SHIRE OF
Quairading
Take a closer look

CORPORATE BUSINESS PLAN
2023 - 2027

Endorsed March 2023
Resolution: 183 - 22/23

@ShireofQuairading

@QuairadingCaravanPark

@shireofquairading

CONTENTS

FORWARD FROM THE CEO

Our Corporate Business Plan 2023-2027 has a strong focus on financial sustainability and viability and how these impact on social, economic, environmental and governance outcomes for the community. As a small local government that will continue to grow through the life of this plan and beyond, we want to ensure the decisions made by the Shire today consider the needs of the community into the future.

Our Strategic Community Plan 2021-2031 details the vision and aspirations for the future of our community over the next decade, and the Corporate Business Plan focuses on achieving those objectives by operationalising the strategic initiatives within. Achieving the initiatives will rely on a collective and collaborative approach, as we continue to work with community groups, other local governments, state and federal government agencies, residents, partners and the broader business sector.

Our 'locals first' approach allows us to focus on what the residents of our local area see as the priorities and to plan, commit resources and budget appropriately.

We are embracing technological change to enhance and improve connection, participation and engagement for community and business, and to provide efficient and improved services. As we do so we continue to provide quality in-person and phone service for those customers who need it.

As part of our commitment to making the Shire of Quairading a welcoming place to establish and grow businesses, we are streamlining and improving our approvals processes, while at the same time, continuing to meet legislative and health and safety obligations.

A key objective is to solidify support for local business and stimulate investment, drive economic growth and diversify our economic base. Protecting our key environmental resources is also vital to the Shire's future.

Through the development of our Corporate Business Plan, the Shire has identified key resource capabilities which include an integrated planning and reporting approach to workforce planning, asset management planning and long-term financial planning. Integrated planning provides the Shire with an in-depth understanding of its capacity to resource not only current activities but those planned for the future.

I would like to take this opportunity to congratulate our Elected Members and employees for leading, embracing and making the change we need to succeed in the new and changing paradigm that is local government today. Most importantly, I would like to thank our small, diverse and yet close community for their on-going support, collaboration and contribution to our community's future.

I am pleased to present the Shire of Quairading Corporate Business Plan 2023-2027 (CBP).

Nicole Gibbs
CHIEF EXECUTIVE OFFICER, SHIRE OF QUAIRADING

INTRODUCTION

Council is responsible for the governance and delivery of services that support the community at grassroots (municipal) level. This includes planning and building services, waste management, local laws, emergency management, recreation and community services. However, even more than this, Council has a critical role in determining the social and economic fabric of the community. If Council does not pro-actively seek economic opportunity on behalf of the community, the opportunity will go elsewhere.

In governance terms, local councils are elected by, and accountable to, the people who live and do business within the municipality. As such, the importance of being responsive to the voices in the community is critical to achieving our vision.

The Shire of Quairading Corporate Business Plan 2023-27 (CBP) details how Council will journey towards the community's vision over the next four years, where we will focus our efforts and how we will measure our progress. The document outlines the key activities and service delivery the Shire is planning to undertake to achieve the goals set out in the Strategic Community Plan 2021-2031 (SCP).

The CBP enables the translation of the community's aspirations into real projects and actions. The Plan provides the basis for establishing the Shire's annual plans, programs and budgets, within a four-year timeframe.

As the closest level of government to our residents, we are at the very intersection of state, federal politics and community needs. Seeking bipartisan support from State and Federal Governments to shape and influence allocation of resources on key priority areas across the Shire of Quairading will be a strong focus for us over the next four years and beyond.

The CBP has been developed through dialogue with the community, Elected Members and the Shire's staff to determine the timing and resources required and the key indicators which track our progress. Our achievements are reported each year in the Shire's Annual Report.

Western Australia Local Government Integrated Planning & Reporting Framework

Our planning framework sets out how the Shire of Quairading will strive to achieve the community's aspirations through a cascading hierarchy of long and medium-term plans, resourcing decisions, and a continual process of the development of strategies, monitoring and review.

The suite of documents illustrated in the framework below encapsulate the processes and decisions Council undertakes in the interests of the municipality - with community input - in accordance with the *Local Government Act 2020* and other key legislation.

The CBP is part of the Shire's Integrated Planning and Reporting Framework, which is followed by all Local Governments in Western Australia.

The concept behind the Framework is to ensure Council's decisions consider the community's aspirations and deliver the best results possible with the available resources.

The minimum requirement of the Framework is the establishment of a:

- Strategic Community Plan; and
- Corporate Business Plan.

In accordance with requirements, the Shire has developed the following:

Strategic Community Plan 2021-2031

The Strategic Community Plan (SCP) sets the vision and direction for the whole Framework – it expresses the community's priorities for the future and shows how the Council and community intend to make progress over a ten-year period.

The SCP was adopted by Council in July 2021, following community consultation.

Corporate Business Plan 2023-2027

The Corporate Business Plan (CBP) has the critical purpose of providing the detailed plans for implementation and is the key linking document between the Strategic Community Plan, Long-term Financial Plan, Asset Management Plan and the annual plans and budgets.

Review Cycle

The CBP is a four-year plan, which is required to be reviewed annually, with a comprehensively overall strategic review and update every four years. It is also reviewed alongside the minor strategic review on a more detailed basis then the annual update.

The CBP contains the budgets for the next four years, which mirror the corresponding years within the Shire's Long-Term Financial Plan. The budget for each year of the CPB forms the basis for the respective annual budgets.

The Integrated Planning and Reporting Cycle diagram shows how the plans and review cycles integrate with each other.

Vision

Stragetic Community Plan

10+ Years

Strategic Review
2,4 yrs

Long Term Financial Plan
Asset Management Plans
Workforce Plan
Issue or Area Specific Plans
Business Area Plans

Corporate Business Plan

4

Annual Report

1 Year

Annual Budget

Quarterly Reports

STRATEGIC DIRECTION

Our Vision

"Our Shire is a place of welcome for all, where we work together, with thriving industry creating jobs, a bright future for our young people, and a bustling town in a beautiful and productive rural setting."
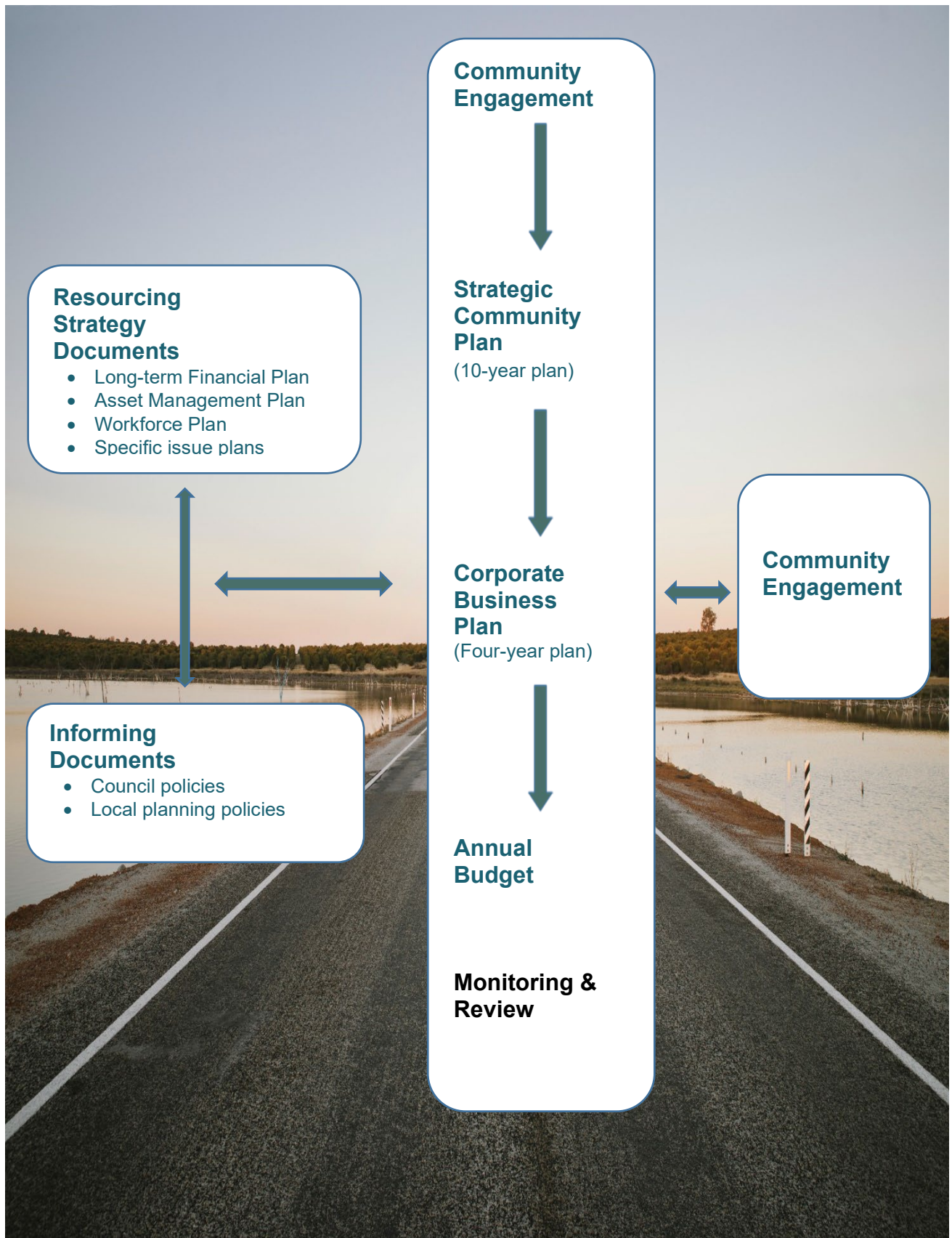
Business Philosophy

We are committed to making decisions in the interests of both current and future generations.

Our approach will be based on the following ideals:

- Productive relationships with industry, the state government and other local governments to deliver improved cost-effective services
- Meeting the needs of our communities through genuine community consultation, engagement and collaboration
- Embracing the principles of sustainability in our decision making to balance the needs of both current and future generations through environmental protection, social advancement and economic prosperity
- Continued improvement to our services through planning, adaptability and careful management of risks.

Locals First

The Shire strives to serve its local community first and foremost, with Council advocating for preferential treatment in terms of access to quality local services, wherever possible. In the interests of Quairading and the broader region which we are integral to, the Shire will work collaboratively with other local and State Government agencies.

Community Engagement

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Strategic Community Plan

(10-year plan)

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Resourcing Strategy Documents
- Long-term Financial Plan
- Asset Management Plan
- Workforce Plan
- Specific issue plans

↕   ↔   **Corporate Business Plan**

(Four-year plan)

Informing Documents
- Council policies
- Local planning policies

↔   **Community Engagement**

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Annual Budget

Monitoring & Review

KEY FACTS

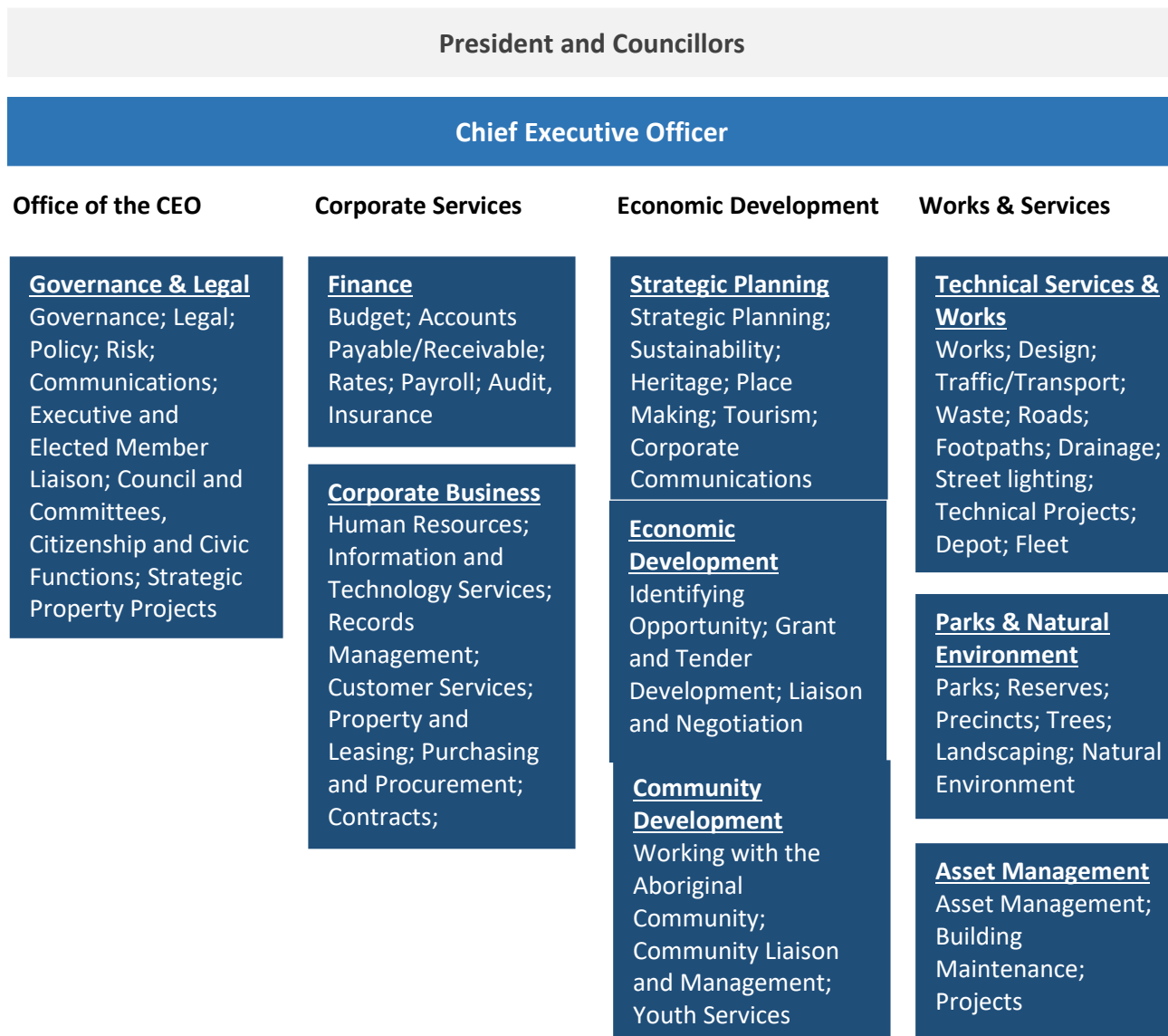|	
Area	2,040 km²
Population	961 (Source: ABS 2021 Census)
Median Age	54 (Source: ABS 2021 Census)
Rateable Properties	825
Number of Council Employees	40
Number of Elected Members	7
Area of Bushland	9000ha
Lengths of Roads and Footpaths	942km² length of roads 720m² length of footpaths
Localities	Quairading Pantapin Yoting Badjaling Dangin South Caroling Balkuling Doodenanning Wamenusking
Boundaries	Shires of Beverley, Brookton, Bruce Rock, Corrigin, Cunderdin, Kellerberrin, Tammin and York.

COMMUNITY LOCATION / PLACE FACILITY

Health Services	Quairading Hospital Medical Practice Pharmacy
Community Services	Community Resource Centre Quairading Post Office & Library
Hospitality	Quairading Farmers Co-operative Quairading Hotel Quairading Club
Recreation Facilities	Quairading Swimming Pool Aquatic Club Badminton Club Bowling Club Cricket Club Football Club Golf Club Hockey Club Netball Club Tennis Club Community Gym
Family	REED Child Care Playgroup Quairading District High School Toy Library
Rural Support Services	Quairading Smash Repairs Quairading Tyre & Battery Afgri Quairading Quairading Agri Services Farmarama Hutton & Northey Ossrock Transport Quairading Seed Cleaners Several independent mechanics
Fuel Stops	BP Quairading Quairading Tyre & Battery Supplies

DIRECTORATE STRUCTURE

The Shire of Quairading operates across three business areas, which were established as a result of the Workforce Plan adopted by Council in April 2021.

President and Councillors

Chief Executive Officer

Office of the CEO	Corporate Services	Economic Development	Works & Services
Governance & Legal Governance; Legal; Policy; Risk; Communications; Executive and Elected Member Liaison; Council and Committees, Citizenship and Civic Functions; Strategic Property Projects	**Finance** Budget; Accounts Payable/Receivable; Rates; Payroll; Audit, Insurance **Corporate Business** Human Resources; Information and Technology Services; Records Management; Customer Services; Property and Leasing; Purchasing and Procurement; Contracts;	**Strategic Planning** Strategic Planning; Sustainability; Heritage; Place Making; Tourism; Corporate Communications **Economic Development** Identifying Opportunity; Grant and Tender Development; Liaison and Negotiation **Community Development** Working with the Aboriginal Community; Community Liaison and Management; Youth Services	**Technical Services & Works** Works; Design; Traffic/Transport; Waste; Roads; Footpaths; Drainage; Street lighting; Technical Projects; Depot; Fleet **Parks & Natural Environment** Parks; Reserves; Precincts; Trees; Landscaping; Natural Environment **Asset Management** Asset Management; Building Maintenance; Projects

CURRENT SERVICES

While the services have been grouped according to their primary focus area, the Shire is mindful that many services contribute to more than one area.

OUR COMMUNITY

- Swimming Pool
- Community Services
- Welfare Services
- Community Resource Centre
- Town Hall
- Ranger and Community Safety Services
- Emergency Management
- Youth Services (Youth Centre)
- Library

OUR NEIGHBOURHOODS

- Development Assessments
- Building Assessments
- Strategic Shire Planning Services
- Economic Development
- Roads and Lanes
- Footpaths and Cycle Paths
- Drainage
- Street Furniture (seating, signage, bins, fencing etc.)
- Street Lighting
- Car Parks
- Road Reserves – Street Trees and Landscaping
- Building Management Services
- Infrastructure Design and Assessment Services

OUR COUNCIL

- Governance Management
- Financial Planning and Reporting
- General Accounting
- Payroll
- Revenue Collection
- Information Technology
- Customer Services
- Corporate Communications
- Organisation Planning and Performance
- Organisation Development and Human Resources Management
- Property Management
- Contract Assurance
- Document Management
- Fleet, Plant and Depot Management
- Asset Management Services
- Grant Applications

OUR ENVIRONMENT

- Waste Management
- Sustainability Services

10 YEAR FOCUS

Goals, Strategies, Services & Supporting Activities

The SCP is built around the following five Key Areas and underlying Goals:

- Community
- Economy
- Built Environment
- Natural Environment
- Governance & Leadership

This section of the CBP focuses on these Key Areas and the services and supporting activities that help to achieve the goals and associated strategies of the SCP.

Included under each of the Key Areas are:

- Four-year Priorities aligned to the 10-Year Goals and Strategies from the SCP
- An outline of services delivered to achieve our vision
- Supporting activities that the Shire will undertake to improve services

COMMUNITY

FOUR-YEAR PRIORITIES

- Public open space strategy
- Consolidate age friendly community response of the Shire

- Local quality medical service
- Progressively review and revitalise community facilities

- Re-develop sporting precinct

Goals & Strategies

Goal 1: Provide sporting, social & cultural activities for all members of the community (SCP Strategy 1.1)

Strategies

1.1   Encourage and support participation in a range of public activities and events where residents can gather and interact. (SCP Strategy 1.2)

1.2   Re-develop the sporting precinct. (SCP Strategy 1.2)

1.3   Promote our strong community identity and focus our responses on the needs of local residents, businesses and ratepayers. (SCP Strategy 1.1 and SCP Strategy 2.2)

Goal 2: Quality local parks & open spaces for the community to enjoy (SCP Strategy 3.2)

Strategies

2.1   Adopt a more strategic and coordinated approach to the planning of our parks and greenspaces recognising their diverse roles and local community preferences. (SCP Strategy 3.2)

2.2   Improve the maintenance and provision of amenities in our local parks and open spaces reflecting local values and priorities and the broader regional demand on facilities. (SCP Strategy 3.2)

2.3   Establish an off-lead space for dog owners. (SCP Strategy 3.2)

2.4   Establish a means of resourcing the new sporting precinct. (SCP Strategy 3.3)

Goal 3: An active, safe & inclusive community (SCP Strategy 1.2)

Strategies

3.1   Focus on improving and expanding those places where community groups interact to encourage greater participation. (SCP Strategy 1.2)

3.2   Support local volunteer organisations through initiatives that reduce volunteer fatigue and strengthen their resilience. (SCP Strategy 1.4)

3.3   Continue to deliver more programs which support local clubs and community groups and their capacity to run their community activities. (SCP Strategy 1.1)

3.4 Encourage a range of activities that better align with the diverse needs of ratepayers of all ages, cultures and abilities. (SCP Strategy 1.1)

3.5 Act to create and maintain safe, friendly and open environments that residents can access and enjoy. (SCP Strategy 3.1 and SCP Strategy 3.2)

3.6 Implement youth services and facilities with regular input from youth and providers. (SCP Strategy 1.1)

3.7 Provide newcomers to Quairading with inductions, information and opportunities to engage and get involved. (SCP Strategy 5.1)

Goal 4: Advocate for the provision of quality health services, health facilities & aged person facilities in the Shire (SCP strategy 1.3)

Strategies

4.1 Ensure the provision of a Doctor in the Shire to operate the medical clinic. (SCP Strategy 1.3)

4.2 Ensure the Doctor provides a level and quality of service acceptable to the residents. (SCP Strategy 1.3)

4.3 Facilitate the establishment of independent living units for the aging population. (SCP Strategy 1.3)

Goal 5: Support emergency services planning, risk mitigation, response & recovery (SCP strategy 1.5)

Strategies

5.1 Promote the importance of, support and facilitate the work of the Community Emergency Services Manager (CESM). (SCP Strategy 1.5)

5.2 Promote the importance of, support and facilitate the work of the Bushfire Risk Mitigation Coordinator (BRMC). (SCP Strategy 1.5)

5.3 Direct both positions to prioritise legislative compliance. (SCP Strategy 1.5)

Services & Supporting Activities

Services & facilities to achieve SCP goals & strategies	Supporting Activities	22/23	23/24	24/25	25/26	Lead Business Area
Library Services	Ensure service commitments are being met.		Ongoing			Corporate Services
	Review model in consultation with post office.					
Community Services	Deliver service commitments.		Ongoing			Economic Development Works & Services
	Implement Community Events Program.		Ongoing			
	Implement Sporting Precinct Strategy.		Ongoing			

	Action					Responsibility
	Investigate a new electronic score board for football and hockey clubs.					
	Develop a Youth Services Plan.					
	Implement the Disability and Access Inclusion Plan.					
Toapin Weir	Deliver service commitments.	Ongoing				Economic Development Works & Services
	Review the long-term plan for Toapin Weir.					
	Re-develop and promote as tourist destination.					
Community Park	Deliver service commitments.	Ongoing				Economic Development Works & Services
	Complete construction.					
Swimming Pool	Deliver service commitments.	Ongoing				Economic Development Works & Services Corporate Services
Parks and Reserves – All	Deliver service commitments.	Ongoing				Economic Development Works & Services
	Develop a public open space strategy (including nature reserves).					
	Develop an Urban Forest Strategy.					
	Develop and implement dog off-lead space.					
Parks and Reserves – Sporting Spaces	Deliver service commitments.	Ongoing				Economic Development Works & Services
	Implement Sporting Precinct Strategy.					
Building Management Services	Progressively review and revitalise community facilities.					Economic Development Works & Services
Ranger Services	Deliver service commitments.	Ongoing				Corporate Services
Emergency Management	Deliver service commitments.	Ongoing				Works & Services

ECONOMY

- Enhance continuity and capacity of power
- Introduce and develop light industry

- Strengthen and implement Tourism Strategy
- Be progressive and flexible in assisting small business to thrive

- Increase availability of residential housing
- Increase availability of worker accommodation

Goals & Strategies

Goal 6: Support existing businesses & recruit new industry (SCP Strategy 2.1)

Strategies

6.1 Sell two of six light industrial area lots that meet the Main Roads conditions. (SCP Strategy 2.3)

6.2 Create an alternate opportunity for the remaining four light industrial area lots. (SCP Strategy 2.3)

6.3 Ensure new development is harmonious with established business' and respect our existing 'sense of place' and our unique character. (SCP Strategy 2.2 and SCP Strategy 2.3)

6.4 Ensure future planning recognises the emerging diverse role, mixed use potential and opportunities of our town and integrates change and growth with the surrounding local area. (SCP Strategy 2.1)

6.5 Foster and encourage local business development in the local township that supports our residents and the local and broader community. (SCP Strategy 2.1)

6.6 Ensure a high standard of public infrastructure is maintained in and around the Shire. (SCP Strategy 3.3)

6.7 Demonstrate progress with stakeholders to facilitate land development, industry and jobs growth. (SCP Strategy 2.3)

6.8 Ensure forums are regularly provided to support industry and businesses, including Aboriginal and disability enterprises, in engaging with the community and stakeholders. (SCP Strategy 2.3)

6.9 Ensure economic development is supported through engagement with key economic groups. (SCP Strategy 2.3)

Goal 7: Increase availability of residential & worker accommodation (SCP Strategy 2.3)

Strategies

7.1 Take a lead role in the development of residential property using a fixed cost-benefit model. (SCP Strategy 2.3)

7.2 Be flexible in Development Approvals for residential and worker accommodation. (SCP Strategy 2.3)

7.3   Actively seek innovative and cost-effective means of increasing housing stock across the Shire. (SCP Strategy 5.2)

7.4   On-sell housing stock where the asset is at end of life-cycle. (SCP Strategy 5.2)

Goal 8: Build upon our "Take a Closer Look" brand with the development of an internal and external communications strategy focusing on our community, events & facilities to increase our permanent & transient population (SCP Strategy 2.2)

Strategies

8.1   Ensure Local businesses capture opportunity through the caravan park and tourism assets and experiences. (SCP Strategy 2.2)

8.2   Improve online presence and awareness. (SCP Strategy 2.2)

8.3   Ensure visitors receive timely and accurate information about our Shire attractions and services. (SCP Strategy 2.2)

8.4   Encourage Council representatives to attend local events and celebrations. (SCP Strategy 2.2)

8.5   Ensure the Shire of Quairading is marketed and promoted locally, state-wide and internationally to tourists and investors. (SCP Strategy 2.1)

Goal 9: Encourage local workforce participation (SCP Strategy 2.4)

Strategies

9.1   Foster professional development and advancement for Shire workers who live and work locally. (SCP Strategy 2.4)

9.2   Continue to research and implement the skilled migration program. (SCP Strategy 2.1)

9.3   Phase out the executive 'Drive In/Drive Out' model for Shire workers. (SCP Strategy 2.3 and SCP Strategy 2.4)

Services & Supporting Activities

Services & facilities to achieve SCP goals & strategies	Supporting Activities	23/24	24/25	25/26	26/27	Lead Business Area
Enhance power continuity & capacity of power	Lobby the State Government for a Virtual Power Plant (VPP).					Office of the CEO Economic Development
	Once VPP established, secure funding for a microgrid.					
Introduce and develop light industry	Ensure new development is harmonious with established business' and respect our existing 'sense of place' and our unique character.					Office of the CEO Economic Development
	Sell two of six light industrial area lots that meet the Main Roads conditions.					
	Create an alternate opportunity for the remaining four light industrial area lots.					
	Continue to use a community consultative approach.					Economic Development

Strengthen and implement Tourism Strategy	Continue implementation of the Tourism Strategy.					
	Do what we say, say what we do in a time-efficient and cost-effective manner.					
Be progressive and flexible in assisting small business to thrive	Ensure future planning recognises the emerging diverse role, mixed use potential and opportunities of our centre and integrates change and growth with the surrounding local area.					Corporate Services Economic Development
	Foster and encourage local business development in the local centre that support our residents and the local and broader community.					
	Ensure a high standard of public infrastructure is maintained in and around our centres throughout the Shire.					
	Demonstrated progress with stakeholders to facilitate land development, industry and jobs growth.					
Increase availability of residential housing	Take a lead role in the development of residential property using a fixed cost-benefit model.					Economic Development Corporate Services Works & Services
	Be flexible in the Development Approvals for residential and worker accommodation.					
	Actively seek innovative and cost-effective means of increasing housing stock across the Shire.					
	On-sell housing stock where the asset is at end of life-cycle.					
Increase availability of worker accommodation	Take a lead role in the development of worker accommodation using a fixed cost-benefit model.					Economic Development Works & Services
	Be flexible in the Development Approvals for worker accommodation.					
	Actively seek innovative and cost-effective means of increasing housing stock across the Shire.					
	On-sell housing stock where the asset is at end of life-cycle.					

BUILT ENVIRONMENT

FOUR-YEAR PRIORITIES

- Road and footpath infrastructure
- Nature Reserve upgrade
- Sporting facility improvements
- Toapin Weir development
- Community Park
- Cemetery aesthetics
- Main street aesthetics
- Light Industrial Area lots

Goals & Strategies

Goal 10: Safe, efficient & well-maintained road & footpath infrastructure (SCP Strategy 3.1)

Strategies

10.1   Ensure the Asset Management Plan is current and operational. (SCP Strategy 3.3)

10.2   Explore opportunities and pilot programmes regarding alternative methods or materials for road and footpath construction, particularly the use of recycled materials. (SCP Strategy 3.1)

10.3   Continue to provide training support and plant for staff to maintain road and footpath infrastructure. (SCP Strategy 3.1)

Goal 11: Parks, gardens & social spaces are safe & encourage active, engaged & healthy lifestyles (SCP Strategy 3.2)

Strategy

11.1   Encourage the community to self-manage minimising energy consumption, water use, emissions and waste. (SCP Strategy 4.2 and SCP Strategy 4.3)

11.2   Support the co-location of sporting clubs to allow for effective resource allocation for recreational spaces. (SCP Strategy 3.3)

Goal 12: Improvements to building infrastructure including our sport & recreation facilities, residential & service delivery facilities following considered cost-benefit analysis models & venue management plans (SCP Strategy 3.3)

Services & Supporting Activities

Services & facilities to achieve SCP goals strategies	Supporting Activities	23/24	24/25	25/26	26/27	Lead Business Area
Development Assessments	Deliver service commitments.		Ongoing			Works & Services
Building Assessments	Deliver service commitments.		Ongoing			Works & Services

Strategic Shire Planning Services	Deliver service commitments.	Ongoing				Works & Services
	Develop a Public Open Space Strategy.					
Economic Development	Deliver service commitments.	Ongoing				Economic Development
	Implement the Economic Development Strategy.					
Roads and Lanes	Deliver service commitments.	Ongoing				Works & Services
	Progressive activation and greening of laneways					
Footpaths and Cycle Paths	Deliver service commitments.	Ongoing				Works & Services
	Enhanced cycling networks.					
Drainage	Deliver service commitments.	Ongoing				Works & Services
Street Furniture (bus shelters, seating, bins signage, fencing etc)	Deliver service commitments.	Ongoing				Works & Services
	Develop guidelines for street furniture and amenities provision.					
Street Lighting	Deliver service commitments.	Ongoing				Works & Services
Car Parks	Deliver service commitments.	Ongoing				Works & Services
	Source funding for Town Hall carpark.					
Road Reserves – Street Trees and Landscaping	Deliver service commitments (Page 28).	Ongoing				Works & Services
	Increase the visual appeal of our street landscape and verges.					
	Investigate the development of an off-leash dog park.					

NATURAL ENVIRONMENT

FOUR-YEAR PRIORITIES		
• Enhance, protect and conserve bushland • Manage the life-cycle of our waste facility	• Enhance, protect and conserve the quality and quantity of our water	• Stop power outages

Goals & Strategies

Goal 13: Conservation of our natural environment (SCP Strategy 4.2)

Strategies

13.1 Manage our bushland areas and reserves to enhance and protect conservation values and protect our native animals and plant species. (SCP Strategy 4.2)

13.2 Improve energy efficiency. (SCP Strategy 4.3)

13.3 Minimise waste to landfill and increase recycling. (SCP Strategy 4.3)

13.4 Manage the life cycle of our waste facility. (SCP Strategy 3.3 and SCP Strategy 4.1)

13.5 Promote our environmental assets and opportunities and recognise the impacts of climate change in our strategies. (SCP Strategy 2.2)

13.6 Encourage the community to self-manage minimising energy consumption, water use, emissions and waste. (SCP Strategy 4.3)

13.7 Ensure traditional owners, key stakeholders, and the community are informed and actively involved in the protection and enhancement of the natural environment. (SCP Strategy 1.1 and SCP Strategy 4.2)

13.8 Engagement with community on urban renewal and greening initiatives is enhanced. (SCP Strategy 1.1 and SCP Strategy 2.1)

Goal 14: Demonstrate sustainable practices of water, energy & waste management (SCP Strategy 4.3)

Strategies

14.1 Optimise our use of ground water and improve the efficiency of our clean water consumption. **(SCP Strategy 4.3)**

14.2 Advocate for power continuity and strength. (SCP Strategy 2.1)

Goal 15: Maintain a high standard of environmental health services (SCP Strategy 4.1)

Strategies

15.1   Outsource service for a more comprehensive and cost-effective model. (SCP Strategy 4.1 and SCP Strategy 5.2)

15.2   Continue business as usual. (SCP Strategy 5.3 and SCP Strategy 5.4)

Services & Supporting Activities

Services & facilities to achieve SCP goals & strategies	Supporting Activities	23/24	24/25	25/26	26/27	Lead Business Area
Waste Management	Deliver service commitments.	Ongoing				Works & Services
	Adaptable collection service to ensure efficient and effective waste management by apartments.					
Sustainability Services	Deliver service commitments.	Ongoing				Economic Development
	Develop a Sustainability Strategy.					
	Scenario planning for reduced water allocation.					
	Commit to the Waterwise Council Program.					
	Develop a Natural Areas Strategy for our bushland.					
Upgrade and maintenance of nature reserves	Upgrade signage and furniture infrastructure					Works & Services

GOVERNANCE & LEADERSHIP

FOUR-YEAR PRIORITIES

- Introduction of software to increase transparency, accountability, accuracy and efficiency
- Benchmarking our performance as a local government

Goals & Strategies

Goal 16: Shire communication is consistent, engaging & responsive (SCP Strategy 5.1)

Strategies

16.1 Ensure annual Comprehensive Community Perception Survey is fed into a Continuous Quality Improvement system and feedback actioned within an efficient timeframe. 360-degree communication methodology for all feedback. (SCP Strategy 5.1)

16.2 Ensure the community is informed and consulted on a regular and frequent basis through multiple electronic and hard copy forms of messaging. (SCP Strategy 2.2 and SCP Strategy 5.1)

Goal 17: Forward planning & implementation of plans to determine service levels (SCP Strategy 5.2)

Strategies

17.1 Monitor performance against targets – Strategic Community Plan and Corporate Business Plans goals. (SCP Strategy 5.2 and SCP Strategy 5.3)

17.2 Adhere to the Asset Management Plan and Long-Term Financial Plan. (SCP Strategy 5.2 and SCP Strategy 5.3)

17.3 Collaborate and plan with key stakeholders, including regulatory and funding bodies. (SCP Strategy 1.1 and SCP Strategy 2.1 and SCP Strategy 2.3)

17.4 Continue local community engagement and consultation. (SCP Strategy 1.1 and SCP Strategy 2.3)

Goal 18: Provide informed & transparent decision making that, meets our legal obligations & the needs of our diverse community (SCP Strategy 5.3)

Strategies

18.1 Monitor performance against targets – Strategic Community Plan and Corporate Business Plans goals. (SCP Strategy 5.3)

18.2 Understand the needs of our diverse community through identification, consultation and action. (SCP Strategy 5.2)

Goal 19: Implement systems & processes that meet legislative & audit obligations (SCP Strategy 5.4)

Strategies

19.1 Conduct external audits and reviews to confirm compliance with relevant legislation. (SCP Strategy 5.4)

19.2 Ensure the organisation is not breached for non-compliance against any law. (SCP Strategy 5.4)

19.3 Ensure the community considers our systems and processes to be easy to navigate, fair and transparent. (SCP Strategy 5.3)

19.4 Ensure audits are non-onerous because all relevant information is readily available and easy to access. (SCP Strategy 5.4)

19.5 Introduce Altus Payroll and Altus Content to improve the accuracy, reliability, security and easy access of organisational information. (SCP Strategy 5.4)

Services & facilities to achieve SCP goals & strategies	Supporting Activities	23/24	24/25	25/26	26/27	Lead Business Area
Governance Management	Deliver service commitments.	Ongoing				Office of the CEO
	Provide professional development opportunities and a knowledge base for Elected Members.					
	Continually review and enhance systems of governance.					
	Implement the risk management framework and associated systems.					
Financial Planning and Reporting	Deliver service commitments.	Ongoing				Corporate Services
	Modernise, integrate and streamline the system for financial planning and budgeting.					
	Review and implement the Long-Term Financial Plan.					
General Accounting	Deliver service commitments.	Ongoing				Corporate Services
Revenue Collection	Deliver service commitments.	Ongoing				Corporate Services
Payroll	Deliver service commitments.	Ongoing				Corporate Services
	Introduce Altus Payroll.					
Information Technology (IT) Services	Deliver service commitments.	Ongoing				Corporate Services
	Renew Information Technology Policy.					
	Use technology to improve service delivery and efficiency.					
Customer Services	Deliver service commitments.	Ongoing				Corporate Services
	Deliver service commitments.	Ongoing				Economic Development

Corporate Communications	Develop Communications Strategy.					
	Implement Community Engagement Framework.					
Organisation Planning and Performance	Deliver service commitments.	Ongoing				Corporate Services
	Benchmarking of our performance as a local government.					
	Progressively review service delivery.					
	Undertake a systematic business process review.					
Organisation Development and Human Resources Management	Deliver service commitments.	Ongoing				Corporate Services
	Review the Shire's Workforce Plan.					
	Adapt structure in light of strategic and service delivery objectives.					
	Embed the culture of the organisation in the organisation's values and business philosophy.					
	Develop leadership in the organisation.					
	Align skills training to the Council's strategic and service delivery objectives.					
	Align employee performance management to the Shire's performance measurement system.					
Property Management	Deliver service commitments.	Ongoing				Works & Services Economic Development
	Sell off housing assets at the end-of-life cycle.					
	Undertake strategic review of landholdings					
	Construct one residential house.					
	Development and enact residential housing maintenance program.					
Procurement and Contract Management	Deliver service commitments.		Ongoing			Corporate Services
Records Management	Deliver service commitments.		Ongoing			Corporate Services
	Enact Altus Content.		Ongoing			
Fleet Management	Deliver service commitments.		Ongoing			Works & Services
Plant and Depot Management	Deliver service commitments.		Ongoing			Works & Services
Asset Management Services	Deliver service commitments.	Ongoing				Works & Services
	Adequate provision for asset renewal.					
	Develop Asset Management Plan templates to the next level of maturity and prepare Asset Management Plans for all asset classes.					

	Develop a Road Hierarchy to guide staff and the community on the ongoing care and maintenance of road network assets.					Works & Services

BUSINESS AREAS

This section shows the Shire's roles and details the services its Business Areas will deliver over the coming four years.

Shire Roles

Local governments operate under statute but also with some discretion. The primary roles of the Shire of Quairading are outlined below.

SERVICE DELIVERY	REGULATION
This includes services like parks and gardens, libraries, roads, footpaths, drainage, recreation facilities, and events, which are delivered first and foremost for our local community. Many of our facilities and services are also highly valued by visitors. Maintenance and renewal of the assets that underpin many of the Council's services is a vital part of Council's service delivery role. In some cases, the Shire may contract out services to obtain the most cost-effective service for the community.	Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, we regulate and enforce aspects of public health (e.g. monitoring food premises), the safety of new buildings, and the use of land. These areas are regulated because they have the potential to impose costs or adverse effects on others (e.g. food poisoning, injuries or hazardous activities too close to residents). In many cases the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected is a delicate balancing act. That is why local democracy is involved in deciding such matters.

LEADERSHIP AND FACILITATION	ADVOCACY
The Council has a role as civic leader in the community. With strong leadership and working with residents and the business community, the Council can achieve more than it could by working in isolation. This also reflects the Council's strong "local's first" philosophy. Working together is more likely to ensure the community's needs are understood and met.	This role involves influencing the decisions of others who can contribute to positive outcomes for the community and includes advocacy to state government for funding or other support.

SERVICE DELIVERY

The Shire of Quairading is divided into thirteen business areas, each of which fits under only three Directorates. The business areas are:

Business Areas

- Governance and Legal
- People & Culture
- Finance
- Corporate Business
- Community Services
- Statutory Planning
- Strategic Planning
- Regulatory Services
- Asset Management
- Technical Services and Works
- Grounds & Gardens.

Business Area Plans

Business Area Plans will be developed for each Business Area, incorporating the Shire's main services and sub-services. They are an important component of the Shire's integrated planning approach, with each Plan to highlight strategies, projects, service delivery, priorities, costs and capacity.

The purpose of Business Area Plans is to ensure:

- We have a primary source of reliable information on the services we deliver; how they fit with our strategic direction; to what service levels; and with what future intentions
- Planning, delivery and performance management for services is robust and clear
- Real choices can be identified (e.g. service level options with different benefit/cost implications);
- The efficiency and effectiveness of services, service delivery methods and funding policy options can be tested
- Services and associated cost attribution can be readily reconfigured as required.

The Business Area Plans consolidate the services and sub-services of each Business Area and include the following:

- Our priorities over the next four years
- Any projected changes to service levels and/or scope, including any associated resource and budget implications
- Identifiable risks and how they will be managed
- Service performance management.

SERVICE DELIVERY BY BUSINESS AREA

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
GOVERNANCE & LEGAL				
Governance Management	• The Council process enables high quality decision-making. • Risks are well managed, and a high standard of probity is achieved. • Compliance with the *Local Government Act 1995*.	**SCP Goal** 5.3 **Other** Risk Management Framework.	• Efficient management of the biannual election and support for the WAEC Returning Officer. • Efficient and effective support for Elected Members. • Agendas available for viewing from the Friday before the scheduled Council or Committee meeting date. • Minutes published on the Friday following the meeting. • Prepare and collate Annual Report in accordance with statutory requirements. • Effective and appropriate management of governance compliance. • Local Laws reviewed every 8 years in accordance with legislation. • Actively manage the Shire's Risk Policy, Risk Framework and Risk Register and ensure staff are adequately trained in risk management. • Effective support provided to insurer in managing public liability claims as required. • Provide direction and scope to Internal Auditors.	Increase - Elected Members' development and enhanced systems of governance.
Organisation Planning and Performance	• Strategic prioritisation, resource and delivery planning.	**SCP Goal** 5.2	• Achieving or better standard of IPR suite.	Subject to service delivery and business

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
		Other Strategic Community Plan. Corporate Business Plan.	• Decentralised service level management. • Rigorous independent benchmarking.	process reviews.
Corporate Communications	• Keep the community and staff well informed about important issues, Shire services, projects, initiatives, events and developments. • Ensure timely and accurate responses are provided to media enquiries. • Project a consistent and positive public image for the Shire. • Accessible public information. • Efficient and effective community engagement (proposed).	**SCP Goal** 2.2, 5.1 **Other** Community Engagement Framework. Communications Strategy.	• Banksia Bulletin • Passion Sheet • Responses to media enquiries by their deadline (generally 2-3 per week). • Media releases average 1 per week. • Facebook: Monitored and maintained during business hours - respond as quickly as possible. • Facebook: 1-2 posts per day.	Subject to development of a Comms Strategy.
PEOPLE & CULTURE				
Organisation Development and Human Resources Management	• Ensure the level of skill and performance is strategically aligned, reinforces the desired culture, and supports delivery.	**SCP Goal** 2.4, 5.2 **Other** Workforce Plan 2017.	• Standardised recruitment and induction process. • Decentralised training. • High level support for WHS system, workforce injury prevention and management. • On demand industrial relations advisory service. • HR systems and processes are manual and paper- based.	Increase - automation for access, reporting and self-service Any other changes subject to the review of the Workforce Plan.
People and Culture	• Provide support and advice to all Business Areas.	**SCP Goal** 2.4, 5.2	• High level support for workforce.	Maintain
Payroll	• Timely and accurate	**SCP Goal** 5.4	• Payroll processed accurately on a fortnightly basis.	Introduce Altus Payroll

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
	• Payment of salaries, wages, super and withholding tax.		• Monthly and year end payroll reports.	
FINANCE				
Financial Planning and Reporting	• Business foresight and insight to assist strategic and corporate planning, business area planning, monitoring and performance improvement.	**SCP Goal** 5.2, 5.3 **Other** Long Term Financial Plan (LTFP).	• Accurate, comprehensive and compliant monthly financial reports, mid-year budget review and annual financial reports that enable effective monitoring. • Annual updates to four-year budget, LTFP and aligned Annual Budget. • Accurate customised financial reports as required.	Improved financial systems and reporting.
General Accounting	• Timely and accurate payment of Council's creditors. • Optimal financial position. • Support for monitoring and decision-making by business areas. • Assurance and compliance of financial system.	**SCP Goal** 5.4	• Timely and accurate payment of Council's creditors in line with our trading terms. • Efficient and accurate transaction processing and monthly reconciliation. • Management of cash flow to meet operational funding requirements. • Investment of cash reserves in line with Council policy. • Accurate and reliable financial data. • Up-to-date asset class valuations. • Facilitation of comprehensive external audit.	Reduce paperwork and streamline process.
Revenue Collection	• Collect property rates due to the Shire. • Collect sundry debts and monitor the Shire's outstanding debts.	**SCP Goal** 5.4	• Issue rates annually. • Efficient management and recovery of outstanding rates debts • Produce debtor reports for facility managers	Maintain.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
			• (where required) for their actioning • Trading terms are 14 days.	
CORPORATE BUSINESS				
Information Technology (IT) Services	• Provide effective, efficient and secure Information and Communication Technology (ICT) services to enable uninterrupted delivery of Shire services both internally and to the community.	**SCP Goal** 5.3 **Other** ICT Strategic Plan 2020 - 2024.	• Minimum unplanned outages to technical infrastructure. • Business Systems Support. • Responsive user support during normal business hours. • IT Planning and Disaster Recovery Plan (ITDRP).	Subject to development of an ICT Strategic Plan 2023-2027.
Customer Services (Administration Centre)	• Personable, helpful and professional customer service.	**SCP Goal** 5.1 **Other** Customer Strategy. Customer Service Charter.	• 90% of telephone enquires serviced within Customer Services without transfer to another officer. • Abandoned calls <3% • Prompt customer service on demand from 8am to 5pm Monday – Friday. • After hours telephone service.	Subject to development of a Customer Strategy.
Procurement and Contract Management	• System assuredly and probity of the Shire's procurement and contract management.	**SCP Goal** 5.4	• Service available on-site as required. • Manage the procurement process in accordance with the Shire's policies.	Maintain.

Records Management	• Document storage and retrieval to facilitate:
	  • Effective management of the organisation;
	  • Access by authorised persons to the right information at the right time;
	  • Maintenance of historic archives.
		SCP Goal 5.4	• Manage storage and collection of Shire's records in accordance with policy and legislation.
			• Respond to FOI requests in accordance with *Freedom of Information Act 1992.*
				Maintain.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
COMMUNITY SERVICES				
Community Services	• Build social capital through opportunities and encouragement for community members to participate, engage and interact through events, use of parks and reserves, volunteering, and well-managed groups and clubs. • Conferral of Citizenship for eligible migrants • Contribute to a sense of place and community identity through the provision of community events/activities, volunteering and public and community art.	**SCP Goal** 1.1, 1.2, 1.4 **Other** Community Events Plan.	• Variety of well publicised, free annual events and one-off special events. • Conferral of citizenship available within a short time of eligibility at events that reflect the special nature of the occasion for participants and their supporters. • Manual booking service during office hours, with advice to those hiring parks and reserves regarding event management. • Regular contact and liaison with clubs and service groups to support their activities. • Annual recognition of volunteers' service to the community that reflects the special nature of the occasion for participants.	Increase across all spectrums.
Welfare Services	• Safe, clean, inclusive and accessible environment. • Support community organisations to deliver services support for residents over 55 years of age by connecting them to services, facilities and experiences that assist them to age-in-place and participate in local community life. • Facilitate the construction of aging in place residential units.	**SCP Goal** 1.2, 1.3 **Other** Disability and Access Inclusion Plan 2019-2022.	• Manual application process for grants and donations. • Programs and Activities.	Increase provision of Seniors' programs and activities.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years

STATUTORY PLANNING

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
Development Assessments	• Built form and land use that meets statutory requirements and strategic planning objectives.	**SCP Goal** 5.2, 5.4	• Planning advice at front counter and by phone/email. • Consider applications within 60 days (advertising not required) and 90 days (advertising required). • Respond to Western Australian Planning Commission referrals within 42 days.	Maintain.

STRATEGIC PLANNING

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
Strategic Shire Planning Services	• Development of the Shire that responds to community and State Government expectations, that addresses the following matters: • built form and land use; • housing density and diversity; • economic and employment opportunities; and • heritage.	**SCP Goal** 2.3 **Other** Local Planning Strategy. Local Government Inventory of Heritage Places.	• Development/review of plans and strategies as required. • Development/review of policies as required. • Advice to landowners and developers regarding heritage listed properties on request. • Assessment of strategic planning proposals within statutory timeframes.	Maintain.
Economic Development	• The needs of our business community are met, and new businesses are attracted to the Shire to service our population.	**SCP Goal** 2.1 **Other** Economic Development Strategy.	• Limited level of service currently.	Maintaining contact and providing easily accessible relevant information for businesses. Identify and respond to issues across key regulatory and operational areas: - planning and design

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
				- infrastructure - local business partnerships.
Sustainability Services	• Establishment of Virtual Power Plant. • Energy and water efficiency. • Biodiversity protection.	**SCP Goal** 4.3 **Other**	• Obtain Waterwise accreditation through an annual program of auditing and improvement measures; internal advice on water and energy efficient infrastructure design and practice. • Readily available information and advice on sustainable living; seasonal education and interactive activities (e.g. gardening; flora and fauna); travel smart initiatives, such as bicycle maintenance in schools. • Control of weeds and pests in the Shire's natural areas and progressive rehabilitation.	Uncertain - subject to development of a Sustainability Strategy and Natural Areas Strategy, and review of the energy efficiency program.
REGULATORY SERVICES				
Environmental Health and Building Safety Services	• Maintain environmental health, amenity, planning and building compliance, and swimming pool safety within the shire.	**SCP Goal** 4.1 **Other** Local Public Health Plan.	• Readily accessible, accurate information on environmental health issues. • Two inspections per year of the food shops in the Shire in accordance with Department of Health Guidelines. • Food Premises Registration and Food premises fit-out approval as required. • Advice and regulation of Food Act as required. • Respond to pest control complaints as required. • Rat baits available to seniors on request.	Maintain

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
			• Inspections of the public and private pools in the Shire every four years. Re-inspections undertaken as required. • Environmental health complaints (food, noise, midges, etc.) responded to in a timely manner.	
Ranger Services	• Regulate, control and educate to promote, protect and maintain the safety and amenity of the community. • Safe, clean, inclusive and accessible environment	**SCP Goal** 5.3, 5.4 **Other** Community Safety and Crime Prevention Plan 2016 - 2020.	• Timely response to requests as required. • Participation in RSPCA dog sterilisation programme.	Maintain.
Building Assessments	• Buildings meet standards of safety and compliance.	**SCP Goal** 3.3, 5.3	• Building advice at front counter and by phone/email. • Issue Building Permits in accordance with Building Codes.	Maintain.
Emergency Management	• Prepared and resilient community. • Effective emergency response. • Effective community recovery.	**SCP Goal** 1.5 **Other** Local Emergency Management Arrangements. Local Emergency Recovery Plan. Bushfire Mitigation Plan	• Operational Community Emergency Services Manager (CESM) • Operational Bushfire Mitigation Manager (BFMM). • Up to date emergency management and recovery arrangements in place. • Effective relationships with relevant agencies. • Community education via the Shire's website and social media presence. • Strong communication links to the community via a bulk SMS system.	Maintain.
ASSET MANAGEMENT				
Asset Management Services	• Ensure a reliable information base for effective strategic and management decision-	**SCP Goal** 3.3	• "Best appropriate" asset management strategies and practices.	Maintain.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
	making; and a long-term capital works program that reflects responsible asset stewardship and the Shire's strategic and corporate plans, so the Shire's assets are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment.	**Other** Asset Management Plan	• Asset revaluations (programmed over three years).	
Building Management Services	• The Shire's buildings are safe and fit for their current use and managed in a way that meets community expectations.	**SCP Goal 3.3, 5.3**	• Well maintained building facilities that are safe, convenient and comfortable and meet the community's needs for a range of recreational activities and community uses. • Standard of presentation ranges from basic to high according to usage and profile of location.	Maintain.
Property Management	• Facilitate land acquisitions and disposals and manage holdings for strategic development and service delivery. • Manage all leases to ensure all parties meet their obligations. • Manage tenant relationships and asset management funding for community-leased buildings.	**SCP Goal** 2.3, 5.1, 5.2, 5.3	• Undertake sales and purchases as required or where opportunities present themselves. • Comply with lease conditions and undertake market reviews on an ongoing basis. • Comply with lease services and undertake funding reviews every five years. • Undertake land maintenance as required. • Realise opportunities as they present themselves.	Subject to review of land and property asset review and disposal.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
Fleet Management	• The Shire's workforce is equipped to deliver services for the Shire's residents and ratepayers.	**SCP Goal** 5.2, 5.3	• Well maintained and fit for purpose fleet.	Maintain.
TECHNICAL SERVICES & WORKS				
Plant and Depot Management	• The Shire's workforce is equipped to deliver services for the Shire's residents and ratepayers.	**SCP Goal** 5.2, 5.3	• Well maintained and fit for purpose fleet and plant and a well-managed depot.	Maintain.
Infrastructure Design and Assessment Services	• Safe, efficient and effective movement of goods and people to, from and within the Shire.	**SCP Goal** 5.2, 5.3 **Other**	• Timely, consistent advice is provided on all design and development initiatives. • On demand surveying and design service.	Maintain
Roads and Lanes	• A safe and sustainable road network for vehicles. • Safe and sustainable lanes for vehicle access to rear of properties in high density housing areas.	**SCP Goal** 3.1	• Well maintained, safe and accessible roads and lanes, with little to no cracking. • Responsive to maintenance requests by the community. • Renewal of surface in accordance with asset management principles. • Timely intervention to optimise costs over the life cycle. • Seek opportunities for external funding to compliment Shire resourcing of the road and footpath network.	Maintain.
Footpaths and Cycle Paths	• A safe and sustainable path network for pedestrians and cyclists.	**SCP Goal** 3.1	• Paths are kept smooth, clean, and with no obstructions from overhanging vegetation. • Timely intervention to optimise costs over the life cycle.	Increase - enhanced cycling networks.
Waste Management	• Minimise waste generation and maximise recycling activity.	**SCP Goal** 4.3	• Frequent, reliable general waste and recycling bin (up to 480L	Maintain.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
	• Responsible disposal of residual waste.	**Other** Strategic Waste Management Plan.	capacity) and collection service. • Recycling stations for household hazardous waste (HHW) in Shire waste management facility.	
Drainage	• Reduce the incidence of flooding.	**SCP Goal** 4.2	• Network always ready to operate in terms of cleanliness. • Not keeping up with replacement of old drainage pits, covers and pipes. • Minimise flooding of roads to prevent safety and congestion issue. • Timely intervention to optimise costs over the life-cycle.	Maintain.
Street Furniture (seating, signage, bins, fencing, etc.)	• Amenity and safety for bus users, pedestrians and motorists.	**SCP Goal** 3.1, 3.2, 5.2, 5.3	• Infrastructure is good quality and not cheap looking. • Line marking is legible.	Maintain
Car Parks	• Facilitate access to Shire buildings, parks, community facilities and private businesses.	**SCP Goal** 3.2, 3.3.	• Well maintained car parks with legible parking line marking. • Well-lit at night. • Adequate ACROD parking bays.	Maintain
Street Lighting	• Well-lit streets for the amenity and safety of pedestrians, motorists and residents.	**SCP Goal** 3.2, 3.3	• All streets are lit to historical Western Power standards.	Maintain.
Parks and Reserves – Sporting Spaces	• Enable community participation in organised and informal sport activities in safe and functional environments and facilities.	**SCP Goal** 1.2, 3.3 **Other** Dog Park	• Well maintained and presented. • Shire staff provide technical support to sporting clubs to assist in maintaining playing surfaces.	Maintain. Addition of dog park.
Parks and Reserves – Recreation Spaces	• Enable recreation and community enjoyment of Recreation Spaces in safe and functional	**SCP Goal** 1.2, 3.3	• Well maintained and presented.	Maintain.

Services	Service Objective	Strategic Links	Current level of service	Level of service change over 4 years
	environments and facilities.	**Other** Dog Park		
Parks and Reserves – Special Purpose Spaces	• Enable community enjoyment of commemorative and other special purpose spaces in safe and functional environments and facilities.	**SCP Goal** 1.2, 3.3 **Other** Dog Park	• Well maintained and presented.	Uncertain - subject to new Public Open Space Strategy. Maintain. Addition of dog park.
Road Reserves – Street Trees and Landscaping	• Manage trees, other vegetation, and infrastructure in the road reserve to provide positive environmental, aesthetic, health and social outcomes.	**SCP Goal** 3.2 **Other**	• Well maintained and presented.	Maintain. Addition of dog park. Plant more trees.

RESOURCING

The Shire of Quairading will ensure that the Long-Term Financial Plan reflects responsible management of the Shires finances and assets. Budgets will be set that balance the community's aspiration with affordability. Adequate provision will be made for the asset maintenance and renewal and the Shire will continuously strive for operations efficiency within a strong focus on value for money.

ISSUE SPECIFIC INFORMING STRATEGIES

The Corporate Business planning process links together the key strategies, projects and actions of the Asset Management Plan; Information, Communications and Technology Plan; the Workforce Plan; and the Financial Plan. The integration helps determine the priorities for each year and allocates the resources, both human and financial, to the associated actions. The informing plans themselves contain further information with respect to actions and tasks, service levels, costs and performance indicators.

STRATEGIC RISK MANAGEMENT

Council has recently reviewed its strategic risks and the associated strategies to risk manage, mitigate and eliminate these risks. These risk strategies are embedded in all aspects of the Corporate Business Plan (i.e. all are prominent in all bodies of work).

MEASURE OF SUCCESS

Item	Source	Measures
Economic Development		• Residential housing stock meets need. • Worker accommodation stock meets need. • At least one light industry venture is established. • A Virtual Power Plant is installed. • A residential doctor is secured.
Residents' Satisfaction	Community Survey	• Overall performance of the Shire of Quairading • Overall value for money from Council rates • Customer Service • Shire sponsored events and activities • Appearance and maintenance of sport grounds, parks and reserves • Appearance and maintenance of local playgrounds • Community building and halls • Household waste collection • Bulk waste collection and special recycling services • Quality of the footpaths and cycle paths • The management and control of traffic on local roads • Parking and car parks • Street furniture • Streetscapes and tree canopy • Planning, Building and Development Assessment Services • Animal and pest control • Services and facilities for Seniors • Services and facilities for Youth • The control of graffiti, vandalism and anti-social behaviour
Business Satisfaction	Business Survey	• Overall satisfaction with the performance of the Shire of Quairading
Key Performance Metrics	Shire's data	• 90% completion of priority projects • Net change in total number of trees in the Shire's streets • 100% Development Applications decided within Statutory timeframe • Annual residential waste generation (kilograms per capita and percentage of total waste): • Recycling / Green Waste / Landfill
Standard of Asset Management Planning	Independent assessment	• Asset Management Maturity
Workforce	Shire's data	• Staff turnover
	Staff Survey	• Staff satisfaction with the Shire of Quairading as a place to work