



Shire of West Arthur  
Corporate Business Plan  
2018-2022

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## Introduction

The Corporate Business Plan is the Shire of West Arthur's four year service and project delivery program which aligns with the priorities set in the Community Strategic Plan 2017-2027.

This Plan was adopted by Council in June 2018 following a desktop review of the Strategic Community Plan and a review of forward financial estimates. Flexibility and adaptability are built into the Shire's Corporate Business Plan to ensure the organisation is able to adjust to external influences as they arise.

The Plan will be reviewed annually to enable the Shire to assess its progress and realign actions and tasks against the most currently available information.

## Vision and Values

### Our Corporate Vision

In 2027 the Shire of West Arthur will be a sustainable local government supporting a vibrant community

### Our Corporate Mission

To value and enhance our community lifestyle and environment through strong local leadership, community involvement and effective service delivery.

### Our Values

The values which the community and councillors identified as the most important for how the Shire will function and develop include:

<b>Safety</b>	We will have at the forefront of all operations and future developments, the safety of our people and environment.
<b>Sustainability</b>	We will make decisions based on the long term sustainability of the Shire of West Arthur.
<b>Vibrancy</b>	We will support and encourage a vibrant community and economy.
<b>Pro-Active</b>	We will be pro-active and innovative in order to respond and adapt to a changing world.
<b>Viability</b>	We will maintain the viability of the Shire through good governance and supporting local businesses and agriculture.

## State Government Requirements and Planning Framework

In 2011 the Department of Local Government introduced its Integrated Planning and Reporting Framework to standardise and guide strategic and corporate business planning across the Western Australian local government industry.

All local governments are required by legislation to develop a Strategic Community Plan and a Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the Local Government Act 1995, which is to effectively “plan for the future”.

Under the Local Government (Administration) Regulations 1996, a Corporate Business Plan is required to:

- A) set out, consistently with any relevant priorities set out 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.

The Shire’s Corporate Business Plan 2018-2022 aims to fulfil these obligations.



## Key Documents

### Strategic Community Plan 2017-2027

The Strategic Community Plan 2017-2027 is the Shire’s long-term strategic planning document which outlines the Shire’s commitment to achieving the vision aspirations of its community. It has a 10-year duration and is subject to minor reviews every two years and major reviews every four years. A desktop review of this document was completed in 2018.

The Plan is structured according to five key themes with each theme having clear outcomes and strategic initiatives.

### Corporate Business Plan

This document is responsible for translating the strategic direction of the Shire as outlined within the Strategic Community Plan 2017-2027 into specific priorities and actions at the operational level.

The document also draws together actions contained within the Shire’s informing strategies including workforce plan, asset management plans and replacement program, Disability Access and Inclusion Plan, site specific plans, and community plans.

It provides a medium-term snapshot of actions and projects to inform the annual planning and budgeting process.

## Structure of the Corporate Business Plan

The Corporate Business Plan is aligned as follows



# Community Wellbeing

**Aspiration: A safe and enabling place to live with a strong sense of identity and a thriving, active culture.**

Outcome 1.1: The Shire is a SAFE place to live, strives to reduce risks and is prepared for emergencies.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Government agencies, Shire and community are prepared for and responsive to emergencies and volunteers are supported in their roles.	<b>Support Bush Fire Brigades</b> Administer the expenditure of the Emergency Services Levy for purchase of equipment and insurance for brigades; support bush fire brigade volunteers, and coordinate the Bush Fire Advisory Committee; advocate for resources; liaise with Department of Fire and Emergency Services on matters relating to brigades, fire control, and fire prevention; develop policies and procedures and ensure volunteers have a clear understanding of them; support training for volunteers; maintain vehicles and fire shed facilities; provide allowance to Chief Bush Fire Control Officer and West Arthur Base; manage the West Arthur fire radio network; provide Shire equipment and staff assistance with fire suppression; and administer and ensure compliance with the Bush Fires Act.	Bush Fires Act	ESL Grant and OE and OM5.1	●	●	●	●	→
	<b>Engagement of Community Emergency Services Manager</b> Monitor opportunities and, should a reasonable opportunity arise that is within budget constraints, participate in the engagement of a CESM with DFES and partner local governments.		DFES funding and OE and OM 5.1	●	●	●	●	→
	<b>Relationship with Police</b> Maintain regular communication with Police officers who provide services in the Shire and provide them with access to Shire facilities and resources as required.		OE	●	●	●	●	→
	<b>Local Emergency Management Plan and Committee</b> Ongoing review and implementation of Local Emergency Management Plan in partnership with key agencies and stakeholders; chair and provide administrative support to the Local Emergency Management Committee, and meet statutory requirements associated with emergency management.	Emergency Management Act 2005	OE and OM5.3	●	●	●	●	→
	<b>St John Ambulance</b> Maintain regular communications and assistance where required to Darkan St Johns Ambulance Sub centre.		OE	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The community is aware of hazards and risks and seeks to manage these with support from the Shire.	<b>Information to Public</b> Facilitate the provision of information to the public on home and farm safety and security.		OE	●	●	●	●	→
	<b>Movement of Vehicle and Harvest Ban Information</b> Disseminate public information regarding movement of vehicle and harvest ban information and emergencies.		OE and OM5.1	●	●	●	●	→
	<b>Bush Fire Risk Management Planning</b> In conjunction with DFES implement the Bushfire Risk Management Plan for the Shire including public education on risks and implementation of mitigation strategies.	Bushfire Risk Management Plan	MAF funding, OE and OM5.2.	●	●	●	●	→
	<b>Environment Health</b> Provide an environmental health service to encourage best practice and ensure compliance by local businesses, local government and individuals within applicable legislation and guidelines.		OM7.1	●	●	●	●	→
	<b>Dog and Cat Act and Ranger Services</b> Administer the Cat Act and the Dog and Act and encourage responsible pet ownership. Provide a proactive and responsive ranger service to the Shire through a collaborative arrangement with the Shire of Collie.		OE and OE5.4	●	●	●	●	→
Safety is considered in planning and works management to protect employees and the community.	<b>Risk Management Planning</b> Risk management plans are prepared for all Shire events and are a requirement prior to issuing approvals for large or significant events organised by others.		OE	●	●	●	●	→
	<b>Lighting Audit</b> Renew the existing lighting audit of reserves and public places to identify areas that have not been addressed and to allow for future planning. Lighting upgrades shall be in accordance with principles for protecting light pollution and the night sky asset.	West Arthur Lighting Audit	OE and CE8		●	●		
	<b>Occupational Health and Safety in the Workplace</b> Compliance with legislation and best practice to ensure a safe work place for all employees, contractors, and the community.	OHS Act	OE and OM14.3	●	●	●	●	→

Outcome 1.2: People of all ages have the SUPPORT they require to live and participate in the community

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Seniors will be valued and their needs met to enable them to stay in the Shire and participate in the community for as long as they desire.	<b>Seniors Support</b> Support the delivery of social activities and learning programs to improve quality of life for seniors in the Shire, advise seniors on services and assistance available, and assist developing a sense of belonging and enhanced wellbeing. Encourage and support volunteers working with our seniors through acceptance, guidance, risk management and insurance cover. Investigate and instigate, where possible, support to enable seniors to stay in our community including meals service, transport (e.g. social or medical), and home maintenance.	Aged Friendly Community Plan	OE and OM6.1		●	●	●	→
	<b>Aged Persons Housing</b> In partnership with the West Arthur Cottage Homes, ensure a high standard of ongoing management of Independent Living Units.	4WDL Funding Agreements and Shire/WACH Agreements	OE	●	●	●	●	→
	<b>Home Care Services</b> Support HACC, monitor future changes proposed, and investigate alternative options for aged care.		OE	●	●	●	●	→
The needs of people with disabilities will be considered to enable access and inclusion in the community	<b>Disability Access and Inclusion Plan</b> Review and update the Disability Access and Inclusion Plan annually and implement the strategies to improve access to all throughout the Shire.	Disability Access Act	OE	●	●	●	●	→
An engaging and positive environment will be provided for children and youth to create lasting connections with the community and facilitate growth and development.	<b>Darkan Railway Reserve Community Open-Space Precinct</b> Implement master plan for the redevelopment of the Darkan Youth Area and playgrounds, incorporate nature play, cultural and heritage philosophies and review, and audit other areas relevant to children and youth.	Youth Friendly Plan Darkan Nature Play Space Plan	OE, OM11.9 and CE9	●	●	●	●	→
	<b>Partnership with the School</b> Maintain relationship and regular communication with the Darkan Primary School (DPS), to develop opportunities to improve the lifestyle of the community's children, and families, and provide the support of the Shire's workforce for non-routine maintenance in accordance with policy.		OE and OM6.2	●	●	●	●	→



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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Affordable housing will be available to enable people to live in our community.</p> <p>People who live in the community will not be prohibited from opportunities due to isolation.</p>	<p><b>Youth and Children's Activities and Sense of Community</b>                      Support activities for youth and children and coordinate and subsidise experiences and opportunities. Provide staff resources for ongoing support and encourage volunteers and other organisations to provide opportunities for the districts youth.                      Encourage the involvement of youth in the community i.e. community garden, environmental projects, intergenerational etc. Support the development of employment opportunities for young people.</p>		OE and OM6.3	●	●	●	●	→
	<p><b>Kids Central</b>                      Provide a quality child care centre, toy library and early childhood facilities for use by community groups. Continue to work cooperatively with the Wheatbelt Childcare Alliance towards a single managed entity for childcare services in the Wheatbelt.</p>		OE and OM6.4	●	●	●	●	→
	<p><b>GROH Housing</b>                      Ensure teaching staff have access to quality accommodation through the provision of housing leased to Government Regional Officers Housing.</p>		OE and OM9.1	●	●	●	●	→
	<p><b>Community Housing</b>                      Provide accommodation for employees of local industry and low income where financially viable.</p>		OE and OM9.1	●	●	●	●	→
	<p><b>Community Resource Centre</b>                      Support the CRC to deliver services locally.</p>		OE and Om7.3	●	●	●	●	→
	<p><b>Services</b>                      Support the provision of commercial and social services locally to support the needs of the community.</p>		OE	●	●	●	●	→
	<p><b>Community Transport</b>                      Monitor the need for community bus and other transport solutions.</p>		OE	●	●	●	●	→

Outcome 1.3: PHYSICAL AND MENTAL WELL BEING will be enhanced through a variety of sport and recreational opportunities located throughout the Shire

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
A range of health and support services will be available to all in the community	<b>Health Centre and Medical Services</b> Provide a well maintained and equipped health area within the Health and Resource Centre to enable allied health professionals to provide services to West Arthur residents. Maintain a positive working relationship with health providers and monitor the community's needs for medical services, lobbying for or seeking additional services where required.		OE and OM7.5	●	●	●	●	→
	<b>Funding</b> Financially support sporting clubs and community groups through an annual small grants program and encourage sporting clubs to set funds aside for future needs by providing dollar for dollar reserve funds.		OE and OM11.10	●	●	●	●	→
	<b>Lake Towerrinning</b> Hold a meeting of stakeholders every two years to monitor use and review strategic direction of the Lake. Ongoing maintenance and Improvements including access to the beach.		OE and OM11.3	●	●	●	●	→
Collaborative partnerships with sport and recreational clubs will be formed to ensure sustainability and good governance	<b>Trails</b> A range of walking and biking trails will be maintained for passive recreation use.		OE and OM11.14	●	●	●	●	→
	<b>Darkan Town Hall</b> The Darkan Town Hall will be maintained and available to community groups for free use to encourage activity and social opportunities including the community gym, exercise classes, dance classes, and other activities.			●	●	●	●	→
	<b>Darkan Swimming Pool</b> Continue to improve, maintain and operate the Darkan Swimming Pool.		OE and OM11.5	●	●	●	●	→
	<b>Cemeteries</b> Provide a well maintained cemetery in Darkan and Arthur River. Continue to investigate identifying the unmarked graves in the Arthur River Cemetery.		OE and OM10.7	●	●	●	●	→
Public facilities will be maintained and improved								

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Cultural, artistic and sporting events will be supported for community development and enjoyment</p> <p>Lifelong learning and skill promotion will be promoted</p>	Provide a toilet at the Darkan Cemetery		OE and CE16			●		
	<p><b>Darkan Town Oval</b> Maintain the Darkan Town Oval for local and regional sport events and for passive recreation.</p>		OE and OM11.11	●	●	●	●	→
	<p><b>Community Events</b> Provide funding, access to facilities and assistance to community groups holding events for the community.</p>		OE and OM11.7	●	●	●	●	→
	<p><b>Entertainment</b> Subsidise or underwrite travelling shows to ensure our community has access to quality entertainment.</p>		OE and OM11.7	●	●	●	●	→
	<p><b>Community Learning and Personal Interests</b> Support the Community Resource Centre and other community organisations to provide training and development, learning opportunities, and encourage personal interests through provision of facilities, support and financial assistance where required.</p>		OE and OM various	●	●	●	●	→
	<p><b>Library</b> Continue to provide a quality library service in conjunction with the Community Resource Centre.</p>		OE and OM11.15	●	●	●	●	→

Outcome 1.4: PRIDE in our community and a strong sense of identity is forged from our cultural heritage and past and present achievements

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Our cultural heritage will be preserved and sites of significance maintained/conserved for future generations</p>	<p><b>Sites of Historical Significance</b> Develop a list of sites of historical significance and plan for future signage including historical school sites link to the book Playgrounds of the Past.</p>		OE and OM11.16	●	●	●	●	→
	<p><b>Railway Reserve</b> Investigate options for the use of the Darkan Station Masters House and develop.</p>	Conserv Plan & Railway Reserve Concept Plan	OE, CE14 and OM11.16			●		→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Our cultural and shared heritage will be commemorated at community events	<b>Pioneer Memorial</b> Complete the pioneer memorial with reference to the names of early pioneers to the district.				●			
	<b>Museum/Interpretive Centre</b> Finalise concepts and implement the Darkan Museum project.		OE and OM11.18	●	●			
	<b>Municipal Heritage Inventory</b> Undertake a review of the Municipal Heritage Inventory.		OE			●		
	<b>Historical Information and Records</b> Retain information on concept plans for historical sites and other historical records, accessible from the Shire Office and Library.		OE	●	●	●	●	→
	<b>Civic Events</b> Hold an Australia Day Breakfast at Lake Towerrinning annually, and hold other events to recognise people within the community or to celebrate milestones and achievements.		OE and OM4.7	●	●	●	●	→
	<b>Cultural Day</b> Coordinate a biannual cultural day celebrating cultures in the community.		Grants, OE and OM11.7		●		●	→
The community has a sense of pride in our public areas and assists the Shire in maintenance and development of these	<b>Arthur River Historical Precinct</b> Maintain the Arthur River historical buildings in conjunction with the Arthur River Development Group.		OE and OM11.16	●	●	●	●	→
	<b>Duranillin and Glenorchy Schools</b> Support local community members to maintain, preserve and utilise Duranillin and Glenorchy schools.		OE and OM11.16	●	●	●	●	→
	<b>Moodiarrup, Arthur River and Duranillin Halls</b> Support the Moodiarrup Hall Committee, Duranillin Hall Committee and the Arthur River Development Group in the preservation and management of their halls.		OE and OM11.1	●	●	●	●	→
	<b>6 Mile Cottage, Bowelling Station and Darkan Railway Precinct</b> With the support of volunteers, maintain 6 Mile Cottage Bowelling Railway Station and Darkan Railway precinct.		OE and OM11.16)	●	●	●	●	→

# Local Economy

**Aspiration: The Shire of West Arthur will be a vibrant, sustainable and growing community with active business and agriculture sectors and well maintained infrastructure**

**Outcome 2.1: The business community will be DYNAMIC, GROWING AND DIVERSE providing employment and economic benefits to the Shire.**

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Light industrial land and infrastructure will be developed to promote industry development.</p> <p>New business will be encouraged to locate in the Shire and new employment opportunities will be supported.</p> <p>Support will be provided to existing and new businesses.</p>	<p><b>Growden Place Light Industrial Area</b> Monitor sales and development opportunities and investigate further land release as needed.</p>		OE, OM13.7 and grants	●	●	●	●	→
	<p><b>Industrial Infrastructure Provision</b> Undertake a business plan for the purchase and development of industrial sites to attract a business to the Shire.</p>		OE and OM13.7		●			
	<p><b>Skills Development</b> Undertake research to identify opportunities for local skills development that align with potential employment growth areas.</p>		OE			●	●	→
	<p><b>Investment Attraction</b> Research and identify opportunities in key sectors to attract investment and create employment and undertake an Economic Development Plan.</p>		OE and OM13.7	●	●	●	●	→
	<p><b>Business Programs and Development</b> Collaborate with the Community Resource Centre to develop programs and opportunities to support and encourage businesses including training, development and marketing opportunities.</p>		OE and OM13.7	●	●	●	●	→
	<p><b>Approvals</b> Process all applications for approvals and licences promptly and provide support and assistance with requirements.</p>		OE, OM13.1 and OM10.5	●	●	●	●	→
	<p><b>Advocacy on Regulatory Issues and Impediments to Business Development</b> Advocate on behalf of local businesses and liaise with WALGA and other agencies to address regulatory issues that negatively impacting on local business. Advocate for the ongoing provision of public utilities required to suit business needs.</p>		OE	●	●	●	●	→
	<p><b>Communication Infrastructure</b> Support the provision of improved communication technology in the Shire by staying abreast of opportunities, future plans and funding programs and lobbying on behalf of businesses for improvements where warranted, in particular increased mobile phone coverage across the whole Shire (highest priorities Moodiarrup and Bowelling), and improved internet speeds and capacity.</p>		OE and OM 13.7	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
	<b>Housing for Employees of Local Industry</b> Continue to monitor the need for and opportunities to fund affordable housing for employees of local industry.		OE			●	●	→
	<b>Local Purchasing Policy</b> Ensure the local purchasing policy is adhered to ensuring the Shire is purchasing from local businesses where viable.		OE	●	●	●	●	→
	<b>Office Space</b> Office space, meeting rooms and video conferencing facilities will be available for rental in the Health and Resource Centre for local and external business use.		OE and OM7.3	●	●	●	●	→

Outcome 2.2: Agricultural businesses will be VIABLE AND SUSTAINABLE providing employment and economic benefit to the Shire

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Stay abreast of current issues affecting farming businesses	<b>Advocacy on behalf of farmers</b> Advocate on behalf of the local agriculture industry as needed.		OE	●	●	●	●	→
	<b>Relationships with Relevant Industry Group and Agencies</b> Maintain positive collaborative relationships with Department of Agriculture, Farm Advisory Group, and other relevant industry groups and associations.		OE	●	●	●	●	→
Ensure our farmers have the opportunity to be up to date with latest developments and encourage investigation and learning to ensure their farms remain viable and sustainable.	<b>Support Trials and Investigative Groups</b> Support and encourage the development and ongoing operations of the West Arthur Trials Group, landcare and other local groups.		OE and Landcare reserve	●	●	●	●	→
	<b>Field Days and Workshops</b> Support field days, seminars and workshops to showcase opportunities and developments.		OE and Landcare reserve	●	●	●	●	→
	<b>Agriculture Diversification and Value Adding</b> Support investigation into opportunities to provide economic benefits and employment growth through agriculture diversification and value adding.		OE and OM 13.7	●	●	●	●	→

Outcome 2.3: The community will have a GROWING POPULATION which will support new business development

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The Shire will be an appealing and attractive place to move to	<b>Townsite Appearance</b> Maintain and upgrade appearance of major arterial roads and reserves through Darkan, Duranillin and Arthur River with street scape and landscaping appropriate to the area. Encourage land owners and tenants to maintain properties.		OE and OM 10.9	●	●	●	●	→
	<b>Signage strategy</b> Develop and implement a signage strategy to enable the provision of information across the Shire in a coordinated format.		OE and OM 10.9			●		→
There will be a range of short stay accommodation options for visitor to use encouraging them to stay in and explore the Shire	<b>Darkan Caravan Park</b> Continue to promote and manage the Darkan Caravan Park and chalet including further landscaping improvements and the construction of additional chalets if supported by demand.	Tourism Plan	OE, OM13.3, and CE20	●	●	●	●	→
	<b>Support Development of Accommodation</b> Support the development of farm stay and bed and breakfast and other accommodation through support to land owners investigating opportunities.		OE	●	●	●	●	→
The Shire will be promoted to people outside of the Shire as a fantastic place to visit and live	<b>Marketing Plan</b> Investigate options for the development of a marketing plan for the Shire .		OE and OM 13.7			●	●	→
	<b>Promotion</b> Provide 'good news' stories media_and on local radio.		OE	●	●	●	●	→
	<b>Web Presence and Social Media</b> Ongoing maintenance and improvements to the Shire's web page; promote and consult with the community through Facebook and Twitter, and investigate other social media opportunities to promote the Shire well.		OE and OE4.7	●	●	●	●	→
	<b>Landcorp Residential Land</b> Liaise with Landcorp to ensure ongoing marketing and promotion of the Landcorp residential lots in King Street.		OE	●	●	●	●	→
There will be a range of residential and lifestyle options available.	<b>Alternative Residential Land Options</b> Undertake a business plan for the development larger lots sizes with one option being the Shire land in Burrowes Street (opposite the swimming pool)		OE and OM 13.7		●			

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Tourism will be supported locally and regionally to encourage visitors and promote the Shire and lifestyle.	<b>Improvements to Townsite Residential Areas</b> Investigate renovating and onselling existing homes in Darkan, either properties currently owned by the Shire or properties on the market, to improve the overall appearance of the town and encourage new residents.		OE			●	●	→
	<b>Duranillin Water Supply</b> Examine viable alternatives and investigate the future supply of non potable water to Duranillin.		OE and OM 13.5		●	●		
	<b>Iconic Tourism</b> Develop the concept of the Inventors shed and other opportunities to develop iconic tourism		OE and OM 13.4				●	→
	<b>Arthur River Information Bay</b> Upgrade of the tourist information bay at Arthur River.		OE and OM 13.4	●				
	<b>Regional Tourism</b> Collaborate with other local governments and organisations in the region on opportunities to develop tourism, such as a redevelopment of the Lakes brochure from Collie to Lake Grace. Participate in regional programs such Inland Loop to the Blackwood to be part of regional promotion opportunities.		OE and OM 13.4		●	●	●	→
	<b>Tourism Brochure</b> Develop a new tourism brochure for the Shire.	Tourism plan	OE and OM 13.4	●				
	<b>Trails</b> Implement the trails master plan for the Shire, constructing a composting toilet at Bowelling, providing interpretive signage along the trails, inclusion of more adventurous bike tracks i.e. a pump track linked to the Collie Darkan Rail Trail and down hill tracks, and researching the development of the trail from Bowelling through to Duranillin and on towards Kylie. Investigate the potential for canoe trails on the rivers through the Shire and for more adventurous bike tracks.	Trails Master Plan	OE and OM 11.14)	●	●	●	●	→



# Built Environment

**Aspiration: The Shire of West Arthur will have well maintained infrastructure that supports the community and the economy.**

Outcome 3.1: A well maintained road system

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Roads will be well designed and constructed and regularly maintained for safe transport.	<b>Road Infrastructure Data Management</b> Ongoing collection of data and management of Roman system for road infrastructure.	Road Asset Management Plan	OE and OM12.11	●	●	●	●	→
	<b>Integrated Road Management Plan</b> Renew the 10 year road program taking into consideration data held in Roman, road preservation needs, future transport needs, current and future school bus routes, available funds, and traffic data, developing an integrated road management plan.	Road Asset Management Plan	OE	●	●	●	●	→
	<b>Gravel Strategy</b> Develop a ten year gravel strategy to meet the requirements of the road program.	Road Asset Management Plan	OE	●	●	●	●	→
	<b>Clearing Permits</b> Utilising the 10 year road programs, develop and submit applications for clearing with consideration for protection of areas of high value and maintain a high standard of record keeping on clearing undertaken and offsets planted to ensure all clearing returns can be submitted and future clearing permits are not jeopardised. Develop 10 year program of replanting and managing plantings that are part of revegetation for clearing off sets.	Road Asset Management Plan	OE and OM12.7, 12.8	●	●	●	●	→
	<b>Plant Replacement and Acquisition</b> Ongoing review of the plant replacement program, with consideration for efficiency, available funds, and available work force, and annual acquisition and disposal of plant.	Plant Replacement and Asset Management Plan	CE10	●	●	●	●	→
	<b>State Government Road Network</b> Advocate for improvements to the State Government road network in the Shire with consideration for increased road traffic from grain cartage		OE	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Collaborative partnerships will be formed with other shires to ensure sound planning and resource utilisation for maximum transport outcomes for the Shire	<b>Sourcing Funding for Roadworks</b> Maximise external funding for works on Shire roads by applying for grants and maintaining a high standard of reporting and accountability on funds received.		OE	●	●	●	●	→
	<b>Bridges Program</b> Ensure ongoing maintenance of bridges in accordance with Main Roads requirements.		OE and OM12.1	●	●	●	●	→
	<b>Footpaths and Walkways</b> Review and ongoing implementation of pathways renewal and upgrade program allowing for ongoing upgrades and renewal.	Road Asset Management Plan	OE and OM12.3, CE2	●	●	●	●	→
	<b>Transport Maintenance</b> Ongoing maintenance of transport infrastructure with a focus on safety, best practice, efficiency and long term asset preservation.	Road Asset Management Plan	OE, OM12.7 and OM12.8	●	●	●	●	→
	<b>Annual Road Construction Program</b> Implement the road construction program driven by priorities identified in integrated road management plan.	Road Asset Management Plan)	CE1 and funding	●	●	●	●	→
	<b>Shared Plant</b> Support the use of sharing plant and resources with neighbouring shires.	4WDL Strategic Plan	EM	●	●	●	●	→
	<b>Regional Network Planning</b> Liaise with neighbouring shires and the Wheatbelt Regional Road Group on future road programs to ascertain potential for collaborative partnerships on works and for a mutual understanding on road network impacts from upgrades. Support strategies for the identification of key transport routes across the region and subsequent upgrades.		EM	●	●	●	●	→
Collaborative partnerships will be maintained with road users to enhance road safety strategies and plan for future demands.	<b>School Bus Transport</b> Liaise with State agencies on bus network changes, and regularly liaise with school bus operators on road conditions.		EM	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
	<b>Tree Plantations</b> Maintain good relationship with tree plantation operators and liaise with affected land holders with regards to issuing permits for transport of wood chips and logs.		EM	●	●	●	●	→
	<b>Road Maintenance Reporting</b> Encourage road users to report traffic hazards and maintenance and respond to reports within short time frames to minimise the community's exposure to hazards.		EM	●	●	●	●	→

Outcome 3.2: Sustainable well maintained quality facilities that support long term community needs

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Long term approach to upgrades and improvements of facilities	<b>Building Asset Management Plans</b> Building asset management plans will be improved and maintained for all building assets.		EM and OE4.6	●	●	●	●	→
	<b>Old Basketball and Tennis Courts</b> Remove old toilets and review whether to demolish, maintain or re-utilise the old tennis court building		EM		●			
Buildings, facilities, and public amenities are maintained to an appropriate standard.	<b>Regular Maintenance of Buildings, Facilities, and Public Amenities</b> Carry out annual inspections and complete regular maintenance to ensure assets are maintained and preserved.		EM and OE various	●	●	●	●	→

Outcome 3.3: Attractive townscapes and public facilities for locals and visitors to enjoy

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Maintain and improve the Shire's parks, gardens, reserves and public open space to a high standard. Complete townscape projects to continue to improve the appearances of townsites and localities.	<b>Regular Maintenance of Parks, Gardens and Reserves</b> Carry out maintenance and improvements to the parks, gardens and reserves on an ongoing basis.		OE and EM11.7	●	●	●	●	→
	<b>Townscape Improvements</b> Maintain and improve townscape amenities including bins, signs, seating, paving etc.		OE and EM10.9	●	●	●	●	→

Outcome 2.4: Appropriate planning and development

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOIN G
Review, amend and implement the town planning scheme and policies to ensure any planning and development is appropriate through the Shire.	<b>Policies</b> Review and develop town planning policies including a policy with regards to sea containers.	Town Planning Scheme	OE and OM10.5	●	●	●	●	→

# Natural Environment

**Aspiration: The Shire of West Arthur will maintain its natural biodiversity and built heritage, and ensure responsible land and water use to preserve the environment for future generations.**

Outcome 4.1: Sustainable management of water resources

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Responsible use of water	<b>Reuse of Scoured Water</b> Maintain relationship with Water Corporation for reuse of weekly scoured water.	OE	Operating	●	●	●	●	→
	<b>Low Water Use Fixtures</b> Support the use of automatic turn off taps and low water use toilets in all Shire building developments and redevelopments.	OE and EM various	Operating	●	●	●	●	→
	<b>Upgrade Watering Systems to Water Wise and Use of Water Wise Plants</b> Ongoing upgrade of watering systems in Shire parks and gardens to reduce water consumption and use water wise plants in shire parks and gardens.	OE and EM various	Operating	●	●	●	●	→
Harvest water for reuse	<b>Capture and Store Storm Run Off Water Darkan</b> Investigate capture of storm water runoff in Darkan townsite, on community owned buildings and at sporting facilities for reuse.	OE	Operating		●	●		
	<b>Improve Catchments and Access to Dam Water</b> Improve catchments to Darkan sports dam and old railway dams. Make water from old railway dams accessible for fire and drought.	OE, EM13.6, CE5 and reserves	Capital	●		●		→

Outcome 4.2: Waste is minimised and managed sustainably

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
<p>Waste will be managed in accordance with best practice and regulations to minimise land fill, enhance recycling and ensure environmental disposal.</p> <p>Minimisation of waste will be encouraged through-out the community.</p>	<p><b>Management of Waste Sites and Waste Minimisation</b>                      Operate the Darkan and Duranillin Refuse sites in accordance with best practice, management plans, and regulations. Restrict users of the Duranillin Site to West Arthur residents and monitor use of Darkan Refuse Site with consideration for manning the site in the future or providing restricted access.                      Screen the Darkan Refuse Site from the new road.                      Encourage the separation of reusable items from the sites and the use of home composting and recycling.                      Reduce the amount of green waste that is burnt at the refuse sites, moving towards a system of mulching and reuse where possible, and provide green waste pick ups to Darkan and Duranillin townsites as needed including after severe storm events.</p>		OE, CE11 and EM10.1	●	●	●	●	→
	<p><b>Re-Use of Second Hand Items</b>                      Encourage the re-use of second hand items to reduce waste including supporting the Darkan Buy, Swap and Sell, the Darkan Oppy Shop, car boot sales, collection of scrap metal and batteries, and local auctions.</p>		OE	●	●	●	●	→
	<p><b>Minimise Single Use Plastics at Events</b>                      Eliminate, where possible, single use plastics at Shire organised and sponsored events.</p>		OE and OM4.7	●	●	●	●	→
	<p><b>Waste and Recycling Collection Service</b>                      Continue to provide a waste and recycling collection service to residents of Darkan and Duranillin and on the trucks route where possible.</p>		OE	●	●	●	●	→
	<p><b>Recycling Depots in Strategic Locations</b>                      Continue to provide recycling collection areas in Darkan, Duranillin and Arthur River and a recycle bin swap service for out of town residents.</p>		OE and OM10.1	●	●	●	●	→
	<p><b>Container Deposit Scheme</b>                      Support WALGA in the advocacy for the container deposit scheme.</p>		OE	●	●	●	●	→
	<p><b>DrumMuster</b>                      Participation in the DrumMuster program for collection of chemical drums.</p>		OE and OM10.1	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Encourage and support the community to focus on environmental sustainable principles.	<b>Disposal of Ewaste</b> Support the sustainable disposal of ewaste outside of the Shire of West Arthur.		OE and OM10.1				●	
	<b>Sewerage Waste</b> Advocate for a sewerage waste treatment option for Darkan townsite and carted effluent waste.		OE	●	●	●	●	→
	<b>Chemclear and HHW</b> Continue to support Chemclear and Household Hazardous Waste Temporary Collection by providing a collection site and promotion.		OE	●	●	●	●	→
	<b>Solar Power</b> Support investigation into the financial benefits over the longer term of solar panels on Shire and community owned properties.		OE		●	●	●	→
	<b>Tidy Towns Committee</b> Support the Tidy Towns Committee and their initiatives to encourage and promote a sustainable community.		OE	●	●	●	●	→
Elimination/management of weeds and pests will be supported within the community by collaborative partnerships with, Department of Parks and Wildlife, Department of Agriculture and community groups	<b>Weed Control and Eradication</b> Ongoing roadside conservation and /or weed control eradication and management. Review the Hillman Zone Weed control action Plan – with consideration for extending to the rest of the Shire and work collaboratively with neighbouring regions and the Department of Agriculture to tackle nationally identified weeds such as bridal creeper; boneseed; broom, sharp rush and cotton bush and add locally significant weeds such as tagasaste, summer weeds, invading perennials etc.	RCP and West Arthur Weed Control Plan and Hillman Zone Roadside Weed Control Plan Regional WONS Control Strategy	OE and OM13.2	●	●	●	●	→
The unique flora and fauna of the Shire will be protected and monitored/recorded	<b>Local Flora</b> Working with community volunteers, contractors and DPAW monitor and record the unique flora in our Shire, focussing on reserves of high value to the local community. Increase samples of previously unrecorded specimens in the Herbarium. Provide training opportunities and support for Herbarium volunteers		OE, OM10.3 and reserves	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Collaborative partnerships with P&W, Friends of Groups, catchment land managers, etc to maintain natural bush land and water ways	<b>Feral Animal Control</b> Support cross-tenure feral animal control programs eg Red Card for Rabbit and Fox control, Red Shield 1080 baiting, Feral Pig control projects.		OE	●	●	●	●	→
	<b>Phascogales</b> Support education, monitoring and establishment of nesting boxes for phascogales and other fauna .		OE and OM10.3	●	●	●	●	→
	<b>Land for Wildlife</b> Support and enhance the work undertaken by <i>Land for Wildlife</i> in the Shire and Bush Heritage sites, by offering support for funding applications and implementation in accordance to individual management plans eg Dardadine Block <i>LFW</i> plan.		OE and OM10.3	●	●	●	●	→
	<b>Darkan Townsite Reserves</b> Review and ongoing implementation of the current plans for Darkan townsite reserves, working collaboratively between School, interested community members, and neighbouring landholders.	Darkan Fire Management Plan ; Nangip Creek Plan ;	OE and OM10.3	●	●	●	●	→
	<b>Hillman Reserve</b> Work with community, State Government agencies and local member to plan for Hillman Reserve protection and enhancement, including removal of asbestos so that public access can be supported.	Rail Trail Extension Feasibility	OE and OM10.3		●	●	●	→
	<b>State Managed Nature Reserves</b> Work with State Government agencies and the local community to ensure the protection and enhancement of State managed nature reserves including Capercup, Kylie, Wild Horse Swamp, Haddleton and Trigwell.		OE and OM10.3g			●	●	→
Biodiversity and protection of bushland will be valued and considered with all land use applications and developments	<b>Protection of Privately Owned High Value Remnants</b> Assist landholders in identifying and conserving areas of high value remnants or conservation potential on their private property – which will enhance the aesthetics of their property and the Shire, as well providing protection for rare fauna and flora found in the Shire.		OE and OM10.3	●	●	●	●	→
	<b>Riparian Area Assessment of Rivers</b> Work with neighbouring NRM groups to implement a Riparian area assessment and conservation plan for the Arthur, Hillman, Beaufort and Manywater rivers.		OE and OM10.3	●	●	●	●	→



Outcome 4.3: RESPONSIBLE LAND USE PLANNING will undertake with viability, sustainability and the environment considered in all decision making.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Sustainability of rural operations and economic viability	<b>Sustainability of Palaeochannels</b> Participate with neighbouring local governments and lobby for a study of the Beaufort Palaeochannel. Only support development applications near palaeochannels where it can be demonstrated the long term sustainability of the resource.	DAFWA reports on Hillman Palaeochannel	OE and OM10.3	●	●	●	●	→
	<b>Encourage and Support Sustainable and Viable Land Use</b> Assist landowners in accessing information, knowledge and skills on sustainable and viable land use such as building healthy soils, reducing dryland salinity effects, reducing wind and water erosion taking up innovative practices that reduce emissions or over use of fertilisers and ag chemicals, improve livestock production systems etc.	West Arthur Trials group	OE and OM10.3	●	●	●	●	→

# Governance and Organisation

**Aspiration: Through strong leadership and responsible, ethical management the best outcomes will be achieved in partnership with the people of the Shire.**

Outcome 5.1: Representation by skilled councillors to achieve the best outcomes for the Shire.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The Shire Council is representative of the people, interests and needs of the Shire.	<b>Attract Elected Members</b> Develop and implement a program to encourage candidates for elections to increase diversity of elected members.		OE	●	●	●	●	→
	<b>Encourage Voting at Elections</b> Promote voting through Shire wide advertising and provide access to postal voting and easily accessible in person voting.		OE and OM4.5	●	●	●	●	→
Elected members have the skills and knowledge relevant to local government to act in the best interests of the Shire.	<b>Elected Member Training and Development</b> Training, informing, and skill development promoted and available to all elected members including in house development sessions, access to external programs, and induction programs.	Policy	OE and OM4.4	●	●	●	●	→
	<b>Attendance at Conferences / Workshops</b> Fund, promote, support and encourage elected member representation at relevant conferences, workshops and meetings at a regional and state level.		OE and OM4.4	●	●	●	●	→
	<b>Delegated Authority Manual Review</b> Annual review the delegated authority manual in accordance with legislation.		OE	●	●	●	●	→

Outcome 5.2: ACCOUNTABLE service delivery by Council and well trained, motivated, customer focused staff.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Continuously strive to improve performance and delivery across all functions with a focus on customer service.	<b>Customer Complaints and Queries System</b> Monitor system used for dealing with customer queries and complaints, and revise where appropriate.		OE	●	●	●	●	→
	<b>Code of Conduct</b> Review code of conduct every two years.		OE	●		●		→
	<b>Policy Development and Review</b> Develop new polices as required and regularly review existing policies.		OE	●	●	●	●	→
Compliance with regulations and best practice standards will drive good decision making by staff and council.	<b>Integrated Planning and Reporting Framework</b> Demonstrate compliance with the Western Australian Department of Local Government's Integrated Planning and Reporting Requirements Framework and align planning documents to the framework.	IPRF	OE and OM4.6	●	●	●	●	→
	<b>Local Laws</b> Develop new local laws as required and review and amend existing local laws as required and in accordance with legislation.	LG Act	OE and OM4.9	●	●	●	●	→
Financial management and decision making will be transparent, accountable and in an accessible format for the public	<b>Meetings and Forums – Open to Public</b> Continue to have all meetings and discussion forums open to public and encourage community members to participate in the invited guest program.	Policy	OE	●	●	●	●	→
	<b>Forward Financial Plan</b> Conduct annual reviews of the forward financial plan.	LG Act and IPRF	OE and OM4.6	●	●	●	●	→
	<b>Annual Budget</b> Prepare an annual budget to guide the distribution of funding for the Shire's operations.	LG Act	OE	●	●	●	●	→
Staff training and support programs will attract and	<b>Continual Learning</b> Encourage a philosophy of continual learning through structured and unstructured programs.	Policy and Work Force Plan	OE	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
retain the best quality staff	<b>Flexible Workplace</b> Continue to provide opportunities for flexible work opportunities including part time, work from home, casual, and extended leave to suit employees personal commitments and chosen lifestyle.	Policy and Workforce Plan	OE	●	●	●	●	→
	<b>Staff Housing</b> Improve the quality of staff housing to assist to attract and retain staff.		OE					
	<b>Workforce plan</b> Review the Workforce Plan regularly.	IPRF	OE	●	●	●	●	→

Outcome 5.3: STRONG LEADERSHIP in advocacy and planning to ensure sustainability of the Shire.

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
The Council will advocate and lobby to meet the needs of the local community.	<b>Representation on/in Key Bodies and Strategic Discussions</b> Support and encourage elected members, officers and community representatives active participation on key external and strategic bodies and discussions that will benefit the Shire.		OE	●	●	●	●	→
	<b>Representation at Forums</b> Represent and promote the council at appropriate regional, state and federal forums		OE	●	●	●	●	→
The council will provide leadership to the community in local government reform.	<b>Reform</b> Objectively examine opportunities for local government reform and engage the community in discussion on these opportunities.		OE	●	●	●	●	→
Strategic alliances will be formed and fostered to achieve	<b>4WDL VROC</b> Support and actively participate in the 4WDL Voluntary Regional Organisation of Councils.	4WDL Strategic Plan	OE and EM4.10	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
maximum outcomes for the shire and region	<b>Regional Collaborations</b> Examine further opportunities and continue to work cooperatively with other councils to create efficiencies and improved services through regional collaboration.		OE	●	●	●	●	→

Outcome 5.4: ACTIVE ENGAGEMENT with the community to optimise input into planning and decision making

STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Community engagement strategies will be integrated into planning and decision making.	<b>Community Engagement Network</b> – Develop an electronic network of interested community residents and stakeholders to provide input and feedback on Shire services and planning activities.		OE		●	●	●	→
	<b>Technology</b> Increase use of new technology to engage with public and keep them informed through ongoing review and development of the web site and other digital means.		OE and OM4.7	●	●	●	●	→
	<b>Publications and Newspapers</b> Provide regular information in Bleat Community Newsletter and local newspapers as well as a specific newsletter to residents and ratepayers at least once per annum.		OE and OM4.7	●	●	●	●	→
Community participation will be facilitated through a variety of methods.	<b>Engagement of Sectors not Represented on Council</b> Develop, implement and review a program that ensures that sectors of the community that are not represented on Council are still included in Council decision making.		OE and OM4.7		●	●	●	→
	<b>Community Involvement at Council Meetings</b> Encourage and facilitate deputations and questions at Council meetings and community members having the opportunity to participate in discussion at council meetings.	Standing Orders	OE and OM4.7	●	●	●	●	→
Partnerships and relationships will be formed and maintained to nurture community	<b>Financial Support of Clubs Sustainability</b> Sporting clubs will be encouraged to plan for asset replacement and upgrade, which support business plans, through reserve funds matched on a dollar for dollar basis with the Shire.		OE and reserves	●	●	●	●	→

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STRATEGY	ACTIONS AND PROJECTS	INFORMING	BUDGET	2018-19	2019-20	2020-21	2021-22	ONGOING
Interests and support community capacity building and good governance.	<b>Support Volunteers</b> Partnerships will be provided to support volunteers to care for the community and maintain its assets including Duranillin School, Glenorchy School, and seniors helpers, by removing barriers relating to risk management and insurance issues.		OE and OM4.7	●	●	●	●	→
	<b>Address Community Issues</b> Facilitate meetings and functions to address community opportunities and needs. Conduct community forums for project specific matters as required and as appropriate.		OE and OM4.7	●	●	●	●	→
	<b>Representation on External Committees</b> Councillors and staff will represent the Shire on community groups (such as West Arthur Community Resource Centre and West Arthur Cottage Homes) to provide a conduit for information and to show Council support for the community groups.		OE	●	●	●	●	→

Wages are not split up in the financial information attached. Where an item is referred to as “OE” in the budget column above it refers to Operating Employee Cost. OM refers to Operating Materials and CE Capital Expenditure.