SHIRE OF
WAROONA
SEA TO SCARP

CORPORATE BUSINESS PLAN

2026 - 2030

TOWARDS
2034



Document No: CGL007

About this document

The Corporate Business Plan is the Shire of Waroona's four-year planning document and is a key component of the Shire's Integrated Planning and Reporting Framework.

This plan activates the objectives of the Strategic Community Plan and informs the annual budget process to ensure the priorities of the community are strategically aligned and affordable.

Disclaimer

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Accessibility

This document is available in alternative formats such as large print, electronic, audio or Braille, on request.

Document Control

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The Shire of Waroona stretches from sea to scarp between the Indian Ocean and the Darling Scarp, featuring pristine beaches, coastal lakes, fertile farmlands and peaceful jarrah forests. Covering a total area of 835km^2, the Shire includes the localities of Waroona, Hamel, Lake Clifton and Preston Beach.

Shire President's Message



It is a privilege to provide a brief statement on our council's Corporate Business Plan. This council plan sets out the direction and responsibilities to our community and the future allocation of resources in delivering projects and programmes to our residents.

These actions that are categorised and recorded, link through to available funding and resolutions that council works towards. The plan is a fundamental cornerstone of the direction of the organisation and is grounded in community consultation and input.

The plan certainly contains a large amount of the functions and aspirations of our Shire. I sincerely thank our councillors and staff for supporting the foundation the Corporate Business Plan sits upon and for collaborating as a sound functioning body that certainly has the interests of our residents and ratepayers as our focus.

Mike Walmsley
Shire President

Chief Executive Officer's Message



The Corporate Business Plan is the document which spells out how we intend to deliver the ideas, aspirations and plans that the community has said it wants to bring about in its Strategic Community Plan (SCP). These activities span the five focus areas of the SCP, namely –

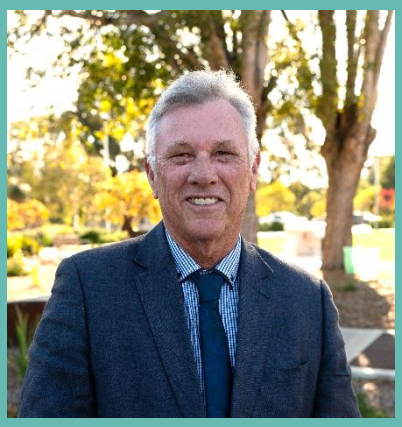
- Our Community
- Our Economy
- Our Environment
- Our Built Assets
- Our Leadership.

The projects and actions show the yearly timelines for planning, implementation and review for the coming four years. We continue to roll out projects for the Shire with the Town to Weir Trail the latest project to be done. At Preston Beach we're consolidating the existing information and consultation into a new document along with new ideas and once adopted this will lead the future of Preston Beach. We will be starting work at the Lake Clifton Community Reserve soon. Tourism has been a focus with the Destination Management Plan now in place and starting to be delivered to bring a themed, positive message to visitors about the Shire.

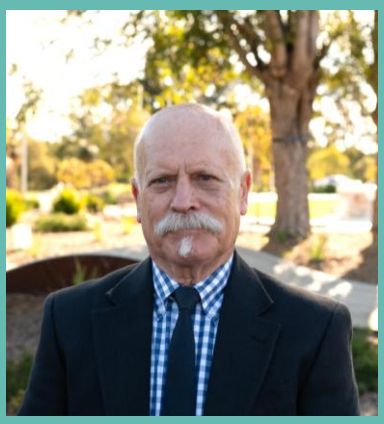
Please take the opportunity to read this Plan which shows who we are as a local government and what the future holds in the coming years of delivery for the Shire.

Mark Goodlet
Chief Executive Officer

Our Council



Cr Mike Walmsley
Shire President



Cr Larry Scott
Deputy Shire President



Cr Karlie Bartle



Cr John Mason



Cr Karen Odorisio



Cr Julie Rowles



Cr Brad Vitale

Our Leadership Team



Mark Goodlet
Chief Executive Officer

- Strategy
- Elections
- Major Projects
- Council Services
- Business Improvement
- Emergency Services

Ashleigh Nuttall
Director Corporate & Community Services

- Community Development
- Recreation Services
- Tourism
- Communication & Marketing
- Economic Development
- Finance
- Governance
- Risk Management
- Information Technology





Kirsty Ferraro
Director Customer & Development Services

- Customer Service
- Library Services
- Human Resources
- Ranger Services
- Regulatory Services
- Planning Services
- Environmental Management - Strategic

Rikki Pulfer
Executive Manager Infrastructure Services

- Works & Operations
- Environmental Management - Operations
- Technical Services
- Waste Management
- Asset Management Services



Our Purpose

We create environments where community, culture and commerce can flourish

Our Vision

A celebration of natural beauty, country values and vibrant prosperity

Our Values

1. *We support our community in a collaborative manner with enthusiasm and fairness*
2. *We commit to building a resilient community*
3. *We encourage diversity and inclusiveness and celebrate uniqueness*
4. *We listen to the community and respond to their needs*
5. *We strive to deliver consistently high standards of service*



About the Corporate Business Plan

The Corporate Business Plan is the Shire of Waroona (Shire)'s blueprint for action over the next four years. As an integral part of the Shire's Integrated Planning and Reporting Framework, this plan contains projects and actions which activate the strategies set in the Strategic Community Plan. It also plays a vital role in guiding the Shire's annual budget – ensuring that every purchase reflects what is important to the community.

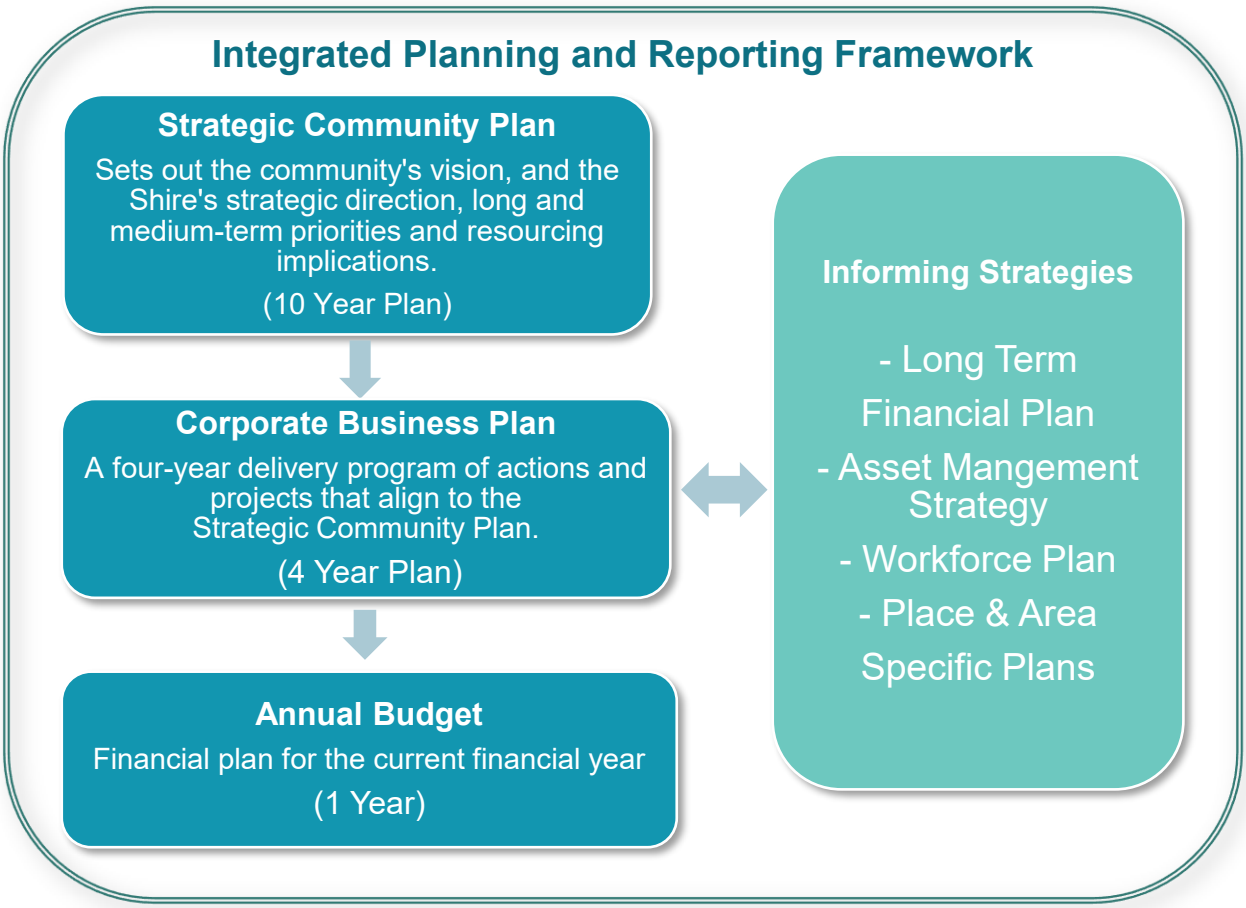


Figure 1: Elements of the Integrated Planning and Reporting Framework. Source: Department of Local Government, Sport & Cultural Industries.



How to Read the Corporate Business Plan

Objectives, Strategies and Actions

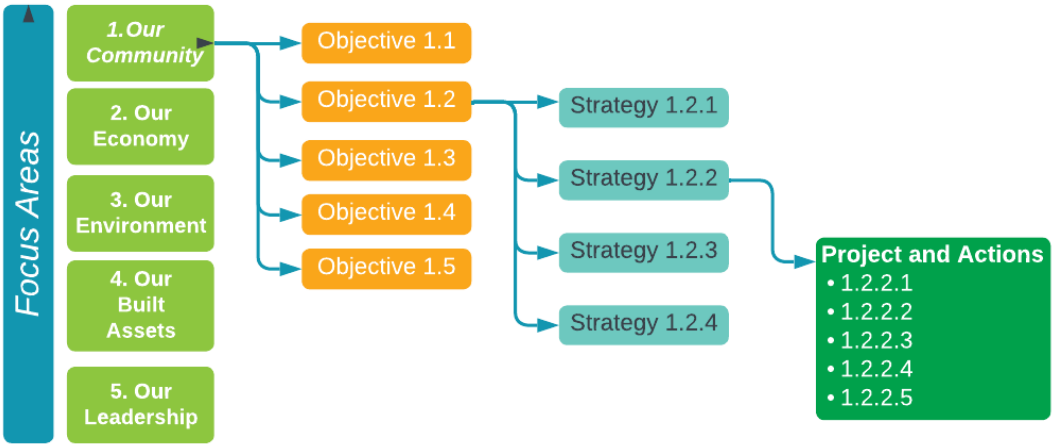


Figure 2: Corporate Business Plan hierarchy

For each focus area, a series of objectives have been developed as targets for the Shire to work towards. The Shire has adopted a number of strategies, and subsequent projects and actions to directly support the achievement of each objective. Each element is assigned a unique reference number to show its relationship to the level above.

Delivery Indicators

The delivery of each project/action over the next four years has been considered and categorised using three indicators:

Plan Implement Review



Focus Areas & Aspirations to 2034

Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Our Economy

To create a diverse economy base that supports opportunity and employment.

Our Environment

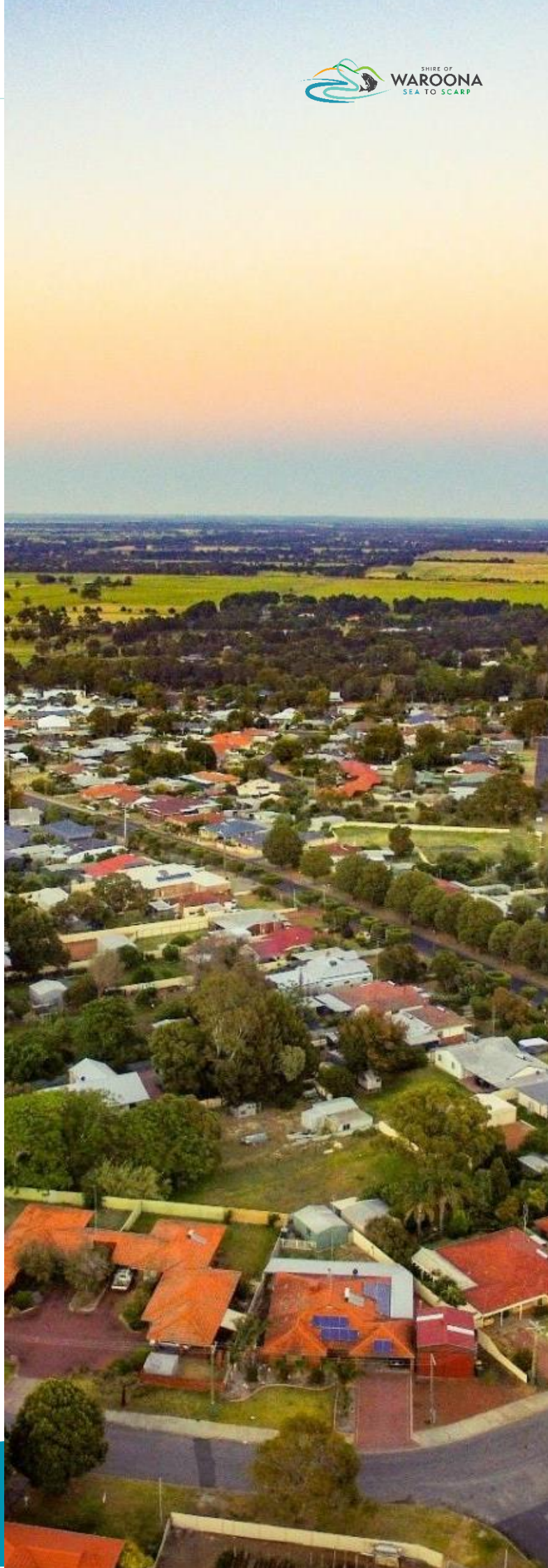
To continually care for, protect and enhance our environment for the generations to come.

Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.



Our Community

To have a connected and involved community that improves our quality of life through developing quality places and implementing quality town planning.

Objective 1.1 Create a connected, safe, and cohesive community with a strong sense of community pride

Strategy 1.1.1 Develop an identity for the Shire and the communities it comprises

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.1.1	Implement the Community Development Strategy 2025-2028 through the Community Development annual action plans.	Community Development	● Implement	● Review	● Implement	● Implement
1.1.1.2	Implement priority actions within the signage strategy and seek funding for signage upgrades and new installs	Economic Development	● Implement	● Implement	● Implement	
1.1.1.3	Undertake a review of town entrances to develop improved and localised character and entrance statements	Economic Development	● Plan	● Implement		

Strategy 1.1.2 Pursue a social environment that is accessible and inclusive for all ages and abilities

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.2.1	Advocate for and support initiatives that are accessible and inclusive for all community members.	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.2.2	Consider the needs of people of all abilities and backgrounds in the planning and implementation of Community Development initiatives.	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.2.3	Review, implement and report on the Access & Inclusion Plan	Corporate Services	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.3 Grow and develop an age-friendly community

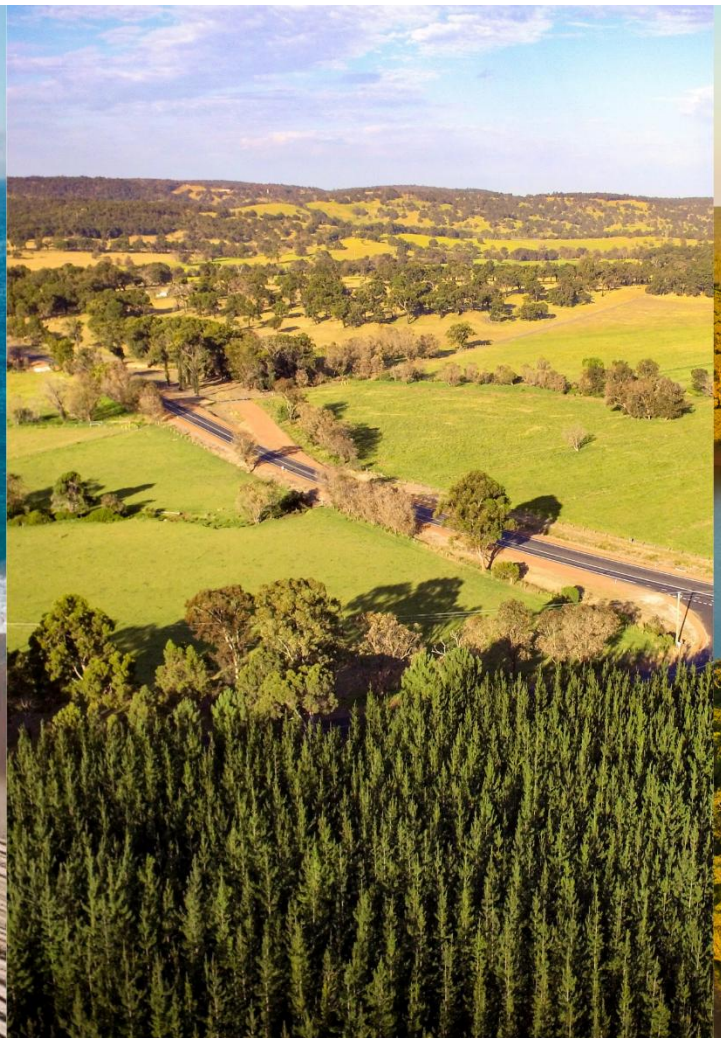
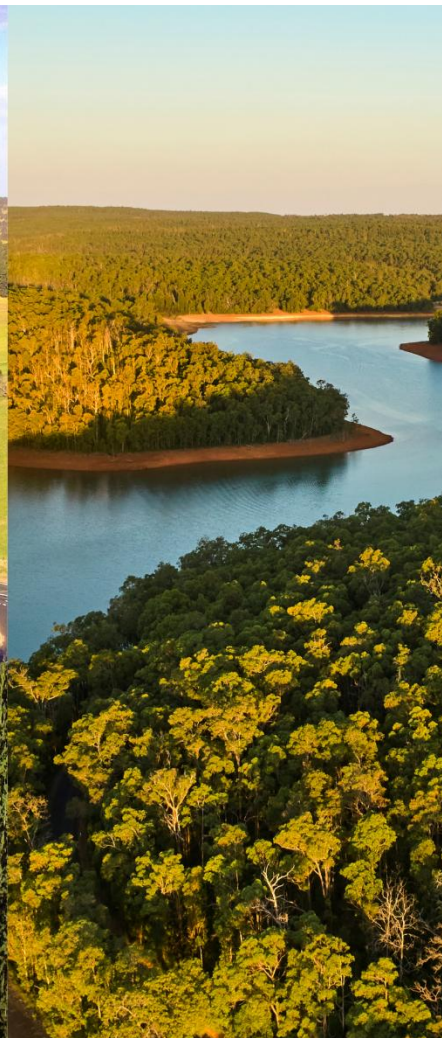
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.3.1	Support and facilitate targeted initiatives in response to the needs and aspirations of older people	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.4 Become a youth engaged and supportive community

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
1.1.4.1	Support and facilitate targeted initiatives in response to the needs and aspirations of young people	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.1.5	Develop and facilitate events of a local and regional scale					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.1.5.1	Support or facilitate events in response to the needs and aspirations of the local community	Community Development	● Implement	● Implement	● Implement	● Implement
Strategy 1.1.6	**Ensure the safety of our community**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.1.6.1	Deliver a range of activities that improve the safety of the community as outlined in the Community Development Strategy	Community Development	● Implement	● Implement	● Implement	● Implement
1.1.6.2	Develop, implement and maintain bush fire risk management planning	Safety & Emergency Services	● Implement	● Review	● Implement	● Implement
~~1.1.6.3~~	~~Review Local Emergency Management Arrangements~~	~~Safety & Emergency Services~~	*Completed in 2025/26*			
1.1.6.3	Implement the Local Emergency Management Arrangements	Safety & Emergency Services	● Implement	● Implement	● Implement	● Implement
Objective 1.2	**Maximise and connect our natural assets to the community**					
Strategy 1.2.1	**Connect natural assets, waterways, parks and reserves to the community**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.2.1.1	Develop and implement a Public Open Space Strategy	Infrastructure Services	● Plan	● Implement	● Implement	● Implement
Strategy 1.2.2	**Upgrade the amenity of the Drakesbrook Weir**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.2.2.1	Review and update the Drakesbrook Weir Masterplan	Office of the CEO	● Plan			
1.2.2.2	Progressively seek grants and implement the Drakesbrook Weir Masterplan	Office of the CEO		● Implement	● Implement	● Implement
1.2.2.3	Progressively implement the Drakesbrook Weir Management Plan	Infrastructure Services	● Implement	● Implement	● Implement	● Implement

Objective 1.3	A planning framework that is visionary, supports community connectivity and enables participation that ensures quality, diverse and innovative planning outcomes that meets community aspirations					
Strategy 1.3.1	**Ensure our Town Planning Scheme and Local Planning Strategy facilitates quality and diverse planning outcomes**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.3.1.1	Prepare a new Local Planning Strategy	Development Services	● Plan	● Implement	● Implement	● Implement
1.3.1.2	Prepare a new Town Planning Scheme	Development Services	● Plan	● Plan	● Implement	● Implement
Strategy 1.3.2	**Consider new growth areas and prepare District Structure Plans**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.3.2.1	Prepare District Structure Plans as required	Development Services			● Plan	● Plan
Objective 1.4	**Encourage an active and healthy community with an improved quality of life**					
Strategy 1.4.1	**Promote a mentally and physically health lifestyle**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.4.1.1	Develop and implement a Recreation Centre Activation Strategy outlining plans for attraction and increased usage of the Waroona Recreation & Aquatic Centre	Recreation Services	● Plan	● Implement	● Implement	● Implement

Strategy 1.4.2	Support local community, sporting and recreational groups and initiatives					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.4.2.1	Develop and implement a Waroona Club Development Program that supports sport and recreation clubs to be sustainable	Recreation Services	Plan	Implement	Implement	Implement
1.4.2.2	Implement an annual Micro Grants program to support new community led initiatives	Community Development	Implement	Implement	Implement	Implement
1.4.2.3	Develop a Waroona Sport and Recreation Precinct Masterplan	Office of the CEO	Plan	Plan	Plan	Plan
Strategy 1.4.3	**Actively take opportunities to enhance public health**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.4.3.1	Implement priority actions from the Public Health Plan	Environmental Health Services	Implement	Implement	Review	Implement
1.4.3.2	Develop a Library Activation Strategy that provides library programs to reduce social isolation and promote lifelong learning	Library Services	Plan	Implement	Implement	Implement
Strategy 1.4.4	**Foster and value our volunteers**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.4.4.1	Recognise volunteer contributions through awards and functions	Community Development	Implement	Implement	Implement	Implement
Strategy 1.4.5	**Support and enhance health services in Waroona**					
Projects and Actions		**Lead**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
1.4.5.1	Support the community to lead healthy and fulfilling lives through activities outlined in the Community Development Strategy	Community Development	Implement	Implement	Implement	Implement
Objective 1.5	**Value, protect and celebrate our rich history and culture**					
Strategy 1.5.1	**Pursue actions to preserve areas and materials of historical significance**					
Projects and Actions		**Lead**	**2025/26**	**2026/27**	**2027/28**	**2028/29**
1.5.1.1	Support the Waroona Historical Society and maintain the museum facility	Corporate Services / Technical Services	Implement	Implement	Implement	Implement
1.5.1.2	Review the Local Heritage Survey	Development Services			Review	

Strategy 1.5.2	Foster arts and culture throughout the Shire					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.5.2.1	Support and facilitate initiatives that showcase the Shire's cultural diversity, heritage, and public art.	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 1.5.3	Support, embrace and celebrate our local Aboriginal community					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
1.5.3.1	Support and facilitate targeted initiatives in response to the needs and aspirations of the Aboriginal and Torres Strait Islander community	Community Development	● Implement	● Implement	● Implement	● Implement



Our Economy

To create a diverse economy base that supports opportunity, education, and employment.

Objective 2.1	**Develop an economy that is focused on growth, knowledge and innovation, and infrastructure, and protects prime agricultural land**					
Strategy 2.1.1	**Maximise the inherent economic opportunities in the Waroona functional economic region**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
2.1.1.1	Regularly meet with and present to state and federal members and government agencies to encourage economic development opportunities and government departments to the Shire	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Strategy 2.1.2	**Enhance the agriculture industry in Waroona as a dominant economic sector**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
2.1.2.1	Prepare and promote business cases for key industries to attract private investment	Office of the CEO	● Implement	● Implement	● Implement	● Implement
2.1.2.2	Support the development of permanent accommodation for seasonal agricultural workers	Office of the CEO	● Plan	● Plan	● Plan	● Plan
Objective 2.2	**Develop a locally supported resilient, stable, and innovative business community that embraces creativity, resourcefulness, and originality**					
Strategy 2.2.1	**Support local businesses, Waroona Business Support Group and initiatives**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
2.2.1.1	Collaborate with the Waroona Business Support Group and Peel Chamber of Commerce and Industry to develop initiatives	Office of the CEO	● Implement	● Implement	● Implement	● Implement
2.2.1.2	Maintain status as a small business friendly local government	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Objective 2.3	**Create a vibrant, inviting and thriving town centre and maximise Waroona's natural assets, culture, and heritage as drivers for tourism development**					
Strategy 2.3.1	**Encourage community and business initiatives to refresh the appearance of the town centre**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
2.3.1.1	Progressively implement the Waroona Revitalisation Strategy and Masterplan	Office of the CEO	● Implement	● Plan	● Implement	● Implement
2.3.1.2	Implement the Townscape Façade grant initiative	Development Services	● Plan	● Plan	● Implement	● Implement

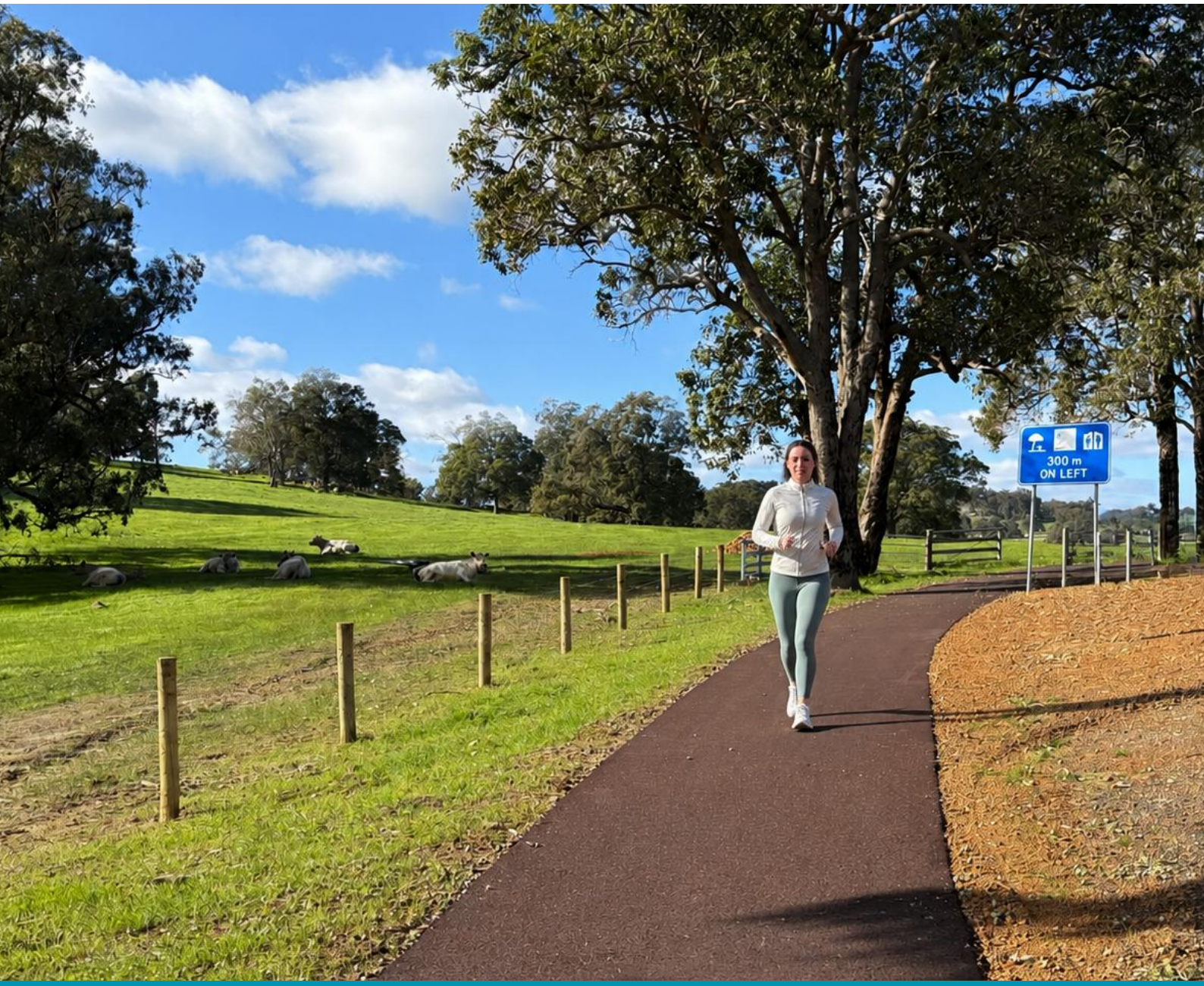
Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.1.3	Prepare Streetscape Improvement Plans for South Western Highway within Waroona Town Centre	Office of the CEO	● Plan	● Plan	● Implement	● Implement

Strategy 2.3.2 **Develop key sectors of the tourism economy where Waroona has a competitive advantage**

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.2.1	Support the development of a Preston Beach caravan park	Office of the CEO	● Plan	● Implement	● Implement	● Implement
2.3.2.2	Implement actions from the Destination Management Action Plan.	Community Development	● Implement	● Implement	● Implement	● Implement

Strategy 2.3.3 **Develop new trails and enhance and promote existing trails**

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
2.3.3.1	Develop and implement the Shire of Waroona Trails Plan	Office of the CEO	● Plan	● Implement	● Implement	● Implement



Our Environment

To continually care for, protect and enhance our environment for the generations to come.

Objective 3.1 Protect and enhance our existing natural assets, waterways, bushland, and biodiversity

Strategy 3.1.1 Collaborate with local environmental community organisations and volunteers

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.1.1.1	Support initiatives and activities implemented by 5 Rivers NRM, Peel Biosecurity Group and other relevant organisations	Development Services	● Implement	● Implement	● Implement	● Implement
3.1.1.2	Actively participate in the Peron Naturaliste Partnership and associated activities	Development Services	● Implement	● Implement	● Implement	● Implement
~~3.1.1.3~~	~~Support not for profit organisations to implement regular litter clean ups~~	~~Community Development~~	*Item removed – This initiative forms part of day-to-day business operations*			
3.1.1.3	Provide ongoing support to Harvey River Restoration Taskforce	Corporate Services	● Implement	● Implement	● Implement	● Implement
~~3.1.1.5~~	~~Contribute toward the refurbishment of the Department of Agriculture building~~	~~Building Services~~	*Completed in 2025/26*			
~~3.1.1.6~~	~~Support local Environmental Groups through centralisation of services at the Environmental Centre~~	~~Development Services~~	*Completed in 2025/26*			
3.1.1.4	Support collaboration and service delivery by local environmental groups through the Enviro Centre	Development Services	● Implement	● Implement	● Implement	● Implement

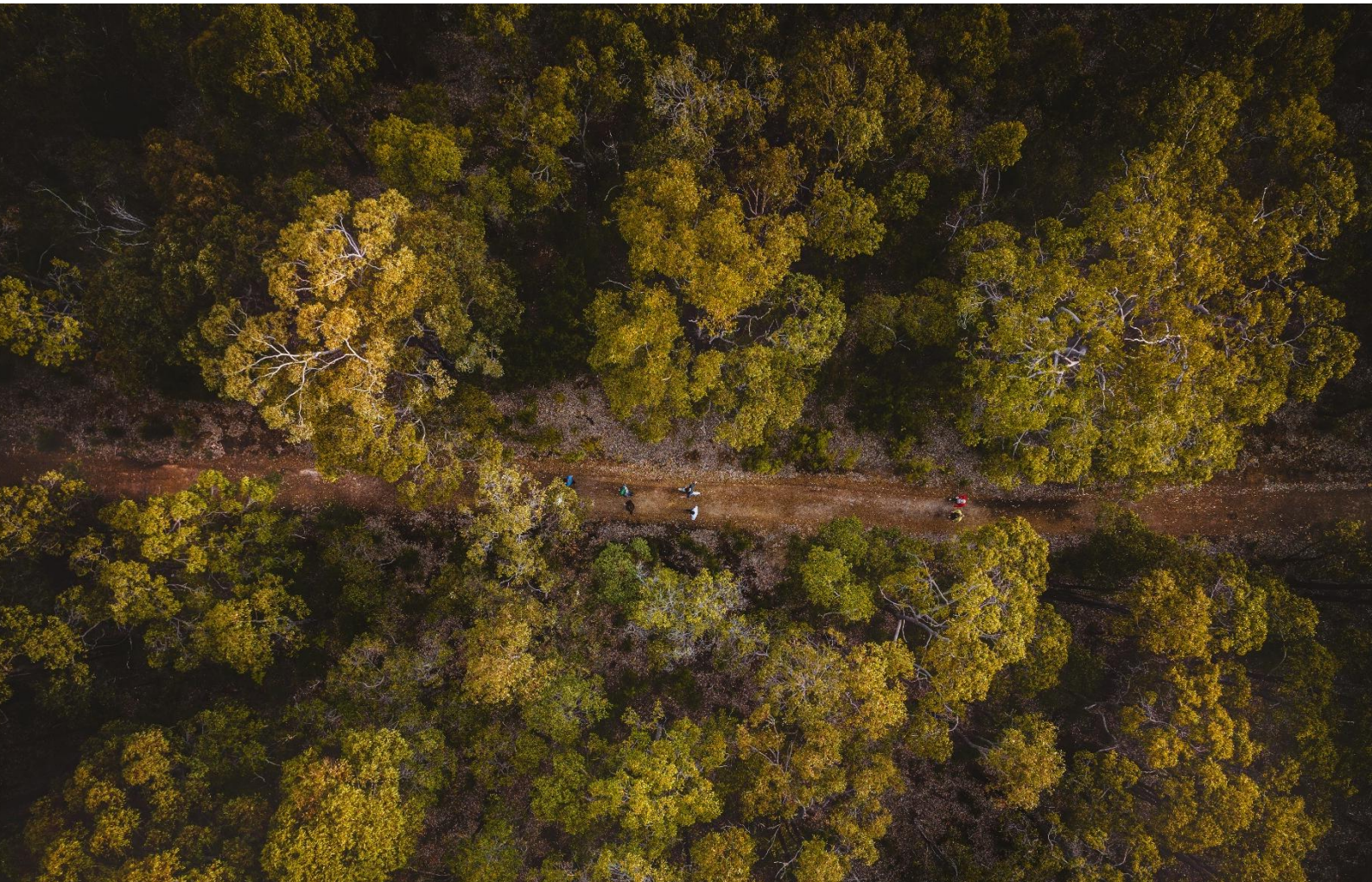
Strategy 3.1.2 Develop future plans and strategies to protect and enhance Preston Beach and Yalgorup National Park

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.1.2.1	Support the Preston Beach Volunteer Rangers	Safety & Emergency Services	● Implement	● Implement	● Implement	● Implement
3.1.2.2	Develop a Preston Beach Management Plan for tourism and environmental protection.	Development Services	● Plan	● Implement	● Implement	● Implement

Strategy 3.1.3 Advocate for and action protection of the environment

Projects and Actions		Lead	2026/27	2027/28	2028/29	2029/30
3.1.3.1	Advocate for Shire's Mining Statement	Office of the CEO	● Implement	● Implement	● Implement	● Implement
~~3.1.3.2~~	~~Develop an Environmental Management Strategy~~	~~Development Services~~	*Strategy adopted in 2023/24 - Review and implementation of Strategy Now incorporated into item 5.2.2.4*			

Objective 3.2	Proactively manage resources and practice sustainability through responsible management of water, energy, fire control and waste					
Strategy 3.2.1	**Secure water resources to ensure water sustainability for agricultural, economic, and recreational needs**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
3.2.1.1	Advocate for Shire's Water Initiatives	Office of the CEO	● Implement	● Implement	● Implement	● Implement
Strategy 3.2.2	**Secure energy resources to ensure energy sustainability for community needs**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
3.2.2.1	Progressively install solar panels on all applicable Shire buildings	Infrastructure Services	● Implement	● Implement	● Implement	● Implement
Strategy 3.2.3	**Responsibly manage Council and community water and energy use**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
3.2.3.1	Monitor water and energy use for Shire facilities	Development Services	● Implement	● Implement	● Implement	● Implement
Strategy 3.2.4	**Improve waste management practices through diversion, reuse and recycling**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
3.2.4.1	Implement and manage the actions outlined in the endorsed Waste Plan 2020-2030	Infrastructure Services	● Implement	● Implement	● Implement	● Implement



Our Built Assets

To build and effectively manage our assets to continually improve our standard of living.

Objective 4.1	Public spaces and infrastructure that are accessible and appropriate for our community, and meet the purpose and needs of multiple users					
Strategy 4.1.1	**Plan community facilities for current and future generations**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
~~4.1.1.1~~	~~Implement the concept and design plans for Waroona Community Precinct Phase 2 – Big shed.~~	~~Office of the CEO~~	*Completed in 2025/26*			
~~4.1.1.2~~	~~Develop and implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.~~	~~Office of the CEO~~	*Concept and design plans developed 2025/26*			
4.1.1.1	Implement the concept and design plans for Waroona Community Precinct Phase 3 – Irrigation House building.	Office of the CEO		● Implement	● Implement	● Implement
4.1.1.2	Implement the Drakesbrook Cemetery Masterplan.	Asset Management Services	● Implement	● Implement	● Implement	● Implement
4.1.1.3	Seek funding for the construction of a Waroona Recreation & Aquatic Centre gym extension.	Recreation Services	● Plan	● Plan	● Implement	

Objective 4.2	Manage assets in a consistent and sustainable manner					
Strategy 4.2.1	**Plan and effect appropriate maintenance, renewal, replacement, and disposal of assets**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
4.2.1.1	Renew and upgrade footpaths	Infrastructure Services	● Implement	● Implement	● Implement	● Implement
4.2.1.2	Implement the actions outlined in the Lake Clifton Master Plan.	Office of the CEO	● Plan	● Implement	● Implement	● Implement
4.2.1.3	Develop and implement a long term and funded building renewal program	Asset Management Services	● Plan	● Plan	● Implement	● Implement
4.2.1.4	Sewer Infill for Waroona Town	Office of the CEO	● Plan	● Plan	● Plan	● Plan

Objective 4.3	Suitable housing and transport infrastructure to meet the needs of our diverse community					
Strategy 4.3.1	**Develop and promote diverse and affordable housing and accommodation**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
4.3.1.1	Prepare a Land Rationalisation Strategy for Shire reserves, owned land, and property	Office of the CEO	● Plan	● Implement	● Implement	● Implement
4.3.1.2	No. 1 Eastcott Street, Waroona Subdivision	Office of the CEO	● Plan	● Implement	● Implement	
Strategy 4.3.2	**Develop and promote an efficient, safe, and connected local and regional transport network**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
4.3.2.1	Lobby for a road train assembly and breakdown area	Office of the CEO / Infrastructure Services	● Implement	● Implement	● Implement	



Our Leadership

To embed strong leadership through good governance, effective communication and ensuring value for money.

Objective 5.1	A sustainable future through embracing change, applying technological advancement, and pursuing efficiencies					
Strategy 5.1.1	**Establish a strong corporate governance framework to ensure high standards of integrity, ethics and accountability, and pursue professional development opportunities**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.1.1.1	Ensure Councillors complete required training, and encourage knowledge building through attending courses, workshops, and engaging with the community	Corporate Services	● Review	● Implement	● Review	● Implement
5.1.1.2	Review all Local Laws	Corporate Services	● Implement			
5.1.1.3	Review the Strategic Community Plan	Corporate Services	● Review		● Review	
5.1.1.4	Review the Corporate Business Plan	Corporate Services	● Review	● Review	● Review	● Review
Strategy 5.1.2	**Maintain long term financial sustainability**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.1.2.1	Review the Long Term Financial Plan	Corporate Services	● Implement	● Implement	● Implement	● Implement
Strategy 5.1.3	**Consider future technological requirements for the delivery of services and corporate functions**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.1.3.1	Improve communications connectivity to Waroona Recreation and Aquatic Centre for use as an evacuation centre	Corporate Services	● Implement	● Implement		
5.1.3.2	Maintain and improve current corporate management system.	Corporate Services	● Implement	● Implement	● Implement	● Implement
Objective 5.2	**Develop a skilled, safe, and compliant organisation**					
Strategy 5.2.1	**Employ, maintain and retain a skilled workforce**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.2.1.1	Review and implement the Workforce Plan	Customer / Development Services	● Implement	● Review	● Implement	● Review

Strategy 5.2.2	Promote an organisational culture of safety, best practice and continuous improvement					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.2.2.1	Review the Business Continuity Plan and Procedures	Corporate Services	Review		Review	
5.2.2.2	Review and implement the Risk Management Strategy	Corporate Services	Review	Implement	Implement	Review
5.2.2.3	Implement and maintain the Work Health and Safety (WHS) Management System	Customer / Development Services	Implement	Implement	Implement	Implement
5.2.2.4	Implement and Review Council-endorsed Corporate Strategies and Plans	All Departments	Implement	Implement	Implement	Implement

Objective 5.3	Actively increase the level of engagement with the community, and response efficiently and effectively to the evolving needs of the community					
Strategy 5.3.1	**Establish and maintain a user focused communication approach that informs, engages, and empowers the community**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.3.1.1	Develop and implement a communications and marketing strategy	Corporate Services & Office of the CEO	Plan	Implement	Implement	Implement
Strategy 5.3.2	**Deliver efficient and effective Council services to the community**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
	No projects / actions scheduled					
Strategy 5.3.3	**Provide community focused customer services and access to information**					
Projects and Actions		**Lead**	**2026/27**	**2027/28**	**2028/29**	**2029/30**
5.3.3.1	Review the Customer Service Charter	Customer Services	Review		Review	



Major Projects



Our Service Areas

The Shire of Waroona is responsible for a range of functions, facilities and services. Services are provided under the following four business areas:

Office of the Chief Executive Officer		
Department	**Services**	
Strategy	• Strategy • Master planning	• Integrated planning and reporting
Elections	• Elections	
Major Projects	• Major projects	
Council Services	• Council services	
Business Improvement	• Continuous improvement	• Business management
Emergency Services	• Volunteer bush fire brigades	• Emergency services • Bushfire services

Corporate & Community Services		
Department	**Services**	
Community Development	• Place activation • Community services	• Events • Communications & marketing
Recreation Services	• Recreation services	• Club development
Tourism	• Waroona Visitor Centre	• Tourism
Economic Development	• Economic development	
Finance	• Budgeting • Finance / Accounting • Loans / Investments • Grants management	• Rates • Payroll • Asset accounting / management
Governance	• Policies and procedures • Delegations • Registers	• Audit • Local laws
Risk Management	• Insurance • Risk management	• Business continuity
Information Technology	• Information technology • Records • Freedom of information	• Public information disclosure • Closed circuit television

Customer & Development Services		
Department	**Services**	
Customer Service	• Customer service • Licensing • Facility bookings	• Marketing / Engagement and media
Library Services	• Library services	
Human Resources	• Human resources management • Recruitment	• Workforce planning • Workplace health and safety
Ranger Services	• Ranger services	
Regulatory Services	• Building approvals • Environmental health services	• Ranger services • Preston Beach volunteer rangers
Planning Services	• Strategic planning • Statutory planning • Extractive industry approvals	• Environmental planning • Heritage services
Environmental Management - *Strategic*	• Native vegetation & reserves • Biodiversity & conservation	• Foreshores & coastal management • Biosecurity programs

Infrastructure Services		
Department	**Services**	
Technical Services	• Design and investigation • Subdivision and development application referrals	• Extractive industry – Road use management • Grants management (assets) • Project management
Works & Operations	• Buildings maintenance • Parks and gardens	• Roads & other infrastructure • Plant and fleet
Waste Management	• Collection services	• Disposal services
Asset Management Services	• Asset management programs	• Building maintenance services
Environmental Management - *Operations*	• Pest control • Weed management	• Clearing permits

Resourcing the Corporate Business Plan

To facilitate the achievement of the community's visions and long-term goals as reflected in the objectives, strategies and projects presented in the Shire's Strategic Community Plan and Corporate Business Plan, informing plans and strategies have been developed to ensure the required financial, infrastructure and workforce resources are in place.

Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a key informing plan that outlines the Shire's projected financial position over a ten-year period. It supports informed decision-making by identifying the financial resources needed to achieve the community's strategic objectives, while maintaining long-term financial sustainability.

The LTFP is a tool for ensuring the responsible management of community assets and services in an environment of limited resources and increasing cost pressures. It assists in aligning community aspirations with realistic financial capacity and ensures that the Shire can continue to provide core services and infrastructure into the future.

Key components of the LTFP include:

- The assumptions underpinning financial forecasts (e.g. inflation, growth, grants);
- Projected operating and capital income and expenditure;
- Forecast balance sheet and cash flow projections; and
- Key financial performance indicators and measures.

The LTFP began a major review in 25/26 with adoption planned for early in the 26/27 financial year. From this point the plan will become a rolling document undergoing continual reviews prior to each annual budget being adopted. While the early years of the plan are presented in greater detail, projections in later years are more indicative due to increased uncertainty. The LTFP is an essential part of the Shire's Integrated Planning and Reporting Framework and guides the development of the Council's annual budget and Corporate Business Plan.

Asset Management Strategy

The Asset Management Strategy (Strategy) assists the Shire in delivering the required level of service in the most cost-effective manner. It guides the creation, acquisition, maintenance, operations, rehabilitation and disposal of assets to meet the needs of current and future community generations.

The Strategy forms part of Council's overarching Asset Management Framework, which outlines asset information, demonstrates responsible asset management and ensures compliance with regulatory requirements. The framework also summarises funding required to maintain assets at the required service levels.

Council applies integrated decision-making to ensure built, social, economic and environmental factors are considered throughout the asset management lifecycle.

Strategic financial planning of asset management will ensure:

- All funding requirements are adequately assessed; and
- Additional funding is identified for investment in new assets, and necessary upgrades.

Workforce Plan

The Workforce Plan 2026–2030 is linked directly to the Shire's Strategic Community Plan and Corporate Business Plan. While the Strategic Community Plan outlines the long-term strategies for the Shire of Waroona, the Workforce Plan details the four-year workforce requirements, objectives and initiatives to meet the vision of Waroona 2034. In addition, this plan responds to the legislative responsibilities attributed to local government given the human resourcing needs these responsibilities carry.

For both the strategic planning and implementation of the above plans and other responsibilities, it is imperative that the Shire has a flexible and agile workforce that holds the skills, capacity, and knowledge to deliver the required outcomes.

Employees require clear personal development goals that align with organisational goals and priorities. To achieve these, the Shire must invest in development and training opportunities for its leaders, managers and employees to equip them with the skills required within the Shire's diverse business areas. In addition, clear learning pathways are linked to performance development, and an ongoing investment is made in attracting and retaining talented people while maintaining a strong focus on workplace health and wellbeing.

The Shire is committed to the ongoing identification of efficient operating methods and is increasingly using technology to automate processes. The need to minimise financial impact on ratepayers is a priority - Our ongoing continuous improvement program works to improve productivity and reduce costs for the workforce.



Risk Management

The Shire of Waroona is committed to identifying, measuring, and managing risks to capitalise on opportunities and achieve the objectives of the Shire's strategic plans.

To achieve this, the Shire has adopted a risk management framework aligned to AS ISO 31000.2018 Risk Management – Guidelines. The framework is comprised of a Risk Management Policy, Risk Management Strategy & Procedures Manual, Risk Assessment and Acceptance Criteria, and Risk Profiles within the Shire's strategic and operational risk registers.

All components of the framework are integrated and set out the Shire's approach to the identification, assessment, management, reporting and monitoring of risks, which in turn form an essential part of everyday decision making and business planning.

The *Shire of Waroona's Business Continuity Plan* compliments this framework, ensuring that the Shire can continue to provide essential services to the community and its stakeholders in the event of a crisis or major incident.

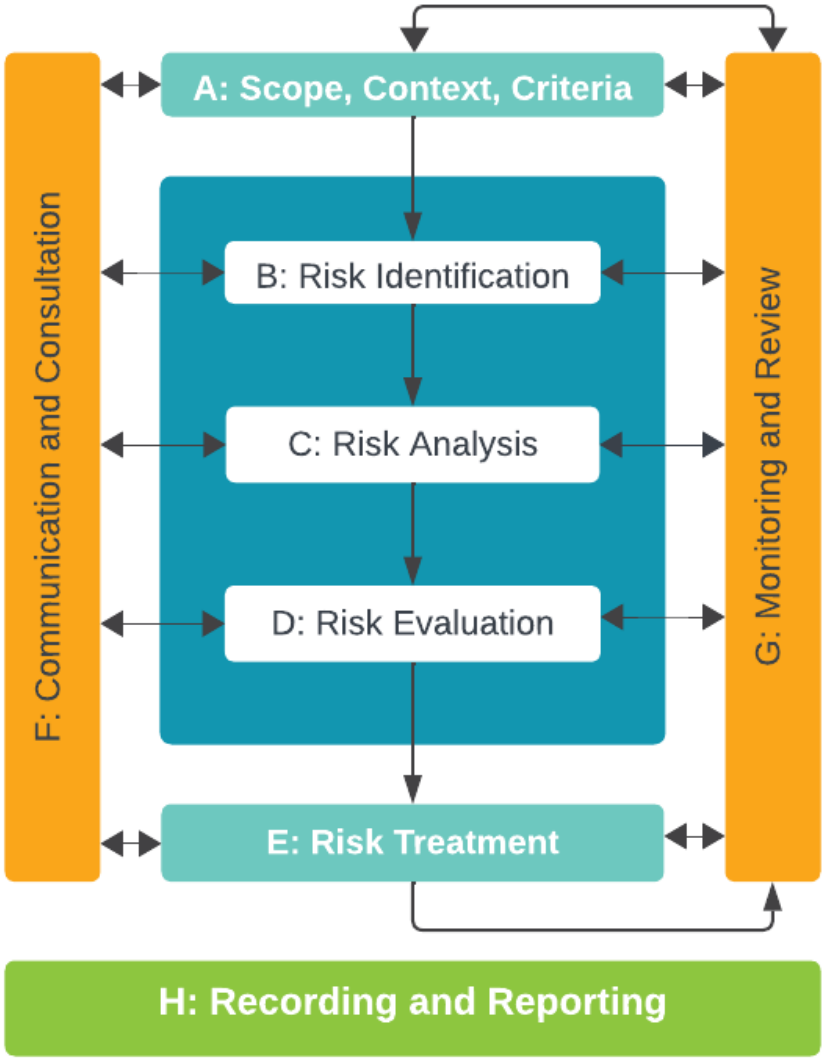


Figure 3. Risk Management Process. Source - ISO 31000:2018 Risk Management - Guidelines

Reviewing & Reporting

The Shire of Waroona has a robust reporting framework in place that tracks key performance indicators at the individual, service area and organisational level. The Chief Executive Officer has targets and objectives that are set and revised by Council to deliver on key Council priorities.

The Shire's performance data is captured in our corporate records management database, ensuring that appropriate responsibilities, timeframes, measures and progress are accounted for and regularly updated. Another major performance measure is our continued assessment against the [former] Department of Local Government, Sport and Cultural Industries (DLGSC) Integrated Planning and Reporting (IP&R) Framework - Advisory Standard, with an aim to continuously improve and refine the documents within the Shire's own IP&R Framework.

The Shire will measure success and progress of the Corporate Business Plan through the following mechanisms:

- Community perception survey undertaken every two years;
- Delivery of projects on time and on budget;
- Quarterly progress reporting to Council and the community; and
- An Annual Report which reports on the Shire's progress on its delivery of the Corporate Business Plan.



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