



# Corporate Business Plan

2020 – 2024

# Contents

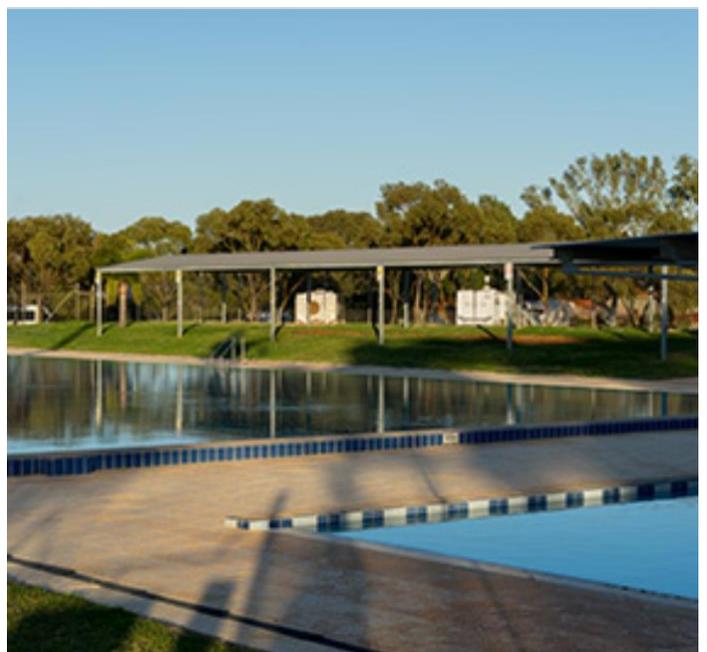
OUR VISION	3
INTEGRATED PLANNING AND REPORTING FRAMEWORK	4
FORECAST STATEMENT OF FUNDING	6
CAPITAL PROGRAM	7
SERVICE DELIVERY	8
ENVIRONMENT	12
COMMUNITY WELLBEING	16
MEASURING SUCCESS	22
SERVICES AND FACILITIES	23
STRATEGIC RISK MANAGEMENT	24
REFERENCES AND ACKNOWLEDGEMENTS	25

Shire of Three Springs  
132 Railway Road  
Three Springs, WA, 6519  
(08) 9954 1001  
[general@threesprings.wa.gov.au](mailto:general@threesprings.wa.gov.au)

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

# Our Vision

“Three Springs becomes a healthy and unified community with a bright future.”



# Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan, which the local government is required to have regard for when forming its annual budget.

The Corporate Business Plan 2020 – 2024, together with the Strategic Community Plan 2018 - 2028, is the Shire of Three Springs's Plan for the Future and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

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

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

In forming the annual budget the Shire must have regard for the contents of the Plan for the Future in terms of Section 6.2(2) of the *Local Government Act 1995*.

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

## Strategic Community Plan

The Shire of Three Springs community had a strong involvement and voice in the development of the Strategic Community Plan. In 2017, the community were invited to share their vision, aspirations and objectives for the future of the Shire of Three Springs, and the Strategic Community Plan was subsequently reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Strategic Community Plan. The following four key strategic goals are defined within the Plan.

1. **Economic Development:** A prosperous, thriving and innovative local economy
2. **Environment:** To have a sustainable natural and built environment balanced with the needs of the community
3. **Community Wellbeing:** A healthy, cohesive and safe community
4. **Civic Leadership:** A collaborative and forward thinking community that is guided by strong leadership

# Integrated Planning and Reporting Framework

## Corporate Business Plan

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Business Plan. The Corporate Business Plan converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

## Strategic Resource Plan

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

## Asset Management Planning Component

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

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

## Long Term Financial Planning Component

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

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

## Workforce Plan

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

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

## Review of Plan

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

# Forecast Statement of Funding

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

	2020-21	2021-22	2022-23	2023-24
	\$	\$	\$	\$
<b>FUNDING FROM OPERATIONAL ACTIVITIES</b>				
<b>Revenues</b>				
Rates	2,180,247	2,245,655	2,313,025	2,382,415
Operating grants, subsidies and contributions	1,292,794	1,305,720	1,318,778	1,331,966
Fees and charges	238,032	242,793	247,650	252,602
Interest earnings	12,218	11,296	11,291	11,722
Other revenue	46,460	46,924	47,393	47,866
	<u>3,769,751</u>	<u>3,852,388</u>	<u>3,938,137</u>	<u>4,026,571</u>
<b>Expenses</b>				
Employee costs	(1,739,991)	(1,757,395)	(1,774,970)	(1,792,717)
Materials and contracts	(706,667)	(713,740)	(720,882)	(728,097)
Utility charges (electricity, gas, water etc.)	(214,507)	(216,651)	(218,817)	(221,004)
Depreciation on non-current assets	(1,465,105)	(1,483,658)	(1,498,162)	(1,496,630)
Interest expense	(3,291)	(2,460)	(1,595)	(697)
Insurance expense	(188,486)	(190,371)	(192,276)	(194,198)
Other expenditure	(66,506)	(67,173)	(67,844)	(68,524)
	<u>(4,384,553)</u>	<u>(4,431,448)</u>	<u>(4,474,546)</u>	<u>(4,501,867)</u>
	<u>(614,802)</u>	<u>(579,060)</u>	<u>(536,409)</u>	<u>(475,296)</u>
<b>Funding position adjustments</b>				
Depreciation on non-current assets	1,465,105	1,483,658	1,498,162	1,496,630
<b>Net funding from operational activities</b>	<u>850,303</u>	<u>904,598</u>	<u>961,753</u>	<u>1,021,334</u>
<b>FUNDING FROM CAPITAL ACTIVITIES</b>				
<b>Inflows</b>				
Proceeds on disposal	75,750	71,407	121,576	142,562
Non-operating grants, subsidies and contributions	1,073,333	722,000	692,000	1,202,000
<b>Outflows</b>				
Purchase of property plant and equipment	(731,280)	(371,332)	(420,909)	(1,070,832)
Purchase of infrastructure	(1,431,650)	(1,305,686)	(1,245,686)	(1,245,686)
<b>Net funding from capital activities</b>	<u>(1,013,847)</u>	<u>(883,611)</u>	<u>(853,019)</u>	<u>(971,956)</u>
<b>FUNDING FROM FINANCING ACTIVITIES</b>				
<b>Inflows</b>				
Transfer from reserves	154,530	331,925	249,333	368,270
<b>Outflows</b>				
Transfer to reserves	(189,478)	(331,014)	(335,305)	(393,989)
Repayment of past borrowings	(21,066)	(21,898)	(22,762)	(23,659)
<b>Net funding from financing activities</b>	<u>(56,014)</u>	<u>(20,987)</u>	<u>(108,734)</u>	<u>(49,378)</u>
Estimated surplus/deficit July 1 B/Fwd	219,558	0	0	0
<b>Estimated surplus/deficit June 30 C/Fwd</b>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

# Capital Program

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

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

Key projects included within this Plan are:

Action	Project	2020-21	2021-22	2022-23	2023-24
4.4.8.1	Plant Replacement Program	230,280	321,332	370,909	1,020,832
1.4.1.1	Main Street Revitalisation	150,000			
2.6.2.1	Love Locks Soak-Plumbing	100,000			
2.8.5.1	Sports Pavilion-Building and Gym	100,000			
2.8.5.1	Swimming Pool-Lights	40,000			
2.8.1.1	Early Childhood Centre-Solar	25,000			
2.8.5.1	Sporting Club-Air-condition	30,000			
4.6.1.1	Drought Business Continuity Plan	6,000			
4.4.8.1	Furniture and Equipment Renewals	50,000	50,000	50,000	50,000
1.4.1.5	Roads Renewal RRG	377,000	600,000	600,000	600,000
1.4.1.5	Roads Renewal RTR	292,000	292,000	292,000	292,000
1.4.1.5	Roads Renewal	647,650	353,686	353,686	353,686
1.1.1.1	Dominican Park-Landscaping	55,000			
1.1.3.1	Footpaths Renewal	60,000	60,000		
<b>Total</b>		<b>2,162,930</b>	<b>1,677,018</b>	<b>1,666,595</b>	<b>2,316,518</b>

# Service Delivery

The Shire of Three Springs delivers services to its community in line with its values and the four foundation areas set out within the Strategic Community Plan 2018-2028. Each of the four foundation areas has several outcomes the Shire seeks to achieve over the 10+ years of the Strategic Community Plan.

The table below summarises the desired outcomes under each of the four key strategic goals. Strategies and detailed actions to achieve these outcomes have been developed and are detailed on the following pages. As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

## **Economic Development: A prosperous, thriving and innovative local economy**

Outcome 1.1	Develop tourism infrastructure and increase length of stay
Outcome 1.2	Increase the availability of land and improve services for housing and industry
Outcome 1.3	Increase the diversity of the existing business base
Outcome 1.4	Maintain and improve business infrastructure
Outcome 1.5	Retain and support the presence of the existing government services, facilities and other agencies in Three Springs
Outcome 1.6	Attract and maintain a stable workforce

## **Environment: To have a sustainable natural and built environment balanced with the needs of the community**

Outcome 2.1	A community that is well informed and respects our natural, cultural and built environments
Outcome 2.2	Protect and conserve our natural environment
Outcome 2.3	Three Springs is a comfortable and welcoming place to live and visit, and reflects our lifestyle values
Outcome 2.4	Preservation of local heritage and the unique character of our built environs
Outcome 2.5	An attractive, inviting and functional main street environment
Outcome 2.6	Efficient use of resources
Outcome 2.7	A regional service provider in recycling and waste
Outcome 2.8	To retain and improve high quality infrastructure

## **Community Wellbeing: A healthy, cohesive and safe community**

Outcome 3.1	People are motivated, work together and have an increased pride and participation in the community
Outcome 3.2	Managed population growth across a range of demographics, particularly aged and families
Outcome 3.3	Three Springs is recognized as an Age-Friendly community
Outcome 3.4	Increase the range and quality of housing for families and seniors
Outcome 3.5	Maintain and promote the provision of medical services
Outcome 3.6	To retain a safe environment for all
Outcome 3.7	Maintain and improve the provision of emergency services

## **Civic Leadership: A collaborative and forward thinking community that is guided by strong leadership**

Outcome 4.1	A well engaged and informed community that actively participates
Outcome 4.2	A long term strategically focused Shire that is efficient, respected and accountable
Outcome 4.3	Continue to provide quality local government services and facilities
Outcome 4.4	Increase the range and quality of housing for families and seniors
Outcome 4.5	Work in partnership with all community, government and corporate stakeholders
Outcome 4.6	To be strong advocates representing the community's interest

## FOUNDATION 1

# ECONOMIC DEVELOPMENT

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken, or an arrow if the action will continue or be undertaken in the years beyond the four years of this Plan.

### Outcome 1.1 Develop tourism infrastructure and increase length of stay

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards		
1.1.1	Provide and maintain good quality tourism infrastructure and facilities	1.1.1.1	Maintain and enhance local attractions in line with Asset Management Plan	■	■	■	■	➔
1.1.2	Participate in the "Wildflower Way" Tourist Drive	1.1.2.1	Continue involvement with Mid-West Tourism and the Regional Organisation of Councils to promote the region	■	■	■	■	➔
1.1.3	Develop complementary infrastructure and activities such as walk trails and heritage interpretation	1.1.3.1	Maintain, renew and upgrade infrastructure in line with the Asset Management Plan		■	■	■	➔
1.1.4	Continue to support and develop the Three Springs Visitors Centre	1.1.4.1	Provide the Visitor Centre facility	■	■	■	■	➔
1.1.5	Investigate and implement options for heritage opportunities	1.1.5.1	Continue to maintain local heritage assets			■	■	➔
1.1.6	Rebrand and promote Three Springs as an attractive place to live and work	1.1.6.1	Continue rebranding and promotion project	■	■			➔
		1.1.6.2	Develop the Three Springs brand	■	■			➔

### Outcome 1.2 Increase the availability of land and improve services for housing and industry

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards	
1.2.1	Review the town planning scheme and develop a town planning strategy	1.2.1.1	Completed 2019				
		1.2.1.2	Undertake review and Scheme Amendment 1	■			
1.2.2	Approach Landcorp to assist in the development of land and services for industry and housing	1.2.2.1	Enable expansion of local industry and residential opportunities (land release) <i>(Refer to Actions 1.3.1.1   1.6.3.1)</i>	■			
1.2.3	Develop an Investment Attraction Plan	1.2.3.1	Develop an Investment Attraction Plan	■			

# FOUNDATION 1

## ECONOMIC DEVELOPMENT

### Outcome 1.3 Increase the diversity of the existing business base

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.3.1 Promote existing and new industry opportunities to increase employment	1.3.1.1 Enable suitable land availability for commercial / industrial development ( <i>Refer to Actions 1.2.2.1   1.6.3.1</i> )	■	■			
1.3.2 Promote business networking and collaboration	1.3.2.1 Facilitate business networking events and collaboration	■	■			
1.3.3 Support sustainable farming and other industry development	1.3.3.1 Investigate diversification opportunities (water supply, horticulture, aquaculture) and source investment for potential pilot project	■	■			
1.3.4 Support the provision of power, water and gas services to the region	1.3.4.1 Maintain standpipes and associated infrastructure	■	■	■	■	➔
	1.3.4.2 Advocate for adequate provision of power, water and gas services			■		
	1.3.4.3 Develop relationships with utility providers			■		
1.3.5 Leverage opportunities in regards to substation	1.3.5.1 Investigate additional opportunities			■	■	➔
1.3.6 Investigate and develop the long-term use of the Three Springs Mining Camp	1.3.6.1 Develop the long-term use of the Three Springs Mining Camp report.	■				

# FOUNDATION 1

## ECONOMIC DEVELOPMENT

### Outcome 1.4 Maintain and improve business infrastructure

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.4.1 Encourage, support and assist local businesses to improve the appearance and presentation of their buildings	1.4.1.1 Implement strategic land development program to invest in the redevelopment of the main street	■				
	1.4.1.2 Improve the supply of residential housing	■				
	1.4.1.3 Facilitate a business forum	■				
	1.4.1.4 Request and encourage business community to take responsibility for the appearance of their properties	■				
	1.4.1.5 Maintain appropriate transport infrastructure in line with asset management planning	■	■	■	■	→

### Outcome 1.5 Retain and support the presence of the existing government services, facilities and other agencies in Three Springs

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.5.1 Continue to lobby government for retention and expansion of existing services including health, education and utilities	1.5.1.1 Continue to lobby government for retention and expansion of existing services including health, education and utilities	■				→

### Outcome 1.6 Attract and maintain a stable workforce

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.6.1 Attract and maintain family and childcare services / facilities	1.6.1.1 Completed 2019					
1.6.2 Develop and maintain attractive and affordable housing	1.6.2.1 Maintain, renew and upgrade infrastructure in line with the Asset Management Plan	■	■			→
1.6.3 Develop a new Light Industrial Area	1.6.3.1 Develop a new Light Industrial Area (Refer to Actions 1.2.2.1   1.3.1.1)	■				

# FOUNDATION 2

## ENVIRONMENT

### Outcome 2.1 A community that is well informed and respects our natural, cultural and built environments

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.1.1 Continue to support the Yarra Yarra Catchment Management Group	2.1.1.1 Promote Yarra Yarra Catchment Management Group media statements via the Yakabout		■	■	■	➔
	2.1.1.2 Support the YYCMG by providing a facility for their annual Three Springs information session with a focus on land rehabilitation		■	■	■	➔
2.1.2 Develop natural resource projects	2.1.2.1 Develop natural resource projects where opportunities and funding exist		■	■	■	➔
2.1.3 Develop promotional material to better inform visitors and locals about our natural, cultural and built environment	2.1.3.1 Review existing promotional material ( <i>Refer to Strategy 1.1.6</i> )		■	■	■	➔
2.1.4 Improved signage	2.1.4.1 Maintain, renew and upgrade signage infrastructure in line with Asset Management Plan	■	■			➔
2.1.5 Improved communication between TS Visitor Centre and Shire	2.1.5.1 Maintain ongoing communication with the visitors' centre	■	■	■	■	➔

### Outcome 2.2 Protect and conserve our natural environment

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.2.1 Manage Council controlled land to minimise environmental impact, in accordance to required environmental legislation and best practice	2.2.1.1 Manage Council controlled land to minimise environmental impact, in accordance with required environmental legislation	■	■			➔
2.2.2 Work with relevant authorities to develop a strategy to manage native and feral flora and fauna	2.2.2.1 In line with actions for Strategy 2.1.1				■	➔

# FOUNDATION 2

## ENVIRONMENT

### Outcome 2.3 Three Springs is a comfortable and welcoming place to live and visit, and reflects our lifestyle values

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.3.1 Rebrand and promote Three Springs	2.3.1.1 As per Strategy 1.1.6	■	■			➔
2.3.2 Lead by example and improve and maintain community infrastructure	2.3.2.1 Maintain, renew and upgrade community infrastructure in line with Asset Management Plan	■	■	■	■	➔

### Outcome 2.4 Preservation of local heritage and the unique character of our built environs

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.4.1 Develop and restore Duffy's Store	2.4.1.1 Develop and restore Duffy's Store	■	■			
	2.4.1.2 Implement 5 year Duffy's Store Development Plan 19/20-23/24	■	■			
2.4.2 Work closely with CBH to identify future opportunities for alternative uses of the silos	2.4.2.1 Approach CBH in relation to Silo alternative use opportunities	■	■			➔
2.4.3 Include heritage interpretation in promotional materials	2.4.3.1 In line with strategies 1.1.6, 2.1.3 and 2.4.1			■	■	➔

### Outcome 2.5 An attractive, inviting and functional main street environment

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.5.1 Win Tidy Towns	2.5.1.1 Facilitate Tidy Towns submission			■		
2.5.2 Continue to implement the main street revitalisation plan	2.5.2.1 Reactivate the development strategy	■	■	■	■	
	2.5.2.2 Actions as per Strategy 1.4.1	■				
2.5.3 Work with local businesses to improve the appearance of their buildings	2.5.3.1 Actions as per Strategy 1.4.1	■				

# FOUNDATION 2

## ENVIRONMENT

### Outcome 2.6 Efficient use of resources

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.6.1	Review and monitor existing consumables and utilities usage			■	■	→
2.6.2	Investigate options for water harvesting	■	■			→
2.6.3	Effectively manage the acquisition of gravel and rehabilitation of gravel pits			■		→

### Outcome 2.7 A regional service provider in recycling and waste

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.7.1	Develop and implement wastewater reuse scheme				■	→
2.7.2	Develop recycling opportunities to be based in Three Springs					→
2.7.3	Work with the Midwest Regional Council and other local authorities on waste disposal			■	■	→

# FOUNDATION 2

## ENVIRONMENT

### Outcome 2.8 To retain and improve high quality infrastructure

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.8.1 Community infrastructure is better supported	2.8.1.1 Maintain, renew and upgrade community infrastructure in line with Asset Management Plan	■	■	■	■	➔
2.8.2 Maintain and develop staff housing to retain and attract quality staff	2.8.2.1 Develop staff housing to retain and attract quality staff	■	■			
	2.8.2.2 Maintain, renew and upgrade employee housing in line with Asset Management Plan	■	■	■	■	➔
2.8.3 Maintain quality medical facilities	2.8.3.1 Maintain, renew and upgrade medical services facilities in line with Asset Management Plan	■				➔
2.8.4 Explore opportunities to rationalise Council's properties	2.8.4.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan	■	■			➔
	2.8.4.2 Develop a property rationalisation strategy		■			
2.8.5 Maintain and develop community and sporting facilities	2.8.5.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan	■	■			➔
2.8.6 Provide high quality public toilets	2.8.6.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan			■	■	➔
2.8.7 Maintain and develop appropriate infrastructure assets in line with Council's Asset Management Plan	2.8.7.1 Review asset management planning	■	■	■	■	➔

# FOUNDATION 3

## COMMUNITY WELLBEING

### Outcome 3.1 People are motivated, work together and have an increased pride and participation in the community

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards	
3.1.1	Develop and implement a Marketing and Communications Plan	3.1.1.1	Develop and implement a Marketing and Communications Plan	■	■		
3.1.2	Continue to support the Community Action Group as an independent group	3.1.2.1	Continue to support the Community Action Group	■	■	■	→
3.1.3	Continue to fund a Community Development Officer	3.1.3.1	Continue to fund a Community Development Officer	■	■	■	→
3.1.4	Develop and implement our customer service charter	3.1.4.1	Develop and implement our customer service charter	■			
3.1.5	Continue to support community organisations	3.1.5.1	Continue to support community organisations	■	■	■	→
3.1.6	Actively facilitate, support and participate in community events	3.1.6.1	Actively facilitate, support and participate in community events	■	■	■	→

### Outcome 3.2 Managed population growth across a range of demographics, particularly aged and families

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.2.1	Review the town planning scheme and develop a town planning strategy	3.2.1.1	As per Strategy 1.2.1	■		
3.2.2	Develop an Investment Attraction Plan	3.2.2.1	As per Strategy 1.2.3	■		
3.2.3	Identify land use options such as special rural in the new Town Planning Scheme	3.2.3.1	New scheme adopted in 2019. In line with Action 1.2.1.2 for Scheme Amendment 1	■		
3.2.4	Maintain and develop early childhood family services to support existing and attract new families	3.2.4.1	Completed			

# FOUNDATION 3

## COMMUNITY WELLBEING

### Outcome 3.3 Three Springs is recognized as an Age-Friendly community

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.3.1 Prepare an Age-Friendly Plan for the town	3.3.1.1 Prepare an Age-Friendly Plan for the town					➔
3.3.2 Review and update Disability Access and Inclusion Plan	3.3.2.1 Ongoing review and update Disability Access and Inclusion Plan (reviewed 2019)		■		■	➔
3.3.3 Support youth activities	3.3.3.1 Provide community recreational infrastructure in line with Asset Management Plan	■	■	■	■	➔

### Outcome 3.4 Increase the range and quality of housing for families and seniors

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.4.1 Develop and implement an Investment Attraction Plan	3.4.1.1 As per Strategy 1.2.3	■				

### Outcome 3.5 Maintain and promote the provision of medical services

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.5.1 Improve the provision of allied health services including HACC	3.5.1.1 Completed					
	3.5.1.2 Completed					
3.5.2 Continue to lobby government to maintain hospital facility and staff in town	3.5.2.1 Advocate to maintain hospital facility and staff in town	■	■	■	■	➔

### Outcome 3.6 To retain a safe environment for all

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.6.1 Continue to lobby to maintain police presence	3.6.1.1 Completed					
3.6.2 Support Constable Care program and Blue Light Discos	3.6.2.1 Support Constable Care program and Blue Light Discos if required				■	➔

# FOUNDATION 3

## COMMUNITY WELLBEING

### Outcome 3.7 Maintain and improve the provision of emergency services

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.7.1 Continue to support and fund the community and emergency services management position for the region	3.7.1.1 Continue to support and fund the community and emergency services management position	■	■	■	■	➔
	3.7.1.2 Continue to support the local bush fire brigades and volunteers	■	■	■	■	➔
3.7.2 Update and implement Emergency Management Plans	3.7.2.1 Update and implement Emergency Management Plans		■	■	■	➔

# FOUNDATION 4

## CIVIC LEADERSHIP

### Outcome 4.1 A well engaged and informed community that actively participates

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.1.1 Improve the quality and efficiency of the Yakabout	4.1.1.1 Maintain effective policies, procedures and practices	■	■	■	■	➔
4.1.2 Rebrand Three Springs	4.1.2.1 As per Strategy 1.1.6	■	■			➔
4.1.3 Engage local schools to better inform students of the role of local government	4.1.3.1 Support local schools to better inform students of the role of local government	■	■	■	■	➔
4.1.4 Lead by example to get the community involved in the decision making process	4.1.4.1 Ongoing meaningful communication and engagement with residents and ratepayers	■	■			➔
4.1.5 Support and acknowledge volunteers	4.1.5.1 Support and encourage recognition of our local community volunteers	■	■	■	■	➔
	4.1.5.2 Host a volunteer recognition event following COVID-19 restrictions being lifted	■				
4.1.6 Actively facilitate, support and participate in community events	4.1.6.1 As per Strategy 3.1.6	■	■	■	■	➔

### Outcome 4.2 A long term strategically focused Shire that is efficient, respected and accountable

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.2.1 Facilitate education and training for elected members	4.2.1.1 Ongoing training and development for elected members	■	■	■	■	➔
4.2.2 Encourage and mentor community leaders to become Councillors	4.2.2.1 Encourage and mentor community leaders to become Councillors	■	■	■	■	➔
4.2.3 Maintain Integrated Planning and Reporting	4.2.3.1 Support and implement the IPR framework	■	■	■	■	➔
	4.2.3.2 Undertake community engagement and major review of Strategic Community Plan	■	■			
4.2.4 Encourage businesses to employ local where possible	4.2.4.1 Encourage businesses to employ local where possible	■	■	■	■	➔

# FOUNDATION 4

## CIVIC LEADERSHIP

### Outcome 4.3 Continue to provide quality local government services and facilities

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.3.1 Annually survey customers for feedback	4.3.1.1 Facilitate customer satisfaction survey		■			
4.3.2 Ensure compliance with all relevant legislation	4.3.2.1 Seek high level of compliance in organisational practices	■	■	■	■	➔
4.3.3 Maintain, review and ensure relevance of Council policies and local laws	4.3.3.1 Seek a high level of legislative compliance and effective internal controls	■	■	■	■	➔

### Outcome 4.4

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.4.1 Investigate new sources of revenue and income	4.4.1.1 Seek to deliver best practice services and outcomes within resource capabilities	■	■	■	■	➔
4.4.2 Review and improve long term financial planning	4.4.2.1 As per Action 4.4.1.1	■	■			➔
4.4.3 Review and improve core asset management plans	4.4.3.1 Seek to deliver best practice services, infrastructure and outcomes within resource capabilities	■	■			➔
4.4.4 Review and improve workforce planning	4.4.4.1 Review and maintain effective workforce planning	■	■			➔
	4.4.4.2 Ensure implementation and commitment to continual workplace health and safety improvement	■	■			➔
4.4.5 Continue to provide staff training and development	4.4.5.1 Provide opportunities for training and development for staff	■	■	■	■	➔
4.4.6 Review Corporate Business Plan	4.4.6.1 Demonstrate sound financial planning and management	■	■	■	■	➔
4.4.7 Maintain effective and efficient ICT systems	4.4.7.1 Continue to implement the ICT Strategy	■	■	■	■	➔
4.4.8 Review Plant Replacement Program	4.4.8.1 Review Plant Replacement Program	■	■	■	■	➔
4.4.9 Review and improve strategic financial reporting for ease of understanding	4.4.5.5 As per Action 4.4.6.1	■	■	■	■	➔

# FOUNDATION 4

## CIVIC LEADERSHIP

### Outcome 4.5 Work in partnership with all community, government and corporate stakeholders

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.5.1 Maintain links with regional bodies such as MWDC	4.5.1.1 Collaborate with regional partners and other organisations	■	■	■	■	➔
4.5.2 Continue involvement with government and corporate stakeholders such as Regional Road Group	4.5.2.1 As per Action 4.5.1.1	■	■	■	■	➔

### Outcome 4.6 To be strong advocates representing the community's interest

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.6.1 Continue to lobby government and corporate entities to ensure adequate services and facilities are available for the community	4.6.1.1 Effectively represent and lobby on behalf and promote the Shire of Three Springs	■	■	■	■	➔

# Measuring Success

The intended outcome of this Plan is to align the community's visions and aspirations for the future of the Shire of Three Springs to the Shire's objectives. Success will be measured by both quantifiable and non-quantifiable outcomes.

Strategic performance indicators provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The strategic performance indicators and desired trend for each objective are provided in the table below.

## FOUNDATION 1

### ECONOMIC DEVELOPMENT

Performance Indicator	Desired Trend
Visitor Numbers and Length of Stay	Maintain   Increasing
Road Expenditure	In line with budget
Statutory Asset Management Ratios	Maintain healthy ratios
Land   Services for Industry and Housing	Development of new light industrial area
Planning Framework	Maintain compliance

## FOUNDATION 2

### ENVIRONMENT

Performance Indicator	Desired Trend
Building   Infrastructure   Housing	Appropriate asset management planning undertaken
Building   Infrastructure Maintenance and Renewal	In line with budget
Planning Framework	Maintain compliance

## FOUNDATION 3

### COMMUNITY WELLBEING

Performance Indicator	Desired Trend
Media Activity	Increase level of positive engagement
Provision of Health Services	Maintain level of service
Community Volunteers	Maintain and support
Planning Framework	Maintain compliance

## FOUNDATION 4

### CIVIC LEADERSHIP

Performance Indicator	Desired Trend
Statutory Financial Ratios	Maintain healthy ratios
Elected Members representation	Maintain participation on boards and committees
Currency of Strategic Plans and Reports	Maintain currency

# Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Three Springs.

<b>Services   Facilities   Support</b>	<b>Strategy</b>
Aged   seniors' services	3.3.1
Building approval process   control	4.3
Caravan park	1.1.1
Cemetery	2.8.7
Childcare   playgroup	1.6.1   3.2.4
Community engagement	1.3.2   3.1.1   3.1.5
Community halls	2.8.1
Council buildings   heritage assets	1.1.1   1.1.3   1.1.4   1.1.5   2.4.1   2.8.4
Customer service	3.1.4
Economic development	1.1.1   1.2.3   1.3.1   1.3.3   1.6.3
Emergency services	3.7.1   3.7.2
Festival   event support	3.1.5   4.1.6
Health administration   inspection	4.3.2   4.3.3
Library   library services	4.3
Medical   health services	1.5.1   2.8.3   3.5.1   3.5.2
Natural resource management	2.1.1   2.1.2   2.1.3   2.2.1   2.2.2
Parks   gardens   reserves	1.1.1   1.1.3
Public toilets	2.8.6
Ranger services	4.3.2   4.3.3
Regional collaboration	1.1.1   1.1.2   4.5.1   4.5.2
Roads infrastructure	1.1.2   2.8.7
Rubbish   recycling kerbside collection	2.7.3
Sport   recreation facilities	2.8.1   2.8.5
Strategic planning	4.2.3   4.4.2   4.4.3   4.4.4   4.4.6
Street lighting	2.3.2   2.6.1
Support for volunteers	3.1.5   4.1.5
Tourism management	1.1.1   1.1.2   1.1.3   1.1.4
Town beautification   landscaping	1.1.3   2.5.1   2.5.2   2.5.3
Town planning	1.2.1   1.2.2   3.2.1
Waste management	2.7.3
Youth services	3.3.3

# Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Three Springs operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Corporate Business Plan are set out below.

## External Factors

---

Increasing community expectations in relation to service levels and service delivery

---

Rapid changes in information technology changing the service delivery environment

---

Increased compliance requirements due to Government Policy and Legislation

---

Cost shifting by Federal and State Governments

---

Reducing external funding for infrastructure and operations

---

Changes in mining and pastoral practices and the associated social impacts

---

Climate change and subsequent response

---

COVID-19 Pandemic

---

## Internal Factors

---

The objectives and strategies contained in the current Strategic Community Plan

---

The timing and actions contained in the Corporate Business Plan

---

Organisational size, structure, activities and location

---

Human resourcing levels and staff retention

---

The financial capacity of the Shire

---

Allocation of resources to achieve strategic outcomes

---

Maintenance of corporate records

---

# References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Corporate Business Plan:

- Shire of Three Springs Strategic Community Plan 2018–2028;
- Council website: [www.threesprings.wa.gov.au](http://www.threesprings.wa.gov.au);
- Shire of Three Springs Corporate Business Plan 2017-2021;
- Shire of Three Springs Strategic Resource Plan 2020-2035;
- Shire of Three Springs Annual Financial Report 2018-2019; and
- Shire of Three Springs Adopted Budget 2019-2020.

## Prepared with the assistance of:

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

## Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Three Springs.

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

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

## Document Management

Version	2020 – 2024   V2.1
Status	Final
Date	22 June 2020
Date of Adoption	