



Corporate Business

Plan

2024 to 2028



MESSAGE FROM THE CHAIR AND CEO

The Catalina Regional Council Corporate Business Plan 2024 - 2028 reviews and builds on our previous Corporate Business Plan 2020- 2024 and aligns with the Strategic Community Plan 2019 – 2029 approved by Council in February 2020.

This plan is focussed on achieving our vision of creating a sustainable urban community that offers diverse housing choice, social connectivity and employment opportunities, while maximising returns to our member Councils.

The updated Plan recognises that Perth property market conditions have changed rapidly with demand for land and housing at a record high which has led to rapid progression of the Catalina Estate project. While the fast pace of development is driving project and financial performance beyond our previous expectations, the projected life of the Project is now considerably shorter than previously envisaged.

This version of the Corporate Business Plan outlines the transition of the Catalina Regional Council from a 'business as usual' Local Government/property development organisation to one that is transitioning towards end-of-life and cessation/wind-up of the entity.

Many thanks to the Council, key stakeholders from across the seven (7) local governments, the Satterley Property Group and to the team of consultants and contractors who all play a pivotal role in ensuring we achieve our objectives.

We look forward to working in partnership with our Local Government member Councils, our development partners, the Catalina community, State and Federal Governments and the private sector to successfully deliver this Corporate Business Plan.



Cr Tony Kristicevic
CHAIR



Chris Adams
CEO

TABLE OF CONTENTS

MESSAGE FROM THE CHAIR AND CEO	2
INTRODUCTION	4
BACKGROUND	5
OUR PLANNING FRAMEWORK	6
TAMALA PARK LOCAL STRUCTURE PLAN	6
CATALINA PROJECT STATUS	7
READING THE CORPORATE BUSINESS PLAN	8
CURRENT CONTEXT	9
OUR FOCUS	10
1. BUILT ENVIRONMENT	11
2. NATURAL ENVIRONMENT	13
3. SOCIAL	16
4. ECONOMIC	18
5. GOVERNANCE & CORPORATE ACCOUNTABILITY	20
MEASURING AND REPORTING OUR PROGRESS	22

INTRODUCTION

The Corporate Business Plan is a business planning tool that translates the Council's priorities from the Strategic Community Plan 2019 - 2029 into operations within the resources available.

The Plan incorporates key initiatives in the CRC Annual Budget and Annual Plan and is also consistent with the forward plan and estimates for the Project that are reviewed and reported to Council twice annually.

The Corporate Business Plan is not an exhaustive list of the CRC initiatives and services over the next four years. It reflects the key strategic initiatives and milestones that will make a substantial contribution to achieving Council's objectives and the objectives of the Strategic Community Plan.

The Corporate Business Plan is designed to meet the requirements of the State Government's local government reform program, the Department of Local Government framework and guidelines, *Local Government Act 1995* section 5.56 and the *Local Government (Administration) Regulations 1996* regulation 19DA.

Specifically, it will assist in guiding the delivery of the objectives from the Strategic Community Plan 2019 - 2029 and the integration of resources, including long term financial planning.

Integrated business planning aims to ensure that the CRC remains sustainable and achieves its strategic objectives. This is facilitated by understanding the external environment and what our stakeholders aspire to; setting direction within our resource capability allowing Council to make informed decisions for the delivery of our strategic plans.

The Integrated Planning Model (as shown on page 6) is the approach to setting strategic direction (where we have come from, where we are going and how we will get there) and translating that into key elements of the Catalina Estate. These key elements will guide how we deliver our project to the community and will be reported through our Corporate Business Plan.

The key assumptions applied in preparing the Corporate Business Plan are that:

- The CRC's previously adopted five key themes of Built Environment, Environment, Social, Economic and Governance & Corporate Accountability remain relevant and important to the CRC;
- The CRC's Vision of "*Creating a sustainable urban community offering diverse housing choice, social connectivity and employment opportunities*" will largely be completed/achieved over the life of the 2024-2028 Corporate Business Plan;
- The organisation will continue to be managed in accordance with the Establishment Agreement 2006 with the organisation's focus transitioning from property development to winding up of the organisation in due course.

BACKGROUND

The Catalina Regional Council is a regional local government formed in 2006 specifically to implement the urban development of 180 hectares of land situated in the City of Wanneroo. The land is jointly owned by seven local governments.

Catalina Regional Council comprises the following local government members:

• Town of Cambridge	(1 Share)
• City of Joondalup	(2 Shares)
• City of Perth	(1 Share)
• City of Stirling	(4 Shares)
• Town of Victoria Park	(1 Share)
• City of Vincent	(1 Share)
• City of Wanneroo	(2 Shares)
<u>Total</u>	<u>(12 Shares)</u>

The regional purpose and the activities of the Catalina Regional Council are prescribed by an Establishment Agreement (2006). The Catalina Regional Council is established under the *Local Government Act 1995* and operates as a local government with normal obligations and requirements. Unlike other local governments it has a primary purpose to undertake the rezoning, subdivision, development, marketing and sale of landholdings.

The objectives of the CRC are:

- to develop and improve the value of the Land;
- to maximise, within prudent risk parameters, the financial return to the Participants;
- to balance economic, social and environmental issues; and
- to produce a quality development demonstrating the best urban design and development practice.

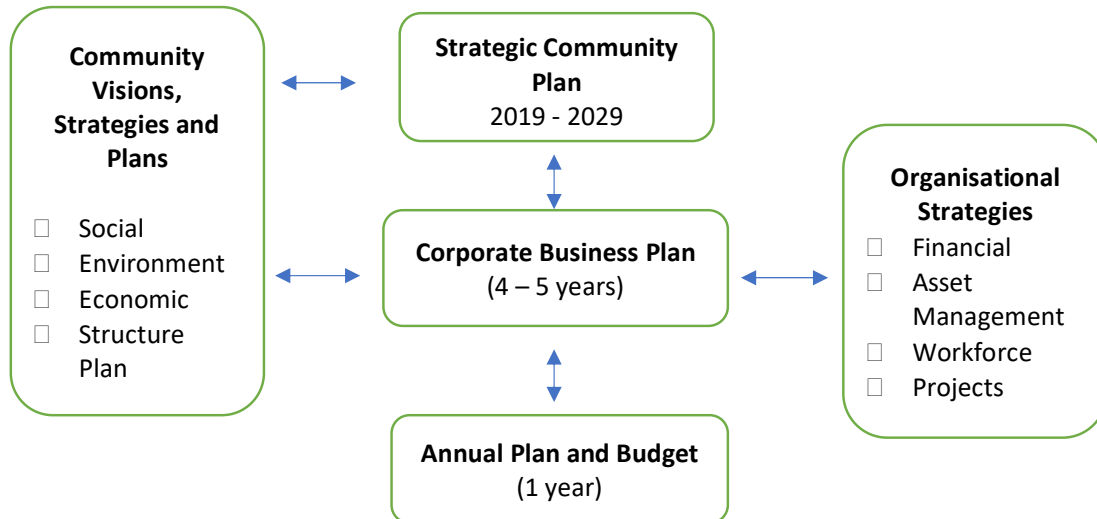
The Catalina Estate is an urban development being undertaken in the suburbs of Clarkson and Mindarie and will comprise over 2,000 home sites. Catalina is located within the City of Wanneroo municipality.

First sales at the Catalina Estate were in 2012 with the project development/sales rates largely following the Perth metropolitan trends over the ensuing 12 years. In more recent time the Project has progressed rapidly as land and housing supply in the Perth region has been at a critical shortage. The Project is now well advanced with the majority of the land having been either developed/sold. Plans for the development and sale of the residual land are 'in-train' with the project sales and development likely to be complete during the period of this Business Plan.

When the land is fully developed the CRC will have completed its Charter and will cease to exist. Previous iterations of the Corporate Business Plan projected the life of the Council to extend to 2037. Given recent development and sales activity, that date is now considerably earlier. The final date for the wind-up of the CRC will be dependant on decisions made by the CRC Council on how it wants to manage the delivery of the final stages/components of the Project.

OUR PLANNING FRAMEWORK

Integrated Planning and Reporting Model



TAMALA PARK LOCAL STRUCTURE PLAN

In 2013 the Tamala Park Local Structure Plan was formally approved. The Tamala Park Local Structure Plan guides the development of Catalina and to achieve the vision of the CRC.

Key aspects of the Local Structure Plan include:

- Providing for the orderly distribution of residential density and a range of housing types that address changing demographics and the needs of future populations within the north-west sector of the Perth Metropolitan Region.
- Providing for sustainable environmental outcomes with respect to such matters as water use, energy efficiency, conservation and transport, while taking advantage of natural features and views.
- Providing active commercial centres and community hubs that meet the daily and weekly needs of residents and provide employment opportunities that are co-located with local recreation and community facilities.
- Providing an appropriate urban design response in recognition of adjoining public transport infrastructure.
- A high level of linkage both within and beyond the boundaries of the Tamala Park landholding to commercial centres, coastal reserves and transport nodes via cycle and pedestrian access, public transport and private vehicle.
- Addressing the forecast demand for a variety of community services and social infrastructure.

CATALINA PROJECT STATUS

Significant progress has been made on the Catalina Project since the first phase of works commenced in 2011. The following has been achieved to date:

- Over 1,600 lots have been sold and 1,400 lots have settled.
- Over 1,150 homes have been completed, comprising a diverse mix of housing, from large 4 x 2 family homes on lots in the order of 450m² to terraced cottage style homes in lots of 180m² and apartments.
- The Catalina Beach Sales Office has operated since 2019. It sits between the first Catalina Beach Display Village that operated between 2019 and 2023 and a second Display Village that opened in 2023. A third display village is currently being developed in Catalina Green.
- A number of high-quality parks have been completed within Catalina, providing a range of recreational opportunities, important local amenities for residents and demonstrating the quality of the Catalina Project.
- The Tamala Park Project has undergone a rigorous environmental assessment through both the State and Federal environmental processes. Approvals have been obtained under the *Environmental Protection Act (WA)* and under the *Environment Protection Biodiversity Conservation Act (EPBC)* to implement the Tamala Park Project.
- In 2018 the Catalina Estate was awarded six leaf certification under the Urban Development Institute of Australia (UDIA) EnviroDevelopment Program which is the highest available and is strong recognition of the Catalina Project's sustainability initiatives and programs.
- The CRC implements a number of sustainability initiatives, including purchasers' environmental sales incentives and pre/post construction actions which contribute to the sustainability outcomes of the Catalina Project. These are outlined in the Natural Environment section of this Corporate Business Plan.

READING THE CORPORATE BUSINESS PLAN

The Corporate Business Plan should be read in conjunction with the following associated planning documents:

- Strategic Community Plan (2019-2029)
- Long Term Financial Plan (2019 – 2030)
- Annual Plan and Budget
- Risk Management Framework (2020)

STRATEGIC COMMUNITY PLAN is our guiding document establishing the vision, strategic direction, long and medium-term priorities and resourcing implications over a minimum 10-year horizon.

LONG TERM FINANCIAL PLAN is a ten-year rolling forecast of revenue and expenditure that assists in setting priorities in accordance with its financial resources which enables the CRC to make decisions in a financially sustainable manner.

ANNUAL BUDGET is based on the projected revenue and expenditure reflecting priorities and objectives for the year, which is reviewed in the mid-year budget review process.

WORKFORCE PLAN identifies the workforce requirements and strategies for current and future operations, ensuring that our human resources support the delivery of the *CORPORATE BUSINESS PLAN* and *STRATEGIC COMMUNITY PLAN*.

RISK MANAGEMENT FRAMEWORK sets out accountability, responsibility and oversight which align with the CRC operational and management structure and include mitigation actions/strategies.

The Corporate Business Plan revolves around the five (5) themes of the Strategic Community Plan:

1. Built Environment
2. Environment
3. Social
4. Economic
5. Governance & Corporate Accountability

CURRENT CONTEXT

The review of the Business Plan has been undertaken at a time when there is very high demand for new residential lots, escalating lot sale prices and a lengthy period being experienced between lots being sold and their construction and titling. The key factors currently influencing market conditions are as follows:

- Population growth for WA was 3.3% for the 12 months to 30 September 2023, an increase of 93,600 people, fueling demand for property (*ABS*).
- At 19 May 2023 there were 488 lots for sale in the Perth Greater Metro area, 2,012 houses and 1,011 units. Overall, this represents a 40% reduction from the same time last year (*REIWA*).
- Rental prices have continued to increase with a rise of approximately 20% from 2023 for both houses and units as the vacancy rate remains low and population growth remains high (*REIWA*).
- The Perth median house price has risen from \$550,000 in 2023 to \$640,000 in 2024 (*REIWA*).
- 3,169 lot sales were recorded in the March 2024 quarter, an increase of 30% on the previous quarter (*UDIA Urban Development Index*).
- The north-west corridor remains the strongest land market in Perth with 1,053 lot sales in Q1 2024 (*UDIA Urban Development Index*).
- Stock availability in the north-west corridor has trended down over the last 12 months.

As at May 2024, the Catalina Member Councils retained ownership of approximately 64ha of land that is still to be developed across the three Project precincts. Approximately 40% of this area (26.2ha) is located in Catalina Central within the buffer zone associated with the Tamala Park landfill site and is unlikely to be approved for development until after the landfill site ceases operation and remediation of its environmental impacts is appropriately addressed. This could be 10 to 15 years from occurring.

The remaining 38ha, in addition to 10.2ha of land to be acquired from the State Government in Catalina Green, is expected to yield the development of approximately 610 lots. 379 of these lots are currently being constructed and only around 300 lots are still to be brought to the market for sale. Sale of most of the remaining land left to develop in Catalina Beach and Catalina Green is expected to be completed by the end of 2025, with most development expected to be completed by the end of 2026.

The Catalina Project is therefore moving towards its final phases, which will require consideration of how to best manage winding-up of the Project and the Council, recognising that various maintenance and contractual obligations will need to be met and governance and administrative arrangements addressed following the development and sale of the last lots.

OUR FOCUS

The Strategic Community Plan 2019-2029 endorsed by Council in February 2020 included six key themes and related objectives and strategies.

OUR VISION

“To create a sustainable urban community offering diverse housing choice, social connectivity and employment opportunities”.

Our vision, aspirations and objectives represent a clear direction for the Corporate Business Plan.

The delivery of the CRC vision is based on the following five (5) themes of the Strategic Community Plan with the Corporate Business Plan detailing actions over the next four years for implementation.

1. Built Environment
2. Environment
3. Social
4. Economic
5. Governance & Corporate Accountability

1. BUILT ENVIRONMENT

A diversity of lot types and housing typologies will continue to be provided that appeal to target markets and cater for different lifestyle choices and that can deliver affordable housing opportunities. Lot types and housing typologies will be based on market research and professional advice.

The development will demonstrate innovation and quality design, sustainable built form and best practice in urban design.

The CRC is committed to providing a well-planned built environment with the appropriate levels of infrastructure and services in line with expectations of a modern and contemporary urban community.

The CRC Charter is limited in relation to the provision of infrastructure and services, however, it will liaise and coordinate with the appropriate agencies and service providers, such as the City of Wanneroo, to ensure that a timely and high level of service is provided to the community.

Built Environment Objective:						
To provide diverse housing options that are attractive to a wide demographic and represent best practice urban design and development.						
Strategies:		Actions / Supporting Projects	Year 1 24/25	Year 2 25/26	Year 3 26/27	Year 4 27/28
1.1	Conduct thorough market research to inform decisions around brand and marketing, lot sizes and housing typologies.	Undertake annual community-based research into residents' satisfaction and use the research findings to inform design, construction and maintenance of the Catalina Estate.	•	•		
1.2	Provide the range of lot sizes and housing types that appeal to target markets and cater for different lifestyle choices and affordable housing opportunities.	Undertake the construction of all remaining Stages of the Cataline Estate.	•	•		
		Develop a clear strategy on how the CRC will develop and sell the remaining Mixed Use and 'Special Sites' within the Estate. These sites include Beach Entry North, Beach Entry South, Beach Commercial site, Beach Sales Office and Lot 807 Catalina Green (NE Corner.)	•			
		Implement the agreed development and sales strategy for the Mixed Use and Special sites	•	•	•	

1.3	Plan for integrated transport options, including pedestrian and cycling, connecting communities with key destinations.	Construct the extension of Aviator Boulevard in Catalina Green to provide bus connection to Clarkson Railway Station.	•			
		Advocate for the commencement of a Public Transport bus route through the Catalina Estate.	•	•		
1.4	Implement a built form strategy that demonstrates innovation and quality design, sustainable built form and best practice.	Ensure that development of the Estate is undertaken in a manner that is consistent with the Council approved Design Guidelines for the various estate precincts.	•	•	•	•
1.5	Explore opportunities to collaborate and partner with government and the private sector to deliver housing diversity.	Work with builders to construct/develop and operate a high-quality Display Village in Catalina Green that focuses on sustainable house design and environmental efficiency.	•	•		
		Acquire Part Lot 711 from the WA Government to enable the cohesive and planned development of Catalina Green. Develop the acquired land.	•	•		
		Work with the City of Wanneroo to manage the orderly transition of asset ownership (ie. roads, footpaths, drainage, public open space, etc.) from the CRC to the City.	•	•	•	•

Built Environment Measures:

1a	Completion of all stages of Catalina Estate subdivision and completion/construction of all public infrastructure planned for the Estate.
1b	Resident satisfaction with public infrastructure (parks and road) and public services (public transport) available within the Estate.

2. NATURAL ENVIRONMENT

The environment and sustainability continue to be priorities. The Catalina Estate has undergone a rigorous environmental assessment through both the State and Federal environmental processes and achieved approvals under the *Environmental Protection Act (WA)* and under the *Environment Protection Biodiversity Conservation Act (EPBC)* to implement the Catalina Estate Project.

We currently implement a number of sustainability initiatives including:

- Native fauna is captured prior to earthworks and relocated to approved conservation reserves and National Parks;
- Significant specimens of Grass Trees and Zamia Palms are removed prior to earthworks and stored for replanting;
- The land on the east side of Marmion Avenue, referred to as the Biodiversity Conservation Area (BCA) is being rehabilitated as feeding habitat for the Carnaby's Black-Cockatoo;
- Seed collection is undertaken from significant flora areas within the Project area. These seeds are being stored and used for on-site re-vegetation;
- Provision of foraging species in streetscape, road reserves and local open space reserves suitable for Carnaby's Black-Cockatoo. 50% of plantings of trees and shrubs in public areas are to be primary feeding plants for Carnaby's Cockatoos;
- Acquisition and transfer to DPAW of a 500-hectare site for Carnaby's Cockatoo foraging and breeding habitat;
- Builders Waste Recycling Program – which involves the collection, sorting and reuse of builders' waste material. The program has a waste recovery rate of 98% (by weight) and to date over 4,300 tonnes of construction material has been recycled and reused.
- Significant retention of mature trees in the Green Precinct of the development, with an aim of achieving 20% canopy cover across that precinct.
- The proposed installation of Australia's first Wind Trees – a public art/environmental sustainability initiative.

In addition, the CRC offers lot purchasers the following incentives aimed at sustainability outcomes:

- Waterwise Landscape Packages for homeowners;
- Provision cash rebate to homeowners to encourage installation of a Solar Panel system;
- Provision of Fibre Optic cable throughout the Estate;
- Waste Recycling (Housing Construction);
- Provision of \$1,000 cash rebate to homeowners to encourage installation of high rated WELS home fixtures and appliances;
- Preparation of Design Guidelines to assist with the design and construction of sustainable housing, encouraging passive solar design, passive ventilation, use of high star rated electrical and water using appliances, incorporation of shade devices.

In 2018 the Catalina Estate was awarded six leaf certification under the Urban Development Institute of Australia (UDIA) EnviroDevelopment Program. The EnviroDevelopment Program recognises excellence in sustainability of urban development projects. The six-leaf certification is the highest available under the UDIA EnviroDevelopment Program and is strong recognition of the Catalina Project's sustainability initiatives and programs. The Project continues to retain this accreditation.

Natural Environment Objective:

To demonstrate high quality stewardship in environmental management and innovation in sustainability.

Strategies:		Actions / Supporting Projects	Year 1 24/25	Year 2 25/26	Year 3 26/27	Year 4 27/28
2.1	Retain and promote the EnviroDevelopment accreditation.	Maintain and promote 6 Leaf Element of UDIA EnviroDevelopment Accreditation.	•	•	•	•
2.2	Conserve and minimise impact on the local biodiversity and landform.	Where possible and practicable, design and construct the Estate development in a manner that retains existing trees.	•	•		
		Implement Environmental Approval Conditions - Environmental Protection & Biodiversity Conservation Act.	•	•	•	•
2.3	Foster and encourage environmental responsibility and participation within the community.	Incentivise the development of high quality, sustainable urban development through the provision of rebates and incentives to buyers who develop homes that meet Council's objectives.	•	•	•	•
		Promote the environmental and sustainability initiatives, qualities and credentials of the Catalina Estate to residents, the development industry and to the general public.	•	•	•	•
2.4	Demonstrate innovative approaches to sustainability and environmental responsibility.	Implement unique environmental initiatives and projects that highlight best practice environmental outcomes. These include: <ul style="list-style-type: none"> • Wind Trees Project • 10 Star Environmental Display House • Others as identified/agreed by Council 	•	•	•	•
		Review industry best practice sustainability initiatives in the design and construction of residential estates and, where appropriate, implement initiatives within Catalina.	•	•		
		Provide residential landscape packages to new residents that include a front verge tree to promote tree canopy.	•	•	•	•
		Implement strategies for the 20% retention of tree canopy target within Catalina Green Precinct.	•	•		

Natural Environment Measures:

2a	Continued Reaccreditation of EnviroDevelopment (6 Elements).
2b	Annual EPBC compliance. No notifications of breaches or non-conformance.
2c	Protection of significant landforms and vegetation consistent with EMP and SEWPAC approval.
2d	Development of a minimum of three high-quality, market leading environmental sustainability initiatives within the Catalina Estate.

3. SOCIAL

The CRC is committed to meaningful community engagement to ensure the needs and community aspirations are understood and planned for, and to build a strong sense of community with the Estate. Our community engagement programs have included initiatives such as:

- Meet and greet neighbours;
- Community days;
- Local park activation events;
- Natural environment appreciation;
- Health and fitness programs;
- Bi-annual Catalina community newsletters;
- Resident surveys.

Social Objective:						
To support the development of a connected, inclusive, safe and healthy community.						
Strategies:		Actions / Supporting Projects	Year 1 24/25	Year 2 25/26	Year 3 26/27	Year 4 27/28
3.1	Deliver well designed, attractive community facilities and public spaces that encourage social connectivity, civic participation, health and well-being.	Build new, high quality parks in both Catalina Green and Catalina Beach.	•	•		
		Construct and maintain high quality streetscapes and verges throughout the Estate.	•	•	•	•
		Transfer quality open space assets to the City of Wanneroo and advocate for continued high quality maintenance.	•	•	•	•
3.2	Ensure connectivity and accessibility in the planning and development of infrastructure, to support equity and access for all community members.	Implement the CRC Disability Access and Inclusion Plan.	•	•	•	•
		Plan and deliver a market leading park/playground within the Catalina Green Estate that caters for people of all abilities.	•	•		

3.3	Deliver community events and promote activation of public open spaces.	Deliver ‘celebration events’ when significant project milestones are reached including the opening of the Display Village and the completion of new parks.	•	•		
		Promote events and activities that are being held in and around the estate to Catalina residents.	•	•	•	
3.4	Ensure residents are aware of and engaged with the status of the Estate development.	Provide regular information to residents about project status and key project issues/milestones through social media and other appropriate communication mediums.	•	•	•	

Social Measures	
3a	Milestone celebration events held.
3b	Timely and coordinated delivery of open space, pedestrian/cycle paths and access to public transport to cater for resident needs.
3c	Regular resident communications undertaken through variety of communication channels.

4. ECONOMIC

We currently implement a number of economic development initiatives including:

- Implementation of civil and landscape construction programs that support the local economy and provide opportunities for local employment;
- The construction of infrastructure that provides improved amenities for Catalina residents and the local community, as well as employment and support for the local economy;
- The facilitation of commercial centres in all three Project Precincts that promote opportunities for local business growth and local employment.

Economic Objective:						
To maximise return for member Councils whilst delivering environmental, social and economic objectives.						
Strategies:		Actions / Supporting Projects	Year 1 24/25	Year 2 25/26	Year 3 26/27	Year 4 27/28
4.1	Prudently manage financial resources in accordance with approved Annual Budgets and Long-Term Financial Plan.	Conduct bi-annual reviews of actual and projected financial performance of the Catalina Project both for the current financial year and for the life of the Project.	•	•	•	•
		Critically review procurement strategies/practices with a focus on in-source vs outsource and, where outsourced, consider the length and nature of the contract considering the status and likely duration of the Catalina Project.	•	•	•	
		Periodically review Council’s Distributions Policy to ensure maximum return of funds to Participants whilst ensuring achievement of CRC project vision.	•	•		
4.2	Align infrastructure investment and lot release strategy to position the Project to take best advantage of market cycles.	Develop and release residential lots in Catalina Beach and Catalina Green as quickly as practicable so as to allow the Project to be delivered in as timely a manner as possible.	•	•		
4.3	Provide planning frameworks consistent with Local Structure Plan that will support economic development and foster local job opportunities.	Where required to ensure contemporary/best practice urban development, update the LSP and other Statutory/Strategic Planning frameworks to ensure quality urban design outcomes.	•			

4.4	Develop activity centre land that supports economic development, good design and activation.	Facilitate the development of commercial centres at Catalina Beach, Catalina Central and Catalina Green	•	•		
4.5	Review landholdings, asset and liabilities.	Proceed with the transition of management responsibility of the Catalina Central balance lot from the CRC to the Mindarie Regional Council.	•			
		Review/implement opportunities for early transition of CRC's landholding and other assets/liabilities to a third party or parties to facilitate the wind-up of the CRC.		•	•	•

Economic Measures:

4a	Financial returns are consistent with approved Long-Term Financial Plan.
4b	Commercial centres developed in all three Project Precincts.
4c	Opportunities for transfer of assets/liabilities to third parties actively explored and, where approved, implemented.

5. GOVERNANCE & CORPORATE ACCOUNTABILITY

The CRC objective for Governance as set out in the Strategic Community Plan is “*To provide strong leadership, good governance and responsive decision making*”. In meeting its governance objective, the Council is committed to compliance with the relevant legislative and policy framework within which it is required to operate, which include the following:

- the *Local Government Act 1995*;
- Establishment Agreement 2006.

CRC’s governance objective and strategies support transparency and accountability in decision making and an organisational environment that is ethical, inclusive and respectful.

Governance and Corporate Accountability Objective:						
To provide strong leadership, good governance and responsive decision making.						
Strategies:		Actions / Supporting Projects	Year 1 24/25	Year 2 25/26	Year 3 26/27	Year 4 27/28
5.1	Implement systems, processes and governance practices consistent with the CRC Establishment Agreement and consistent with requirements of the <i>Local Government Act</i> .	Periodically review Council Policies to ensure that they up to date and contemporary.	•	•		
		Work with Auditors and the Office of the Auditor General to deliver timely, unqualified audits for the CRC.	•	•	•	•
5.2	Ensure transparent, inclusive and informed decision-making, that is responsive to market conditions.	Hold regional Strategic Project Advisory Meetings to ensure that CRC Councillors are acutely aware of key project issues and have an opportunity to be involved with, influence and impact on key decisions that affect the organisation.	•	•	•	
5.3	Implement/review the Council’s Risk Management Framework.	Appropriately manage the risks as identified in the Risk Management Framework.	•	•	•	•
		Review Risk Management Framework on a bi-annual basis.	•	•	•	

5.4	Develop a culture where health and safety are fundamental aspects of day-to-day business practice and is underpinned by safety obligations within the <i>Occupational Safety and Health Act 1984 (WA)</i> .	Promote a safe working environment and comply with OSHA requirements.	•	•	•	•
5.5	Facilitate the wind-up of the CRC.	Where timely/appropriate, facilitate the winding up of the CRC in accordance with the Establishment Agreement.		•	•	•

5a	Compliance with the CRC Establishment Agreement and the <i>Local Government Act</i> and associated Regulations.					
5b	Project decisions aligned with Strategic Vision.					
5c	Opportunities and options for winding up of CRC actively explored and, if approved, implemented.					

MEASURING AND REPORTING OUR PROGRESS

The CRC is committed to delivering on the Strategic Objectives.

The measures outlined in the Strategic Community Plan and this Corporate Business Plan will be collected and reviewed annually. They will be used to monitor the progress in achieving strategic objectives and will be published in our Annual Report.

Performance data is captured throughout the year, ensuring that appropriate responsibilities, timeframes, measures, and progress are recorded. The CRC will track the progress of programs and projects and take corrective and preventive action if required.

Performance information is captured in various ways, including:

- Sales Reporting;
- Monitoring of KPI's and project milestones;
- Financial monitoring and reporting;
- Community Satisfaction Surveys;
- Evaluation forms and reviews of individual programs and events to determine Community participation and satisfaction levels;
- Ongoing Community Consultation;
- Monitoring and interaction on the CRC's website.

Progress is regularly reported via:

- Monthly financial reporting;
- Bi-monthly Business Activity reports to Council;
- Annual Report;
- Compliance Audits;
- Risk Management Profile;
- Development Manager Key Performance Targets;
- EPBC Compliance Report.



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