

SHIRE OF



**CORPORATE
BUSINESS PLAN**
2021/22 - 2024/25





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Revision History

Rev No	Date	Reason for Revision
1.0		



Shire Vision

Strengthening our community now to grow and prosper into the future

1. Planning Framework

Under Local Government (Administration) Regulations 1996 Regulation 19DA (3), a Corporate Business Plan for a district is to:

- a) set out, consistently with any relevant priorities in the Strategic Community Plan, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future to comply with Section 6.2(2) of the Local Government Act 1995. Development of the Plan has also been influenced by the Department of Local Government, Sport and Cultural Industries

1.1 Strategic Community Plan

The Shire of Corrigin community had a strong involvement and voice in the development of the Strategic Community Plan. The following strategic objectives were set as a result of this engagement.

SOCIAL An effectively serviced, inclusive and resilient community	ECONOMIC A strong, diverse economy supporting agriculture, local business and attracting new industry
ENVIRONMENT An attractive natural and built environment for the benefit of current and future generations	GOVERNANCE AND LEADERSHIP Strong governance and leadership

1.2 Purpose of the Corporate Business Plan

The Corporate Business Plans defines the facilities, services, programs and projects the Shire will undertake to deliver the community priorities that are detailed in the adopted Community Strategic Plan. Appended to the plan is a financial forecast for the next 4 years taken from the long-term financial plan.

The list of Community Priorities section later in the plan also provides the basis for quarterly reporting using a simple traffic light system. This information will be shared with Council and the Community on a quarterly basis via an Ordinary Council Meeting (OCM) Item and the Shire’s web-site.

The Corporate Business Plan is reviewed and updated annually to reflect any changes to the long-term financial plan, service levels and to include any new programs, projects or strategic initiatives.

2. Risks and Challenges

The Shire of Corrigin considers the following strategic risks and challenges in developing this plan:

<p>Community Employment opportunities and diversity Quality public and private accommodation Attraction and retention of resident population Volunteer fatigue Loss of important services</p>	<p>Economy Telecommunication reliability and coverage Education opportunities Loss of population</p>
<p>Environment Changing of the climate Waste and recycling management</p>	<p>Governance and Leadership Councillor and staff succession and renewal Staff attraction and retention Compliance Access to funding to achieve community aspirations</p>

The Shire of Corrigin considers the following internal risks in developing this plan:

Risk Category	Risk Description	Impact	Mitigation
Leadership	Councillor and staff succession and renewal	High	<ul style="list-style-type: none"> ○ Workforce Plan addresses this area ○ Job descriptions and job sharing for key senior staff ○ Professional development for staff and Councillors ○ Councillor succession planning included in Workforce Plan
	Managing community expectations of Council	Medium	<ul style="list-style-type: none"> ○ Regular, consistent and clear communication to the community on multiple platforms ○ Agendas and minutes available to the public ○ Reporting on IPR documents in an accessible format ○ Community Engagement policy
Human Resources	Staff attraction and retention	High	<ul style="list-style-type: none"> ○ Promote Shire of Corrigin and the community, lifestyle and opportunities ○ Professional development for staff
	Aging workforce	Medium	<ul style="list-style-type: none"> ○ Workforce planning ○ Policies and processes ○ Job sharing ○ Skills assessments ○ Recruitment processes



	Council and Administration relationship breakdown	High	<ul style="list-style-type: none"> ○ Regular Shire President and CEO meetings ○ Performance review process undertaken ○ Code of Conduct and relevant policies ○ Professional development for Councillors and staff
Financial	Stabilising the rate base	High	<ul style="list-style-type: none"> ○ Long Term Financial Plan ○ Service Levels ○ Marketing activities ○ Tourism and Economic Development Plan
	Increasing employee costs	Medium	<ul style="list-style-type: none"> ○ Long term financial plan ○ Workforce plan addresses this ○ Annual budget matched to service levels ○ Budget process
	Misappropriation of funds	High	<ul style="list-style-type: none"> ○ Annual audit and the process ○ Financial reporting is clear and transparent ○ Policies and procedures



4. Service Delivery aligned to Community Priorities; 2021 - 2024

1. SOCIAL

SCP	Community Priority	#	Actions	20/21	21/22	22/23	23/24	Status	Quarterly Update
1.1	Joint planning with local and external key stakeholders to help improve the sense of place and access to opportunities for young people	1.1.1	Develop a Youth Action Plan	✓					
		1.1.2	Prioritise strategies and together with local and regional stakeholders work towards implementing them		✓	✓	✓		
		1.1.3	Advocate for the retention of the DHS and childcare service	✓	✓	✓	✓		
1.2	Facilitate and advocate for the provision of quality health services, health facilities and programs in the Shire	1.2.1	Support the medical practitioner to provide a sustainable business model at the Medical Centre to ensure residents have regular access to services	✓	✓	✓	✓		
		1.2.2	Work with neighbouring local governments, key stake holders to have a collaborative approach to the provision of medical and allied health services to the region	✓	✓	✓	✓		
		1.2.3	Renewal of Shire owned primary and allied health infrastructure in line with the Asset Management Plan and Long Term Financial Plan	✓	✓	✓	✓		
		1.2.4	Undertake programs, strategies and initiatives from the Aged Friendly Community Plan	✓	✓	✓	✓		
		1.2.5	Collaborate with key stakeholders for the provision of sustainable aged care facilities and services	✓	✓	✓	✓		

		1.2.6	Lobby stakeholders to ensure the necessary health and aged care services are accessible in Corrigin	✓	✓	✓	✓		
		1.2.7	Promote local employment and business opportunities in the health, medical and aged care service industry	✓	✓	✓	✓		
1.3	Support and help facilitate community events and inclusive initiatives	1.3.1	Collaborate with the CRC and local groups to deliver community events and initiatives that are diverse and inclusive to local needs	✓	✓	✓	✓		
		1.3.2	Together with local stakeholders identify and brand Corrigin's arts and culture identity	✓	✓				
		1.3.3	Attract external funding to deliver arts and culture initiatives in partnership with the CRC and local groups			✓	✓		
1.4	Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience	1.4.1	Together with the CRC deliver targeted support and guidance to local volunteer organisations for their ongoing longevity, governance and valued contributions	✓	✓	✓	✓		
		1.4.2	Continue to lobby the key stakeholders to ensure the necessary support is provided for volunteer services who support Corrigin	✓	✓	✓	✓		
		1.4.3	Continue to provide the Community Grant Scheme	✓	✓	✓	✓		
1.5	Support emergency services planning, risk mitigation, response and recovery	1.5.1	Joint planning with stakeholders at a local and sub regional level for disaster preparedness and emergency response	✓	✓	✓	✓		
		1.5.2	Scenario planning and training	✓	✓	✓	✓		

2. ECONOMIC

SCP	Community Priority	#	Actions	20 21	21 22	22 23	23 24	Status	Quarterly Update
2.1	Support the diverse industry across the Shire	2.1.1	Identify and prioritise strategies in the Economic and Tourism Development Strategy and incorporate into LTFP and annual budgets	✓					
		2.1.2	Together with the CRC and stakeholders implement priorities in the Economic and Tourism Development Strategy	✓	✓	✓	✓		
		2.1.3	Determine and respond as required to the current and future demand for industrial land	✓	✓	✓	✓		
		2.1.4	Advocate for improved communications infrastructure within the district by lobbying stakeholders to meet the needs of the district, both residential and commercial, now and into the future	✓	✓	✓	✓		
		2.1.5	Support local business development initiatives where possible	✓	✓	✓	✓		
2.2	Coordinated planning and promotion of the visitor and tourist experience	2.2.1	Update and improve visitor information infrastructure as well as online, face to face and print communication channels	✓	✓	✓	✓		
		2.2.2	Work towards and achieve RV Friendly accreditation	✓	✓	✓			
		2.2.3	Active participation and contribution to Roe Tourism to achieve local and regional tourism strategies	✓	✓	✓	✓		
		2.2.4	Promote and support local events with emphases on events that deliver increased visitation	✓	✓	✓	✓		

2.3	Active engagement, participation and planning in regional groups	2.3.1	In collaboration with neighbouring local governments attract external funding for significant infrastructure and service priorities that meet resident and business needs	✓	✓	✓	✓		
2.4	Local businesses and the Shire have access to diverse skills and experiences	2.4.1	Shire workforce to include trainees and apprentices	✓	✓	✓	✓		
		2.4.2	Flexible employment models offered to Shire workforce to achieve positive community, social, environment and governance outcomes	✓	✓	✓	✓		
		2.4.3	Develop a Shire of Corrigin Marketing Action Plan to promote our lifestyle, work opportunities and family focused community	✓					
		2.4.4	Allocate resources and work towards achieving the Marketing Action Plan	✓	✓	✓	✓		
		2.4.5	Renewal and maintenance of Shire owned housing	✓	✓	✓	✓		
		2.4.6	In collaboration with neighbouring local governments, advocate for improvements to State housing policy	✓	✓	✓	✓		

3. ENVIRONMENT

SCP	Community Priority	#	Actions	20 21	21 22	22 23	23 24	Status	Quarterly Update
3.1	Safe, efficient and well maintained road and footpath infrastructure	3.1.1	Update, review and achievement of the 10yr Road Works Program	✓	✓	✓	✓		
		3.1.2	Update, review and achievement of the Road Asset Management Plan including network hierarchy and service levels	✓	✓	✓	✓		
		3.1.3	Achievement towards the Footpath Management Plan	✓	✓	✓	✓		
		3.1.4	Advocacy towards funding and improvements to state and federal owned roads	✓	✓	✓	✓		
3.2	Parks, gardens, recreational and social spaces are safe and encourage active, engaged and healthy lifestyles	3.2.1	Manage and maintain the Council's parks, gardens and open space at appropriate service levels and standards.	✓	✓	✓	✓		
		3.2.2	Redevelop Rotary Park and Hill street open space	✓	✓	✓			
		3.2.3	Work with local sport and recreation clubs to plan sport and recreation facility upgrades in a cohesive and coordinated manner	✓	✓	✓	✓		
		3.2.4	Upgrade lighting at the Corrigin oval and hockey field	✓					

		3.2.5	Forward plan with key stakeholders for the enhancement of the CBD		✓	✓			
		3.2.6	Implement plans for the enhancement of the CBD as well as the townscape aesthetics			✓	✓		
3.3	We prepare and maintain our assets for the current and future community	3.3.1	Shire Asset Management Plan reviewed, updated, integrated and implemented	✓	✓	✓	✓		
		3.3.2	Municipal Heritage Inventory and Conservation Plans reviewed, updated, integrated and implemented			✓	✓		
		3.3.3	Review, update and work towards achievement of our Disability, Access and Inclusion plan	✓	✓	✓	✓		
3.4	Maintain a high standard of environmental health and waste services	3.4.1	Maintain an effective and efficient transfer station that allows for expansion and rehabilitation	✓	✓	✓	✓		
		3.4.2	Provide an effective and efficient recycling service as well as green waste disposal	✓	✓	✓	✓		
		3.4.3	In collaboration with neighbouring local governments, maintain the Bending waste disposal site that allows for expansion and rehabilitation	✓	✓	✓	✓		
		3.4.4	Deliver statutory requirements in Environmental Health	✓	✓	✓	✓		

		3.5.1	Provide adequate infrastructure which allows the enjoyment of Council's natural resources, including reserves, but does not cause harm to the area	✓	✓	✓	✓		
		3.5.2	Support the local agricultural sector and local agricultural groups by lobbying stake holders to address local concerns and issues facing the industry now and into the future	✓	✓	✓	✓		
		3.5.3	Work in collaboration with groups and organisations to deliver projects and programs that promote and protect the district's natural resources as well as agricultural industry	✓	✓	✓	✓		
3.6	Demonstrate sustainable practices of water management	3.6.1	Develop a vision for the sustainable practices of water management across the Shire		✓	✓			
		3.6.2	Attract external funding to implement the water vision of the Shire			✓	✓		
		3.6.3	Continue to implement and monitor Water wise practices across Shire owned facilities and services	✓	✓	✓	✓		

4. GOVERNANCE AND LEADERSHIP

SCP	Community Priority	#	Actions	20 21	21 22	22 23	22 23	Status	Quarterly Update
4.1	Succession planning for key leadership roles (Council and workforce)	4.1.1	Review, update and work towards the achievement of the Workforce Plan	✓	✓	✓	✓		
4.2	Communication to the workforce and community is consistent	4.2.1	Shire communication is aligned to policy and best practice engagement standards	✓	✓	✓	✓		
		4.2.2	Review and implementation of Council's Customer Service Charter	✓	✓	✓	✓		
		4.2.3	Employ professional customer service workforce who have the required knowledge and training including the provision of adequate resources (policy / information on services etc.) to ensure a good standard of Customer Service	✓	✓	✓	✓		
4.3	Forward planning and implementation of plans to achieve strategic direction and service levels	4.3.1	Work with external organisations to collaboratively plan and achieve improved community, education, health and business outcomes	✓	✓	✓	✓		
		4.3.2	Continue representation on relevant Boards, Committees and Working groups to influence positive local and regional outcomes	✓	✓	✓	✓		

4.4	Provide informed and transparent decision making that, meets our legal obligations, and the needs of our diverse community	4.4.1	Councillor training is provided and completed	✓	✓	✓	✓		
4.4.2		Quarterly reports to Council, staff and the community on achievement of SCP and CBP outcomes (internal and external)	✓	✓	✓	✓			
4.4.3		Regular reviews of Council's LTFP to ensure the long term financial stability of the Shire	✓	✓	✓	✓			
4.4.4		Provide Council adequate and appropriate financial information on a timely basis	✓	✓	✓	✓			
4.5	Implement systems and processes that meet legislative and audit obligations	4.5	Continual improvement in governance and operational policies, processes and implementation	✓	✓	✓	✓		

5. Measurements of Success

The intended outcome of this Plan is to align the community's visions and aspirations for the future of the Shire of Corrigin to the Shire's objectives. Success will be measured by both quantifiable and non-quantifiable outcomes. Measurements of success provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The strategic performance indicators and desired trend for each objective are provided in the table below

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">SOCIAL</p>	<ul style="list-style-type: none"> • Young people are engaged and contribute as active citizens • Retention of key services including the Childcare Centre and DHS • Retention of health facilities and visiting services • Corrigin Medical Centre has a sustainable business model and Centre is enhanced • Ageing in place can occur. We achieve outcomes in the Aged Friendly Community Plan • Encourage the development of health, medical and aged care service industry in our Shire • Well attended local events and activities • CRC jointly plans with the Shire and local groups to deliver diverse and inclusive events • Arts and cultural activities feature strongly in our identity • Volunteers feel supported by the Shire • CRC jointly plans with and reflects the needs of local groups • Community Grant Scheme well subscribed • We collaboratively plan service delivery and respond to emergency situations (LEMC)
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">ECONOMIC</p>	<ul style="list-style-type: none"> • Achievement of initiatives in our Tourism and Economic Development Strategy • Retain existing and attract new businesses to the Shire • Demonstrated progress with stakeholders to facilitate industrial land identification and expansion • Visitors receive timely and accurate information about our attractions and services • Visitors and tourists extend their stay in Corrigin • Regional groupings help us achieve improved telecommunications reliability • We work collaboratively to achieve local benefit • Shire housing stock assists in attraction and retention of the local workforce • We advocate for improvements in State Government housing policy • Pathways for apprentices and trainees in the Shire business • Retention of the child care service

ENVIRONMENT

- The road asset management plan has been reviewed and updated to include network hierarchy and service levels
- Achievement of the 10yr footpath replacement program aligned to our resource provision
- Less impact on our roads due to extreme weather events and increased vehicle tonnage (road engineering, stormwater management)
- Footpaths, verges and trails are well maintained and managed according to their need and use
- Sport and Recreation facility and surface improvements are planned in a coordinated manner
- Parks, nature reserves and community spaces are provided to ensure they are green, tidy, accessible and activated
- Shire assets and facilities support the delivery of services and meet community need
- Shire owned heritage buildings and places of interest are maintained and managed appropriately
- Compliance with environmental health and waste legislation
- Community education and engagement in waste avoidance, reduction and reuse
- Management of nature reserves and invasive species
- We implement Waterwise practices to minimise mains and ground water consumption

GOVERNANCE AND LEADERSHIP

- We are an employer of choice, attracting and retaining people with the right attitude and skills in a diverse and productive workplace
- Our community spirit is a quality of our leadership and workforce
- We listen and we do what we say we are going to do
- Maintain a high standard of customer service
- We develop and maintain partnerships with government and non-government organisations to achieve positive outcomes for the Corrigin community and wider region
- Performance against targets – Strategic Community Plan and Corporate Business Plans goals
- Elected members are trained and supported to make well informed decisions
- Sound financial and asset management
- Compliance with the Local Government Act 1995 and all relevant legislation and regulations



6. Forward Financials

7. Financial Management

Purpose	To allocate resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.
Guiding Principles	<p>Seek Long Term Financial Sustainability. The Shire seeks long term financial sustainability over the 10 Year Financial Plan. This is measured, and reported yearly, by various financial ratios.</p> <p>Maintain a Balanced Budget. Both the 10 Year Financial Plan and the Annual budget are prepared to be balanced meaning the Shire plans to deliver all services and infrastructure from available resources, and not operate at a deficit.</p> <p>Prudent Use of Borrowings. The Shire will be prudent in its use of long-term borrowings to fund asset and infrastructure projects.</p> <p>Prudent Use of Reserves. The Shire maintains a number of financial reserves to assist with maintaining a balanced budget and to support longer term financial planning.</p>
Key Inputs	<ul style="list-style-type: none"> • Strategic Community Plan • Corporate Business Plan • Integrated Resourcing Plan • Long Term Financial Plan
How Reviewed	<ul style="list-style-type: none"> • Twice annually via the budget review process • Three yearly financial management review and internal controls and risks
How Reported	<ul style="list-style-type: none"> • Monthly via Officer Report to Council • Annually via the Annual Report



8. Asset Management

Purpose	To protect and enhance our natural and built environment in an ever-changing environment and to build, maintain and renew Shire assets in a financially sustainable manner
Guiding Principles	<ul style="list-style-type: none"> • Sustainable financial performance • Well informed investment decisions • Improved management of risk • More efficient service delivery • Improved social responsibility • Demonstrated compliance • Enhanced community consultation
Key Inputs	<ul style="list-style-type: none"> • Asset Management Policy and Framework • Asset condition data • Community Service level expectations • Technical Service levels
How Reviewed	<ul style="list-style-type: none"> • Annually to update financial modelling from new data • Major review of the Policy and Framework every 4 years
How Reported	<ul style="list-style-type: none"> • Asset ratios • Capital works program reporting



9. Workforce Management

Purpose	To enhance the capacity of the workforce to meet community needs by ensuring the organisation has the required staff, capabilities, and resources to meet current and future service demands.
Guiding Principles	<ul style="list-style-type: none"> • Attract, reward, and retain the best talent • Develop people and build capability • Foster a culture of teamwork, safety, health, and wellbeing. • Connect with local people and local business • Network and resource share within the region and the LG sector
Key Inputs	<ul style="list-style-type: none"> • Employee and community demographics • Service delivery commitments • Current risks and opportunities • Budget and resources available • Performance reviews
How Reviewed	<ul style="list-style-type: none"> • Monitored regularly by Management Team • Full review and update every 4 years.
How Reported	<ul style="list-style-type: none"> • Operational and risk management reporting • Annual Report



10. Risk Management and Governance

<p>Purpose</p>	<p>To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.</p>
<p>Guiding Principles</p>	<ul style="list-style-type: none"> • Integral part of organisational processes • Informs decision making • Explicitly addresses uncertainty • Systematic, structured, and timely • Based on the best available information • Tailored to suit environment • Takes human and cultural factors into account • Transparent and inclusive • Facilitates continual improvement and enhancement of the organisation
<p>Key Inputs</p>	<ul style="list-style-type: none"> • Risk Reporting Framework • Compliance Calendar • Officer Reports,
<p>How Reviewed</p>	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, staff and persons who perform functions or deliver services on behalf of the Shire.</p> <ul style="list-style-type: none"> • Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework. • The Audit and Risk Committee, working with the CEO is responsible for reviewing the: Risk exposure of the Council and recommending to Council the acceptable level of risk tolerance.
<p>How Reported</p>	<ul style="list-style-type: none"> • Reviewed by Management Team monthly • Reported to Audit and Risk committee every 6 months

11. Community Engagement

Purpose	<p>To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.</p>
Guiding Principles	<p>Taken from IAP2 seven drivers of contemporary engagement practice):</p> <ul style="list-style-type: none"> • Public participation is based on the belief that those who are affected by a decision have the right to be involved in the decision-making process. • Public participation includes the promise that the public’s contribution will influence the decision. • Public promotion promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers. • Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision • Public participation seeks input from participants in designing how they participate. • Public participation provides participants with the information they need to participate in a meaningful way. • Public participation communicates to participants how their input affected the decision.
Key Inputs	<ul style="list-style-type: none"> • Community Engagement Toolkit • Various engagement techniques that are identified for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	<ul style="list-style-type: none"> • The framework is constantly monitored with each engagement activity subjected to a lesson’s learnt review to consider better ways to engage into the future.
How Reported	<ul style="list-style-type: none"> • Consultation section in Officer Reports to Council. • Summary of key engagement activities in the Annual Report.



12. Major Capital Projects – 4yrs

SCP #	Capital Projects	20 21	Other Funding Contributions	21/22	22/23	23/24	Status	Quarterly Update
Land and Buildings								
1.2	Refurbishment of Wellness Centre	207,760						
3.3	Bulyee Hall	60,000						
3.2	Gorge Rock Toilet Block	30,000						
3.3	Town Hall Improvements	50,000						
3.3	Roads Board Improvements	274,511						
3.3	Buildings			301,500	130,500	156,500		
Property, Plant and Equipment								
4.4	Plant and Equipment (New and Replacement)	945,000	717,500	775,097	481,950	695,090		
Infrastructure - Other								
3.1	Footpaths	84,336	42,168					
3.2	Rotary Park upgrades	492,415	944,184					
3.2	Town Oval Lighting	220,000	154,240					
3.2	Swimming Pool improvements	50,000						
Infrastructure - Roads								
3.1	Road Infrastructure	3,034,449	1,088,717	1,083,109	709,072	978,235		