



# CORPORATE BUSINESS PLAN 2018-2022



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## Message from the Chief Executive Officer

The Corporate Business is the Shire of Dowerin's rolling 4-year service and project delivery program. The Corporate Business Plan's purpose is to demonstrate the operational capacity of the Shire in achieving the aspirations and operational objectives our Community has told us they want and aligns with the Strategic Community Plan 2018-2028.

While the Corporate Business Plan acts as a guide for where we are heading, it is important that it be flexible enough to address any unforeseen circumstances which may arise outside of Council's control but equally to create opportunities that did not previously exist. As some of Council's activities are dependent on external funding, we may not always be able to achieve every objective, however, by working together with the Community we can all make a difference in Dowerin.

As an organisation, the Shire of Dowerin is committed to ensuring our Suite of Plans continue to work in harmony so we can deliver the services our community values in an efficient, effective and sustainable manner.

**Rebecca McCall**  
**Chief Executive Officer**

## Introduction

This four-year Corporate Business Plan aligns with the strategic initiatives identified in the Strategic Community Plan 2018-2028, reflecting our commitment to fulfilling the community's vision, goals and aspirations.

Some of the actions in the Plan are a continuation of previous initiatives. Others are newly identified after the review of the Strategic Community Plan in 2017.

All our actions are responsibly resourced, with revenue streams, expenditure, staff and time requirements accounted for in our long-term financial plan, asset management plan and workforce plan.

## Delivering Our Services

The Shire of Dowerin has 3 business units and 32 activity units. These are the operational and functional sectors that deliver services to the community and provide support services to the organisation. Each activity unit plays an important role in implementing the Corporate Business Plan.

Business Unit	Activity	Link to Strategic Objectives
<b>DIRECTORATE</b>		
Office of the Chief Executive Officer		
<b>Governance and Inter-Council Relations</b>	<b>Governance and Inter-Council Relations</b> Coordinates Council processes and provides support to the Council and community by ensuring activities and services are delivered in accordance with ethical and statutory standards. Responsible for administering Shire and corporate relationships.	Our Leaders
	<b>Public Relations</b> Responsible for the Shire’s public relations, community engagement initiatives and media communications. Coordinates civic function events.	Our Leaders Our Lifestyle
<b>Major Projects</b>	<b>Major Projects</b> Provides project planning and management and acts as the Shires administrator for major infrastructure projects. Provides support to the organisation in relation to feasibility studies and the securing of funding for major funding from various Federal and State Government agencies where appropriate.	Our Economy Our Infrastructure
<b>Development Services and Policy</b>	<b>Building Services</b> Provides a regulatory service that confirms building proposals are R-Code compliant, bushfire safe and designed to an acceptable standard under the authority of the Building Act 2011. Inspects structures, buildings and private pools to ensure they are fit for intended use and enforces compliance with the applicable safety regulations.	Our Economy Our Infrastructure Our Leaders
	<b>Statutory Planning</b> Provides a regulatory service considering the division of land, the under of land and the design of buildings and their operations. Ensures all development is approved under the authority of the Planning and Development Act 2015. Responds to enquiries from the	Our Economy Our Infrastructure Our Leaders

	public and provides technical advice and guidance to planning consultants, architects, builders and engineers.	
<b>Planning and Development Services</b>	<p><b>Strategic Planning</b> Provides research, forecasting and advice to assist Council in determining the future form of the Shire. Assist Council in the technical preparation of statutory instruments that guide both public and private investment in the Shire. These instruments include the Shire’s Local Planning Strategy, setting out the long-term vision for the Shire and the Town Planning Scheme, which acts to guide and control development in the Shire.</p>	<p>Our Economy Our Infrastructure Our Leaders</p>
<b>Environmental Services</b>	<p><b>Environmental Health</b> Assesses, corrects, controls and prevents where possible, factors that potentially adversely affect the health and wellbeing of the community, identifies threats and implements appropriate safeguards to promote and preserve safe, healthy lifestyles and attractive environments. Services include the inspection of food and accommodation premises, public building regulation, mosquito and pest control, noise monitoring and water quality monitoring of public swimming pools.</p>	Our Leaders
	<p><b>Environmental Planning</b> Provides advice on development proposals and develops plans, policies and strategies appropriate for the management of natural areas and environmental issues. Monitors and promotes sustainable energy and water use, raises awareness and supports the community in the implementation of environmental management practices.</p>	Our Leaders
	<p><b>Ranger and Emergency Services</b> Assists in the provision of a safe and secure community through monitoring and enforcement of compliance with local laws and relevant State legislation and provision of emergency prevention, preparedness, response and recovery functions for the Shire. Services include cat and dog control, emergency and fire management, parking and litter control.</p>	<p>Our Lifestyle Our Leaders</p>

DIRECTORATE Corporate and Community Services		
<b>Corporate Services</b>	<b>Customer Service</b> Provides a responsive and accessible first point of contact for the Shire and a communication and information service between the community and Shire staff. Manages all bookings for the hire of Shire owned community buildings. Manages cemetery operations.	Our Lifestyle Our Leaders
	<b>Human Resources</b> Facilitates the building of a capable, safe and empowered workforce through proactive and effective human resource and risk management practices, processes and procedures. Ensures the organisation meets all employment related statutory requirements including occupational health and safety. Services include recruitment, training and staff development, workforce planning, industrial and employee relations.	Our Leaders
	<b>Legal Services</b> Provides legal services to other business units in the organisation on a broad range of matters including administrative, statutory and contractual issues. Freedom of Information application and the development and application of local laws. Develops and provides advice on tendering and procurement policies, processes and systems.	Our Leaders
	<b>Organisation Development</b> Facilitates and actively coordinates the development and review of strategic and corporate plans and is responsible for the implementation of effective business planning and reporting processes. Responsible for progressing and facilitating internal communications initiatives and broader organisational development programs.	Our Leaders
	<b>Records and Information Services</b> Facilitates and supports the Shire's record and information keeping processes in accordance with the Shire's Record Keeping Plan, including registrations and dissemination of incoming mail and coordination of outgoing mail. Administers and continuously seeks to improve the Shire's record keeping system and facilitates staff training and education required for record keeping responsibilities.	Our Leaders
	<b>Finance</b>	Our Leaders

<b>Finance and Information Technology</b>	Provides statutory and internal financial reporting, management and compliance functions including facilitating the development of the annual budget and long-term financial plans. Manages the accounts payable and receivable function, in addition to insurance, investment, purchasing and taxation administration.	
	<b>Information Technology</b> Manages and maintains the organisation’s information and communication technology infrastructure and supports the enhancement of business processes, efficiencies and communication through the delivery of innovative technology solutions.	Our Leaders
	<b>Rates</b> Carries out the levying and subsequent recovery of rates, while maintaining accurate property and financial records, according to the provision of the Local Government Act 1995 and other relevant legislation. Develops and presents rate model scenarios for consideration by Senior management and the Council, with a focus on maintaining fairness and equity in the rating burden.	Our Leaders
<b>Community Services</b>	<b>Community Development</b> Supports and assists the community as it develops and grows, working with relevant government agencies and community organisation to achieve a healthy, safe and welcoming community.	Our Lifestyle
	<b>Cultural Services</b> Engages and encourages the community to participate in and benefit from art, heritage, social and cultural activities. Identifies innovative means to incorporate new and vibrant arts and entertainment opportunities.	Our Lifestyle Our Infrastructure
	<b>Library Services</b> Helps to create a literate and informed community by providing a responsive, innovative, inclusive and cost-effective library and information service to the community and visitors using both traditional and new technologies.	Our Lifestyle
	<b>Recreation Services</b> Provision of recreation, leisure and community-based facilities and programs which promote healthy, active lifestyles for all members of the community.	Our Lifestyle Our Infrastructure
<b>Economic Services</b>	<b>Economic Development</b>	Our Economy Our Infrastructure



	Advocates for development opportunities to improve the economic profile of the district and facilitates the attraction of investment, strategic infrastructure and tourism development interest.	
	<b>Events</b> Attracts and promotes events suitable for the diverse community and aimed at attracting greater visitor numbers and economic gain to the area.	Our Lifestyle
	<b>Tourism Services</b> Provision of short-term accommodation, visitor servicing and development of tourism information.	Our Economy Our Infrastructure
<b>Environmental Services</b>	<b>Ranger and Emergency Services</b> Assists in the provision of a safe and secure community through monitoring and enforcement of compliance with local laws and relevant State legislation and provision of emergency prevention, preparedness, response and recovery functions for the Shire. Services include cat and dog control, emergency and fire management, parking and litter control.	Our Lifestyle Our Leaders

**DIRECTORATE**  
Works and Asset Services

<b>Engineering Services</b>	<b>Asset Management</b> Collects, maintains and integrates condition and construction data to identify for the current and future needs for the Shire road, drainage and pathway infrastructure assets.	Our Infrastructure Our Leaders
	<b>Design and Survey</b> Manages and surveys designs and cost estimates for the planning, budgeting and implementation of the Shire’s capital roads program. Provide engineering advice and surveys as required to ensure the condition improvements of civil infrastructure by identifying deficiencies and recommending improvements.	Our Infrastructure Our Leaders
<b>Operations Services</b>	<b>Fleet</b> Provides fleet purchasing and management services for all Shire owned fleet that represent value for money and provides effective operations, considering environmental sustainability.	Our Leaders
	<b>Maintenance and Construction</b> Constructs, delivers and implements capital works which include the construction and maintenance of civil infrastructure such as cycle ways, drainage, paths, roads, rural road grading, street sweeping, storm water maintenance and verge maintenance.	Our Infrastructure Our Leaders
	<b>Parks and Gardens</b> Delivers horticultural, irrigation, maintenance and turf services for cemeteries, events, parks, public open space and sporting grounds. Installs and maintains infrastructure such as playground equipment and street furniture.	Our Infrastructure Our Leaders
<b>Facility and Property Management</b>	<b>Facilities</b> Prepares and manages maintenance plans for Shire facilities and buildings and implements proactive strategies to achieve longevity and reduce reactive maintenance. Overseas project management of building works for Shire facilities. Prepares and implements the building asset management plan.	Our Infrastructure Our Leaders
	<b>Property Management</b> Manages the Shires residential tenancy.	Our Infrastructure Our Leaders

<b>Environmental Services</b>	<b>Waste Management</b> Responsible for waste collection and disposal services within the district in the most environmentally acceptable manner possible alongside the development of programs and services aimed at minimising the quantity of waste going to landfill and maximising recycling of municipal waste.	Our Natural Environment
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## Our Integrated Planning and Reporting Framework

The Integrated Planning Framework introduced by the Department of Local Government provided the focus for the development of our strategic planning framework.

The goal of the framework is to integrate and align Council's strategies, plans and programs with identified community objectives, ensuring transparency and accountability through engagement and reporting processes.

### Strategic Community Plan

The Strategic Community Plan is the primary forward planning document reflecting the vision, values, aspirations and objectives of the community. The Strategic Community Plan is a roadmap for the future and is designed to guide the Shire of Dowerin.

While some of the objectives are beyond the scope of Council the Shire of Dowerin is committed to advocate, inform, partner and share the responsibility for the achievement of these objectives. The Strategic Community Plan will be reviewed in 2022 to ensure that it remains relevant.

### Corporate Business Plan

The Corporate Business Plan details the programs and services Council will undertake over a 4-year period to achieve the objectives of the Strategic Community Plan. The Corporate Business Plan is a fixed term document providing direction and a road map for the Council to achieve strategies identified in the Strategic Community Plan. It is an internal business planning document identifying key priorities for the next 4 years.

Under the guidelines, it is essential that the Corporate Business Plan is for a minimum of 4 years.

### Informing Strategies

The Shire of Dowerin's informing strategies outline the delivery of the commitments identified in the Corporate Business Plan. The key informing strategies include;

#### **Long Term Financial Plan**

This 10-year rolling plan will assist the Shire to set priorities in accordance with its financial resources, through the allowance of key assumption-based analysis. This allows the organisation to make decisions in a financially sustainable manner.

#### **Asset Management Plan**

This plan provides guidance on service provision and whole of life cycle asset management to support the Shire's financial sustainability and key service levels.

#### **Workforce Plan**

The plan identifies the workforce requirements and strategies for current and future operations, ensuring the needs and limitations to support the delivery of the Corporate Business plan are met.

## Monitoring and Review

Monitoring and regular review of plans are undertaken to ensure actions are met and achievements can be measured and evaluated.

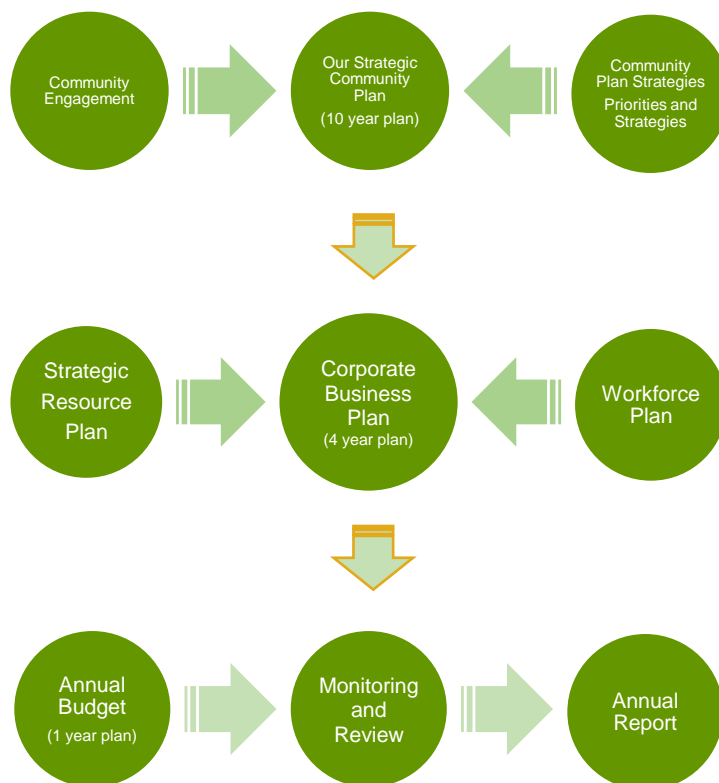
## Annual Budget

Driven by the Corporate Business Plan, the Annual Budget is a detailed short-term financial statement for the following financial year and reflects all aspects of the Corporate Business Plan actions and operations for the year. The Annual Budget sets out how the resources will be allocated over the twelve-month period.

## Annual Report

The Annual Report produced at the end of every financial year is a report of our achievements during the previous twelve-month period beginning 1 July and ending 30 June. It contains an overview of the Strategic Community Plan and the Corporate Business Plan and information about the actions, achievements and budget performance.

The diagram below depicts the components that make up the Shire of Dowerin's Integrated Planning and Reporting Framework. It shows the integration between the plans and the influences of the informing strategies. The intent of the Integrated Planning and Reporting Framework is to ensure the priorities and services provided by the Shire of Dowerin are aligned with our community needs and aspirations. The informing strategies considers available resources to deliver the best possible outcomes for the community.



## Our Community Vision

Dowerin will be a thriving and growing rural community which offers lifestyle choice for all generations, is progressive in environmental management and is a preferred location for business development.

## Our Community Values

**Communication** - Regular communication ensures the whole community is informed and aware

**Progress** - Driving change through innovative and strong leadership

**Community Spirit and Participation** - Inclusive, caring and involved community

**Transparency** - Open, honest and accountable

## Our Strategic Objectives

Our Lifestyle

Our Infrastructure

Our Economy

Our Natural Environment

Our Leaders

## Council Decision-Making Criteria

The following criteria reflect the decision-making approach applied to developing the Strategic Community Plan and will continue to be applied throughout the Shire of Dowerin's Integrated Planning and Reporting Framework.

<b>Alignment to Community Priority</b> <ul style="list-style-type: none"><li>• How well does it align with one or more of the priorities identified by the community?</li></ul>
<b>Impact</b> <ul style="list-style-type: none"><li>• What strategic issue is it addressing?</li><li>• How well will it enable progress against community priorities and what impact will it have?</li></ul>
<b>Affordability</b> <ul style="list-style-type: none"><li>• What is it likely to cost and how will we pay for it?</li></ul>
<b>Achievability</b> <ul style="list-style-type: none"><li>• How will we do it, can we do it with available resources?</li></ul>
<b>Responsibility</b> <ul style="list-style-type: none"><li>• Is it our role – direct delivery, facilitation, partnering or advocacy?</li></ul>
<b>Sustainability</b> <ul style="list-style-type: none"><li>• Can we sustain the program, service or facility?</li></ul>

## Definitions

For each Key Action to be completed, the Corporate Business Plan indicates in the following pages in which year (over the next four years) completion is expected to occur. In some cases, the Key Action is an ongoing one which is to be actioned every year. The following symbols indicate this information:

- Year to be completed
- 🔄 Ongoing on an Annual Basis

## Our Actions Linked to the Strategic Community Plan 2018-2028

<b>Theme</b>	Our Lifestyle						
<b>Objective</b>	<i>A safe, friendly and engaged community with diverse education and employment opportunities and services that meet the needs of all generations.</i>						
<b>Outcome 1</b>							
<b>More people, particularly young people and families, live and stay in Dowerin.</b>							
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
C1	Actively promote Dowerin as a vibrant, family friendly community with quality and diverse amenities and services.	1		Facilitate			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
C1.1	Continue to support the Dowerin Home Care Service	☺	☺	☺	☺		
C1.2	Develop and implement an annual Community Development Plan	●	☺	☺	☺		
C1.3	Develop and implement a Dowerin Marketing Plan		●	☺	☺		
<b>Outcome 2</b>							
<b>Sustainable management through greater collaboration and innovative governance models.</b>							
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
C2	Establish a 'volunteer register' which documents volunteering capacity and provides a measurable value to volunteering in Dowerin	2		Direct Delivery			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
C2.1	Continue to maintain the Dowerin Home Care Volunteer Register	☺	☺	☺	☺		
C2.2	Develop and maintain a community volunteer register	●	☺	☺	☺		

No	Strategy	Priority		Our Role	
C3	Investigate best practice in shared governance arrangements for volunteer groups to support a more sustainable volunteer base.	2		Direct Delivery	
No	Key Actions	18/19	19/20	20/21	21/22
C3.1	Facilitate best-practice governance training for community groups.		●	↻	
<b>Outcome 3</b>					
<b>A friendly and welcoming community that all residents and visitors participate and have pride in.</b>					
No	Strategy	Priority		Our Role	
C4	Targeted engagement of all sectors of the community, recognising cultural diversity.	1		Direct Delivery Facilitate	
No	Key Actions	18/19	19/20	20/21	21/22
C4.1	Develop, implement and monitor a Communication and Engagement Framework	●	↻	↻	↻
No	Strategy	Priority		Our Role	
C5	Provide an annual program of events that incorporates activities and opportunities	1		Direct Delivery Partner	
No	Key Actions	18/19	19/20	20/21	21/22
C5.1	Develop and implement an annual Community Development Plan	●	↻	↻	↻
<b>Outcome 4</b>					
<b>Better access to quality and diverse education and training opportunities</b>					
No	Strategy	Priority		Our Role	
C6	Continued support the Educational Institutions in Dowerin and in partnership with the Dowerin Senior High School identify and integrate senior high school options.	1		Advocate Facilitate	



No	Key Actions	18/19	19/20	20/21	21/22
C6.1	Continued provision of HR and payroll support for Lil' Tigers Early Years Centre	↻	↻	↻	↻
C6.2	Continued provision of a facility to support Lil' Tigers Early Years Centre	↻	↻	↻	↻
C6.3	Support agencies and community groups to implement youth initiatives	↻	↻	↻	↻
C6.4	Support agencies, businesses and community organisations to advocate for increased educational services			●	↻
No	Strategy	Priority		Our Role	
C7	Collaborate with the Community Resource Centre to deliver training and development opportunities aligned to community needs and advocate for local businesses to support apprenticeships and further educational opportunities.	1 & 2		Partner	
No	Key Actions	18/19	19/20	20/21	21/22
C7.1	Investigate opportunities and partnership to develop a community traineeship program			●	↻
<b>Outcome 5</b>					
<b>Services provision meets the varying needs of different sectors of the Dowerin community.</b>					
No	Strategy	Priority		Our Role	
C8	Create an 'Aged Friendly Community Plan' identifying infrastructure and service delivery requirements and continue to support the Dowerin Home Care service as a priority.	4		Direct Delivery	
No	Key Actions	18/19	19/20	20/21	21/22
C8.1	Develop and implement an 'Aged Friendly Community Plan'			●	↻
C8.2	Continue to support the Dowerin Home Care Service	↻	↻	↻	↻

No	Strategy	Priority		Our Role	
C9	Support the Dowerin District High School Youth Leadership Group to provide youth led and informed social and development opportunities and experiences for young people.	1 & 5		Direct Delivery Facilitate Partner	
No	Key Actions	18/19	19/20	20/21	21/22
C9.1	Develop and implement a Strategic Youth Plan		●	↻	↻

<b>Theme</b>	Our Infrastructure						
<b>Objective</b>	<i>Our infrastructure will drive economic and population growth, be a key enabler to the digital economy and support reliable, efficient service delivery.</i>						
<b>Outcome 1</b>							
<b>Infrastructure is fit for purpose, responsibly managed and maintained</b>							
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
I1	Empty spaces/places review to determine and promote opportunities for the re-use and revitalisation of unused community assets.	1		Direct Delivery			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
I1.1	Facility and Spaces audit and review completed	●					
I1.2	Develop a Facility and Spaces Plan and implement identified strategies		●	↻	↻		
I1.3	Develop and implement a Streetscaping Plan	●	↻	↻	↻		
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
I2	Develop a comprehensive asset management plan that prioritises assets and details a replacement and management schedule, that aligns to community needs.	1		Direct Delivery			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
I2.1	Prepare a comprehensive Property Portfolio of Council's owned assets that includes 10-year replacement and management schedules	●					
I2.2	Review the asset management plan	↻	↻	↻	↻		

<b>Outcome 2</b>					
<b>Housing meets existing community need and facilities in-migration of families and workers</b>					
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
I3	Undertake a housing needs analysis to identify specific housing requirements and opportunities to address gaps in the market	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
I3.1	Complete a housing needs analysis			●	
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
I4	Investigate and implement appropriate housing investment models for Dowerin	4		Direct Delivery Partner	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
I4.1	Implement the Avon Well Housing Project		●		
I4.2	Identify a sustainable housing model to improve the quality of housing in Dowerin				●

<b>Theme</b>	Our Economy				
<b>Objective</b>	<i>A strong and growing local economy supported by new industry development aligned to identified economic opportunity</i>				
<b>Outcome 1</b>					
<b>Available, well-marketed and appropriately provisioned commercial and industrial land entices new business establishment.</b>					
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
E1	Develop a Sub-Regional Industrial Land Prospectus to attract new business	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
E1.1	Develop a business and industry investment prospectus			●	
E1.2	Develop and implement a Dowerin marketing plan		●	↻	↻
<b>Outcome 2</b>					
<b>Tourism is a significant contributor to the local economy and is enhanced by investment in tourism initiatives that showcase Dowerin's natural and built attributes</b>					
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
E2	Undertake a tourism asset and opportunity review to clearly identify target markets, tourism trends and opportunities for Dowerin to better promote offerings; encourage and support local businesses to better cater for visitors and tourists	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
E2.1	Undertake a tourism audit to include attractions, services and signage		●		
E2.2	Prepare and implement a Strategic Tourism Plan			↻	↻

No	Strategy	Priority		Our Role	
E3	Continued involvement in regional tourism marketing campaigns and targeted marketing of the Dowerin Short Stay Accommodation precinct	1		Direct Delivery Partner	
No	Key Actions	18/19	19/20	20/21	21/22
E3.1	Continue to be an active member of Pioneers Pathways and Wheatbelt Way and support the development of the products	☺	☺	☺	☺
E3.2	Review the Dowerin Short Stay Accommodation management model and implement identified initiatives and opportunities		●		
E3.3	Develop and implement a Dowerin Short Stay Accommodation marketing plan		●	☺	☺
E3.4	Develop imagery inventory to enable marketing content		●	☺	☺
No	Strategy	Priority		Our Role	
E4	Maintain the Wheatbelt Rail Heritage precinct as a static display whilst exploring opportunities for the transfer of ownership to private enterprise or a community group	1		Facilitate Partner	
No	Key Actions	18/19	19/20	20/21	21/22
E4.1	Establish a Wheatbelt Rail Heritage working group and support identified initiatives to promote the precinct	●	☺	☺	☺
E4.2	Facilitate the transfer of ownership of the locomotives and rolling stock		●		
E4.3	Facilitate the transfer of management of the Wheatbelt Rail Heritage Museum to an appropriate entity		●		

<b>Outcome 3</b>					
<b>New industry and strengthened existing industry supports economic growth and local employment generation</b>					
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
E5	Complete a local economic development and incentivization plan that focuses on business development and identifies industry opportunities and actions to capitalise on prospects	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
E5.1	Develop and implement a Strategic Economic Plan			●	↻
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
E6	Local businesses are supported to thrive through continued membership and promotion of the Wheatbelt Business Network; and development of a local business development strategy	1		Advocacy Partner	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
E6.1	Facilitate the re-activation of the Dowerin Business Association		↻	↻	↻
E6.2	Advocate for increased local participation of the Wheatbelt Business Network		↻	↻	↻
E6.3	Facilitate the development of business development strategies and support local businesses with the implementation of identified initiatives			↻	↻

<b>Theme</b>	Our Natural Environment						
<b>Objective</b>	<i>Dowerin's unique natural environment is conserved and enhanced through sustainable practices and responsible environmental management</i>						
<b>Outcome 1</b>							
<b>Increased community education and awareness supports the preservation of Dowerin's natural environment</b>							
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
N1	Work with environmental advocacy groups to deliver targeted education programs that support existing sustainability initiatives and encourages community ownership of recycling program	1		Partner			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
N1.1	Facilitate and support the transfer of recycling program management to a community group		☺	☺	☺		
N1.2	Support the rollout of the Container Deposit Scheme			☺	☺		
N1.3	Support recycling awareness campaigns	☺	☺	☺	☺		
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
N2	Investigate opportunities for local level support from an environmental officer specifically exploring the reinstatement of a dedicated NRM Officer and formalise an arrangement with Wheatbelt Natural Resource Management	3		Partner			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
N2.1	Explore opportunities to reinstate an NRM Officer in collaboration with neighbouring Shires			☺	☺		
N2.2	Investigate opportunities to formalise an agreement with Wheatbelt Natural Resource Management to advocate for a greater resource allocation for the Shire of Dowerin			☺	☺		



<b>Outcome 2</b>					
<b>Sustainable practices are researched and entrenched in areas such as waste management, water management and renewable energy production</b>					
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
N3	Large scale renewable energy production investigated for development potential in collaboration with neighbouring Shires.	1		Advocate	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
N3.1	Investigate opportunities for renewable energy development			↻	
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
N4	Develop a long-term plan for waste management that considers infrastructure, site management and resourcing requirements to include the investigation of local processing of recycled materials	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
N4.1	Develop and implement a Strategic Waste Management Plan			●	↻
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
N5	Integrate water management planning with land use planning focusing on; improved water harvesting, storage and use; water quality and salinity management	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
N5.1	Develop and implement a Water Management Plan			●	↻

<b>Outcome 3</b>					
<b>Sustainable infrastructure design and maintenance minimises environmental impact</b>					
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
N6	Sustainable maintenance of parks, ovals, public spaces and infrastructure through planning for water harvesting, storage and use and renewable energy installations to reduce electricity consumption	1 & 2		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
N6.1	Identify and action water use reduction, recovery and re-use initiatives	☺	☺	☺	☺
N6.2	Identify opportunities to initiate renewable energy installations	☺	☺	☺	☺
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>	
N7	Information packs and referrals to relevant associations for new infrastructure development include specifications for responsibly sourced and energy efficient materials and design features	1		Direct Delivery	
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>
N7.1	Provide appropriate environment friendly products and design information on the Shire of Dowerin's website		☺	☺	☺

<b>Theme</b>	Our Leaders						
<b>Objective</b>	<i>A thriving and progressive rural community enabled by innovation in leadership, a focus on continuous improvement and adaptability to involving community needs</i>						
<b>Outcome 1</b>							
<b>A community that is engaged and involved because of collaborative decision making and transparent communication</b>							
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
L1	Specific volunteer groups and individuals are targeted for involvement in community projects that align to their areas of interest and expertise	1		Direct Delivery			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
L1.1	Continue to facilitate and support identified project committees and working groups focusing on community priorities	↻	↻	↻	↻		
<b>Outcome 2</b>							
<b>Through effective planning, service delivery meets community needs and assets are managed to optimise life cycle costs</b>							
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
L2	Communication between the Shire and community is multi-faceted and includes electronic and print media as well as in-person engagement	1		Direct Delivery			
<b>No</b>	<b>Key Actions</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>	<b>21/22</b>		
L2.1	Develop, implement and monitor a Communication and Engagement Framework		●	↻	↻		
<b>No</b>	<b>Strategy</b>	<b>Priority</b>		<b>Our Role</b>			
L3	Develop an asset management plan and long-term financial plan consistent with identified community priorities for asset renewal and service delivery	1		Direct Delivery			

No	Key Actions	18/19	19/20	20/21	21/22
L3.1	Conduct a comprehensive service delivery review	🔄	🔄	🔄	🔄
L3.2	Develop a suite of service delivery plans and strategies	🔄	🔄	🔄	
L3.3	Integrate service delivery strategies into the asset management plan and long-term financial plan		🔄	🔄	🔄
L3.4	Conduct facility audit and develop a master plan for future facility usage		🔄	🔄	
No	Strategy	Priority		Our Role	
L4	Efficient and proactive service provision and planning that adapts to meet changing community needs as identified through regular community health checks	1		Direct Delivery	
No	Key Actions	18/19	19/20	20/21	21/22
L4.1	Monitor, review and review IPR Suite of Plans	🔄	🔄	🔄	🔄
L4.2	Conduct biennial Community Satisfaction Surveys		🔄		🔄
<b>Outcome 3</b>					
<b>Commitment to continuous improvement in service delivery and good governance practices ensures the Shire is adaptive to evolving community needs</b>					
No	Strategy	Priority		Our Role	
L5	Continual review and revision of Council policy, procedures and governance frameworks to ensure responsible, efficient and effective service delivery	1		Direct Delivery	
No	Key Actions	18/19	19/20	20/21	21/22
L5.1	Ensure policies, procedures and practice are effective, transparent and aligned with corporate functions and service delivery	🔄	🔄	🔄	🔄
L5.2	Monitor and review the Shire of Dowerin's Risk Management Framework and Profiling Tool	🔄	🔄	🔄	🔄
L5.3	Continue to provide prudent financial controls and compliance systems	🔄	🔄	🔄	🔄

No	Strategy	Priority		Our Role	
L6	Integrated planning evolves and adapts to meet the changing context for Dowerin	1		Direct Delivery	
No	Key Actions	18/19	19/20	20/21	21/22
L6.1	Review IPR Framework		☺		
L6.2	Monitor, review and review IPR Suite of Plans	☺	☺	☺	☺
No	Strategy	Priority		Our Role	
L7	Continue to advocate for and create partnerships that will benefit the Dowerin community through ongoing collaboration with neighbouring Shires and active participation in regional, state and national alliances	1		Direct Delivery Partner	
No	Key Actions	18/19	19/20	20/21	21/22
L7.1	Continue to progress regional collaboration by participating in Avon Regional Organisation of Councils strategies and similar regional partnerships	☺	☺	☺	☺
L7.2	Work collaboratively with relevant State agencies to plan for future service and infrastructure needs	☺	☺	☺	☺

## Resourcing Our Corporate Business Plan

The Shire of Dowerin recognises that aspiration plans need to be grounded in community, financial and organisation capacity. To position the Council to deliver on its Strategic Community Plan aspirations it is important to understand the changing resources available to the Shire of Dowerin.

The Shire of Dowerin will allocate resources, within the adopted annual budget, where required to attempt to best achieve the requirements outlined within the key strategic priorities.

Some of the strategies contained within the Corporate Business Plan are dependent upon funding being received, partnerships being formed with external agencies like the State Government and or potential political pressure having effect on the obstacles and, as such, may not be achieved within the estimated timeframe.

## Managing Our Risk

Risk management is an integral part of good management practice and an essential element of sound corporate governance. Identifying and managing risk enables a more robust basis for decision-making and facilitates continuous improvement in performance.

Strategic risks are variables that could prevent or hinder the achievement of the Strategic Community Plan.

The following tables demonstrates the strategic risk profile from the Shire's Risk Management Governance Framework.

Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
<b>LOW</b>	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager
<b>MODERATE</b>	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
<b>HIGH</b>	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	CEO
<b>EXTREME</b>	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	Council

### Measuring Our Achievements and Progress

The Corporate Business Plan is reviewed annually, in conjunction with the annual budget deliberation process, with reporting on operational progress quarterly, ensuring that the Shire of Dowerin is working towards implementation and achievement.

It is **important for the Shire to** be able to measure and monitor progress of initiatives to deliver on the strategic aspirations detailed in the Strategic Community Plan. The Shire of Dowerin is committed to reviewing internal and external reporting mechanisms to ensure the organisation is aligning its priorities and delivering on its commitments. Reporting to the Council and the community on the performance and achievement of the Corporate Business Plan will be provided through quarterly reports and the annual report.