



# CORPORATE BUSINESS PLAN 2021 – 2025

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# Strategic Challenges

## Community

- How do we adapt to changes in the way people live?
- How do we ensure fair and equal access to services across the community?
- How do we ensure that people feel valued and part of our community?
- How do we protect, manage and preserve our heritage?

## Economy

- How do we grow our economy sustainably in the jobs of the future?
- How do we improve local technology and communication platforms?
- How do we reduce the number of people leaving the region for work or study opportunities?
- How do we capitalise on our location, assets and people to encourage business investment?
- How do we attract more people to our region and get them to stay longer?

## Environment Built

- How do we increase investment in infrastructure from all levels of Government?
- How do we improve our transport network?

## Environment Natural

- How do we sustainably manage the maintenance and renewal of Shire assets?
- How do we reduce energy consumption and increase the use of renewable sources?
- How do we balance providing access to our pristine natural environment while protecting it?
- How do we reduce waste going to landfill and increase reuse and recycling?

## Governance and Leadership

- How do we balance the differing views and priorities within our community?
- How do we ensure best value for money in everything we do?
- How do we continually improve customer service?
- How do we ensure that leaders and decision makers have the information they need?
- How do we connect with people to explain decisions and the reasons for them?

## Community Facilities

Community Facilities	Service Objective	Legislated
Millers Point Nature Based Camping Ground	To provide a safe and inviting nature-based camping experience for visitors	N
Children's Playgrounds	To provide a safe and active space for children and families to enjoy	N
Bremer Bay Library	To provide library services that engage the local community and encourage life-long learning	N
Jerramungup Library	To provide library services that engage the local community and encourage life-long learning	N
Streetscapes, Parks, Gardens and Ovals	To manage and maintain streetscapes, parks, gardens and ovals so that they are attractive to community members and visitors	N
Public Toilets	To maintain public toilets so that they are seen as clean, tidy and usable	N
Reserves and Public Open Space	To retain and maintain reserves for the community relevant to current usage	N
Sport and Recreation Facilities	To partner with local communities to manage and maintain to an acceptable standard relevant to current usage	N
Root-Pickers Hall	To provide a meeting place that is valued by the community and well used	N
Shire Offices	To provide a welcoming space that provides services and information that meets the needs of the local community	N
<b>Community Infrastructure</b>		
Roads	To plan, renew and maintain infrastructure to a safe operating standard that meets the needs of our community	Y
Footpaths		Y
Drainage and Stormwater		Y
Sewerage		Y

## Community Services

Community Services	Service Objective	Legislated
Building Control	To ensure that legislative requirements and building standards are complied with	Y
Community Engagement	To keep the community informed through various communication platforms and to involve them in relevant issues, events, and projects	Y
Customer Service and Payments	To provide a high level of customer service and access to convenient payment options	Y
Economic Development	To promote the Shire and region as an attractive place for business	N
Fire and Emergency	To partner with relevant agencies and volunteers to maintain a high standard of emergency planning and preparedness	Y
Finance, Governance and Advocacy	To deliver open and transparent systems and reporting that ensure the prudent use of funding streams	Y
Public Health	To provide health services and a Public Health Plan to ensure the health and wellbeing of residents and visitors	Y
Infrastructure Maintenance	To schedule and deliver a works program in line with resource capacity that supports reliable Infrastructure	Y
Natural Resource Management	To conserve, enhance, promote and rehabilitate the natural environment to ensure appropriate management and use	N
Regional Co-Operation	To support regional co-operation and share resources with other LG's	N
Tourism	To promote and develop tourism and maintain local attractions	N
Volunteer Support	To actively support community groups and volunteers to encourage community driven activities	N
Waste and Recycling	To provide waste services throughout the Shire which are convenient to the community while meeting our legislative requirements	Y

## Community Engagement

<b>Purpose</b>	<p>To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input</p>
<b>Guiding Principles</b>	<p>Taken from iap2 (seven drivers of contemporary engagement practice):</p> <ul style="list-style-type: none"> <li>• 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</li> <li>• Public participation includes the promise that the public's contribution will influence the decision</li> <li>• Public participation promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers</li> <li>• Public participation seeks out and facilitates the involvement of those potentially affected by or interested in a decision</li> <li>• Public participation seeks input from participants in designing how they participate</li> <li>• Public participation provides participants with the information they need to participate in a meaningful way</li> <li>• Public participation communicates to participants how their input affected the decision</li> </ul>
<b>Key Inputs</b>	<ul style="list-style-type: none"> <li>• Community Engagement Toolkit</li> <li>• 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</li> </ul>
<b>How Reviewed</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>How Reported</b>	<ul style="list-style-type: none"> <li>• Engagement Reports as part of OCM items</li> <li>• Summary of key engagement activities in the Annual Report</li> </ul>

## Financial Management

<p><b>Purpose</b></p>	<p>To allocate financial resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects</p>
<p><b>Guiding Principles</b></p>	<p><b>Seek Long Term Financial Sustainability</b> The Shire seeks long term financial sustainability over the 10 Year Long Term Financial Plan. This is measured, and reported yearly, by various financial ratios</p> <p><b>Maintain a Balanced Budget</b> Both the 10 Year Long Term 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><b>Prudent Use of Borrowings</b> The Shire will be prudent in its use of long-term borrowings to fund asset and infrastructure projects</p> <p><b>Prudent Use of Reserves</b> The Shire maintains a number of financial reserves to assist with maintaining a balanced budget and to support longer term financial planning</p>
<p><b>Key Inputs</b></p>	<ul style="list-style-type: none"> <li>• Strategic Community Plan</li> <li>• Corporate Business Plan</li> <li>• Capital Works Program</li> <li>• Long Term Financial Plan</li> </ul>
<p><b>How Reviewed</b></p>	<ul style="list-style-type: none"> <li>• Annually via the Budget Review process</li> </ul>
<p><b>How Reported</b></p>	<ul style="list-style-type: none"> <li>• Monthly via Officer Report to Council</li> <li>• Annually via the Annual Report</li> </ul>

## Asset Management

<b>Purpose</b>	<p>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</p>
<b>Guiding Principles</b>	<ul style="list-style-type: none"> <li>• Sustainable financial performance</li> <li>• Well informed investment decisions</li> <li>• Improved management of risk</li> <li>• More efficient service delivery</li> <li>• Improved social responsibility</li> <li>• Demonstrated compliance</li> <li>• Enhanced community consultation</li> </ul>
<b>Key Inputs</b>	<ul style="list-style-type: none"> <li>• Asset Management Framework</li> <li>• Asset condition data</li> <li>• Community Service Level expectations</li> <li>• Technical Service Levels</li> </ul>
<b>How Reviewed</b>	<ul style="list-style-type: none"> <li>• Annually to update financial modelling from new data</li> <li>• Major review of the Policy and Framework every 4 years</li> </ul>
<b>How Reported</b>	<ul style="list-style-type: none"> <li>• Asset ratios</li> <li>• Capital works progress reporting</li> </ul>



## Workforce Management

<b>Purpose</b>	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
<b>Guiding Principles</b>	<ul style="list-style-type: none"> <li>• Attract, reward, and retain the best talent</li> <li>• Develop people and build capability</li> <li>• Foster a culture of teamwork, safety, health, and wellbeing</li> <li>• Connect with local people and local business</li> <li>• Network and resource share within the region and the LG sector</li> </ul>
<b>Key Inputs</b>	<ul style="list-style-type: none"> <li>• Employee and community demographics</li> <li>• Service delivery commitments</li> <li>• Current risks and opportunities</li> <li>• Budget and resources available</li> </ul>
<b>How Reviewed</b>	<ul style="list-style-type: none"> <li>• Monitored regularly by Executive Management Team</li> <li>• Full review and update every 4 years</li> </ul>
<b>How Reported</b>	<ul style="list-style-type: none"> <li>• Via the Quarterly Update and Annual Report</li> </ul>

## Governance and Risk Management

<p><b>Purpose</b></p>	<p>To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input</p>
<p><b>Guiding Principles</b></p>	<ul style="list-style-type: none"> <li>• Integral part of organisational processes</li> <li>• Informs decision making</li> <li>• Explicitly addresses uncertainty</li> <li>• Systematic, structured, and timely</li> <li>• Based on the best available information</li> <li>• Tailored to suit environment</li> <li>• Takes human and cultural factors into account</li> <li>• Transparent and inclusive</li> <li>• Facilitates continual improvement and enhancement of the organisation</li> </ul>
<p><b>Key Inputs</b></p>	<ul style="list-style-type: none"> <li>• Risk Reporting Framework</li> <li>• Governance Compliance Calendar</li> <li>• Officer Reports</li> </ul>
<p><b>How Reviewed</b></p>	<p>Risk Management and Governance falls on all levels of the organisation including Council, the Executive Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire</p> <ul style="list-style-type: none"> <li>• Council is responsible for ensuring that Council strategy and operations are managed within an effective Risk Management Framework</li> <li>• 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</li> </ul>
<p><b>How Reported</b></p>	<ul style="list-style-type: none"> <li>• Risk section of OCM Items</li> <li>• Audit and Risk Committee meeting minutes</li> </ul>

## Shire Priorities – Community

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
1.1	Deliver programs and services that bring people together and support community health and wellbeing	1.1.1	Advocate for and support medical practitioners and medical services	✓	✓	✓	✓		
		1.1.2	Provide funding assistance so that Day Care providers can meet their insurance and overhead obligations	✓	✓	✓	✓		
		1.1.3	Work with the LEMC to maintain meaningful Emergency Response Plans and drills	✓	✓	✓	✓		
		1.1.4	Advocate for a Police facility and presence in Bremer Bay	✓	✓	✓	✓		
		1.1.5	Advocate for better access to further education and training opportunities			✓	✓		

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
1.2	Maintain facilities that connect people, and promote an active and healthy lifestyle	1.2.1	Co-ordinate a Trails Masterplan review to improve the shared paths, trails and cycleways networks	✓					
		1.2.2	Investigate opportunities for water-based recreation such as canoe trails, bird watching and whale watching	✓	✓	✓	✓		
		1.2.3	Support the Bird Hide concept at the Wellstead Estuary	✓	✓				
		1.2.4	Carry out a youth facilities and service gap analysis to identify activities and support for young people		✓	✓			
		1.2.5	Prepare and implement a Reconciliation Action Plan with the support of local Noongar families and representative bodies	✓	✓				

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
1.3	Encourage and support volunteers and community groups to grow an active volunteer base	1.3.1	Conduct a survey to promote the benefits of volunteering to grow the volunteer base	✓					
		1.3.2	Co-ordinate a community history project to document and display the Shire history for locals and visitors	✓	✓				
		1.3.3	Support the establishment of Men's Shed groups within the Shire	✓	✓				
		1.3.4	Support the development of Strategic Plans and Business Cases for sporting and volunteer groups	✓	✓	✓			
		1.3.5	Allocate an annual funding round for sporting and volunteer groups	✓	✓	✓			

## Shire Priorities – Economy

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
2.1	Work with the business community to attract investment, create jobs and support small business growth	2.1.1	Review and update the Shire Economic Growth Plan	✓					
		2.1.2	Progress the concept plan for a commercial centre in Bremer Bay	✓	✓	✓	✓		
2.2	Use the natural beauty and the heritage of the region to promote the Shire as a great place to visit	2.2.1	Continue to lobby State Government for the expansion of the Bremer Bay Marina based on the Business Case	✓	✓	✓	✓		
		2.2.2	Continue to develop and promote the “Respect Bremer” campaign	✓	✓	✓	✓		
		2.2.3	Work with the FBCC and relevant community groups to retain the UNESCO listing for the Fitzgerald Biosphere	✓	✓	✓	✓		
2.3	Advocate for improved road and communication connectivity to support rural and agricultural businesses	2.3.1	Lobby the State Government to upgrade South Coast Highway to provide better access for the agriculture and tourism sectors	✓	✓	✓	✓		
		2.3.2	Lobby for ongoing improvements to telecommunication connectivity	✓	✓	✓	✓		

## Shire Priorities – Environment Built

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
3.1	Deliver sustainable long-term planning for the built environment that meets the needs of the community	3.1.1	Work with key stakeholders to advance the viability and design of the Bremer Bay Civic Centre	✓					
		3.1.2	Review and update of the Local Planning Strategy and Local Planning Scheme	✓	✓				
3.2	Design, construct and maintain infrastructure in a manner that maximise its life, capacity, and function	3.2.1	Deliver an Asset Management Framework that ensures the cost-effective maintenance and renewal of Shire assets and infrastructure	✓	✓	✓	✓		
		3.2.2	Maintain a Forward Capital Works Program with supporting business cases that ensures the best possible chance of funding	✓	✓	✓	✓		
		3.2.3	Lobby for ongoing improvements to the Shire road network	✓	✓	✓	✓		
3.3	Advocate for strategic projects that will benefit residents, workers and visitors to the Shire	3.3.1	Prepare Business Cases and funding applications for strategic projects that will benefit the community	✓	✓	✓	✓		

## Shire Priorities – Environment Natural

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
4.1	Work with relevant stakeholders to promote and manage sustainable tourism within the Fitzgerald Biosphere	4.1.1	Work with the FBG, FBCC and community groups to develop and implement a prioritised list of projects that improve the environment and promote sustainable tourism	✓	✓	✓	✓		
4.2	Support and promote the conservation values and the unique attractions within the Shire	4.2.1	Undertake an audit of existing natural attractions to identify opportunities to improve utilisation	✓	✓				
		4.2.2	Develop a tourism strategy that acknowledges the natural attractions and conservation values of our Shire	✓	✓				
		4.2.3	Undertake a review of the Coastal Management Plan				✓		
4.3	Deliver a sustainable and progressive approach to natural resource and waste management	4.3.1	Organise a study to feed into a stormwater management strategy for the Shire townsites	✓	✓				
		4.3.2	Work with surrounding Shires to consider ways to improve waste management practices	✓	✓	✓	✓		
		4.3.3	Continue to assess the availability and use of potable water supplies	✓	✓	✓	✓		



## Shire Priorities – Governance and Leadership

#	Community Priority	#	Actions	21/22	22/23	23/24	24/25	Status	Quarterly Update
5.1	Work cohesively with groups from across the community to improve engagement and to promote community participation	5.1.1	Introduce a quarterly update to provide the community with a regular update on how the Shire is performing against commitments made	✓					
		5.1.2	Conduct a volunteer and community groups survey to determine the best way to engage and communicate	✓					
5.2	Provide informed and transparent decision making that meets our legal obligations and the needs of our diverse community	5.2.1	Review the annual planning cycle to ensure that IPR Plans and Informing Strategies are integrated, aligned and meet our statutory obligations	✓	✓				
5.3	Implement systems and processes that meet our legal and audit obligations	5.3.1	Review and update the Terms of Reference for the Audit and Risk Committee	✓					
		5.3.2	Review the Workforce Plan to help to identify and source the people and professional development required to best serve the community	✓					

## Shire Priorities – Significant Capital Projects

Project Name	Project Details	21/22	22/23	23/24	24/25	Status	Quarterly Update
Bremer Bay Boat Ramp and Finger Jetty	New Construction	✓					
Jerramungup Swimming Pool	New Construction	✓					
Boxwood Hills Combined Sports Club	Refurbishment and Upgrade	✓					
Jerramungup RV Dump Point	Installation and Commissioning	✓					

## Shire Priorities – Potential Projects

(Subject to viability and funding)

Project Name	Project Details	21/22	22/23	23/24	24/25	Status	Quarterly Update
Bremer Bay Housing	Business Case reviewed for increased Shire Housing		✓	✓			
Bremer Bay Tennis Courts	Resurface and Upgrade	✓	✓				
Bremer Bay Airstrip Cross Runway	Design and Construction	✓		✓			
Bremer Bay Civic Centre	Land Acquisition	✓					
Medical Centres	Business Case for Medical Centres in Bremer Bay and Jerramungup	✓	✓				
Walk Trails	Expansion of the existing Trails Network in accordance with the Master Plan		✓	✓	✓		