

Plan for the future

Shire of Toodyay | Council Plan 2023-2033



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Introduction

Welcome to the Shire of Toodyay's Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document - our Council Plan, our plan for the future.

More than 520 community members and key partners helped to shape this plan, addressing three key areas:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines, and satisfies a legislative requirement for all local governments to have a plan for the future.

This plan describes:

- A future vision for the Shire of Toodyay
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

Image credits.

Destination Perth: Cover, 6, 12, 14, 18 (bottom right), 24 (bottom left), 28, 30 (top right, bottom left), 36 (bottom left)

Beck Foulkes-Taylor (Toodyay Recreation Centre): 16, 18 (top left, top right, bottom left), 38

Shire of Toodyay: 3, 11, 22, 24 (top left, bottom right), 30 (top left, bottom right), 34, 36 (top left, top right), 40 (all), 43

Swifthound Media: 24 (top right), 36 (bottom right)

Executive Message

We are delighted to present the Shire of Toodyay Council Plan 2023 - 2033.

This Plan represents the voice of the Toodyay community and provides Council and staff with a blueprint for services and projects for the future. We have heard that Toodyay's character and lifestyle remain high priorities and that services for our ageing residents need to be advocated for strongly. Our local roads remain integral to our prosperity, growth and safety, while balancing environmental concerns and sustainability. Accordingly, the vision for the Shire has been adjusted to reflect our community working together to achieve these outcomes.

While the Plan has been developed as a ten-year guiding document, it will be reviewed annually during this time. This will give all of us the opportunity to reflect, adjust and realign, if necessary, to ensure we continue to address the needs of ratepayers, residents and visitors to Toodyay.

We take this opportunity to thank everyone who has contributed to the development of this Council Plan, and we look forward to working with and for the community on its implementation.



Cr Rosemary Madacsi
Shire President



Suzie Haslehurst
Chief Executive Officer

The Shire of Toodyay acknowledges the Ballardong, Yued and Whadjuk Noongar peoples as the traditional custodians of this land. We respect and value the diversity of Aboriginal cultures, their stories, and connection to this land.

Shire of Toodyay at a glance

The Shire of Toodyay is known for its abundance of natural beauty, rural charm and rustic heritage buildings.

Located in the Wheatbelt region, the Shire is characterised by its rolling hills, fertile valleys and stunning wildflowers, and is internationally recognised for its biodiversity. Flowing through Toodyay is the beautiful Avon River on which the world's longest white-water race, the Avon Descent, is held each year. The region contains many areas of significant bushland, including Avon Valley National Park, Julimar State Forest, and Moondyne Nature Reserve.

The Shire gets its name from the Noongar word for mist, *Dudja*. Ballardong, Yued and Whadjuk Noongar peoples have lived and moved across the Toodyay valley for more than 45,000 years. They are acknowledged as the traditional custodians of the land and their cultures, stories and deep spiritual connections are valued and respected.

Agriculture has played a strong role in defining the heritage and character of the area from early European settlement to today. The region is renowned for wheat, sheep, and cattle farming, with agriculture generating \$65 million in economic output in 2021 and accounting for 19% of local employment. The Shire also plays an important role as a transport and logistics hub for the Avon sub-region.

Today, around 4,812 people call the Shire of Toodyay home. Situated 85 kilometres northeast of Perth, the region is easily accessible, making it an ideal place for families and seniors seeking a tree-change and affordable living close to the city. Currently, 26% of the Shire's population is aged 65 years or older. This compares to 16% across Western Australia. An ageing population presents challenges and opportunities for the Shire, including the need to attract more health and aged care facilities, services, and workers.

Toodyay is a popular place for visitors and tourists to connect with nature, step back in time, and drink, dine and be merry. The main street of Toodyay is lined with unique, specialty shops including a much-loved Christmas shop and a retro 1950s style café with an impressive collection of Coca-cola memorabilia. Visitors can tick off a bucket list of unique activities in the region, such as visiting the oldest emu farm in the world, sipping wine in one of the oldest wineries in Western Australia, or enjoying a hot air balloon adventure at dawn across the beautiful Avon Valley. A vibrant arts community supports various festivals and events throughout the year, including Toodyay International Food Festival, Moondyne Festival, and Toodyay Agricultural Show.

The Shire of Toodyay provides a glimpse into Western Australia's rich history and natural beauty, as well as a chance to experience the warmth and hospitality of the local community.

People

Estimated Resident Population

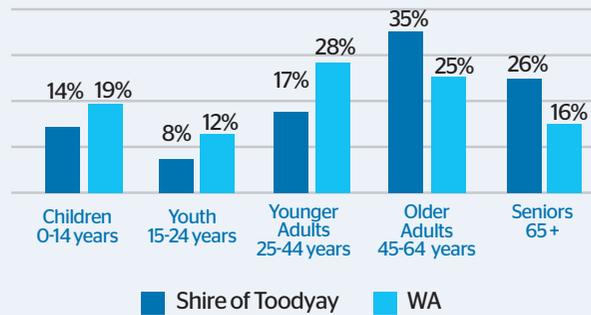


4,812

June 2022, ABS

Age Profile

2021, ABS Census



Need assistance with core activities

2021, ABS Census



5.6%

WA: 4.9%

Households that speak a non-English language

2021, ABS Census



3.8%

WA: 19.6%

Aboriginal and/or Torres Strait Islander People

2021, ABS Census



3.0%

WA: 3.3%

Total offences

WA Police



Planet

Waste recovery

% of waste recycled
2022, Shire of Toodyay



17%

EV Charger usage

2022, Shire of Toodyay



767
kWh

Seedlings planted

2022, Shire of Toodyay



700



Place

Value of planning applications

2022, Shire of Toodyay



\$5.67M

Housing diversity

Separate house
2021, ABS Census



97.6%

WA: 79.7%

Median rent

2021, ABS Census



\$285

WA: \$340

Connected



1hr 16 minutes

Toodyay to Perth

Active transport



12km

Footpaths

Prosperity

Gross regional product

Shire of Toodyay
June 2022, REMPLAN



**\$190.5
Million**

Economic output

Shire of Toodyay
June 2022, REMPLAN



Agriculture

\$67M



Construction

\$59M



Rental, hire,
real estate services

\$52M

Completed year 12

Among 15+ year olds
2021, ABS



39%

WA: 58%

Unemployment rate

June quarter 2022,
National Skills
Commission



3.5%

WA: 3.4%

Source: apl.remplan.com.au/wheatbeltregion/economy

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Toodyay must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

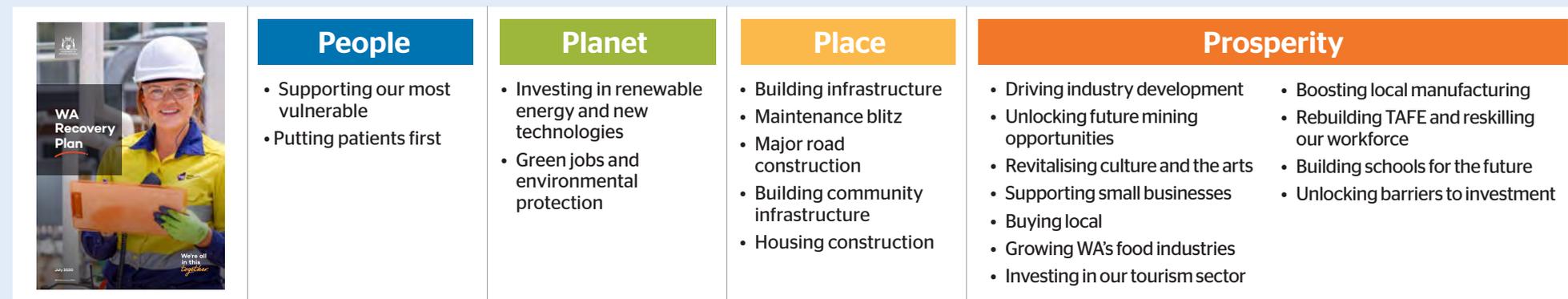
Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Toodyay will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

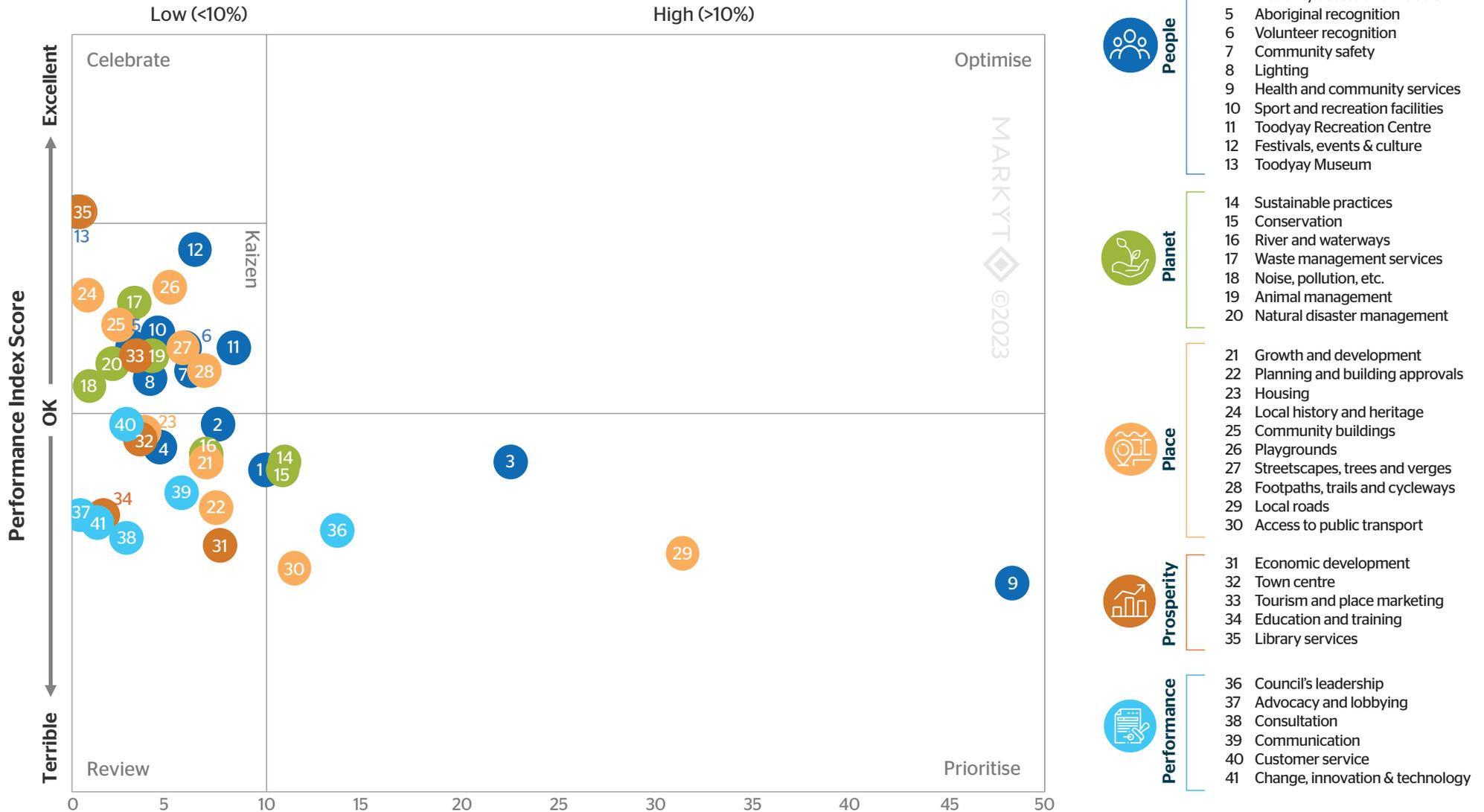


Local Priorities

To understand local needs and priorities, the Shire of Toodyay commissioned an independent review. In September 2022, 520 community members completed a MARKYT® Community Scorecard. Health and community services were the top priority followed by local roads, and seniors' services and facilities.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



* Kaizen = provide continuous improvement

Our Vision

A caring and visionary rural community,
working together to preserve and enrich
Toodyay's environment, character and lifestyle.







Our purpose

The Shire of Toodyay exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

This is in accordance with the *Local Government Act 1995* (Section 1.3 (3) Role of Local Government).

We fulfil our purpose through the following roles:



Lead

We lead strategic planning to create and achieve a shared vision for the future.



Provide

We provide infrastructure, services and events to meet local needs.



Advocate

We are a voice for the local community on contemporary issues.



Educate

We deliver public education programs for improved sustainability and wellbeing.



Facilitate

We enable service delivery through partnerships, funding and other support.



Regulate

We regulate compliance with legislation, regulations, local laws and policies.

Our values

We conduct ourselves in line with values the local community cares deeply about.

Integrity

Accountability

Inclusiveness

Commitment



Our plan for the future

To achieve the vision, the community helped shape a plan for the future.

There are five core performance areas in this plan - People, Planet, Place, Prosperity, and Performance. These areas are interrelated, and each must be satisfied to deliver excellent quality of life in the Shire of Toodyay.

For each area, there is an overarching aspirational statement and desired outcomes, summarised below. Over the following pages, we explore each area in more detail. We describe the current situation, recent achievements, what we will keep doing, and our plan for the future. “What we will keep doing” covers business as usual activities, with a focus on continuous improvement. “Our plan for the future” describes priority projects to meet local needs and objectives. When deciding on priority projects, Council considers a range of comprehensive supporting strategies and community suggestions.

					
	People	Planet	Place	Prosperity	Performance
ASPIRATION	Toodyay has a safe, cohesive, and healthy community.	Our natural assets and ecosystems are being maintained and protected for the enjoyment of current and future generations.	Our rural lifestyle is valued and is being enhanced with thoughtful planning and development.	Together, we are building a vibrant, diverse, and sustainable economy.	Through best practice leadership and governance, we are achieving the best possible social, economic, and environmental outcomes for the people of Toodyay.
OUTCOMES	<ol style="list-style-type: none"> 1. A safe and healthy community. 2. An inclusive, connected community. 	<ol style="list-style-type: none"> 3. Our natural assets and ecosystems are being maintained and protected for future generations. 4. Climate resilience. 	<ol style="list-style-type: none"> 5. High quality town planning complements our rural ambience and heritage. 6. Safe, sustainable, and affordable transport options. 	<ol style="list-style-type: none"> 7. A strong, diverse, and sustainable economy. 8. Toodyay is a popular tourism destination. 	<ol style="list-style-type: none"> 9. Responsible and effective leadership and governance. 10. Happy community members who feel heard, valued and respected.



People



Toodyay has a safe, cohesive, and healthy community.

Current situation

Overall, as a place to live, the Shire of Toodyay scored 79 out of 100, 3 points ahead of the industry average.

The Shire has a close-knit community and active groups of volunteers who help deliver much needed services and support across small rural communities.

Volunteers help to deliver various arts and cultural activities, festivals and community events which are regarded to be among the best in Western Australia. With a score of 72, the Shire's arts and cultural activities are just 2 points behind the industry leader. Toodyay Museum is also highly valued with a score of 77 points.

With an ageing population, the community would like the Shire to advocate for more seniors' services, aged care, and health services. Urgent requests for a local doctor were recently met by the Shire, and further work is being undertaken to better understand and meet ancillary health care requirements.

The community would like improved access to services and facilities for families, children and young people. A youth centre has been suggested to provide young people with a safe space to meet, socialise and access support services.

Recent achievements



New doctors in town

Council successfully advocated for the Alma Beard Medical Centre to re-open in Toodyay with two doctors, a nurse practitioner and ancillary medical services.



State-of-the-art sports and recreation precinct

Council successfully advocated for \$14 million in funding to build a new, multipurpose facility with upgraded tennis facilities, new netball and basketball courts, a large multipurpose soccer, hockey and rugby field, swimming pool and aquatic centre.



Toodyay International Food Festival

The Shire continues to coordinate and host the popular International Food Festival and Family Fun Day during the Avon Descent, providing entertainment, activities and a wide variety of food for the whole community to enjoy.



National award winner

The Gnulla Karnany Waangkiny (Our Truth Telling) initiative received national recognition - winning the Indigenous Project Award at the 2023 Australian Museums and Galleries Association Awards. This award recognises the remarkable collaboration between the Shire of Toodyay and Noongar Kaartdijin Aboriginal Corporation to preserve and promote Toodyay's cultural heritage.

What we will keep doing

Council will continue to deliver and support services that contribute to the achievement of the People aspiration and outcomes, such as:

- Volunteer support
- Youth, family and seniors' programs
- Disability access and inclusion
- Festivals, events, arts and cultural activities
- Sport and recreation services
- Health and community services
- Community Resource Centre
- Community safety and crime prevention
- Lighting of streets and public places
- Animal management

Shire officers will continuously review and improve service delivery in these areas when developing and implementing their Service Plans.



Our plan for the future

Outcome 1. A safe and healthy community.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
1.1. Facilitate community safety.	1.1.1. Advocate for increased police presence in Toodyay.		Chief Executive Officer	●	●	●	●	
	1.1.2. Partner with local police to determine CCTV network extension requirements.		Executive Manager Corporate and Community Services	●				
	1.1.3. Advocate for state government support to maintain the CCTV network.		Chief Executive Officer	●				
	1.1.4. Complete a lighting audit to identify areas of concern and add costed, priority lighting improvement projects to the Asset Management Plan.		Executive Manager Infrastructure Assets and Services			○		
	1.1.5. Explore opportunities to support a 'good neighbour' program, such as Neighbourhood Watch.		Community Development Officer	●				
1.2. Facilitate community health and wellbeing.	1.2.1. Support a community-driven Public Health and Wellbeing Advisory Group to form to research local health and wellbeing needs and propose costed actions for Council's consideration to address local priorities. This would include consideration of novel approaches to improve access to ancillary services (e.g., podiatry, physiotherapy, occupational therapy etc) such as facilitating group bookings and arranging shared transport.		Environmental Health Officer	○				
	1.2.2. Integrate Public Health Plan requirements when completing the next Council Plan review.		Environmental Health Officer	●				
1.3. Grow participation in sport and recreational activities.	1.3.1. Propose a preferred management and funding model for Toodyay sport and recreation facilities.		Executive Manager Corporate and Community Services	○				
	1.3.2. Provide more shade around the pool at Toodyay Recreation Centre.		Fleet and Building Maintenance Officer	●	○			
	1.3.3. Investigate options to heat the pool at Toodyay Recreation Centre.		Fleet and Building Maintenance Officer			●		
	1.3.4. Investigate options to provide a sun/rain shelter over the skate park and better lighting.		Coordinator Depot, Fleet, Parks and Waste	●				

● Covered by existing resources ○ Needs additional funding

Outcome 2. An inclusive, connected community.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
2.1. Support older people to age safely, happily, with dignity and respect.	2.1.1. Support the formation of a community-driven Seniors Advisory Group to enable seniors to come together and discuss, prioritise, and advocate for projects to the Shire of Toodyay and local service providers.		Community Development Officer	○				
	2.1.2. Advocate for service providers to expand aged care, respite, and home care services for seniors, including gardening and home maintenance.	Aged Friendly Community Plan (2016)	Executive Manager Corporate and Community Services	●	●	●	●	
	2.1.3. Investigate the "Staying in Place" concept to see if it can be initiated in Toodyay to assist the elderly.		Executive Manager Corporate and Community Services	●				
	2.1.4. Explore opportunities to deliver more meeting places and activities for seniors, such as a community garden and craft groups.		Community Resource Centre	●	●			
2.2. Support families, children, and young people to flourish.	2.2.1. Support the formation of a community-driven Youth Advisory Group to enable young people to come together and discuss, prioritise, and advocate for projects to the Shire of Toodyay and local service providers.	Youth Strategy (2019)	Community Resource Centre	○				
	2.2.2. Advocate for service providers to expand mental health services for young people.		Executive Manager Corporate and Community Services	●	●	●	●	
2.3. Advance opportunities, community participation and quality of life for people with disability.	2.3.1. Review and update the Disability Access and Inclusion Plan with a costed program to meet outstanding universal and neurological access, ACROD parking and signage requirements.	DAIP (2020-25)	Community Development Officer		○			

Outcome 2. An inclusive, connected community (continued).

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
2.4. Grow respect for First Nations peoples, cultures, and heritage.	2.4.1. Complete a 2-yearly review of the Reconciliation Action Plan.		Cultural Heritage Officer		○		○	
	2.4.2. Support the Noongar Kaartdijin Aboriginal Corporation (NKAC) to develop cultural and ecotourism opportunities to promote greater awareness, understanding and respect for local Yued, Ballardong and Whadjuk Noongar peoples, heritage, and culture.	Reconciliation Action Plan (2021)	Cultural Heritage Officer	○	○	○	○	
	2.4.3. Arrange Cultural Awareness Training for Shire employees.	Reconciliation Action Plan (2021)	Executive Manager Corporate and Community Services		●			
2.5. Celebrate cultural diversity through art, culture, and community activities.	2.5.1. Plan a 4-year program of festivals and events, and review every two years, to increase local participation in art, culture, and community activities and to grow visitor numbers. As part of this review, identify novel and interesting event spaces that showcase local heritage and natural assets, and consider community suggestions for new activities, such as running festivals over two days to activate Toodyay's night-time economy, a new music festival, a sculpture walk by the river, a public art competition, outdoor movies, and events to showcase local produce.		Economic Development Coordinator	●		●		
2.6. Grow community capacity by attracting and supporting volunteers.	2.6.1. Review and improve the Online Listings for Community Groups page on the Shire's website to support community groups to promote their activities and volunteer opportunities and vacancies more effectively.		Economic Development Coordinator		○			
	2.6.2. Investigate how the Shire can work with local businesses, community groups and educational institutions to support high priority, unfunded projects with volunteer hours, in-kind services, and student assignments.		Economic Development Coordinator	●				

● Covered by existing resources ○ Needs additional funding



Planet



Our natural assets and ecosystems are being maintained and protected for the enjoyment of current and future generations.

Current situation

Located within the internationally recognised biodiversity hotspot of the Avon Botanical Province, Toodyay's tapestry of landscapes, spectacular forests, woodlands and waterways are celebrated for their beauty and for supporting a diverse range of flora and fauna.

With high regard for conservation and biodiversity, 48 percent of native vegetation has been retained across the Shire, mostly in the Avon National Park and Julimar Conservation Forest.

Environmental conservation is challenging due to the size and scope of works required. The Shire scored 43 points out of 100 for conservation and environmental management, 44 points for efforts to promote and adopt sustainable practices, and 45 points for efforts to maintain and enhance the river and waterways. Scores were better and slightly above average for waste management and natural disaster management, at 65 and 57 points respectively.

The community suggestions include tighter development controls to protect natural vegetation, more trees to be planted, better weed management, greater adoption of electric vehicles, solar panels and rainwater tanks, and improved recycling facilities.

The Shire will continue to support local groups with donations and in-kind services so they may assist with carrying out works to protect the natural environment, waterways and ecosystems.

Recent achievements



Bushfire prevention

The Shire attracted more than \$1 million in grant funding from the Bushfire Mitigation Activity Fund to help reduce bushfire risks.



Feral Pig Management

The Shire of Toodyay initiated a biosecurity response program to manage feral pigs that are destroying conservation lands, private properties and farmlands.



Sustainable practices in stormwater management

Council secured a grant close to \$74K from the WA Government Community Water Supplies Partnership Program to undertake an innovative project to use the Toodyay Recreation Centre precinct roof and basketball courts to maximise stormwater harvest for irrigation and firefighting.



Waterwise

The Water Corporation recognises the Shire's ongoing commitment to improving water efficiency and adopting waterwise practices within the organisation and across the community with its endorsement as a Waterwise Council.

What we will keep doing

Council will continue to deliver and support services that contribute to the achievement of Planet aspiration and outcomes, such as:

- Climate action programs
- Conservation and environmental management
- Weed management
- Environmental health services
- Waste collection services
- Waste education
- Management of off-road and abandoned vehicles
- Firebreaks and fire hazard management
- Storm water management
- Fire prevention
- Emergency services
- Pest control
- Environmental protection
- Water management

Shire officers will continuously review and improve service delivery in these areas when developing and implementing their Service Plans.



Our plan for the future

Outcome 3. Our natural assets and ecosystems are being maintained and protected for future generations.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
3.1. Preserve our land, water, and biological systems	3.1.1. Advocate for government agencies to support the mitigation of adverse environmental impacts to biodiversity and natural ecosystems throughout the Shire.		Executive Manager Development and Regulation	●	●			
	3.1.2. Develop policies for retention and protection of biodiversity and mitigation of threats including uncontrolled access, bushfires, rubbish dumping, weeds, pests, and feral and domestic animals.	Environmental Management Strategy 2014; LPP Extractive Industry and Waste Disposal (2023)	Executive Manager Development and Regulation		○			
	3.1.3. Support the appointment of a Sustainability Officer to implement the Shire's sustainability objectives.	Draft Local Biodiversity Strategy (2022)	Chief Executive Officer	○				
	3.1.4. Prepare management plans for Shire managed conservation reserves.	Draft Local Biodiversity Strategy (2022)	Executive Manager Development and Regulation		○			
	3.1.5. Develop and implement the Local Natural Area (LNA) reserve management master plan.	Draft Local Biodiversity Strategy (2022)	Executive Manager Development and Regulation		○			
	3.1.6. Develop a Water Management Strategy to create a framework for the Shire to manage and sustain water resources in the local government area, including rainwater, stormwater, groundwater and grey water.	Draft Local Biodiversity Strategy (2022); Local Planning Strategy (2017)	Executive Manager Infrastructure Assets and Services		○			
	3.1.7. Support local organisations and groups to undertake activities to restore the health of the Avon River.		Environmental Health Officer		○	○	○	
	3.1.8. Maintain strong effective representation in the Rural Water Council.		Shire President	●	●	●	●	
	3.1.9. Advocate against the approval of environmentally threatening industries and landfill west or south of the Avon River or within declared parks and reserves.		Shire President	●				
	3.1.10. Review the Shire's website to communicate the Shire's conservation and environmental management role and activities and provide links to relevant policies and reserve management plans and up-to-date information about local conservation groups, events, and volunteering opportunities.		Communications Officer		○			

● Covered by existing resources ○ Needs additional funding

Outcome 3. Our natural assets and ecosystems are being maintained and protected for future generations (continued).

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
3.2. Encourage responsible animal management.	3.2.1. Deliver a 3-year campaign to encourage responsible dog and cat ownership, including increased awareness of legal requirements.		Rangers	○	○	○		
	3.2.2. Monitor demand for dog exercise parks and respond accordingly.		Rangers	●	●			

Outcome 4. Climate resilience.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
4.1. Reduce greenhouse gas emissions.	4.1.1. Advocate for state government funding for targeted initiatives, such as revegetation projects and microgrids, to reduce the Shire's carbon footprint.		Chief Executive Officer	●	●	●	●	
	4.1.2. Audit the Shire's energy use and develop a fully costed energy minimisation plan with consideration for renewable energy options.	Environmental Management Strategy 2014; Local Planning Policy	Environmental Sustainability Officer		○			
	4.1.3. Install solar panels on Toodyay Recreation Centre and other Shire facilities.		Fleet and Building Maintenance Officer					○
	4.1.4. Investigate options to transition the Shire's fleet to alternative energy vehicles.		Coordinator Depot, Fleet, Parks and Waste			●		
	4.1.5. Advocate for EV chargers around town to meet growing demand.		Executive Manager Infrastructure Assets and Services	●				
	4.1.6. Deliver an education campaign to raise awareness and adoption of sustainable practices, incentives, and rebates.		Environmental Sustainability Officer		●	●		
4.2. Work towards achieving zero waste.	4.2.1. Provide an education campaign to encourage community members to reduce waste and increase recycling.		Environmental Sustainability Officer		●			
	4.2.2. Review waste behaviours within the Shire of Toodyay organisation and provide recommendations to reduce waste and increase recycling.		Environmental Sustainability Officer	●				

● Covered by existing resources ○ Needs additional funding

Outcome 4. Climate resilience (continued).

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
4.3. Improve the ability to prepare for, respond to, and recover from the impacts of hazardous climatic events and other emergencies.	4.3.1. Advocate for funding to replace the existing Bejoording Bushfire Station facility.		Community Emergency Services Manager	●				
	4.3.2. Replace the existing Bejoording Bushfire Station facility.		Community Emergency Services Manager	○	○			
	4.3.3. Provide upgraded fire storage tanks and new bores.		Community Emergency Services Manager	○	○			
	4.3.4. Review the Shire's website to improve access to natural disaster management information, public education resources, and local support services.		Emergency Management Officer	●				
	4.3.5. Advocate for funding to accurately identify flood risk areas.		Environmental Sustainability Officer	●	●	●		

● Covered by existing resources ○ Needs additional funding



Place



Our rural lifestyle is valued and is being enhanced with thoughtful planning and development.

Current situation

Toodyay is one of the oldest inland towns in Western Australia and much of its heritage has been preserved. This includes the Freemasons' Hotel (constructed in 1861), St Stephen's Anglican Church (c1862), and Connor's Mill (c1870). The community scores the Shire 66 points out of 100 for how it is preserving and promoting local history and heritage; 8 points ahead of the industry average.

The community also values local playgrounds, parks and reserves, such as Duidgee Park, Newcastle Park, and Dawn Atwell Nature Reserve, scoring them 67 points overall; on par with the industry average.

The Shire is attracting a growing number of residents from Perth who are seeking an alternative semi-rural lifestyle. This is resulting in unprecedented demand for property and development.

As the population grows, the community would like the Shire to focus on responsible growth and development, with improved roads, planning and building approvals, access to housing, and public and shared transport.

Local roads were ranked as one of the top priorities to address in the MARKYT® Community Scorecard. Council is committed to listening and responding to local needs.

Recent achievements



Newcastle Gaol restoration works

Council attracted Lotterywest funding to help cover the costs of important heritage restoration works at Newcastle Gaol. Built in 1865, these works were necessary to keep our history and stories alive for current and future generations.



150th anniversary of Connor's Mill

The community celebrated the 150th anniversary of Connor's Mill, a significant part of Toodyay's history and built heritage. To mark the occasion, volunteers played a vital part in restoration works, helping with the installation of new roof shingles.



Local Planning Scheme No 5

After a lengthy process of development, the Draft Local Planning Scheme No 5 was endorsed for submission to the WA Planning Commission in March 2023. The Scheme provides guidance for planning and land use within the Shire of Toodyay while keeping those lifestyle characteristics that are important to the community.



Award-winning roads

The Julimar Road Realignment Project was recognised with a WALGA RoadWise Road Safety Award for applying safe system treatments to a road that posed a considerable crash risk.

What we will keep doing

Council will continue to deliver and support services that contribute to the achievement of Place aspiration and outcomes, such as:

- Town planning
- Planning and building approvals
- Asset management
- Building maintenance
- Playgrounds, parks and reserves
- Streetscapes
- Footpaths, trails and cycleways
- Roads and bridges
- Traffic management and signage
- Parking management
- Local cemeteries
- Property management
- History and heritage

Shire officers will continuously review and improve service delivery in these areas when developing and implementing their Service Plans.



Our plan for the future

Outcome 5. High quality town planning complements our rural ambience and heritage.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
5.1. Provide responsible planning and development.	5.1.1. Review the Local Planning Strategy, incorporating protections and expansion of employment lands (particularly light industrial land) in the long-term, in line with market demand.	Economic Development Plan (2014)	Executive Manager Development and Regulation	○				
	5.1.2. Advocate for the State Government to expand utilities infrastructure including scheme water and deep sewerage into new residential areas to support future growth and development.	Economic Development Plan (2014); Avon Sub-Regional Economic Strategy (2013)	Executive Manager Development and Regulation	●	●	●		
5.2. Enable access to affordable, sustainable, and diverse housing options.	5.2.1. Advocate for more social housing in the Shire of Toodyay.		Executive Manager Development and Regulation	●	●	●	●	
	5.2.2. Advocate for developers to build more affordable housing options.		Executive Manager Development and Regulation	●	●	●	●	
5.3. Preserve and showcase local history and heritage.	5.3.1. Review the Toodyay Heritage Strategy.	Toodyay Heritage Strategy (2014)	Cultural Heritage Officer			○		
	5.3.2. Review current local planning policies, provisions, and design guidelines for heritage places, including determining if the heritage precincts should be converted to designated heritage areas in LPS5.	Local Planning Strategy (2017); Toodyay Heritage Strategy (2014)	Executive Manager Development and Regulation	○	○			
	5.3.3. Review the Heritage List to ensure most significant places have the necessary gradings, substantiation and management protocols in place.	Toodyay Heritage Strategy (2014)	Cultural Heritage Officer	○				
	5.3.4. Review conservation management plans for registered places owned by the Shire of Toodyay.	Toodyay Heritage Strategy (2014)	Executive Manager Development and Regulation		○	○		

● Covered by existing resources ○ Needs additional funding

Outcome 6. Safe, sustainable, and affordable transport options.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
6.1. Keep a persistent focus on building a safe, efficient road network.	6.1.1. Maintain strong effective representation in regional road groups to maximise funding opportunities for Toodyay.		Shire President	●	●	●	●	
	6.1.2. Review and update the Asset Management Plan: Infrastructure to include the list of planned road projects.	Asset Management Plan: Infrastructure (2018)	Executive Manager Infrastructure Assets and Services	●				
	6.1.3. Provide an online communications tool (such as Road Tracker) to improve communication about scheduled road improvement projects.		Executive Manager Infrastructure Assets and Services		○			
	6.1.4. Prepare an options analysis and business case for the Toodyay bypass.	Avon Sub-Regional Economic Strategy (2013)	Executive Manager Infrastructure Assets and Services	●				
	6.1.5. Advocate for the Toodyay bypass to protect heritage and environmental values and improve freight connectivity.		Chief Executive Officer	●	●	●		
	6.1.6. Review the Gravel Roads Maintenance Program.	Asset Management Plan: Infrastructure (2018)	Coordinator Civil Works and Maintenance	●				
	6.1.7. Review the Tree Pruning Program to improve road safety.	Asset Management Plan: Infrastructure (2018)	Coordinator Depot, Fleet, Parks and Waste	●				
6.2. Support safe, well-designed, and connected paths and trails for people of all ages and abilities to get around.	6.2.1. Identify required footpaths, trails and cycleways and update the Asset Management Plan: Transport and Infrastructure with costed projects to meet community needs over the next 10 years.	Asset Management Plan: Infrastructure (2018)	Asset Management Officer	○	○			
	6.2.2. Review and update the Asset Management Plan: Infrastructure to include the list of planned footpath and cycleway projects.	Asset Management Plan: Infrastructure (2018)	Executive Manager Infrastructure Assets and Services	●				

Outcome 6. Safe, sustainable, and affordable transport options (continued).

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
6.2. Support safe, well-designed, and connected paths and trails for people of all ages and abilities to get around (continued).	6.2.3. Advocate for the Public Transport Authority to investigate options to construct an underpass for the main rail line in Toodyay town centre.		Executive Manager Infrastructure Assets and Services					●
	6.2.4. Construct a new shared path on the eastern side of Settlers Ridge, between Telegraph Rd and Pioneer Pl (252m) and between Pioneer Pl and Mastalerz Rt (168m). Project to include kerb ramps at south side of Pioneer Pl and at Mastalerz Rt.	Bike Plan 2013; WA Bicycle Network Plan	Coordinator Depot, Fleet, Parks and Waste		○			
	6.2.5. Investigate if an Avon River Trail connecting Toodyay to Northam along the Avon River is viable.	Bike Plan 2013	Reserves Management Officer			●		
	6.2.6. Promote the Shire's Community Funding program for community-led initiatives, such as the Toodyay Clackline Rail Trail.	Bike Plan 2013	Community Development Officer	●				
6.3. Encourage greater use of shared and public transport.	6.3.1. Advocate for more frequent Avon Link train services between Toodyay, Midland, and East Perth.	Toodyay Tourism Strategy 2018-21	Chief Executive Officer	●	●	●		
	6.3.2. Research specific local transport needs and consider novel, alternative solutions to address requirements.		Economic Development Coordinator		●			

● Covered by existing resources ○ Needs additional funding



Prosperity



Together, we are building a vibrant, diverse, and sustainable economy.

Current situation

The Shire of Toodyay is a high performing tourist destination. With stunning landscapes, reserves that become a blaze of colour with magnificent displays of wildflowers, welcoming accommodation, well preserved heritage buildings, and an abundance of activities, the Shire scored 79 points as a place to visit. This is 11 points above the MARKYT® industry average.

There is a need to focus on building and strengthening the economy. The Shire scored 33 points for economic development and job creation. While this is 9 points below the industry average, the Shire is considered to be on par with other regional towns as a place to own or operate a business.

The Shire of Toodyay forms part of the Wheatbelt region, with strong performance in sheep, cattle and grain. Extracts Industrial Park is located 5km from Toodyay and accommodates various light industries.

To strengthen the economy there is a need to diversify the economy, and to develop and activate the town centre. A future industrial area has been identified that will have the capacity to accommodate the future long term industrial needs of the Shire.

With a regular commuter train service available, Toodyay is an attractive option for individuals and families who desire a rural lifestyle but must commute regularly to the Perth metropolitan area for work, education or other purposes, this includes fly-in-fly-out (FIFO) workers in the mining industry.

Recent achievements



Award-winning tourism

The Shire of Toodyay received a bronze award for Excellence in Local Government Tourism at the WA Perth Airport Tourism Awards. The award recognised the joint efforts of the Shire, local businesses, and community members to boost local tourism.



Wildflower Friendly Town Status

Toodyay achieved Wildflower Friendly Town status. The scheme is designed to increase nature-based tourism by encouraging local governments to protect valuable wildflowers and native vegetation along roads and in nature reserves for the enjoyment of visitors and local community members.



New Community Funding Policy

Acknowledging the contribution that local community organisations, business and events make to the vibrancy of our town, Council has introduced a Community Funding Policy. This initiative provides access to a range of grants for business development, marketing, tourism and community development.



Chalice Mining

The Shire established a collaborative relationship with Chalice Mining to ensure open communication and positive dialogue is supported. This resulted in an agreement by Chalice to contribute to road maintenance in Julimar, community sponsorship of various events and organisations, and discussions about an agreement to protect community interests if a mine operation begins in the Shire.

What we will keep doing

Council will continue to deliver and support services that contribute to the achievement of Prosperity aspiration and outcomes, such as:

- Economic development
- Tourism development
- Place activation
- Visitor Centre
- Promotion of local history and heritage
- Library services
- Community Resource Centre

Shire officers will continuously review and improve service delivery in these areas when developing and implementing their Service Plans.



Our plan for the future

Outcome 7. A strong, diverse, and sustainable economy.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
7.1. Collaborate with government and industry to attract investment, grow, and diversify the local economy, create secure, quality jobs, and meet their corporate social responsibilities.	7.1.1. Support the formation of a community-driven Business Advisory Group to consider and recommend low-cost improvements and quick wins, plus longer-term projects, to beautify and activate Toodyay town centre to attract investors, businesses, residents, and visitors.		Economic Development Coordinator	○				
	7.1.2. Investigate new business and investment opportunities to help grow and diversify the local economy.	Economic Development Plan (2014)	Chief Executive Officer		○			
	7.1.3. Support local businesses to meet their corporate social responsibilities (CSR) by providing businesses with opportunities to invest resources (financial and in-kind) to support the community's priority projects.		Executive Manager Corporate and Community Services	●	●	●	●	
	7.1.4. Advocate for the Department of Education and Toodyay District High School to review programs being offered at Toodyay District High School to ensure education pathways meet current and future business and community needs (i.e., extending the program to cover kindergarten to year 12, and developing a pipeline of workers for mining and other industries in the Shire).		Chief Executive Officer			●		

Outcome 8. Toodyay is a popular tourism destination.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
8.1. Collaborate with local businesses to promote and deliver exceptional tourism experiences.	8.1.1. Provide a funding contribution to the Destination Perth Avon Valley Alliance to market Toodyay to tourists and visitors.	Toodyay Tourism Strategy 2018-21	Economic Development Coordinator	○	○	○	○	
	8.1.2. Advocate for new, improved, and diverse tourist accommodation developments and attractions.	Economic Development Plan (2014)	Executive Manager Development and Regulation	○				
	8.1.3. Seek funding for a public art program to enhance tourism.		Economic Development Coordinator	●				
	8.1.4. Investigate the feasibility of upgrading the racecourse for current and new uses.	Toodyay Recreation Strategy 2013	Chief Executive Officer	○				

● Covered by existing resources ○ Needs additional funding



Performance



Through best practice leadership and governance, we are achieving the best possible social, economic and environmental outcomes for the people of Toodyay.

Current situation

The Shire President, Councillors and new Chief Executive Officer have been working diligently to restore community confidence in financial and management practices following historical events from before their time with the Shire of Toodyay.

In 2018, an Inquiry commenced into the Shire of Toodyay's governance practices. A report was tabled in Parliament in 2020 with five recommendations.

The current leadership team is committed to working with the community to fast-track improvements in performance relating to Council's leadership, advocacy, consultation and communication.

Council and officers have received a strong message that the community would like a clear and well communicated vision for the region, and a succinct Council Plan that outlines what the Shire of Toodyay will do to work towards achievement of this vision.

To meet local needs, the leadership group has heard that they must do better to inform the community about what is happening, involve the community in local decision-making, and listen and respond to local requirements by delivering or advocating for services, infrastructure and facilities.

Recent achievements



Improved governance

Following an Authorised Inquiry that was tabled in Parliament in 2020, the Shire has completed an independent Governance Review, adopted a new Governance Framework, and supported Councillors to take part in a comprehensive training program.



Extensive policy review

All of the Shire's policies are being reviewed to ensure compliance with current legislation and local laws, alignment with contemporary thinking, and to reduce red tape.



Investing in integrated business systems

A new enterprise resource planning (ERP) system is being rolled out across the Shire to manage and integrate business systems across different service areas. New software has also been integrated to automate and improve the process for generating Council meeting agendas and minutes.



Local Government reform

Local government reforms represent the most significant changes to the local government sector in more than 25 years. The Shire is responding to these new directions in a timely and efficient manner.



Essential community services

The Shire of Toodyay provided funding toward the provision of general practitioner services and continuation of the Toodyay Community Resource Centre.

What we will keep doing

Council will continue to deliver and support services that contribute to the achievement of Performance aspiration and outcomes, such as:

- Governance
- Advocacy and lobbying
- Making and enforcing Local Laws
- Strategic planning
- Risk management
- Financial management
- Workforce management
- Information technology
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communication
- Customer service

Shire officers will continuously review and improve service delivery in these areas when developing and implementing their Service Plans.



Our plan for the future

Outcome 9. Responsible and effective leadership and governance.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
9.1. Provide strong, clear, and accountable leadership.	9.1.1. Review the Council Plan (minor review in 24/25; major review in 26/27)		Executive Manager Corporate and Community Services	●	○	●	○	
	9.1.2. Develop a Service Plan for each of the Shire's teams. These plans will describe current services, strategic actions (aligned with actions in the Council Plan), and continuous improvement actions. Once developed, these plans will be implemented and reviewed annually by service teams.		Chief Executive Officer	●	●	●		
	9.1.3. Review and improve the Councillor induction program.		Chief Executive Officer	●		●		
	9.1.4. Undertake regular reviews of organisation and Council culture and implement initiatives to improve.		Executive Manager Corporate and Community Services	○		○		
	9.1.5. Establish a Risk Working Group.		Governance Officer	●				
9.2. Govern Shire finances, assets, and operations responsibly.	9.2.1. Develop a new 10-year Long-Term Financial Plan.		Executive Manager Corporate and Community Services	○				
	9.2.2. Review asset rationalisation and consolidation opportunities for Council land and building assets.		Chief Executive Officer	●				
	9.2.3. Implement Capital and Maintenance Plans as per the Long-Term Financial Plan.	Long Term Financial Plan	Executive Manager Infrastructure Assets and Services	●				
	9.2.4. Undertake a comprehensive, 4-yearly review of the Shire's Asset Management Plans, with consideration for resourcing, development, maintenance, upgrade, and rationalisation of Shire assets.	AMP - Plant and Equipment (2018); AMP - Land and Buildings (2018); AMP - Infrastructure (2018)	Executive Manager Infrastructure Assets and Services	●				
	9.2.5. Implement the Shire's Asset Management Plans.	AMP - Plant and Equipment (2018); AMP - Land and Buildings (2018); AMP - Infrastructure (2018)	Executive Manager Infrastructure Assets and Services		●			

● Covered by existing resources ○ Needs additional funding

Outcome 10. Happy community members who feel heard, valued and respected.

Objectives	Actions	Supporting strategies	Lead	23/24	24/25	25/26	26/27	Future
10.1. Keep community members informed and engaged on local matters.	10.1.1. Review the Shire's communication and social media interactions to effectively reach and engage all age groups.	DAIP (2020-25)	Communications Officer	●				
	10.1.2. Build and populate a customer database to enable more targeted, timely and cost-effective communication. Consider options for customers to self-manage their preferences online.		Communications Officer	○				
	10.1.3. Conduct a community survey once every two years to evaluate and benchmark customer experiences and stay informed about changing community priorities.		Executive Manager Corporate and Community Services		○		○	
	10.1.4. Develop a campaign to promote and encourage community adoption and use of Antenno. This app will support improved communication and two-way engagement. For example, Council will be able to share targeted messages and updates, and community members will be able to report issues and share suggestions more easily.		Communications Officer	●				
	10.1.5. Develop a Community Engagement Strategy that considers co-design principles and reaches all demographics, including hard to engage groups.		Communications Officer		●			
10.2. Deliver excellent customer service.	10.2.1. Implement and promote a new customer relationship management module on the Shire's website to deliver a broader range of online services, such as completing and submitting application forms, submitting planning and building approvals, and accessing a supplier portal.		Records Officer	○				



Supporting strategies and plans

Several strategies and plans informed the creation of this Council Plan and will continue to guide the Shire of Toodyay to achieve the community's desired outcomes.

Long-Term Financial Plan

The Long-Term Financial Plan is Council's 10-year financial planning document. It is created with consideration for forecast income, cash flow, rate setting, financial position and equity statements. These statements are supported by details of assumptions on which the plan has been developed, projected income and expenditure, scenario modelling and sensitivity analysis, major capital works schedules, and risk assessments of major projects. As assumptions and forecasts may be impacted by unanticipated social and financial changes, this plan is regularly reviewed and adjusted. Visit the Shire of Toodyay's Document Centre to access a copy of the Long-Term Financial Plan at www.toodyay.wa.gov.au/documents/.

Asset Management Plan

Effective management of local government assets is crucial to the sustainable delivery of services to meet community needs. Asset management planning is essential to ensure that assets are created, maintained, renewed, and retired or replaced at appropriate intervals to ensure continuity of services at chosen service levels. The Shire of Toodyay has three asset management plans. They cover 1) land and buildings, 2) infrastructure, and 3) plant and equipment. Contact the Shire to request copies of these plans or visit www.toodyay.wa.gov.au/documents/.

Workforce Plan

The Workforce Plan helps to shape the workforce now and for the future. It provides a coordinated approach for resourcing key projects, services, and operations to meet organisational objectives and community priorities. The Workforce Plan profiles the current workforce, considers labour market forces and trends, identifies skill, knowledge and resourcing gaps, advises on recruitment, training and retention strategies to close any gaps, conducts risk assessment and proposes mitigation strategies, and monitors and reports on key performance indicators.

Risk Management Plan

The Shire of Toodyay's Risk Management Framework comprises a Risk Management Policy and a Risk Management Plan. The Framework encourages and guides Councillors and officers to identify, analyse, evaluate, treat, monitor and communicate risks to maximise the potential to achieve goals and objectives and minimise potential for harm or loss.

Other supporting strategies and plans

Local government is required to fulfill statutory requirements through the provision of various documents, such as the Local Planning Scheme, Disability and Inclusion Plan, and Public Health Plan. Council also prepares various plans and strategies to provide an in-depth review and assessment of strategic options to address local priorities. A summary of these plans and strategies follows.

Supporting strategies and plans	Responsible officer	Statutory requirement	Date adopted or last reviewed	Date for review or retirement
Asset Management Plan – Infrastructure	Executive Manager Infrastructure, Assets & Services	✓	23/10/2018	Annual
Asset Management Plan – Land/buildings	Executive Manager Infrastructure, Assets & Services	✓	23/10/2018	Annual
Asset Management Plan – Plant/equipment	Coordinator, Depot, Fleet, Waste & Parks	✓	23/10/2018	Annual
Bike Plan	Executive Manager Infrastructure, Assets & Services		16/10/2019	Retire
Bush Fire Operating (Administrative) Procedures	Community Emergency Services Manager		23/11/2022	2023
Bush Fire Preparedness and Resilience Strategies	Emergency Management Officer		24/08/2022	2025
Bushfire Risk Management Plan (2019-2024)	Reserves Management Officer		27/08/2019	2024
Disability Access and inclusion Plan (2020-25)	Community Development Officer	✓	25/02/2020	2025
Economic Development Plan	Coordinator, Economic Development		16/12/2014	TBD
Governance Framework	Governance Officer		24/08/2021	2024
Toodyay Heritage Masterplan	Cultural Heritage Officer		24/03/2015	When required
Toodyay Heritage Strategy	Cultural Heritage Officer		24/03/2014	When required
Local Biodiversity Strategy	Environmental Sustainability Officer		4/09/2022	When required
Local Emergency Management Arrangements	Emergency Management Officer		24/08/2021	2026
Local Planning Scheme No. 5	Executive Manager Development & Regulation	✓	26/10/2021	When required
Local Planning Strategy	Executive Manager Development & Regulation	✓	19/12/2017	When required
Long-Term Financial Plan	Coordinator, Finance	✓	23/06/2020	Annual
Master planning of Toodyay Sport & Recreation Precinct	Executive Manager Infrastructure, Assets & Services		26/08/2014	When required
Municipal Inventory	Cultural Heritage Officer		19/12/2012	2023
Museum Strategy	Museum Curator		26/06/2018	2024
Reconciliation Action Plan	Cultural Heritage Officer		24/05/2023	2026
Risk Register	Governance Officer		-	Annually
Toodyay Environmental Management Strategy	Environmental Sustainability Officer		24/02/2015	2024
Toodyay Recreation Strategy	Community Development Officer		10/10/2013	2023
Toodyay Tourism Strategy (2018–2021)	Coordinator, Economic Development		23/10/2018	2023
Workforce Plan (2019-23)	Executive Manager Corporate & Community Services		22/01/2019	2023
Youth Strategy	Community Development Officer		22/01/2019	2024

Service Area Planning

Service teams are responsible for delivering priority projects in this plan, along with existing services and facilities, to meet statutory requirements and community needs.

Service Plans are being introduced to explore ways to continuously improve the customer experience, increase business efficiencies, and leverage greater value.

This table provides an overview of the teams, services, and the number of employees by team expressed as the full-time equivalent (FTE).

Directorate	Team	Services	Employees (FTE)
CEO	Office of the CEO	Strategic planning & management Governance Advocacy	Risk management Communications & PR Executive services 4.1
Corporate & Community	Corporate Services	Finance Records and systems Information technology	Customer service Human resources 8.1
	Community Services	Library, Museums, Community Resource Centre Community development	Economic development Tourism and events 8.15
Development & Regulation	Development	Statutory & strategic planning Building approvals & heritage	Compliance Sustainability 3
	Regulation	Ranger services	Environmental Health 3.6
Infrastructure, Assets & Services	Construction & Maintenance	Roads, drainage, footpath construction, upgrades & maintenance	Bridge maintenance & upgrades 11
	Parks, Gardens & Reserves	Street cleaning Parks & gardens maintenance Weed spraying	Reserves management Fire mitigation activities 4
	Depot, Fleet & Waste	Depot management Waste Transfer Station	Fleet management & maintenance 3
	Asset management	Asset management planning Grant funding and acquittal	Building maintenance 3
	Emergency Services	Community Emergency Services Manager DFES contract management for CESM Compliance	Volunteer fire brigades support Grant funding and acquittal Emergency management 1.8
Total employees (full-time equivalent)			49.75

Additional Operating Expenditure

Several priority projects are forecast to be undertaken that will result in additional operating expenditure. These projects are subject to funding being secured through a combination of council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Long-Term Financial Plan and Annual Budget. External funding is dependent on securing grants, loans, or other funds. This table shows total estimated costs and funding required at the time when this plan was finalised.

ACTIONS	Estimated costs			
	2023/24	2024/25	2025/26	2026/27
1.1.4 Complete a lighting audit to identify areas of concern and add costed, priority lighting improvement projects to the Asset Management Plan.			\$15,000	
1.2.1 Establish a Public Health and Wellbeing Advisory Group to research local health and wellbeing needs and propose costed actions for Council's consideration to address local priorities. This would include consideration of novel approaches to improve access to ancillary services (e.g. podiatry, physiotherapy, occupational therapy etc) such as facilitating group bookings and arranging shared transport.	\$10,000			
1.3.1 Propose a preferred management and funding model for Toodyay sport and recreation facilities.	\$20,000			
2.1.1 Support the formation of a Seniors Advisory Group to enable seniors to come together to discuss, prioritise and advocate for projects to the Shire of Toodyay and local service providers.	\$2,000			
2.2.1 Support the formation of a Youth Advisory Group to enable young people to come together to discuss, prioritise and advocate for projects to the Shire of Toodyay and local service providers.	\$2,000			
2.3.1 Review and update the Disability Access and Inclusion Plan with a costed program to meet outstanding universal and neurological access, ACROD parking and signage requirements.		\$10,000		
2.4.1 Complete a 2-yearly review of the Reconciliation Action Plan.		\$5,000		\$5,000
2.4.2 Support the Noongar Kaartdijin Aboriginal Corporation (NKAC) to develop cultural and ecotourism opportunities to promote greater awareness, understanding and respect for local Yued, Ballardong and Whadjuk Noongar peoples, heritage and culture.	\$5,000	\$5,000	\$5,000	\$5,000
2.6.1 Review and improve the Online Listings for Community Groups page on the Shire's website to support community groups to promote their activities and volunteer opportunities and vacancies more effectively.		\$5,000		
3.1.2 Develop policies for retention and protection of biodiversity and mitigation of threats including uncontrolled access, bushfires, rubbish dumping, weeds, pests, and feral and domestic animals.		\$10,000		
3.1.3 Support the appointment of a Sustainability Officer to implement the Shire's sustainability objectives.	\$20,000			
3.1.4 Prepare management plans for Shire managed conservation reserves.		\$10,000		
3.1.5 Develop and implement the Local Natural Area (LNA) reserve management master plan.		\$10,000		

Additional Operating Expenditure (continued).

ACTIONS	Estimated costs			
	2023/24	2024/25	2025/26	2026/27
3.1.6 Develop a Water Management Strategy to create a framework for the Shire to manage and sustain water resources in the local government area, including rainwater, stormwater, groundwater and grey water.		\$25,000		
3.1.7 Support local organisations and groups to undertake activities to restore the health of the Avon River.		\$3,000	\$3,000	\$3,000
3.1.10 Review the Shire's website to communicate the Shire's conservation and environmental management role and activities and provide links to relevant policies and reserve management plans and up-to-date information about local conservation groups, events and volunteering opportunities.		\$5,000		
3.2.1 Deliver a 3-year campaign to encourage responsible dog and cat ownership, including increased awareness of legal requirements.	\$2,000	\$2,000	\$2,000	
4.1.2 Audit Council's energy use and develop a fully costed energy minimisation plan with consideration for renewable energy options.		TBA		
4.3.2 Replace the existing Bejoording Bushfire Station facility.	TBA	TBA		
4.3.3 Provide upgraded fire storage tanks and new bores.	TBA	TBA		
5.1.1 Review the Local Planning Strategy, incorporating protections and expansion of employment lands (particularly light industrial land) in the long-term, in line with market demand.	\$30,000			
5.3.1 Review the Toodyay Heritage Strategy.			\$10,000	
5.3.2 Review current local planning policies, provisions, and design guidelines for heritage places, including determining if the heritage precincts should be converted to designated heritage areas in LPS5.	\$2,000	\$2,000		
5.3.3 Review the Heritage List to ensure most significant places have the necessary gradings, substantiation and management protocols in place.	\$1,000			
5.3.4 Review conservation management plans for registered places owned by the Shire of Toodyay.		\$5,000	\$5,000	
6.1.3 Provide an online communications tool (such as Road Tracker) to improve communication about scheduled road improvement projects.		TBA		
6.2.1 Identify required footpaths, trails and cycleways and update the Asset Management Plan: Transport and Infrastructure with costed projects to meet community needs over the next 10 years.	\$15,000	\$15,000		
7.1.1 Support the formation of a community-driven Business Advisory Group to consider and recommend low-cost improvements and quick wins, plus longer-term projects, to beautify and activate Toodyay town centre to attract investors, businesses, residents, and visitors.	\$2,000			
7.1.2 Investigate new business and investment opportunities to help grow and diversify the local economy.		\$10,000		
8.1.1 Provide a funding contribution to the Destination Perth Avon Valley Alliance to market Toodyay to tourists and visitors.	\$5,000	\$5,000	\$5,000	\$5,000

Additional Operating Expenditure (continued).

ACTIONS	Estimated costs			
	2023/24	2024/25	2025/26	2026/27
8.1.2 Advocate for new, improved and diverse tourist accommodation developments and attractions.	\$2,000			
8.1.4 Investigate the feasibility of upgrading the racecourse for current and new uses.	\$20,000			
9.1.1 Review the Council Plan (minor review in 24/25; major review in 26/27)		\$5,000		\$20,000
9.1.4 Undertake regular reviews of organisation and Council culture and implement initiatives to improve.	\$10,000		\$10,000	
9.2.1 Develop a new 10-year Long-Term Financial Plan	\$10,000			
10.1.2 Build and populate a customer database to enable more targeted, timely and cost-effective communication. Consider options for customers to self-manage their preferences online.	\$8,000			
10.1.3 Conduct a community survey once every two years to evaluate and benchmark customer experiences and stay informed about changing community priorities.		\$20,000		\$20,000
10.2.1 Implement and promote a new customer relationship management module on the Shire's website to deliver a broader range of online services, such as completing and submitting application forms, submitting planning and building approvals, and accessing a supplier portal.	\$5,000			
TOTAL	\$173,000	\$280,500	\$63,000	\$61,000

Capital Program

Several priority projects are forecast to be undertaken that require additional capital expenditure. These projects are subject to funding being secured through a combination of council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Long-Term Financial Plan and Annual Budget. External funding is dependent on securing grants, loans, or other funds. This table shows total estimated costs and funding required at the time when this plan was finalised.

ACTIONS	Estimated costs			
	2023/24	2024/25	2025/26	2026/27
1.3.3 Provide more shade around the pool at Toodyay Recreation Centre.		\$15,000		
4.1.3 Install solar panels on Toodyay Recreation Centre and other Shire facilities.				Future project
6.2.4 Construct a new shared path on the eastern side of Settlers Ridge, between Telegraph Rd and Pioneer Pl (252m) and between Pioneer Pl and Mastalerz Rt (168m). Project to include kerb ramps at south side of Pioneer Pl and at Mastalerz Rt.		\$70,000		
TOTAL	\$0	\$85,000	\$0	\$0

Developing and Reporting

The *Local Government Act 1995* requires all local governments to plan for the future. As of 2023, Council was required to adopt a 10-year Strategic Community Plan, 4-year Corporate Business Plan and Annual Budget that were integrated with asset management plans, a workforce plan and a long-term financial plan.

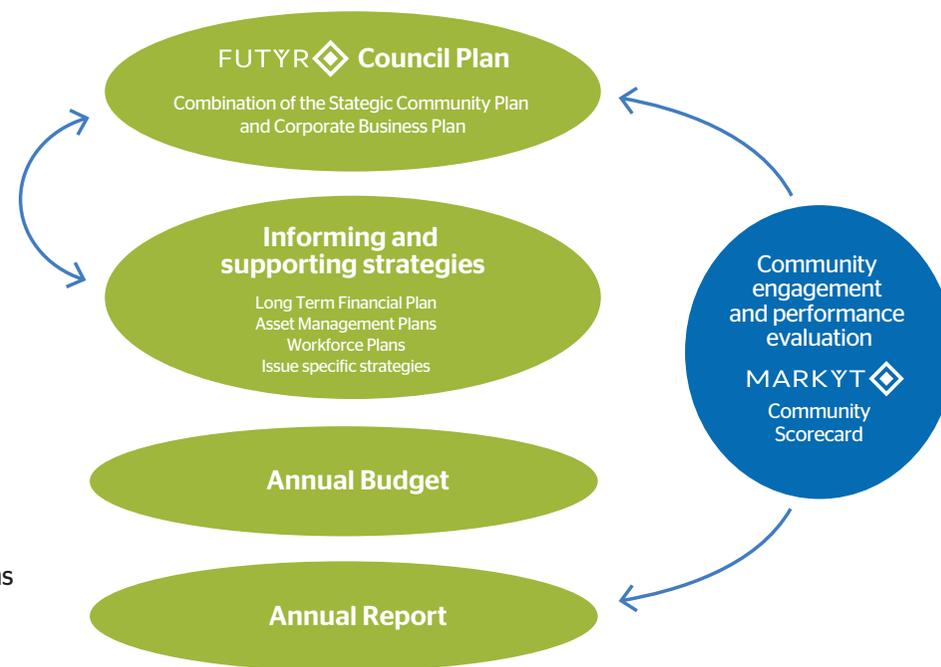
To streamline reporting and strengthen integration, Council combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

Council embraced the FUTYR® approach to conduct a major review of its Council Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:

- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community survey and benchmarking using the MARKYT® Community Scorecard
- Workshops with councillors, staff, key stakeholders and local community members

We express our deepest thanks to all community members who assisted with development of this Council Plan. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

To track progress against outcomes in this plan, Council will monitor real and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit www.toodyay.wa.gov.au to access the latest Annual Report.



MARKYT 
Community Scorecard

520
community members

MARKYT 
Community VoiceBank

27,300
word count of ideas and
suggestions

FUTYR 
Community Workshops

57
participants

The Shire of Toodyay aims to participate in an independent study to monitor and benchmark performance once every two years.

Council aims to be above the MARKYT® industry average and strives to be the industry leader in all areas. This chart shows Council's Performance Index Score out of 100 compared to the MARKYT® Industry Standards.

The preferred target zone is shown as coloured bars.

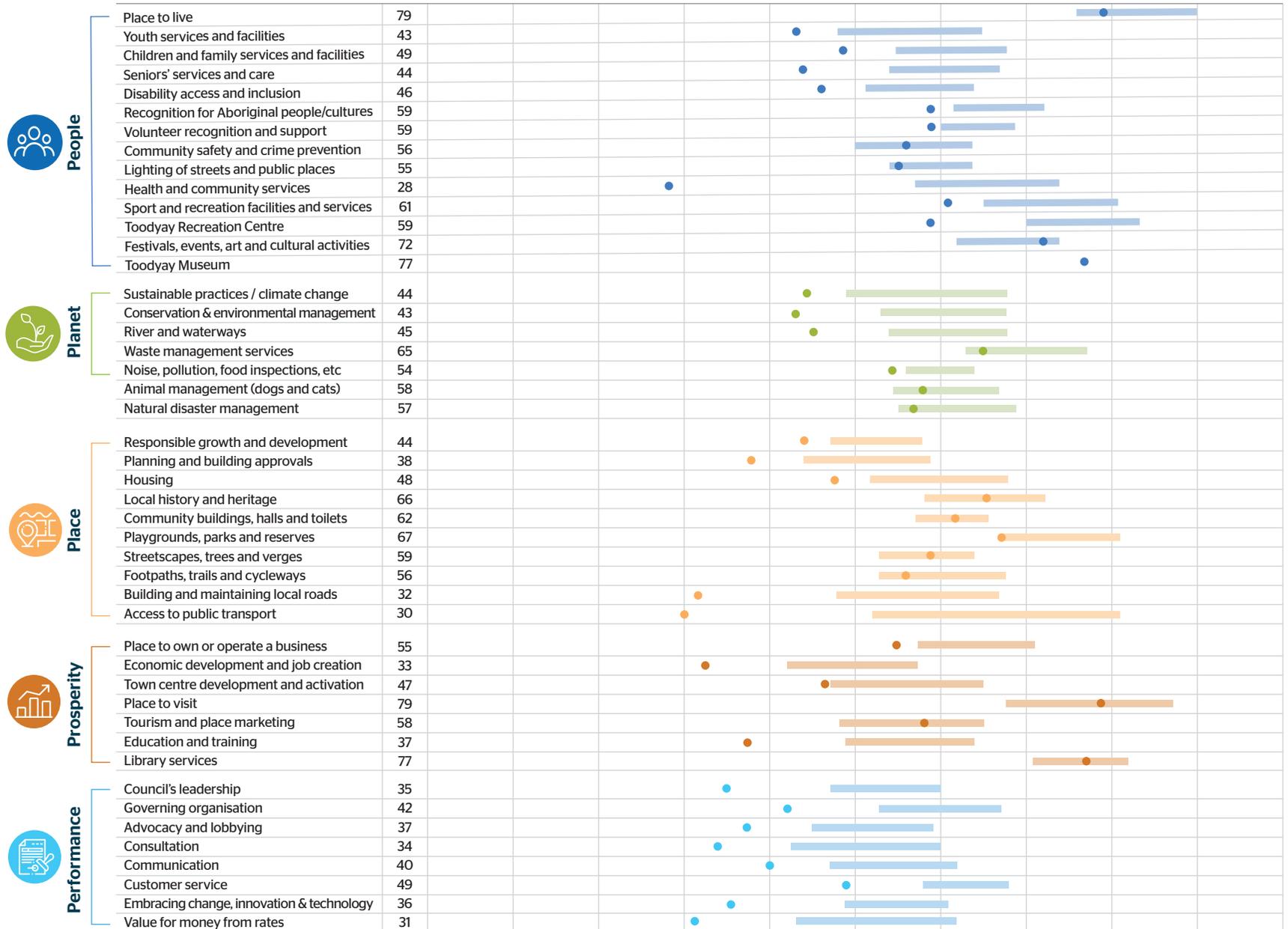
Legend

 Shire of Toodyay 2022 performance score

 Target Zone. Shading shows industry average to industry high from the MARKYT® Community Scorecard.

For further information, visit catalyse.com.au

2022 Performance Measures



Do you have thoughts and ideas about how the Shire of Toodyay could become a more caring and visionary community, working together to preserve and enrich the local environment, character and lifestyle?

Please reach out to your elected member or the responsible officer at the Shire of Toodyay to share your thoughts and ideas.

In person: 15 Fiennes Street, TOODYAY

Phone: (08) 9574 9300

Email: records@toodyay.wa.gov.au

 /ShireofToodyay

www.toodyay.wa.gov.au