CORPORATE BUSINESS PLAN	

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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 to make good decisions?

How do we connect with people to explain decisions and the reasons for them?

Community Facilities

Community Facilities	Service Objective	Legislated
Caravan Parks	To provide a safe and inviting experience for visitors	N
Children's Playgrounds	To provide a safe and active space for children and families to enjoy	N
Libraries	To provide library services that engage the local community and encourage life-long learning	N
Public Toilets	To maintain public toilets so that they are seen as clean, tidy, and usable	N
Reserves & Public Open Space	To retain and maintain reserves relevant to current usage	N
Shire Offices	To provide a welcoming space that provides services and information that meets the needs of the local community	N
Sport & Recreation Facilities	To partner with local communities to manage and maintain facilities to an acceptable standard relevant to current usage	N
Streetscapes, Parks, & Gardens	To manage and maintain streetscapes parks, and gardens, so that they are attractive and well used	N
Town Halls	To provide a meeting places that are valued by the community and well used.	N
Community Infrastructure		
Roads	To plan, renew and maintain infrastructure to a safe operating standard in a manner that meets the needs of our community	Y
Footpaths		Y
Drainage & 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 & 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 & Emergency	To partner with relevant agencies and volunteers to maintain a high standard of emergency planning and preparedness	Y
Finance, Governance & 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 plans 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 support 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 & Recycling	To provide waste services throughout the shire which are convenient to the community while meeting our legislative requirements	Y

Asset Management

Purpose	To protect and enhance our natural and built environment in an ever-changing environment and to construct, maintain and renew Shire assets in a financially sustainable manner
Guiding Principles	- Sustainable financial performance - Well informed investment decisions - Improved management of risk - Improved social responsibility - Demonstrated compliance - Enhanced community consultation
Key Inputs	- Asset Management Framework - Asset condition data - Community service level expectations - Technical service level requirements
How Reviewed	- Annually to update financial modelling from new data - Major review of the Policy and Framework every 4 years
How Reported	- Asset ratios - Works program progress reporting

Community Engagement

Purpose	To share information, gather views and opinions, develop options, build consensus, and make effective decisions that consider stakeholder input.
Guiding Principles	Taken from iap2 seven drivers of contemporary engagement practice: • Based on the belief that those who are affected by a decision have the right to be involved in the decision-making process. • Includes the promise that the public's contribution will influence the decision. • Promotes sustainable decisions by recognising and communicating the needs and interests of all participants including decision makers. • Seeks out and facilitates the involvement of those potentially affected by or interested in a decision • Seeks input from participants in designing how they participate. • Provides participants with the information they need to participate in a meaningful way. • Communicates to participants how their input affected the decision.
Key Inputs	• Community Engagement Toolkit • Various engagement techniques that are identified for each engagement activity such as Community and Stakeholder workshops, Surveys, Social Media, Face to Face Interviews, Submissions, Pop up engagement hubs.
How Reviewed	• By ensuring feedback received is used to inform the decision-making process.
How Reported	• Consultation section of OCM items • Summary of key engagement activities in the Annual Report.

Financial Management

Purpose	To allocate financial resources to maintain services, deliver and maintain infrastructure and determine the level of rates required to fund services and projects.
Guiding Principles	**Seek Long Term Financial Sustainability.** The Shire seeks long term financial sustainability over the 10 Year Financial Plan. This is measured, and reported yearly, by various financial ratios. **Maintain a Balanced Budget.** Both the 10 Year Financial Plan and the Annual budget are prepared to be balanced meaning the Shire plans to deliver all services and infrastructure from available resources, and not operate at a deficit. **Prudent Use of Borrowings.** The Shire will be prudent in its use of long-term borrowings to fund asset and infrastructure projects. **Prudent Use of Reserves.** The Shire maintains a number of financial reserves to assist with maintaining a balanced budget and to support longer term financial planning.
Key Inputs	• Strategic Community Plan • Corporate Business Plan • Works Program • Long Term Financial Plan • Annual Budget
How Reviewed	• Annually via the budget review process
How Reported	• Monthly via Officer Report to Council • Annually via the Annual Report

Risk Management

Purpose	To ensure that relevant risks and opportunities have been identified, assessed and mitigated as part of any decision or action
Guiding Principles	- Integral part of organisational processes - Informs decision making - Explicitly addresses uncertainty - Systematic, structured, and timely - Based on the best available information - Tailored to suit environment - Takes human and cultural factors into account - Transparent and inclusive - Facilitates continual improvement and enhancement of the organisation
Key Inputs	- Risk Reporting Framework - Governance Compliance Calendar - Officer Reports,
How Reviewed	Risk Management and Governance falls on all levels of the organisation including Council, the Management Team, Staff and Persons who perform functions or deliver services on behalf of the Shire. - Council is responsible for ensuring that Council strategy and operations are managed within an effective risk management framework. - The Audit & 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. - Regulation 17 review every 3 years
How Reported	- Risk section of OCM Items - Audit and Risk committee meeting minutes

Workforce Management

Purpose	To enhance the capacity of the workforce to meet community needs by ensuring the organisation has the required staff, capabilities, and resources to meet current and future service demands.
Guiding Principles	- Attract, reward, and retain the best talent - Develop people and build capability - Foster a culture of teamwork, safety, health, and wellbeing. - Connect with local people and local business - Network and resource share within the region and the LG sector
Key Inputs	- Employee and community demographics - Service delivery commitments - Current risks and opportunities - Budget and resources available
How Reviewed	- Monitored regularly by Management Team - Full review and update every 4 years.
How Reported	Via the Quarterly Update Report

Shire Priorities-Community

#	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
1.1	Deliver programs and services that engage with the wider community and engender community spirit	1.1.1	Deliver civic events such as the Australia Day commemoration, and the Thank a Volunteer day	✓	✓	✓	✓		
		1.1.2	Support community run events such as the annual Mt Marshall show in conjunction with the Mt Marshall Agricultural Society	✓	✓	✓	✓		
		1.1.3	Collaborate with community groups and schools to deliver activities that reflect the Shire's culture and heritage and enhance community spirit	✓	✓	✓	✓		
		1.1.4	Investigate funding options to celebrate the 2023 centenary of the Shire of Mt Marshall	✓					
1.2	Support and maintain facilities that connect people, promote a healthy community and are appropriate for residents	1.2.1	Provide facilities for local business to provide important services to the shire including the use of the town hall for the local store	✓	✓	✓	✓		
		1.2.2	Support and promote the local CRC's to provide business support and help them to deliver business, healthcare and tourism services	✓	✓	✓	✓		

#	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 that feels valued	1.3.1	Actively support local emergency service volunteers	✓	✓	✓	✓		
		1.3.2	Actively support local volunteer groups by providing information and assistance to help them achieve their goals and deliverables.	✓	✓	✓	✓		

Shire Priorities -Economy

#	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
2.1	Work with local business and other stakeholders to attract investment; create jobs and support business growth	2.1.1	Ongoing employment of an Economic Development Officer to support and grow local business	✔	✔	✔	✔		
		2.1.2	Provide an annual economic development grant fund to support local business	✔	✔	✔	✔		
		2.1.3	Work with local business to source relevant training and promote the buy local message	✔	✔	✔	✔		
2.2	Encourage, promote, and deliver activities and events that promote our region and have a positive economic and social benefit	2.2.1	Work with regional partners to source events and programs that bring people into the Shire	✔	✔	✔	✔		
		2.2.2	Continue to be an active member of New Travel with the aim of attracting visitors into the region.	✔	✔	✔	✔		
		2.2.3	Find innovative ways to promote the Shire as a great place to visit to different demographic groups	✔	✔	✔	✔		
2.3	Continue to work with regional partners to advocate for improved energy reliability and telecommunications coverage	2.3.1	Work with the NEWROC alliance to investigate energy reliability and telecommunication options	✔	✔	✔	✔		
		2.3.2	Continue to the engage with the Federal Telecommunications Black Spot program to improve coverage for shire residents and visitors	✔	✔	✔	✔		

Shire Priorities-Environment (Built and Natural)

#	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
3.1	Deliver sustainable long-term planning for infrastructure that meets the needs of the community	3.1.1	Carry out a comprehensive review of the Mt Marshall Local Planning Scheme	✓	✓	✓	✓		
		3.1.2	Manage water assets to maintain the Shire's Waterwise status	✓	✓	✓	✓		
		3.1.3	Partner with local groups such as the Land, Conservation District Committee and Lake McDermott Catchment Group to support conservation activities and programs	✓	✓	✓	✓		
3.2	Design, construct and maintain infrastructure in a manner that maximises its life, capacity, and function	3.2.1	Develop and adopt an Asset Management Framework that delivers a sustainable works program into the future	✓	✓				
		3.2.2	Deliver the outcomes outlined in the Shires Disability, Access, and Inclusion Plan	✓	✓	✓	✓		
3.3	Deliver a sustainable and progressive approach to waste management	3.3.1	Work with the NEWROC alliance to consider a regional waste facility	✓	✓				

Shire Priorities-Governance and Leadership

#	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
4.1	Work with groups from across the community to address their concerns regarding equity in facilities and services	4.1.1	Establish a Facilities and Services Working Group to address the outstanding Council item (Resolution 2017/022) and provide community members with input into priorities	✓					
		4.1.2	Conduct a survey to understand community satisfaction with Shire facilities and services	✓	✓		✓		
4.2	Provide informed and transparent decision making that, meets our legal obligations, reflect the level of associated risk, and are adequately explained to community	4.2.1	Develop an Engagement Policy and Toolkit to provide a consistent approach to community engagement and consultation	✓					
		4.2.2	Investigate the improved use of technology to better engage and communicate	✓	✓	✓	✓		
		4.2.3	Continue to develop and improve the Shire IPR Framework including the development of an Asset Management Framework and Long-Term Financial plan	✓	✓	✓	✓		

#	Community Priority	#	Actions	21 22	22 23	23 24	24 25	Status	Quarterly Update
4.3	Implement systems and processes that meet our legal and audit obligations and the needs of the community.	4.3.1	Continue the professional development of Elected Members through project aware and mentoring	✔	✔	✔	✔		
		4.3.2	Develop a NEWROC Compliance Calendar to improve consistency across the region	✔					

Shire Priorities-Potential Projects for Investigation (subject to viability and funding)

Potential Facility Upgrades and Service Level Changes	21 22	22 23	23 24	24 25	Status	Quarterly Update
Beacon Hall electrical and general upgrade						
Beacon Recreation Centre minor upgrade						
Beacon Streetscape upgrade						
Beacon Water Park feasibility study						
Bencubbin Hall roof replacement						
Bencubbin Main Street upgrade						
Bencubbin Museum feasibility study						
Caravan Parks upgrades						
Day-Care service level review						
Gabbin Hall internal upgrade						
Footpath network upgrade plan						
Waddouring Dam development						
Welbungin Hall upgrade						
Future of the Wialki Hall						
Mt Marshall Aquatic Facility Change Rooms & Kiosk						