



Shire of Menzies

Corporate Business Plan

2023-2027

Major Review – Adopted 29 July 2021

Desktop Review – Adopted 8 June 2022

Desktop Review – Adopted 27 July 2023

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***Shire of Menzies - Take
a look around!***

Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, being a Strategic Community Plan and Corporate Business Plan¹, which the local government is required to have regard for when forming their annual budget.

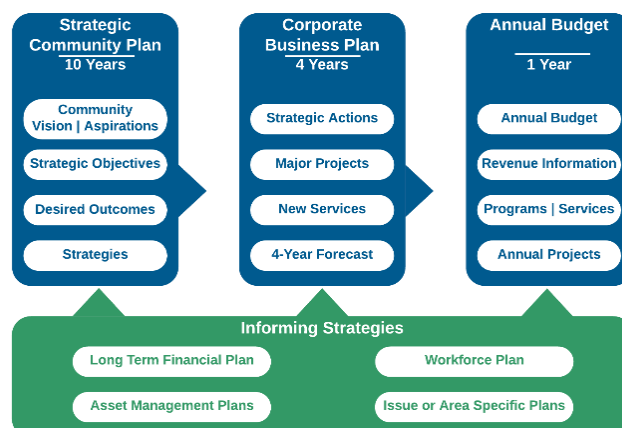
The Strategic Community Plan is Council's principal 10-year strategy and planning tool, guiding the remainder of the Shire's strategic planning. Community engagement is central to the Strategic Community Plan.

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of our Corporate Business Plan. The Corporate Business Plan then converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

- Long Term Financial Plan
- Asset Management Plan
- Workforce Plan

The Integrated Planning Structure



This Corporate Business Plan 2023-2027, together with the Strategic Community Plan 2021 - 2031, is the Shire of Menzies's Plan for the Future.

Our Vision:
***An inclusive and welcoming community,
celebrating our heritage and place***



¹ Local Government (Administration) Regulations 1996 Regulation 19DA (3)

Forecast Statement of Funding

The following Forecast Statement of Funding is extracted from the Draft 2023-24 Annual Budget and the Strategic Resource Plan 2022 - 2037 to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Annual Budget and Strategic Resource Plan and its underlying assumptions and predictions.

	2023-24	2024-25	2025-26	2026-27
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	4,335,810	3,829,930	3,925,678	4,023,820
Grants, subsidies and contributions	1,283,541	3,143,477	3,190,629	3,238,488
Fees and charges	240,205	216,747	220,000	223,304
Interest revenue	271,500	172,654	194,607	218,522
Other revenue	30,450	36,744	37,296	37,857
	6,161,506	7,399,552	7,568,210	7,741,991
Expenses				
Employee costs	(2,797,579)	(2,482,545)	(2,519,788)	(2,557,590)
Materials and contracts	(2,566,155)	(1,585,610)	(1,609,396)	(1,633,545)
Utility charges	(109,600)	(92,173)	(93,556)	(94,961)
Depreciation	(2,140,427)	(2,114,366)	(2,197,686)	(2,318,366)
Finance costs	(26,085)	(32)	(6)	0
Insurance	(135,799)	(141,568)	(143,690)	(145,845)
Other expenditure	(601,711)	(441,904)	(448,533)	(455,262)
	(8,377,356)	(6,858,198)	(7,012,655)	(7,205,569)
	(2,215,850)	541,354	555,555	536,422
Funding position adjustments				
Depreciation on non-current assets	2,140,427	2,114,366	2,197,686	2,318,366
Net profit and losses on disposal	0	0	0	0
Movement in current employee provisions associated with restricted cash	(2,309)	0	0	0
Net funding from operational activities	(77,732)	2,559,444	2,655,720	2,854,788
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	80,000	0	0	0
Capital grants, subsidies and contributions	6,037,299	1,764,407	1,764,407	1,764,407
Outflows				
Purchase of property plant and equipment	(4,940,968)	(575,000)	(575,000)	(575,000)
Purchase of infrastructure	(8,999,050)	(2,746,297)	(2,746,297)	(2,746,297)
Net funding from capital activities	(7,822,719)	(1,421,890)	(1,556,890)	(1,556,890)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Proceeds from new borrowings	650,000	0	0	0
Transfer from reserves	4,644,715	70,000	30,000	0
Outflows				
Repayment of borrowings	(53,627)	0	0	0
Transfer to reserves	(1,004,750)	(1,167,727)	(1,225,600)	(1,297,898)
Principal elements of finance lease payments	0	(1,103)	(751)	0
Net funding from financing activities	4,236,338	(1,137,554)	(1,098,830)	(1,297,898)
Estimated surplus/deficit July 1 B/Fwd	3,374,860	0	0	0
Estimated surplus/deficit June 30 C/Fwd	(289,253)	0	0	0
Funding available/(to be sourced)	0	0	0	0

Capital Projects

A number of projects are forecast to be undertaken during the life of this Plan, which result in additional capital expenditure. Projects include new, expansion, upgrade and renewal of assets. A number of these projects were included in detail in the Shire of Menzies Strategic Resource Plan (SRP) 2022 – 2037 (combined Long Term Financial and Asset Management Plan), with additional projects under consideration during the Annual Budget process. A number of the projects listed below are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Indicative Projects by Asset Class	2023/24 to 2026/27	
	Planned Expenditure	Estimated External Funding
Buildings	\$4,534,254	
Upgrades and Renewals		
Community Shed		
GROH Housing		
Employee Housing		
Town Hall Refurbishment		
Plant, Furniture and Equipment	\$2,300,000	\$90,000
Administration Communications Equipment		
Menzies CCTV		
Plant Replacement Program		
Software and Systems		
Infrastructure - Roads	\$15,080,432	\$10,587,123
RTR Road Renewals		
RRG Road Renewals		
Road Renewals		
Infrastructure - Footpaths	\$275,000	
Footpaths Menzies Townsite		
Footpath Renewals		
Infrastructure - Other	\$1,541,714	\$300,000
Bores		
Main Street (Shenton) Streetscaping		
Reticulation for Plants - Truck Stop		
Sealing of Menzies Public Toilets Parking		
Tourist Signage - District wide		
Niagara Dam Maintenance		
Other Renewals		

Strategic Direction and Service Delivery

Strategic Objectives

A strategic objective has been developed for each of four key themes of community interest, being:



- **Our Community:** A vibrant and inclusive community
- **Local Economy:** A prosperous local economy
- **Our Environment:** Enhance and maintain our built infrastructure and natural environment
- **Leadership:** Responsible management and good governance, leading an empowered community

Service Delivery

The Shire of Menzies delivers services to its community in line with its vision and the four key strategic objectives set out above. Each of the four objectives has several outcomes the Shire seeks to achieve over the 10+ years of the Strategic Community Plan.

Strategies and detailed actions to achieve these outcomes have been developed as part of the Corporate Business Planning process and are detailed on the following pages. Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability.

The prioritisation of the actions is reflected by the following symbols, indicating when the action is planned to be undertaken.

Ongoing	
Short - Medium Term 2023-2026	2023-2027
Longer Term 2027 onwards	

As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

Measuring our Progress

The following key measures have been identified in line with our strategic objectives, the Shire will monitor and report our progress using these measures.

Measure	Desired trend
Our Community	
Local volunteer base	Stable Increase
Community activities events	Stable Increase
Facilities usage rates	Stable Increase
Local Economy	
Visitor statistics	Stable Increase
Vacancy rates (business and residential)	Decreasing
No. business licence applications	Stable Increasing
Our Environment	
Statutory asset management ratios	Improve Maintain healthy ratios
Infrastructure maintenance and renewal	In line with budget
Leadership	
Elected members representation	Maintain participation on boards and committees
Strategic plans and reports	Implementation and currency
Statutory financial ratios	Maintain healthy ratios

Our Community

A vibrant and inclusive community

Outcome 1.1

An engaged and inclusive community

Strategies and Actions



1.1.1	Facilitate, encourage and support community volunteers, groups, events and initiatives	
1.1.1.1	Encourage and support community initiatives	
1.1.1.2	Provide opportunities for local volunteer skills to be utilised and acknowledged	
1.1.1.3	Actively promote and support local events and activities	
1.1.1.4	Articulate options to support cultural experiences within events held within the Shire	
1.1.2	Welcoming to all residents, strengthen community cohesiveness and participation	
1.1.2.1	Review and development of welcome package for new residents	Annual Review
1.1.2.2	Actively promote and support local events and activities (1.1.1.3)	
1.1.3	Provide, maintain and improve community facilities	
1.1.3.1	Maintain recreation facilities in line with asset management plan	
1.1.3.2	Provide support for the community resource centre	
1.1.3.3	Implement the capital building plan for community facilities	

Outcome 1.2

A healthy and safe community

Strategies and Actions



1.2.1	Support provision of emergency and essential services	
1.2.1.1	Work with key stakeholders and community to recognize and support volunteers	
1.2.1.2	Coordinate the Local Emergency Management Committee (LEMC)	
1.2.1.3	Actively cooperate and work with volunteer and district emergency service providers	
1.2.1.4	Support the establishment of bushfire brigade at Tjuntjuntjara	If requested
1.2.2	Advocate for appropriate medical and health services	
1.2.2.1	Lobby to maintain adequate access to health services	
1.2.2.2	Facilitate improved regional health and education services	
1.2.3	Support community health and wellbeing initiatives	
1.2.3.1	Advocate for appropriate health and wellbeing services within the district	
1.2.3.2	Support and deliver community, including youth, activities and opportunities	

Local Economy

A prosperous local economy

Outcome 2.1

An innovative, diverse and prosperous economy

Strategies and Actions



2.1.1 Support local business and encourage further investment in the district

2.1.1.1 Review land availability for industrial or residential development and current demand level

2.1.1.2 Collaborate and support local emerging industries for mutual benefits to our community

2.1.1.3 Actively promote local business development

2.1.1.4 Develop economic development plan 2023-24

2.1.1.5 Work with mining industry to leverage opportunities for the towns and local business

2.1.2 Continue to work with industry and stakeholders for the economic development of the district

2.1.2.1 Encourage locally based industries to support primary industry

2.1.3 Advocate for reliable essential utility services to the district

2.1.3.1 Advocate for appropriate power, water and infrastructure services

2.1.3.2 Develop water and waste water program policy 2023-24

2.1.3.3 Work with energy providers towards the 100% renewable target for the town of Menzies 2022-25

Outcome 2.2

An attractive destination for visitors

Strategies and Actions



2.2.1 Promote our natural attractions and heritage sites as part of a regional approach

2.2.1.1 Build tourism capability through events, arts, history, walkways, and cultural experiences

2.2.1.2 Liaise with tourism bodies and key stakeholders to promote the district's attractions

2.2.2 Maintain and enhance our local attractions

2.2.2.1 Maintain 'place making' and community art/ garden initiatives

2.2.2.2 Restoration of Niagara Dam 2023-28

2.2.2.3 Manage and maintain the Niagara Dam and camping area

2.2.2.4 Maintain Lake Ballard sculptures and information boards in consultation with the artists

2.2.2.5 Support opportunities to develop installation art

2.2.3 Continue to provide and maintain visitor support services

2.2.3.1 Support the local visitor centre

2.2.3.2 Provision and growth of caravan and camping facilities

Our Environment

Enhance and maintain our built infrastructure and natural environment

Outcome 3.1

A well maintained attractive built environment servicing the needs of the community

Strategies and Actions



3.1.1 Maintain the integrity of our cultural and heritage assets and places

- | | | |
|---------|---|---------|
| 3.1.1.1 | Maintain cultural and heritage infrastructure assets in line with asset management plan | |
| 3.1.1.2 | Support outback grave markers initiative | |
| 3.1.1.3 | Develop heritage management strategy for the heritage listed buildings | 2021-23 |

3.1.2 Maintain and enhance our roads, built infrastructure, parks and reserves

- | | | |
|---------|--|--|
| 3.1.2.1 | Maintain and renew infrastructure in line with the asset management plan | |
| 3.1.2.2 | Review land use strategy and policies | |
| 3.1.2.3 | Continue to develop and maintain the main street in Menzies | |
| 3.1.2.4 | Maintain transport infrastructure in line with asset management plan | |
| 3.1.2.5 | Prioritise Menzies North-West and Evanston roads in asset management planning to provide all season's access | |

Outcome 3.2

A natural environment for the benefit and enjoyment of current and future generations

Strategies and Actions



3.2.1 Encourage community and visitors to keep our district clean and tidy

- | | | |
|---------|--|--|
| 3.2.1.1 | Continue to maintain public facilities | |
|---------|--|--|

3.2.2 Promote reduced environmental impact within the Shire

- | | | |
|---------|---|--|
| 3.2.2.1 | Maintain restricted vehicle access to fragile areas within the district | |
| 3.2.2.2 | Work with industry and key stakeholders, supporting initiatives to reduce environmental impact through effective waste management | |

- | | | |
|---------|---|---------|
| 3.2.2.3 | Plan for mitigating risks associated with climate change in line with incoming legislative requirements | 2023-27 |
|---------|---|---------|

3.2.3 Effective biosecurity management within the Shire

- | | | |
|---------|--|--|
| 3.2.3.1 | Effective management of cactus, domestic animals and stray stock | |
| 3.2.3.2 | Support programs to eradicate pest plants and animals | |
| 3.2.3.3 | Seek and lobby for external funding for pest and weed control | |

Leadership

Responsible management and good governance, leading an empowered community

Outcome 4.1

A strategically focused Council, leading our community

Strategies and Actions



4.1.1	Provide strategic leadership and governance	
4.1.1.1	Develop and implement strategic planning in line with the Integrated Planning and Reporting Framework	
4.1.1.2	Participation with key stakeholders and committees	
4.1.2	Effectively represent, promote and advocate for the community and district	
4.1.2.1	Effectively represent and promote the Shire of Menzies	
4.1.2.2	Lobby and advocate for appropriate services, infrastructure and access for the community	
4.1.2.3	Collaborate with regional partners, key stakeholders and organisations to enhance community services and infrastructure	
4.1.2.4	Lobby for regular and adequate appropriate support of volunteers	
4.1.3	Encourage and support community engagement and collaboration	
4.1.3.1	Regular communication and engagement with community, including Aboriginal people	
4.1.3.2	Implement processes to communicate and promote the availability of Shire support to the community	

Outcome 4.2

An efficient and effective organisation

Strategies and Actions



4.2.1	Maintain a high level of corporate governance, responsibility and accountability	
4.2.1.1	Implementation and regular review of the Integrated Planning and Reporting Framework	
4.2.1.2	Develop and maintain strategic plans, effective policies, procedures and practices	
4.2.1.3	Demonstrate sound financial planning and management	
4.2.1.4	Seek a high level of legislative compliance and effective internal controls	
4.2.1.5	Seek to deliver best practice services and outcomes within resource capacity	
4.2.1.6	Review and implement Record Keeping Plan	2023-24
4.2.1.7	Review Shire branding and style guide	2024-25
4.2.2	Provide appropriate services to the community in a professional and efficient manner	
4.2.2.1	Provide quality regulatory services	
4.2.2.2	Provide opportunities for service delivery training and professional development for employees	
4.2.3	Provide a positive and safe workplace	
4.2.3.1	Review and maintain effective workforce planning, with a key focus on attraction and retention	
4.2.3.2	Acknowledge responsibilities in relation to workplace health and safety	
4.2.3.3	Implement continual improvements as identified in the review of the Shire's safety management systems	
4.2.3.4	Develop meaningful recognition and appreciation for our workforce, supporting development and upskilling	

Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table.

The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Menzies.

Services Facilities Support	Strategy
Customer service	4.2.2
Community consultation engagement	4.1.3 4.2.2
Strategic planning	4.1.1 4.2.1
Town planning	4.2.1
Economic development	2.1.1 2.1.2
Tourism management	2.2.1 2.2.3
Regional collaboration	2.2.1 4.1.2
Event management	1.1.1
Emergency services bush fire control	1.2.1
Ranger services	4.2.2
Environmental initiatives	3.2.2 3.2.3
Building control	3.1.1 4.2.2
Health administration inspection	4.2.2
Parks gardens reserves	3.1.2 3.2.1
Town beautification landscaping	3.1.2 3.2.1
Sport recreation facilities	3.1.2
Council buildings heritage assets	3.1.1 3.1.2
Caravan park	3.1.2
Library library services	4.2.2
Visitor Centre Community Resource Centre	4.2.2
Cemetery management	4.2.2
Roads infrastructure	3.1.2
Street lighting	3.1.2
Public toilets	3.1.2
Waste management	4.2.2
Medical health services	1.2.2
Youth services	1.1.1
Aged disabled services	1.1.1 1.2.3
Indigenous relations	1.1.2
Support for volunteers	1.1.1

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Menzies operates, relative to risk, to understand the environment in which the Shire seeks to achieve its strategic objectives. The factors identified and considered during the preparation of this Plan are:

External Factors

- Increasing community expectations in relation to service levels and service delivery
- Demand for resourcing due to potential expansion in service delivery
- Rapid changes in information technology changing the service delivery environment
- Increased compliance requirements due to government policy and legislation
- Cost shifting by Federal and State Governments
- Reductions in external funding for infrastructure and operations
- Changes in mining and pastoral practices and the associated social impacts
- Climate change and subsequent response
- COVID-19 Pandemic

Internal Factors

- The objectives and strategies contained in the Council's current Strategic Community Plan
- The timing and actions contained in the Council's Corporate Business Plan
- Organisational size, structure, activities and location
- Human resourcing levels and staff retention
- The financial capacity of the Shire
- Allocation of resources to achieve strategic outcomes
- Maintenance of corporate records

References and Acknowledgement

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Menzies Strategic Community Plan 2021 – 2031;
- Council website: www.menzies.wa.gov.au;
- Shire of Menzies Corporate Business Plan 2020 - 2024;
- Shire of Menzies Corporate Business Plan 2021 - 2025;
- Shire of Menzies Corporate Business Plan 2022 - 2026;
- Shire of Menzies Workforce Plan 2020 – 2024; and
- Shire of Menzies Strategic Resource Plan 2022-2037.

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