



South West Development Commission **STRATEGIC PLAN**

2025
2028

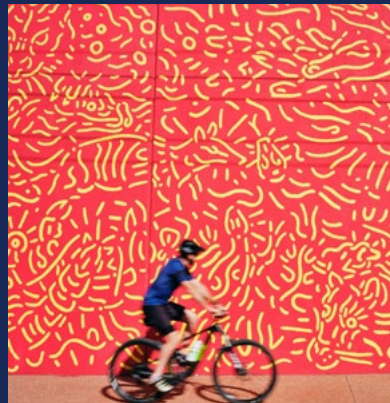
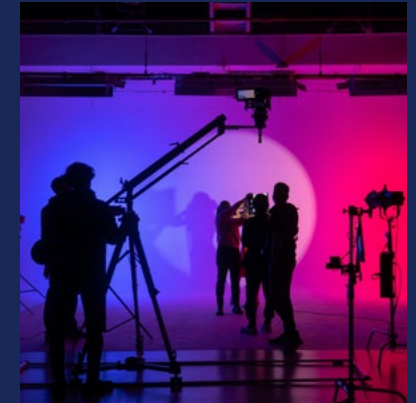


A prosperous region with a high quality of life, strong economy and vibrant communities

Connection | Integrity | Empathy

THE SOUTH WEST OF WESTERN AUSTRALIA

Diverse people, diverse industries
and diverse landscapes



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Acknowledgement of Traditional Owners and Country

“Ngalak kaditj kalyakoorl kaaradj boodjar-ak Kongal-Marawarwer kaditj baalap boodjar, kep wer kadadjiny-ak kalyakoorl yoodaniny.

Ngalak Birdiya-k koora wer yeyi ngalang koota-djinong yanginy.”

We acknowledge the traditional custodians of country throughout the South West and recognise their continuing connection to land, waters and culture.

We pay our respects to Elders past, present and emerging.

The South West Native Title Settlement formally commenced on 25 February 2021 and is the most comprehensive native title agreement in Australian history.

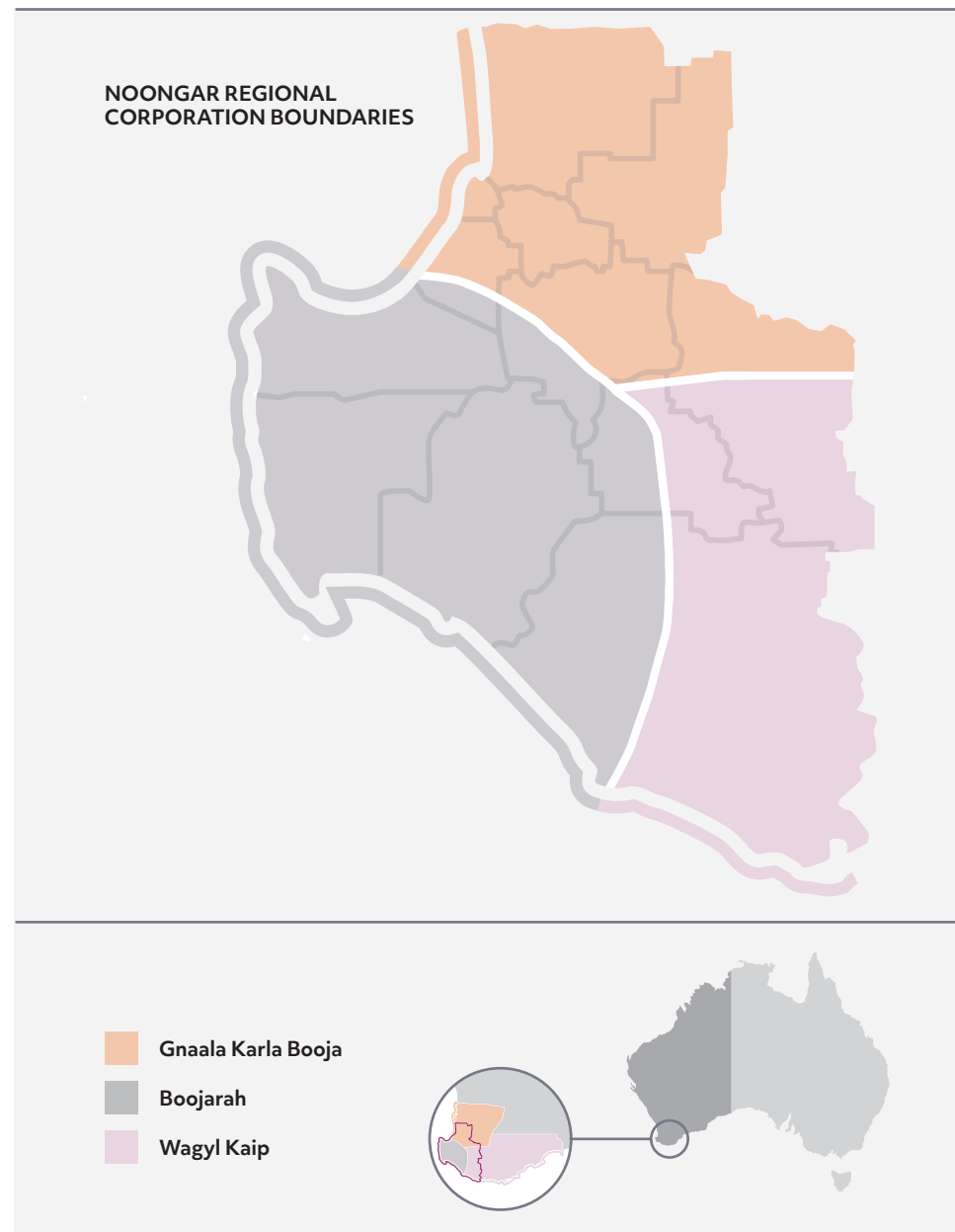
The Settlement recognises the Noongar peoples as the Traditional Owners of the South West region through Indigenous Land Use Agreements (ILUA) that endorsed

Gnaala Karla Booja, Karri Karrak and Wagyl Kaip as Noongar Regional Corporations.

On 6 December 2022 this was formalised and we welcome the opportunity to work alongside these regional corporations to benefit, advance, and promote Aboriginal rights and interests.

Noongar Agreement Group	Noongar Regional Corporation	People
Gnaala Karla Booja ILUA	Gnaala Karla Booja Aboriginal Corporation	Pindjarup Wilman
South West Boojarah ILUA	Karri Karrak Aboriginal Corporation	Wadandi Pibelman/Bibbulman
Wagyl Kaip and Southern Noongar ILUA	Wagyl Kaip Southern Noongar Aboriginal Corporation	Kaneang/Kaniyang Koren/Koreng Minang Wudjar

Reference: Table above sourced from Department of Premier and Cabinet





Chair Message

The South West is a unique and exciting place, for living, working and thriving.

Our unique blend of natural resources, vibrant communities, and innovative industries presents an incredible opportunity for sustainable growth and diversification.

Every successful organisation needs a guiding document to stay on the right path. We are pleased that this Strategic Plan outlines such a clear and focused vision for Western Australia's South West region to enable **sustainable prosperity** through our **diverse industries** and **unique communities**.

A cornerstone of the Commission's approach to developing this strategy has been collaboration and **connection**. The Commission undertook extensive face-to-face consultation with over 200 stakeholders and surveyed a further 134 to ensure that our strategic priorities reflect the needs and priorities of the entire region.

By working with local governments, industry peak bodies, enterprises, and community groups, we can align our efforts and resources to achieve common goals. This collaborative

spirit will be crucial in driving the economic and social transformation of our region.

As we embark on this journey, we are confident that our Strategic Plan 2025-2028 will serve as a robust framework to make good decisions based on a balanced set of values. Allowing us to drive sustainable development in a values-driven environment.

I also know that our CEO and Executive are dedicated to approaching this important work with **empathy** and **integrity** and I am looking forward to working with the Board to ensure we support the Commission to deliver on this vision.

Together, we can all **make a real difference** to the South West and build a prosperous, resilient, and inclusive community that thrives for generations to come.

Danny Griffin

Board Chair
South West Development Commission



CEO Foreword

Sustainable growth in the South West is our inspiration for this Strategic Plan.

In my first year as CEO of the South West Development Commission, it is an honour to release a Strategic Plan so strongly connected to delivering on Western Australia's priorities, including our Regional Development Framework and the Diversify WA economic development framework.

With our emphasis on **economic growth, innovation, Aboriginal prosperity, vibrant communities**, I am confident that we will position the South West region as a dynamic and vibrant part of our State's future.

Our strategic priorities and objectives provide a clear pathway for success. We will aim to attract both public and private sector investments and shift the dial on the level of carbon emissions and engagement of industry in this transition.

We will drive the economic and social transformation of our region, building a resilient, inclusive, and thriving South West that stands as a beacon of opportunity and innovation.

We are proud of our work in supporting Aboriginal empowerment, and we are committed to supporting priority reforms of the National Agreement on Closing the Gap. We will work with Aboriginal people, groups, and communities to shape their own future prosperity, from a culturally secure foundation.

With our team working together across all these priority areas, we will ensure we have an impact through **organisational excellence**, including a high standard of governance that our communities can rely on and trust.

I look forward to bringing this Strategic Plan to life by focussing on these core priorities and creating a clear path for us to all work together on our inspiring vision for the region.

Cate Brooks

CEO
South West Development Commission

ABOUT US

South West Development Commission

As part of the Western Australian State Government, the Commission ensures delivery of services in alignment with its governing legislation and obligation to report to the Board. Our services span the whole of the South West region and its communities.



Left to Right: Carolyn Gibbon (Chief Finance Officer), Stan Liaros (Board Member), Ashley Clements (Director), Michelle Munns (Board Member), Pip Kirby (Director), Danny Griffin (Board Chair), Cate Brooks (CEO), Julia Meldrum (Board Member), Catrin Allsop (Deputy Board Chair), Steve deMeillon (Director), Tresslyn Smith (Board Member), Allison Christou (Director)

Statutory objectives and functions

Our statutory obligations as set out in Section 23 of the *Regional Development Commissions Act 1993* (WA) are to:

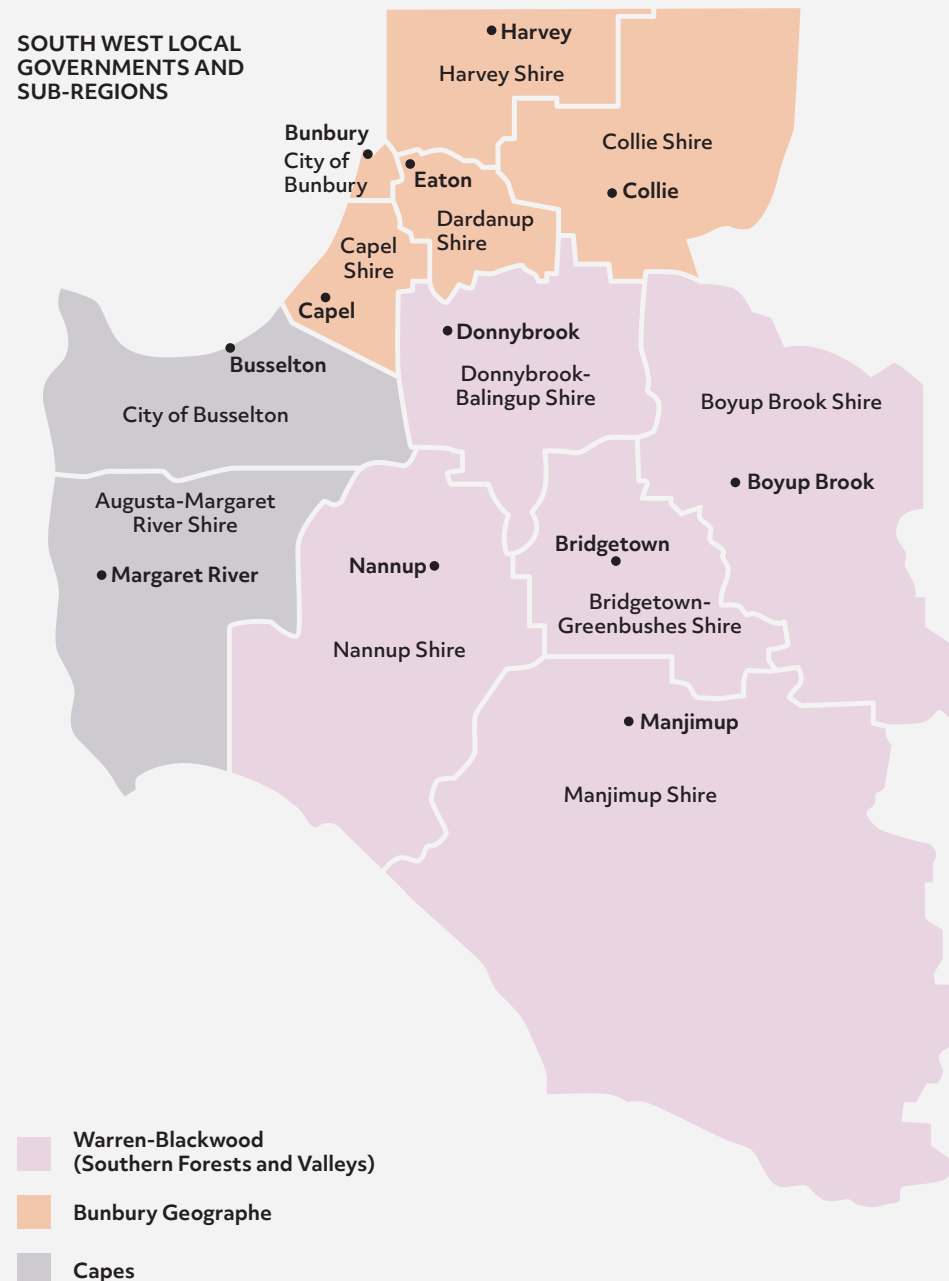
- Maximise job creation and improve career opportunities
- Develop and broaden the economic base of the region
- Identify infrastructure services to promote economic and social development
- Provide information and advice to promote business development
- Ensure that the general standard of government services in the region is comparable to that in the metropolitan area
- Encourage, promote, facilitate, and monitor the economic development of the region

Our Board

In accordance with the *Regional Development Commissions Act 1993*, our Board governs the Commission and is responsible to the Minister for Regional Development. It sets the direction and priorities of the Commission, and members are selected from community and local government nominations, as well as Ministerial appointments.

Our region and local governments

The South West consists of 12 local government areas across three sub-regions and covers 23,970 square kilometres. The Commission travels widely to engage with local governments and communities across the South West and support regional development initiatives.



About the South West

Thriving, growing and diverse

**Our economy
is thriving**

26%
INCREASE

Strong growth in the economy with a 26 per cent increase in Gross Regional Product over the three year period to 2024

**Our population
is growing**

9.3%
INCREASE

The South West is experiencing strong population growth with an estimated increase of 9.3 per cent over the five year period to 2024

**More job
opportunities**

12%
INCREASE

Job numbers have increased by 12 per cent over the five years from 2016-2021

**More people
are working**

2.6%
UNEMPLOYMENT

The unemployment rate decreased from 5 per cent in 2020 to 2.6 per cent in 2024

Visitor growth

4%
INCREASE

The South West is a major tourism drawcard for Western Australia with numbers of overnight visitors now ahead of pre-COVID visitation levels, which is above the State trend

**SKILLED
WORKFORCE**



**With a diverse and
skilled workforce of
over 80,000 people,**
and a number of tertiary institutions in the region, the South West is well positioned to ensure a pathway for skilled workers

HOUSING



**House values increased
by 22 per cent from 2023
to 2024 but prices are still
lower than Perth average**

Business growth

7.4%
INCREASE

The number of businesses is growing in the South West with 7.4 per cent more businesses over the two years to 2023

The South West is an attractive liveable region supported by significant Government investment that has enabled strong growth

POPULATION	184,516 2021	201,659 2024
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UNEMPLOYMENT RATE	5.0% 2020	2.6% 2024
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JOBS	71,633 2016	80,407 2021
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NUMBER OF BUSINESSES	15,827 2021	17,005 2023
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GROSS REGIONAL PRODUCT	\$15.46b 2021	\$19.47b 2024
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NUMBER OF OVERNIGHT VISITORS	2,572,000 2019	2,677,000 2024
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RESIDENTIAL BUILDING APPROVALS	2,203 2021	1,329 2024
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VALUE OF RESIDENTIAL APPROVALS	\$728m 2021	\$658m 2024
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HOUSE SALES	4,816 2021	4,285 2023
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MEDIAN HOUSE VALUE (South West average)	Approx \$566,000 2023	Approx \$688,000 2024	Approx \$750,000 Perth 2025
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Source: REMPLAN Data 2024; Australian Bureau of Statistics Data by Region Series 2011-2024, Estimated Population to 2024; CoreLogic Home Value Index 2025; CoreLogic RP Data Pty Ltd – Market Trends Reports 2021, 2024; Tourism Research Australia - International and National Visitor Surveys, April 2024. Note: The median house values calculated are averages over available areas across the region. Not all local governments are represented.



Staff from nine Regional Development Commissions at the Regional Development Conference February 2025

Our partners

Within the Regional
Development Portfolio

The Commission works collaboratively with its partners to ensure that we deliver on the Regional Development Portfolio. It is important for regions to work collaboratively and to share best practice with each other, given the shared challenge of ensuring economic growth in regional and remote locations.

A summary of the key regional development partners are shown by the diagram on page 11.

The Commissions are provided with strategic direction through the WA Regional Development Framework. This Framework clearly articulates the shared priorities across the Regional Development Portfolio.

Our Strategic Plan aligns with the Regional Development Framework focus areas which include:

- Regional liveability
- Economic development, diversification and innovation
- Climate resilience and low carbon transition
- Aboriginal empowerment and prosperity
- Organisational excellence



Our stakeholders

Regional priorities and complexities can only be understood through extensive engagement with our stakeholders. To inform this planning work, including this Strategic Plan, we deliver extensive face to face consultation as well as systematic desktop reviews of reports and plans published by our stakeholders.

State government agencies

In addition to our key partner the Department of Primary Industries and Regional Development, we also work consistently in close collaboration with key State Government agencies shown in the diagram to the right.

We invited representatives from State Government agencies and Government Trading Enterprises to participate in Strategic Planning Workshops to help inform this plan.

With the 2025 State Election and subsequent Public Sector Reform, we look forward to reconfirming strategic alliances along with connecting with newly created agencies.

Local governments

Last year we ran workshops with Local Government Authorities and conducted a number of face to face visits to inform this plan. We also recently conducted a review of each local government Strategic Plan.

We learned how services are important to our communities. What was highlighted was the importance of delivering these critical services but not at the expense of conservation and sustainability.

We look forward to continuing to connect with local government to build shared ownership of outcomes across the region and to understand the unique strengths and concerns of each community.

Other agencies

In addition to State and Local Governments we consult with a breadth of other organisations spanning industry as well as peak bodies, advocacy groups and community groups.

We invited representatives from these organisations to provide input to this strategy and also regularly run round tables and workshops to ensure ongoing engagement.

We regularly participate in economic development related activities delivered by these stakeholders.

Key State Government agencies we work with

Department of Primary Industries and Regional Development

Department of Energy and Economic Diversification

Department of Local Government, Commerce, Industry Regulation and Safety

Department of Creative Industries, Tourism and Sport

Department of Transport and Major Infrastructure

Department of Housing and Works

Department of Planning, Lands and Heritage

Department of Biodiversity, Conservation and Attractions

Department of the Premier and Cabinet



How we work

Our approach

We **facilitate** and **foster** partnerships and **collaborate** with stakeholders to drive collective action and achieve shared goals.

We **identify** opportunities for sector growth and high impact investment and innovation.

We **advocate** for the region, ensuring that strategic priorities are recognised by key government decision-makers.

We **promote** the region's strengths, opportunities, and achievements to enhance the region's profile and attract investment and talent.

We **advise** and **support** stakeholders with information on best practice, emerging trends and strategic opportunities.

We **lead** with good governance and are adaptable and responsive to changing contexts in order to make a meaningful impact.



Our core values



Connection

drives our efforts to collaborate, facilitate partnerships and leverage collective strengths. Through connection we work together to deliver our vision of a prosperous region.



Integrity

underpins our commitment to building trust and credibility, which are essential for encouraging growth that is balanced with sustainability. It ensures we operate as a reliable regional interface, fostering confidence in our initiatives.

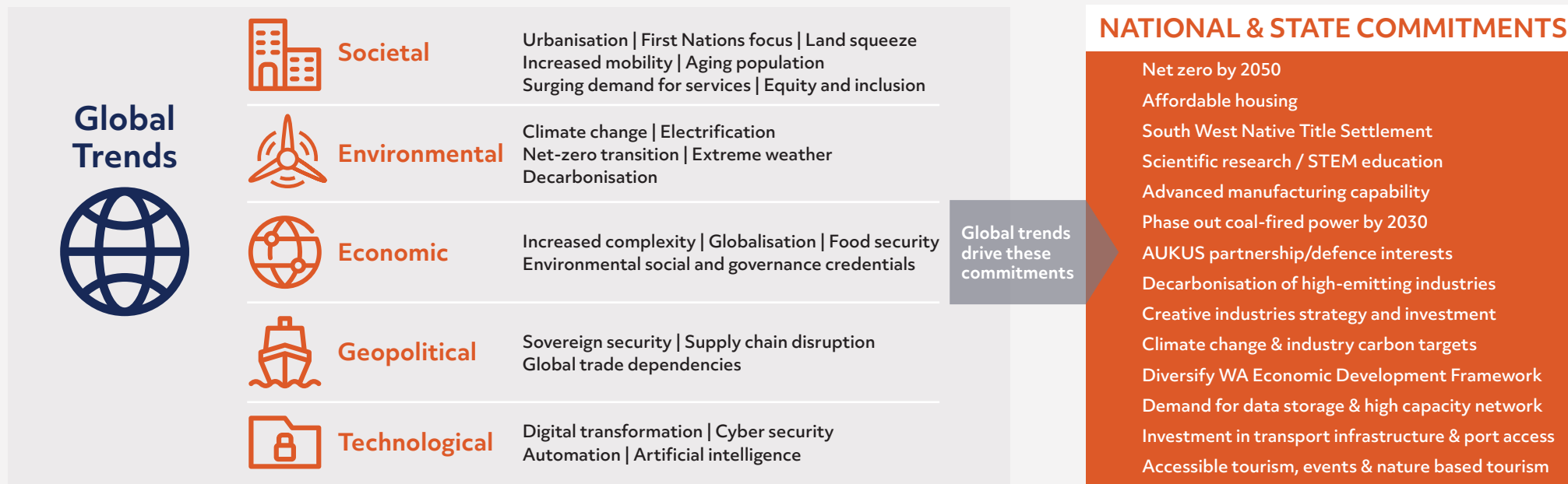


Empathy

supports a culture of care and mutual respect, essential for building an inclusive environment that understands the needs of our communities and stakeholders. It is vital for creating strong relationships that underpin our purpose.

By upholding these core values, the Commission is dedicated to fostering a prosperous, sustainable, and inclusive future for the South West region. Our organisational values reflect the collective perspective generated by the Commission's Staff and Board.

OUR CONTEXT



Strategic drivers

Global trends drive these commitments

In an era where global trends shape regional realities, the South West must remain agile and forward thinking.

The World Economic Forum's *Global Risks 2025 Survey* and the Australian Government's *Intergenerational Report 2023* highlight key trends and risks that could affect the achievement of our strategic vision for the South West.

Our scan of the most significant global trends which impact on local commitments are summarised on this page.

Societal changes such as demographic shifts, population growth and an ageing population continue to affect the South West, particularly in relation to health, social services and access to affordable housing.

Environmental factors like climate change and net zero targets will impact our region. Job opportunities will evolve, as an expected decline in some fields is offset by sector growth and jobs in renewables and green technology. Respective National and State imperatives, including net zero by 2050 and the end of coal fired power in WA by 2030, are driving rapid change.

Economic complexity and the impacts of globalisation will create more uncertainty in the future. A more agile and responsive approach will be needed to withstand economic disruption and build greater resilience. The *State Government's Diversify WA Framework (2024 update)* describes the commitment to economic diversification and securing future prosperity in the face of global pressures.

Geopolitical risks and fragmentation will continue to influence our economy. We will need to continue to navigate uncertainties and address supply chain disruptions amid this changing landscape.

Technological advancements will drive economic prosperity and reshape labour markets, necessitating measures to support an adaptable and skilled workforce. This is backed by National and State commitments to uplift scientific research, STEM (Science, Technology, Engineering and Mathematics) education and manufacturing capability.

Sector strengths

Comparative advantages across diverse sectors

Temperate climate, abundant sun, wind and fertile soils form the backbone of a diverse primary industries and growing renewable energy sector. The region also features rich mineral deposits that support a robust manufacturing sector supplying global demand.

Proximity to Perth and accessibility to key markets places the region at the forefront of new and emerging industries, and a thriving creative, events and small business sector.

With significant transport infrastructure and planned investment, the region can leverage off these advantages to attract, diversify, and value-add to new and existing industries.

The region has a rich Aboriginal cultural heritage and is endowed with abundant natural attractions that have given rise to a rich and diverse tourism industry. Natural advantages and liveable communities provide the foundation for an interconnected strong regional economy.

"The Commission conducted a number of workshops with over 200 participants in 2024 to help inform our understanding of key sector strengths."



Advanced manufacturing, technology and renewable energy

- Abundant sun and wind for renewable energy
- Almost half of the world's lithium resource
- Strong Government investment in Advanced Manufacturing Hub and Collie industry transition
- Accessibility to markets via transport networks including port, rail, road, and air



Trade and investment

- Bunbury Port, bulk rail, Busselton Margaret River Airport, and strategic road networks
- Proximity to export markets
- Low-cost land means opportunities for new and expanding industries
- Government investment into strategic infrastructure and new industry attraction
- Construction and health sector growing with largest regional hospital expansion



Primary and new industries

- Stronger water security than many areas across WA
- Strong market for avocados, truffles and fruit
- Reputable wine regions, producing high quality grapes, uniquely grown in some of the most ancient soils on earth
- Strong innovation culture and educational linkages supporting research and development



Creative industries and small business

- Liveable attractive lifestyle with a thriving arts and culture scene
- Second most economically complex region after metropolitan
- Diverse community and cultural sector and potential to expand precinct development
- Creative and small business jobs growth through remote work supported by liveability



Aboriginal prosperity and cultural heritage

- Engaged Aboriginal Corporations providing leadership
- Aboriginal cultural connection to Boodja (Country) dating back more than 50,000 years
- Aboriginal-owned tourism experiences and a range of small businesses



Tourism and events

- Highest number of overnight visitors outside of Perth
- Nature based tourism opportunities with the South West being one of only two biodiversity hotspots in Australia
- Proximity to Perth for intrastate travel
- Busselton Margaret River Airport direct routes connecting the South West with Sydney and Melbourne
- Vibrant annual event calendar and quality event facilities in Bunbury, Busselton and Margaret River

Economic drivers

The South West region's competitive advantages are supported by a diverse economic base with strong backward and forward supply chain linkages.

Outside of the metropolitan area, the South West region contributes the highest number of jobs (80,407) to the Western Australian economy and a significant proportion of regional exports (\$17.7 billion).

Export driven sectors including manufacturing, mining and primary industries generate a large proportion of regional wealth.

The region's key economic drivers span high value exports, value add, knowledge and service based markets (highlighted in blue and pink to the right).

These drivers are our key opportunities for South West businesses and industries to expand and grow. Understanding these economic drivers also helps to focus skills development in these areas.

A key focus for the Commission is supporting sectors with this competitive advantage – including manufacturing, mining and primary industries (agriculture, forestry and fishing).

Note: These categories are represented at a high level. There are many diverse businesses represented within them that can often span multiple categories.

\$17.7 billion

regional exports across
these industries:

40%	Manufacturing
30%	Mining
8%	Agriculture, Forestry and Fishing
8%	Construction
5%	Electricity, Gas, Water & Waste Services
2%	Accommodation & Food
2%	Education & Training
1%	Transport, Postal & Warehouse
1%	Retail Trade
1%	Rental, Hiring & Real Estate
1%	Other Services

80,407

jobs across these industries:

14%	Health Care & Social Assistance	4%	Mining
11%	Construction	3%	Professional, Scientific & Technology Services
11%	Retail Trade	3%	Administration & Support Services
9%	Education & Training	2%	Wholesale Trade
9%	Accommodation & Food Services	2%	Electricity, Gas, Water & Waste
9%	Manufacturing	1%	Financial & Insurance Services
7%	Agriculture, Forestry & Fishing	1%	Rental, Hiring & Real Estate
5%	Public Administration & Safety	1%	Arts & Recreation
4%	Other Services		
4%	Transport, Postal & Warehouse		

Main Types of Growth



Export and value-add driven



Service and knowledge driven



Population demand

OUR STRATEGIC PLAN

Our focus

Our priorities

Our vision

A prosperous region with
a high quality of life,
strong economy and
vibrant communities

Our purpose

To make a positive
difference in driving
sustainable growth across
our diverse industries
and unique communities

1

Economic growth

Facilitate conditions for sustainable
economic growth

2

Innovation

Drive innovation and collaboration
in our key industries

3

Aboriginal prosperity

Foster opportunities for Aboriginal
empowerment and prosperity

4

Communities

Ensure communities are vibrant,
connected and have the services and
infrastructure they need

5

Excellence

Deliver with excellence in
governance and engagement

What we will deliver

Priority 1:

Facilitate conditions for sustainable economic growth

An important part of our work in shaping the South West is ensuring that the region has strong foundations on which to build a prosperous future.

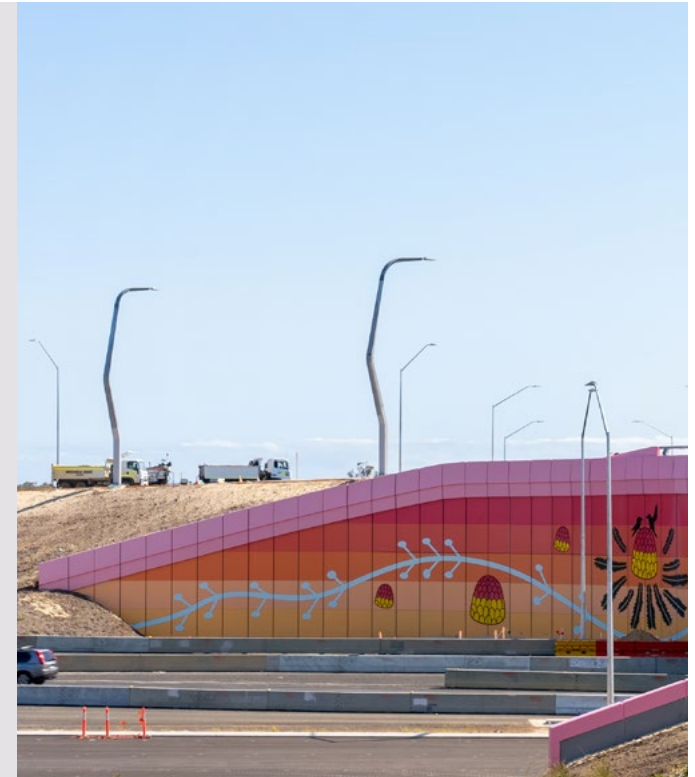
From pathways to export to urban renewal projects that create thriving destinations, we are laying the groundwork that the region needs to advance. In doing so, we not only connect people and place to create liveable communities but also provide platforms for economic growth and investment.

We advocate and facilitate investment into a range of infrastructure projects across the region to enhance critical transport links of road, rail, air, and port.

Airports, for example, provide much more than a way of travel from one location to another. These important gateways provide access to markets that unlock industry, business and job opportunities.

By supporting the transformation of the Bunbury Waterfront, the Bunbury Port expansion, and Greenbushes to Bunbury Rail study, we are working to enhance Bunbury as Western Australia's second city, as a great place to live, work, and invest.

Industry also needs the right skills to deliver projects. Which means we work with local educational institutions such as Edith Cowan University, TAFEs and other providers to build capacity through our key enabler for growth, our workforce.



Strategies

- 1.1 Work with agencies to facilitate industry-ready serviced land and industry enabling infrastructure (eg airport, port, rail, road)
- 1.2 Foster collaboration between industry, government and academia to support the development and attraction of a skilled workforce that enables sustainable growth
- 1.3 Identify and foster growth opportunities and investment to support local industries and business and to encourage circular economy, export, and value-add supply chain opportunities
- 1.4 Support communities to transition and diversify their economies towards a low carbon (net zero) future

Measures of success

- Increasing gross regional product, total export value and number of jobs
- Increasing availability of serviced land that is ready for investment
- Increasing availability of skilled jobs
- High proportion of local content tender value
- High proportion of total grant funding acquitted
- High level of government investment secured for the region

A TASTE OF THE South West

WESTERN AUSTRALIA



What we will deliver

Priority 2:

Drive innovation and collaboration
in our key industries

Maximising the South West's competitive edge
in an increasingly globalised environment,
requires us to further tap into the region's
innovative and collaborative spirit.

Through establishing partnerships that align efforts and resources, we will collectively redefine the boundaries of what we thought possible. In doing so, we will unlock transformative opportunities that will create the jobs of the future.

We're already seeing the benefits of our way of working. For example, we have facilitated major investments in the Just Transition of Collie that aid the town's economic diversification through innovation, research and capital developments in production, processing, advanced manufacturing and automation. The Just Transition has leveraged the skills and expertise of the community while celebrating and recognising the industrial heritage of Collie and its strategic importance to Western Australia.

We have also worked closely with industry leaders to successfully build the case for an Advanced Manufacturing and Technology Hub (AMTECH) and the development of the Busselton Margaret River Airport. Our Innovative Industries of the Future series of events also supports the growth of emerging industries



Strategies

- 2.1 Foster partnerships between government, industry and private investors in new and emerging industries such as advanced manufacturing, green energy, minerals processing, creative industries, events, tourism and hospitality
- 2.2 Facilitate opportunities for investment attraction, trade, innovation, research, start-ups and small business
- 2.3 Support industry growth and innovation by promoting international and national awareness of the strengths of the South West region
- 2.4 Support industry, small businesses, local governments, and communities to improve carbon literacy and understanding of low carbon, climate resilience, and transition strategies and policies

Measures of success

- Increasing gross regional product, total export value and number of jobs by industry type
- Growth in skilled workforce relating to our key industries
- Increasing number of businesses across all business sizes
- Delivering on our planned number of workshops and networking events
- Delivering on our Tradestart service level targets

What we will deliver

Priority 3:

Foster opportunities for Aboriginal empowerment and prosperity

Driving economic diversity to a community level ensures that we create a diverse and inclusive region in which Aboriginal people and businesses thrive.

To assist in achieving the aspirations and goals of the Aboriginal community it is important that we continue to work closely with South West Noongar Elders, leaders and Aboriginal Corporations.

Our efforts will be complemented by the South West Native Title Settlement between the Noongar people and the WA Government that involves a commitment to increase economic opportunities and improve community development.

From increasing participation and engagement on WA Government projects to weaving Noongar language and stories into our work at the South West Development Commission, we will foster greater opportunities for Aboriginal residents and a welcoming, supportive environment.

We will continue to advocate for and support the Mangrove Cove Cultural Centre development. We will continue to support Reconciliation related initiatives and support growth of Aboriginal businesses through our Regional Economic Development grants. We will also continue to support Aboriginal entrepreneurs to diversify into emerging opportunities like tourism and heritage and cultural productions.

Importantly, we will embrace South West Noongar people's aspirations, innovations, knowledge and cultures, with reconciliation and truth telling core to our values and how we engage.

Along with all government agencies across Australia, we are deeply committed to Closing the Gap Framework and will work with our partners towards this.



Strategies

- 3.1 Work with community, partners and agencies to identify and activate economic enablers for Aboriginal people
- 3.2 Work in partnership with our Aboriginal Corporations and stakeholders to promote and support diverse economic opportunities for Aboriginal people and organisations
- 3.3 Support and promote the South West's unique Aboriginal heritage and culture
- 3.4 Encourage participation and engagement of Aboriginal people in regional projects and programs

Measures of success

- Increasing number of Aboriginal businesses
- Delivering local content value for Aboriginal businesses
- High proportion of grant funding acquitted for Aboriginal projects
- Delivering on our planned consultations held with Aboriginal Corporations to engage on key projects

What we will deliver

Priority 4:

Ensure communities are vibrant, connected and have the services and infrastructure they need

We are committed to building liveable communities through sustainable growth.

We work to retain the natural characteristics of the region by valuing environment, heritage and the unique qualities of our cities and towns.

To continue attracting and retaining residents, our cities and towns need to be places that people choose to live for the quality of life afforded. This is why we support vibrant, connected communities that enjoy access to essential services and infrastructure.

At the same time, we need to guarantee the sustainable development of the region to protect the unique characteristics of the South West, including its environment and heritage, that help to make it an appealing place to live and visit.

We will continue to enhance the liveability of the region through a variety of projects and activities. These include opportunities to further increase the available housing stock, urban renewal projects including Bunbury's Bicentennial Square, and enhancement of community spaces including along the Bunbury waterfront.

We support the South West through encouraging the growth and sustainability of key major and signature events that characterise and drive the diverse nature of the region.



Strategies

- 4.1 Foster planning and investment in community infrastructure, connectivity, housing, services and precincts to support growing and healthy communities
- 4.2 Facilitate the sustainable management of the South West's unique ecosystems and natural resources
- 4.3 Promote social cohesion and community spaces
- 4.4 Communicate trends across the region and advocate for critical needs

Measures of success

- Improved quality of life for communities demonstrated across a range of liveability indicators with a focus on housing and community services
- Delivering a range of planned consultations and initiatives
- Proportion of grants funding that supports these strategies

What we will deliver

Priority 5:

Deliver with excellence in
governance and engagement

Good governance is about establishing clear priorities and ensuring alignment of our operations with these priorities. Our vision and purpose have a strong and clear focus on making a positive difference - a real and tangible impact in the South West.

Being locally-based and able to effectively engage with all stakeholders means we have a deep understanding of the needs and complexities of the region. We are well-placed to work across our networks to tap into this understanding for the benefit of our region's future.

We are committed to organisational excellence and always seek to improve. A key way we foster this is by encouraging professional development and maintaining high standards for service delivery. This includes taking up opportunities to cooperate, collaborate and share knowledge within the Regional Development Portfolio of the WA Government.

In doing so, we recognise that while each of WA's nine regions are unique, there is also a need to implement shared services and tackle similar challenges.

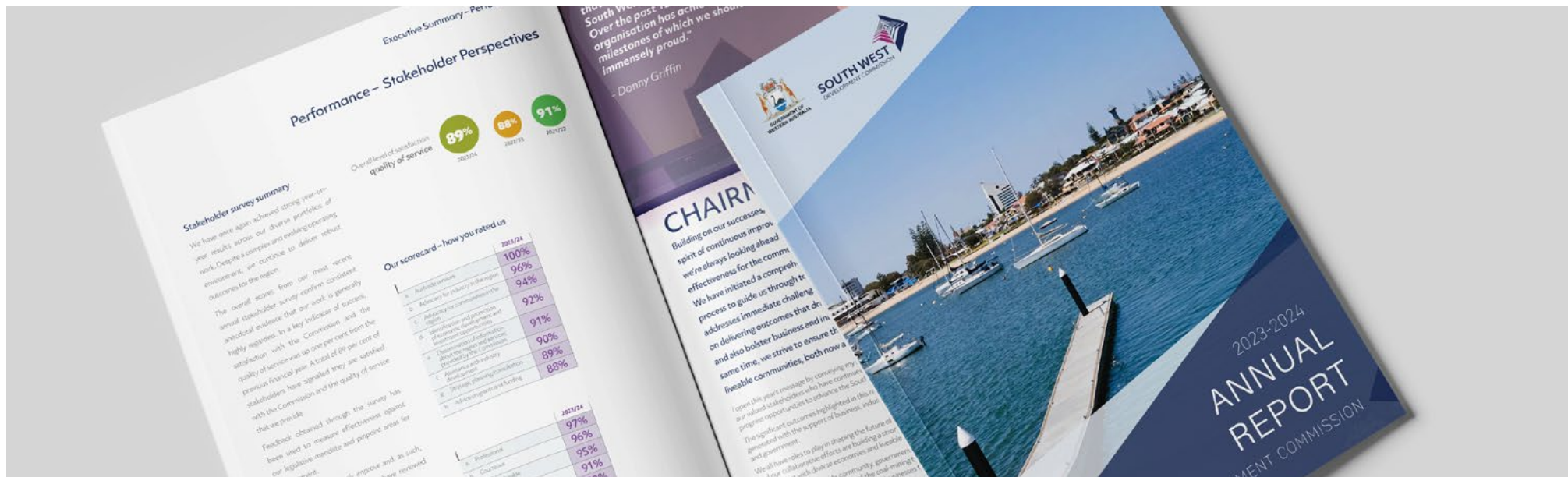


Strategies

- 5.1 Lead and exemplify our values and ethics, and deliver to a high standard while upholding our policies and procedures
- 5.2 Collaborate and engage with our key stakeholders to ensure our projects are appropriate and reflect the needs of the region
- 5.3 Support understanding and promotion of initiatives by communicating consistently and clearly
- 5.4 Staff are supported with professional development to continuously improve our ability to deliver regional development outcomes within a culturally appropriate context

Measures of success

- Meeting or exceeding efficiency and effectiveness targets
- High level of performance for stakeholder engagement survey results
- Delivery of a comprehensive training program for staff with a strong focus on cultural awareness and competence
- High level of compliance with policies and procedures



Our impact

How we demonstrate a positive difference

We will make a difference by ...

planning to deliver on our vision and purpose. To support the delivery of our Strategic Plan 2025-28 we will also deliver these planning activities:

- Business plans
- Portfolio based project and program plans
- Stakeholder and Aboriginal engagement plans
- Individual staff development plans

We will track progress with ...

consistent and regular monitoring and reporting of our activities.

We will report on our measures of success through:

- **Board Business Plan KPI dashboard:** continue to implement a regular reporting schedule on our operational activities to the Board
- **Annual Report:** describe our activities, expenditure, deliverables and outcome measures and publish this on our website for our external stakeholders
- **Strategic Indicators report:** analyse strategic indicators for our region to monitor progress against our vision and purpose

We will evaluate our success by ...

measuring whether our activities are having an impact on our region.

This will include:

- **Annual stakeholder survey:** conduct an annual survey with key stakeholders, to understand satisfaction with and perceptions of the Commission. The information from this research will help to inform our plans
- **Impact assessment:** conduct and commission impact assessments to measure the real outcomes of key initiatives and grants and their contribution to the South West's economic, social, and environmental goals



Bunbury

9th Floor Bunbury Tower
61 Victoria Street
Bunbury
Western Australia 6230

General enquiries:
08 9792 2000

Collie

Old Post Office Building
63 Throssell Street
Collie
Western Australia 6225

Telephone: 08 9734 2322

Manjimup

50 Giblett Street
Manjimup
Western Australia 6258

Telephone: 08 9777 1555

