26/27

Our plan for the *future*

Council Plan 2024-2034



An integrated Strategic Community Plan and Corporate Business Plan

Shire of MUNDARING

FUTYR


Heart of the Perth hills

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Introduction

Welcome to Shire of Mundaring's Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one document. It articulates the community's vision, outcomes and strategic priorities for the next 10-years and outlines the Shire's four-year delivery program. The plan will be reviewed annually to ensure continued relevance in a changing environment.

The Council Plan has been developed based on extensive community consultations carried out in 2024 when 3,014 community members provided detailed feedback on their needs, aspirations and priorities and perceptions of current services and facilities.

The plan addresses statutory requirements to have a Plan for the Future and follows the Integrated Planning and Reporting Framework and Guidelines for preparing a Strategic Community Plan and Corporate Business Plan for local governments. For this review, Council adopted the FUTYR® strategic planning approach – a vigorous and robust approach aimed at improving engagement, integration and accountability.

This plan describes:

- The Shire's current services
- The community's aspirations for the Shire of Mundaring
- The Council's plan to achieve and resource its objectives
- How success will be measured and reported

Acknowledgement of Country

Mundadjalina-k ngala kaditj Noongar moort nidja Wadjak boodjar-ak kalyakool moondang-ak kaaradj-midi. Ngala Noongar Moort wer baalabang moorditj kaadidjiny kootadjinanginy. Ngala Noongar wer Torres Strait Moort-al dandjoo koorliny kwaba-djinanginy. Koora, yeyi wer kalyakool, ngalak Aboriginal wer Torres Strait birdiya wer moort kootadjinanginy.

Shire of Mundaring respectfully acknowledges the Whadjuk people of the Noongar Nation, who are the traditional custodians of this land. We acknowledge Elders past, present and emerging and respect their continuing culture and the contribution they make to the region.



A welcome message from the Shire President and Chief Executive Officer

Welcome to the Shire of Mundaring – the heart of the Perth Hills and the Place for Sustainable Living.

We're excited to present our **Plan for the Future** on behalf of our dedicated Council, Administration, and all of our Community in the Shire of Mundaring.

Our plan to create a dynamic, contemporary shire is built on the solid foundations of our shared values characterised by our strong community focus, accountability, respect, and proactive engagement.

In 2024, for the first time, every household in our shire was invited to complete a Community Scorecard to provide feedback on what's working well and what needs improving with 3,014 community members sharing ideas and collaborating in workshops to help shape the future of our shire.

Together, we recognised that the Shire of Mundaring is home to communities across three diverse geographical regions: the **Foothills**, the **Hills**, and the **Rural** communities. Our Council Plan introduces a place-based approach to address each region's unique needs and priorities, an approach we will continue to build on in the future.

Our community can be assured we remain committed to protecting and enhancing our natural environment, ensuring our picturesque landscapes are accessible and enjoyed by residents and visitors. The challenge remains in managing our conservation responsibilities with ongoing bushfire mitigation works.

In addition to our traditional services, Council is focusing on providing more opportunities for our community to come together. We've placed a strong focus on upgrading our recreational and sports facilities, which in many instances are old and no longer fit for purpose. We are also looking to develop more events to attract visitors to our shire and provide opportunities for our community to come together to enjoy all that our shire has to offer.

Our flagship project is the revitalisation of the Mundaring Town Centre. Our new Cultural Hub will showcase our shire's local artists and artisans, celebrate our rich heritage and attract tourism. It is the catalyst for our economic growth, and to stimulate investment in retirement living, aged care and independent housing in the heart of Mundaring.

As we move along this journey, there'll be regular reviews and updates so, together, we can refine our plan and celebrate our progress. As Shire President and Chief Executive Officer, we give you our undertaking to represent and advocate on behalf of our community, to bring about positive change and deliver a sustainable future for everyone in our shire.

Shire of Mundaring at a glance

The Shire of Mundaring is in the heart of the Perth Hills with charming villages, spectacular Jarrah forests, tranquil lakes, a diverse range of trails for walking, cycling and horse-riding, and many activities and attractions.

The Shire has three connected communities, the Foothills, Hills and Rural communities. The Foothills community offers the convenience of suburban housing amidst beautiful bushland, this community is well-connected to the Helena River and John Forrest National Park. It includes Bellevue, Greenmount, Helena Valley, Midvale and Swan View. The Hills community is known for its unique village centres, peri-urban forested properties, and boutique local businesses. It includes Boya, Darlington, Glen Forrest, Hovea, Mahogany Creek, Mount Helena, Mundaring, Parkerville, Sawyers Valley and Stoneville. The Rural community provides lifestyle options with small farm holdings and equestrian activities and is home to many of the Shire's natural bushland reserves and Lake Leschenaultia. It includes Bailup, Beechina, Chidlow, Gorrie, Malmalling, The Lakes, and Wooroloo.

The Noongar people were the original inhabitants of this region. The name Mundaring came from a local Aboriginal camp known as "Mundahring", meaning "a high place on a high place" in Noongar language[1].

Exploration of the range of hills to the east of the Swan River plain began shortly after the British Government established the Swan River Colony in 1829. Originally known as Chidlow's Well, Chidlow was the earliest official townsite to be declared in 1831. European settlement dates from the 1840s with the land initially being used mainly for timber-cutting, quarrying, vineyards, orcharding and poultry farming.

Today more than 41,000 people call the Shire of Mundaring home. They mainly work in health care and social assistance, education and training, construction, mining and retail trade.

[1] www.noongarculture.org.au/wp-content/uploads/2013/03/Perth-suburbs-aboriginal-names.pdf

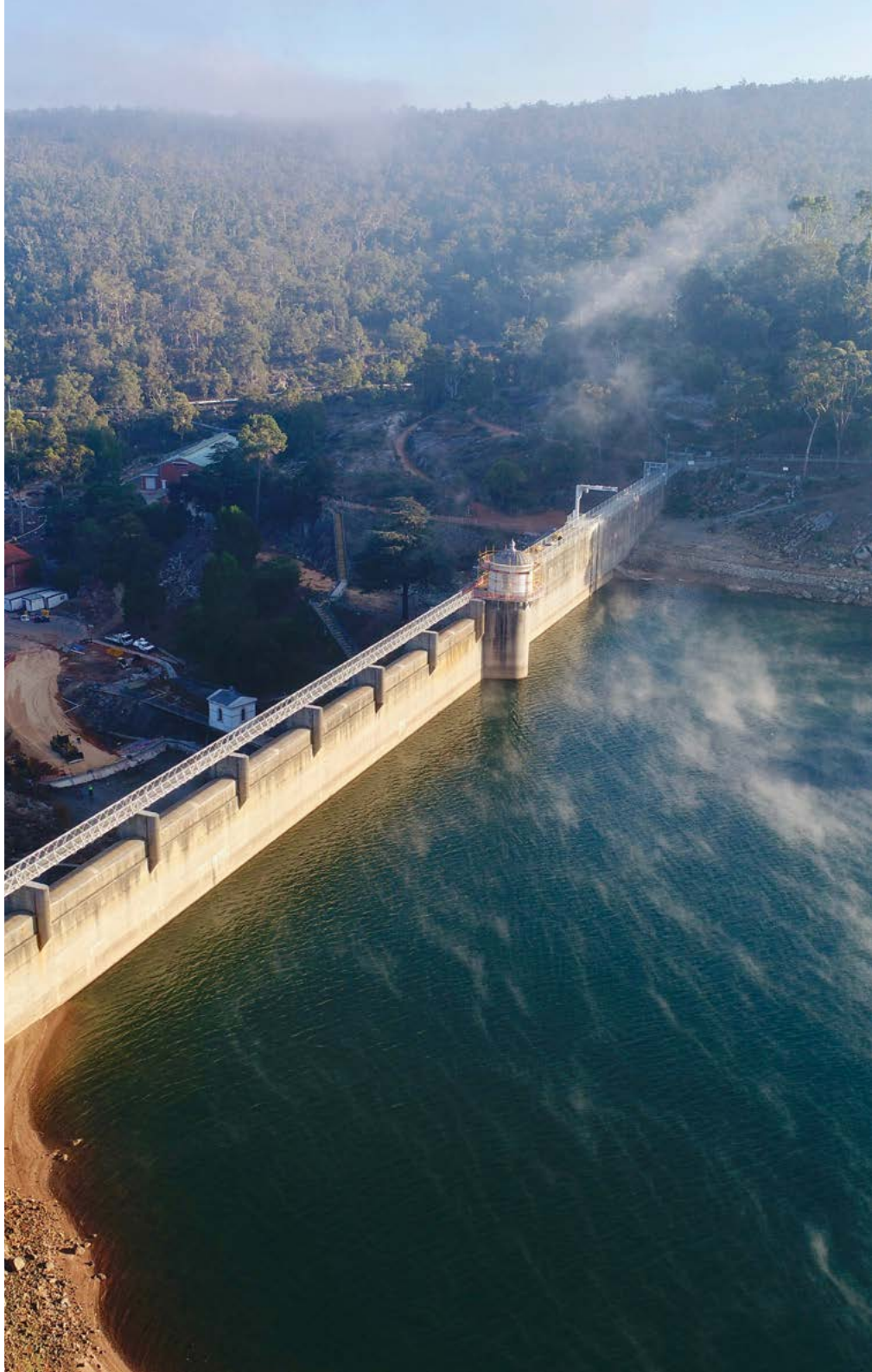
Tourism is a key aspect of the region. The villages, steeped in rich history and heritage, are closely linked by the old railway line that is now the fabulous Railway Reserves Heritage Trail, stretching some 59km through the shire. Mundaring Village hosts the start of the Munda Biddi Trail and sections of the Bibbulmun Track, C Y O'Connor Trail and Kep Track.

Attractions include John Forrest, Beelu and Greenmount National Parks, Mundaring Weir, Lake Leschenaultia, Swan View Tunnel, Karakamia Wildlife Sanctuary and many award-winning restaurants, boutique wineries and galleries.

Key facilities include the Perth Hills Mundaring Visitor Centre, Mundaring Arts Centre, Mundaring and Hills District Museum, Mundaring Arena, Bilgoman and Mt Helena Aquatic Centres, two public libraries located in Mundaring and Boya, and various parks and playgrounds.

There are 144 heritage-listed places, of which 26 are on the State Register of Heritage Places.

The Shire President and Councillors are committed to leading an exciting, sustainable and community focussed future with opportunities for everyone.



Sustainable *communities*



Estimated residential population

ABS, 30 June 2025

43,577

Up 2.2% over 12 months

Median age

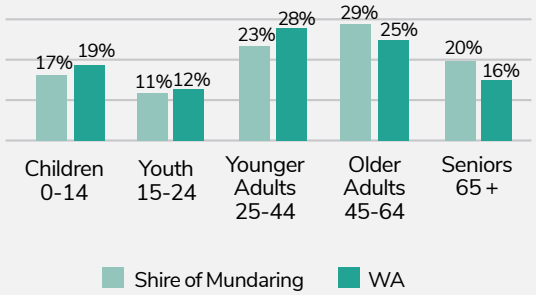
2021, ABS Census

44 Years

WA 38 Years

Age profile

2021, ABS Census



Profound or severe core activity limitation

2021, ABS Census

(excludes not stated)

4.9%

WA 4.9%

Households that speak a non-English language

2021, ABS Census

(excludes not stated)

6.1%

WA 19.6%

Aboriginal and/or Torres Strait Islander People

2021, ABS Census

(excludes prison population)

2.2%

WA 3.3%

Sustainable *environments*



Urban tree canopy

Department of Planning, Lands and Heritage , 2024

29%

WA Metro 22%

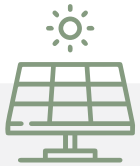


Waste recovery rate

Waste Authority WA, 2023-24

66%

WA 37% (Perth-Peel)



House with rooftop solar

Australian PV Institute, Dec 2025

57%

Shire of Mundaring



Community Water Use Data

Shire of Mundaring, Sep 2025

119 kL/Person

Target: 100kL/person

Sustainable *places*

Estimated value of building applications

2024-25, Shire of Mundaring

$115.5m

Housing diversity

Semi-detached house, townhouse, flat or apartment. 2021, ABS Census

(excludes not stated)

3.9%

WA Metro 19.5%

Median rent

2021, ABS Census

$350

WA Metro $340

Bus or train to work

Among employed persons aged 15+
2021, ABS Census

(excludes work from home, did not go to work and not stated)

6.4%

WA Metro 9.5%

Cycle or walk to work

Among employed persons aged 15+
2021, ABS Census

(excludes work from home, did not go to work and not stated)

1.8%

WA Metro 3.5%

Sustainable *economies*



Health care and social assistance

12.1%



Education and training

10.5%



Construction

9.5%



Mining

9.1%



Retail trade

9.0%

Top 5 industries of employment

2021, ABS Census (% of local residents



Unemployment rate

Dec quarter 2023, Australian Government: Jobs and Skills Australia

4.4%

WA Metro 4.3%



Completed year 12 or equivalent

2021, ABS Census

55%

WA Metro 63%



Volunteering

Among 15+ year olds

2021, ABS Census

(excludes not stated)

20.7%

WA Metro 17.2%



Our purpose

In accordance with the *Local Government Act 1995 (Section 1.3)*:

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

We fulfil our purpose by delivering leadership, services and infrastructure.

Our roles and responsibilities



Lead
We lead engagement and strategic planning to create and achieve a shared vision for our community.



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



Deliver
We directly provide infrastructure, facilities, services, events and information to meet local needs.



Fund
We support local residents and community groups to access grants to build local capacity.



Collaborate
We work with community, businesses and government to pool our knowledge, expertise and resources for common goals.



Educate
We deliver public education programs for improved sustainability and wellbeing.



Protect
We help to conserve and enhance our natural environment, and cultural and built heritage for current and future generations.



Regulate
We administer legislation, regulations, local laws and policies.

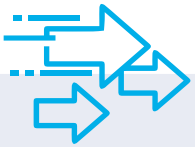
Our values

Shared values guide the way we think and behave.



Community Focus

We prioritise community by listening to and valuing diverse needs and opinions. We respect differing views and aim for consensus in decisions. When that's not possible, we make balanced, well-informed choices for the greater good.



Proactive

We are proactive and forward-thinking, seeking innovative solutions and driving positive change. We address problems before they arise and respond swiftly to challenges and opportunities for the community's benefit.



Respectful

We value and respect all people, regardless of differences, showing empathy, kindness, and clear, respectful communication. We care for the environment, heritage, and responsibly manage our people, funds, and assets.



Accountable

We are open, transparent, and accountable for our actions. We set clear expectations, ensure we have the right support to deliver quality work, and make commitments visible to encourage collaboration and progress.



Our vision

Sustainable living integrates and balances social, economic and environmental goals and aspirations to meet the needs of current and future generations.

While we're performing well in some areas, there is more to be done.

Together, we will make responsible and thoughtful choices for a sustainable future.



Key performance areas

To become the place for sustainable living, the Council will strive to meet community needs, aspirations and priorities in five key performance areas.

Sustainable Environments

Sustainable Environments covers all aspects of natural resource management, from the tree canopy, nature reserves, waterways and wildlife, to the management of waste, energy, water, environmental health and natural disasters.

Sustainable Communities

Sustainable Communities covers all aspects of community health and wellbeing, from youth, family and seniors' services to access and inclusion, sport and recreation, culture and the arts, community safety, responsible animal ownership, and volunteering.

Sustainable Places

Sustainable Places covers the built form, from urban planning and building services, to housing, built heritage, streetscapes and verges, roads, footpaths, trails and cycleways, parks and playgrounds, community buildings, toilets, transport and parking.

Sustainable Economies

Sustainable Economies covers all aspects of economic development, including the development of town centres and village hubs, tourism, events and place activation, business support services, life-long learning, and library services.

Sustainable Governance

Sustainable Governance covers all aspects of delivering effective local government from Council's leadership, financial, risk and asset management, and human resources through to community engagement, communications and customer service.



Outcomes and objectives

To become the place for sustainable living, the Shire will strive for 10 outcomes and supporting objectives.

Sustainable Environments

Outcome 1.

Our natural assets are being preserved for the enjoyment of current and future generations

Objectives:

1.1 Protect and enhance natural habitats, including nature reserves, rivers, lakes and waterways, to support wildlife conservation and recreational activities.

Outcome 2.

Climate adaptation and resilience

Objectives:

2.1 Adopt sustainable practices to manage climate change, including growing the urban forest, reducing emissions, and saving water.

2.2 Adopt sustainable waste management practices to strive for zero waste.

2.3 Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire.

Sustainable Communities

Outcome 3.

A strong sense of belonging through art and culture

Objectives:

3.1 Promote our diverse cultures, history and heritage.

3.2 Grow participation in arts, culture and community events.

Outcome 4.

A safe and healthy community

Objectives:

4.1 Facilitate improved community safety.

4.2 Promote community health and wellbeing.

4.3 Grow participation in sport and recreation activities.

4.4 Encourage responsible animal ownership.

Outcome 5.

An inclusive, engaged and supportive community

Objectives:

5.1 Advance opportunities, community participation and quality of life for people of all ages and abilities.

5.2 Grow participation in volunteering.

Sustainable Places

Outcome 6.
Responsibly planned communities that can accommodate sustainable population growth

Objectives:

6.1 Promote responsible planning to meet current and future needs.
6.2 Preserve and promote local heritage buildings and places of interest.
6.3 Increase access to safe, affordable and diverse housing options.

Outcome 7.
Attractive, welcoming and well-maintained places

Objectives:

7.1 Support the development of vibrant, attractive and welcoming town centres and local hubs.
7.2 Facilitate attractive, well-maintained streetscapes and verges.
7.3 Provide fit for purpose community buildings and public facilities.
7.4 Enhance public open space, parks and playgrounds.

Outcome 8.
It is easy to move around the Shire safely and sustainably

Objectives:

8.1. Maintain a safe, efficient road and transport network with supporting infrastructure and services.
8.2. Provide safe, well-connected trails, paths and bike lanes.

Sustainable Economies

Outcome 9.
A vibrant, diverse and sustainable economy
Objectives:

9.1 Support local businesses to prosper.
9.2 Support the growth of sustainable tourism.
9.3 Grow participation in education and life-long learning.

Sustainable Governance

Outcome 10.
Dynamic, community-focused leadership, governance and communication
Objectives:

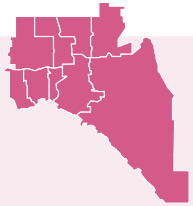
10.1 Strengthen organisational culture, governance, financial management and asset management.
10.2 Enhance the customer experience.
10.3 Effectively inform and engage the community about local issues, facilities, services and events.

A place-based approach to addressing community priorities

The Shire of Mundaring has three connected communities, each with special and distinct characteristics and needs.



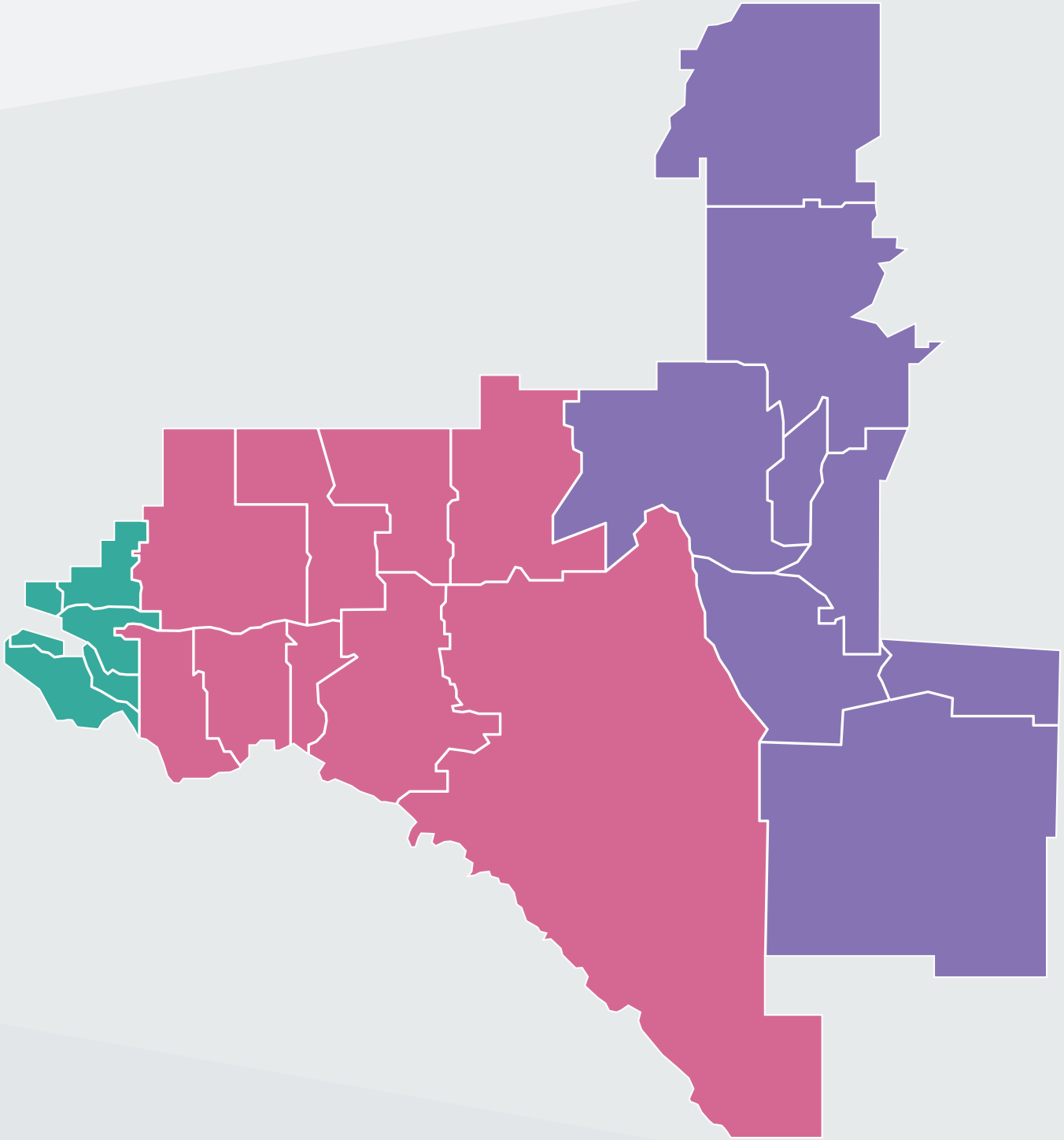
Foothills community
The Foothills community offers the convenience of suburban housing amidst beautiful bushland and is well-connected to the Helena River and John Forrest National Park.
It includes communities in Bellevue, Greenmount, Boya, Helena Valley, Midvale and Swan View.

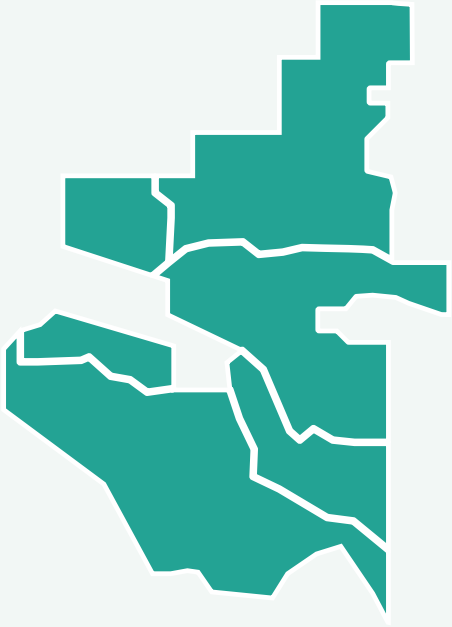


Hills community
The Hills community is known for its unique village centres, peri-urban forested properties, and boutique local businesses.
It includes communities in Darlington, Glen Forrest, Hovea, Mahogany Creek, Mount Helena, Mundaring, Parkerville, Sawyers Valley and Stoneville.



Rural community
The Rural community provides lifestyle options with small farm holdings and equestrian activities and is home to many of the Shire's natural bushland reserves and Lake Leschenaultia.
It includes communities in Bailup, Beechina, Chidlow, Gorrie, Malmalling, The Lakes, and Wooroloo.





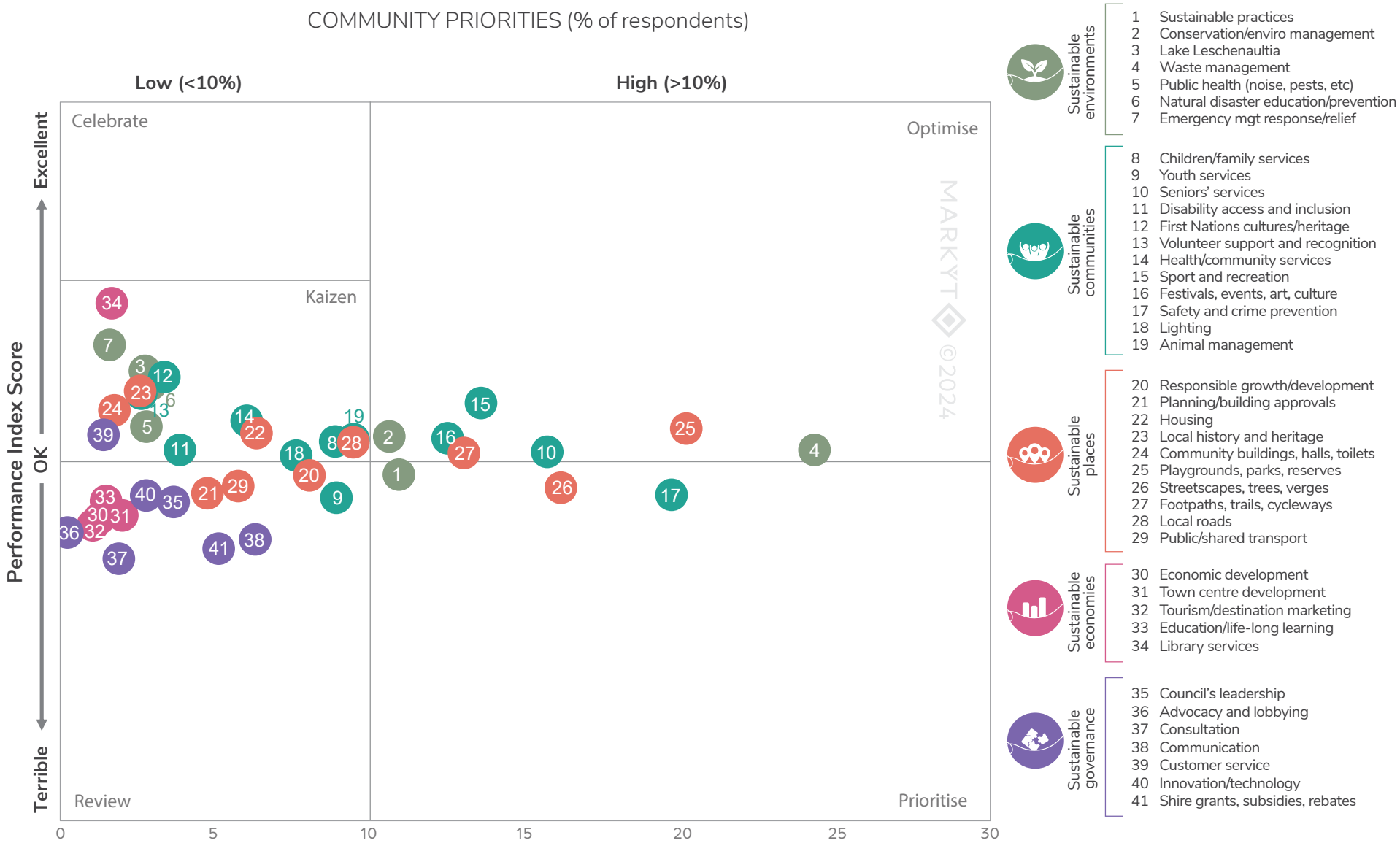
Addressing key priorities in the Foothills community

Council will focus on top priorities in the Foothills community, being waste management, playgrounds, parks and reserves, and safety and crime prevention.

Localities

Bellevue
Greenmount
Helena Valley
Midvale
Swan View

MARKYT Community Priorities





Waste management

Waste management was the top priority. The Foothills community would like improved waste collection and management services and more waste and recycling education.

A new FOGO service was introduced in July 2024.

The Shire will adopt further sustainable waste management practices to strive for zero waste. For example, it will:

- Explore options to introduce an on-demand bulk waste collection service.
- Develop a campaign to educate the community on waste reduction, recycling and FOGO.
- Explore options to bag and sell FOGO material recovered from the new FOGO service.

See objective 2.2 in our 4-Year Plan for the Future for more details.



Playgrounds, parks and reserves

Playgrounds, parks and reserves were the second highest priority. The Foothills community would like modern playgrounds that are fun for all ages and abilities, a dog park, and better maintenance of grassed areas.

In response to community need, the Shire will:

- Implement the Brown Park Recreation Precinct Master Plan, including upgrading the skate park and dirt jump, installing exercise equipment, and constructing a fenced dog exercise area.
- Upgrade playgrounds in Fraser Park, Greenmount Peace Park and Chartwell Park.
- Advocate for the State Government to partner in the development of a Helena River Parkland Masterplan.

See objectives 4.3, 4.4, 5.1 and 7.4 in our 4-Year Plan for the Future for more details.

Safety and crime prevention

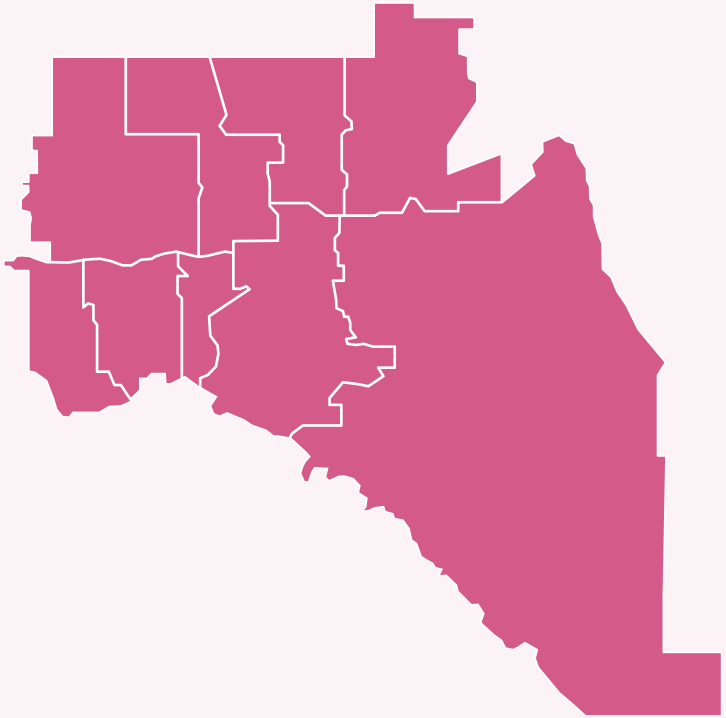
Safety and crime prevention was the third highest priority. The Foothills community would like a more visible police presence in the suburbs, and more CCTV and lighting.

To facilitate improved community safety, the Shire will:

- Collaborate with local police to propose priority projects for Council to consider funding, to address local safety concerns, such as CCTV requirements.

See objective 4.1 in our 4-Year Plan for the Future for more details.





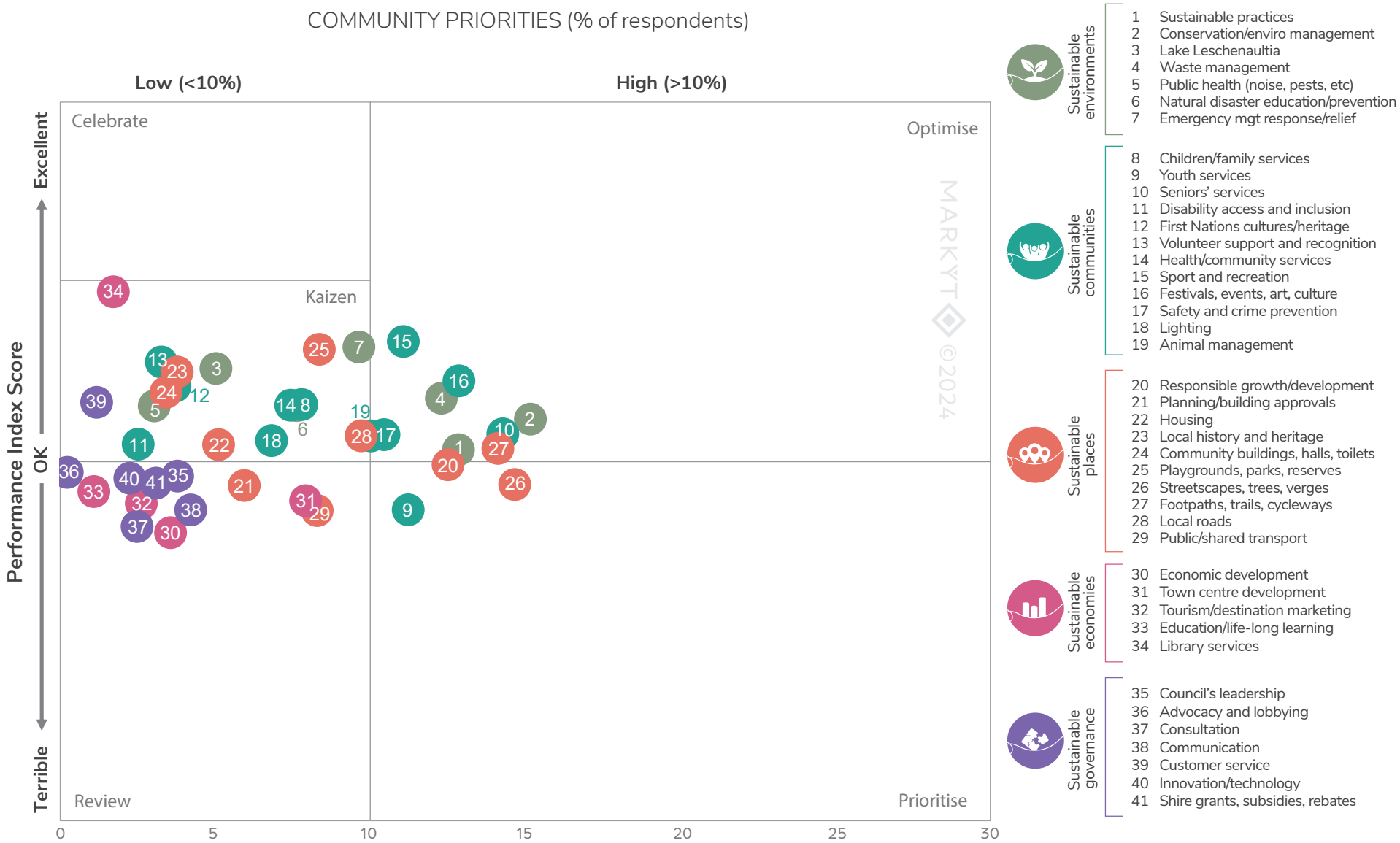
Addressing key priorities in the Hills community

Council will focus on top priorities in the Hills community, being conservation and environmental management, streetscapes, trees, verges, paths and trails, and seniors' services and facilities.

Localities

Boya
Darlington
Glen Forrest
Hovea
Mahogany Creek
Mount Helena
Mundaring
Parkerville
Sawyers Valley
Stoneville

MARKYT Community Priorities





Conservation and environmental management

Conservation and environmental management were among the most frequently mentioned priorities. The Hills community's priorities include protecting the tree canopy, eradicating weeds, improving the health of waterways, wildlife conservation, and bushfire risk mitigation.

In response, the Shire will:

- Review service levels for Shire management of natural areas and support for environmental programs and volunteers.
- Review stormwater catchments across Shire and identify a priority list for future intervention studies and implementation.
- Review the Shire's VBFB facilities and establish an upgrade plan.
- Design and then construct improvement works to identified VBFBs.

See outcomes 1 and 2 in our 4-Year Plan for the Future for more details.



Streetscapes, trees, verges, paths and trails

Streetscapes, trees, verges, paths and trails were among the most frequently mentioned priorities. The Hills community would like more regular maintenance of road-side trees, verges, paths and trails, plus new paths and trails, to improve connectivity, safety and appearance.

In response, the Shire will:

- Collaborate with Main Roads to agree on priority projects to improve the appearance of Great Eastern Highway verges and intersections.
- Review the Weed Management and Elimination Program.
- Develop an approach to raise awareness and participation in sustainable verge management practices on privately owned land.
- Develop a Footpath Network Strategy to improve connectivity across the shire.

See objectives 7.2 and 8.2 in our 4-Year Plan for the Future for more details.

Seniors' services and facilities

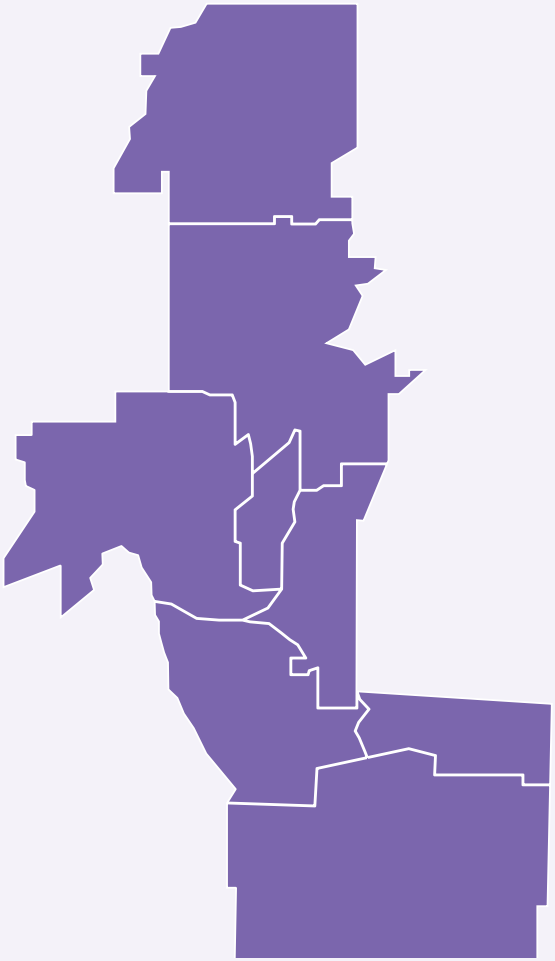
Seniors' services and facilities were among the most frequently mentioned priorities. The Hills community would like more seniors' housing and aged care accommodation, plus improved access to health, community, recreation and transport services for seniors.

In response, the Shire will:

- Attract investors for retirement living, aged care and independent living.
- Develop communications to raise awareness of multi-generational living and downsizing options now available through changes in State legislation.
- Review the Community Health and Wellbeing Informing Strategy and service delivery
- Implement the Age-Friendly Informing Strategy 2020-2025.

See various outcomes and objectives in our 4-Year Plan for the Future to see how seniors' needs will be met.





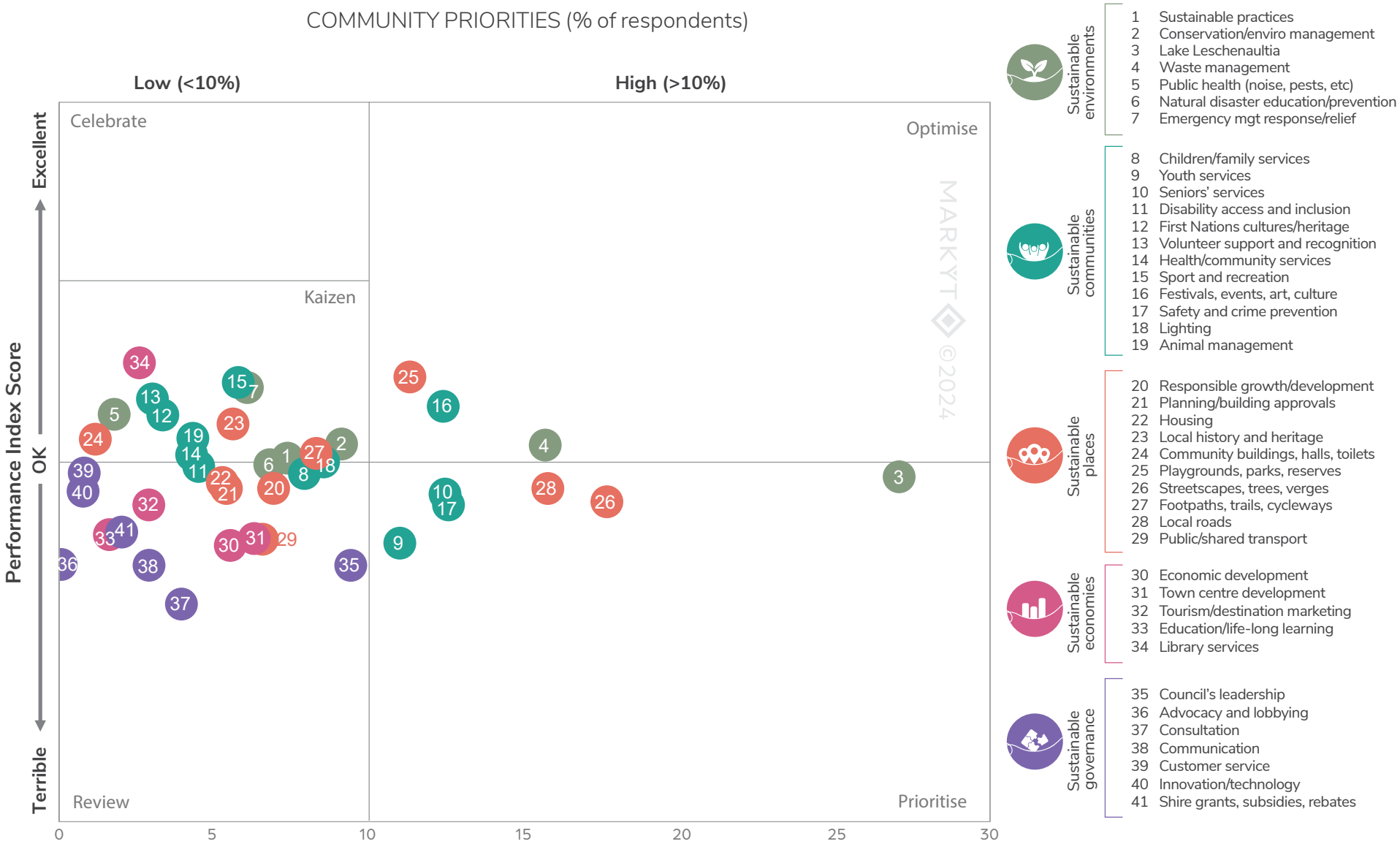
Addressing key priorities in the Rural community

Council will focus on top priorities in the Rural community, being Lake Leschenaultia, roads, trees and verges, and waste management.

Localities

Bailup
Beechina
Chidlow
Gorrie
Malmalling
The Lakes
Wooroloo

MARKYT Community Priorities





Lake Leschenaultia

Lake Leschenaultia is the main priority in Rural communities. People would like improved management and conservation, enhanced leisure and recreational opportunities and better bushfire mitigation.

In response, the Shire will:

- Conduct a desktop review of the Draft Lake Leschenaultia Master Plan.
- Develop the Lake Leschenaultia Environmental Management Plan to protect and enhance the Lake's environmental values while allowing for a range of nature-based recreational activities.

See objectives 1.1 and 7.4 in our 4-Year Plan for the Future for more details.



Roads, trees and verges

Roads, trees and verges were the second and third highest priorities. Rural communities would like improved road safety with concerns about heavy vehicle traffic, potholes and road maintenance, overgrown roadside vegetation, and overhanging branches.

In response, the Shire will:

- Provide community updates on the East Link WA project as new information becomes available.
- Build new roads and fix existing roads to improve road safety; as outlined in the Capital Works Program.
- Review verge management service levels on Shire managed land.
- Develop an approach to raise awareness and participation in sustainable verge management practices on privately owned land.

See objectives 7.2 and 8.1 in our 4-Year Plan for the Future for more details.

Waste management

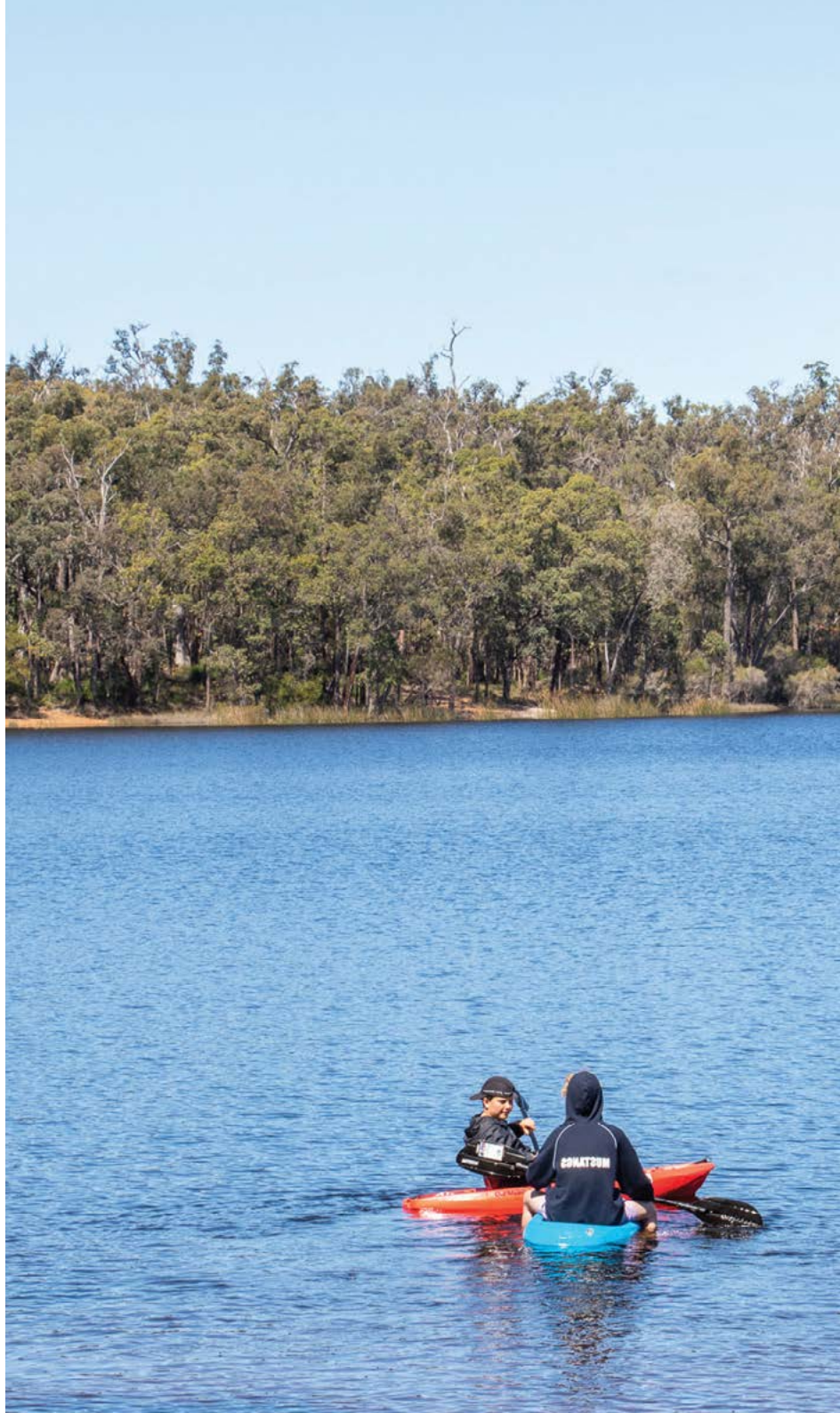
Waste management was the fourth highest priority. Rural communities asked for improved waste collection and management services and more waste and recycling education.

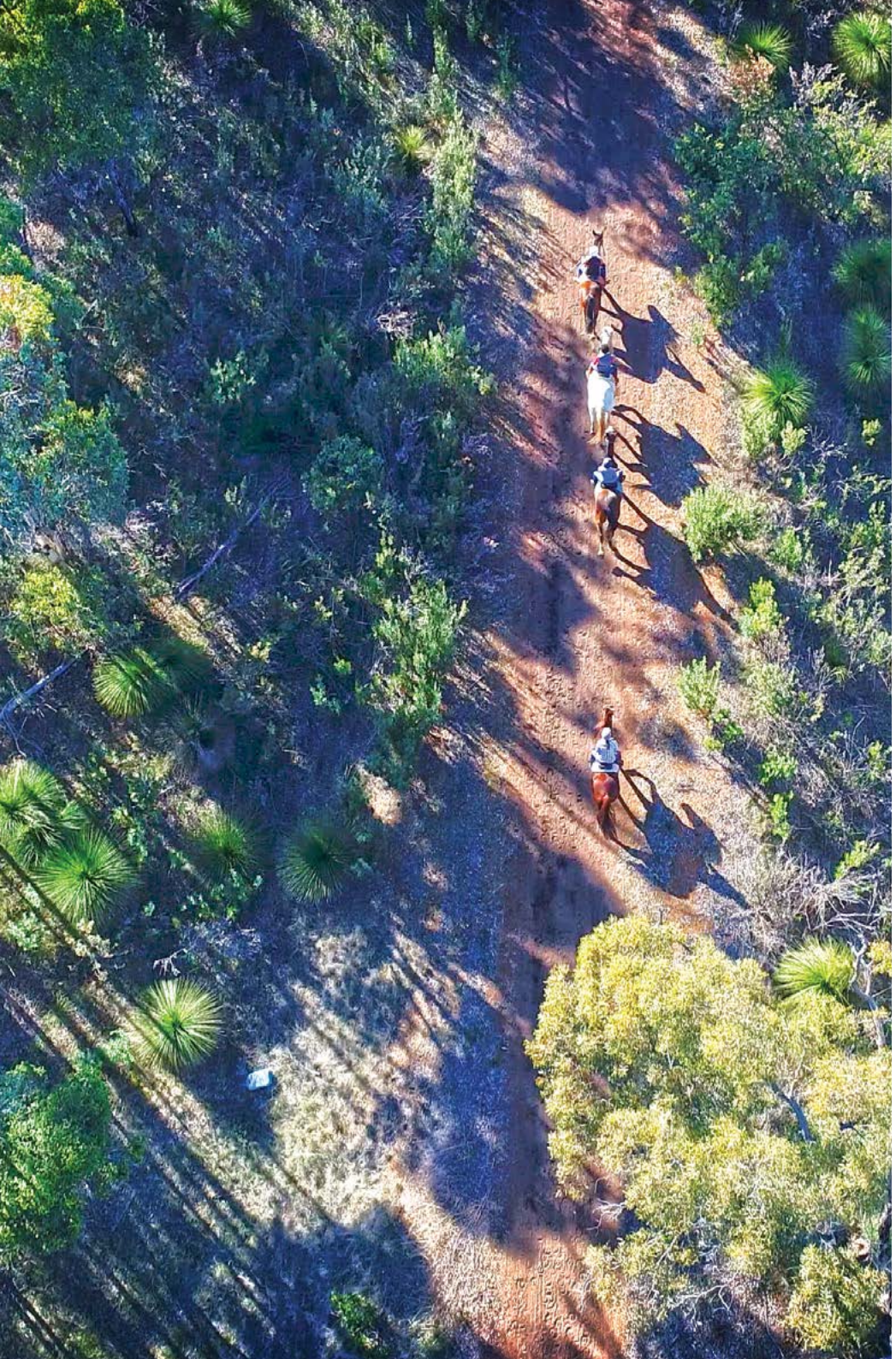
A new FOGO service was introduced in July 2024.

The Shire will adopt further sustainable waste management practices to strive for zero waste. For example, it will:

- Collaborate with DWER to assess the need for increased monitoring of trails to improve safety and prevent illegal dumping.
- Explore options to introduce an on-demand bulk waste collection service.
- Implement a campaign to educate the community on waste reduction, recycling and FOGO.

See objective 2.2 in our 4-Year Plan for the Future for more details.



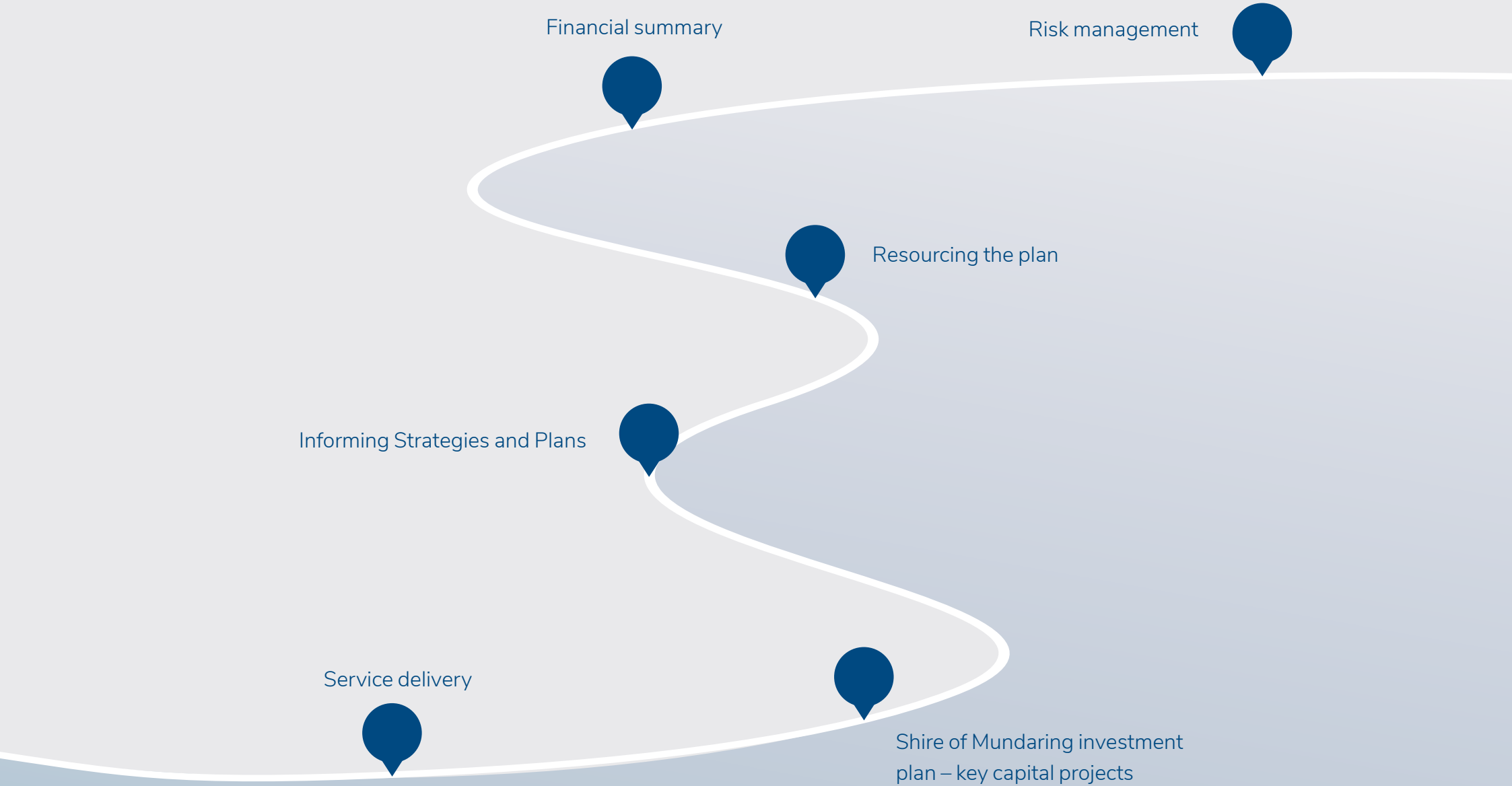


Our 4-year plan for the future

The following sections cover elements of the Corporate Business Plan as suggested in the Integrated Planning and Reporting Framework and Guidelines.

These sections describe what Shire of Mundaring will do over the next four years to work towards achievement of the community's vision, desired outcomes and objectives, and how service delivery and priority projects will be resourced.

These sections will be reviewed and updated annually to adapt to political, economic, environmental, social and technological trends, along with changing community needs and priorities.


Financial summary
Risk management
Resourcing the plan
Informing Strategies and Plans
Service delivery
Shire of Mundaring investment plan – key capital projects



Service delivery

Shire of Mundaring will continue to deliver, facilitate or fund existing services and facilities to work towards achievement of the desired vision, outcomes and objectives. Many of these services and facilities are listed below. Service Teams will remain focused on continuously improving service delivery in these areas.

Please visit www.mundaring.wa.gov.au to learn more about our existing facilities, services, events and activities.

Sustainable Environments

- Environmental advice and assessment
- Strategic environmental and sustainability projects and education
- Natural reserves management and support of friends' groups
- Lake Leschenaultia management
- Waste management
- Emergency and fire management
- Fire protection and mitigation (firebreak and hazard inspections)
- Environmental health
- Ranger services
- Animal management (poultry, horses, livestock and bee keeping)
- Weed management
- Pest management
- Noise management
- Asbestos removal and disposal
- Switch Your Thinking program
- Support of Community Gardens
- Seed library

Sustainable Communities

- Mundaring Arena
- Mt Helena Aquatic Centre
- Bilgoman Aquatic Centre
- Brown Park Recreation Precinct
- Boya Community Centre
- Mundaring Arts Centre ($)
- Mundaring Hills Open Studios ($)
- Katharine Susannah Pritchard Writers Centre ($)
- Mundaring Adult Creative and Learning Centre ($)
- Mundaring and Hills District Museum ($)
- Art projects
- Art, photography and poetry competitions
- Citizenship awards and ceremonies
- Cultural Advisory Group
- Reconciliation resources
- Child health centres and day care services
- Playgroups and toy libraries
- Access and Inclusion Working Group
- Community safety, including CCTV, lighting, and graffiti removal
- Dog and cat registrations
- Animal pound
- Community Grants Program
- Volunteer support

($) - 'supported through funding agreement with the Shire'

Sustainable Places

- Statutory land use planning
- Advice for planning and development, including applications for development in bushfire prone areas, subdivisions and amalgamations, tiny homes, granny flats, ancillary dwellings and more
- Advice and approvals for building and renovations, including carports, pools, sheds, fencing, water tanks and more.
- Infrastructure design, construction, and maintenance
- Asset and facility management
- Community halls and centres
- Footpaths and cycleways
- Street tree planting
- Verge maintenance
- Parks, reserves and open spaces
- Skateparks, pump tracks and dirt jumps
- Trail management
- Roads and bridges
- Transport services

Sustainable Economies

- Economic development
- Business directory
- Promotion of requests for tenders and quotations
- Advice and support on starting a business
- Advice and approvals for setting up a food business
- Food Safety Training for Businesses
- Economic and community profiles
- Business permits and approvals
- Trading in Public Spaces applications
- Greening Your Business resources
- Perth Hills Mundaring Visitor Centre
- Tourism marketing
- Events and celebrations
- Mundaring Library (Albert Facey Memorial Library)
- Boya Library (Katharine Susannah Pritchard Library)

Sustainable Governance

- Council Member support
- Stakeholder management, lobbying and advocacy
- Customer services
- Community engagement
- Corporate planning
- Governance and risk management
- Marketing and communications
- People and culture (human resources management)
- Information technology service
- Financial management
- Plant and fleet maintenance
- Property management



Our plan for sustainable *environments*

Outcome 1. Our natural assets are being preserved for the enjoyment of current and future generations

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
1.1. Protect and enhance the natural environment, including nature reserves, rivers, lakes and waterways to support long term ecological resilience and nature based recreational activities.	1.1.1. Develop a detailed weed management plan, inclusive of a programme of works and monitoring plan at Lake Leschenaultia.	Local Biodiversity Strategy 2023-2030; Lake Leschenaultia Risk Assessment	Built and Natural Environment	●				
	1.1.2. Implement the weed management plan at Lake Leschenaultia.	Local Biodiversity Strategy 2023-2030; Lake Leschenaultia Risk Assessment	Built and Natural Environment		●	●		
	1.1.3. Undertake studies on identified water catchments to enhance their natural conservation.	Watercourse Hierarchy Strategy	Built and Natural Environment	●	●	●		
	1.1.4. Implement interventions on water courses to improve their natural conservation.	Watercourse Hierarchy Strategy	Built and Natural Environment		●	●		
	1.1.5. Review service levels for Shire management of natural areas and support for environmental programs and volunteers.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●				
	1.1.6. Provide environmental signage in natural areas within reserves, particularly Lake Leschenaultia and the Railway Reserves Heritage Trail.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●				

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
1.1. Protect and enhance natural habitats, including nature reserves, rivers, lakes and waterways, to support wildlife conservation and recreational activities. (continued)	1.1.7. Map environmental features and Local Natural Areas using aerial photography and other remotely collected spatial data.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment					●
	1.1.8. Establish tree canopy cover (27/28) and biodiversity indicators (29/30).	Local Biodiversity Strategy 2023-2030	Build and Natural Environment		●		●	
	1.1.9. Disseminate information to the public on the ecological benefits of installing vegetated living streams into watercourses.	Watercourse Hierarchy Strategy	Build and Natural Environment		●			
	1.1.10. Identify and strengthen existing vegetation retention protections through the new Local Planning Strategy and carry these enhanced measures into Local Planning Scheme No. 5 for private land development within the Shire.	Local Planning Strategy and Local Planning Scheme	Place and Community	●	●	●		

Outcome 2. Climate adaptation and resilience

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
2.1. Proactively mitigate and adapt to climate change by reducing organisational emissions and building climate resilient assets.	2.1.1. Review and adjust existing climate change risk and adaptation plans.	Local Climate Change Adaptation Plan 2012	Built and Natural Environment	●	●			
	2.1.2. Transition the Shire's light vehicle fleet to low emission vehicles.	Energy Emissions Reduction Strategy	Built and Natural Environment	●	●	●	●	●
	2.1.3. Transition the Shire's heavy vehicle fleet to low emission vehicles.	Energy Emissions Reduction Strategy	Built and Natural Environment		●	●	●	●
	2.1.4. Provide energy efficiency improvements to solar heating and pool pumps at Bilgoman Pool.	Energy Emissions Reduction Strategy	Built and Natural Environment	●				
	2.1.5. Review Street Tree Policy and Street Tree Guidelines by updating the tree species list to only include trees least susceptible to climate change.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●				
	2.1.6. Implement water management action plan to maintain Waterwise gold status.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●	●	●		
	2.1.7. Establish a water audit program to closely monitor water use, improve water efficiency and identify potential actions to reduce water demand on the top ten water consuming assets.		Built and Natural Environment	●	●	●	●	●
	2.1.8. Develop a capital program of energy efficient cooling/heating systems into key Shire community used assets.		Built and Natural Environment				●	

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
2.2. Deliver flexible and sustainable waste management practices that reduce waste to landfill, maximise resource recovery, and support the community transition toward waste minimisation.	2.2.1. Introduce a new pre-booked bulk verge collection service.	Waste Plan	Built and Natural Environment			●		
	2.2.2. Implement a campaign to educate the community on waste reduction, recycling and FOGO.	Waste Plan	Built and Natural Environment	●	●	●		
	2.2.3. Deliver additional kerbside bin collection service for the Christmas and New Year period.	Waste Plan	Built and Natural Environment	●	●	●	●	
	2.2.4. Implement transition of residual waste to Waste to Energy and promote environmental benefits and reduction of volumes of waste to landfill.	Waste Plan	Built and Natural Environment	●				
	2.2.5. Manage withdrawal from Eastern Metropolitan Regional Council.		Built and Natural Environment	●				
2.3. Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire.	2.3.1. Incorporate water sensitive design checks into the works design process of the Corporate business process mapping system.	Watercourse Hierarchy Strategy 2023	Built and Natural Environment	●				
	2.3.2. Embed the Shire's fire and emergency resilience education and communication materials into an ongoing program.		Built and Natural Environment	●				

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
2.3. Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire. (continued)	2.3.3. Develop a template and begin preparing Fire and Environmental Work Plans with input from adjoining residents and the relevant Friends Group to map significant environmental features, better coordinate pre-fire preparation and post-fire weed control, and reduce potential for conflict between Landcare and revegetation efforts and bushfire mitigation activities.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●	●			
	2.3.4. Continue to explore options to build resilience into telecommunications throughout the Shire.		Built and Natural Environment	●				
	2.3.5. Review the Shire's VBFB facilities and establish an upgrade plan.	Bushfire Risk Management Plan	Built and Natural Environment	●				
	2.3.6. Design and then construct improvement works to agreed VBFBs.	Bushfire Risk Management Plan	Built and Natural Environment	●	●	●	●	
	2.3.7. Seek partnerships and funding to deliver a program that helps residents access seeds and seedlings of fire-wise native plants that are suited to residential gardens and provide important resources for native bees.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●	●			
	2.3.8. Seek partnerships and funding to deliver a conference that brings together bushfire and biodiversity researchers and practitioners to inform future natural area management and bushfire mitigation practices.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment	●				

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
2.3. Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire. (continued)	2.3.9. Upgrade Chidlow Pavillion (Chidlow) to serve as Incident Control Centre.		Built and Natural Environment	●				
	2.3.10. Upgrade Parkerville Pavillion (Parkerville) and adjoining infrastructure to serve as Incident Control Centre.		Built and Natural Environment	●				
	2.3.11. Build a hardstand area and associated infrastructure to accommodate four mobile incident control units at the Shire's Operations Centre (Mundaring).		Built and Natural Environment	●				


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Our plan for sustainable *communities*

Outcome 3. A strong sense of belonging through art and culture

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
3.1. Promote our diverse cultures, history and heritage.	3.1.1. In collaboration with Whadjuk Noongar Traditional Owners, explore and encourage new opportunities for First Nations cultural tourism and events in the Shire of Mundaring.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●				
	3.1.2. Explore, promote and implement opportunities for dual naming of places, in partnership with First Nations Elders and stakeholders.	Reconciliation Action Plan 2022-24; Heritage Strategy 2023-2028	Place and Community			●		
	3.1.3. Curate an app-based heritage trail with QR codes to highlight significant points of interest, including historical events, cultural heritage, Noongar language, and local flora and fauna.	Economic Development and Tourism Strategy 2023-28; Heritage Strategy 2023-2028	Place and Community		●			
	3.1.4. Heritage Trails and Signage- Interpretation and alternative formats of walk guides and stand-alone signs for individual heritage places developed and installed.	Heritage Strategy 2024-2029	Place and Community	●	●	●	●	
	3.1.5. Celebration of historical events and places through heritage open day/event.	Heritage Strategy 2024-2029	Place and Community		●	●	●	●

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
3.2. Grow participation in arts, culture and community events.	3.2.1. Attract and fund a mix of large, iconic events, and smaller community events as part of the Arts, Culture and Community Events Funding Framework.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●	●	●	●	
	3.2.2. Collaborate with local artists to create and activate an art trail to promote local street art, artists, open studios, classes and workshops.	Economic Development and Tourism Strategy 2023-2028	Place and Community		●	●		

Outcome 4. A safe and healthy community

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
4.1. Facilitate improved community safety.	4.1.1. Collaborate with local police to determine opportunities and feasibility of projects for Council to consider funding, to address local safety concerns, such as CCTV requirements.		Built and Natural Environment	●				
4.2. Promote community health and wellbeing.	4.2.1. Develop and implement Public Health Strategy.	Public Health Strategy 2026-2030	Place and Community	●	●	●	●	●
4.3. Grow participation in sport and recreation activities.	4.3.1. Upgrade Brown Park skate park.	Brown Park Recreation Precinct Masterplan	Built and Natural Environment		●			
	4.3.2. Develop detailed plans and construct upgrades Glen Forrest and Boya changerooms.	Recreation Facilities Informing Strategy	Built and Natural Environment	●				
	4.3.3. Upgrade Mundaring Sporting Club, including accessibility upgrades.	Recreation Facilities Informing Strategy	Built and Natural Environment	●	●	●		
	4.3.4. Upgrade Bruce Douglas changerooms (Brown Park, Swan View).	Recreation Facilities Informing Strategy	Built and Natural Environment			●	●	
	4.3.5. Upgrade Parkerville Oval changerooms.	Recreation Facilities Informing Strategy	Built and Natural Environment			●		
	4.3.6. Undertake a Glen Forrest Recreation Precinct Plan.	Recreation Facilities Informing Strategy	Place and Community			●	●	

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
4.3. Grow participation in sport and recreation activities (continued).	4.3.7. Undertake a Master Plan for Helena Valley Sport and Recreation Facilities.	Recreation Facilities Informing Strategy	Place and Community	●				
	4.3.8. Develop a Mundaring Recreation Precinct Plan.	Recreation Facilities Informing Strategy	Place and Community			●		
	4.3.9. Undertake Feasibility Study - Sawyers Valley Oval and Pavillion.	Recreation Facilities Informing Strategy	Place and Community	●				
	4.3.10. Undertake Feasibility Study - Harry Riseborough Oval facilities.	Recreation Facilities Informing Strategy	Place and Community		●			
	4.3.11. Upgrade Mundaring Oval Changeroom	Recreation Facilities Informing Strategy	Built and Natural Environment				●	●
	4.3.12. Complete a feasibility study and business case for new or improved aquatic facilities.	Recreation Facilities Informing Strategy	Place and Community	●				
4.4. Encourage responsible animal ownership.	4.4.1. Explore a fenced dog exercise areas in Ellesmere Reserve, Swan View as part of enhancement works.	Capital Plans	Built and Natural Environment		●			
	4.4.2. Construct a fenced dog exercise area in the Brown Park Recreation Precinct.	Brown Park Recreation Precinct Masterplan	Built and Natural Environment	●				
	4.4.3. Develop and implement a campaign to foster a positive community culture around pet ownership, emphasising the benefits of responsible practices for both pets and the wider community.		Built and Natural Environment	●	●	●		
	4.4.4. Review and Amend Keeping of Cats Local Law 2011.	Keeping of Cats Local Law 2021	Built and Natural Environment	●				

Outcome 5. An inclusive, engaged and supportive community

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
5.1. Advance opportunities, community participation and quality of life for people of all ages and abilities.	5.1.1. Deliver early childhood development and parenting programs.		Place and Community	●	●	●	●	
	5.1.2. Partner with state and federal government to deliver targeted family support programs, including for Aboriginal communities.		Place and Community	●	●	●	●	
	5.1.3. Construct a play element suitable for children and adults in a wheelchair at Brown Park Recreation Precinct.	Access and Inclusion Informing Strategy 2022-2026	Built and Natural Environment	●				
	5.1.4. Develop an annual School holiday activity program delivered over the four holiday periods.	Youth Informing Strategy	Place and Community	●	●	●	●	●
	5.1.5. Partner with local services and organisations to promote and deliver programs and activities for young people in mental health and wellbeing, community safety, arts and culture, life skills and employment skills.	Youth Informing Strategy	Place and Community	●	●	●	●	●
	5.1.6. Establish an online presence for young people over 16 using youth-friendly modes of delivery.	Youth Informing Strategy	Place and Community		●	●	●	●
	5.1.7. Support groups and organisations to develop and enhance their capacity to recruit and train youth volunteers and/or youth employees.	Youth Informing Strategy	Place and Community	●	●	●	●	●

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
5.1. Advance opportunities, community participation and quality of life for people of all ages and abilities. (continued)	5.1.8. Attract investors for retirement living, aged care and independent living.	Local Planning Strategy; Age-friendly Informing Strategy 2020-2025	Corporate Services	●	●			
	5.1.9. Consolidate overlapping plans for reconciliation, children, youth, seniors, access and inclusion.		Place and Community	●				
	5.1.10. Undertake accessibility audits on all new and upgraded buildings to include mandatory code upgrades and desirable upgrades wherever possible.		Built and Natural Environment	●	●	●	●	●
5.2. Grow participation in volunteering.	5.2.1. Develop and implement a volunteering program to increase awareness, skills and readiness to engage in local volunteering opportunities.		Place and Community	●	●			



Our plan for sustainable *places*

Outcome 6. Responsibly planned communities that can accommodate sustainable population growth

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
6.1. Promote responsible planning to meet current and future needs.	6.1.1. Review the Local Planning Strategy, including undertake a study for rural land use opportunities.	Local Planning Strategy	Place and Community	●	●	●		
	6.1.2. Complete (residential) Land Use Planning Strategy, including a Village Centre's Business and Employment Land Study, to ensure appropriate development is accommodated in town and village centers.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●				
	6.1.3. Review the Local Planning Scheme.	Local Planning Scheme	Place and Community	●	●	●		
	6.1.4. Investigate options for new or expanded strategic industrial areas, with consideration for a new industrial area in Sawyers Valley or further east.	Local Planning Strategy	Place and Community	●				
	6.1.5. Preparation of new Local Planning Policies in conjuction with development of Local Planning Scheme No. 5.	Local Planning Scheme	Place and Community	●	●	●		
	6.1.6. Preparation of a Mundaring Town Centre Local Planning Policy.		Place and Community		●			

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
6.2. Preserve and promote local heritage buildings and places of interest.	6.2.1. Consider an incentives program to encourage owners of heritage places to commence restoration works.	Heritage Strategy 2023-2028	Place and Community	●	●			
	6.2.2. Review Local Heritage List.	Heritage Strategy 2023-2028	Place and Community	●	●			
6.3. Increase access to safe, affordable and diverse housing options.	6.3.1. Continue communications to raise awareness of multi-generational living and downsizing options now available through changes in State legislation.		Place and Community	●	●	●	●	●
	6.3.2. Undertake housing needs, constraints and options analysis to inform the Local Planning Scheme Review.	Economic Development and Tourism Strategy 2023-2028 and Land Use Planning Strategy	Place and Community	●				

Outcome 7. Attractive, welcoming and well-maintained places

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
7.1. Support the development of vibrant, attractive and welcoming town centres and local hubs.	7.1.1. Revitalise and activate Mundaring Town Centre with the Mundaring Cultural Hub construction.	Economic Development and Tourism Strategy 2023-2028; Mundaring Town Initiative Masterplan 2017	Built and Natural Environment	●	●	●		
	7.1.2 Revitalise and activate Mundaring Town Centre with land rationalisation to facilitate private investment.		Built and Natural Environment	●	●	●		
	7.1.3. Upgrade the Mundaring Sculpture Park Amphitheatre precinct.	Mundaring Town Initiative Masterplan 2017	Built and Natural Environment	●				
	7.1.4. Construct a new amenity building at the eastern end of Mundaring Sculpture Park.	Mundaring Town Initiative Masterplan 2017	Built and Natural Environment		●	●		
	7.1.5. Construct Mundaring Cultural Precinct Road, including underground power upgrades.	Mundaring Town Initiative Masterplan 2017	Built and Natural Environment	●		●	●	●
	7.1.6. Seek funding for village place making and activation initiatives to promote and support business and tourism activity.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●	●	●	●	●
	7.1.7. Develop Place and Community Strategy and three Place and Community Plans for the Foothills, Hills and Rural places, including the development of a masterplan for the Helena River parkland adjoining Broz Park, Helena Valley.	Council Plan 2024-2034	Place and Community	●	●			

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
7.2. Facilitate attractive, well-maintained streetscapes and verges.	7.2.1. Collaborate with Main Roads to agree on priority projects to improve the appearance of Great Eastern Highway verges and intersections.		Built and Natural Environment	●				
	7.2.2. Review the Weed Management and Elimination Program and provide recommendations on workforce requirements to implement the revised program.		Built and Natural Environment	●				
	7.2.3. Review verge management service levels on Shire managed land.		Built and Natural Environment	●				
	7.2.4. Develop an approach to raise awareness and participation in sustainable verge management practices.		Built and Natural Environment	●				
	7.2.5. Develop a communications campaign to raise awareness about the Shire's free street tree program, who is responsible for verge maintenance, and the Shire's Customer Action Request System (CARS).		Built and Natural Environment	●				
7.3. Provide fit for purpose community buildings and public facilities.	7.3.1. Scope opportunities to consolidate or rationalise community facilities.		Built and Natural Environment		●			
	7.3.2. Upgrade car parking in the Parkerville Recreation Precinct to improve security and accessibility.	Recreation Facilities Informing Strategy 2019	Built and Natural Environment		●			
	7.3.3. Construct new public toilets at Danny Wimperus Reserve, Mahogany Creek.		Built and Natural Environment		●			
	7.3.4. Construct new public toilets at Swan View Station, Swan View.		Built and Natural Environment			●		

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
7.4. Plan, deliver and maintain high-quality public open spaces that enhance liveability, safety and environmental outcomes.	7.4.1. Develop a playground enhancement program to utilise POS reserve funding, with consideration for shade sails, nature play, universal access, active play, etc.		Built and Natural Environment	●				
	7.4.2. Upgrade playgrounds in Fraser Park and Chartwell Park (Swan View).		Built and Natural Environment	●				
	7.4.3. Upgrade Broz Park, Helena Valley skate park, Helena Valley.	Recreation Facilities Informing Strategy	Built and Natural Environment		●			
	7.4.4. Develop a capital program of shade structure for playgrounds.		Built and Natural Environment	●				
	7.4.5. Develop high level concepts and costings for Lake Leschenaultia Master Plan.		Place and Community	●				
	7.4.6. Upgrade Mt Helena skate park		Built and Natural Environment				●	

Outcome 8. It is easy to move around the Shire safely and sustainably

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
8.1. Provide safe, reliable and well-maintained local roads and streets that support accessibility, emergency response and community safety.	8.1.1. Collaborate with Main Roads to review speed limits on priority local roads.		Built and Natural Environment	●				
	8.1.2. Construct the Brooking Road (Hovea) connection to improve road safety.		Built and Natural Environment	●				
	8.1.3. Construct the Helena Valley Road / Scott Street roundabout to improve road safety.		Built and Natural Environment	●	●			
	8.1.4. Undertake a road condition assessment and development road maintenance and upgrade plans.		Built and Natural Environment				●	
8.2. Plan and deliver a connected, safe and accessible network of footpaths, trails and cycleways that support daily movement and recreation.	8.2.1. Plan and deliver a connected, safe and accessible network of footpaths, trails and cycleways that support daily movement and recreation.		Built and Natural Environment	●				
	8.2.2. Develop Trails Master Plan, including end of trip facilities, and seek funding for new walking and cycling trails.	Trails Masterplan; Community Health and Wellbeing Informing Strategy 2020-2025	Place and Community		●			
	8.2.3. Construct a footpath on Darlington and Ferguson Roads, Darlington.		Built and Natural Environment			●		
	8.2.4. Construct a footpath on Princess Road, Mt Helena.		Built and Natural Environment				●	



Our plan for sustainable *economies*

Outcome 9. A vibrant, diverse and sustainable economy

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
9.1. Support local businesses to prosper.	9.1.1. Promote a business database that can be used for e-communications to inform local businesses about what's happening, new projects, and tender and procurement opportunities.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●				
	9.1.2. Review and enhance Buy Local opportunities with the Shire. This would involve making it easier for local businesses to understand what types of services, materials and contracts are required by the Shire, and being able to register their interest in this work.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●	●	●	●	●
	9.1.3. Deliver (Develop and implement) a Mundaring Tourism and Events Marketing plan, in collaboration with key stakeholders.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●				
	9.1.4. Develop a plan to identify and support a broad range of emerging and established industries within the Shire , including retail and commercial deficiencies.	Economic Development and Tourism Strategy 2023-2028	Place and Community		●			
	9.1.5. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social conditions.	Reconciliation Action Plan 22-24	Corporate Services	●				

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
9.2. Support the growth of sustainable tourism.	9.2.1. Develop and implement a Mundaring Tourism and Events Marketing Plan, in collaboration with key stakeholders.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●	●	●	●	●
	9.2.2. Review Shire of Mundaring's visitor information delivery model to ensure resources devoted to visitor information services are being used effectively for maximum benefit.	Economic Development and Tourism Strategy 2023-2028	Place and Community	●				
	9.2.3. Complete feasibility, design and construction of Chidlow RV Park facilities with consideration for a RV dump point.	Economic Development and Tourism Strategy 2023-2029	Place and Community	●				
	9.2.4. Undertake a visitor and short-stay accommodation audit and opportunities study to inform options for new accommodation of an appropriate scale in locations throughout the Shire.	Economic Development and Tourism Strategy 2023-2029	Place and Community	●				
	9.2.5. Seek accreditation as a WA Trail Town.	Economic Development and Tourism Strategy 2023-2029	Place and Community			●		
	9.2.6. Investigate options to enhance the Shire's eco-tourism status including recognition as a UNESCO Biosphere Reserve or Certified Eco Destination with Eco Tourism Australia.	Economic Development and Tourism Strategy 2023-2029	Place and Community		●			
9.3. Grow participation in education and life-long learning.	9.3.1. Promote youth and adult learning opportunities to raise awareness and participation in locally available options.		Place and Community	●	●	●	●	


OCEAN RETREAT
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Our plan for sustainable *governance*



Outcome 10. Dynamic, community focused leadership, governance and communication

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
10.1. Manage financial, asset and organisational resources responsibly to support long-term sustainability and service delivery.	10.1.1. Implement a customer focused business improvement program.		Office of the CEO	●	●	●	●	
	10.1.2. Implement priority service reviews to support continuous business improvement.		Office of the CEO	●	●	●	●	
	10.1.3. Review and enhance the new asset management system to maximise its capabilities.		Built and Natural Environment	●				
	10.1.4. Complete a five year review of Asset Management Plans and a summary overview on the status of assets.	Asset Management Plan	Built and Natural Environment	●	●			
	10.1.5. Use digital technology to provide access to important Shire information.		Office of the CEO	●				
	10.1.6. Undertake major review of Long Term Financial Plan in line with Council Plan review.		Corporate Services		●		●	

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
10.1. Manage financial, asset and organisational resources responsibly to support long-term sustainability and service delivery. (continued)	10.1.7. Review Governance Framework.		Corporate Services	●				●
	10.1.8. Review Shire of Mundaring Policy Manual.		Corporate Services	●	●	●	●	●
	10.1.9. Review Shire of Mundaring Delegations and Authorisations to the CEO Register.		Corporate Services	●	●	●	●	●
	10.1.10. Undertake tender for Shire Enterprise Resource Planning (Core IT Business System).		Corporate Services	●				
	10.1.11. Advocate for Council endorsed projects and policy change.	Lobbying and Advocacy Strategy	Shire President and Office of the CEO	●	●	●	●	
	10.1.12. Review Lobbying and Advocacy Strategy and Advocacy Priorities in preparation for next federal and state government elections.	Lobbying and Advocacy Strategy	Shire President and Office of the CEO	●		●		●
	10.1.13. Assess investment opportunities (including commercial property)	Property Investment Strategy	Corporate Services	●				

Objectives	Priority projects	Informing strategies	Responsible	26/27	27/28	28/29	29/30	Future
10.2. Enhance the customer experience.	10.2.1 Conduct a biennial community and business survey and annual pulse checks to assess service delivery levels and how to improve customer experiences.		Office of the CEO	●	●	●	●	
	10.2.2. Review the customer request process for lodging issues and complaints and reporting on progress.		Office of the CEO	●				
	10.2.3. Optimise engagement platforms (Engage Mundaring and Shire of Mundaring website) to improve the user experience.		Office of the CEO	●				
	10.2.4. Review the Customer Service Charter and develop a new Customer Experience Strategy.		Office of the CEO				●	
	10.2.5. Develop an online portal to enable customers to track the status of planning and building applications.		Place and Community	●				
10.3. Effectively inform and engage the community about local issues, facilities, services and events.	10.3.1. Review Corporate Communications Strategy.		Office of the CEO			●		
	10.3.2. Review the Community Engagement Framework to enhance community consultation.		Place and Community	●				

Completed priority *projects*

Environment

2025/26

Objectives	Priority projects	Informing strategies	Responsible
1.1. Protect and enhance natural habitats, including nature reserves, rivers, lakes and waterways, to support wildlife conservation and recreational activities.	1.1.1. Develop the Lake Leschenaultia Environmental Management Plan to protect and enhance the Lake's environmental values while allowing for a range of nature-based recreational activities.	Local Biodiversity Strategy 2023-2030; Lake Leschenaultia Risk Assessment	Built and Natural Environment
	1.1.2. Review stormwater catchments across Shire and identify a priority list for future intervention studies and implementation.	Watercourse Hierarchy Strategy	Built and Natural Environment
2.1. Adopt sustainable practices to manage climate change, including growing the urban forest, reducing emissions, and saving water.	2.1.5. Develop Environmentally Sustainable Design (ESD) Guidelines to incorporate ESD principles in homes and businesses, with consideration for smart meters, solar panels and water tanks on all new builds.	Energy Emissions Reduction Strategy	Place and Community
	2.1.8. Integrate urban sensitive water design principles into project delivery process.	Watercourse Hierarchy Strategy 2023	Built and Natural Environment
2.2. Adopt sustainable waste management practices to strive for zero waste.	2.2.1. Explore options to introduce in-house on-demand bulk waste collection service.	Waste Plan	Built and Natural Environment
	2.2.4. Develop a litter and illegal dumping plan to identify actions that ensure a cohesive approach across all state land tenures within the Shire.	Waste Plan	Built and Natural Environment
2.3. Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire.	2.3.2. Review the Shire's fire and emergency public education program and communication materials.		Built and Natural Environment

Environment

2025/26

Objectives	Priority projects	Informing strategies	Responsible
2.3. Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire. (continued)	2.3.7. Coordinate with land owners and land managers bushfire risk planning and activities to maximise effective use of resources for mitigation activities.	Bushfire Risk Management Plan	Built and Natural Environment
	2.3.10. Review the Local Emergency Management Arrangements Recovery sub-plan for environmental bushfire recovery to seek more funding and better support residents dealing with post-bushfire issues including weed growth.	Local Biodiversity Strategy 2023-2030	Built and Natural Environment

Communities

2025/26

Objectives	Priority projects	Informing strategies	Responsible
3.2. Grow participation in arts, culture and community events.	3.2.2. Review and simplify the festival and events approvals process to make it easier and more attractive for event organisers to host events in the local area.	Economic Development and Tourism Strategy 2023-2028	Place and Community
4.3. Grow participation in sport and recreation activities	4.3.1. Provide new oval lighting in the Brown Park Recreation Precinct.	Brown Park Recreation Precinct Masterplan	Built and Natural Environment
	4.3.2. Relocate cricket nets in Brown Park Recreation Precinct.	Brown Park Recreation Precinct Masterplan	Built and Natural Environment
	4.3.4. Design and upgrade Mt Helena Oval changerooms to provide universal access.	Recreation Facilities Informing Strategy	Built and Natural Environment
	4.3.6. Upgrade Darlington Oval reticulation and water tank.	Recreation Facilities Informing Strategy	Built and Natural Environment
	4.3.7. Construct a pump track at Lot 100 Hardy Rd, Glen Forrest.	Recreation Facilities Informing Strategy	Built and Natural Environment
	4.3.8. Complete Sawyers Valley Oval sub drainage works.	Recreation Facilities Informing Strategy	Built and Natural Environment
	4.3.9. Install new reticulation at Sawyers Valley Oval.	Recreation Facilities Informing Strategy	Built and Natural Environment

Communities 2025/26

Objectives	Priority projects	Informing strategies	Responsible
4.3. Grow participation in sport and recreation activities	4.3.10. Upgrade Parkerville Oval cricket nets.	Recreation Facilities Informing Strategy	Built and Natural Environment
	4.3.11. Upgrade Parkerville Oval floodlighting.	Recreation Facilities Informing Strategy	Built and Natural Environment

Places

2025/26

Objectives	Priority projects	Informing strategies	Responsible
6.1. Promote responsible planning to meet current and future needs.	6.1.5. Develop communications to encourage homeowners to seek retrospective Council approval for extensions or home improvements.		Place and Community
7.3. Provide fit for purpose community buildings and public facilities.	7.3.2. Upgrade flooring, stage, ablutions and kitchen in Wooroloo Hall.	Recreation Facilities Informing Strategy 2019	Built and Natural Environment
	7.3.3. Construct a central parking area in the Brown Park Recreation Precinct.	Brown Park Recreation Precinct Masterplan	Built and Natural Environment
	7.3.4. Upgrade car parking adjacent to the tennis facility in the Harry Riseborough Recreation Precinct, Mundaring to include universal access.	Recreation Facilities Informing Strategy 2019	Built and Natural Environment
	7.3.6. Construct a new toilet block at Norris Park, Stoneville.		Built and Natural Environment
	7.3.7. Construct a new toilet block in the Brown Park Recreation Precinct.	Brown Park Recreation Precinct Masterplan	Built and Natural Environment
7.4. Enhance public open space, parks and playgrounds.	7.4.2. Conduct a desktop review of the Draft Lake Leschenaultia Master Plan.	Economic Development and Tourism Strategy 2023-2028	Place and Community
8.2. Provide safe, well- connected trails, paths and bike lanes.	8.2.2. Construct a footpath on Helena Valley Rd from Midland Rd to Koorla Drive.		Built and Natural Environment
	8.2.3. Upgrade existing signage on shared-use trails to improve user safety.		Built and Natural Environment

Governance 2025/26

Objectives	Priority projects	Informing strategies	Responsible
10.1. Strengthen organisational culture, governance, financial management and asset management.	10.1.6. Prepare a Land Rationalisation Plan with consideration of options to sell, develop or purchase land for investment purposes.	Property Investment Strategy 2024	Corporate Services



Shire of Mundaring investment plan – key capital projects

This plan includes a number of new projects that will require additional capital expenditure. Estimated costs are provided below. These projects will need to be resourced through a combination of grant, reserve, debt and other external funding sources.

Priority projects		2026/27	2027/28	2028/29	2029/30	Future
Sustainable Environments						
2.1.2	Transition the Shire's light fleet to low emission vehicles	$110k				
2.1.4	Provide energy efficiency improvements to solar heating and pool pumps at Bilgoman Pool	$300k				
2.3.6	Design and construct improvement works to identified VBFBS	$3.9m	$1.5m	$750k	$750k	
2.3.9	Upgrade Chidlow Pavillion (Chidlow) to serve as Incident Control Centre	$775k				
2.3.10	Upgrade Parkerville Pavillion and adjoining infrastructure to serve as Incident Control Centre	$109k				
2.3.11	Build infrastructure to accommodate four mobile incident control units at the Shire's Operations Centre (Mundaring)	$221k				
Sustainable Communities						
4.3.1	Upgrade Brown Park skate park		$500k			
4.3.2	Upgrades to Glen Forrest and Boya changerooms	$4.2m				

Priority projects		2026/27	2027/28	2028/29	2029/30	Future
4.3.3	Upgrade Mundaring Sporting Club, including accessibility upgrades	$100k	$2m			
4.3.4	Upgrade Bruce Douglas changerooms			$150k	$7m	
4.3.5	Upgrade Parkerville Oval changerooms		$10k	$310k		
4.3.11	Upgrade Mundaring Oval Changeroom				$100k	$2.25m
4.4.1	Explore a fenced dog exercise areas in Ellesmere Reserve, Swan View as part of enhancement works.		$115k			
4.4.2	Construct a fenced dog exercise area in the Brown Park Recreation Precinct	$430k				
An inclusive, engaged and supportive community						
5.1.3	Construct a play element suitable for children and adults in a wheelchair at Brown Park Recreation Precinct	$38k				
Sustainable Places						
7.1.1	Revitalise and activate Mundaring Town Centre with with the Mundaring Cultural Hub construction	$9m	$20m	$1.6m		
7.1.3	Upgrade the Mundaring Sculpture Park Amphitheatre precinct	$1.82m				
7.1.4	Construct a new amenity building at the eastern end of Mundaring Sculpture Park		$75k	$370k		
7.1.5	Construct Mundaring Cultural Precinct Road upgrades including underground power upgrades	$915k		$1.1m	$1.1m	
7.3.2	Upgrade car parking in the Parkerville Recreation Precinct to improve security and accessibility		$650k			
7.3.3	Construct new public toilets at Danny Wimperus Reserve, Mahogany Creek		$380k			

Priority projects		2026/27	2027/28	2028/29	2029/30	Future
7.3.4	Construct new public toilets at Swan View Station, Swan View			$345k		
7.4.2	Upgrade playgrounds in Fraser Park and Chartwell Park	$120k	$60k			
7.4.3	Upgrade Broz Park skate park		$300k			
8.1.3	Construct the Brooking Road Connection	$2.53m				
8.1.4	Construct the Helena valley Road/Scott Street Roundabout	$103k	$587k			
8.2.3	Construct a footpath on Darlington and Ferguson Road, Darlington			$250k		
8.2.4	Construct a footpath on Princess Road, Mt Helena				$450k	
Sustainable Economies						
9.2.3	Complete feasibility, design and construction of Chidlow RV Park facilities	$100k				



Informing Strategies and Plans

As specified in the State Government's Integrated Planning and Reporting Framework and Guidelines, the Council Plan has been informed by the Long-Term Financial Plan, Asset Management Plans, Workforce Plan, Risk Management Framework and various issue-specific strategies and plans.

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. Contact the Shire to request a current copy of the Long-Term Financial Plan.

Asset Management Plans
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. Contact the Shire to request copies of current Asset Management Plans.

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. Contact the Shire to request a copy of the Workforce Plan.

Risk Management Framework

The Risk Management Framework encourages and guides Council Members 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. The Shire integrates risk management practices and procedures into all strategic initiatives, projects, operational processes and day to day business practices.

Issue-specific strategies

Shire of Mundaring has various issue-specific strategies and plans. Several of these plans fulfill statutory requirements such as the Local Planning Framework, Access and Informing Strategy, Public Health Strategy and Waste Plan. Community Health and Wellbeing now called Public Health Strategy. Additional plans and strategies have been created to provide an in-depth review and assessment of options to address local priorities.

The following table lists informing plans and strategies that make up the Shire of Mundaring management framework, the current status of these documents, time frame for review and, as necessary, the development of these documents. All of these documents are available on the Shire of Mundaring website.



Informing strategies and plans	Responsible	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be prepared (if new)	Year to be completed or retired
Sustainable Environments							
Bush Fire Risk Management Plan	Built and Natural Environment		Existing	2025	2 years	2027	2030
Bushfire Area Access Strategy	Built and Natural Environment		Existing	2025	2 years	2027	
Energy Emissions Reduction Strategy 2018	Built and Natural Environment		Existing	2024	6 years	2030	
Local Biodiversity Strategy 2023 to 2030	Built and Natural Environment		Existing	2023	6 years	2029	
Local Climate Change Adaptation Plan 2012	Built and Natural Environment		Existing	2012		2026	
Local Emergency Management Arrangements	Built and Natural Environment	Yes	Existing	2016	5 years	2025	
Waste Management Plan	Built and Natural Environment	Yes	Existing	2021		2030	
Watercourse Hierarchy Strategy 2023	Place and Community		Existing	2023		2030	
Sustainable Communities							
Access and Inclusion Informing Strategy 2022 to 2026	Place and Community	Yes	Existing	2022	4 years	2026	
Age Friendly Informing Strategy 2020 to 2025	Place and Community		Existing	2020	5 years	2026	
Brown Park Recreation Precinct Masterplan	Place and Community		Existing	2023	None		

Informing strategies and plans	Responsible	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be prepared (if new)	Year to be completed or retired
Local Public Health Strategy 2026-2030	Place and Community	Yes	Existing	2026	5 years	2030	
Heritage Strategy 2023-2028 (to be incorporated into the Community Plan)	Place and Community		Existing	2024	5 years	2029	
Reconciliation Action Plan 2022 to 2024 (to be incorporated into the Community Plan)	Place and Community		Existing	2022	2 years	2026	
Recreation Facilities Informing Strategy	Place and Community		Existing	2025	5 years	2030	
Youth Informing Strategy	Place and Community		Existing	2024		2026	
Sustainable Places							
Ten Year Capital Works Program	Built and Natural Environment		Existing	2025	Annual	2026	
Local Planning Strategy (to be incorporated into the Community Plan)	Place and Community	Yes	Existing	2013	10 years	2026/28	
Mundaring Town Initiative Masterplan 2017	Built and Natural Environment		Existing	2017	None		
Property Investment Strategy 2024	Corporate Services		Existing	2024			Ongoing
Sustainable Economies							
Economic Development and Tourism Strategy 2023-2028	Place and Community		Existing	2023	5 years	2028	
Signage Strategy 2024	Organisational Transformation		Existing	2024			

Informing strategies and plans	Responsible	Statutory requirement	Status	Year adopted or last reviewed	Review period	Next review or to be prepared (if new)	Year to be completed or retired
Sustainable Governance							
Council Plan – Strategic Community Plan	Organisational Transformation	Yes	Existing	2024	Minor: 2 years	2026	
Council Plan – Corporate Business Plan	Organisational Transformation	Yes	Existing	2025	Annual	2026	
Long Term Financial Plan	Corporate Services	Yes	Existing	2025	2 years	2027	
Asset Management Plan	Built and Natural Environment	Yes	Existing	2020	5 years	2025	
Community Engagement Framework	Place and Community		Existing	2022	5 years	2027	
Corporate Communications Strategy	Organisational Transformation		Existing	2024	3 years	2027	
Information and Communication Technology Plan	Corporate Services		Existing	2024	5 years	2028	
Lobbying and Advocacy Strategy	Organisational Transformation		Existing	2024	4 years	2026	
Workforce Diversity and Inclusion Plan	Corporate Services		Existing	2022	3 years	2025	
Workforce Plan	Corporate Services	Yes	Existing	2024	Annual	2026	


Shire of
MUNDARING
W.A.
RANGER



Resourcing the plan

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

Teams are responsible for preparing annual Service Plans to continuously improve business efficiencies, value for money and customer experiences.

This table provides an overview of the directorates, service teams, and number of employees in each team expressed as the full-time equivalent (FTE).

Directorate	Service Teams	Employees (FTE)
Organisational Transformation	CEO's Office	2.70
	Business Improvement	2.00
	Corporate Strategy and Communications	10.29
Corporate Services	Directors Office	2.00
	Information and Technology	7.20
	Finance	11.40
	Governance and Risk	5.75
	People and Culture	5.83
Place and Community	Directors Office	2.04
	Building and Health	9.80
	Family, Children and Youth	53.20
	Community Planning	9.70
	Recreation	19.85
	Community, Culture and Visitor Experience	23.37
Built and Natural Environment	Director's Office	2.00
	Built Environment Operations	60.18
	Environment and Sustainability	11.60
	Community Safety and Emergency Management	14.40
	Shire Major Capital Projects	2.00
	Design and Assets	10.27
Total FTE		**266.57**



Financial summary

The following financial statement is a high-level summarised statement that aggregates the estimates of operating and non-operating revenues and expenditure over the next four years. It provides a single consolidated view of key aspects incorporated in the Long-Term Financial Plan.

	2026/27 $	2027/28 $	2028/29 $	2029/30 $
REVENUES				
Rate levies	37,740,393	39,438,711	41,213,453	43,068,058
Other revenue	28,500,171	29,116,427	29,988,044	30,686,343
Revenues sub-total	**66,240,564**	**68,555,137**	**71,201,496**	**73,754,401**
EXPENSES				
All operating expenses	(72,075,111)	(74,383,993)	(76,545,549)	**(73,410,180)**
Net operating profit/(loss)	**(5,834,547)**	**(5,828,856)**	**(5,344,053)**	**(4,302,049)**
ADJUSTMENT FOR NON CASH ITEMS				
(Profit)/Loss on Asset Disposals	(1,749,730)	0	0	0
Depreciation on Assets	10,640,159	11,389,756	11,574,775	11,465,082
Net Cash From Operating Activities	**3,055,882**	**5,560,901**	**6,230,722**	**7,163,033**
INVESTING & FINANCING ACTIVITIES				
Purchase Land and Buildings	(20,406,722)	(23,790,000)	(9,615,000)	(1,060,000)
Infrastructure Assets	(15,006,520)	(7,273,832)	(5,919,000)	(6,266,500)
Purchase Plant and Equipment	(4,129,133)	(336,000)	(1,502,832)	(1,536,529)
Purchase Furniture and Equipment	(50,000)	(67,000)	(67,000)	(67,000)
Proceeds Disposal of Assets	3,027,000	19,683,459	460,959	343,169
Non-Operating Grants, Subsidies & Contributions	22,822,595	15,636,644	10,830,812	1,795,812
Repayment of Debentures	(898,703)	(945,715)	(470,273)	(485,399)
Repayment of Leases	(121,753)	(209,832)	(240,784)	(251,598)
Transfers to Reserves	(13,349,282)	(21,792,043)	(2,413,054)	(2,457,637)
Transfers from Reserves	19,909,718	13,533,418	2,705,450	2,822,650
Net Cash From Investing & Financing Activities	**(8,202,800)**	**(5,560,900)**	**(6,230,723)**	**(7,163,033)**
ESTIMATED SURPLUS/(DEFICIT) JULY 1 B/FWD	**5,146,918**	**0**	**0**	**0**
ESTIMATED SURPLUS/(DEFICIT) JUNE 30 C/FWD	**0**	**0**	**0**	**0**



Risk management

Governance, service delivery and project management does not come without risks. The Shire regularly assesses its risks and is mitigating and managing these risks through the risk schedule below. Risk management plans will be developed for individual projects as per Shire project planning protocols.

Risk	Description	Key controls
Financial Sustainability 10.1. Strengthen organisational culture, governance, financial management and asset management.	Limited capacity to raise revenue and heavy reliance on State and Commonwealth government for funds and financial assistance do deliver programs, operations and services to meet State Government requirements and community expectations. External geopolitical and macroeconomic conditions beyond local government control that increase financial pressures on local governments, including: global inflationary pressures, construction (exceeding CPI) , fuel and interest rate cost volatility, supply chain disruption impacting capital works, interest rate and debt affordability uncertainty, These external conditions increase long term financial sustainability risk and reduce the Shire's ability to maintain assets and deliver services	• Robust informing framework to allow Council to make the best informed decision regarding long term financial planning • Robust internal financial management reporting • Appropriate financial reporting to Council • Council members undertake financial training (mandatory training) • Ongoing assessment of own source revenue • Audit and Risk Committee oversight • Regular independent auditing • WALGA/ALGA Advocacy
Disaster / Catastrophic Event 2.3. Build resilience to cope with natural disasters and emergencies, including storms, flooding and fire.	Failure to address impact of disaster / catastrophe event including but not limited to: bushfire; flood; severe convective storm; earthquake; tropical cyclone or depression; storm surge; heatwave; widespread and uncontrolled civil disobedience; major industrial or transportation accident; failure of critical infrastructure such as electrical or ICT systems, dam, water supplies or wastewater treatment; pandemic or epidemic	• Implement State and Local Emergency Management Arrangements which are tested bi-annually on different disaster occurrences • Undertake bushfire mitigation activities • Documented local and corporate knowledge of the organisation and local geographic hot spots" • Implement Business Continuity Plan and associated strategies with focus on relief and recovery requirements and critical service provision • Implement established communication practices to ensure that community are kept up to date in the event of a disaster situation • Engage stakeholders and communicate Councils Disaster Management Plan • Monitor health and safety impacts and the role of VBFB's

Risk	Description	Key controls
Procurement or contractual failure 10.1. Strengthen organisational culture, governance, financial management and asset management.	Inadequate or deficient procurement and contract management policies, procedures, systems and processes	• Appropriate and qualified personnel engaged when designing major infrastructure and ensure that they have the applicable qualifications and experience • Adherence to Procurement Policy and relevant procedures • Implement robust tender and contract documents including the development of current construction contracts in accordance with Australian Standards • Utilise an assessment panel when dealing with major projects greater than $250 000 or as considered necessary • Audits scheduled and undertaken consistent with the Internal Audit Plan • Appropriate and qualified personnel engaged when designing major infrastructure and ensure that they have the applicable qualifications and experience • Adherence to Procurement Policy and relevant procedures • Implement robust tender and contract documents including the development of current construction contracts in accordance with Australian Standards • Financial - Ensure appropriate insurance cover for each project, and also ensure that any contractors engage have the financial capacity to carry out the scope of works, and have a proven track record (accepting that cheapest isn't necessary the most advantageous)
Work Health and Safety (WHS) and Environmental (E) Regulatory Changes 10.1. Strengthen organisational culture, governance, financial management and asset management.	State of Federal Government changes in administrative or regulatory arrangements which impedes or prevents the effective and efficient delivery of plans, programs, projects and or services	• Robust long term financial planning • Lobbying to address changes (proposed and implemented) through WALGA and LG Professionals • Engage with relevant government bodies and associations to provide Shire specific input on proposed regulatory changes.

Risk	Description	Key controls
Infrastructure Failure 7.3.Provide fit for purpose community buildings and public facilities	Failed or deficient infrastructure and related services (including transport networks, waste services, wastewater systems or services)	• Implement and adhere to robust 10-20 year Asset Management Plans for all classes of infrastructure (roads and bridges, buildings, community facilities) • Implement and adhere to robust 10-20 year Asset Management Plans for all classes of infrastructure (roads and bridges, buildings, community facilities) • Financial considerations captured within reports to Council • Adequate asset insurance is in place for the replacement of assets in the event of loss or damage • Systematic inspection program of asset classes • Implement established communication practices to ensure that community are aware of Councils decisions regarding new assets • Implement and adhere to robust 10-20 year Asset Management Plans for all classes of infrastructure (roads and bridges, buildings, community facilities)
Failing to meet community expectations 10.2. Enhance the customer experience	Community, social and cultural infrastructure and/or services that do not align with community expectations or are not sufficiently responsive to changed / evolving community expectations, or are beyond Council's capacity for delivery	• Adherence to Community Engagement Strategy and associated policies and procedures to engage community in the development of Council Plan. • Robust reporting and informing framework to allow Council to make the best informed decision regarding matters affecting the community and future generations • Embedded culture of transparency and accountability (good governance practices)

Risk	Description	Key controls
Climate change 2.1. Adopt sustainable practices to manage climate change, including growing the urban forest, reducing emissions, and saving water	Impact of climate change on Council's assets, workforce, programs and services leading to cost and management implications for the organisation and impacts on the capacity to deliver planned and budgeted programs and services	• Investigate alternative energy sources within Councils key buildings (e.g. solar) • Implement and adhere to robust 10-20 year Asset Management Plans for all classes of infrastructure • Robust informing framework to allow Council to make the best informed decision regarding climate change with reporting to respond to changing environment • Systematic inspection program on key assets (buildings, community infrastructure, roads) to develop a sustainable renewal and maintenance program • Improved open space / parks / streetscape planning and design • Investigate alternative energy sources within Councils key buildings (e.g. solar)
Systemic change or disruption 10.3. Effectively inform and engage the community about local issues, facilities, services and events	Population, demographic, technological or other societal changes that disrupt existing models and arrangements for local government decision-making, program design, budgeting, assets and infrastructure and/or service delivery	• Implement established communication practices to ensure that community are aware of reasons for disruption • Develop and implement procedures around the development of annual budgets and reviews to discuss economic trends (population, age, employment etc.) • Regular review of Council Plan

Risk	Description	Key controls
Workforce not fit for purpose to deliver on organisational outcomes and services 10.1. Strengthen organisational culture, governance, financial management and asset management	Organisation structure not aligned to Council Plan, inefficiencies or over servicing, failure to recruit suitably qualified and experienced staff	• Workforce Plan prepared based on current and future needs of the Shire and endorsed by Council • Work Health and Safety requirements are embedded across the organisation • Appropriate and qualified personnel are engaged and they have the relevant qualifications and experience • Enterprise Agreements with competitive salaries, conditions and benefits.
Governance Failure 10.1. Strengthen organisational culture, governance, financial management and asset management	Corporate governance failure (e.g. breakdown in relationship between Council / council members and CEO / Administration or between council members) resulting in investigations / enquiries with partial or total spill of Council	• Embedded culture of transparency and accountability (good governance practices) • Robust informing framework to allow Council to make the best informed decisions • Legislative separation of powers • Regular President / CEO liaison • CEO Annual Performance Review process • Induction programs for council members and staff, Governance Committee and ARIC

Risk	Description	Key controls
Cyber Security & Information Governance Failure 10.1. Strengthen organisational culture, governance, financial management and asset management	Failure to adequately protect Council's information systems, data and digital services from cyber threats or information governance failures, including AI, may compromise Council's ability to deliver healthy and safe community outcomes (Council Plan 1), operate as a trusted and transparent local government (CP3), maintain sound financial and asset management (CP4) and support a capable workforce (CP5)	• ICT policies and procedures • User access controls • System backups and disaster recovery arrangements • Third-party vendor management
Organisational Capacity 10.1. Strengthen organisational culture, governance, financial management and asset management	Cumulative workload, regulatory complexity, emergency response obligations and strategic initiatives exceed organisational and leadership capacity, reducing Council's ability to deliver resilient community outcomes (CP1), maintain trusted governance (CP3), ensure financial sustainability (CP4) and remain an employer of choice (CP5)	• Workforce Plan • WHS framework • Enterprise Agreements • Leadership capability and performance frameworks

Risk	Description	Key controls
Strategic Reputation Fragility 10.3. Effectively inform and engage the community about local issues, facilities, services and events	Loss of community trust and confidence undermines Council's ability to function as a trusted, leading and listening local government (CP3) and reduces community cooperation required to deliver safe, resilient and sustainable community outcomes (CP1)	• Community Engagement Strategy Framework • Governance and transparency practices
Waste Management Services Sustainability & Resilience 2.2. Adopt sustainable waste management practices to strive for zero waste	Cost escalation and regulatory tightening are already occurring Contractor and market dependency risks are credible and recurring Community resistance to waste reforms is observable across WA LGs Local government has limited control over major risk drivers	• Long-term financial planning incorporating waste service costs • Waste services contracts with defined performance and continuity provisions • Participation in regional and State waste reform initiatives • Community engagement and education on waste services and behaviour • Regulatory monitoring and compliance oversight

Developing and Reporting

The *Local Government Act 1995* requires all local governments to plan for the future. As of 2024, 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, Shire of Mundaring has combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it the Council Plan.

In 2024, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business 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 council members, staff, key stakeholders, and local community members.

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

In line with the Integrated Planning and Reporting Framework and Guidelines, Strategic Community Plan components, including the vision, outcomes, objectives and community priorities and aspirations, will be reviewed once every four years. Corporate Business Plan components, including priority projects and resourcing, will be reviewed annually.

In November 2025, the Shire commissioned CATALYSE® to conduct an independent MARKYT® Community Scorecard to assess community perceptions of service levels, community priorities and aspirations. CATALYSE® developed and hosted an online survey, distributing invitations via email to 7,773 randomly selected customers from the Shire's database. This approach ensured a broad and representative sample of community feedback. The Shire supported participation through targeted promotion across its communication channels.

Top performing areas within the Shire
- Library services
- Conservation and enhancement of Lake Leschenaultia
- Emergency response and relief for natural disasters

Most improved areas
- Community engagement on local issues
- Communication with the community
- Conservation and enhancement of Lake Leschenaultia

Top performing areas compared to other Local Governments
- Emergency response and relief for natural disasters
- Council's leadership
- Community engagement on local issues
- The Shire as a place to visit

Top community priorities moving forward:
- Environmental management and conservation
- Footpaths, trails and cycleways
- Waste management services
- Local roads
- Streetscapes, trees and verges
- Parks, playgrounds and reserves

To track and report on progress, Council will monitor actual and perceived performance levels from various sources. Results will be reported in the Annual Report. Please visit mundaring.wa.gov.au to access the latest Annual Report.



MARKYT

Community scorecard

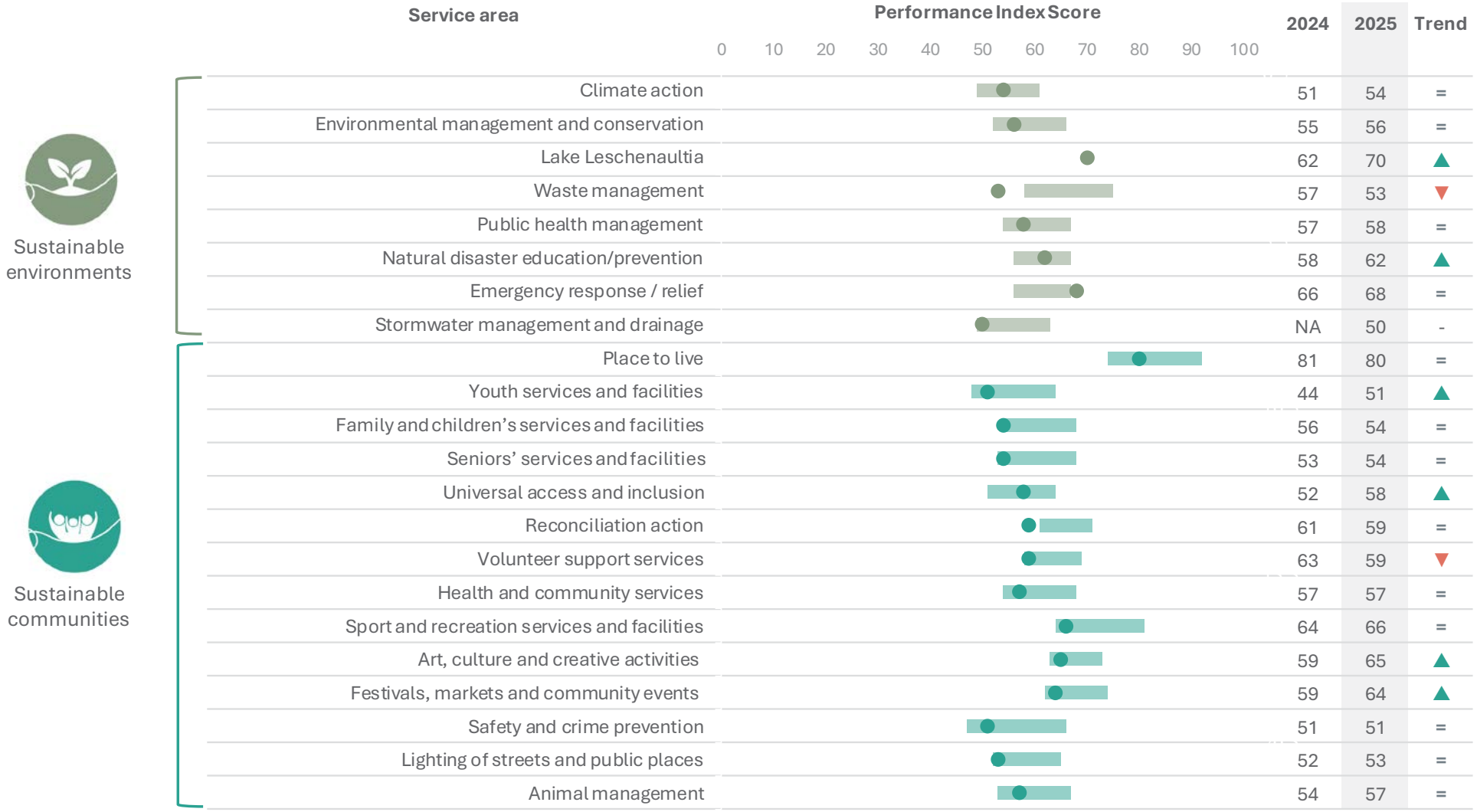
Shire of Mundaring participates in the MARKYT® Benchmarking Excellence Program to monitor and benchmark service levels.

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.

2025 Performance Measures

▼ Down by more than 3 points
= Steady (within +/- 3 points)
▲ Up by more than 3 points



▼ Down by more than 3 points
= Steady (within +/- 3 points)
▲ Up by more than 3 points



Shire of MUNDARING

Have an idea about how to make the Shire of Mundaring the most sustainable place to live?

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

In person: 7000 Great Eastern Highway, Mundaring
Phone: (08) 9290 6666
Email: shire@mundaring.wa.gov.au

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