

## SHIRE OF WYALKATCHEM



### Corporate Business Plan 2021-2025

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## Message from the CEO

I am pleased to present the Shire of Wyalkatchem Corporate Business Plan 2021-2025.

The plan provides clarity on the initiatives and services the Shire has planned over the next four years with the emphasis on the delivery of strategic priorities set by the Strategic Community Plan 2020-2030 and should be read in conjunction with that document.

The Corporate Business Plan sees a continued commitment to projects currently underway while also realising new opportunities and addressing challenges.

These include:

- Encouraging new businesses and services to the community
- An increased focus on Wyalkatchem Waste Management
- Continued provision of health care services to Wyalkatchem.
- Improvements to our assets and property management

These will be balanced with financial sustainability and engaging the community in Shire activities and Council decision making.

Apart from delivering key initiatives, the Shire is committed to enhancing customer service, open and transparent governance, and the continuous improvement of service delivery to our community.

Peter Klein

**Chief Executive Officer**



## **About Wyalkatchem**

The Shire of Wyalkatchem is located 194km north- east of Perth. The Shire covers an area of 1,595 square kilometers with the main resident centre being the town of Wyalkatchem.

The shire has an estimated resident population of 498. The population is both declining and aging.

## **Our Economy**

Agriculture accounts for 60% of business in Wyalkatchem and employs 35% of all employed persons in the Shire. Unemployment at 9.2% is higher than the state average of 7.8%. The median weekly household income is \$837 which is significantly below the regional WA average of \$1,311. Population trends are challenging retail sustainability which requires a strong buy local commitment.

## **Our People**

In 2021–22 and beyond, we will focus on developing a workforce engagement strategy to guide staff well-being and engagement. This will be supported by strategies to attract and retain the right people, ensure our learning opportunities are focused on developing the capability and attributes we value and to promote a culture of diversity and inclusion.

In response to our culture survey outcomes, we will implement a revised performance framework that focuses on clarifying expectations, creating succession opportunities and an environment where staff are comfortable being challenged in respect to both behaviour and performance. Our focus will be on creating a high-performance culture that nurtures staff and ensures we enable our people to maximise their contribution to the Council's objectives.

We will create an environment where the benefits of workplace diversity are recognised and a culture of inclusion is encouraged to enhance work performance and the wellbeing of all. We will actively seek to remove barriers to diversity and inclusion within our workplace on the understanding that these attributes will facilitate the achievement of our full potential. We will work towards creating impactful and sustainable cultural change that values the skills and capabilities of a diverse workforce.

We will monitor workforce culture and continually adjust our strategies to enhance workplace engagement and wellbeing. We will implement an inclusive and active approach to identifying strategies that aim to continually transform our workplace to create happy and productive staff. We will support our leaders to grow and continually enhance their leadership skills.

## Introduction to the Plan

The Corporate Business Plan 2021-2025 (the Plan) is the result of the Strategic Community Plan 2020-2030. The Strategic Community Plan is a community driven document that sets out the community's vision and aspirations for the next 10 years.

The Plan provides information on the actions the Shire will undertake to deliver the community identified aspirations.

### The Integrated Planning and Reporting Framework

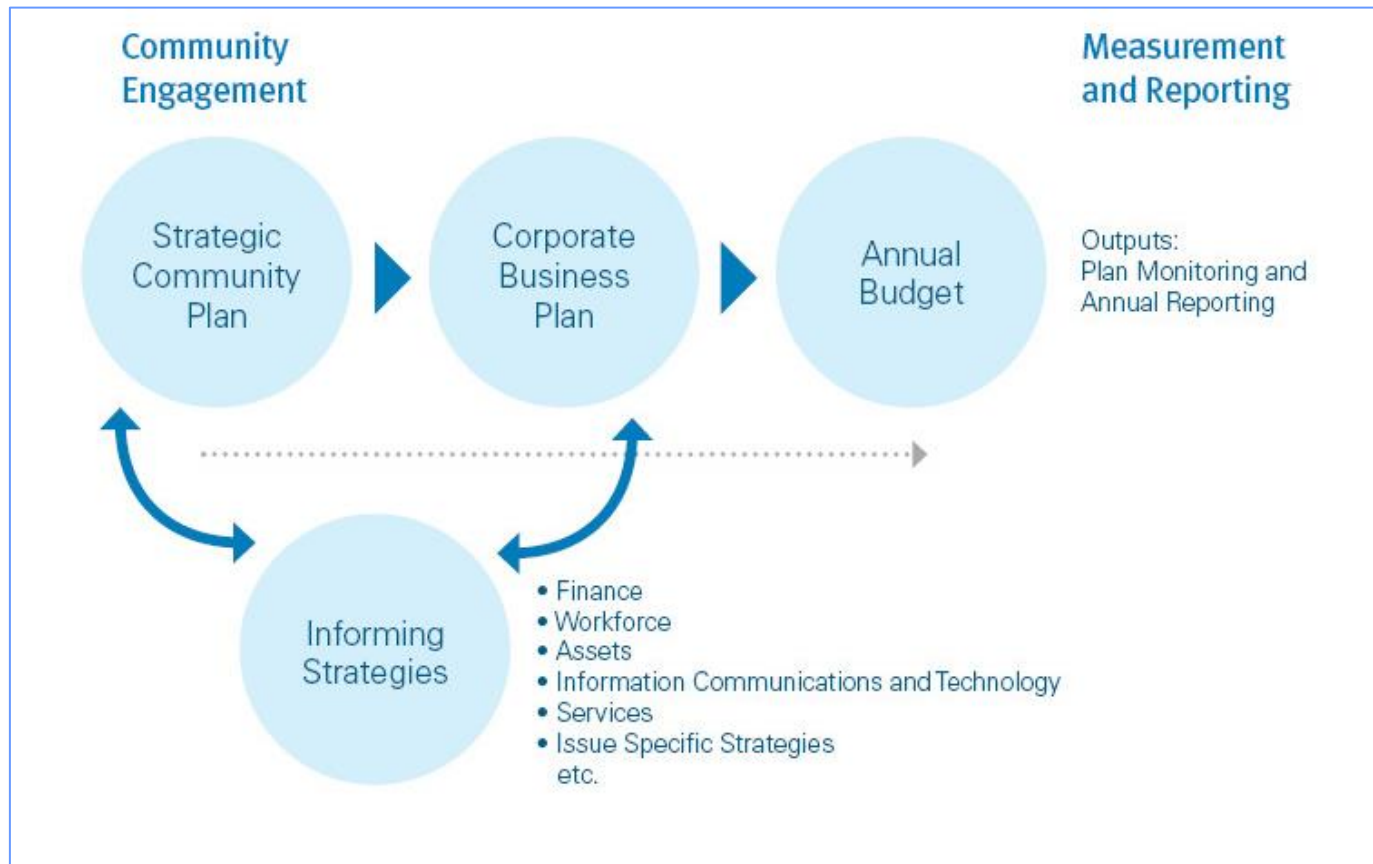
All local governments are required to plan for the future of their district under the *Local Government Act 1995* (WA). The *Local Government (Administration) Regulations 1996* outline the minimum requirements to achieve this.

The Department of Local Government, Sport and Cultural Industries Integrated Strategic Planning and Reporting Framework (the Framework) provides the basis for improving the practice of strategic planning in local government.

The Plan does not stand alone within the Framework. It is part of a suite of planning and reporting documents.

The Framework comprises five key elements:

1. **Strategic Community Plan** (10 years) – outlines the strategic priorities to address the community's long-term vision. The priorities and goals of the Strategic Community Plan are driven by community engagement and take a "whole of Shire" approach.
2. **Corporate Business Plan** (4 years) – defines the actions that the Shire will undertake to achieve the community goals and aspirations as outlined in the Strategic Community Plan. It provides direction and priorities for the annual budget and is reviewed annually.
3. **Informing strategies** - assists the local government in delivering the Corporate Business Plan and in supporting the goals of the Strategic Community Plan. Key informing Framework documents include the Long-Term Financial Plan, Asset Management Plans and Strategy and Workforce Plan. The Shire also develops and implements a range of other strategic plans to guide its actions and priorities within important service areas.
4. **Annual Budget** – provides the finer detail of the resources the Shire will be committing to its Corporate Business Plan in any given year.
5. **Annual Report** – provides feedback to the community on the Shire's progress against the Corporate Business Plan and provides a snapshot of how the community is progressing towards its goals and aspirations as contained in the Strategic Community Plan.



## Elements of Integrated Planning and Reporting Framework

(Sourced from Department of Local Government and Communities)

### Review schedule

The Corporate Business Plan is a medium-term plan but is not a static document. As the community changes, the plan will need to change. A major review including long term visioning will be conducted with the community every four years.

The Corporate Business Plan will also be subject to an interim review (desktop) every year between major reviews. The purpose of the desktop review is to check compliance with state legislative requirements, acknowledge any changes to regional and/or state policy, adapt the Plan to address any significant or new information that has come to light since the last review and, importantly to review the financial implications of the Plan in the context of the Annual Budget and Long Term Financial Plan.

Review Schedule	Completion
Next desktop review	May 2022
Next major review	May 2025

### Informing Strategies

The Shire has developed and will continually update informing plan strategies. These plans provide details of the resourcing required to implement and support Corporate Business Plan initiatives.

### Workforce Planning

The purpose of the Workforce Plan is to assist the Shire to ensure that it has the appropriate staff resources in place to deliver the Corporate Business Plan. The plan is included in the Shires Strategic Resource Plan.

The process assesses the Shire's current workforce capacity and evaluates needs in meeting the short, medium and long-term objectives.

The Workforce Plan is a four-year document, that is reviewed annually.

Document Date	Status	Responsible Officer
January 2017	Current	Chief Executive Officer



### Asset Management Planning

The Shire is developing a strategic approach to asset management and preparing an asset management plan based on the total life cycle of assets. The Asset Management Plans' will assist the Shire in predicting infrastructure consumption and asset renewal needs and identifies the cost required to renew or preserve the asset (renewal gap). The continued allocation of funding towards the renewal of assets and funding for maintenance and upgrades will result in a positive investment for the community in future. Asset acquisitions and capital works are funded from rate revenue, specific cash reserves, government grants or borrowings.

Major assets and management plans for which the Shire of Wyalkatchem is responsible include:

- Transport - Roads, Footpaths and Drainage;
- Property – Land and Building Assets;
- Recreation - facilities such as Parks and Reserves and sporting infrastructure

These assets are critical to the community and represent a significant value in the Shire budget. Asset Management is seen as a crucial piece of long-term planning for the Shire of Wyalkatchem.

Informing Strategy/Plan	Document Date	Status	Responsible Officer
Asset Management Plan	May 2022	Current	Chief Executive Officer

### Long Term Financial Planning

The Shire's Long-Term Financial Plan (LTFP) is incorporated within the Strategic Resource Plan and details, from a financial perspective, what the Shire proposes to deliver to the community over the next ten years. The purpose of Long-Term Financial Planning is to ensure financial sustainability. The Long-Term Financial Plan must align with the Strategic Community Plan and Corporate Business Plan.

The LTFP is a dynamic tool which analyses financial trends over a ten-year period on a range of assumptions and provides the Shire with information to assess resourcing requirements to achieve its strategic objectives and should be reviewed annually.

There is generally a high level of accuracy and detail in the first three years of the LTFP, but this must be underpinned by several assumptions. The remaining seven years of the LTFP are shown as an overview only, with reasonable estimates. The Shire reviews the Strategic Community Plan every two years, including a major review every four years. The LTFP will receive major reviews in conjunction with the Strategic Community Plan.

Informing Strategy	Document Date	Status	Responsible Officer
Long Term Financial Plan	January 2017	Current	Chief Executive Officer

### Risk Management Planning

The Shire has a Risk Management Framework that outlines the principles of risk management, and the processes for identifying, assessing, treating and monitoring risks. A Risk Register has been developed to identify, and record potential risks and hazards associated with the ownership, management, operations and maintenance of Shire assets and infrastructure.

The purpose of the Risk Management Framework is to consider and manage the risks associated with carrying out the Shire's day to day activities. The Shire has achieved this by reviewing the corporate risks associated with the Shire, evaluating the level of each risk, and outlining actions aimed at reducing the highest risk areas.

The methodology used is in line with the processes outlined in the Australian and New Zealand Risk Management Standard AS/NZS 31000:2009 Risk Management – Principles and Guidelines.

The overall objectives of the Risk Management Framework and Register is to:

- Outline the process by which Council will manage risk, such that all risks are identified and evaluated in a consistent manner across the organisation;
- Identify all operational and organisational risks at the enterprise level;
- Allocated responsibility for managing risks to specific staff to improve accountability;
- Prioritise risks to identify the highest risks that should be addressed in the short to medium term; and
- Identify actions required to effectively minimise exposure to risk.

Informing Strategy	Document Date	Status	Responsible Officer
Risk Management & Governance Framework	December 2020	Current	Chief Executive Officer

## Vision

### Our Vision

*To be a socially interactive and inclusive community that embraces our rural character and sense of community.*

### Our Aspirations and Values are:

- ◇ Inclusive and engaged community that is healthy, safe, and active.
- ◇ A sustainable and growing local economy.
- ◇ A natural and built environment that supports a connected, active, and safe community.
- ◇ Accountable, effective, and engaged leaders.



## Key Challenges

Like many regional local governments, the Shire of Wyalkatchem faces many challenges as it develops over the next 10 years.

The challenges include:

- Financial planning in the context of uncertainty with future funding from the Commonwealth;
- Cost Shifting from other levels of government
- Attracting and retaining new residents and commercial activity into our community;
- Protecting our natural environments;
- Planning for and adapting to climate change;
- Managing the impacts of natural disasters, such as cyclones and floods;
- Renewing ageing infrastructure;
- Managing community expectations;
- Social and economic issues;
- Ageing population and service requirements to meet that need;
- Improving transport infrastructure including roads and footpaths;
- Educational options for our community;
- Communications;
- Financial Sustainability.

## Functional Responsibilities

### Our Services

The Shire delivers a wide range of services and facilities to the community. The revenues and expenditure of the Shire are required to be classified in accordance with legislation. The Local Government (Financial Management) Regulations 1996 (Schedule 1 Part 1) specify the minimum program classifications to be disclosed.

### Statement of Objectives

The Shire of Wyalkatchem is dedicated to providing high quality services to the community through the various service orientated programs which it has established.

**GOVERNANCE** - To provide the highest level of administrative support to all Council functions and activities as well as to elected members.

Activities include administration and the operation of facilities and services to members of Council including fees, expenses, allowances, election expenses, conference expenses, refreshments and receptions.

**GENERAL PURPOSE FUNDING** - To provide a solid financial platform by good financial management in order to provide a level of services expected by electors.

Activities include rates and general grants income, expenditure relating to the collection of rates.

**LAW, ORDER, PUBLIC SAFETY** - To ensure that residents enjoy a standard of living as free as possible from public nuisance.

Activities include administration and enforcement of animal control, and other local laws as required.

**HEALTH** - Maintain a high standard of health control for the benefit of residents by ensuring compliance with all relevant legislation and regular health testing.

Activities include general inspections of all food establishments ensuring compliance with relevant standards.

**EDUCATION AND WELFARE** - To provide youth and community support, community information and project services.

Activities include the provision of shire community small grant funding, assistance with community projects, school holiday program and youth activities.

**HOUSING** - To provide and maintain housing for staff and the community.

This includes the provision, administration and maintenance of rental housing.

**COMMUNITY AMENITIES** - To provide high quality community amenities for the use by residents and visitors to Shire.

Activities include the provision of waste management, public conveniences, cemetery maintenance and the administration of the Town Planning Scheme.

RECREATION AND CULTURE - To provide and maintain recreation and cultural facilities.

Activities include the maintenance and upkeep of the recreation centre and town hall. The provision of Public Library services, contributions to community festivals and events, and the maintenance of public reserves and other significant sites.

TRANSPORT - To construct and maintain all streets and roads within the Shire to a high standard.

Includes the construction and maintenance of all local roads, street signage and transport facilities.

ECONOMIC SERVICES - The regulation and promotion of economic development, tourism, area promotion and building control.

This includes building and planning approval, controls on building standards, assistance in tourism promotion and the development of tourism facilities.

OTHER PROPERTY AND SERVICES - To ensure that all Council plant and equipment is in good working order and to perform private works where required.

Activities include plant operations, private works, and administration expenses.

### Service Levels

It is proposed that existing service levels will be maintained for all operational areas in formulating this plan. However, a key objective in the Corporate Business Plan is to improve existing service levels in the longer term whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure.

## Alignment to the Strategic Community Plan 2020-2030

The Shire of Wyalkatchem will deliver services to the Community in accordance with the vision and aspirations of our Strategic Community Plan 2020-2030.

The Shire of Wyalkatchem Strategic Community Plan 2020-2030 outlines the strategic priorities to address the community's long-term vision. The community aspirations, identified through consultation, have been categorised into four strategic result areas:

1. Social
2. Economic
3. Environment & Infrastructure
4. Civic Leadership

Each of the community aspirations has a number of actions that relate to it. The Corporate Business Plan Action Plan details how the Shire will deliver the communities aspirations.

The table below summarises the four (4) key result areas and associated aspirations.

Key Result Areas	Theme
<b>Social</b>	A healthy, safe, active and engaged community
<b>Economic</b>	Supporting business and facilitating economic diversification
<b>Environment &amp; Infrastructure</b>	Our natural and built environment sustains and connects our community
<b>Civic Leadership</b>	An engaged & accountable Council working with others to advance our community

## How the Delivery Plan works

Strategies have been adopted for delivery of each objective outlined under the respective Key Result area. Further, this Plan identifies numerous actions designed to accomplish the intended strategies. The timing for implementation of the actions is provided by reference to the financial year in the tables below.

Measures for each Key Result area are under development with both Council and Community. These will be added to this plan in the future.

### Key Result Area 1 - Social

Key Result Area 1	Social							
<b>Theme:</b>	A healthy, safe, active and engaged community							
<b>1-Objective 1</b>	<b>Local provision of sustainable health &amp; emergency services and facilities</b>							
Strategy	Action	Measure	21/22	22/23	23/24	24/25	Ongoing	
ED1.1.1.1	Supply and maintain the Medical centre and Council owned medical equipment	Local GP service availability	√	10,000	√	√	√	√
ED1.1.1.2	Provide the required financial support for ongoing provision of local GP services	Cost of GP services	√	√	√	√	√	√
ED1.1.1.3	Maintain the aerodrome & runway for RFDS emergency lift services	Emergency lifts per year	300,000	√	√	√	√	√
ED1.1.1.4	Supply maintenance and operational support to the Bush Fire Brigade	Community satisfaction	√	√	√	√	√	√
ED1.1.1.5	Support St Johns Ambulance, as required, for the ongoing delivery of timely services	Community satisfaction	√	√	√	√	√	√
ED1.1.1.6	Work with local groups to build awareness of mental health and improve mental health outcomes	Deliver at least two initiatives per year	√	√	√	√	√	√
ED1.1.1.7	Explore a community assistance program that includes a confidential & free mental health hotline	Hotline access	√	-	-	-	-	-
ED1.1.1.8	Explore in conjunction with existing health providers, opportunities to expand the range and availability of health services	Extend range & availability of health services	√	√	√	√	√	√



ED1.1.1.9	Provide a well maintained & resourced community pool with subsidised access charges	Pool usage	200,000	√	√	√	√
ED1.1.1.10	Explore the provision of a community gym	Community satisfaction	√	100,000	√	√	√
ED1.1.1.11	Licence the aerodrome building (or part thereof) for provision of allied health services	Provision of physiotherapy services	√	√	√	√	√
ED1.1.1.12	Continue to provide and maintain suitable WA police housing and facilitate an active relationship with local police to enhance community safety.	Incidents reported by the police	√	√	20,000	√	√
ED1.1.1.13	Explore new initiatives that will enhance community safety.	Incidents reported by the police	√	√	√	√	√

### 1-Objective 2

#### Active and supported sporting, cultural and social clubs & groups

Strategy	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
ED1.1.2.1	Assist clubs to identify and secure funds for activities and facilities	Number of applications & success rate	√	√	√	√	√
ED1.1.2.2	Work in collaboration with the CRC and other community groups to facilitate, encourage and support community events and services e.g. library services.	Events co-hosted with the CRC, utilisation of library services	√	√	√	√	√
ED1.1.2.3	Coordinate activities that support and promote the objectives of NAIDOC week.	Number of NAIDOC week activities	√	√	√	√	√
ED1.1.2.4	Explore opportunities with local groups and artists to promote and support Wheatbelt art	Events involving Wheatbelt artists	√	√	√	√	√
ED1.1.2.5	Coordinate activities that recognise national events, our leaders, volunteers and new community members.	Number of events & number of participants	√	√	√	√	√
ED1.1.2.6	Run the Community Grant Program twice per year	Initiatives supported	√	√	√	√	√
ED1.1.2.7	Provide appropriate support for infrastructure developments that enhance club services.	Initiatives that support club infrastructure improvements or expansions	√	√	√	√	√
ED1.1.2.8	Support the Museum through the provision and maintenance of its buildings and to achieve its expansion objective	Deliver new display shed	√	10,000	√	√	√
ED1.1.2.9	Re-purpose the former Tennis Club	Utilisation of former clubrooms & court space	150,000	√	√	√	√

ED1.1.2.10	The Wyalkatchem Fair is held annually, with a program that appeals to all sections of the community	Attendance & community satisfaction	√	√	√	√	√
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**1-Objective 3 Provision of services for all ages and abilities**

Strategy Reference	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
ED1.1.3.1	Develop and implement a Youth Plan	Plan drafted	√	√	√	√	√
ED1.1.3.2	Support and encourage volunteers to deliver youth events and programs	Community youth events delivered	√	√	√	√	√
ED1.1.3.3	Enhance availability of in-home aged care services	Availability of in-home care	√	√	√	√	√
ED1.1.3.4	Create a long-term role for Wallambin Lodge in caring for our aged	Wallambin Lodge role is defined and implemented	√	√	√	√	√
ED1.1.3.5	Facilitate the provision of family day-care services	Availability of local Family Day Care services	√	√	√	√	√
ED1.1.3.6	Update & implement the Council's Disability Access Plan	Disability access improvements	√	√	√	√	√
ED1.1.3.7	Ensure continued provision of sufficient retirement housing	Community satisfaction	√	√	√	√	√

## Key Result Area 2 – Economic

### Key Result Area 2 Economic

**Theme:** Supporting business and facilitating economic diversification

#### 2-Objective 1 Increase visitors to our region by addressing gaps in visitor services.

Strategy Reference	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
S2.1.1.1	Facilitate the Wyalkatchem Caravan Park's reopening	Caravan Park is back operating by August 2021	100,000	√	√	150,000	√
S2.1.1.2	Promote improvement and/or add to existing short stay accommodation options	Improved short stay accommodation. Additional short stay accommodation	√	√	200,000	√	√
S2.1.1.3	Encourage the alignment of retail services with tourism demands	Shops are open for longer	√	√	√	√	√
S2.1.1.4	Collaborate with the CRC to update promotional material - What to see & do in Wyalkatchem and surrounds	Updated promotional material	2,000	-	-	2,000	-
S2.1.1.5	Develop a one stop Visit Wylie web-page to host updated tourist information and facilitate accommodation bookings	Visit Wylie web-page achieves go-live	5,000	-	-	-	-
S2.1.1.6	Continue to fund and support the CRC in delivering library and tourist information services and its promotion of community spirit and the region's history	# visitors seeking tourist info services from CRC. Visitor satisfaction	√	√	√	√	√
S2.1.1.7	Enhance the town's streetscape, entry statements and visual amenity.	Visitor satisfaction	50,000	-	-	-	-
S2.1.1.8	Promote Wyalkatchem as a destination of choice by participating in NewTravel and supporting initiatives including Wheatbelt Way and Pioneer Pathways	Community agreed beautification project is delivered.	√	√	√	√	√
S2.1.1.9	Develop tourism opportunity by researching and presenting the region's rich history and the stories of its pioneers.	0	√	20,000	√	√	√

<b>2-Objective 2 Council services support &amp; facilitate local business activity</b>							
<b>Strategy Reference</b>	<b>Action</b>	<b>Measure</b>	<b>21/22</b>	<b>22/23</b>	<b>23/24</b>	<b>24/25</b>	<b>Ongoing</b>
S2.1.2.1	Work with neighbouring Council's to identify collaboration opportunities for delivery of new, improved or lower cost services	Three or more projects are delivered in collaboration with neighbouring Councils	√	√	√	√	√
S2.1.2.2	Develop an investment prospectus (business, retail & housing) in consultation with local businesses and Government agencies to encourage economic development.	Investment prospectus is available	√	√	√	√	√
S2.1.2.3	Provide support to local businesses by facilitating a regular forum for business & Council connection	Forum established & meets at agreed intervals	√	√	√	√	√
S2.1.2.4	Mobilise new or existing Council assets to support economic activity and job creation	Number of employed residents	√	√	√	√	√
S2.1.2.5	Undertake long term planning to define and guide the region's future & demand for services	Availability of a long term services plan	√	√	√	√	√
S2.1.2.6	In collaboration with community identify opportunities to improve Government and Commercial infrastructure and service and advocate for improvement delivery	Telstra's communications and internet service reliability, investment or scheduled investment in State roads, quality of recycled water	√	√	√	√	√
S2.1.2.7	Facilitate the entry of new businesses and capitalise on co-investment opportunities	Number of active non-farming businesses & co-investment in short stay accommodation	√	√	√	√	√

## Key Result Area 3 – Environment & Infrastructure

### Key Result Area 3 Environment & Infrastructure

**Theme:** Our natural and built environment sustains and connects our community

#### 3-Objective 1 Public spaces encourage & facilitate community activities

Strategy Reference	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
E3.1.1.1	Council maintains open spaces, gardens, sporting facilities in a condition that reflects our town pride	Community satisfaction	√	√	√	√	√
E3.1.1.2	Council depots are fit for purpose and are maintained in a condition that reflects the pride we have in providing services to our community	Community satisfaction	√	300,000	√	√	√
E3.1.1.3	Built infrastructure along Railway Tce and its surrounds is upgraded to enhance its visual appeal	Community satisfaction	30,000	√	30,000	√	√
E3.1.1.4	Business owners are engaged to develop a strategy for enhancing the visual appeal of buildings along Railway Tce and this strategy is implemented	Community satisfaction	√	√	√	√	√
E3.1.1.5	Council maintains its built assets (buildings, roads & service infrastructure) consistent with a 'whole of life' asset management plan that reflects asset service expectations	Community satisfaction	√	√	√	√	√

#### 3-Objective 2 Council provides reliable, fit for purpose Infrastructure services

Strategy Reference	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
E3.1.2.1	Develop and implement a stormwater management plan	Availability of a long-term stormwater management plan	√	√	√	√	√
E3.1.2.2	Improve capture of stormwater into the Town Dam	Stormwater catchment is improved	230,000	√	√	√	√
E3.1.2.3	Maintain the cemetery and foster its role in preserving our heritage	Community satisfaction	√	√	√	√	√
E3.1.2.4	Develop a long-term pool plan and implement	Availability of a long-term pool plan	√	√	√	√	√

**3-Objective 3**
**Take action to preserve our natural environment**

Strategy Reference	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
E3.1.3.1	Develop a long-term plan for increased recycling and/or a reduced dependence on non-renewable inputs	Estimated tonnes delivered to landfill	√	√	√	√	√
E3.1.3.2	Develop a plan for the role that Wyalkatchem will play in WA's net-zero carbon emission future.	Wyalkatchem's Net-Zero Carbon Emissions Plan is available	√	√	√	√	√
E3.1.3.3	In collaboration with the Wheatbelt NRM and local landowners, deliver projects that preserve and build regional biodiversity.	Two or more projects delivered in consultation with NRM annually	√	√	√	√	√
E3.1.3.4	Rehabilitate historic dumping sites	Korrelocking dump site is fully remediated.	√	√	√	√	√
E3.1.3.5	Wyalkatchem refuse site is actively managed and meets the community's service expectation.	Community satisfaction	√	100,000	√	√	√

## Key Result Area 4 – Civic Leadership

<b>Key Result Area 4</b>	<b>Civic Leadership</b>
<b>Theme:</b>	An engaged & accountable Council working with others to advance our community
<b>4-Objective 1</b>	<b>Business systems promote councillor &amp; staff engagement and deliver responsive, transparent &amp; cost-effective services</b>

Strategy	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
CL4.1.1.1	Fit for purpose workplaces & resources promote Council and staff productivity & well-being.	Staff turnover & satisfaction	√	√	√	√	√
CL4.1.1.2	Invest in training and professional development to promote engagement & efficiency	Staff satisfaction	√	√	√	√	√
CL4.1.1.3	Workplace safety is proactively managed and demonstrates our care for each other & community	Number of incidents	√	√	√	√	√
CL4.1.1.4	Organisational values are reflected in our actions & decisions, every day.	Staff engagement	√	√	√	√	√
CL4.1.1.5	Investment, procurement & reporting procedures are compliant, clear, understood & never compromised by our actions	Number of procedural breaches	√	√	√	√	√
CL4.1.1.6	Grant funding opportunities are maximised	Grant funding received	√	√	√	√	√
CL4.1.1.7	A compliant and efficient records management system is implemented	Compliance with State Records Act	√	√	√	√	√
CL4.1.1.8	Long term financial plans are available and reflect long term strategic objectives	Plan is available & up to date	√	√	√	√	√
CL4.1.1.9	Provide accurate and timely reports to Council that considers legislative, strategic and financial implications	Councillor satisfaction	√	√	√	√	√
CL4.1.1.10	Workforce planning actively supports strategy delivery	Workforce Development Plan is available & up to date	√	√	√	√	√
CL4.1.1.11	Emergency management procedures are up to date and tested	Emergency exercise is conducted & lessons learnt are available	√	√	√	√	√

**4-Objective 2      Community is engaged in the direction & decisions of Council**

Strategy	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
CL4.1.2.1	Develop and implement a community and stakeholder engagement framework	Framework is developed	√	√	√	√	√
CL4.1.2.2	Community is consulted where appropriate on relevant Council initiatives and decisions.	Community satisfaction	√	√	√	√	√

**4-Objective 3      Strategic partnerships deliver positive community outcomes**

Strategy	Action	Measure	21/22	22/23	23/24	24/25	Ongoing
CL4.1.3.1	Identify & foster strategic alliances to promote better community outcomes	Initiatives delivered in collaboration with others	√	√	√	√	√
CL4.1.3.2	Actively participate in NEWROC to deliver benefits to both our local & regional communities	Number of NEWROC initiatives delivered	√	√	√	√	√
CL4.1.3.3	Create a forum for engaging with the business and local service delivery community	Community satisfaction	√	√	√	√	√



## Services and Facilities – Linkages to the Corporate Business Plan

The Services and Facilities provided by the Shire are linked to the Key Result areas set out in the Corporate Business Plan above.

Additional investment in the form of capital expenditure is forecast to be undertaken during the life of this Plan in pursuit of the delivery of the Plan's strategies and ultimately the Plan's Key Result areas.

The strategies for which this investment is being undertaken are summarised within the Shire's Long-Term Financial Plan.

