

Our Plan for the *Future*

Council Plan | 2026 - 2036

An integrated Strategic Community Plan and Corporate Business Plan

FUTYR 





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Introduction

Welcome to the Shire of Esperance's Council Plan, Our Plan for the Future.

The Plan combines our Strategic Community Plan and Corporate Business Plan into one document. It addresses statutory requirements, follows State Government's Integrated Planning and Reporting Framework and Guidelines, and adopts the FUTYR® approach to research and develop a Council Plan.

The Plan articulates the community's vision, outcomes and strategic priorities for the next 10-years and outlines how priority projects will be delivered over the next four years.

Elected members, staff, community members and key partners collaborated to shape this Plan through a series of surveys, interviews and workshops.

Strategic Community Plan elements, including community priorities and aspirations, the vision, outcomes and objectives, will undergo a minor desktop review once every two years and a major review once every four years.

Corporate Business Plan elements, including service delivery, priority projects and resourcing, will be reviewed and updated annually to ensure continued relevance in a changing environment.



The background image shows a modern building with a curved glass facade. Two flagpoles are visible, flying the Australian flag and the Aboriginal flag. The building is surrounded by greenery and a brick wall. The sky is clear and blue.

Acknowledgment of Country

The Shire of Esperance acknowledges the Kepa Kurl Wudjari people of the Nyungar nation and Ngadju people, who are the traditional custodians of this land, and their continuing connection to land, waters and community.

We pay our respect to their Elders past, present and emerging and we extend that respect to other Aboriginal Australians today.

Executive Message



Shane Burge
Chief Executive Officer



Ron Chambers
Shire President

Our Council Plan sets out a clear vision for the future of Esperance, reflecting the aspirations and priorities of our community. It provides a roadmap for how we will allocate resources responsibly while striving to deliver outcomes that have a greater impact for our residents. This Plan is not just a document; it is a commitment to work together to achieve a shared vision for our region.

In 2025, the Shire commenced a significant engagement program to gather information from our diverse community for the review of the Strategic Community Plan. Through workshops, conversations, and feedback, combined with valuable insights from the MARKYT® Community Scorecard, we have developed a Council Plan that incorporates both the Strategic Community Plan and the Corporate Business Plan. This process ensures that the plan is grounded in community input and reflects the priorities that are most important.

Guided by our vision, “Esperance, together we make it happen,” and supported by our organisational PRIDE values of Professionalism, Respect, Integrity, Dedication, and Excellence, we are committed to building a strong, inclusive, and resilient community.

Housing remains a key focus for both the organisation and the community, alongside priorities such as economic development, infrastructure renewal, community safety, and addressing social challenges including mental health and wellbeing. These are complex issues, but they also present opportunities for innovation and collaboration.

While Council leads the development of this plan, its success depends on partnerships with State agencies, community groups, businesses, and residents. Together, let’s turn these aspirations into reality.

We extend our sincere thanks to everyone who contributed to this process. Your input ensures this plan truly reflects our community’s values and needs. By working together, we can create a thriving Esperance for generations to come.

Shire of Esperance at a Glance

Esperance is a place rich in history, culture and natural beauty. Known as Kepa Kurl by Nyungar people, meaning “where the water lies like a boomerang”, and later named Esperance Bay by a French explorer in 1792, the name reflects hope and promise. These stories are part of what makes Esperance unique.

Located on the south coast of Western Australia, Esperance is about 700 kilometres from Perth; a 90-minute flight or 7.5-hour drive. The Shire of Esperance district covers 44,000 square kilometres, including farmland, reserves and five national parks.

A deep connection to Country

Aboriginal people have lived in the region for tens of thousands of years. Today 4.3% of the local population identify as Aboriginal or Torres Strait Islander. There are strong cultural ties to the land and waters for the Kepa Kurl Wudjari people of the Nyungar nation and Ngadju people.

From pastoral beginnings to a thriving community
European settlement began in 1864, when the Dempster Brothers brought livestock from Northam and set up the Esperance Bay Pastoral Station. The town was officially recognised in the 1890s, and by the 1960s, the region had become a major centre for agriculture.

Today, Esperance is home to over 13,883 people, including those living in the town, rural areas and on farms. It plays an important role as a subregional centre in the Goldfields-Esperance Region.

Economy and employment

Esperance has a strong local economy. In 2023/24, the region's Gross Regional Product was \$1.438 billion. The biggest industries were agriculture, forestry and fishing, followed by health care and social assistance. The 2021 Census reported 6,378 jobs in the area.

Natural wonders and tourism

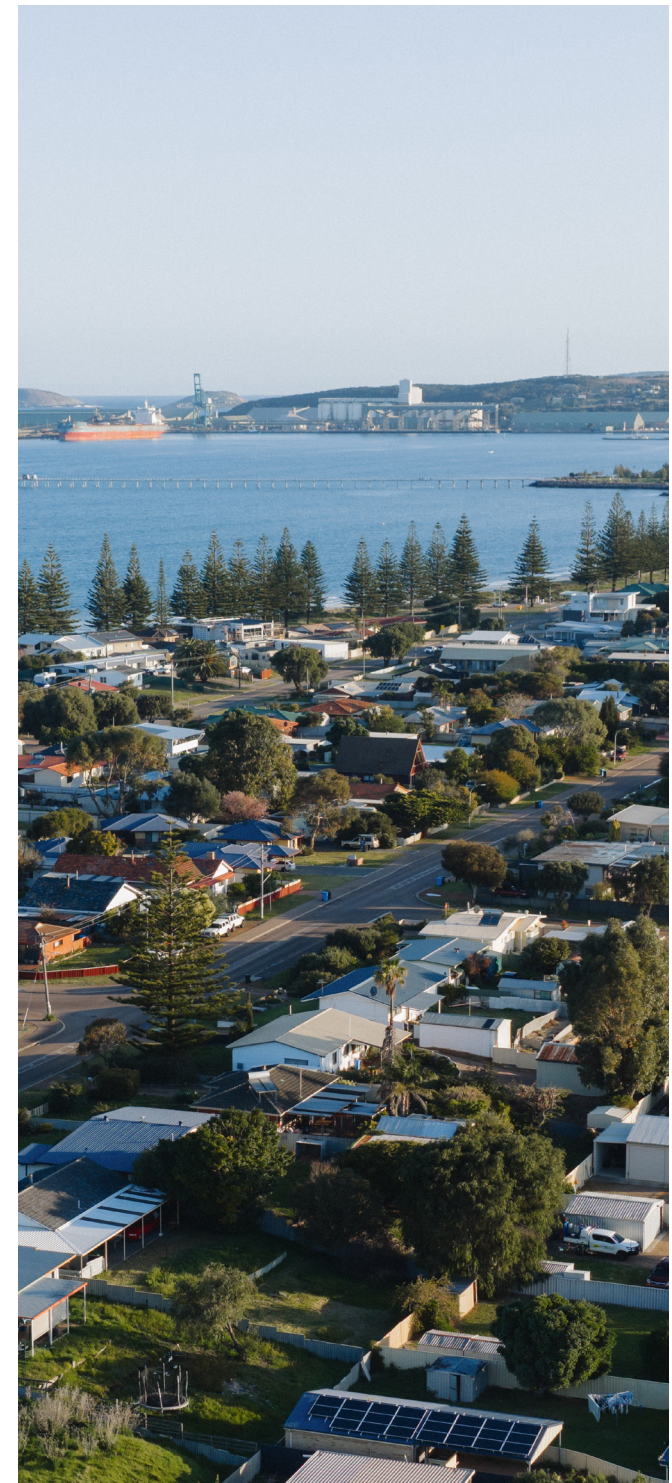
Esperance is known for its raw natural beauty, from brilliant beaches and clear waters to rugged scenery, wildflowers and the islands of the Recherche Archipelago. It offers visitors a chance to reconnect with nature in a truly unforgettable landscape.

Protecting what matters

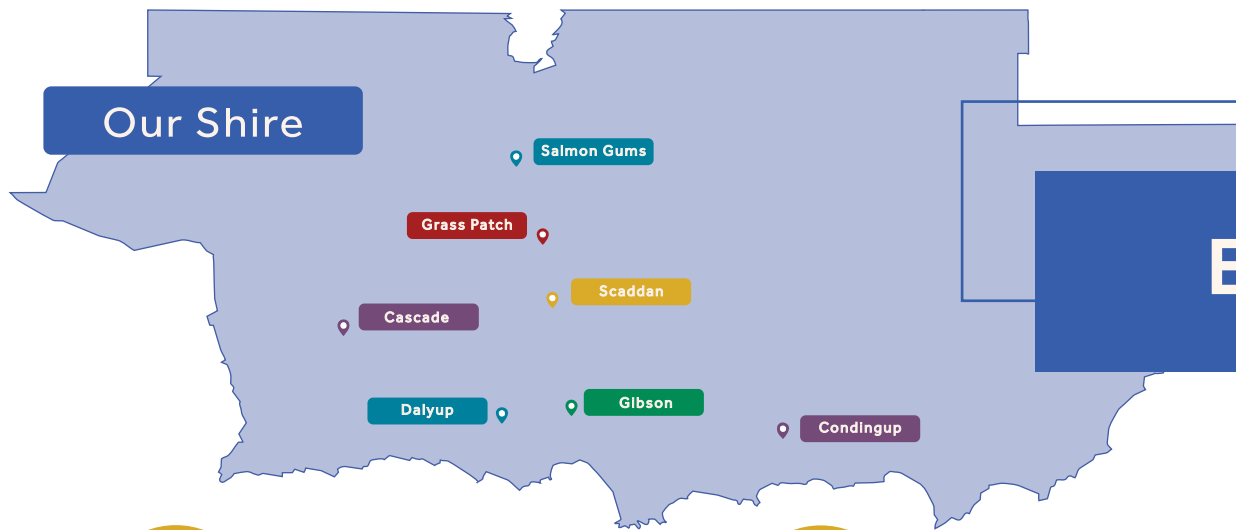
The Shire is committed to protecting the environment with a sustainable approach to tourism and recreation. Coastal management is a key focus, and the Shire has taken steps to address climate change, including joining the Cities Power Partnership.

Community life

Sport, arts and culture are central to life in the Esperance district. Many activities rely on the support of volunteers and community groups. Recent projects include the redevelopment of the Greater Sports Ground with modern facilities for sporting clubs, and the James Street Cultural Precinct, aimed at improving access to arts and cultural experiences for residents and visitors.



Our Shire



Esperance in Numbers



14,558
estimated population*



4.3%
identify as
First Nations Peoples*



\$1,521
median weekly household
income*



42
median age*



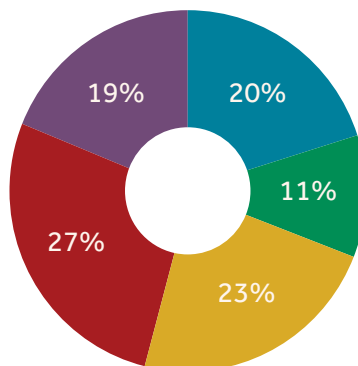
6.3%
use a language other
than English at home*



2.3%
unemployment rate,
as of March 2025



Age profile*



- 0-14 Years
- 15-24 Years
- 25-44 Years
- 45-64 Years
- 65+ Years



4.3%
identify as having
a disability*



291
building approvals 2024/25



199,000
visitors in 2024



1,821
local businesses



0.15%
rental vacancy rate



126
people assisted into
volunteering roles in 2024/25

*Australian Bureau of Statistics (ABS) 2021

Esperance, together we make it happen.





Our vision is for the Esperance region to be **growing** and **thriving** with high quality planning, infrastructure and services.

A healthy, inclusive, active and safe place to live, work, invest and visit, with beautiful natural environments that are conserved and enhanced for all to enjoy.

We have a **clear direction** for the future and a robust plan to make it happen.



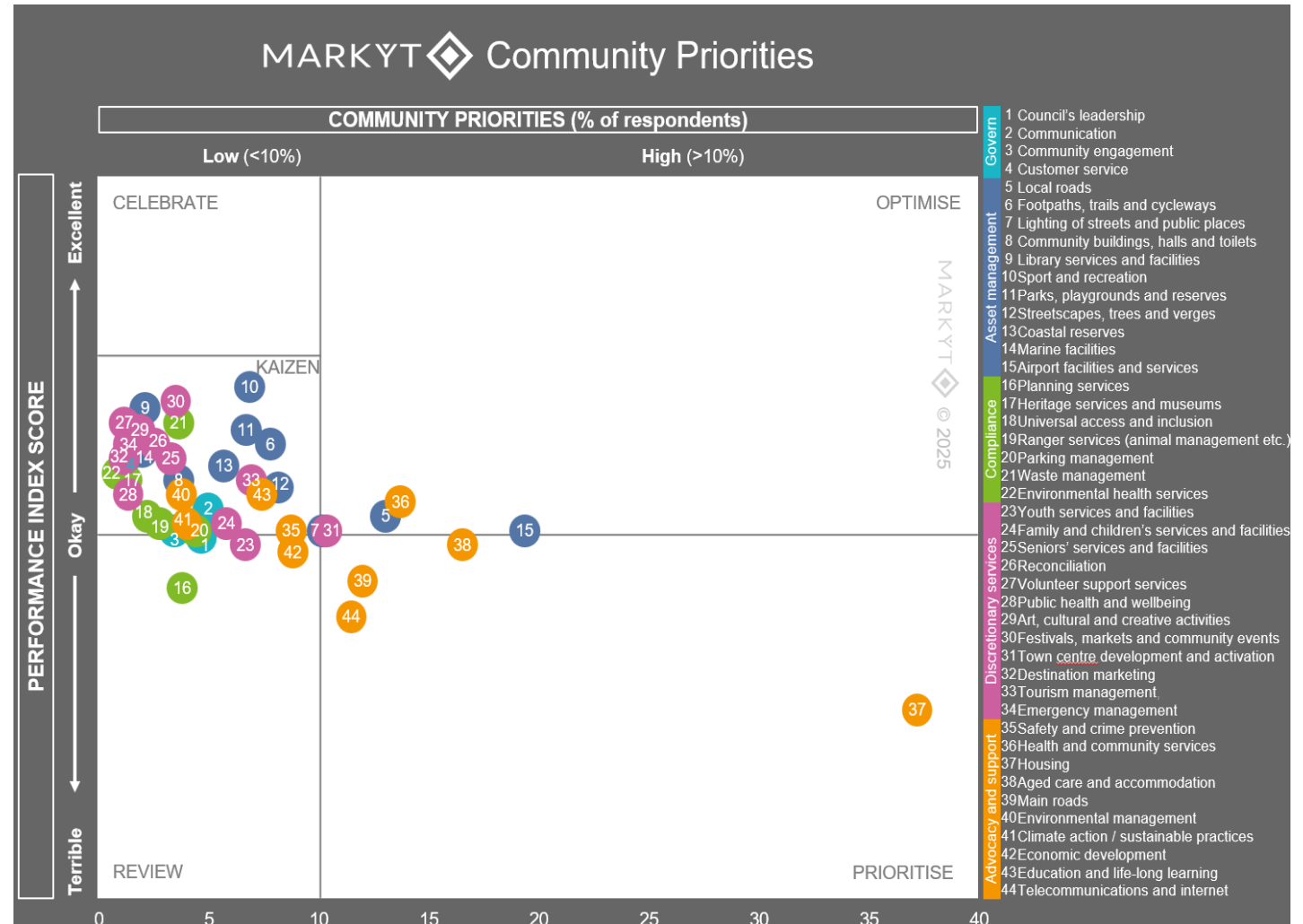
Community Priorities

Council participates in the MARKYT® Benchmarking Excellence Program to assess local needs and determine how well the Shire of Esperance and its partners are meeting these needs.

In 2025, 1,502 community members completed a MARKYT® Community Scorecard.

Sport and recreation was the highest performing service area, followed closely by festivals, markets and community events, then library services.

Housing was the top community priority to address, followed by airport services, aged care, health and community services, local and main roads, and telecommunications.



Community Aspirations

Through community feedback, local roads, the Esperance town centre and airport facilities have been identified as key priorities for the Shire.



Deliver Better Local Roads

The community would like improved road safety, maintenance of roadside vegetation, speed control measures, signage on key roads, and additional upgrades and maintenance of road infrastructure.



Develop and Enhance Esperance Town Centre

Community members are seeking improved streetscapes, revitalisation of the CBD, greater competition and shopping options, higher occupancy rates for commercial premises, and a long-term vision for the town centre.



Improve Airport Facilities and Visitor Experiences

There is need to enhance airport facilities and capacity with upgrades to the runway, lighting and apron space. There is also a need to improve visitor experiences with a better waiting area and more parking.

Community feedback also highlights the importance of Shire and Council advocacy, along with regular reporting back to the community, on housing, airline services, aged care, health care, telecommunications and safer roads.

	Better access to housing	Housing is the community's main advocacy priority, particularly regarding the Government's delivery of social, public and affordable housing and regulation of short-term rentals. They would also like the Shire to support key partners to deliver more worker accommodation and to release more land, streamline approvals, and encourage more innovative housing solutions for a range of community needs and life stages.
	Better airline services	The community would like service providers to deliver more reliable and consistent flights at a lower cost and improved land transport services to connect the airport with town.
	Improve aged care and accommodation	The community would like advocacy for improved seniors' accommodation and aged care services, with an emphasis on increasing the number of facilities available, upgrading existing facilities, attracting and retaining staff, and expanding in-home and community-based services.
	Better access to quality health care	Community members would like the Government and service providers to improve access to general practitioners and other health professionals, to upgrade and expand existing infrastructure, improve mental health services, and deliver additional health advocacy and community information.
	Safer main roads	The community would like Main Roads to prioritise upgrades and maintenance to South Coast Highway, Coolgardie-Esperance Highway, Harbour Road and Fisheries Road, with an overall focus on increased road capacity, safety features, and increased accountability and transparency for roadwork projects. They would also like the Shire to deliver enhanced entryways and aesthetics.
	Improved telecommunications and internet services	There is a need for service providers to deliver improved mobile phone and internet coverage and infrastructure to meet community needs with improved speeds, reliability, affordability and accessibility. Having access to reliable services with reduced black spots is especially important for emergency communications.



PEOPLE

Diverse, Inclusive and Supported Communities

- 1.1 Address the needs of children and youth
- 1.2 Support vulnerable groups, including aged persons and those with disability
- 1.3 Grow community capacity by supporting community groups and volunteers

Community Health and Wellbeing

- 2.1 Improve access to quality health and community services
- 2.2 Increase participation in sport and recreation activities

Community Safety and Resilience

- 3.1 Improve community safety infrastructure, programs and services
- 3.2 Encourage responsible animal management
- 3.3 Minimise risk and support recovery from bushfires, storms, drought and other natural disasters

A Sense of Identity and Belonging through Culture, Heritage and the Arts

- 4.1 Grow understanding and respect for cultural diversity, history and heritage
- 4.2 Grow community involvement in arts and cultural activities

Outcomes and Objectives

To work towards achievement of the community vision and aspirations, the Shire of Esperance engaged the community to review shared outcomes and shape supporting objectives.



PLANET

A Healthy and Sustainable Natural Environment

- 5.1 Sustainably care for, preserve and enhance natural habitats
- 5.2 Encourage the adoption of sustainable practices
- 5.3 Develop a sustainable, low waste, circular economy



PLACE

Responsible Urban Design and Housing Diversity

- 6.1 Enable access to land and development opportunities to meet local needs
- 6.2 Facilitate access to diverse housing options

Attractive and Welcoming Public Places

- 7.1 Develop an attractive and welcoming town centre
- 7.2 Enhance streetscapes
- 7.3 Provide quality community facilities, parks and spaces

Safe, Efficient and Sustainable Transport Networks

- 8.1 Deliver an efficient and safe road network
- 8.2 Encourage more people to walk, ride or use other active transport
- 8.3 Improve access to parking
- 8.4 Improve public and shared transport services



PROSPERITY

A Thriving Economy

- 9.1 Attract and retain diverse industries and enterprises to grow the economy and local jobs
- 9.2 Improve tourism infrastructure, services and experiences
- 9.3 Facilitate access to quality education and life-long learning opportunities



PERFORMANCE

Effective Governance and Partnerships

- 10.1 Provide transparent, accountable and effective leadership and resource management

A Well Informed and Engaged Community

- 11.1 Provide authentic, relevant and effective engagement with community members



Our Role and Responsibilities

The Shire of Esperance exists to meet the needs of current and future generations through an integration of environmental stewardship, social advancement and economic prosperity. We strive to achieve the community vision, outcomes and objectives by delivering, partnering and advocating for facilities, infrastructure and services to meet local needs.



DELIVER

Council is responsible for governance, asset management and service delivery in accordance with State and Local Government regulations or as endorsed by Council.

GOVERNANCE	ASSET MANAGEMENT	SERVICE DELIVERY
Council is responsible for strategic planning, setting local laws and policies, and ensuring compliance with regulations, including- • Integrated planning and reporting • Governance (finance, risk, HR etc) • Strategic planning • Planning services • Heritage services • Public and environmental health • Universal access and inclusion • Ranger services • Animal management • Waste management	Council maintains, upgrades and operates various public assets, including- • Local roads • Footpaths, trails, cycleways • Lighting • Stormwater infrastructure • Community buildings and public toilets • Parks and playgrounds • Sporting reserves • Streetscapes • Shire buildings, vehicles and equipment	Council delivers a wide range of services to meet community needs, including- • Community development • Sport and recreation • Art and culture • Library services • Museum services • In-home aged care services • Place activation • Tourism • Community engagement • Customer service • Volunteer support services • Economic development



PARTNER

Council builds strategic partnerships with Australian and State Government agencies, non-governmental organisations, the private sector and others whose work contributes to delivering the community vision and objectives.



ADVOCATE

Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and private industry to bring about the best outcomes for our community.

We do this by building relationships, gathering data and evidence, preparing submissions, meeting with politicians and government representatives, taking part in public consultations, and managing media and public campaigns.



Our Values

The Shire of Esperance has five corporate values that guide Council and officer behaviour at all times.

P

PROFESSIONALISM

Acting with integrity, showing respect for workmates and community members by responding to all communications in a timely manner, and demonstrating reliability and accountability through honesty.

R

RESPECT

Treating everyone with dignity regardless of your personal feelings. It is about listening to opinions, leading with kindness, and embracing diverse views, abilities and perspectives in the pursuit of higher value.

I

INTEGRITY

Being honest, genuine and consistent in your dealings with everyone and taking ownership of your actions, good and bad – irrespective of whether anyone is watching.

D

DEDICATION

Going that one step further and being committed to achieving results, having pride in your work, supportive management and colleagues, and a culture of serving the community.

E

EXCELLENCE

Achieving to a consistently high standard.





OUTCOME 1

Diverse, Inclusive
and Supported
Communities

SUPPORTING DOCUMENTS

Youth Precinct Concept Plan

Esperance Home Care Strategy

Disability Access and Inclusion
Plan 2020-2025



Outcome 1

Diverse, Inclusive and Supported Communities



Objective 1.1 Address the needs of children and youth

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Library Services	Deliver library and literacy development services, resources and programs for children and youth, such as Storytime and Rhymetime.	Esperance Public Library
Youth Events	Engage young people to create and deliver youth focused events throughout the year, such as Edge of the Bay, Neon Showdown, Rockin' Rollin' pop-up roller skating, Winter Wonderland, and the Christmas Pageant.	Community Development
	Support school holiday activities, such as the 'One and All' Program.	
Recreation	Provide youth programs through the Bay of Isles Leisure Centre, such as NinjaTots and swim school classes.	Bay of Isles Leisure Centre
Childcare	Continue to work with relevant agencies and providers to support and advocate for appropriate childcare services.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
1.1.1.	Prioritise and implement the next stages of the Youth Precinct Concept Plan , with consideration for lighting the pump track and/or extending the skate park.	Youth Precinct Concept Plan	Director Asset Management				\$

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 1

Diverse, Inclusive and Supported Communities

Objective 1.2 Support vulnerable groups, including aged persons and those with disability

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Senior and Disability Services	Deliver in-home care services, such as meals on wheels, gardening and personal care to support independent living, and provide an activity centre for Esperance Home Care clients.	Esperance Home Care
	Host an annual dinner to celebrate seniors' contributions in our community.	Community Development
	Participate in forums and meetings to represent Shire and local views to improve aged care and disability services in Esperance.	Esperance Home Care
Universal access and inclusion	Implement the actions in the Disability Access and Inclusion Plan.	External Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
1.2.1.	Review the Esperance Home Care Strategy .	Esperance Home Care Strategy	Manager Aged Care & Disability Services	●			
1.2.2.	Develop an Over 55s Lifestyle Village Prospectus to attract an investor and service provider.		Manager Economic Development		●		
1.2.3	Develop a CBD Accessibility Strategy in partnership with the Esperance Chamber of Commerce & Industry.		Director External Services			●	
1.2.4	Complete a 4-yearly review of the Disability Access and Inclusion Plan to continue to meet universal access and inclusion standards across Shire facilities and services.		Director External Services				●

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 1

Diverse, Inclusive and Supported Communities



Objective 1.3 Grow community capacity by supporting community groups and volunteers

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Community Group Services	Provide development and support services to local community groups, including advice on events, projects and programs, and the annual community grants program.	Community Development
Volunteer Services	Provide information and support to volunteers and agencies to increase and enhance volunteer participation throughout the district, and secure funding to provide ongoing management, training and support to these individuals and agencies.	Volunteer Resource Centre
	Provide equipment and resources for hire by not-for-profit groups.	

PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
None - the focus will be on continuously improving current services.						

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project



OUTCOME 2

Community Health and Wellbeing

SUPPORTING DOCUMENTS

Public Health Plan

Esperance Greater Sports
Ground Redevelopment
Masterplan 2021-2041

Bay of Isles Leisure Centre
Management Plan

Mountain Bike Feasibility Study

Outcome 2

Community Health and Wellbeing



Objective 2.1 Improve access to quality health and community services

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Public Health	Deliver ongoing advocacy to improve access to general, specialist and mental health services.	Executive Services
	Undertake inspections and provide assistance and information on services directed at the maintenance, promotion and improvement of public and environmental health, including food safety, mosquito management, water sampling, waste water approvals, and beauty and skin penetration services.	Environmental Health

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
2.1.1.	Implement the Public Health Plan to protect, promote and enhance the health, wellbeing and quality of life for the Esperance community.	Public Health Plan	Manager Development Services	●	●	●	●

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 2

Community Health and Wellbeing

Objective 2.2 Increase participation in sport and recreation activities

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Sport and Recreation Facilities	Operate facilities, including the Bay of Isles Leisure Centre, Esperance Indoor Stadium, and Graham Mackenzie Stadium.	Bay of Isles Leisure Centre
	Maintain outdoor recreational spaces, including sporting fields, skate parks, jump tracks and public open spaces.	Parks and Environment
	Maintain recreational marine facilities, including the swimming enclosure, lap pontoons and jetties.	
Youth Programs	Administer the KidSport Program.	Community Development
Club Development	Support the development of sporting clubs by building relationships with state bodies, and providing information, advice and training.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
2.2.1.	Support Esperance Hockey Association with synthetic pitch development project .	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management	●			
2.2.2.	Provide a third soccer pitch at the Greater Sports Ground.	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management	●			
2.2.3.	Develop a gym redesign concept plan for the Bay of Isles Leisure Centre.	Bay of Isles Leisure Centre Management Plan	Manager Recreation & Culture	●			

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project





OUTCOME 3

Community Safety and
Resilience

SUPPORTING DOCUMENTS

CCTV Strategy

Coastal Hazard Adaptation
Strategy

Bushfire Risk Management Plan

Outcome 3

Community Safety and Resilience



Objective 3.1 Improve community safety infrastructure, programs and services

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Regulatory Services	Provide advice and education for planning, building, environmental health and events services to ensure all legislative requirements are met, including undertaking inspections for pool safety and compliance purposes.	Development Services
Safety	Monitor current levels of street lighting and undertake upgrades as required.	Asset Management
	Operate the Shire's CCTV network.	Projects and Buildings
	Advocate for an increased police presence to improve community safety.	Executive Services
Coastal Safety	Promote and support coastal safety measures through the Coastal Safety Working Group	Ranger and Emergency Services
	Continue advocacy for appropriate coastal safety infrastructure, resources and shark towers.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
3.1.1.	Roll out Stage 5 of the CCTV Strategy , including Dempster Street, Forrest Street and Hicks Street.	CCTV Strategy	Manager Projects and Buildings			●	●

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 3

Community Safety and Resilience

Objective 3.2 Encourage responsible animal management

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Animal Management	Promote responsible animal ownership by delivering community education programs and enforcing local laws.	Ranger Services
	Care for lost, stray and abandoned animals by operating the animal management facility and collaborating with the RSPCA and animal rescue organisations such as SAFE.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
3.2.1.	Host a pop-up community event to offer cat and dog microchipping to encourage owners to microchip their pets.		Manager Ranger & Emergency Services	●	\$	\$	\$
3.2.2.	Update the Shire's <i>Cat Local Law 2024</i> to include cat containment requirements to protect native wildlife (if the State Government changes the <i>Cat Act 2011</i>), and update communications.		Manager Ranger & Emergency Services	●			
3.2.3.	Complete proposed improvements to Wildcherry Dog Park , including lighting and dog agility equipment.		Manager Parks & Environment		●		

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 3

Community Safety and Resilience



Objective 3.3 Minimise risk and support recovery from bushfires, storms, drought and other natural disasters

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Fire Prevention	Undertake fire mitigation planning and activities in accordance with the Bushfire Risk Management Plan.	Emergency Services
	Manage and support the Bush Fire Advisory Committee and volunteer bush fire brigades.	
	Undertake the annual firebreak inspection program to ensure the community is reducing fuel loads and maintaining access to properties for emergency purposes.	Ranger Services
Emergency Management	Administer Local Emergency Management Committee meetings to inform planning and response to disaster events.	Emergency Services
	Continue advocacy for more emergency services personnel to be based in Esperance.	Executive Services
Water Security	Partner with the Goldfields-Esperance Development Commission to implement the Goldfields-Esperance regional Drought Resilience Plan.	Parks and Environment
	Provide and improve rural communities access to non-potable water.	Asset Management

Outcome 3

Community Safety and Resilience

Objective 3.3 Minimise risk and support recovery from bushfires, storms, drought and other natural disasters

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
3.3.1.	Partner with traditional custodians to develop a cultural burning trial program .		Manager Ranger & Emergency Services	●			
3.3.2.	Review the Bushfire Risk Management Plan .	Bushfire Risk Management Plan	Manager Ranger & Emergency Services		●		
3.3.3.	Install cover for rural community dams to reduce water evaporation.		Director Asset Management	\$			
3.3.4.	Install tank connection points to the Grass Patch community dam to allow connection to the two water supply tanks.		Director Asset Management	\$			
3.3.5.	Investigate operational and fire water sources with bores east and west of Esperance.		Manager Parks & Environment	●	●		
3.3.6.	Work with the Water Corporation and Department of Water and Environmental Regulation to improve sewerage treatment and expansion of the recycled water network for Esperance townsite.		Director Asset Management	●	●	●	●

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project





OUTCOME 4

A Sense of Identity
and Belonging through
Culture, Heritage and
the Arts

SUPPORTING DOCUMENTS

Esperance Tjaltjraak Native Title
Aboriginal Corporation
Partnership Agreement

Town Centre Revitalisation Plan
2015-2035

James Street Cultural Precinct
Plan

Outcome 4

A Sense of Identity and Belonging through Culture, Heritage and the Arts



Objective 4.1 Grow understanding and respect for cultural diversity, history and heritage

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Multicultural services	Facilitate the Partnership Agreement with Esperance Tjaltjraak Native Title Aboriginal Corporation (ETNTAC) to progress priority projects and actions.	Executive Services
	Manage the Esperance Twin Towns Working Group to develop and foster the relationship with Ile de Re, France, through the promotion of social, cultural and educational links, and a student exchange program.	Community Development
	Undertake Australian citizenship ceremonies.	Executive Services
Heritage services	Partner with traditional custodians to develop cultural trails, maps and interpretive signs.	Asset Management
	Maintain the Local Heritage Survey to identify and record local places with cultural heritage significance.	Development Services
	Deliver museum services, including managing object and local history collections for education and research purposes.	Esperance Museum

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
4.1.1.	Develop a Cultural Inclusion Plan to grow understanding and respect for diverse cultures and outline how the Shire will ensure community facilities and services are accessible and welcoming for all cultures.	ETNTAC Partnership Agreement; Integrity Strategy WA	Manager Community Development & Events	●			
4.1.2.	Provide an Aboriginal Heritage Agreement to guide respectful consultation between the Shire and traditional custodians.		Manager Parks & Environment	●			
4.1.3.	Partner with Traditional Custodians to facilitate Aboriginal dual naming of significant places.		Director Asset Management	●	●	●	●

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 4

A Sense of Identity and Belonging through Culture, Heritage and the Arts

Objective 4.2

Grow community involvement in arts and cultural activities

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Arts	Administer an annual grant funding program to support local arts organisations to deliver art and cultural activities, exhibitions and events.	Community Development
Cultural Events	Support local cultural activities and events, including NAIDOC Week and Taste of the World.	

PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
4.2.1. Construct the James Street Cultural Precinct , including a new library, visitor centre, function space and café.	Town Centre Revitalisation Plan 2015-2035 James Street Cultural Precinct Plan	Manager Projects and Buildings	●	●		

●

Resourcing or funding secured

\$

Additional operating or capital budget required to deliver project





OUTCOME 5

A Healthy and
Sustainable Natural
Environment

SUPPORTING DOCUMENTS

Pink Lake Feasibility Study

Coastal Management Plan

Weed Management Strategy

Waste Strategy 2018 - 2023

Outcome 5

A Healthy and Sustainable Natural Environment



Objective 5.1 Sustainably care for, preserve and enhance natural habitats

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Environmental Management	Manage Shire contaminated sites, environmental pollution and native vegetation clearing. Undertake tree planting and rehabilitation programs.	Environmental Services
Reserve Management	Manage Shire reserves and partner with traditional custodians to manage culturally sensitive nature reserves, such as Tjaltjraak Boodja Park, Lake Monjingup and Dempster Head.	Parks and Environment
Tracks and Trails	Manage and maintain existing dual use paths and walk trails such as Baarndi Trail and dual use paths along Twilight Beach Road.	Asset Management
Camping Compliance	Undertake patrols and enforcement activities to reduce unauthorised camping within the district.	Ranger Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
5.1.1.	Collaborate with key partners to restore, revegetate and protect priority Shire conservation reserves .		Manager Parks & Environment	●	●	●	●
5.1.2.	Implement the revised Coastal Management Plan to manage and protect Shire managed coastal reserves.	Coastal Management Plan	Manager Parks & Environment	●	●	●	●
5.1.3.	Work with the Department of Biodiversity, Conservation and Attractions to leverage community benefits from the implementation of the South Coast Marine Park .		Chief Executive Officer	●	●	●	●
5.1.4.	Seek Government funding and support for the recovery of Lake Warden and Pink Lake wetland systems to restore the ecological health and value of the RAMSAR wetlands.	Pink Lake Feasibility Study	Manager Parks & Environment	●	●		
5.1.5.	Provide a new Weed Management Strategy .		Manager Parks & Environment	●			

Outcome 5

A Healthy and Sustainable Natural Environment

Objective 5.2 Encourage the adoption of sustainable practices

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Sustainable Practices	Incorporate low emission vehicles into the Shire’s fleet as options become viable.	Asset Management
	Maintain and report on the annual carbon emissions audit and carbon emission reduction actions.	
	Adopt best practice energy efficiency measures across council buildings.	
	Engage with local residents, businesses and community groups to increase awareness and adoption of sustainability initiatives.	Sustainability and Resource Recovery

PRIORITY PROJECTS		LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
5.2.1.	Implement the community energy upgrades project , to install solar panels, batteries, and window film on 16 Shire buildings.		Manager Projects & Buildings	●			
5.2.2.	Develop a Sustainability and Climate Action Plan .		Manager Sustainability & Resource Recovery		\$		

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 5

A Healthy and Sustainable Natural Environment

Objective 5.3 Develop a sustainable, low waste, circular economy

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Waste Management	Deliver waste management, resource recovery and recycling services.	Sustainability and Resource Recovery
	Undertake community engagement and education to advance the Waste Revolution education platform to encourage community and local businesses to reduce, reuse and recycle.	
	Manage liquid waste and truck wash facilities.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
5.3.1	Review organics recovery processing facility including a 3-bin system.		Manager Sustainability & Resource Recovery	\$			
5.3.2.	Review and update the Waste Strategy to guide the community's transition to Myrup Waste Management Facility.	Waste Strategy 2018-2023	Manager Sustainability & Resource Recovery		●		
5.3.3.	Construct the new Myrup Waste Management Facility , with community and commercial drop off and waste transfer station.	Waste Strategy 2018-2023	Director Asset Management	●	●		
5.3.4.	Manage transition from existing Wylie Bay Waste Management Facility to Myrup Waste Management Facility.		Manager Sustainability & Resource Recovery	●	●	●	

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project



OUTCOME 6

Responsible Urban
Design and Housing
Diversity

SUPPORTING DOCUMENTS

Housing, Land and
Accommodation Strategy

Flinders Structure Plan

Local Planning Scheme

Esperance Accommodation Study



Outcome 6

Responsible Urban Design and Housing Diversity



Objective 6.1

Enable access to land and development opportunities to meet local needs

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Development Services	Plan for the future of the district, by maintaining the Local Planning Scheme, strategies and policies, to guide where and how future growth and development happens.	Development Services
	Provide community education and advice on statutory requirements for building or development.	
	Assess development and building applications to ensure statutory requirements are met.	
Advocacy	Ongoing advocacy for adequate utilities and communications infrastructure to support population and economic growth.	Executive Services

Outcome 6

Responsible Urban Design and Housing Diversity

Objective 6.1 Enable access to land and development opportunities to meet local needs

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
6.1.1.	Review the Local Planning Strategy, scheme and policies to facilitate the sustainable growth of the Shire of Esperance.		Manager Development Services	●			
6.1.2.	Prepare a Land Development Strategy to develop Shire owned land for housing, including - Flinders Estate - Corner of Ocean and John Streets in Sinclair - Development Area 3 in Sinclair	Housing, Land and Accommodation Strategy	Manager Economic Development	●			
6.1.3.	Develop and release Flinders Estate Stage 3 creating 36 standard sized residential lots. This includes applying for Government funding to cover the costs of power, water and sewerage infrastructure.	Flinders Structure Plan	Director Asset Management	\$			
6.1.4.	Advocate to DevelopmentWA to develop State Government-owned land such as Sims Street and Victoria Street in Nulsen, and cover the costs of power, water and sewerage infrastructure to release more residential lots for housing.		Chief Executive Officer	●	●	●	●

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 6

Responsible Urban Design and Housing Diversity



Objective 6.2 Facilitate access to diverse housing options

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Advocacy	Advocate for State Government, the private sector and community housing providers to increase availability of residential lots and housing to meet community needs.	Executive Services
	Advocate for Government to provide more social and low-income housing for vulnerable people (including seniors, people with disability and low-income earners).	
	Advise private landowners of their development options, such as subdivisions, intergenerational housing, ancillary builds, single person units etc. to increase housing stock and diversity.	
	Advocate for Government to invest more for transitional, domestic violence, crisis and emergency accommodation.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
6.2.1.	Develop a Council briefing item to consider fees and charges for homes used for commercial purposes and short-term rentals.		Director Corporate & Community Services	●			
6.2.2.	Construct key worker accommodation on Council Place to create 20 new dwellings to help attract and retain essential workers.	Esperance Accommodation Study	Manager Economic Development / Director Asset Management	\$	\$		



Resourcing or funding secured



Additional operating or capital budget required to deliver project



OUTCOME 7

Attractive and
Welcoming Public Places

SUPPORTING DOCUMENTS

CBD Concept Landscaping Design

Tourism Strategy

Urban Greening Program

Outcome 7

Attractive and Welcoming Public Places



Objective 7.1

Develop an attractive and welcoming town centre

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Town Centre Development	Create and maintain an attractive town centre with urban nodes, garden beds, seating, adequate bin placements etc.	Parks and Environment
	Provide information and advice to encourage property owners to develop and improve the visual appeal and vibrancy of the town centre.	Development Services
Events	Host annual Town Tunes events in the town centre throughout the summer months.	Community Development

PRIORITY PROJECTS		LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
7.1.1.	Implement CBD upgrades on Dempster Street and Post Office Square, including landscaping and street furniture.	CBD Concept Landscaping Design	Manager Parks & Environment	●	●		

● Resourcing or funding secured

\$ Additional operating or capital budget required to deliver project

Outcome 7

Attractive and Welcoming Public Places

Objective 7.2

Enhance streetscapes

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM					
Streetscapes	Maintain streetscapes with regular planting, maintenance and tree inspections.	Parks and Environment					
	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
7.2.1.	Partner with Goldfields Voluntary Regional Organisation of Councils (GVROC) to plant trees and seedlings across the shire through the Urban Greening Program.	Urban Greening Program	Manager Parks & Environment	●	●		

●

Resourcing or funding secured

\$

Additional operating or capital budget required to deliver project

Outcome 7

Attractive and Welcoming Public Places



Objective 7.3 Provide quality community facilities, parks and spaces

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Civic Centre	Provide a space for civic activities and events, including touring shows, workshops and seminars.	Civic Centre
Public Open Spaces	Develop and maintain public open spaces including the foreshore, parks, playgrounds and beach facilities.	Parks and Environment
Cemeteries	Manage the Cemetery Working Group, seeking their input and advice regarding the management of cemeteries and related infrastructure.	Asset Management

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
7.3.1.	Provide universal access and inclusion upgrades to ensure the Civic Centre auditorium, ablutions and carpark meet universal access standards.		Manager Projects & Buildings	\$			
7.3.2.	Replace Civic Centre auditorium tiers and seating as they approach the end of their useful life.		Manager Projects & Buildings	\$			
7.3.3.	Upgrade Civic Centre greenroom and storage to provide greater space and access to disabled facilities for performers and crew.		Manager Projects & Buildings		\$		
7.3.4.	Develop an Esperance Cemetery Master Plan to provide a structured plan for the future development and growth of the Esperance Cemetery.		Manager Parks & Environment	●			
7.3.5.	Review the number and location of public seats along shared paths that connect Esperance CBD with surrounding suburbs.		Manager Asset Planning & Development	●			

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project



OUTCOME 8

Safe, Efficient and
Sustainable Transport
Networks

SUPPORTING DOCUMENTS

Road Safety Management Plan
2024-2030

Strategic Asset Management Plan

Parking, Traffic and Pedestrian
Strategy Implementation Plan

Esperance 2050 Cycling Strategy

Esperance Airport Master Plan

Outcome 8

Safe, Efficient and Sustainable Transport Networks



Objective 8.1 Deliver an efficient and safe road network

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Roads	Deliver road construction and maintenance programs, including drafting and design of roads, drainage and civil works.	Asset Management
	Identify and implement road safety measures.	
Licensing Services	Provide licensing services on behalf of the Department of Transport.	Financial Services
Advocacy	Advocate for Main Roads to provide more passing lanes on South Coast Highway and Coolgardie-Esperance Highway.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.1.1.	Develop the Local Area Traffic Management Strategy for Esperance townsite.	Road Safety Management Plan 2024-2030	Manager Asset Planning & Development	●	●		
8.1.2.	Advocate for Main Roads to undertake a transport corridor upgrade plan for Harbour Road, including South Coast Highway and Pink Lake Road intersection upgrades		Chief Executive Officer	●	●		
8.1.3.	Continue Cascade Road upgrade and sealing works from the end of farming land to Lake Tay and Merivale Road to Orleans Bay Road.		Manager Asset Operations	\$	\$	\$	\$

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 8

Safe, Efficient and Sustainable Transport Networks

Objective 8.2 Encourage more people to walk, ride or use other active transport

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Shared Pathways	Provide and maintain footpaths and cycleways.	
Road Safety	Deliver safety measures to improve pedestrian crossings on The Esplanade and Fisheries Road.	Asset Management
	Construct sealed shoulders on roads to improve safety for cyclists and vehicles.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.2.1.	Design and construct the Harbour Road shared path between Shelden Road and Norseman Road.	Esperance 2050 Cycling Strategy	Manager Asset Planning & Development	●			
8.2.2.	Design and construct the Pink Lake Road shared path between Milner Street and Connolly Street.	Esperance 2050 Cycling Strategy	Manager Asset Planning & Development	●			
8.2.3.	Design and construct the Fisheries Road shared path sections between Norseman Road and Quarry Road.	Esperance 2050 Cycling Strategy	Manager Asset Planning & Development	\$	\$	\$	\$
8.2.4.	Deliver safety measures, such as refuge islands, to improve pedestrian crossings on The Esplanade.		Manager Asset Operations	●			

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 8

Safe, Efficient and Sustainable Transport Networks



Objective 8.3 Improve access to parking

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM					
Parking	Provide and maintain public parking areas, including access to ACROD parking bays and adequate lighting.	Asset Management					
PRIORITY PROJECTS		LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.3.1.	Complete a CBD parking review to determine if there is need to increase the minimum size of parking bays.		Manager Asset Planning & Development	●			
8.3.2.	Provide Forrest Street road and streetscape upgrades to improve access to parking.	Parking, Traffic and Pedestrian Strategy Implementation Plan	Manager Asset Planning & Development	●	●	●	

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 8

Safe, Efficient and Sustainable Transport Networks

Objective 8.4 Improve public and shared transport services

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Air Services	Provide airport facilities.	Esperance Airport
	Advocate for airline service providers to improve service delivery.	Executive Services
Public Transport	Support TransEsperance public bus services.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
8.4.1.	Obtain funding and construct the Esperance Airport cross strip and main runway , including upgrades to lighting and apron space.	Esperance Airport Master Plan	Director Asset Management	●	\$	\$	\$
8.4.2.	Upgrade CCTV at the Esperance Airport.	Esperance Airport Master Plan	Manager Economic Development	●			
8.4.3.	Construct additional customer parking bays at the Esperance Airport.	Esperance Airport Master Plan	Manager Economic Development	●			

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project





OUTCOME 9

A Thriving Economy

SUPPORTING DOCUMENTS

Economic Development Strategy

Tourism Strategy

Tourism Signage Strategy



Outcome 9

A Thriving Economy



Objective 9.1 Attract and retain diverse industries and enterprises to grow the economy and local jobs

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Economic Development	Provide information around land use zoning, utilities, services and infrastructure to help businesses determine feasibility of establishing or expanding in Esperance.	Economic Development
	Create a welcoming environment to new businesses and industry by providing introductions to key stakeholders to help prospective businesses and industry setting up in Esperance.	
	Provide communication to increase regional awareness and understanding of the contribution and importance of local businesses.	
	Deliver streamlined approvals for small businesses through the Small Business Friendly Approvals Program.	External Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
9.1.1.	Advocate for DevelopmentWA to expand the light industrial area to support current and future economic growth.		Chief Executive Officer	●	●		
9.1.2.	Support the development of a shared workspace facility in Esperance for starts ups and small businesses.	Economic Development Strategy	Manager Economic Development	●			

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 9

A Thriving Economy

Objective 9.2 Improve tourism infrastructure, services and experiences

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Visitor Centre	Assist visitors with advice and recommendations for local accommodation providers, services, tourism operators and activities.	Visitor Centre
Tourism Services	Operate Shire-managed coastal campgrounds at Quagi Beach, Munglinup Beach and Alexander Bay.	Parks and Environment
	Operate the Overflow Campground during peak tourist period.	Recreation and Culture
	Explore partnerships with Esperance Tjaltjraak Native Title Aboriginal Corporation to develop and promote cultural heritage tourism activities.	Economic Development
	Support key partners to promote and improve tourism infrastructure, services and experiences.	
	Implement projects in the Esperance Tourism Strategy 2021 to grow tourism in a coordinated and sustainable way.	
Events	Provide visitor and community events such as Winter Wonderland and Edge of the Bay.	Community Development

Outcome 9

A Thriving Economy



Objective 9.2 Improve tourism infrastructure, services and experiences

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
9.2.1.	Provide attractive and welcoming entrances into Esperance.	Tourism Strategy	Director Asset Management	●			
9.2.2.	Implement the Tourism Signage Strategy to promote local attractions while ensuring easy movement around key destinations.	Tourism Signage Strategy	Manager Economic Development	●	●	●	●
9.2.3.	Provide a feasibility study for RV-Friendly overnight rest areas with self-contained camping sites to minimise illegal camping.		Director External Services	\$			
9.2.4.	Review the tourism management partnership with Australian Golden Outback.		Manager Economic Development	●			
9.2.5.	Partner with Esperance Sculpture Trail Inc. to develop the Esperance Sculpture Trail .	Tourism Strategy	Director Asset Management	●	●		

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project

Outcome 9

A Thriving Economy

Objective 9.3

Facilitate access to quality education and life-long learning opportunities

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Education Opportunities	Participate in local education, training and skills development working groups.	All Teams
	Support annual workforce development forums between business, recruitment agencies and education providers.	Executive Services
	Provide technology support and education through the Tech Help service	Esperance Public Library
	Continue to advocate for access to relevant TAFE courses.	Executive Services

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
9.3.1.	Advocate for urgent upgrades and a rebuild of the Esperance Senior High School .		Chief Executive Officer	●			
9.3.2.	Advocate for a university learning hub .		Chief Executive Officer	●	●	●	●

● Resourcing or funding secured

\$ Additional operating or capital budget required to deliver project





OUTCOME 10

Effective Governance
and Partnerships

SUPPORTING DOCUMENTS

Council Plan

Long-Term Financial Plan

Revenue Strategy

Strategic Asset Management Plan

Workplace Health and Safety Plan

Equal Opportunity and Diversity
Plan

Outcome 10

Effective Governance and Partnerships



Objective 10.1 Provide transparent, accountable and effective leadership and resource management

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Corporate Planning	Undertake strategic planning and reporting, including an annual review of the Council Plan and progress reports for outcomes and priority projects.	Governance and Corporate Support
	Coordinate local government elections.	
Governance	Provide Elected Member inductions and ongoing support.	Executive Services
	Provide risk management, including administration of the Audit, Risk and Improvement Committee.	
	Maintain sound internal financial controls and reporting.	Financial Services
	Manage behavioural complaints and administration of the Behavioural Complaints Committee.	Corporate and Community Services
	Provide records management, including record keeping practices, processing freedom of information requests and adherence with privacy and responsible information sharing requirements.	Information Management
Advocacy	Provide community leadership, advocating for other levels of government and other key stakeholders to address community issues and service needs.	Executive Services
Financial Management	Maintain balanced financial ratios in line with local government standards and providing annual reviews of the Long-Term Financial Plan.	Financial Services
People and Culture	Attract and retain appropriately skilled people and provide ongoing professional development and training opportunities.	Human Resources
	Lead a workforce culture that thinks and acts 'Safety First' every day, in every task.	
	Implement the Equal Opportunity and Diversity Plan to achieve proportional representation of groups within the organisation, and work with recruitment agencies to recruit and support people with disabilities to work with the Shire of Esperance.	

Outcome 10

Effective Governance and Partnerships

Objective 10.1 Provide transparent, accountable and effective leadership and resource management

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Information Technology	Provide appropriate internal telecommunications and IT systems.	Information Technology
Project Management	Develop project plans, source funding and manage infrastructure projects.	Projects and Buildings
	Undertake regular inspections and maintenance of Shire buildings.	
Asset Management	Manage the purchase, disposal and maintenance of fleet and fixed plant.	Asset Operations
	Collect and maintain data to develop capital works programs.	Asset Planning and Development
Contract Management	Manage tenders and contracts for projects and supplier panels.	Asset Management
	Provide property management and leasing services for Shire properties, including staff housing.	Governance and Corporate Support
Workplace Health and Safety	Implement the Workplace Health and Safety Framework to create and embed more positive workplace health and safety culture and behaviours for Shire employees.	Workplace Health and Safety
	Risk management and workplace health and safety processes.	

Outcome 10

Effective Governance and Partnerships



Objective 10.1 Provide transparent, accountable and effective leadership and resource management

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
10.1.1	Review the Revenue Strategy to assist in long term financial planning.	Revenue Strategy	Director Corporate & Community Services	●			
10.1.2	Develop a strategic advocacy plan with clearly defined priorities.		Chief Executive Officer	●	●		
10.1.3	Review the Strategic Asset Management Plan to outline how the Shire will manage assets long term.	Strategic Asset Management Plan	Manager Asset Planning & Development	●			
10.1.4	Develop an IT Strategy to ensure technology supports the Shire's goals, improves efficiency and encourages new ideas.		Manager Information Services	●			
10.1.5	Implement a public online mapping system which will show information including ward boundaries, bin collection days, local planning scheme information and fire zones.		Manager Information Services	●			
10.1.6	Improve access to online financial accounts for rate payers.		Manager Financial Services			●	●
10.1.7	Provide an online application portal for development services.		Director External Services		\$	\$	

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project



OUTCOME 11

A Well Informed and
Engaged Community

SUPPORTING DOCUMENTS

Communication Engagement
Strategy 2021-2024

Outcome 11

A Well Informed and Engaged Community



Objective 11.1 Provide authentic, relevant and effective engagement with community members

What we will continue to do

SERVICE	DESCRIPTION	SERVICE TEAM
Communications and Engagement	Provide organisational branding, marketing and communications, including websites, newsletters and social media pages.	Marketing and Communications
	Update the Shire's website with background information on priority projects.	
	Work with media agencies to produce digital and print communications, including advertising and public notices.	
	Provide regular forums and events to inform and engage the community about local issues and council decisions.	Executive Services
Customer Relations	Deliver community consultation and engagement activities to engage and educate the community on topics relevant to each work area.	All teams
	Provide customers with professional and respectful customer service and maintain a customer focused culture.	

	PRIORITY PROJECTS	LINKED STRATEGIES	RESPONSIBLE	26/27	27/28	28/29	29/30
11.1.1	Conduct a biennial community survey to assess community priorities and benchmark performance levels.	Communication Engagement Strategy 2021-2024	Manager Marketing & Communications	●		●	

● Resourcing or funding secured \$ Additional operating or capital budget required to deliver project



Our Organisation

The Shire of Esperance is governed by a Shire President, Deputy Shire President and seven Councillors who represent community interests, make decisions on local policies and services, and oversee strategic direction and financial performance. The Chief Executive Officer reports to Council and is responsible for implementing Council decisions, managing day-to-day operations, and ensuring compliance with legislation and strategic objectives.

Business units are responsible for delivering principal activities and priority projects in this plan and for regularly reviewing team performance to consider ways to improve the overall customer experience, business efficiencies and return on investment from Council allocated funds. The following table provides an overview of current directorates, business units and employees for the 2026/27 financial year. Employee numbers are expressed as both the total number and the full-time equivalent (FTE). Further information is available in the Workforce Plan.

DIRECTORATE	BUSINESS UNIT	FULL TIME	PART TIME	CASUAL	EMPLOYEES (FTE)
Executive Services	Office of the CEO	2	1		2.63
	Economic Development	4			4
	Marketing & Communications	3			3
Corporate & Community Services	Corporate & Community Services	1			1
	Financial Services	12	3	1	13.22
	Governance & Corporate Support	3			3
	Community Development & Events	5	11	5	6.53
	Human Resources	4	2		5.5
	Information Services	8	1	1	8.8
Asset Management	Projects & Buildings	4		1	4.13
	Asset Management	5	1		5.77
	Asset Planning & Development	8		3	8.3
	Asset Operations	54	7	9	61
	Parks & Environment	16	3		18.11
External Services	External Services	8	5	3	10.58
	Ranger & Emergency Services	7	2	4	9.91
	Aged Care & Disability Services	7	27	18	33.89
	Sustainability & Resource Recovery	5	5	1	9.75
	Development Services	7		1	7
	Recreation & Culture	5	29	50	27.83
Total Employees		168	97	97	243.95



Financial Summary

The financial summary provides estimated revenue and expenses over four years.
Please refer to the Shire's Long Term Financial Plan and Annual Budget for more detail.

	2025/26	2026/27	2027/28	2028/29
Operating Revenue				
Rates	28,105,963	29,370,709	30,692,391	31,920,088
Operating Grants	15,298,742	15,604,717	15,916,811	16,235,147
Fees & Charges	11,672,205	12,139,093	12,624,657	13,129,643
Other	3,391,732	3,328,809	3,412,098	3,290,888
Total	58,468,642	60,443,328	62,645,957	64,575,766
Operating Expenses				
Employee Costs	(24,294,877)	(25,258,603)	(26,260,636)	(27,175,478)
Materials & Contracts	(13,585,302)	(13,992,861)	(14,412,647)	(14,845,026)
Depreciation	(24,462,637)	(24,816,179)	(25,349,295)	(25,910,526)
Other	(4,240,321)	(4,710,453)	(5,241,260)	(5,537,198)
Total	(66,583,137)	(68,778,096)	(71,263,838)	(73,468,228)
Non Cash Items – Adjustments	23,845,819	24,543,287	25,085,079	25,769,718
Capital Expenditure & Revenue				
Capital Expenditure	(33,776,542)	(56,705,062)	(42,808,409)	(59,811,124)
Repayment of Loans	(244,791)	(637,524)	(789,560)	(1,187,024)
New Loan Borrowing	1,500,000	11,350,000	0	6,134,198
External Grant Funding	10,129,817	28,976,652	23,775,184	32,438,797
Sale of Assets	1,726,760	1,619,829	1,624,630	1,405,539
Other – Including Reserves	4,944,651	(791,167)	1,738,293	(4,149,675)
Total	(15,720,105)	(16,187,272)	(16,459,862)	(16,869,939)
Estimated Surplus/(Deficit) B'fwd	(44,458)	(33,239)	(11,992)	(4,656)
Estimated Closing Position	(33,239)	(11,992)	(4,656)	2,661



Development and Reporting

The *Local Government Act 1995* requires all local governments to plan for the future. As of 2025, 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.

In line with best practice and to streamline reporting and strengthen integration, the Shire embraced the FUTYR® approach to integrate the Strategic Community Plan and Corporate Business Plan into a Council Plan. This approach involved-

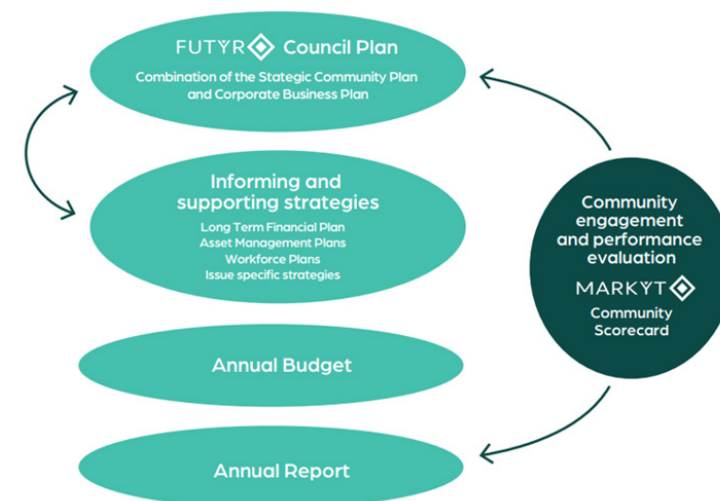
- Desktop research.
- A review of current plans and strategies to align and integrate outcomes and actions.
- Community survey and benchmarking using the MARKYT® Community Scorecard.
- Workshops with elected members, staff, key stakeholders and local community members.

We express our deepest thanks to community members who assisted with the review and development of this Council Plan. Once again, 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 business 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 service delivery, priority projects and resourcing, will be reviewed annually.

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 www.esperance.wa.gov.au to access the latest Annual Report.



Community Scorecard

MARKYT

1,502

community members

VoiceBank

MARKYT

80,000+

word count of ideas and suggestions

Community Workshops

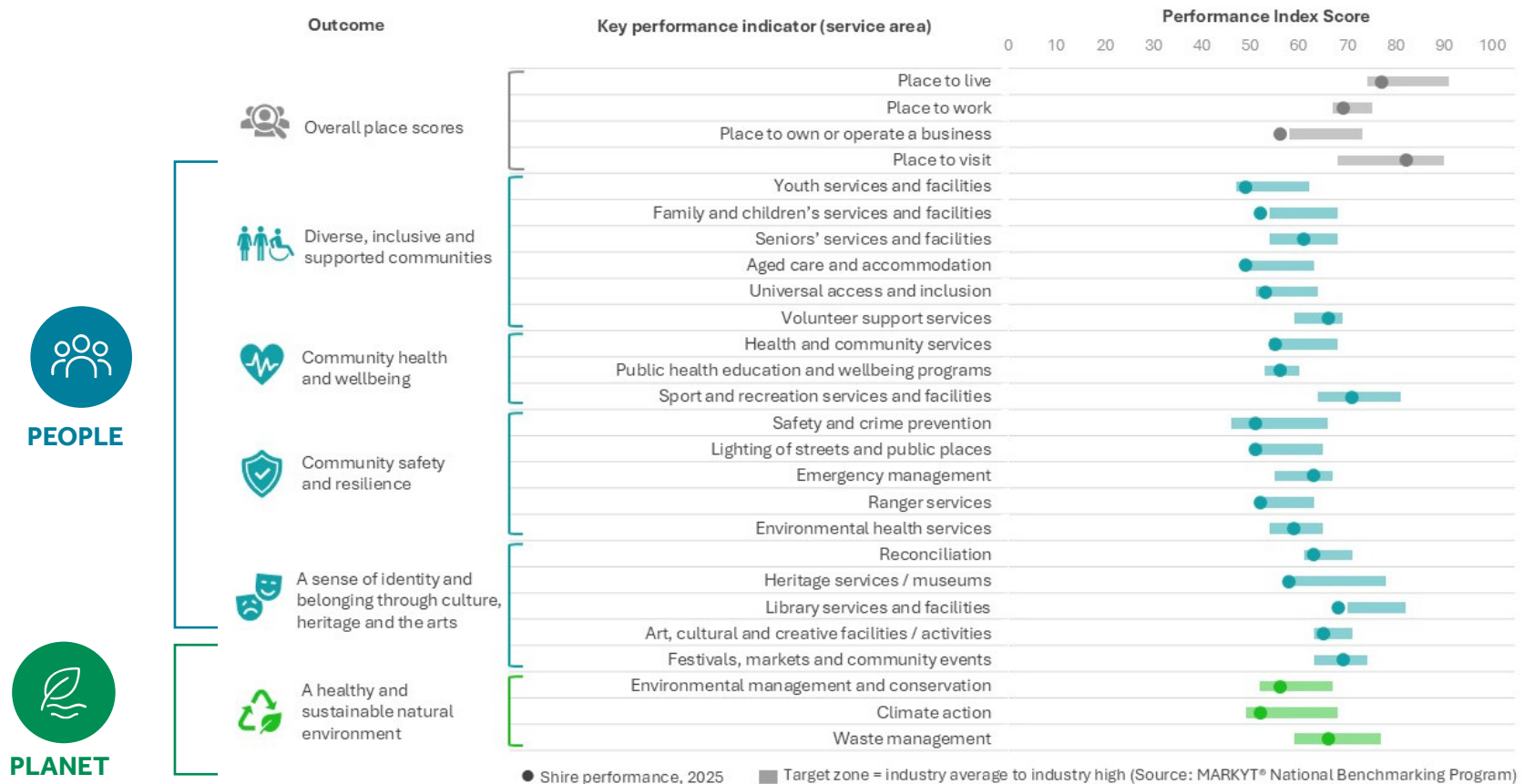
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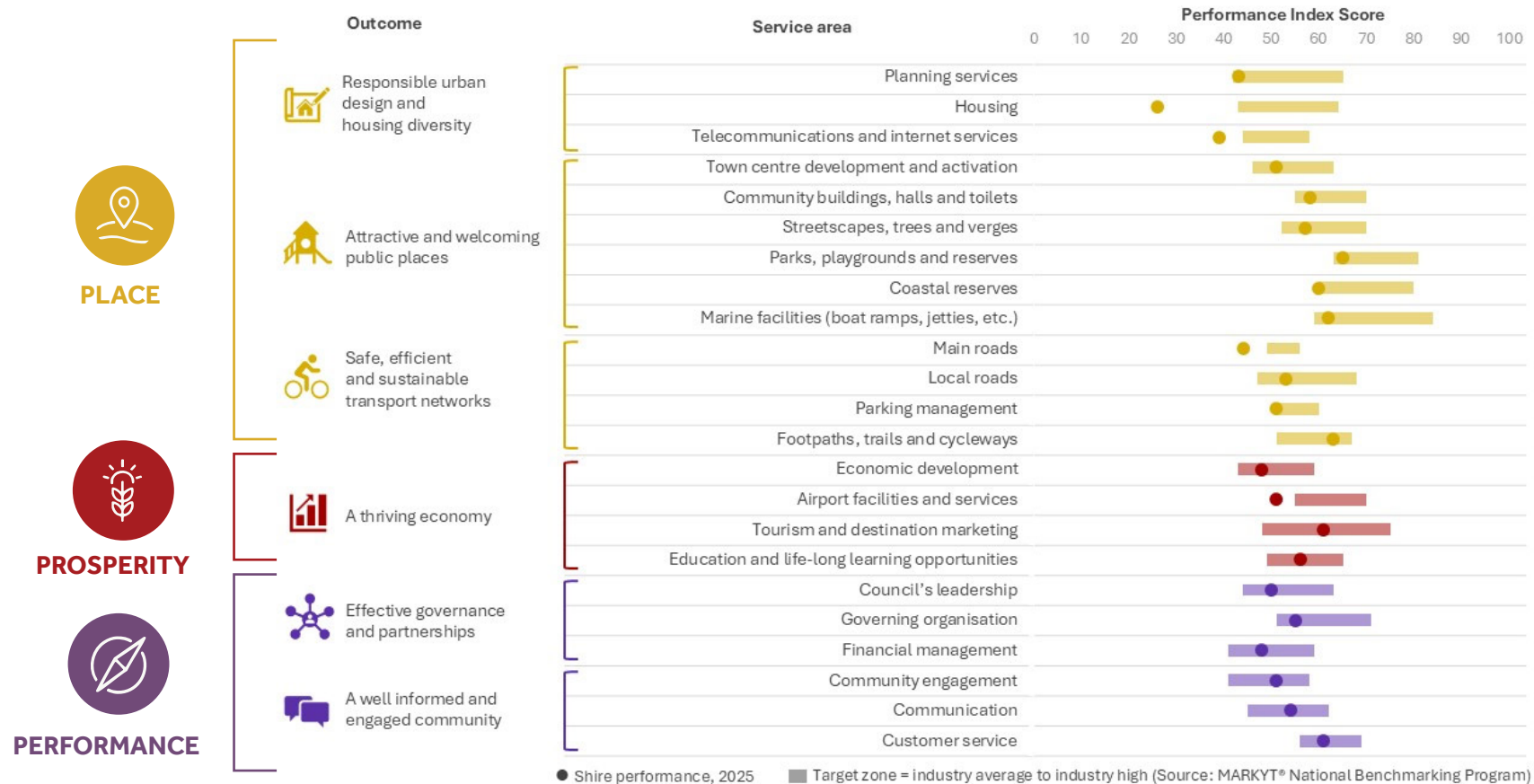
28

community members

Community Scorecard

Shire of Esperance draws on various sources to track and report on actual and perceived performance against a set of key performance indicators. Actual performance data is reported in “Shire of Esperance at a Glance” and the Annual Report. Perceived performance data is measured against key performance indicators through the MARKYT® Benchmarking Excellence Program. Over the next 10 years, Council has set aspirational targets to be in the performance target zone. This is shown as the shaded area in the following charts, with performance ratings between industry average and the industry high score in the MARKYT Benchmarking Excellence Program.





The Esperance region is more than a beautiful place to live - it is made up of communities full of ideas, opportunities and potential. Our region thrives when people share ideas that make it an even better place to live, connect and enjoy.

If you have a suggestion that could improve liveability, social connection, recreation or the pristine beauty of our surrounds, please reach out to your Elected Member or the relevant Shire Officer.

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