a priority. Residents sought stronger destination marketing, signage, town entry beautification, visitor information, camping infrastructure and unique tourism experiences.	Implement Tourism Strategy actions, review visitor information and refresh destination marketing with local businesses and regional tourism partners.	Requires tourism partnerships, operating budget, digital content, signage asset planning, visitor servicing and potential grant support.

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Community priority	Scorecard evidence	Council Plan response	Integrated resourcing implication
Community engagement and customer experience	Community engagement improved to 52 and customer service remained steady at 60. The community expects clear, regular communication and meaningful engagement on local issues.	Adopt a Community Engagement Charter, annual engagement calendar and plain-English progress reporting against the Council Plan.	Requires engagement tools, staff capability, communications resourcing, reporting templates and integration with budget and service-level decisions.



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Performance baseline for annual reporting

The following Scorecard results are adopted as a draft baseline for Council Plan monitoring. They should be reported in annual progress updates and retested through the next major community review.

Outcome area	2026 performance baseline
Liveability and place	Place to live 71; Hopetoun liveability 76, Ravensthorpe 64 and other areas 64.
Diverse and supported communities	Youth services 53; family and children services 53; seniors services 54; universal access and inclusion 51. Youth services varied strongly by place, with Ravensthorpe at 35 and Hopetoun at 63.
Culture, heritage and arts	Reconciliation action 59; heritage services 57; library services 79; art, cultural and creative activities 69. Library services were the strongest rated service area.
Health and wellbeing	Health and community services 54; sport and recreation 67. Health ratings were lower for people with disability and First Nations respondents, indicating a need for targeted advocacy and service access work.
Safety and resilience	Safety and crime prevention 52; ranger services 56; animal management 52; emergency management 61; stormwater management and drainage 52.
Natural environment	Environmental management and conservation 57; waste management 62.
Planning and housing	Planning services 43; housing 43. These are among the lowest rated service areas and require integrated land, planning, advocacy and financial responses.
Public places and transport	Community buildings, halls and toilets 68; parks, playgrounds and reserves 66; streetscapes, trees and verges 58; local roads 45; footpaths, trails and cycleways 50.
Economy and tourism	Economic development 45; tourism and destination marketing 55.
Governance and customer experience	Council leadership 56; governing organisation 54; community engagement 52; customer service 60.

Vision, values and roles

Community vision

A growing community, thriving and resilient, sharing our natural wonderland with the world.

Values

Value	What it means in practice
Passionate commitment to service	Staff and Council focus on practical, respectful and timely services that make a visible difference across all communities. The Shire actively tells the Ravensthorpe story and advocates for infrastructure, services and investment that local communities cannot secure alone.
Honesty	We are upfront, sincere and open in all of our actions.
Communication	We share information clearly so everyone knows what is happening. Residents receive accessible information about decisions, projects, services, costs, risks and opportunities. The Shire reports progress honestly, explains trade-offs and uses community feedback to improve decisions.
Integrity	We do the right thing and stand by our commitments.

Council's roles

Role	Examples in this Council Plan
Deliver	Roads, parks, public buildings, waste, libraries, recreation facilities, events support, local emergency management and regulatory services.
Regulate	Planning, building, environmental health, local laws, public safety, waste, fire mitigation and compliance.
Enable and facilitate	Support clubs, volunteers, community organisations, local business, tourism groups, Traditional Owner consultation and place-based partnerships.
Partner	Work with State agencies, Commonwealth programs, neighbouring local governments, industry, schools, health providers and community organisations.
Advocate	Health and medical services, aged care, housing, broadband, energy, water, regional roads, tourism infrastructure and coastal resilience.
Lead civically	Set direction, make transparent decisions, manage risk, steward community assets and build trust.

Community aspirations, service expectations and priorities

Community aspirations

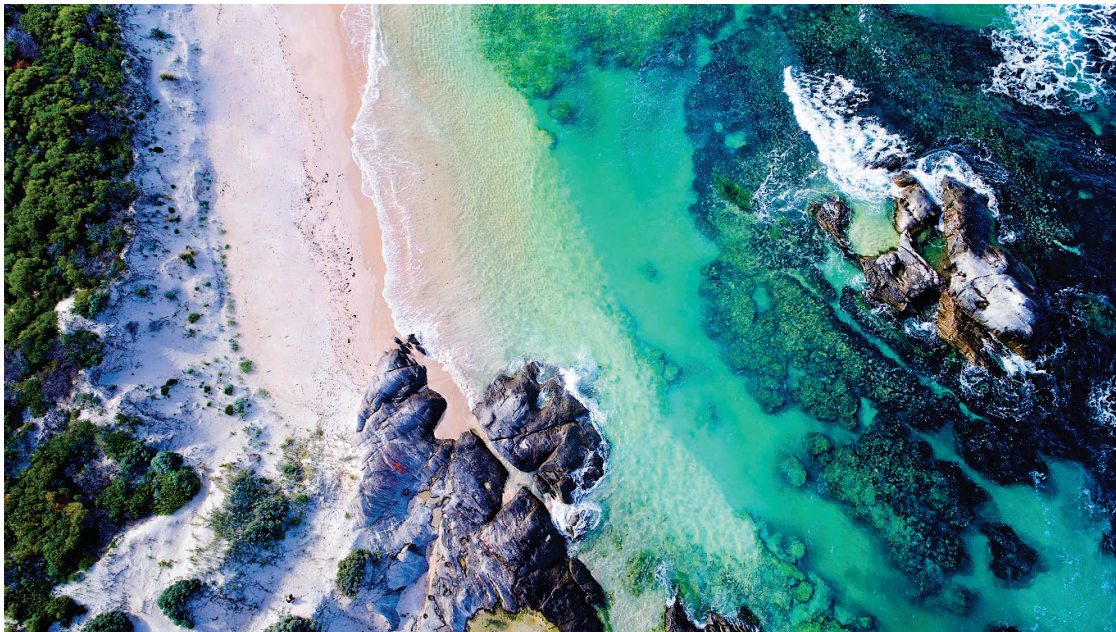
The 2026 Community Scorecard confirms that the community values the Shire as a place to live, but expects stronger delivery discipline in core infrastructure, economic resilience and service access. The Council Plan therefore treats roads, housing, local business and essential retail, health services, paths and trails, safety, sport and recreation, parks and tourism as the first tier of community-priority issues for the 2026-2030 delivery program.

Aspiration	Community expectation
Population and liveability	People can choose to live, work, raise families, age well and stay connected in the Shire.
Jobs and local enterprise	Local businesses, agriculture, mining, tourism and community enterprise are supported by enabling infrastructure and responsive regulation.
Health, medical and care services	Residents can access reliable medical services, emergency support, aged care pathways, youth services, childcare and disability-inclusive facilities.
Tourism and destination development	The Shire's wildflowers, Fitzgerald Biosphere, coast, history, culture and town centres are developed carefully as a visitor economy asset.
Safe, connected and accessible places	Roads, paths, trails, public buildings, parks, sporting facilities and coastal access are safe, accessible, inclusive and fit for purpose.
Environmental stewardship	Natural areas, water resources, biodiversity, coastal systems and waste impacts are managed for current and future generations.
Trust, communication and advocacy	Council is transparent, financially responsible, community-facing and effective in advocating for services and infrastructure.



Place-based priorities

Place	Priority focus
Ravensthorpe	Civic and cultural precinct activation; streetscape and town centre amenity; recreation centre and evacuation centre resilience; medical services; heritage; paths, trails and community infrastructure.
Hopetoun	Coastal hazard adaptation; foreshore and beach access; recreation and youth infrastructure; medical services; visitor economy; housing and aged care; wastewater and water resilience.
Munglinup	Waste and transfer station service levels; local roads; water security; community hall and local facilities; emergency preparedness; connection to Shire engagement and services.
Jerdacuttup, West River and rural areas	Roads, drainage, bridges, fire mitigation, emergency management, water access, telecommunications, agricultural logistics, biosecurity and community connection.
Shirewide	Health advocacy, workforce housing, renewable energy, telecommunications, tourism, roads, community development, asset renewal and financial sustainability.



Outcomes, objectives and strategies

Economy: A growing population and a thriving, resilient local economy

Objective	Core strategies
Grow business, jobs and population	Support business development, local procurement, tourism growth, visitor servicing, industry collaboration and investment readiness.
Enable infrastructure for commerce and industry	Advocate and plan for roads, airport, freight, power, water, broadband and land supply that support business and essential services.
Build destination Ravensthorpe	Progress visitor economy projects including a Biosphere Discovery/Interpretive Centre concept, trails, coastal access, signage, events, accommodation opportunities and place branding.

Community: A safe, family-friendly and inclusive community

Objective	Core strategies
Support services that fit community needs	Advocate for and facilitate medical, aged care, youth, childcare, disability, education and social support services.
Strengthen community groups and volunteering	Reduce red tape where possible, promote grants, celebrate volunteers and support clubs to remain sustainable.
Improve safety, wellbeing and emergency readiness	Maintain public health, building safety, bushfire mitigation, local emergency management and evacuation centre readiness.
Provide facilities, activities and events	Maintain accessible community facilities, parks, libraries, halls, recreation assets and events that support wellbeing and connection.

Built Environment: Accessible, attractive and fit-for-purpose places

Objective	Core strategies
Improve housing choice	Advocate and plan for worker, family, seniors and accessible housing, including planning scheme settings and partnerships.
Guide quality development	Use planning and building controls to support attractive, efficient and sustainable development that suits local character.
Maintain safe movement networks	Prioritise roads, bridges, drainage, footpaths, trails, cycle connections and airport infrastructure according to risk, service levels and economic need.
Protect heritage and culture	Identify, protect and activate built heritage, cultural places and Aboriginal heritage through appropriate consultation and management.

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Natural Environment: A valued and protected world-class biosphere

Objective	Core strategies
Improve resource recovery and waste services	Support waste avoidance, recycling, transfer station service levels, compliance and efficient disposal.
Strengthen water resilience	Investigate water harvesting, community water points, drought resilience, wastewater improvements and water efficiency.
Protect natural areas and biodiversity	Partner with agencies, Traditional Owners, community groups and landholders on conservation, land management, coastal adaptation and habitat protection.
Increase energy efficiency and renewable opportunities	Incorporate efficient design and solar systems in Shire assets and advocate for resilient local energy solutions.

Governance and Leadership: A trusted, capable and responsible Shire

Objective	Core strategies
Engage and communicate well	Provide regular, accessible communication and meaningful engagement on strategic, corporate, asset and financial plans.
Make informed decisions	Provide robust reports, options, risk assessment, financial implications, community impact and legislative compliance advice.
Advocate effectively	Coordinate advocacy for health, housing, roads, water, energy, broadband, aged care, tourism infrastructure and community facilities.
Build organisational capability	Recruit, retain and develop a skilled workforce; improve systems, records, ICT, project management, customer service and risk maturity.
Steward assets and finances	Fund renewal to agreed service levels, maintain asset knowledge, improve project delivery and manage long-term financial sustainability.



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Scorecard priority alignment

Scorecard priority	Primary Council Plan action or response	First four-year emphasis
Roads	10-year Road, Bridge and Drainage Renewal Program	Asset data, service levels, resheeting/grading priorities, drainage and annual renewal funding.
Economic development	Investment and Advocacy Prospectus; local business support and buy-local program	Essential retail, business attraction, local jobs, tourism economy and investment-ready priorities.
Housing	Shire Housing Action Plan; planning strategy/scheme review	Land supply, worker housing, aged and accessible housing, GROH advocacy and industry partnerships.
Footpaths, trails and cycleways	Path, trail and cycle network priorities; access and inclusion audit	Safety, accessibility, visitor experience, trail interpretation and grant-ready scopes.
Sport, recreation, parks and playgrounds	Recreation/service level framework; skate/BMX/scooter planning; public realm plans	Hopetoun sporting precinct, youth facilities, playground hierarchy, surface renewals and family-friendly spaces.
Health, aged care and community services	Medical services model; Health, Aged Care and Community Services Advocacy Plan	GP coverage, allied health, ageing support, local service access and facility readiness.
Safety and emergency resilience	Community Safety and Emergency Resilience Program	Police liaison, lighting, antisocial behaviour, emergency preparedness and evacuation capability.
Tourism and destination marketing	Tourism Strategy implementation and visitor information review	Signage, digital destination marketing, town entry presentation, camping infrastructure and tourism business collaboration.
Community engagement	Community Engagement Charter, engagement calendar and quarterly progress reporting	Plain-English reporting, feedback loops, service-level trade-offs and annual community updates.

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Action Plan

Economy

Action	Lead	Timing	Resourcing dependency	Measure
Prepare an Investment and Advocacy Prospectus for priority infrastructure: health, housing, power, water, broadband, roads, airport, tourism and community facilities.	CEO / Executive	Immediate	Officer time; design; advocacy travel; data inputs	Prospectus adopted; advocacy meetings held; funding submissions lodged
Progress a Biosphere Discovery/Interpretive Centre feasibility and business case, including governance, location, operating model, partner funding and visitor economy benefits.	Regulatory Services/ Corporate and Community (Tourism)	Immediate-Short	Consultant; community and agency consultation; grant readiness	Business case completed; preferred model endorsed; grant-ready scope
Implement Tourism Strategy 2023 actions with a focus on wildflower, coast, trails, Fitzgerald Biosphere, events, signage and visitor dispersal.	Corporate and Community (Tourism)	Ongoing	Operational budget; grants; tourism partners	Visitor servicing improvements; tourism projects delivered; partner activity
Review visitor information services and destination marketing in partnership with local businesses and regional tourism organisations.	Corporate and Community (Tourism)	Short	Officer time; potential marketing budget	Review completed; refreshed collateral and digital information
Develop a local business support and buy-local program, including procurement	Executive Services	Short	Officer time; Chamber/industry partners	Business sessions held; local supplier participation

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Action	Lead	Timing	Resourcing dependency	Measure
awareness, customer service and business networking.				
Advocate for reliable telecommunications, energy and water capacity for communities, industry and emergency resilience.	Council / CEO	Ongoing	Advocacy; regional alliances; evidence base	Advocacy priorities progressed; commitments or studies secured
Advance Ravensthorpe Airport Master Plan priority stages, including emergency services, general aviation, charter demand and potential RPT readiness.	Infrastructure and Regulatory Services	Short-Medium	Business cases; grant applications; capital funding	Staged works plan adopted; funding applications submitted
Investigate sustainable accommodation opportunities, including eco accommodation and caravan/camping improvements where consistent with environmental and planning requirements.	Planning / Economic Development	Medium	Feasibility; planning advice; partner interest	Options paper completed; priority opportunities progressed



Community

Action	Lead	Timing	Resourcing dependency	Measure
Review community grants, donations and support to clubs to improve transparency, reduce red tape and build volunteer capacity.	Corporate and Community	Short	Officer time; policy review	Updated policy adopted; applicant satisfaction improved
Implement the 2026-2031 Shire of Ravensthorpe DAIP	CEO/ Corporate and Community	Ongoing	Officer time	DAIP Implemented and reported on annually
Deliver an annual events and activation calendar for Ravensthorpe, Hopetoun, Munglinup and Shirewide signature events.	Corporate and Community	Ongoing	Events budget; sponsorship; volunteers; partnerships	Calendar published; attendance and participation tracked
Audit access and inclusion barriers at priority community facilities, paths, parks and public toilets and integrate actions with the DAIP and asset program.	Assets / Community	Immediate-Short	Audit budget; capital upgrades	Audit completed; priority upgrades funded and delivered
Develop a Recreation, Sport and Community Facilities Service Level Framework to guide renewal, upgrades, fees, leases and maintenance.	Infrastructure / Corporate and Community	Medium	Consultant or internal review	Framework adopted; capital program aligned

Action	Lead	Timing	Resourcing dependency	Measure
Secure a sustainable medical services model for Ravensthorpe and Hopetoun surgeries.	CEO / Corporate / Community	Immediate	Operational support; building maintenance; contract/lease support	Service model established; coverage reported; facility issues addressed
Develop a Health, Aged Care and Community Services Advocacy Plan with local providers, WA Country Health, schools, NDIS and aged care stakeholders.	Executive Services	Immediate	Officer time; stakeholder forums	Advocacy plan adopted; priority meetings held; service gaps documented
Review youth needs and develop a Youth Plan with an Activity and Facilities Program, including skate/BMX/scooter, events, leadership and safe spaces.	Community / Projects	Short	Consultation; design; grants; community partnerships	Youth engagement completed; program and priority projects endorsed
Implement the Public Health Plan 2026-2031 and report annual progress against health, wellbeing and prevention priorities.	Regulatory Services (Environmental Health) / Corporate and Community	Ongoing	Operational budget; health partnerships	Annual report presented; priority initiatives delivered
Prepare a Community Safety and Emergency Resilience Program including revised LEMA, evacuation centre readiness, bushfire preparedness and community recovery arrangements.	CEO and Regulatory Services Rangers / Emergency	Immediate-Ongoing	LEMC; grants; asset upgrades	Emergency exercises; mitigation works; evacuation capability improved

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Built Environment

Action	Lead	Timing	Resourcing dependency	Measure
Prepare a Shire Housing Action Plan covering worker housing, seniors housing, accessible housing, short-stay impacts and land-use planning levers.	Regulatory Services / CEO	Short term	Planning consultant; State agency engagement	Action Plan adopted; partnership opportunities progressed
Review the Local Planning Strategy and Scheme settings to support housing diversity, infill, aged accommodation, worker accommodation and quality development.	Regulatory Services	Short-Medium	Consultant; statutory process	Review commenced/completed; amendments initiated
Develop a 10-year Road, Bridge and Drainage Renewal Program with agreed service levels and transparent prioritisation criteria.	Infrastructure	Short-Medium	Asset data; engineering advice; LTFP integration	Program adopted; annual renewal funded; asset condition data improved
Prepare priority townscape streetscape and public realm plans for Ravensthorpe, Hopetoun and Munglipup, staged for affordability.	Regulatory/ Infrastructure	Short-Medium	Design; community consultation; capital grants	Plans adopted; staged works in budget
Update paths, trails and cycle priorities using	Infrastructure / Corporate	Short	Consultation; mapping;	Priority network adopted; projects scoped

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the Ravensthorpe Bike Plan, Trails Masterplan review and access/inclusion audit.	and Community		grant applications	
Progress Skate, BMX and Scooter Park concept planning and site selection through community engagement and Council decision.	Corporate and Community	Immediate-Short	Consultant; engagement; grant strategy	Preferred site and concept endorsed; grant-ready estimate
Strengthen project management governance for capital works: scope, design, cost control, procurement, risk, reporting and close-out review.	CEO	Immediate-Ongoing	Project systems; training	Monthly capital reporting; fewer scope/cost/time variances
Undertake Bushfire Mitigation in accordance with the approved Mitigation Plans	Regulatory Services	Ongoing – 3 year program approved by DFES	Future funding	Report on success of approved MAF program annually.



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Natural Environment

Action	Lead	Timing	Resourcing dependency	Measure
Implement CHRMAP 2024 recommendations for Hopetoun coastal hazard risk and integrate triggers into asset and land-use planning.	Regulatory/ Infrastructure	Immediate- Ongoing	Coastal grants; technical studies; community engagement	Priority treatments scoped; CHRMAP actions reported
Complete the Hopetoun Foreshore Management Plan	Regulatory Services	Short term	Coastal grants; technical studies; community engagement	Foreshore Management Plan completed and endorsed by Council
Prepare a Waste and Resource Recovery Service Review covering transfer stations, landfill, recycling, compliance, fees, education and long-term disposal.	Infrastructure Services	Short	Consultant/technical input; community information	Review adopted; actions and budget implications included in LTFP
Investigate Munglinup transfer station improvements.	Infrastructure	Short	Technical assessment; capital costing	Options paper; preferred solution scoped
Develop a Shire Water Resilience Plan covering water harvesting, community dams, bores, irrigation efficiency and emergency water needs.	Regulatory/ Infrastructure / CEO	Medium	Water agency partnerships; technical review	Plan completed; priority projects entered into LTFP
Embed local native planting, biodiversity protection and habitat-sensitive maintenance practices in parks,	Infrastructure	Ongoing	Operational practices; native plant procurement	Guidelines adopted; projects delivered with local provenance planting

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roadsides and reserves.				
Prepare a Renewable Energy and Energy Efficiency Program for Shire buildings, lighting, fleet transition and advocacy.	Infrastructure	Long term	Energy audits; capital business cases	Audits completed; solar/efficiency projects prioritised
Partner with Traditional Owners, community groups and agencies on conservation, land management and responsible visitor access.	CEO/ Executive Services	Ongoing	Partnership agreements; grants	Partnership projects; grants secured; consultation records
Undertake weed control on Shire owned reserves and verges.	Infrastructure	Ongoing	Operational practices; partnerships.	Weed management showcasing reduction of weeds. Partnerships with other organisations to support plans
Deliver Regional Botanic Garden Project	Infrastructure	Ongoing	Operational practices; partnerships, grants	Regional Botanic Garden is delivered.



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Governance

Action	Lead	Timing	Resourcing dependency	Measure
Adopt a Community Engagement Charter	CEO/ Executive Services	Immediate	Officer time; engagement tools	Charter adopted; engagement calendar published
Establish quarterly Council Plan progress reporting to Council and community using clear traffic-light status and reasons for variance.	CEO / Corporate and Community	Immediate-Ongoing	Reporting template; data collection	Quarterly reports published; annual summary in Annual Report
Update the Long Term Financial Plan to test Council Plan scenarios, including asset renewal, service levels, grant dependency and workforce costs.	Corporate and Community	Immediate	Financial modelling; asset inputs	LTFP adopted; scenarios documented
Complete asset condition audits and service level reviews for transport, property, recreation, fleet and IT assets.	Infrastructure / Corporate and Community	Immediate-Short	Asset audit budget; staff time	Condition data gaps closed; renewal forecasts updated
Review and update Asset Management Plans.	Assets / Corporate	Short	Asset management support; systems	AMPs adopted; renewal program aligned
Review the Workforce Plan and organisational structure	CEO / Executive Services	Immediate-Short	HR support; workforce data	Workforce Plan adopted; critical roles and training identified
Strengthen grants management and advocacy readiness	CEO	Ongoing	Project development budget; registers	Grant pipeline maintained; applications lodged; acquittals compliant

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through a pipeline of scoped, costed, shovel-ready priority projects.				
Improve customer service, records, ICT and cyber security systems to support accessible and reliable services.	Corporate and Community	Short-Medium	ICT roadmap; training; capital/operating budget	Systems improvements delivered; customer response measures reported
Review strategic risks annually	CEO / Audit Risk Committee	Ongoing	Risk system; internal audit	Risk register reviewed; controls implemented. Business Continuity Plan completed. IT General Controls recommendations implemented.
Administer and maintain an effective Local Emergency Management Committee (LEMC).	CEO/ Regulatory Services	Ongoing	CESM, part funded by DFES.	Convene and provide secretariat support for quarterly LEMC meetings, with additional meetings held where seasonal risks or emerging issues require
Maintain support as Trustee of the Ravensthorpe Hopetoun Future Fund	CEO / Executive Services	Ongoing		Funding for community projects, governance of the Future Fund, Progress of the Supermarket site in Ravensthorpe.

Monitoring, reporting and review

The Council Plan will be measured through a balanced set of performance measures: community perception, service outputs, asset sustainability, financial sustainability, project delivery and governance maturity.

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Outcome	Key Measures
Economy	Population trend; business and tourism indicators; visitor servicing performance; number/value of economic and tourism projects; advocacy outcomes.
Community	Community satisfaction; health/aged/youth advocacy progress; participation in events and programs; volunteer and grants support; emergency readiness.
Built Environment	Road condition and renewal; footpath/trail delivery; capital works delivery; planning processing; facility utilisation and accessibility upgrades.
Natural Environment	Waste diversion and compliance; water resilience projects; CHRMAP implementation; biodiversity/native planting projects; energy efficiency improvements.
Governance and Leadership	Council Plan actions on track; budget and LTFP alignment; asset renewal ratio; workforce vacancies and training; customer service response; risk controls.

Review cycle

Review point	Purpose
Quarterly	Internal and Council reporting on action status, capital works, grants, risks and budget variances.
Annually	Update the delivery program and annual budget; refresh risk register; publish Annual Report progress.
2028 minor review	Check assumptions, update priorities where needed and roll forward the four-year action plan.
2030 major review	Undertake broad community engagement and refresh the vision, aspirations, service expectations and 2030-2036 pipeline.

