



# **Avon Regional Organisation of Councils**

AROC Governance Group Meeting

**12 September 2022**

## **MINUTES**

To: AROC Members

Here within are the Minutes of the AROC Governance Group (President's & CEO's Meeting, held on the above mentioned date in Council Chambers at the Shire of Toodyay.

Suzie Haslehurst

**CHIEF EXECUTIVE OFFICER**

*AROC Secretariat*

## Preface

These Minutes will remain "Unconfirmed" until the next AROC Meeting, where the Minutes will be tabled and confirmed subject to any amendments.

The "Confirmed" Minutes are then signed off by the Chairperson.

Attachments that formed part of the Agenda, in addition to those tabled at the Meeting are incorporated into a separate attachment to these Minutes

## Distribution

These minutes were approved for distribution on .....16/9/..... 2022.



Suzie Haslehurst  
CHIEF EXECUTIVE OFFICER

## Confirmation

These minutes of meeting were confirmed at a meeting held on

.....31 November..... 2022.

Signed: ..........

*Note: The Presiding Member at the meeting at which the minutes were confirmed is the person who signs above.*

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**ATTACHMENTS with separate index follows item 5.**

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## 1. DECLARATION OF OPENING

*The AROC in-person meeting commenced at 9.40am.*

### 1.1. Announcement of Visitors

Alex MacKenzie, Senior Regional Development Officer, Wheatbelt Development Commission Avon (via Zoom)

### 1.2. Record of Attendance and Apologies

Cr R Madacs	Chair, Shire of Toodyay
Ms S Haslehurst	CEO, Shire of Toodyay
Cr D Smythe	Shire of York (via Zoom)
Mr C Linnell	CEO, Shire of York (via Zoom)
Cr P Bantock	Shire of Victoria Plains
Mr J Whiteaker	CEO, Shire of Northam
Mrs K Murray	Executive Officer, AROC

#### Apologies

Cr C Antonio	Shire of Northam
Cr B Haywood	Shire of Goomalling
Mr P Bentley	CEO, Shire of Goomalling
Mr S Fletcher	CEO, Shire of Victoria Plains
Cr B Ruthven	Shire of Toodyay

## 2. MINUTES AND ADDITIONAL INFORMATION

### 2.1 Confirmation of Minutes

**RECOMMENDATION/AROC RES. NO.01/09/22**

**MOVED** Cr Smythe

**SECONDED** Cr Bantock

That the Unconfirmed Minutes of the Avon Regional Organisation of Councils meeting held on 25 July 2022 be accepted as a true and correct record.

**MOTION CARRIED**

### 2.2 Review of Status Report

Review of actions and progress arising from previous meetings and decisions.

Points raised as follows:

Corella Management

- J Whiteaker reported on discussions with Karl O'Callaghan, CEO Wheatbelt NRM; advised that the report (which has now

been paid in full) has not been shared with other local governments and is being used as a basis for discussions with CBH and potential stakeholders to support a proposal for a Wheatbelt Corella Management Coordinator (~\$200,000 p.a.).

- Members discussed the size of the region and the merits of trialling the initiative in the Avon region first before expanding throughout the Wheatbelt; and that CBH may be more willing to contribute funds region wide if successfully trialled in the Avon first.
- Acknowledged that limiting a trial to the Avon region would mean fewer contributions from other local governments and potentially more from AROC members.
- J Whiteaker suggested exploring grant opportunities and contributions from other stakeholders.
- Cr Bantock sought advice of CBH contribution amount before approaching Council to commit funds; declared an interest as a CBH stakeholder (noted by AROC members).
- J Whiteaker indicated SoN has between \$10,000 to \$20,000 committed for corella management actions and suggested AROC consider allocating \$25,000 p.a. for three years to implement actions.
- S Haslehurst recommended AROC not commit funds until an initial contribution amount from CBH is known and funding opportunities have been explored.

*ACTION: EO to report on funding options at the November Governance Group meeting.*

*ACTION: J Whiteaker to contact Karl O'Callaghan to advise a preference for a trial in the Avon region and request advice of CBH contribution amount.*

#### Road clearing permits

- EO asked for members to forward a recent example of a road project impacted by clearing permit processes and conditions for inclusion in a letter to Ministers and Director Generals of relevant departments.

### 2.3 Inward / Outward Correspondence

#### 2.3.1 Financial Report

<b>RECOMMENDATION/AROC RES.NO.02/09/22</b>
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<b>MOVED Cr Madacsi</b>
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That the financial report, as forwarded, be received.

**MOTION CARRIED**

### **3. OTHER BUSINESS / NEW BUSINESS OF AN URGENT NATURE**

#### **3.1 Submissions, presentations or representations from third parties;**

##### **3.1.1 Regional housing shortage issues and opportunities**

Alex MacKenzie, Senior Regional Development Officer, WDC Avon

- See attached presentation slides for details of:
  - Key themes
  - Description of housing issues, first steps (Local Government) and next steps (regional actions).
  - Strategic regional context issues and opportunities
  - Readiness of local planning frameworks for development
  - Decision making
  - Example intervention options
  - Wheatbelt Development Commission current work
  - Next steps and advocacy
- Alex gave examples of projects in the mid-west including a Kalbarri worker accommodation project (modular housing on Crown land) and a project that focussed on meeting rental market housing needs, increasing lifestyle choices, and attracting residents in areas where population has declined.
- Alex acknowledged the difficulties facing LGs in the Wheatbelt including, infrastructure constraints, adequacy of planning frameworks and attracting investment.
- Key actions/opportunities for AROC members are to:
  - Quantify the demand for housing in local government areas e.g., for residents/workers etc; and the type of housing product that is suitable.
  - Identify infrastructure constraints.
  - Identify land parcels suitable for development and initiate changes to planning schemes if required e.g., ensure definition of key worker accommodation supports required housing product types.
  - Focus on getting land shovel ready.

- Focus on housing product that enables transitional use e.g., from worker to resident to aged housing accommodation.
- Alex offered to meet with each AROC member to discuss housing issues and identify actions.

### **3.1.2 AROC housing discussion**

EO provided an overview of the AROC regional housing issues briefing paper (see agenda attachments) and invited members to discuss points 1 to 5.

1. Defining housing issues – members identified a demand for housing right across the continuum.
  - SoT – for workers, via GROH, aged housing, social/low-income housing; reported impact on availability of short stay accommodation (to support tourism) because of workers utilising B and B and hotel units.
  - SoVP – demand for affordable and market rentals, worker accommodation for the Shire and business in general; transient workforce e.g. business busing workers from Gin Gin to Mogumber for work; aged care required; Council preparing workforce accommodation plan (grant funds needed).
  - SoN – demand across the continuum, with focus on rental market e.g., ~30 Air BnB properties not available for long term rental.
  - SoY – demand for rentals and GROH, e.g., unable to secure accommodation for employee as outbid by State Government agency.
- Cr Madacsi suggested AROC take a regional approach by advocating collectively in support of local priorities across the region.
- Agreed that the next step is for each member to quantify demand in their local area and to meet with Alex MacKenzie to consider local housing issues, determine priorities and identify actions to take.

*ACTION – EO to forward Alex MacKenzie’s contact details to members; and for members to arrange a meeting with Alex.*

**3.2 Matters referred by the Officer's Group for consideration or decision;**

**3.2.1 MOU updated to include role of Executive Officer**

*ACTION – EO to circulate strategic plan examples from other regional organisations of councils.*

*ACTION – Members to provide feedback on proposed strategic priorities for inclusion in MOU schedule for discussion at the November Governance Group meeting.*

**3.3 Matters raised by individual member local governments for consideration;**

**3.3.1 Water sustainability issues and opportunities**

- S Haslehurst asked what members pay for water use above 343kL?
- C Linnell mentioned river water quality is an issue in SoY.
- J Whiteaker agreed that river water quality is a priority in SoN and impacts SoY and SoT; focus is on improving water quality to enable activation of river spaces.
- Cr Bantock reported water supply to townsites is the highest priority for SoVP; funding needed to improve access to water sources.
- Agreed water issues can be summarised in the Avon region as Water Security and Sustainability, incorporating issues such as access to water, re-use, costs and quality.
- J Whiteaker proposed that the Shires of Northam, Toodyay and York consider a project brief to identify and improve water quality of the Avon River.

*ACTION – Shire of Northam, Toodyay and York to source local data on Avon River water quality, and identify what outcomes (social, economic and environmental) that respective local governments want to achieve.*

**3.3.2 GP Services**

- S Haslehurst asked members to advise what support they provide to general practice services in their area.
- C Linnel – SoY currently no support provided
- Cr Bantock – no medical services located in the Shire of VP; advised of recent action by Avon Zone to collect information about services being provided by local

governments that are not traditionally the role of local government.

- J Whiteaker – SoN provides subsidised rental for one clinic in Wundowie.

#### **4. CONFIRMATION OF NEXT MEETING**

Members changed the meeting time from 9.30am to 11am for future meetings.

<b>2022</b>	<b>Officer's Group (CEO) Meetings</b>	<b>Governance Group (President's) Meetings</b>
	<b>Zoom Meetings (11.00am)</b>	<b>Council Chambers (11.00am)</b>
<b>OCT</b>	10/10/2022	
<b>NOV</b>		21/11/2022
<b>2023</b>		
<b>FEB</b>	6/02/2023	
<b>MAR</b>		13/03/2023
<b>APR</b>	3/04/2023	
<b>MAY</b>		8/05/2023
<b>JUNE</b>	12/06/2023	
<b>JULY</b>		10/07/2023
<b>AUG</b>	14/08/2023	
<b>SEPT</b>		11/09/2023
<b>OCT</b>	16/10/2023	
<b>NOV</b>		13/11/2023
<b>DEC</b>		

#### **5. CLOSURE OF MEETING**

Cr Madacs closed the meeting at 12.05 pm.



# AROC Governance Group Meeting

Attachments to Minutes – Monday 12 September 2022

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## **Minutes and additional information**

- 2.2 Status report
- 2.3 Inward / outward correspondence
  - 2.3.1 Financial report to 31 August 2022

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## **Other business / new business of an urgent nature**

- 3.1.1 Alex MacKenzie, Senior Regional Development Officer, Wheatbelt Development Commission (Avon)  
Presentation slides titled – Enabling Market Led Regional Housing Solutions

# AROC STATUS REPORT

## Avon Regional Organisation of Councils

Secretariat

CEO - Shire of Toodyay

Meeting Date	Purpose	Resolution	Target date for completion	Actioned by	Completion Date	Meeting Commentary
25/07/2022	2.1 Confirmation of Minutes	That the Unconfirmed Minutes of the Avon Regional Organisation of Councils meeting held on 25 July 2022 be accepted as a true and correct record.	30/09/2022	EO	12 September	
12/07/2021	Climate Change Initiative	AROC CEOs to work together to identify a project we could apply for funding on a regional level.	ASAP	ALL		15.08.22 EO confirmed that recent funding announcement is for two currently funded climate alliances.  EO to contact WALGA regarding funding opportunities and will contact climate alliance contacts to explore relevant initiatives.
10/05/2021	Corella Management	That AROC authorise the CEO Officer Group to expend up to \$30,000 from AROC Funds to have Wheatbelt NRM undertake field work on behalf of the member shires to develop strategies for Corella management.	ASAP	J Whiteaker, CEO, Northam Shire	14 November	12.09.22: J. Whiteaker to contact Karl O'Callaghan to convey preference for Avon regional trial for proposed Corella Management Coordinator and determine proposed CBH allocation of funds.  EO to report on funding options at the November Governance Group meeting.

# AROC STATUS REPORT

## Avon Regional Organisation of Councils

Secretariat

CEO - Shire of Toodyay

Meeting Date	Purpose	Resolution	Target date for completion	Actioned by	Completion Date	Meeting Commentary
10/05/2021	Water Sustainability	Workshop on water issues is required to identify local/regional project priorities and opportunities for local/regional funding.	12/09/2022	EO	12 September	<p>12.09.22: Water issues can be summarised in the Avon region as Water Security and Sustainability, incorporating issues such as access to water, re-use, costs and quality.</p> <p>J Whiteaker proposed that the Shires of Northam, Toodyay and York consider a project brief to identify and improve water quality of the Avon River.</p> <p>Shire of Northam, Toodyay and York to source local data on Avon River water quality, and identify what outcomes (social, economic and environmental) that respective local governments want to achieve.</p>
16/05/2022	Road clearing permits and pre-funding for road projects.	AROC to write to the relevant Ministers and Director Generals to outline and address issues associated with road clearing permits and funding for road projects.	30/09/22	EO	tba	<p>12.09.22: EO to draft letter to Ministers and Director Generals to outline AROC member issues with clearing permit system.</p> <p>Members to forward to the EO a recent example of a road project impacted by clearing permit processes and conditions for inclusion in the letter.</p>

# AROC STATUS REPORT

## Avon Regional Organisation of Councils

Secretariat

*CEO - Shire of Toodyay*

Meeting Date	Purpose	Resolution	Target date for completion	Actioned by	Completion Date	Meeting Commentary
						EO to invite Director Generals to attend AROC meeting before the WALGA convention.
16/05/2022	Housing shortage	AROC to advocate to relevant Ministers and Shadow Ministers (Housing & Local Government) to address a critical shortage of housing in the Avon Region.	Ongoing	EO	tba	<p>12.09.22: Presentation by Alex MacKenzie, WDC Avon, on regional housing solutions; and EO prepared briefing report to inform AROC discussion on housing issues at the September GG meeting.</p> <p>EO to forward Alex MacKenzie's contact details to members; and members to arrange a meeting with Alex to consider local housing issues, determine priorities and identify actions to take.</p>

# AVON REGIONAL ORGANISATION OF COUNCILS

## Statement of Comprehensive Income

Administered by Shire of Northam



**Wheatbelt**  
Development  
Commission

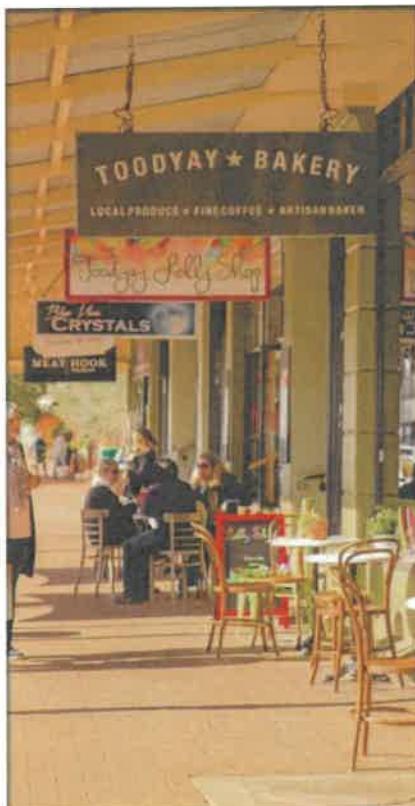
*Enabling Market Led Regional  
Housing Solutions*

Alex MacKenzie 15 September 2022

► KEY THEMES

- Regional economic development that is strategic yet informed by market conditions & development feasibility.
- Enabling market-led solutions by positioning to address constraints and attract investment.
- Liveability: Investment & Lifestyle destinations.
- Housing as critical economic infrastructure.
- Need to progress this work at both a local and region-wide scale.

**THE WHEATBELT SITUATION:  
ADDRESSING HOUSING NEEDS &  
CATERING FOR GROWTH**



Situation/Issues	Description	First Steps: Local Government's	Next Steps: Regional Actions
<b>Shortage of rental housing</b>	<ul style="list-style-type: none"> <li>30 houses available across 100* towns.</li> <li>Limited new supply &amp; prop. management capacity.</li> </ul>	<ul style="list-style-type: none"> <li>Gap Analysis for respective LG's.</li> <li>Quantify demand and identify product type (s) most lacking (bedrooms, price-point).</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration across govt re KWA projects</li> <li>Data capture to inform IA, feasibility, and advocacy.</li> </ul>
<b>Lack of key sector workers</b>	<ul style="list-style-type: none"> <li>Affecting all sectors.</li> </ul>	<ul style="list-style-type: none"> <li>Major project context and estimates of workers needing local housing in-line with project staging.</li> <li>Local intel needed re approvals and emerging projects/needs and by location.</li> </ul>	<ul style="list-style-type: none"> <li>Needs Analysis.</li> <li>Prelim feasibility.</li> <li>Key worker accom. projects.</li> <li>Advocacy.</li> </ul>
<b>High cost enabling works</b>	<ul style="list-style-type: none"> <li>Indicative costs \$100-130k per lot</li> </ul>	<ul style="list-style-type: none"> <li>LG forward planning re infrastructure, developer contributions, staging, and other.</li> </ul>	<ul style="list-style-type: none"> <li>Prelim feasibility.</li> <li>Targeted initiatives.</li> <li>Advocacy (support alternative solutions)</li> </ul>
<b>Limited building sector capacity</b>	<ul style="list-style-type: none"> <li>12-18 months modular &amp; 2yrs+ traditional construction. Costs +30%.</li> </ul>	<ul style="list-style-type: none"> <li>Building approval and occupancy stats. Approval timeframes.</li> <li>Issues &amp; Opportunities.</li> <li>Review scheme provisions.</li> </ul>	<ul style="list-style-type: none"> <li>Enable market responsive builds.</li> <li>Targeted initiatives.</li> <li>Advocacy.</li> </ul>

Situation/Issues	Description	First Steps: Local Government's	Next Steps: Regional Actions
<b>Limited new supply</b>	<ul style="list-style-type: none"> <li>Approx. 140 dwellings constructed across region 12-months to June '22.</li> <li>Many local schemes do not permit/limit modular housing and do not define key worker accom.</li> <li>Approval delays?</li> <li>Plenty of zoned land, but servicing an issue.</li> </ul>	<ul style="list-style-type: none"> <li>Identify pinch-points from an application to occupancy perspective. Opportunities to tweak regulatory settings?</li> <li>Adapt planning provisions re modular and key worker accom. (market responsive)</li> <li>Identify servicing constraints.</li> <li>Localised opportunities for innovation.</li> </ul>	<ul style="list-style-type: none"> <li>Economic development &amp; investment attraction.</li> <li>Planning actions to incentivise and facilitate delivery of housing product.</li> <li>Advocacy with WALGA &amp; key State agencies.</li> <li>Targeted KWA and IA initiatives to drive new supply.</li> </ul>
<b>RDAP land development issues</b>	<ul style="list-style-type: none"> <li>Lots not serviced or lacking critical services.</li> <li>Not designed in-line with market preferences.</li> <li>22 RDAP projects across Wheatbelt, 99-lots avail (&gt;50% sold) inadequate servicing.</li> </ul>	<ul style="list-style-type: none"> <li>Identify 'lazy land' and constraints.</li> <li>Approval info for residential &amp; industrial in recent years (market trends).</li> <li>Alignment with forward planning re infrastructure?</li> <li>Economic development incentives?</li> <li>Local preferences, objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence base to inform DevWA operational planning.</li> <li>Targeted projects and funding allocation.</li> <li>Advocacy with partner agencies re services.</li> </ul>
<b>GROH limitations</b>	<ul style="list-style-type: none"> <li>Program shift to new builds.</li> <li>Limited sector interest/capacity to tender.</li> <li>Joint-venture limitations.</li> </ul>	<ul style="list-style-type: none"> <li>Quantify demand, does this fit with GROH projections?</li> <li>LG land that might be leveraged?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence base to inform operational planning.</li> <li>Targeted projects and funding allocation.</li> <li>Advocacy</li> </ul>

## CURRENT SITUATION - STRATEGIC REGIONAL CONTEXT

### ISSUES

### OPPORTUNITIES

#### Statutory & Strategic Planning

42 Local Governments.  
42 Local Planning Schemes.

Not adequately informed by current market conditions and development feasibility.

Ad-hoc inter-agency & cross-govt operational planning

#### Infrastructure

Limited (*formalised*) sub-regional planning or infrastructure frameworks.

Limited integration of service provision across towns informed by emerging project context (*reactive not proactive*).

Need to address enabling works costs

Planning frameworks as instruments for economic development

Align new sub-regional planning approaches with Infrastructure WA, RDAP/GROH.. major project

Greater role for WALGA & Industry Bodies (REIWA, Master Builders) re policy advocacy

Establishing a clear regional offering & value proposition

Drive facilitation of alternative servicing solutions for residential & industrial

Strategic data capture

#### Governance

42 Local Governments.

Various sub-regional organisation of Councils.

WALGA role?

#### Economic Development

Regional Blueprint? Coherent vision across LG's and between State/LG.

Limited ED capacity in many LG's.

Investment Attraction: Lack of clear narrative, branding and data-capture.

## READINESS OF LOCAL PLANNING FRAMEWORK FOR DEVELOPMENT

- Is Key Worker Accom. permitted, and where?



- Is "Modular" housing permitted?

- ED/Market analysis to inform pre-emptive planning

- Proactive planning to cater for development i.e. lot size/zoning etc

- Services available?

- Local Planning Policy direction?

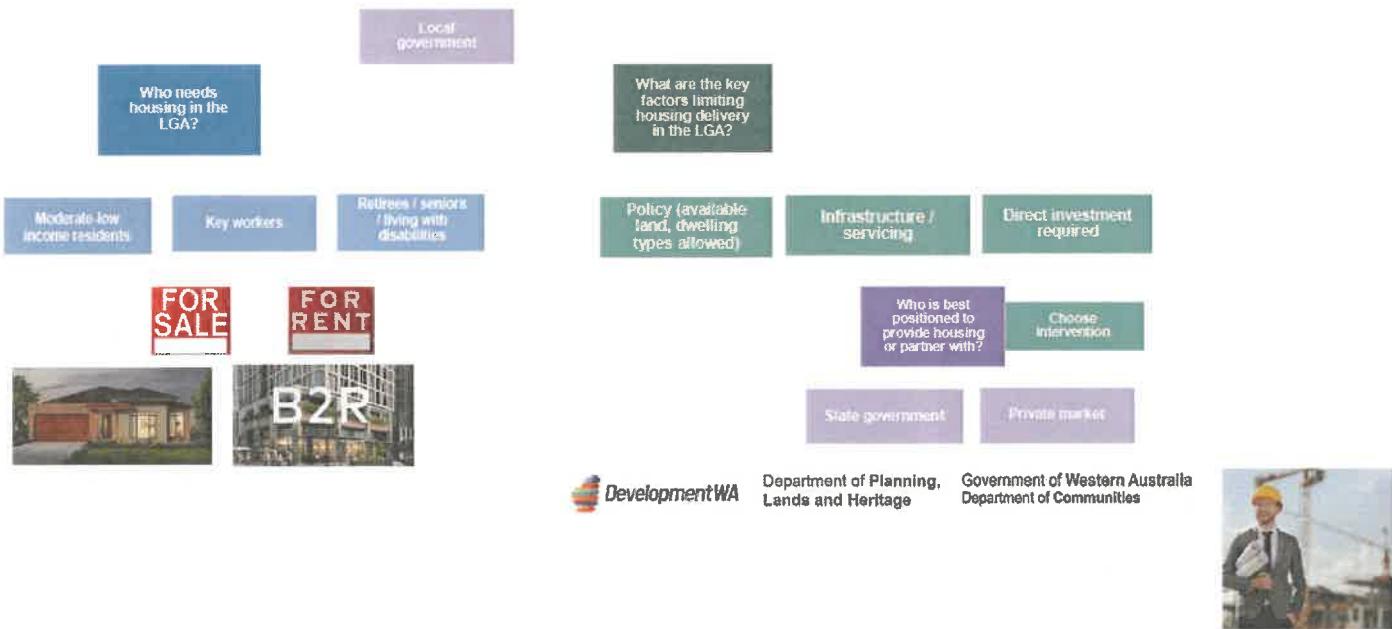
- Lots to be targeted. LG assets, JV's, Communities & DevWA.

- Development incentives i.e. plot-ratio, height, setbacks, parking, transfer of development rights..

- Align with economic development initiatives i.e. ratings incentives, grants..

## DECISION MAKING

Directing development in-line with **Housing Needs** and **Growth Objectives**



EXAMPLE INTERVENTION OPTIONS	OPTION	DESCRIPTION	INVESTMENT NEEDED	POPULATION BENEFITTED	KEY INVESTMENT PARTNERS	HOUSING DELIVERY TIMEFRAME	POTENTIAL HOMES DELIVERED
Policy Control	Zone Land	Identify suitable land that can be zoned for residential land use.	Low	Property developers / buyers Housing providers	Local / State government	Long term	Dependent on amount of land available Potential 50+
	Alternative uses	Allow use of other structures for housing, e.g. granny flats, shed conversions, non-residential buildings.	Moderate	Existing property owners Key workers Moderate-low income residents	Local / State government Construction firms Housing providers	Medium term	Dependent on suitable structures existing Potential 10-20
	Alternative construction methods	Allow use of lightweight or pre-fab construction, tiny houses, recycled materials / earthships.	Moderate	Moderate-low income residents FIFO employers Key workers	Local / State government Construction firms Housing providers Local / FIFO employers	Medium term	Dependent on appetite for dwelling type Potential 10-50
	Market opportunities	Existing residential land development-ready is actively promoted for potential buyers / developers.	Low	Property investors Owner occupiers Housing providers	Private market Housing providers	Short term	Dependent on market appetite Potential 10-20
Deliver enabling infrastructure	Extend services / upgrade capacity of utilities	Provide services to housing land / lots where this is limiting development, e.g. water, power, gas, sewer.	High	Property developers / buyers Existing property owners	Local / State government	Medium term	Dependent on land available for development / subdivision Potential 50+
	Upgrade unoccupied dwellings	Existing unoccupied residences are upgraded and made ready for new occupants.	Moderate	Key workers Moderate-low income residents	Local / State government	Short term	Dependent on suitable structures existing Potential 10-20
Direct investment	Outright sale	Sale of land to private developers, housing providers, local employers, or purchase by local government for development.	High	Property developers / buyers	Private market Housing providers Local / FIFO employers	Medium term	Dependent on amount of land available Potential 10-20
	Leasehold	Lease land to private developers / housing providers / local employers on a long-term basis for the purpose of developing housing.	High	Key workers Moderate-low income residents FIFO employers	Private market Housing providers Local / FIFO employers	Medium term	Dependent on amount of land available Potential 10-20
	Joint venture	Undertake a joint venture with a partner organisation to share the cost of developing housing for specific groups of residents, e.g. retirees, key workers, etc.	Moderate	Key workers Moderate-low income residents FIFO employers	Private market Housing providers Local / FIFO employers	Medium term	Dependent on amount of land available Potential 10-20
	Land or land + house supplied by local council	Varying levels of site servicing and construction methods, depending on capacity of Council to deliver and population group targeted.	High	Key workers Moderate-low income residents	Private market Housing providers Local employers	Medium term	Dependent on cost Potential 5-10



## CURRENT WORK

Current projects focussed on progressing housing solutions for the region. (Expected completion December 2022)

- **CDP Report:** Gap analysis looking at property market trends and audit of existing housing stock across Dandaragan, Moora, Badgingarra. Report identified types of housing product needed including recommendations for how planning might better cater for new housing.
- **4WD ROC:** Jointly funded consultant report underway looking at needs analysis re key worker housing for Dumbleyung, Woodanilling, West Arthur, Wagin and Williams.
- **WDC-DEVWA:** Edge Planning engaged to prepare case studies and feasibility templates for development of housing across Bruce Rock, Narembeen, Pingelly, Narrogin and Kellerberrin. Also considering industrial.



## NEXT STEPS & ADVOCACY



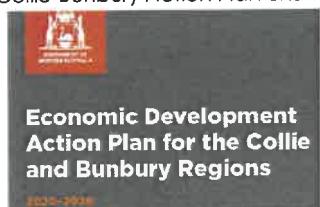
A **Regional Action Plan** approach.

- A series of prioritised actions informed by development feasibility, market analysis, engagement with local government's, key agencies, and industry partners.
- Strategic focus areas aligned with State Government's **Diversify WA** themes.
- Actions will ideally translate into the **corporate business planning** of LG's and operational planning of key agencies.

Strategic Focus Area	Priority Action	Lead	Target Outcome	Performance Indicator

- Value as a regionally integrated commitment to inform funding allocation.
- An important regional **Investment Attraction** tool.

Collie-Bunbury Action Plan example





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