

# *Shire of Menzies*

## *Corporate Business Plan 2020-2024*



# Contents

<b>Integrated Planning and Reporting Framework</b>	<b>1</b>
<b>Forecast Statement of Funding</b>	<b>3</b>
<b>Capital Program</b>	<b>4</b>
<b>Service Delivery</b>	<b>5</b>
<b>Services and Facilities</b>	<b>16</b>
<b>Strategic Risk Management</b>	<b>16</b>
<b>References and Acknowledgement</b>	<b>17</b>

Shire of Menzies  
124 Shenton Street  
Menzies WA 6436  
(08) 9024 2041  
[admin@menzies.wa.gov.au](mailto:admin@menzies.wa.gov.au)

[www.menzies.wa.gov.au](http://www.menzies.wa.gov.au)



## ***Our Vision:***

***To be a prosperous, sustainable and dedicated community in which all residents are able to participate in decision making and benefit from the Shire's many opportunities and resources.***

# 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, a Strategic Community Plan and Corporate Business Plan, which the local government is required to have regard for when forming its annual budget.

This Draft Corporate Business Plan, together with the Strategic Community Plan, is the Shire of Menzies's Plan for the Future and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Under *Local Government (Administration) Regulations 1996 Regulation 19DA (3)*, a Corporate Business Plan is to:

- a) set out, consistent with any relevant priorities included in the Strategic Community Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In the preparation of the annual budget the local government is to have regard to the contents of the Plan for the Future in terms of Section 6.2(2) of the *Local Government Act 1995*.

Development of the Plan has also been influenced by the Department of Local Government, Sport and Cultural Industries Framework and Guidelines for Integrated Planning and Reporting.

## Strategic Community Plan

The Shire of Menzies community were invited to share their vision, aspirations and objectives for the future of the Shire of Menzies during the development of the Strategic Community Plan 2013 - 2023. In early 2020 a community survey was launched, and community workshops advertised as part of the major review of the Strategic Community Plan, however due to the COVID-19 Pandemic this engagement process was postponed.

In the interim and whilst in the current restricted situation, to maintain our strategic direction and focus, the elected members and staff have drawn on their ongoing communications and engagement with our communities to update the Strategic Community Plan.

This information provided a valuable insight into the key issues and aspirations, as held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Strategic Community Plan. The Strategic Community Plan will have a major review in conjunction with community consultation, at the earliest opportunity once COVID-19 restrictions are lifted and it is safe for our community.

The following four key strategic objectives are defined within the Strategic Community Plan.

- **Local Economy:** Sustainable local economy encouraged;
- **Community:** Maintain a Strong Sense of Community;
- **Civic Leadership:** Active Civic Leadership Achieved; and
- **Heritage:** Heritage and Natural Assets Conserved.

# Integrated Planning and Reporting Framework (continued)

## Corporate Business 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.

## Strategic Resource Plan

The Shire is taking a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plan is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

## Asset Management Planning Component

The Shire has developed an Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plan have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

## Long Term Financial Planning Component

The Shire of Menzies is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was considered to ensure integration. The COVID-19 Pandemic situation increased the level of uncertainty about the future. As a result, the long term financial and long term asset management planning requires further development to best reflect the current situation and the Pandemic's impact on planned future projects and service delivery.

A number of projects currently forecast to be undertaken during the life of the Plan result in additional capital expenditure. The projects include new, expansion, upgrade and renewal of assets and are detailed in the forecast capital expenditure provided in the Strategic Resource Plan (SRP). A number of the projects listed in the SRP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

## Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

## Review of Plan

In accordance with statutory requirements, the Corporate Business Plan is to be reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

# Forecast Statement of Funding

The following Forecast Statement of Funding is extracted from the Draft Strategic Resource Plan 2020 - 2035 to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Strategic Resource Plan and its underlying assumptions and predictions.

	2020-21	2021-22	2022-23	2023-24
	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>				
<b>Revenues</b>				
Rates	3,348,032	3,431,733	3,517,526	3,605,464
Operating grants, subsidies and contributions	2,859,997	2,931,497	3,004,784	3,079,904
Fees and charges	248,100	254,302	260,661	267,177
Interest earnings	195,592	154,123	146,200	159,051
Other revenue	50,936	52,210	53,515	54,853
	<u>6,702,657</u>	<u>6,823,865</u>	<u>6,982,686</u>	<u>7,166,449</u>
<b>Expenses</b>				
Employee costs	(2,106,627)	(2,159,295)	(2,213,278)	(2,268,610)
Materials and contracts	(2,001,642)	(1,991,695)	(2,041,486)	(2,092,524)
Utility charges (electricity, gas, water etc.)	(88,300)	(90,504)	(92,765)	(95,083)
Depreciation on non-current assets	(2,071,044)	(2,173,485)	(2,236,414)	(2,294,158)
Insurance expense	(152,739)	(156,555)	(160,470)	(164,483)
Other expenditure	(447,058)	(458,230)	(469,683)	(481,424)
	<u>(6,867,410)</u>	<u>(7,029,764)</u>	<u>(7,214,096)</u>	<u>(7,396,282)</u>
	<u>(164,753)</u>	<u>(205,899)</u>	<u>(231,410)</u>	<u>(229,833)</u>
<b>Funding position adjustments</b>				
Depreciation on non-current assets	2,071,044	2,173,485	2,236,414	2,294,158
<b>Net funding from operational activities</b>	<u>1,906,291</u>	<u>1,967,586</u>	<u>2,005,004</u>	<u>2,064,325</u>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>				
<b>Inflows</b>				
Proceeds on disposal	14,350	523,209	107,690	401,787
Non-operating grants, subsidies and contributions	2,431,407	1,264,407	1,264,407	1,264,407
<b>Outflows</b>				
Purchase of property plant and equipment	(2,334,500)	(2,355,002)	(823,286)	(1,176,869)
Purchase of infrastructure	(4,091,000)	(1,796,297)	(1,911,297)	(2,076,297)
<b>Net funding from capital activities</b>	<u>(3,979,743)</u>	<u>(2,363,683)</u>	<u>(1,362,486)</u>	<u>(1,586,972)</u>
<b>FUNDING FROM FINANCING ACTIVITIES</b>				
<b>Inflows</b>				
Transfer from reserves	3,098,150	1,776,793	780,596	940,082
<b>Outflows</b>				
Transfer to reserves	(748,455)	(1,380,696)	(1,423,114)	(1,417,435)
<b>Net funding from financing activities</b>	<u>2,349,695</u>	<u>396,097</u>	<u>(642,518)</u>	<u>(477,353)</u>
Estimated surplus/deficit July 1 B/Fwd	(276,243)	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

## Capital Program

A number of projects are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. The projects include new, expansion, upgrade and renewals of assets and are detailed in the forecast capital expenditure provided in the Draft Strategic Resource Plan 2020-2035 (SRP).

A number of the projects listed in the SRP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Key projects included within this Plan are:

Projects by Asset Class	2020-21 \$	2021-22 \$	2022-23 \$	2023-24 \$
Building Infrastructure upgrades and renewals	2,190,500	470,000	380,000	75,000
Plant and Equipment upgrades and renewals	144,000	1,885,002	443,286	1,101,869
Road Infrastructure upgrades and renewals	2,772,000	1,546,297	1,546,297	1,546,297
Footpaths Infrastructure upgrades and renewals	200,000	100,000	100,000	100,000
Other Infrastructure upgrades and renewals	1,119,000	150,000	265,000	430,000
<b>Total</b>	<b>6,425,500</b>	<b>4,151,299</b>	<b>2,734,583</b>	<b>3,253,166</b>

# Service Delivery

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

The table below summarises the desired outcomes under each of the four key strategic objectives. Strategies and detailed actions to achieve these outcomes have been developed and are detailed on the following pages.

## Local Economy

### *Sustainable local economy encouraged*

- |                    |  |
|--------------------|--|
| <b>Outcome 1.1</b> | <b>Land Development:</b> Adequate land for commercial, industrial and residential purposes   |
| <b>Outcome 1.2</b> | <b>Mining Partnership:</b> Working in partnership with the local mining industry to formalise service levels and funding arrangements to deliver mutual benefits   |
| <b>Outcome 1.3</b> | <b>Emerging Industries:</b> Collaborate and support local emerging industries such as sandalwood crops and industrial potash production to deliver mutual benefits |
| <b>Outcome 1.4</b> | <b>Reliable Utilities:</b> Lobby State Government service providers for reliable access to power and water with the capacity to meet future demand                 |
| <b>Outcome 1.5</b> | <b>Safe and Useable Road Network:</b> Provide all seasons access to major roads where practicable  |
| <b>Outcome 1.6</b> | <b>Commercial and Industrial Growth:</b> Facilitate Commercial and Service Industry Growth   |
| <b>Outcome 1.7</b> | <b>Tourism Growth:</b> Promote and develop Menzies as a regional place to visit  |

## Community

### *Maintain a Strong Sense of Community*

- |                    |   |
|--------------------|---|
| <b>Outcome 2.1</b> | <b>Health and Wellbeing:</b> Ensure community health and wellbeing by: managing cactus, domestic animals and stray stock; adequate access to health services; appropriate power, water, sanitation and septic infrastructure  |
| <b>Outcome 2.2</b> | <b>Essential Services:</b> Adequate and appropriate essential services are available. Continue to recognize and support volunteers: encourage community initiatives; provide opportunities to acknowledge the valuable contribution of volunteers   |
| <b>Outcome 2.3</b> | <b>Recreational Facilities:</b> Logical and affordable recreation facilities  |
| <b>Outcome 2.4</b> | <b>Connected Community:</b> Strengthen community cohesiveness and participation. Continue to develop the main street in Menzies. Encourage large scale events that celebrate local life and attract visitors. Continue to provide facilities for visiting services, community members and visitors, such as a Community Resource Centre |
| <b>Outcome 2.5</b> | <b>Community Needs and Services:</b> Ensure access to quality services to meet changing needs within the community  |
| <b>Outcome 2.6</b> | <b>Quality Built Environment:</b> Logical and affordable upgrades and maintenance of infrastructure and assets  |
| <b>Outcome 2.7</b> | <b>Increased Capacity and Accommodation Choices:</b> Construction of a variety of new housing. Provision of caravan and camping facilities  |
| <b>Outcome 2.8</b> | <b>Community Identity:</b> Maintain effective representation of the local community's identity: continue to develop the main street in Menzies; increase communication and tourism signage throughout the Shire; review Shire logo and promotional materials.   |



# Service Delivery

## Civic Leadership

### *Active Civic Leadership Achieved*

- |                    |   |
|--------------------|---|
| <b>Outcome 3.1</b> | <b>Sustainability:</b> Improve the sustainability of the Shire of Menzies   |
| <b>Outcome 3.2</b> | <b>Regional and Onsite Record Keeping:</b> Continued use of the Regional Records Facility whilst preparing for the return of Shire records to Menzies Lady Shenton Building record storage; implementation of standard internal record keeping  |
| <b>Outcome 3.3</b> | <b>Reliable Emergency Services:</b> Support local Bushfire Brigades and St Johns Ambulance Sub-Centre   |
| <b>Outcome 3.4</b> | <b>Sustainable Shire Workforce:</b> Develop workforce capability retain and attract the right people to do the work   |
| <b>Outcome 3.5</b> | <b>Sustainable Resource Management:</b> Ensure resources are managed effectively. Prepare timely accurate reports on the Shire's activities, budgets, plans and performance   |
| <b>Outcome 3.6</b> | <b>Council and Community Leadership:</b> Provide leadership and advocacy on behalf of the community   |
| <b>Outcome 3.7</b> | <b>Community Engagement:</b> Continue to engage in effective communication and collaboration with community members. Shire representatives involved in local initiatives with community group. Review plans with community consultation in alignment with community engagement policy |

## Heritage

### *Heritage and Natural Assets Conserved*

- |                    |  |
|--------------------|--|
| <b>Outcome 4.1</b> | <b>Natural Environment Conserved:</b> Protect and preserve natural environment   |
| <b>Outcome 4.2</b> | <b>"Inside Australia" and Lake Ballard Protected:</b> Manage and maintain the Lake Ballard Reserve   |
| <b>Outcome 4.3</b> | <b>Niagara Dam Protected:</b> Manage and maintain the Niagara Dam and camping area where practicable   |
| <b>Outcome 4.4</b> | <b>Sculptures in Town to Attract and Inform:</b> Increase the number and maintain sculptures in Menzies and Kookynie   |
| <b>Outcome 4.5</b> | <b>Preservation of Indigenous Culture and Heritage:</b> Work with Menzies Aboriginal Corporation and Tjuntjuntjara community to appropriately preserve indigenous culture and heritage |
| <b>Outcome 4.6</b> | <b>Built Environment Preserved:</b> Restore and maintain historical buildings and places as financially able   |

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

# Local Economy

## *Sustainable local economy encouraged*

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken.

### Outcome 1.1 Land Development: Adequate land for commercial, industrial and residential purposes

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.1.1 Facilitate land availability for development	1.1.1.1 Review land availability and current demand level	■		■		→
1.1.2 Ensure Town planning scheme is effective	1.1.2.1 Review Town Planning Scheme	■				→
1.1.3 Encourage industry growth	1.1.3.1 Ensure adequate provision for land use requirements included in the Town Planning Scheme	■				→
	1.1.3.2 Encourage value add tertiary industries to support primary industry	■	■	■	■	→

### Outcome 1.2 Mining Partnership: Working in partnership with the local mining industry to formalise service levels and funding arrangements to deliver mutual benefits

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.2.1 Provide effective transport network	1.2.1.1 Maintain transport infrastructure in line with Asset Management Plan	■	■	■	■	→
1.2.2 Work with key stakeholders to formalise service levels and funding arrangements	1.2.2.1 Develop, maintain and implement framework for managing development contributions		■	■	■	→
	1.2.2.2 Develop, maintain and implement framework for managing community benefit contributions		■	■	■	→

### Outcome 1.3 Emerging Industries: Collaborate and support local emerging industries such as sandalwood crops and industrial potash production to deliver mutual benefits

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.3.1 Encourage local emerging industries	1.3.1.1 Collaborate and support local emerging industries to deliver mutual benefits	■	■	■	■	→

### Outcome 1.4 Reliable Utilities: Lobby State Government service providers for reliable access to power and water with the capacity to meet future demand

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.4.1 Lobby for reliable and adequate access to utilities	1.4.1.1 Ensure properties in the designated area have Horizon power service and water corporation meter connected	■	■	■	■	→

# Local Economy

*Sustainable local economy encouraged*

## Outcome 1.5 Safe and Useable Road Network: Provide all seasons access to major roads where practicable

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.5.1 Provide all seasons access to major roads	1.5.1.1 Prioritise Riverina and Sandstone Roads in asset management planning to provide all seasons access	■	■	■	■	→
	1.5.1.2 Maintain and implement asset management planning, aligned with long term financial planning	■	■	■	■	→
	1.5.1.3 Review capital works plan and facilities maintenance, in line with annual and long term financial planning	■	■	■	■	→

## Outcome 1.6 Commercial and Industrial Growth: Facilitate Commercial and Service Industry Growth

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.6.1 Facilitate commercial and service industry growth	1.6.1.1 Actively promote local business development	■	■	■	■	→

## Outcome 1.7 Tourism Growth: Promote and develop Menzies as a regional place to visit

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
1.7.1 Promote and develop Menzies as a regional place to visit	1.7.1.1 Participate and complete development of a regional tourism plan	■	■	■	■	→
	1.7.1.2 Support the local visitor centre	■	■	■	■	→
	1.7.1.3 Build tourism capability through events, arts, history, walkways, and cultural experiences	■	■	■	■	→
	1.7.1.4 Maintain 'place making' and community art/ garden initiatives in Main Street	■	■	■	■	→

### Measuring our progress

Indicator	Target
Council facility   local business visitors	Increase in number of visitors
Alternate energy sources available	Maintain   increase connections to Council facilities
Development   building approvals	Increase in applications and approvals

# Community

Maintain a strong sense of community

**Outcome 2.1 Health and Wellbeing: Ensure community health and wellbeing by: managing cactus, domestic animals and stray stock; adequate access to health services; appropriate power, water, sanitation and septic infrastructure**

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.1.1 Support pest and weed control within the district	2.1.1.1 Effective management of cactus, domestic animals and stray stock	■	■	■	■	➔
	2.1.1.2 Maximise external funding for pest and weed control	■	■	■	■	➔
2.1.2 Seek adequate medical and health services	2.1.2.1 Lobby for adequate access to health services	■	■	■	■	➔
2.1.3 Ensure appropriate power, water, sanitation and septic infrastructure	2.1.3.1 Provide high quality regulatory services	■	■	■	■	➔
	2.1.3.2 Lobby for appropriate power, water, sanitation and septic infrastructure	■	■	■	■	➔

**Outcome 2.2 Essential Services: Adequate and appropriate essential services are available. Continue to recognize and support volunteers: encourage community initiatives; provide opportunities to acknowledge the valuable contribution of volunteers**

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.2.1 Support provision of emergency services and encourage community volunteers	2.2.1.1 Work with key stakeholders and community to recognize and support volunteers	■	■	■	■	➔
	2.2.1.2 Encourage and support community initiatives	■	■	■	■	➔
	2.2.1.3 Provide opportunities to acknowledge the valuable contribution of volunteers	■	■	■	■	➔

**Outcome 2.3 Recreational Facilities: Logical and affordable recreation facilities**

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.3.1 Maintain and enhance recreation facilities	2.3.1.1 Maintain recreation facilities in line with asset management plan	■	■	■	■	➔

# Community

*Maintain a strong sense of community*

**Outcome 2.4** Connected Community: Strengthen community cohesiveness and participation. Continue to develop the main street in Menzies. Encourage large scale events that celebrate local life and attract visitors. Continue to provide facilities for visiting services, community members and visitors, such as a Community Resource Centre

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.4.1 Actively promote and support community events and activities within the district	2.4.1.1 Actively promote and support local events and activities	■	■	■	■	➔
	2.4.1.2 Actively promote and support the bi-annual rodeo event		■		■	➔
2.4.2 Community services and infrastructure meeting the needs of the district	2.4.2.1 Continue to provide facilities for visiting services, community members and visitors	■	■	■	■	➔
	2.4.2.2 Maintain and renew infrastructure in line with the Asset Management Plans	■	■	■	■	➔
	2.4.2.3 Participate in development of a regional plan for the provision of aged care services	■				
	2.4.2.4 Complete and implement plan to deliver specific youth activities and opportunities	■	■	■	■	➔
	2.4.2.5 Complete and implement plan to support cultural experiences (events, festivals, crafts and entertainment)	■	■	■	■	➔

**Outcome 2.5** Community Needs and Services: Ensure access to quality services to meet changing needs within the community

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.5.1 Facilitate community safety, security and well being	2.5.1.1 Define role, level of service, and develop partnerships for delivery	■	■	■	■	➔
	2.5.1.2 Facilitate improved regional health and education services	■	■	■	■	➔

# Community

Maintain a strong sense of community

## Outcome 2.6 Quality Built Environment: Logical and affordable upgrades and maintenance of infrastructure and assets

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.6.1 Ongoing assessment of services and infrastructure	2.6.1.1 Maintain and renew infrastructure in line with the Asset Management Plans	■	■	■	■	➔

## Outcome 2.7 Increased Capacity and Accommodation Choices: Construction of a variety of new housing. Provision of caravan and camping facilities

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.7.1 Support the community to address housing issues as well as enhancing and maintaining local attractions and associated infrastructure	2.7.1.1 Review land use strategy and policies	■	■	■	■	➔
	2.7.1.2 Facilitate affordable and sustainable housing options	■	■	■	■	➔
	2.7.1.3 Provision of caravan and camping facilities	■	■	■	■	➔
	2.7.1.4 Advocate relevant agencies on behalf of the community to access appropriate services	■	■	■	■	➔

## Outcome 2.8 Community Identity: Maintain effective representation of the local community's identity: continue to develop the main street in Menzies; increase communication and tourism signage throughout the Shire; review Shire logo and promotional materials

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
2.8.1 Effective representation of the local community identity	2.8.1.1 Continue to develop and maintain the main street in Menzies	■	■	■	■	➔
	2.8.1.2 Review Shire branding and style guide		■			

### Measuring our progress

Indicator	Target
Local volunteer base	Maintain   Increase
Community activities   events	Maintain   Increase
Partnerships with private and public bodies	Maintain   Increase

# Civic Leadership

## Active Civic Leadership Achieved

### Outcome 3.1 Sustainability: Improve the sustainability of the Shire of Menzies

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.1.1 Provide strategic leadership	3.1.1.1 Support and implement the Integrated Planning and Reporting Framework	■	■	■	■	➔

### Outcome 3.2 Regional and Onsite Record Keeping: Continued use of the Regional Records Facility whilst preparing for the return of Shire records to Menzies Lady Shenton Building record storage; implementation of standard internal record keeping

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.2.1 Maintain a high level of corporate governance, responsibility and accountability	3.2.1.1 Review and implement Record Keeping Plan	■		■		➔
	3.2.1.2 Active participant of Regional Records Facility	■	■	■	■	➔

### Outcome 3.3 Reliable Emergency Services: Support local Bushfire Brigades and St Johns Ambulance Sub-Centre

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.3.1 Advocate and actively support emergency management and services	3.3.1.1 Lobby for regular and adequate support of volunteers	■		■		➔
	3.3.1.2 Continue to support emergency service volunteers	■	■	■	■	➔
	3.3.1.3 Active involvement with the Local Emergency Management Committee (LEMC)	■	■	■	■	➔

### Outcome 3.4 Sustainable Shire Workforce: Develop workforce capability to retain and attract the right people to do the work

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.4.1 Maintain organisational policies and strategies for the attraction and retention of quality employees	3.4.1.1 Review and maintain effective workforce planning	■	■	■	■	➔
	3.4.1.2 Ensure implementation and commitment to continual workplace health and safety improvement	■	■	■	■	➔
	3.4.1.3 Provide opportunities for training and development for staff	■	■	■	■	➔
	3.4.1.4 Provision of quality housing to attract the necessary staff, locally and externally, to ensure committed and productive employees	■	■	■	■	

# Civic Leadership

## Active Civic Leadership Achieved

### Outcome 3.5 Sustainable Resource Management: Ensure resources are managed effectively. Prepare timely accurate reports on the Shire's activities, budgets, plans and performance

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.5.1 Maintain a high level of corporate governance, responsibility and accountability	3.5.1.1 Seek to deliver best practice services and outcomes within resource capacity	■	■	■	■	→
	3.5.1.2 Develop and maintain strategic plans	■	■	■	■	→
	3.5.1.3 Maintain effective policies, procedures and practices	■	■	■	■	→
	3.5.1.4 Demonstrate sound financial planning and management	■	■	■	■	→
	3.5.1.5 Seek a high level of legislative compliance and effective internal controls	■	■	■	■	→

### Outcome 3.6 Council and Community Leadership: Provide leadership and advocacy on behalf of the community

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.6.1 Provide leadership to the community, staff and wider region	3.6.1.1 Effectively represent and promote the Shire of Menzies	■	■	■	■	→
	3.6.1.2 Collaborate with regional partners, key stakeholders and other organisations to enhance community services and infrastructure	■	■	■	■	→
	3.6.1.3 Lobby and advocate for improved services, infrastructure and access	■	■	■	■	→

### Outcome 3.7 Community Engagement: Continue to engage in effective communication and collaboration with community members. Shire representatives involved in local initiatives with community groups. Review plans with community consultation in alignment with community engagement policy

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
3.7.1 Effective communication and engagement with community	3.7.1.1 Ongoing communication and engagement with community	■	■	■	■	→
3.7.2 Promote and advocate for the community and district	3.7.2.1 Actively promoting and advocating on behalf of the community	■	■	■	■	→
	3.7.2.2 Participation with key stakeholders and committees	■	■	■	■	→

## Measuring our progress

Indicator	Target
Elected members representation	Maintain participation on boards and committees
Strategic plans and reports	Maintain currency
Statutory financial ratios	Maintain healthy ratios



# Heritage

## Heritage and Natural Assets Conserved

### Outcome 4.1 Natural Environment Conserved: Protect and preserve natural environment

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
4.1.1 Protect and preserve our natural environment	4.1.1.1 Develop a Tourism Strategy and Tourism Plan including a Shire Prospectus		■			
	4.1.1.2 Support programs to eradicate pest plants and animals	■	■	■	■	→
	4.1.1.3 Ensure restricted vehicle access to fragile areas	■	■	■	■	→

### Outcome 4.2 “Inside Australia” and Lake Ballard Protected: Manage and maintain the Lake Ballard Reserve

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
4.2.1 Manage and maintain the Lake Ballard Reserve	4.2.1.1 Maintain infrastructure in line with asset management plan	■	■	■	■	→
	4.2.1.2 Review Local Laws in relation to vehicle access		■			→
	4.2.1.3 Liaise with Australia’s Golden Outback and key stakeholders to promote Lake Ballard Reserve	■	■	■	■	→

### Outcome 4.3 Niagara Dam Protected: Manage and maintain the Niagara Dam and camping area where practicable

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
4.3.1 Manage and maintain the Niagara Dam and camping area	4.3.1.1 Maintain infrastructure in line with asset management plan	■	■	■	■	→

### Outcome 4.4 Sculptures in Town to Attract and Inform: Increase the number and maintain sculptures in Menzies and Kookynie

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
4.4.1 Enhance and maintain local attractions and infrastructure	4.4.1.1 Maintain sculptures and information boards in consultation with the artists	■	■	■	■	→
	4.4.1.2 Increase number of sculptures in Menzies and Kookynie			■		

# Heritage

## Heritage and Natural Assets Conserved

### Outcome 4.5 Preservation of Indigenous Culture and Heritage: Work with Menzies Aboriginal Corporation and Tjuntjuntjara community to appropriately preserve indigenous culture and heritage

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
4.5.1 Preserve our culture and heritage	4.5.1.1 Collaborate with key stakeholders to develop a complete register of sites to be protected	■	■	■	■	→
	4.5.1.2 Collaborate with key stakeholders to develop appropriate information for public use and distribution regarding the culture, heritage, significant sites		■			

### Outcome 4.6 Built Environment Preserved: Restore and maintain historical buildings and places as financially able

Strategy	Actions	2020-21	2021-22	2022-23	2023-24	2024
4.6.1 Maintain our heritage assets	4.6.1.1 Develop a program for the preservation and restoration of buildings in Menzies, Kookynie, Goongarrie in line with asset management plan	■	■	■	■	→
	4.6.1.2 Investigate opportunity to develop former rifle range and potential for Kings Cup event			■	■	→

## Measuring our progress

Indicator	Target
Statutory asset management ratios	Improve   Maintain healthy ratios
Infrastructure maintenance and renewal	In line with budget

## 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	3.6.1
Community consultation   engagement	3.7.1
Strategic planning	3.1.1
Town planning	1.1.2
Economic development	1.1.3   1.3.1   1.6.1
Lake Ballard Reserve	4.2.1
Tourism management	1.7.1   2.4.2
Event management	2.4.1
Emergency services   fire control	2.2.1   3.3.1
Ranger services	2.1.3
Natural resource management	4.1.1
Rubbish kerbside collection	2.1.3
Building control	2.1.3
Health administration   inspection	2.1.3
Parks   gardens   reserves	2.4.1   2.4.2
Town beautification   landscaping	2.4.1   2.8.1
Sport   recreation facilities	2.3.1
Council buildings   heritage assets	4.6.1
Caravan park	2.7.1
Airstrip	2.6.1
Library   library services   Post office	2.4.2   2.5.1
Visitor Centre   Community Resource Centre	1.7.1
Cemetery management	2.6.1
Roads infrastructure	1.2.1, 1.5.1
Street lighting	1.4.1
Public toilets	1.7.1
Waste management facility	2.1.3
Medical   health services	2.1.2   2.5.1
Youth services	2.4.2
Aged   disabled services	2.4.2
Indigenous relations	1.2.2   4.5.1
Support for volunteers	3.3.1

## 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
- Reducing 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 Draft Strategic Community Plan 2020 – 2030;
- Council website: [www.menzies.wa.gov.au](http://www.menzies.wa.gov.au);
- Shire of Menzies Corporate Business Plan 2019-2023; and
- Shire of Menzies Draft Strategic Resource Plan 2020 – 2035.

## Prepared with the assistance of:

Moore Stephens (WA) Pty Ltd  
Telephone: (08) 9225 5355  
Email: [perth@moorestephens.com.au](mailto:perth@moorestephens.com.au)

## Disclaimer

This Plan has been prepared for the exclusive use of the Shire of Menzies.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Menzies, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Menzies.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

## Document Management

Version	2020 – 2024   V3
Status	Draft
Date of Adoption	