



Corporate Business Plan

2023/24 – 2026/27

Minor Review

Draft V5



Acknowledgement of Country

The Shire of West Arthur respectfully acknowledges that the land upon which we work and live, is the traditional land of the Wilman Noongar people. We recognise their cultural heritage, beliefs and continuing relationship with the land. We honour Elders past, present and emerging and we support the principles of a reconciled Australia for all its people.

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INTRODUCTION

The Corporate Business Plan (CBP) is our plan that puts into effect the strategic vision and aspirations outlined in our Strategic Community Plan (SCP). These vision and aspirations were identified in our extensive community engagement program undertaken in 2020 and 2021.

The initial CBP that was put in place to deliver the SCP reached the halfway point in 2023. We have reviewed our progress and updated the actions that the Shire will undertake to meet the vision and aspirations of our community to make our Shire a better place to live, work and visit. The CBP also includes updated budget forecasting to ensure that ratepayers continue to get value for money.

The Corporate Business Plan will be revised in the next major strategic review, expected in 2025/26.

HOW THE PLANNING PROCESS WORKS

Our integrated planning and reporting process, which all local governments in WA follow, provides the Shire with a clear structure to guide a coordinated and collaborative approach to develop our strategic direction and activities.

Integrated Planning and Reporting Framework



The SCP set out the vision, aspirations and priorities according to themes as shown below. The CBP sets out how the Shire’s services and projects practically aim to deliver the SCP. The CBP guides the Shire’s annual budgeting and resource planning.



KEY ISSUES FOR OUR SHIRE

The SCP identified key trends and challenges for the community that remain relevant today. These include:

- How do we ensure everyone has access to medical services and facilities?
- How can we help main street businesses grow and develop?
- How do we help our elderly residents to stay in the community?
- How do we ensure water security for farmers, emergency service volunteers and the community?
- How can we better manage our waste disposal and encourage recycling?
- What can we do to improve key iconic locations in our community?
- How can we grow community confidence in the Shire of West Arthur Council and Administration?

In the course of this minor review, Council reviewed the trends and challenges and added two more that have rising in prominence since the last CBP:

- How do we address the lack of available housing?
- How can we best utilise the impacts of large scale industry expansion to benefit the community?

OUR MEDIUM TERM STRATEGIC PRIORITIES

These priorities are reflected in the service delivery tables in the next section.

- Increase housing stock – including key worker housing, and working with the 4WDL Volunteer Regional Organisation of Councils (VROC)
- Increase in businesses – streamline development process, main street revitalisation, value adding to agriculture (partnerships eg water research with university, DPIRD)
- Tourism (inter-regional, eg walk trail)
- Impacts of large scale industry expansion – policy, planning, and funding partnerships (etc) to ensure the community benefits from future development
- Maintain and renew our assets

SERVICE DELIVERY

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
CORPORATE SERVICES								
Cemeteries	1.2 Support available for people of all ages and abilities	Provide cemeteries in Darkan and Arthur River.	Maintain					
Community Development	1.2 Support available for people of all ages and abilities	<p>Youth</p> <ul style="list-style-type: none"> Provision of facilities for youth activities e.g. Darkan Railway Reserve Activities for youth (including Youth Week) <p>Seniors</p> <ul style="list-style-type: none"> Ongoing liaison with the Community Resource Centre (CRC) Support social activities and learning programs for seniors Coordinate and facilitate weekly meals service Ageing in place initiatives (home care, transport, home maintenance) Independent Living Units management (partnership with West Arthur Cottage Homes) <p>Childcare</p> <ul style="list-style-type: none"> Liaison with provider REED to ensure ongoing high standard of childcare for the community <p>Whole community</p> <ul style="list-style-type: none"> Annual small grants program and other community funding support Support the CRC in the provision of the delivery of services, activities and events Collaborate with the Darkan Primary School, to develop opportunities for children and families. 	Maintain					

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Community Events	1.3 A unique identity and a strong connection to our past	<ul style="list-style-type: none"> Annual Australia Day Breakfast at Lake Towerrinning. Events to recognise people within the community or to celebrate milestones and achievements. Support the annual Sheepfest event. 	Maintain					
Compliance and Governance	5.3 Establish and maintain sound business and governance structures	<ul style="list-style-type: none"> Internal Audit. Review of the appropriateness and effectiveness of the financial management systems and procedures [Reg 5(2)c of Financial Management Regulations]. Reviews of systems and procedures relating to legislative compliance, risk management and internal controls [Reg 17 of Local Government Audit Regulations]. 	Maintain					
Customer Services	5.2 Shire staff are well trained, motivated and customer focused	<ul style="list-style-type: none"> Transport Licensing Cat/Dog Registrations Facility Bookings Receipting Key Register Caravan Park Bookings 	Maintain					
External Housing	1.2 Support available for people of all ages and abilities	<ul style="list-style-type: none"> Houses leased to Government Regional Officers Housing (GROH) for teaching staff. Key worker housing. Respite care – encourage West Arthur CRC Year 4. Station Master's house – accommodation. 	Increase	<ul style="list-style-type: none"> Key worker housing (in collaboration with 4WDL VROC): <ul style="list-style-type: none"> – business case and QS estimation to support grant applications for residential development and land release – convert Crown Reserve lands to freehold – 4WDL assessment of vacant sites - seek grant funding \$1m (6 together) – Designs – connect possible investors 				

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Freedom of Information	5.3 Establish and maintain sound business and governance structures	<ul style="list-style-type: none"> Administration of requests for information under the FOI Act. 	Maintain					
Finance Services	5.3 Establish and maintain sound business and governance structures	<ul style="list-style-type: none"> Finance Services <ul style="list-style-type: none"> – Creditors – Debtors – Rates – Road Funding – Payroll – BAS – Bank Reconciliations – Reporting 	Maintain					
Human Resources Management	5.2 Shire staff are well trained, motivated and customer focused	<ul style="list-style-type: none"> Strategic Workforce Plan. Personnel management (Records, appraisals, etc). HR and industrial advice. Staff training and development. 	Maintain					
Information Technology	5.3 Establish and maintain sound business and governance structures	<ul style="list-style-type: none"> Information technology operations. 	Maintain					
Procurement	5.3 Establish and maintain sound business and governance structures	<ul style="list-style-type: none"> Procurement of goods and services noting the Council's policy to ensure Shire is purchasing from local businesses where viable. 	Maintain					
Records Management	5.3 Establish and maintain sound business and governance structures	<ul style="list-style-type: none"> Maintenance and security of records. 	Maintain					

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
OFFICE OF THE CEO								
Art, Culture and Heritage	1.3 A unique identity and a strong connection to our past	<ul style="list-style-type: none"> Maintain the Local Heritage Survey and Heritage List. Maintain and preserve heritage buildings and places (with volunteer support). Maintain the Shire of West Arthur self-drive heritage Trail on the izi.travel app. Develop, maintain and promote Reconciliation Action Plan. Betty Brown Historical Centre – exhibitions. 	Increase	<ul style="list-style-type: none"> Reconciliation Action Plan. Review potential uses and funding for the Darkan Station, and Station Master's house (accommodation). 				
Building Control	4.4 Appropriate planning and development	<ul style="list-style-type: none"> Building advice and approvals. Maintain the integrity of our heritage buildings. 	Maintain					
Civic Leadership, Advocacy and Regional Cooperation	5.1 Councillors represent the community and well trained	<ul style="list-style-type: none"> Governance framework. Manage the Shire's Council and Committee meetings in accordance with legislative requirements. Councillor training and support. Advocacy for commercial services (food retail, banking etc) and social services to be available in the Shire. Maintain regional relationships and working arrangements. 	Maintain					
Community Information and Engagement	5.4 Actively engage with community, business and other stakeholders to grow and develop the community	<ul style="list-style-type: none"> Engagement with the community through the Shire website, social media and other appropriate digital means. Provide information through the Bleat Community Newsletter and Darkan Buy and Sell Facebook page. Facilitate meetings, functions and community forums as required. Administer style guide. Direction signage provision. "Welcome to West Arthur" information pack (in collaboration with CWA). 	Maintain					

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Economic Development and Tourism	2.2 A growing, diverse business community	<ul style="list-style-type: none"> ▪ Implement Economic Development Strategy. ▪ Support and grow tourism in the Shire. ▪ Support regional Tourism: Australia's Golden Outback, Tourism South West, Oceans to Outback, Astrotowns network. 	Increase	<ul style="list-style-type: none"> ▪ Tourism <ul style="list-style-type: none"> - Trails: Darkan Heritage Trail, Hillman Walk Trail - Signage upgrade in Arthur River Info Bay - Maintain and upgrade visual amenity Darkan, Duranillin and Arthur River - Support astrotourism as part of the stargazing trail - Public art funding for a community art work - Composting toilet at the Bowelling Station - Manage and promote the Darkan Caravan Park and Chalets, RV self-contained site, RV friendly town - Develop farm stay, B&B and other short stay accommodation options (e.g. 'Hidden Cabins') ▪ Industry attraction <ul style="list-style-type: none"> - Update/promote business and residential prospectus - Continue industry and business attraction fund - Land release - Promotion of the Growden Place Light Industrial area - Wind farms development ▪ Agriculture <ul style="list-style-type: none"> - Support agricultural diversification opportunities - Drought resilience - Advocate for agricultural workforce development - Investigate research opportunities with universities ▪ Business environment <ul style="list-style-type: none"> - Support improved communication technology - Grant for business support and Town Centre - Enable business networking - Create user-friendly approval information for businesses - Improved promotion of the Shire as a Film Friendly Shire 				

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Environmental Health	1.1 A safe place to work, live and visit	<ul style="list-style-type: none"> Environmental Health Service obtained from the Shire of Narrogin Education Monitoring Health and food inspections Noise control Pollution control Other regulatory 	Maintain					
Emergency Management	1.1 A safe place to work, live and visit	<ul style="list-style-type: none"> Bush Fire Management. Ongoing review and implementation of Local Emergency Management Plan Arrangements and Welfare and Recovery plans. CCTV maintenance and coverage extension (LRCI Stage 4 funding) Provision of information regarding pandemic, harvest and vehicle movement restrictions. Risk management planning for Shire events and review of risk management plans for other events. Community Emergency Services Manager shared with Shire of Collie. 	Increase	<ul style="list-style-type: none"> CCTV: Initial installation of CCTV at Darkan Playground and public toilets. To be expanded to other locations if the outcomes are positive. 				
Health Centre and Medical Services	1.2 Support available for people of all ages and abilities	<ul style="list-style-type: none"> Health and Resource Centre enables allied health professionals to provide services. Advocacy for medical services. Plan and facilitate doctor's appointment availability and promote the Patient Assisted Transport Scheme (PATS). 	Increase	<ul style="list-style-type: none"> Work with CRC to consider how respite care could be provided in the Shire. 				

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Library	4.2 Our built infrastructure is well maintained, attractive and inviting	<ul style="list-style-type: none"> ▪ Provide library service in conjunction with the Community Resource Centre. ▪ Maintain and develop a diverse collection of historical books at the Darkan Town Library. 	Maintain					
Ranger Services	1.1 A safe place to work, live and visit	<ul style="list-style-type: none"> ▪ Ranger services under contract (one day per week) ▪ Education and compliance related to: <ul style="list-style-type: none"> – Bush fire prevention – Animal control – Litter reduction – Camping management – Off road vehicle control – Local Laws enforcement (eg parking, reserves) ▪ Regular communication with Police. 	Maintain					
Sport and Recreation Facilities	1.2 Support available for people of all ages and abilities	<ul style="list-style-type: none"> ▪ Maintenance of the cricket pitch covers and practice nets at the Darkan Town Oval. ▪ Maintain public facilities at Lake Towerrinning. ▪ Maintain and improve the playgrounds and public facilities throughout Shire. 	Maintain					
Staff Housing	5.2 Shire staff are well trained, motivated and customer focused	<ul style="list-style-type: none"> ▪ Staff housing administration. ▪ Refurbishment. 	Maintain					

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Strategic and Corporate Planning	5.4 Actively engage with community, business and other stakeholders to grow and develop the community	<ul style="list-style-type: none"> ▪ Integrated Planning and reporting framework and suite of documents: <ul style="list-style-type: none"> - Strategic Community Plan - Corporate Business Plan - Long Term Financial Plan - Workforce Plan 	Maintain					
Town Planning	4.4 Appropriate planning and development	<ul style="list-style-type: none"> ▪ Advice to prospective proponents and the Council on town planning matters. ▪ Processing of Development Applications. 	Maintain					
WORKS AND SERVICES								
Asset Management	4.2 Our built infrastructure is well maintained, attractive and inviting	<ul style="list-style-type: none"> ▪ Asset Management Plans: <ul style="list-style-type: none"> - Roads, Footpaths, Drainage, and Street Lighting - Drainage - Civic buildings - Community Buildings - Swimming Pool - Houses 	Maintain					
Bridges	4.1 Our road network is well maintained	<ul style="list-style-type: none"> ▪ Maintain and renew 16 bridges on Shire roads in accordance with Main Roads WA requirements. 	Increase	<ul style="list-style-type: none"> ▪ Work with Main Roads to address bridge issues. One bridge solved. 				

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Climate and Environment	3.1 Maintain and improve of key natural assets	<ul style="list-style-type: none"> ▪ Lake Towerrinning ongoing maintenance and improvements. ▪ Maintain existing walk trails such as the Collie-Darkan Rail Trail. ▪ Update the Darkan Heritage Trail. ▪ Develop access to the Hillman Trail (LRCI Stage 4 funding). ▪ Hillman Reserve Development. ▪ Stakeholder meeting (every 2 years). 	Increase	<ul style="list-style-type: none"> ▪ Improvements in accordance with the Lake Towerrinning Management Plan and the Trails Master Plan. ▪ Boardwalk to assist with access to the beach area now designed. ▪ Liaised with DBCA and DoT in preparation of Lake Management Plan. 				
Halls and Community Facilities	4.2 Our built infrastructure is well maintained, attractive and inviting	<ul style="list-style-type: none"> ▪ Maintain the Darkan Town Hall and make available to community groups for free use. 	Maintain					
Parks and Gardens, Playgrounds and Public Toilets	4.2 Our built infrastructure is well maintained, attractive and inviting	<ul style="list-style-type: none"> ▪ Maintain and continue to develop Darkan Railway Reserve. ▪ Maintenance of parks, playgrounds and open space: Darkan and Arthur River ▪ Maintenance of public toilets. ▪ Waterwise Gardens. 	Increase	<ul style="list-style-type: none"> ▪ New playground on Railway Reserve (LRCI Stage 4 funding). ▪ Protection of Privately owned high value remnants. 				
Plant, Equipment and Fleet	4.2 Our built infrastructure is well maintained, attractive and inviting	<ul style="list-style-type: none"> ▪ Plant and fleet management. 	Maintain					

SERVICE NAME	SCP OUTCOME LINK	DESCRIPTION	CHANGE OVER 4 YEARS?	DESCRIBE CHANGE (IF APPLICABLE)	23 / 24	24 / 25	25 / 26	26 / 27
Roads, Footpaths, Drainage and Street Lighting	4.1 Our road network is well maintained	<ul style="list-style-type: none"> Construction and maintenance of sealed and unsealed roads. Maintain and extend pathways in accordance with the program. Footpaths on Railway Reserves. Streetlighting in urban areas. 	Increase	<ul style="list-style-type: none"> Coalfields Highway to Main Street - footpath, art, heritage. 				
Swimming Pool	4.2 Our built infrastructure is well maintained, attractive and inviting	<ul style="list-style-type: none"> Maintenance of pool facilities on school site. Renew agreement with Education Department. 	Maintain					
Waste Management	3.4 Waste is minimised and environmentally sustainable practices are employed	<ul style="list-style-type: none"> Management of waste sites at Darkan and Duranillin. Waste and recycling collection service. Container Deposit Scheme. Drum muster program for chemical drums. Chemclear and Household Hazardous Waste collection site. Sustainable disposal of e-waste outside the Shire. 	Increase	<ul style="list-style-type: none"> Develop Waste Management Plan to guide landfill and collection services. (Year 1). Improve waste management operational practices, and public access to waste facilities. Stakeholder meeting (every 2 years) Possible closure of Duranillin Waste Site. 				
Water Management and Strategy	3.2 Our water resources are well defined and used sustainably	<ul style="list-style-type: none"> Potable water standpipes in Darkan. Reuse of scoured water from Water Corporation. Waterwise watering systems for Shire Parks and Gardens. 	Increase	<ul style="list-style-type: none"> Investigate funding opportunities to implement the Shire Water Management Strategy action plan and continue to develop water resources in a planned and staged manner. Repair town dam, investigate new dam to capture run-off from townsite (grant dependent). 				

FINANCIAL PROFILE

The following rates setting statement shows the financial forecasts and indicative rates profile for the life of the plan.

	2023-24	2024-25	2025-26	2026-27	2027-28
OPERATING REVENUE					
General Purpose Funding	1,561,969	1,611,505	1,603,567	1,646,189	1,684,928
Governance	505	510	515	525	536
Law, Order Public Safety	52,604	53,175	71,027	72,471	73,945
Health	7,167	7,254	7,341	7,495	7,653
Education and Welfare	20,984	21,513	39,329	40,285	41,264
Housing	93,757	96,522	99,369	102,326	105,371
Community Amenities	54,989	56,629	58,317	60,062	61,858
Recreation and Culture	39,937	40,557	58,464	59,750	61,066
Transport	145,699	147,156	148,627	151,600	154,632
Economic Services	108,043	111,284	114,623	118,061	121,603
Other Property and Services	59,973	61,126	62,307	63,846	65,426
TOTAL REVENUE	2,145,627	2,207,230	2,263,485	2,322,611	2,378,282
LESS OPERATING EXPENDITURE					
General Purpose Funding	(124,466)	(129,053)	(133,201)	(137,187)	(141,296)
Governance	(654,450)	(678,492)	(700,453)	(721,632)	(743,366)
Law, Order, Public Safety	(223,891)	(232,553)	(239,742)	(247,102)	(254,458)
Health	(116,839)	(121,207)	(124,722)	(128,334)	(132,078)
Education and Welfare	(77,142)	(79,941)	(82,499)	(84,968)	(87,511)
Housing	(95,775)	(94,129)	(94,263)	(95,807)	(97,390)
Community Amenities	(353,262)	(366,271)	(377,889)	(389,130)	(400,725)
Recreation and Culture	(955,223)	(995,241)	(1,020,080)	(1,049,889)	(1,080,718)
Transport	(2,410,850)	(2,489,104)	(2,547,325)	(2,853,108)	(2,956,236)
Economic Services	(288,522)	(298,309)	(307,175)	(316,227)	(325,734)
Other Property & Services	(67,550)	(77,159)	(82,357)	(85,358)	(88,199)
TOTAL EXPENSES	(5,367,970)	(5,561,459)	(5,709,707)	(6,108,742)	(6,307,712)
<i>Increase(Decrease)</i>	(3,222,342)	(3,354,230)	(3,446,221)	(3,786,131)	(3,929,430)
ADD					
(Profit) on the disposal of assets	0	0	0	0	0
Loss on the disposal of assets	0	0	0	0	0
Depreciation Written Back	1,731,711	1,781,402	1,806,439	1,847,095	1,891,196
<i>Sub Total</i>	1,731,711	1,781,402	1,806,439	1,847,095	1,891,196
INVESTING ACTIVITIES					
Purchase Buildings/Renewals	(191,800)	(96,250)	(294,250)	(77,250)	(141,250)
Purchase Plant and Equipment	(339,000)	(608,000)	(157,500)	(437,500)	(435,500)
Purchase Furniture and Equipment	0	0	(12,500)	0	0
Infrastructure Assets - Roads	(1,058,197)	(1,058,197)	(1,063,197)	(1,063,197)	(1,063,197)
Infrastructure Assets - Footpaths	0	0	0	0	0
Infrastructure Assets - Drainage	0	0	0	0	0
Infrastructure Assets - Parks & Ovals	(20,000)	0	(14,000)	0	0
Infrastructure Assets - Other	(20,000)	0	(36,350)	(1,350)	(1,350)
Proceeds from Sale of Assets	350,000	137,000	76,000	81,000	45,000
Contributions for the Development of Assets	1,199,602	1,221,038	1,238,985	1,255,398	1,272,301
Amount Attributable to Investing Activities	(79,395)	(404,409)	(262,812)	(242,899)	(323,996)
FINANCING ACTIVITIES					
Repayment of Debt - Loan Principal	(117,620)	(108,890)	(62,875)	(59,171)	(61,343)
Transfer to Reserves	(472,433)	(506,268)	(382,623)	(544,667)	(510,695)
Transfers From Reserves	253,000	471,000	81,500	356,500	344,650
Amount Attributable to Financing Activities	(337,053)	(144,158)	(363,998)	(247,338)	(227,388)
FUNDING SOURCES					
Loans	0	0	0	0	0
Opening Surplus/ (Deficit)	0	0	0	0	0
Closing (Surplus)/Deficit	0	0	0	0	0
TO BE MADE UP FROM GENERAL RATES	(1,907,079)	(2,121,394)	(2,266,593)	(2,429,273)	(2,589,618)

SUCCESS MEASURES

The Shire will monitor the following success measures to ensure the plan stays on track, especially in terms of the identified strategic priorities.

Area	Success Measure
Housing	<ul style="list-style-type: none"> ▪ Actions to increase housing stock implemented ▪ Increase in housing stock achieved
Economic Development	<ul style="list-style-type: none"> ▪ Actions to increase businesses implemented ▪ Increase in businesses achieved
Tourism	<ul style="list-style-type: none"> ▪ Trail development implemented <p>Note, while the Shire is clear that tourism is a very important sector for economic growth, there is no currently reliable method to measure the number of tourists in the area of the Shire, or their impact on the local economy.</p>
Community benefit from large scale industry expansion	<ul style="list-style-type: none"> ▪ Actions to ensure the community benefits from large scale industry expansion are implemented ▪ Industry investment in the community
Maintain and renew our assets	<ul style="list-style-type: none"> ▪ Asset renewal ratio

STRATEGIC RISK MANAGEMENT

The Shire ensures that it identifies and monitors strategic risks to the Corporate Business Plan.

Risk	Risk controls
Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Lobbying and advocacy ▪ Community engagement
Breakdown in relationship between Shire President/Council and CEO	<ul style="list-style-type: none"> ▪ Code of Conduct and relevant policies ▪ Regular meetings CEO/Shire President ▪ CEO performance review process ▪ Councillor induction and training
Breakdown in relationships amongst Councillors	<ul style="list-style-type: none"> ▪ Code of Conduct and relevant policies ▪ Councillor induction and training ▪ Conflict resolution process
Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> ▪ Communications and community engagement
Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Asset Management Plans ▪ Budget process ▪ Rigor of project management
Employee cost rises above assumption	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Workforce Plan (WFP) ▪ Budget process
Reduced external grants/funding	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Budget process ▪ Lobbying and advocacy
Misappropriation of funds	<ul style="list-style-type: none"> ▪ Policies and Procedures ▪ Audit controls
Low business growth	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Economic development facilitation
Lack of available skilled staff	<ul style="list-style-type: none"> ▪ Workforce Plan (WFP)
High staff turnover	<ul style="list-style-type: none"> ▪ Workforce Plan (WFP)
Lack of available skilled contractors/suppliers	<ul style="list-style-type: none"> ▪ Tender and Procurement Process ▪ Workforce Plan
Disasters i.e. COVID 19 re-emergence/other pandemic/bushfire/flood/storm	<ul style="list-style-type: none"> ▪ Council policies and management policies, Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements

APPENDIX: ABBREVIATIONS

4WDL VROC – Shires of Wagin, West Arthur, Williams, Woodanilling, Dumbleyung and Lake Grace Volunteer Regional Organisation of Councils

CCTV – Closed-circuit Television

CBP – Corporate Business Plan

CRC – Community Resource Centre

DBCA – Department of Biodiversity, Conservation and Attractions

DPLH – Department of Planning, Lands and Heritage

DoT – Department of Transport

LRCI – Local Roads and Community Infrastructure (Economic stimulus funding program implemented by the Federal Government as a result of COVID pandemic)

QS – Quantity Surveyor

REED - [Regional Early Education & Development Inc](#) (Child care provider)