

SHIRE OF  
WESTONIA

# CORPORATE BUSINESS PLAN

2019 – 2023

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SHIRE OF  
**WESTONIA**  
A vibrant community lifestyle

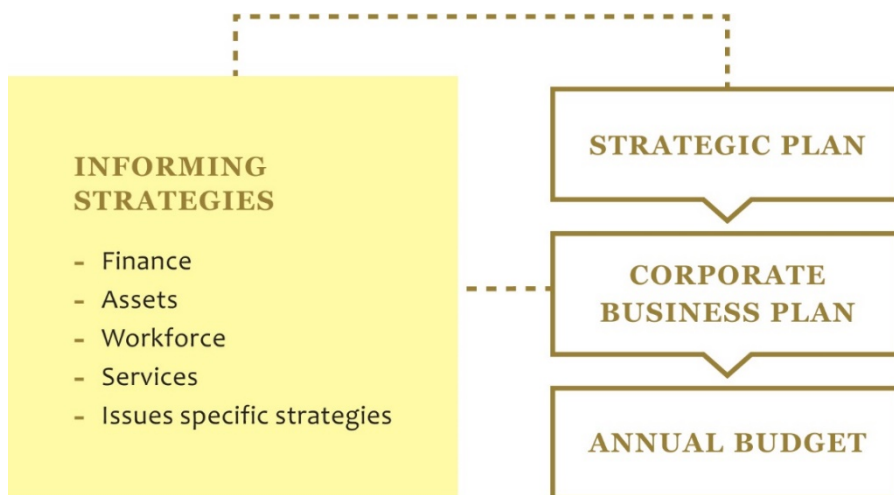
## 1. INTRODUCTION

The Shire of Westonia Corporate Business Plan activates our Strategic Community Plan and lists down a number of projects and services that the Shire of Westonia will be carrying out in the next four years. It is coupled with the Annual Budget and informed by the Strategic Resource Plan (Long Term Financial Plan, Asset Management Plan) and Workforce Plan.

The following key strategic priority areas are captured in the Shire's Strategic Community Plan and considered within this Corporate Business Plan:

1. Relationships that bring us tangible benefits (to the Shire and our community)
2. Our lifestyle and strong sense of community
3. We are prepared for opportunities and we are innovative to ensure our relevancy and destiny

## 2. ROLE OF THE CORPORATE BUSINESS PLAN



The Corporate Business Plan is an internal business planning tool that translates the Council's priorities from the Strategic Community Plan into operations, aligned to the annual budget process and key performance indicators of Council and the Executive Management team.

The Corporate Business Plan should be read in conjunction with the Shire's Strategic Community Plan and informing documents.

Challenges in this Corporate Business Plan and accompanying Resource Plan over the next four years include:

- Council having a clear understanding of its capacity to meet service expectations
- Maintaining a sound financial management of Councils resources and assets
- Maintaining and renewing existing infrastructure
- Attracting external funding for our significant projects

- Attracting and retaining Shire staff
- Increasing governance and compliance
- Policies and decision making at a Federal and State Government level having an impact at a local level
- Ageing population and changes in demographics

Key assumptions include:

Forecasts

### 3. OUR ORGANISATION

Councillors

	<b>Expiry</b>	<b>Portfolio</b>
<b>Cr Karin Day President</b>	2019	WEROC, Wheatbelt communities, Community Development, Transport (including Regional road group), Sport & Rec, WALGA, Development Assessment
<b>Cr Bill Huxtable Deputy President</b>	2021	Community Development, Tourism (including NEWTRAVEL), Development Assessment Panel, WALGA, WEROC
<b>Cr Renae Corsini</b>	2019	Community Development, Agriculture (including Eastern Wheatbelt Declared Species Group & Regional Water Council), Sport & Recreation Westonia Progress Association
<b>Cr Daimon Geier</b>	2021	Community Development, Emergency Services, Development Assessment Panel
<b>Cr Ross Della Bosca</b>	2019	Community Development, Agriculture (Incl.: Eastern Wheatbelt Declared Species Group & Regional Water Council) Emergency Services
<b>Cr John Jefferys</b>	2021	Community Development, Transport (including Regional Road Group), Agriculture (including Eastern Wheatbelt Declared Species Group & Regional Water Council), Development Assessment Panel, Regional Road Group

Executive Management

Chief Executive Officer  
 Manager Corporate Services  
 Works Supervisor

Jamie Criddle  
 Jasmine Geier  
 Bill Price

Total Staff: 20 (2019)

The Councillors, the Chief Executive Officer and the staff through a combined effort are responsible for successfully leading and managing the Shire of Westonia. The organisation feels accountable to its community and publishes the performance reports annually through an annual report for review by its community.

**Shire of Westonia Business Units**

<b>Business Unit</b>	<b>Responsibilities</b>	<b>Key Partnerships</b>
<b>CEO</b>	Responsible for the organisation and has powers delegated by Council, responsible for the delivery of the strategic goals of Council, integrated planning, risk and compliance	WEROC Wheatbelt Development Commission Department of Primary Industries, Regional Development RDA Wheatbelt Department of Local Government and Communities WALGA GECZ CEACA Ramelius Resources LG Professionals Westonia Community Resource Centre
<b>Corporate and Community</b>	Responsible for a range of areas including: administration, compliance, Emergency Management, Licensing, library, cemetery, recreation, customer service, tourism, community and economic development.	Cemetery Board DFES Department of Health WA Country Health Service Department of Transport Department of Sport and Recreation Lotterywest State Library St John's Ambulance WA Police Department of Commerce RDA Wheatbelt Department of Parks and Wildlife Tourism WA Local community groups Royal Life Saving LG Professionals
<b>Finance</b>	Responsible for Council finances, budgets, monthly and annual statements, asset management, compliance, long term financial planning	Department of Local Government and Communities
<b>Regulatory Services</b>	Responsible for planning, building approvals, property maintenance, refuse site, environmental health and ranger services	Building Commission Waste Authority Department of Water and Environmental Regulation Ramelius Resources
<b>Works and Services</b>	Mainly external staff, responsible for road works and maintenance, building maintenance and plant and equipment, gardens and recreation grounds	Main Roads WA Department of Planning RDA Wheatbelt Water Corporation

#### Future workforce implications over the life of this plan

- The Shire of Westonia has a staffing component of around 20 including outside staff, contractors and consultants.
- Key workforce challenges for the Shire include:
  - Ageing and multi-generational workforce;
  - Skills shortages in key areas;
  - Attraction and retention of quality personnel;
  - Maintaining a skilled, trained and flexible workforce;
  - Knowledge succession/transfer;
  - Becoming an employer of choice;
  - Increased community expectations in services and delivery.
- The Shire aims to achieve a skilled, motivated, flexible and diverse workforce and is committed to attracting, developing, retaining and recognising talented and motivated employees.

<b>Growth Of Shire Of Westonia Workforce (FTE)</b>				
<b>BUSINESS UNIT</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
<b>CEO</b>	1			
<b>Corporate &amp; Community</b>	4			
<b>Finance</b>	7			
<b>Regulatory</b>	2			
<b>Works and Services</b>	7			

## 4. OUR VISION AND VALUES

<b>OUR VISION</b>	A vibrant community lifestyle
<b>OUR VALUES</b>	<p>Respect</p> <ul style="list-style-type: none"> <li>• Value people and places and the contribution they make to the Shire</li> <li>• Develop an environment of respect for different cultures</li> <li>• Be appreciative of the aspirations of the community and what it does for itself</li> <li>• We do not own the things entrusted to our care, that we hold them in trust for our community to use, enjoy, and benefit from, now and into the future.</li> </ul> <p>Inclusiveness</p> <ul style="list-style-type: none"> <li>• Be receptive, proactive and responsive as an organisation</li> <li>• Exist to help a Westonia that has the capacity for self help</li> <li>• Demonstrate leadership by promoting Council and community teamwork</li> </ul> <p>Fairness and equity</p>

	<ul style="list-style-type: none"><li>• Maintain a 'whole of region' outlook, but recognise that our community is unique and likely to have variations on the regions needs</li><li>• Provide services for a variety of ages and needs</li><li>• Respond to the community in a fair and equal way depending on need</li></ul> <p>Communication</p> <ul style="list-style-type: none"><li>• Create opportunities for consultation with the broad community</li><li>• Demonstrate leadership by promoting Council and community teamwork</li></ul>
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## 5. HOW TO READ THE PLAN

The Delivery Program of the Corporate Business Plan is a four-year plan that covers the term of an elected Council. To create the Program, we looked at the Strategic Community Plan and asked what we could achieve over the next four years to bring us closer to the community’s vision and values.

The four-year Delivery Program is reviewed annually to determine which objectives set out in Strategic Community Plan can be achieved within Council’s available resources, and an Operational Plan of actions for the coming financial year is created. This ensures that Council’s long-term planning is consistent with the current and future needs of the community.

Strategic Plan Goal

GOAL: Roads are a key economic driver across the Shire							
STRATEGY	ACTIONS	BUSINESS UNIT ACCOUNTABLE	MEASUREMENT	DELIVERY TIME			
1.1 Annual review of performance and structure of Shire owned roads	1.1A Review Shire roads and determine their suitability yearly (maintenance, construction, preservation, road train access and parking, materials, safety)			X	X	X	X

Strategic Plan Strategy

Operational Plan

Who is accountable

Measurement from SCP

Timeframe

## 6. DELIVERY PROGRAM

### Significant Capital Works and Planning over the Life of the Corporate Business Plan

Capital Item	Details	Delivery Year
Sustainability initiatives	Solar panels installed to Shire office building	2021/22
Building Renewal	Upgrades to staff housing	2020 - 2025
Swimming Pool	Swimming pool refurbishment	2018/19
Wanderers Stadium	Kitchen upgrade/extension	2019/20
Sport & Recreation	Works to sporting oval	2022/23
Television & Radio Re-broadcasting	Plant and equipment	2024/25
Roads	Upgrades to road network throughout Shire	2019 - 2025
Footpaths/cycleways	Improvement program	2019 - 2025
Plant & Equipment	Replace plant and equipment as per asset management plan	2019 - 2025
Caravan Park	Building upgrade	2019/20
Economic services	Community nursery	2022/23
Airport	Clubhouse	2020/21

## ECONOMIC

GOAL 1: Efficient transport connectivity in and around our Shire							
STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	20/21	21/22	22/23
1.1 Continue to utilise our Road Management Plan, which incorporates a road hierarchy, minimum service levels and maintenance policy	1.1.1. Annually review all local roads and assess their suitability (maintenance, construction, preservation, drainage, road train access and parking, materials, safety) 1.1.2 Continue to access Black Spot Funding Program, Roads to Recovery and Regional Road Group funds		a. Road Management Plan adhered to and reviewed annually b. Periodical road reviews completed by Council and senior staff c. Amount of external funding received for our road network				



			d. Weather has a reduced impact on our road network				
1.2 RAV Ratings and Shire boundaries are consistent across local government boundaries	1.2.1 Review existing RAV ratings within the Shire boundaries and neighbouring Shires using the Main Roads RAV mapping tool. 1.2.2. Liaise with Main Roads to achieve consistency in RAV ratings across neighbouring Shires		a. Number of RAV ratings improved on Shire roads				
1.3 Lobby and build enduring partnerships with key Government Departments to improve Great Eastern Hwy	1.3.1 Secure support for priority upgrades to the Great Eastern Highway from: i) WALGA's Wheatbelt North Regional Road Group ii) Local members of Parliament iii) Regional Development organisations (e.g. RDA Wheatbelt, Wheatbelt Development Commission)		a. Requests for sealed section upgrades between Walgoolan and Southern Cross are communicated to Main Roads WA b. Sealed section upgrades between Walgoolan and Southern Cross are included in Main Roads WA planning				
1.4 Actively participate in the Secondary Freight Network group	1.4.1 Advocate for funding for priority local road upgrades through the Wheatbelt Secondary Freight Project		a. Level of funding secured and % spent in the Shire of Westonia under the Secondary Freight Route Project				
1.5 Develop and implement a Road Asset Plan highlighting key funders, and strategic partnerships to support sustainability	1.5.1 Undertake a review of Shire roads and develop a plan for maintenance, preservation, construction and upgrades and identify enablers for the implementation of the Plan.		a. Road Asset Plan developed and adopted				

1.6 Develop a Gravel Reserve Policy which identifies future gravel reserves and recognises cost to local government	1.6.1 Review gravel roads and determine their annual maintenance requirements and implement accordingly		a. Gravel Reserve Policy developed and adopted				
1.7 Educate road users about road safety and driving on gravel roads	1.7.1 Promote road safety initiatives and messages through Shire communication channels 1.7.2 Co-operate with the Police on road safety awareness, particularly around holiday periods		a. Road safety messages are communicated b. Road safety campaigns are jointly supported by the Shire and Police c. Reduction in incidents on roads				
1.8 Optimal and safe use of our plant and equipment assets	1.8.1. Forward plan for the maintenance and replacement of plant and equipment 1.8.2 Review plant and equipment maintenance/replacement schedule annually		a. Plant and equipment are maintained/replaced according to planning schedule				
1.9 Ensure that appropriate RAV vehicles traverse correct RAV routes	1.9.1 Provide information on RAV rated roads through Shire communication channels (e.g. the Shire website) 1.9.2 Ensure information on changes to RAV ratings are communicated widely and in a timely manner		a. Reduced impact on our road network by freight movements				
1.10 Maintain our airport with a view to improvements to meet commercial and recreational aviation needs	1.10.1 Undertake upgrades to airport infrastructure as per the capital works program outlined in the Long-Term Financial Plan		a. Airport is accessible in a majority of weather conditions				

GOAL 2: Facilitate local business retention and growth							
STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	20/21	21/22	22/23
2.1 Council recognises the opportunity of partnering with Westonia Progress Association, works closely and supports them to help achieve their economic development projects and our strategic goals	2.1.1 Communicate with and attend meetings of the Westonia Progress Association 2.1.2 Identify partnership opportunities through a joint planning initiative		a. Level of joint planning and joint projects achieved with Westonia Progress Association				
2.2 Council continue to have a role in facilitating the presence of a Co-op in our community	2.2.1 Continue support provided to the Co-Op and continue dialogue with Co-Op members to determine support needed going forward		a. Co-Op continues to operate in the community				
2.3 Enhance local economic activity by supporting the growth of tourism in our Shire and region including applying for funding to improve tourist facilities	2.3.1 Develop a Tourism Growth Plan to identify priority actions and possible funding sources to enable tourism development in the Shire and the broader region 2.3.2 Active participation and leveraging of promotional opportunities through tourism groups 2.3.3 Investigate options to increase the visibility and attractiveness of Westonia from Great Eastern Highway and other regional tourism routes		a. Number of tourists who visit our Shire increases annually b. Length of overnight stay in Westonia increases over 5yrs c. Active participation in local tourism group d. Caravan Park is received positively by tourists				

2.4 Improve our online tourism presence	<p>2.4.1. Undertake research to identify high impact/reach online tourism promotion initiatives</p> <p>2.4.2 Develop a schedule of targeted promotion of tourism assets/attractions through online media</p> <p>2.4.3 Tourism and visitor information on the Shire website promotes attractions, activities, events and accommodation</p>		a. Number of online views and engagements on our website and social media increases annually				
2.5 We forward plan to improve the economic diversity in our community	<p>2.5.1 Develop a business case inclusive of a cost-benefit analysis, for the development of the former school site</p> <p>2.5.2 Identify suitable grants and private investors to support the development of the former school site</p> <p>2.5.3 Seek to target and attract specific businesses which complement existing businesses and fill gaps in service delivery and central business district</p> <p>2.5.4 Support entrepreneurs and developers wishing to establish business in the Shire</p> <p>2.5.5 Implement local strategies and lead by example to encourage the community and other businesses to support local businesses</p>		<p>a. Diversity of businesses in the Shire including key services</p> <p>b. Business case and cost benefit analysis completed for the former school site</p> <p>c. External funding is attracted for the former school site developments</p>				
2.6 In partnership with Council, the mine develops long term	2.6.1 Continue a strong corporate and community partnership with Ramelius Resources and continue		a. Council, the mine and community forward plan for life after the mine				

business plans for current mine assets	to consider and plan around the future of the mine site 2.6.2 Engage the community in identifying opportunities for mine assets						
2.7 Investigate options for multipurpose accommodation if vacancies arise in mine accommodation	2.7.1 Investigate models, costs and viable options for multi-purpose accommodation		a. Underutilised mine accommodation is repurposed and becomes an economic asset for the community				

## COMMUNITY & SPACE

Goal 3: Plan for community growth and changing demographics							
STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	21/21	21/22	22/23
3.1 Develop the Town Planning Scheme	3.1.1 Develop a Town Planning Scheme to identify zoning, land use permissibility and provisions for infrastructure and development		a. Town Planning Scheme adopted by 2020				
3.2 Plan and develop residential and industrial land	3.2.1 Town Planning Scheme to identify zoning for residential and industrial land developments 3.2.2 Promote existing residential land and plan for future commercial and residential land developments to meet current and future needs 3.2.3 Staff housing upgrades and renewals		a. Number of new residential and industrial lots developed over 10yrs b. Encourage new residences to be built in town c. Number of staff houses upgraded annually				
3.3 Community safety and ease of access around town is a priority	3.3.1 Review and update the Disability Access and Inclusion Plan 2012 – 2016		a. Disabled access to all Shire facilities				

	3.3.2 Review and improve bicycle and pedestrian connections (including ramps and kerbing) throughout the Westonia town site		b. Pedestrian access continues to improve (footpath plan)				
3.4 Our lifestyle, facilities and sense of community is promoted	3.4.1 Consistent messaging and promotion of Westonia as a vibrant, family friendly community with quality and diverse amenities and services		a. Our population grows over the next 10yrs				
3.5 The CEACA project continues to expand the number of universally designed dwellings in our town	3.5.1 Continued membership of the CEACA group and advocacy through this group, for housing that meets the needs of ageing residents		a. CEACA rental agreements are inclusive of all local demographics				
3.6 We support our emergency services	3.6.1 Road network is safe and efficient for emergency service access 3.6.2 Continue to provide access for medical organisations by air 3.6.3 Emergency service planning is coordinated and articulated by the Shire and local emergency services 3.6.4 Promote and support meetings and participation in emergency services e.g. FESA, St John's Ambulance and help educate the community about emergency service issues and procedures		a. Retention of emergency services in our Shire				
3.7 We enable visiting health professionals to our community	3.7.1 Support the current level of primary and allied health services in the Shire with a view to increasing the number of services, access to		a. Number and diversity of health professionals visiting our community				

	<p>them and appropriate venues for delivery</p> <p>3.7.1 Advocate for local health needs and concerns to be addressed through the Eastern Wheatbelt District Health Advisory Council</p> <p>3.7.2 Work with the WA Country Health Service to enable suitable visiting health professionals to visit Westonia</p>						
3.8 The Community Resource Centre receives external funding to provide preventative health and community development initiatives to the community	3.8.1 Support the CRC in accessing funding to deliver health and community development initiatives		a. Number and diversity of leisure, recreation and health activities delivered in the community				
3.9 We facilitate healthy and active ageing in place	<p>3.9.1 Continue to work towards achieving strategies in the Age Friendly Community Plan</p> <p>3.9.2 Review Age Friendly Community Plan and update as required</p>		a. Age Friendly Community Plan is reviewed, and strategies achieved				
3.10 Our cemetery is well presented	3.10.1 Continued maintenance and grounds keeping of the cemetery		a. Feedback on our cemetery is positive				

Goal 4: Our community has the opportunity to be active, socialised and connected							
STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	20/21	21/22	22/23

4.1 We collaborate and encourage active engagement in local clubs and community initiatives that support a healthy lifestyle	4.1.1 Promote and encourage participation in community activities 4.1.2 Provide a diverse program of cultural and artistic activities throughout the Shire 4.1.3 Host and facilitate events which bring the community together		a. Delivery and/or support of community events b. Participation in events increases				
4.2 Investigate motor sport opportunities around the Shire	4.2.1 Undertake research to identify the feasibility and probable locations for the development of a motor sport facility within the Shire		a. Motor sport investigated as a recreational opportunity for the Shire				
4.3 Preserve and celebrate our local history	4.3.1 Support the continued growth of the Hood-Penn Museum through investment in new and, maintenance of existing exhibits 4.3.2 Community events celebrate and commemorate the history of the Shire		a. Hood-Penn Museum continues to grow/evolve				
4.4 Support our volunteers and clubs to remain strong, dynamic and inclusive	4.4.1 Jointly plan with the CRC to offer capacity building activities for local volunteers and clubs 4.4.2 Investigate best practice in shared governance arrangements for community groups that reduce volunteer fatigue and encourage greater participation 4.4.3 Reward and recognise volunteers in the community		a. Clubs have access to training at local CRC b. CRC partnership is mutually beneficial to the CRC and Shire				
4.5 Encourage life-long learning	4.5.1 Collaborate with the Community Resource Centre to deliver training/development opportunities aligned to community interests/needs		a. Number and type of training/development opportunities planned and delivered				



	4.5.2 Continue to promote and appoint apprenticeship and traineeship opportunities at the Shire of Westonia and within local businesses/industry		b. Shire and CRC work together to achieve common goals				
4.6 Children and youth have active and social opportunities	4.6.1 Work collaboratively with community groups/clubs to deliver youth leadership and development activities 4.6.2 Continue to support school holiday programs delivered by the Westonia Community Resource Centre		a. Number of youth activities annually b. Attendance at youth events is stable to increasing				
4.7 Continue to provide high standard and accessible shire facilities	4.7.1 Sport, recreation and educational programs encourage increased patronage of Shire facilities 4.7.2 Undertake maintenance and upgrades to Shire owned facilities as per the capital works program outlined in the Long-Term Financial Plan		a. Community participation and satisfaction levels with recreation and leisure facilities b. We hire our facilities to outside groups c. Library service is retained in Westonia d. Capital upgrades to swimming pool and sporting oval, airport and Wanderers Stadium				
4.8 Retain and expand Westonia's unique tourism experience	4.8.1 Develop a Tourism Growth Plan to identify priority actions and possible funding sources to enable the retention and expansion of tourist attractions in the Shire 4.8.2 Capital improvements to the Caravan Park		a. Number of tourists who visit our Shire increases annually b. Caravan Park experience is improved				

**Goal 5: Natural spaces are preserved and bring us value**

STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	20/21	21/22	22/23
5.1 Sustainably manage our reserves and open spaces	5.1.1 Protect the natural walk and drive trails with the support of local and regional stakeholders 5.1.2 Preserve the natural roadside vegetation through appropriate weed management 5.1.3 Reduce the fire risk of common vegetation space 5.1.4 Participate in the EWBG		a. Active participation in the EWBG, Rural Water Council b. Aesthetics of the town and Shire c. Respond to planning applications in a timely manner d. Active reserve management				
5.2 Participate in best practice waste management	5.2.1 Continue to work with regional groups to provide high quality, cost effective waste management facilities and/or transfer stations for the long term including the addition of recycling and refuse facilities for the community and businesses 5.2.2 Increase the current capacity of Shire waste sites 5.2.3 Investigate kerb side waste management as well as green waste initiatives 5.2.4 Improve the community understanding of and attitudes toward waste management issues		Community satisfaction levels with waste management practices				
5.3 Work collaboratively to meet legislative compliance with managing weeds and pests as well as our	5.3.1 Continue to support the role and activities of the Central Wheatbelt Ranger Scheme 5.3.2 Continue to support, participate in and promote to locals the importance of managing wild		a. Ranger services meet compliance b. Availability of EHO services				

environmental health standards	animals, pests and flora across the Shire						
5.4 Investigate renewable energy generation technologies	5.4.1 Budget and source government funding to install renewable energy infrastructure on Shire buildings 5.4.2 Investigate alternative energy solutions for the Shire as well as information for households and businesses		a. Installation of solar panels on Shire office building as per capital works program				

## GOVERNANCE

Goal 6: Be progressive and capture opportunities							
STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	20/21	21/22	22/23
6.1 Be open to local productivity/ best practice and cost saving opportunities locally and regionally	6.1.1 Implement collaborative partnerships that support efficient use of resources		a. Amount of external funding received for significant capital projects that align with our strategic goals				
6.2 Investigate joint resourcing and tendering	6.2.2 Develop an enterprising approach to our works and infrastructure projects		a. External funding strategy developed for strategic projects				
6.3 Advocate and develop strong partnerships to benefit our community	6.3.1 Work collaboratively with WEROC and other regional bodies		a. Sustained regional partnerships that benefit Westonia				
6.4 Be prepared by forward planning our resources and focusing	6.4.1 Annual review of the Long-Term Financial Plan		a. Reserve allocations continue to grow,				

on continuous improvement			managed with current and future projects				
6.5 Identify risks and opportunities after the life of the mine	6.5.1 Continue to consider and plan for the future of the mine and the implications for the community upon mine closure		a. Threats and opportunities for end of mine life are identified and planned for				

<b>Goal 7: The community receives services in a timely manner</b>							
STRATEGY	ACTIONS	BUSINESS UNIT	MEASUREMENT	DELIVERY TIME			
				19/20	20/21	21/22	22/23
7.1 Meet our legislative and compliance requirements	7.1.1 All components of the Integrated Planning and Reporting Framework are completed and reviewed annually 7.1.2 Integrated planning evolves and adapts to meet the changing context for Westonia		a. Integrated planning is relevant to our context and reviewed in line with legislation				
7.2 Work towards optimal management of our assets	7.2.1 Annual review and revision of asset management plan		a. Financial and Asset ratios meet benchmarks agreed by Council				
7.3 Work to develop Councillor and staff skills and experience to provide career and succession opportunities within the Shire	7.3.1 Ensure appropriate opportunities for training and skills development are made available to all staff and Councillors and they are actively encouraged and supported to participate 7.3.2 Aim to upskill staff when opportunities arise		a. Staff and Councillors can attend training locally b. Higher completion rates for Councillor and staff training c. Staff and Councillors complete inductions in line with new legislative changes (that is reflective of our philosophy)				

7.4 Inside and outside staff are multi skilled to understand the business of local government and provide a seamless service to the community	7.4.1. Comprehensive review of the Shire of Westonia Workforce Plan 2013 – 2018 and development of forward-looking Workforce Plan from 2019. 7.4.2 Train staff in various roles to minimise service disruption		a. Little to no downtime in service delivery b. Employee retention rates are higher than industry standard				
7.5 Communicate and engage with our community regularly	7.5.1 Develop a Community Engagement Framework which identifies when and how the Shire will communicate and engage with the community		a. Number of complaints received from the community				