



Corporate Business Plan 2023-2027



Acknowledgement of Country

The Shire of Ashburton acknowledges the local Indigenous people, the traditional custodians of this land.

We pay respect to the Elders, past, present and emerging and extend that respect to all Aboriginal Australians living within the Shire of Ashburton.



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Message from the Shire President

The Shire of Ashburton is committed to and achieving considerable social and capital investment across the region.

On behalf of Council, I am pleased to present the Corporate Business Plan 2023-2027 for the Shire of Ashburton.

Council is proud of the capital projects delivered to the community as outlined in the previous Corporate Business Plan 2019-2023 including:

- Paraburdoo Community Hub and related facilities
- Onslow Community Boating Precinct
- Tom Price Bike Park Project
- Tom Price Childcare and Emergency Services Precinct
- Paraburdoo and Tom Price Multipurpose Courts

These projects highlight Council's ongoing commitment to providing key services to our community.

In February 2022, Council adopted the Strategic Community Plan 2022-2032. This new Strategic Community Plan provides valuable insight into the key issues and aspirations held by the local community.

The Corporate Business Plan 2023-2027 is aligned to this new Strategic Community Plan and translates Council's vision of being a welcoming, sustainable, and socially active district into deliverable actions.

We have recognised our progress, and identified the need to ensure the Shire has the resource capacity to maintain and improve both our infrastructure and our current levels of services to community.

Council is committed to providing capital projects and services to the towns of Onslow, Paraburdoo, Pannawonica, and Tom Price over the next four years, including the Onslow Sun Chalets Improvement Program, Tom Price Administration Facility, and Minna Oval Sports Pavilion.

The Shire can deliver a number of the key capital projects outlined in this Plan through community partnerships with Rio Tinto and the Chevron Operated Wheatstone Project. Council thanks both Rio Tinto and Chevron for their ongoing commitment to the Shire of Ashburton.

Thank you also to my fellow members of Council and Shire of Ashburton staff for their ongoing commitment to delivering capital projects and key services that continue to provide opportunities to our community.

Cr Kerry White
Shire of Ashburton President



Message from the Chief Executive Officer

The Shire of Ashburton Corporate Business Plan 2023-2027 is an important document that sets clear goals and provides the necessary direction to deliver the strategic objectives set by the community in our Strategic Community Plan 2022-2032.

We are privileged to service a richly diverse community in a unique Pilbara environment whose needs continue to grow and change. Our distinctive situation of four towns across a land area half the size of Victoria means it is important to have in place clear plans and a strong vision that ensures a thriving and sustainable future for both our community and economy.

Over the next four years, the Shire will work closely with stakeholders, community members, and funding partners to deliver Council's vision of being a welcoming, sustainable, and socially active district, offering a variety of opportunities to community.

We aim to commence or complete the following major projects which are aligned with our community's priorities including:

- Onslow Sun Chalets Improvement Program
- Tom Price Administration Facility
- Minna Oval Sports Pavilion
- Ocean View Caravan Park

In this Plan, we have identified the importance of understanding community aspirations, and remaining agile to the ever-changing needs of our community to ensure we provide good governance and deliver quality services and outcomes.

I look forward to working with Shire staff to ensure we have the capability and a collaboration of knowledge and experience to fulfil Council's objectives, working with our industry partners to achieve future growth and improvements for our towns, and continuing to provide to the State and the national economy as a significant contributor.

Kenn Donohoe
Shire of Ashburton Chief Executive Officer

Our vision **opportunity to community**

Vision

We will be a welcoming, sustainable, and socially active district, offering a variety of opportunities to community.



Values

The corporate values that guide our organisation are:

Respect

We will acknowledge and listen to the diverse opinions and cultures of our community.

Openness

We will be honest, accountable, and transparent in how we do things.

Teamwork

We will focus on coordinating the effective and efficient delivery of services and projects.

Leadership

We will remain positive, and find opportunities to thrive, in all situations.

Excellence

We will be empowered to deliver achievable excellence in everything we do.

Health and Wellbeing

We will champion the health and wellbeing of our fellow employees and community members.



About our Shire

Located in the spectacular and ancient Pilbara region of Western Australia, the Shire of Ashburton is one of the world's largest local governments by land area.

Comprising 105,647 km² from the oceans and reef system of the Mackerel Islands to the gorges and range of the Karijini National Park, the Shire is almost half the size of the State of Victoria.

The main population centres are the towns of Tom Price, Onslow, Pannawonica and Paraburdoo.

The Shire also encompasses the Aboriginal communities of Bindi Bindi, Wakathuni, Bellary, Youngaleena and Ngurawaana.



Council

The Council is represented by nine elected members across six wards. From the October 2023 local government elections, the Council will be represented by a popularly elected Shire President and eight Councillors across five wards.



Cr Kerry White
Shire President
Onslow Ward



Cr Matthew Lynch
Deputy Shire President
Tom Price Ward



Cr Audra Smith
Tom Price Ward



Cr Tina Mladenovic
Tom Price Ward



Cr Melanie Gallanagh
Pannawonica Ward



Cr Alana Sullivan
Paraburdoo Ward



Cr Linton Rumble JP
Paraburdoo Ward



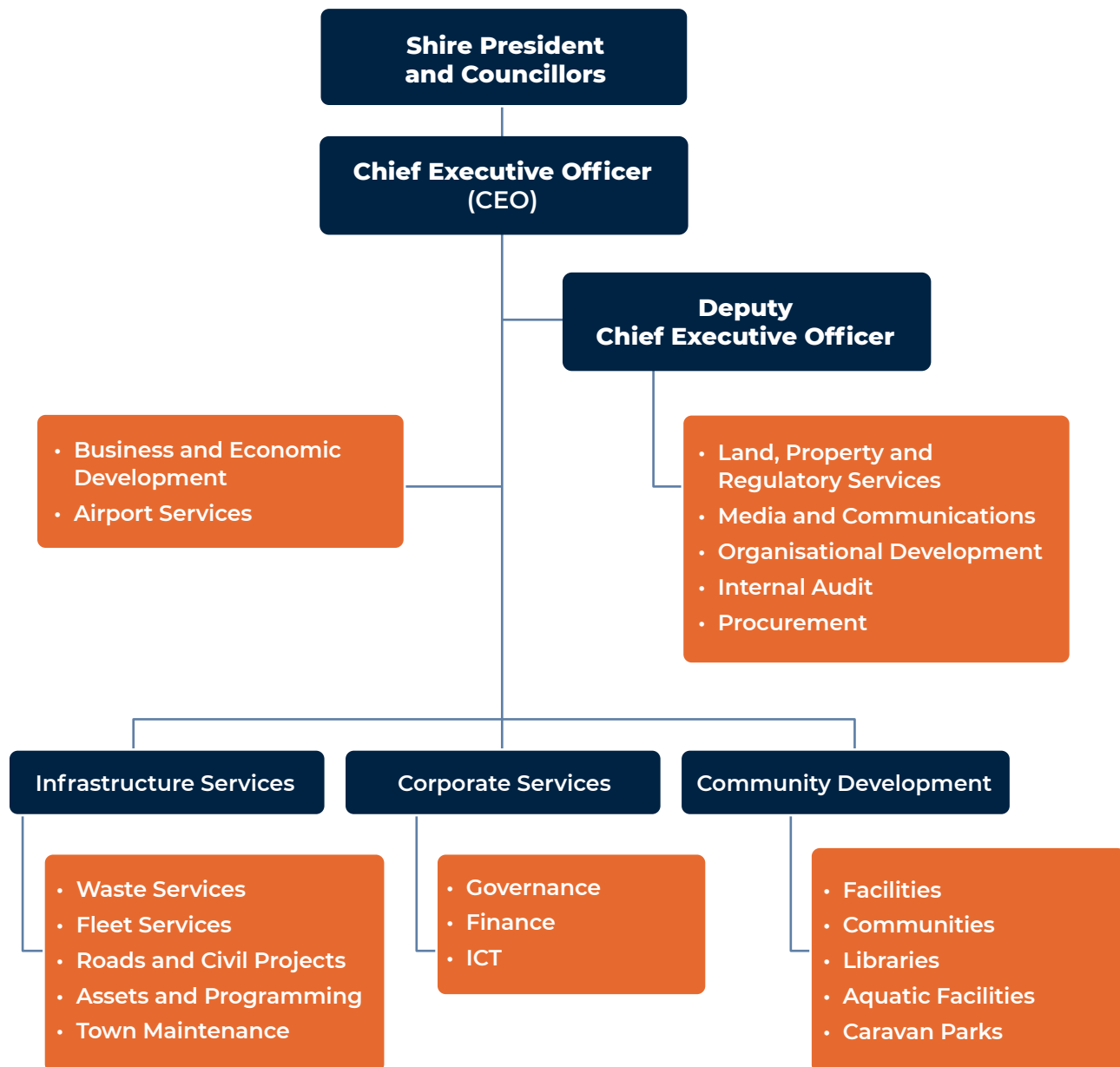
Cr Jamie Richardson
Tableland Ward



Cr Rory de Pledge
Ashburton Ward

Organisational Structure

Following the adoption of the Strategic Community Plan in 2022, the organisation structure was reviewed and realigned to ensure the organisation was adequately resourced to deliver its objectives.



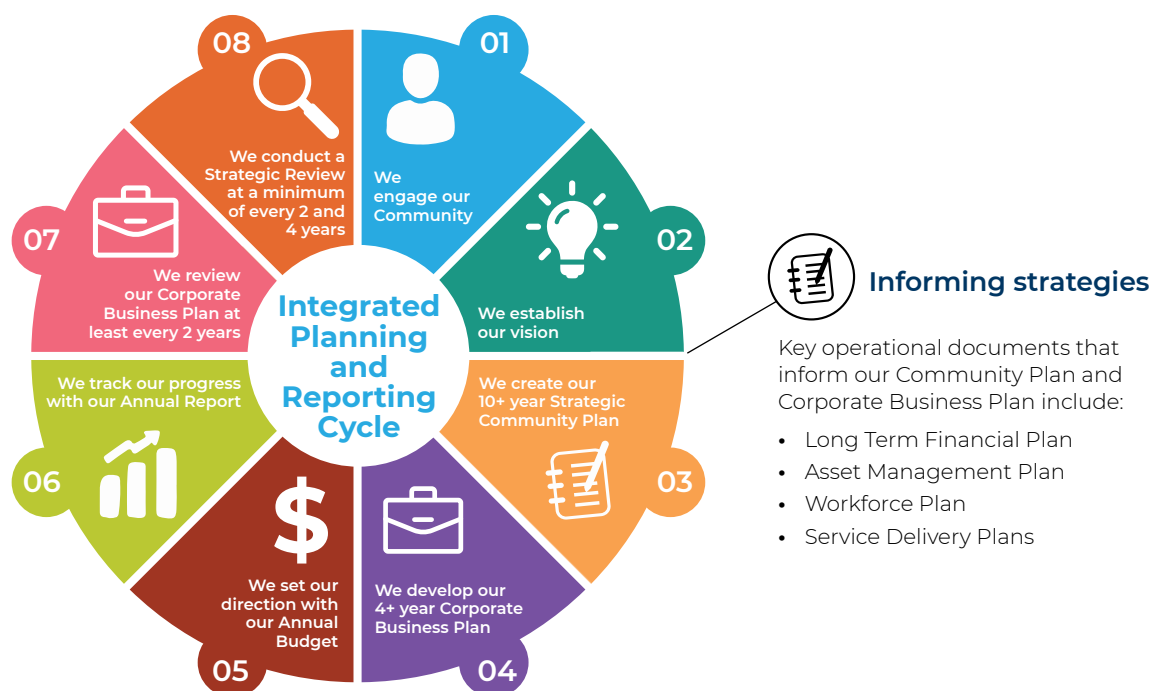
Integrated Planning and Reporting Framework

This Corporate Business Plan 2023 – 2027, together with the Strategic Community Plan 2022 – 2032, is the Shire of Ashburton’s Plan for the Future and has been prepared to achieve compliance with section 5.56 of the *Local Government (Administration) Regulations 1996*.

In accordance with regulation 19DA(3) of the *Local Government (Administration) Regulations 1996*, 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 the preparation of the annual budget the Shire will have regard for the contents of the Plan for the Future in accordance with section 6.2(2) of the *Local Government Act 1995*.





Strategic Community Plan

In February 2022, Council adopted the Strategic Community Plan 2022-2032.

The Strategic Community Plan is a 10-year strategy and planning tool and is the principal guiding document for the Shire's strategic planning. As part of the development of the Strategic Community Plan, the community were invited to share their vision, aspirations and objectives for the future of the Shire of Ashburton.

The new Strategic Community Plan provides valuable insight into the key issues and aspirations held by the local community. Importantly for the Council, these views help to establish clear priorities and shape the vision, values, objectives and strategies contained within the Strategic Community Plan. The following four key strategic objectives are defined within the Plan as follows:

- 1 **People** – We will support opportunities for the community to be safe, socially active, and connected.
- 2 **Place** – We will provide sustainable, purposeful, and valued built and natural environment opportunities for community.
- 3 **Prosperity** – We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.
- 4 **Performance** – We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.



Corporate Business Plan

The Corporate Business Plan is a four-year plan and is aligned to the Strategic Community Plan which translates the community's priorities into deliverable actions.

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 our Corporate Business 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.

Long-Term Financial Plan

The Long-Term Financial Plan informs the decision-making during the preparation and finalisation of the Strategic Community Plan and the Corporate Business Plan.

It encompasses:

- projected revenue and expense
- planning assumptions used in developing the Plan
- factors most likely to influence the Plan
- high-level financial modelling for different scenarios
- links to the Workforce Plan, Asset Management Plan/s, and Service Delivery Plans, and
- methods for monitoring financial performance.

The Shire of Ashburton 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.

Annual Budget

The Shire develops an annual budget based on the Integrated Planning and Reporting Framework which incorporates services, projects and programs to be undertaken during the financial year.



Strategic Asset Management Plan

Asset management is a comprehensive, structured approach to the long-term management of assets to ensure the efficient and effective delivery of community benefits. The Shire of Ashburton's asset management intent is ensuring assets are operated and maintained on a day-to-day basis and well planned for in the longer term to serve the community's needs now and in the future.

The Strategic Asset Management Plan outlines the strategies and guidelines that enable our organisation to effectively deliver assets that align with our objectives.

Workforce Plan

The Workforce Plan addresses the human resource requirements of the Strategic Community Plan and the Corporate Business Plan.

Workforce constraints have been considered during the development of this Corporate Business Plan.

Reporting

Quarterly progress reports will be submitted to Council on the implementation of the Corporate Business Plan. These reports summarise the progress of projects and measures of success as key deliverables for the year.

Annual performance is also reported in the Shire's Annual Report.

Regular reporting ensures we continue to work towards delivering actions that are aligned with achieving the community's aspirations identified in the Strategic Community Plan and the priorities of Council.

Highlights from the Corporate Business Plan 2019-2023

The Shire of Ashburton delivered a large number of capital projects to the community, reflective of the projects highlighted in the 2019-2023 Corporate Business Plan.

Capital projects included the Paraburdoo Community Hub and related facilities, the Onslow Community Boating Precinct, the Tom Price Pump Track and Skatepark upgrades, the Tom Price Childcare and Emergency Services Precinct, and the Tom Price and Paraburdoo Multipurpose Courts.



Paraburdoo Community Hub

Made possible with funding from the Shire of Ashburton, Rio Tinto and the State Government's Royalties for Regions program through the Pilbara Development Commission, the Paraburdoo Community Hub was an eagerly anticipated addition to Paraburdoo. The development of the Hub creates the ability to encourage greater social participation that fosters opportunity and a more connected community. It will enhance the liveability and vibrancy of Paraburdoo by supporting programmes and vital services that generate a sense of belonging to the town.



Onslow Community Boating Precinct

The Onslow Community Boating Precinct is intended for use by recreational boaters and tourism/charter operators to include a new boat ramp and small marina with suitable space for the development of fully serviced boat pens. Demolition of the old boat ramp and associated structures was completed in September 2022, with the Department of Transport completing the ramp and central holding jetty in July 2022, along with associated dredging, construction of revetments, and landside hardstand as part of the first stage of the precinct. The proposed Stage 2 includes fully serviced boat pens, public jetties and berthing, completed landscaping and car parks, serviced development lots, community open space and ablutions. The project is funded by the Shire of Ashburton and supported by the Chevron Operated Wheatstone Project, the Commonwealth Recreational Fishing and Camping Facilities Program, and the State Government.



Tom Price Pump Track

In November 2022, the Shire was able to officially open the Tom Price Pump Track. As part of an overall \$1.6M Bike Park project, the pump track was designed by Common Ground Trails in consultation with community and Council's vision for the facility.



Tom Price Childcare and Emergency Services Precinct

Also in November 2022 was the official opening of the Tom Price Childcare and Emergency Services Precinct. The \$6.75M modern childcare facility offers 96-spaces through the provision of day-care, after school care and vacation programs in a purpose-built environment that will foster learning and creativity. This project was funded by the Shire of Ashburton and Rio Tinto.

The combined, fit-for-purpose Emergency Services Precinct now houses the Bush Fire Brigade (BRB) and State Emergency Services (SES) in one accessible location. This project was funded by the Shire of Ashburton, the Department of Fire and Emergency Services, and Rio Tinto.



Paraburdoo and Tom Price Multipurpose Courts

In June 2023, the Shire formally opened the renovated Paraburdoo and Tom Price Multipurpose Courts. Funded in partnership by the Shire of Ashburton and Rio Tinto, the shaded courts and amenities improve the playing conditions for our local basketball and netball teams.

The Shire recognises the need to improve, upgrade and develop modern and fit for purpose community amenities and to provide our community with facilities that encourage vibrancy and connection within Tom Price, Onslow, Pannawonica, and Paraburdoo.

Capital Projects

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 Long-Term Financial Plan.

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

Onslow Men's Shed

Ocean View Caravan Park – Stage 3 and 4

Onslow Town Jetty

Onslow Drainage – Townsite Activation and Revitalisation

Dreamers Hill Convention Centre and Amphitheatre

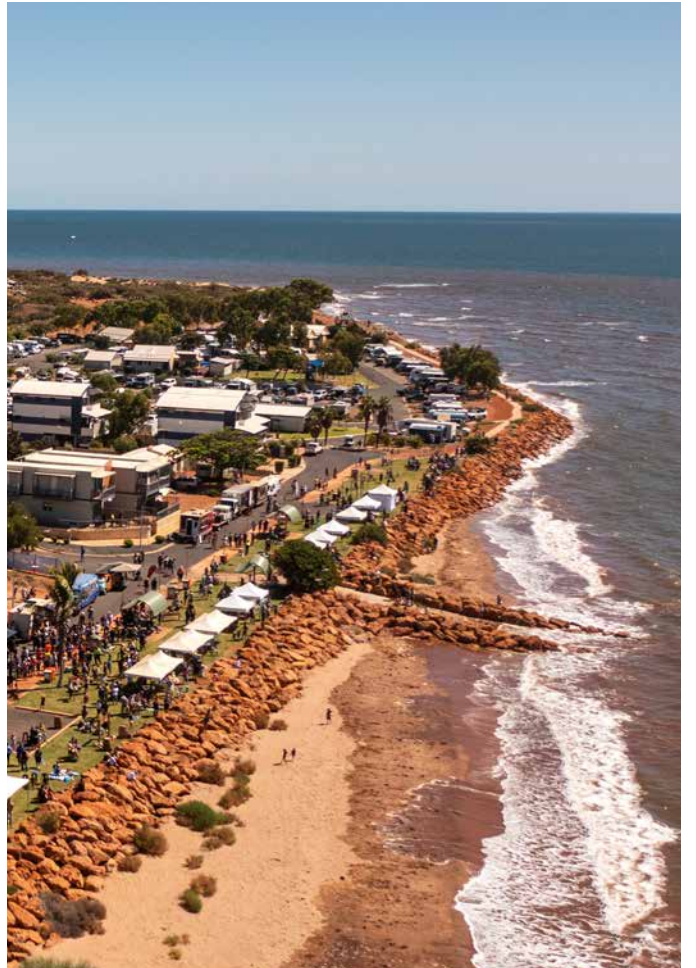
Onslow Seawall

Onslow Foreshore Promenade

Sun Chalets Improvement Program

Tom Price Administration Facility

Minna Oval Sports Pavilion



Deliverables

The following tables reflect the future actions to be undertaken for each strategic objective. The prioritisation of the actions is reflected by an ● indicating when the action is planned to be undertaken.

1. People **We will support opportunities for the community to be safe, socially active, and connected.**

Outcome 1.1 Coordinated delivery of social services and projects for the community

Strategies	Actions	2023/24	2024/25	2025/26	2026/27
1.1.1 Develop and maintain key social services partnerships, both internally and externally, to support Council's vision.	1.1.1.1 Collaborate with key stakeholders.	●	●	●	●
1.1.2 Lead and empower employees to seek and attain performance excellence.	1.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	●	●	●	●
1.1.3 Provide professional leadership and advice to assist Council.	1.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	●	●	●	●



Outcome 1.2 Communities connected with opportunities

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
1.2.1 Foster and strengthen partnerships with local networks to drive social prosperity.	1.2.1.1 Collaborate with local organisations to drive social prosperity.	●	●	●	●
1.2.2 Drive community engagement to provide input to enhance opportunities aligned with community needs.	1.2.2.1 Engage with the community on the development of Shire strategies and plans.	●	●	●	●
	1.2.2.2 Review the Youth Strategy.			●	
1.2.3 Provide, promote, and deliver social and cultural community celebrations, events, and activities.	1.2.3.1 Develop an Art Strategy.	●			
	1.2.3.2 Deliver the Youth Strategy.	●	●	●	
	1.2.3.3 Develop an Events Strategy.	●			
1.2.4 Support and develop sustainable clubs and groups, providing opportunities for meaningful participation in arts, culture, sport, and recreation.	1.2.4.1 Develop a Club Development Plan.	●			
1.2.5 Recognise the uniqueness of the community, and the diverse cultures, and welcome all residents to participate in, share, and celebrate their backgrounds and traditions.	1.2.5.1 Develop a Reconciliation Action Plan.	●			
	1.2.5.2 Deliver the Annual Event Plan.	●	●	●	●
1.2.6 Encourage and provide a range of opportunities for residents to volunteer and build a sense of belonging in the community.	1.2.6.1 Deliver the Youth Strategy.	●	●	●	
	1.2.6.2 Deliver the Club Development Plan.		●	●	●



Outcome 1.3 Individual and community learning opportunities

Strategies		Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27	
1.3.1	Provide libraries and support their use as community hubs and centres of information, learning, creativity, and innovation.	1.3.1.1	Purchase new physical and eResource stock in accordance with policy and community needs.	●	●	●	●
		1.3.1.2	Provide resources to people in the community who may not have access to internet, printing, scanning and photocopying.	●	●	●	●
1.3.2	Encourage and provide programs to foster learning and participation in the community.	1.3.2.1	Promote and deliver a variety of library programs to the community.	●	●	●	●
		1.3.2.2	Collaborate where possible with community groups, schools and the Communities team to delivery joint programs to the community.	●	●	●	●
1.3.3	Provide accessible literature and life-long learning resources through library and information services which meet changing community expectations.	1.3.3.1	Implement a new cloud/web-based Library Management System which is easily accessible for the community.	●			
		1.3.3.2	Develop a Local History database.	●	●		
		1.3.3.3	Purchase library stock that meets the needs and requirements of the Shire's Community Access and Inclusion Plan.	●	●	●	●
		1.3.3.4	Provide information services to people researching the history of the Shire of Ashburton.	●	●	●	●
1.3.4	Provide safe and welcoming centres to help address social isolation in the community.	1.3.4.1	Promote the library as an alternative community space.	●	●	●	●

2. Place **We will provide sustainable, purposeful, and valued built and natural environment opportunities for community.**

Outcome 2.1 Coordinated delivery of natural and built environment services and projects for the community

Strategies		Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
2.1.1	Develop and maintain key social services partnerships, both internally and externally, to support Council's vision.	2.1.1.1 Collaborate with key stakeholders.	●	●	●	●
2.1.2	Lead and empower employees to seek and attain performance excellence.	2.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	●	●	●	●
2.1.3	Provide professional leadership and advice to assist Council.	2.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	●	●	●	●



Outcome 2.2 Appropriate, inviting, and diverse employee accommodation and land management opportunities

Strategies		Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
2.2.1	Manage and oversee compliance of land assembly and development.	2.2.1.1 Manage and oversee compliance of planning/development and building and land management.	●	●	●	●
		2.2.1.2 Collaborate with the Department of Planning, Lands and Heritage.	●	●	●	●
2.2.2	Provide diversity for residential employee accommodation.	2.2.2.1 Actively seek acquirement of strategic land parcels.	●	●	●	●
		2.2.2.2 Manage the capital works budget for new builds and undertake maintenance and upgrades to existing assets to ensure housing is to a high standard.	●	●	●	●
		2.2.2.3 Implement the Staff Housing Strategy.	●	●	●	●
2.2.3	Assess mining and resource tenure and agreements to ensure the community is not negatively impacted.	2.2.3.1 Provide feedback and raise concerns on mining and resource tenure and agreements where deemed necessary.	●	●	●	●
		2.2.3.2 Improve relationships with Department of Mines, Industry Regulation and Safety and mining stakeholders in all towns.	●	●	●	●

Outcome 2.3 Attractive and sustainable townscape offering opportunities for all communities

Strategies	Actions	2023/24	2024/25	2025/26	2026/27
2.3.1 Provide attractive, well-maintained streetscapes, verges, parks and reserves.	2.3.1.1 Maintain streetscapes, verges, parks and reserves in line with approved service levels.	●	●	●	●
2.3.2 Ensure parks, gardens, and open spaces are appropriately managed according to their need and use.	2.3.2.1 Review existing maintenance schedules to ensure they are adequately resourced.	●	●	●	●
2.3.3 Maintain town centres for the enjoyment of locals and visitors, which the community can take pride in.	2.3.3.1 Maintain town centres in line with approved service levels.	●	●	●	●



Outcome 2.4 Effective, compliant, and sustainable management of community assets and infrastructure

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
2.4.1 Implementation of cost-effective contemporary asset management practices aligned to international standards.	2.4.1.1 Complete a drainage network condition assessment for Paraburdoo.	●			
	2.4.1.2 Review recommendations from the drainage studies for Tom Price and Onslow townsites to consider for implementation.		●		
	2.4.1.3 Deliver the Strategic Asset Management Plan.	●	●	●	●
	2.4.1.4 Review Asset Management Plans.	●			
	2.4.1.5 Implement a program for compliance and scheduled maintenance activities.	●			
2.4.2 Develop, manage, and maintain Council's asset management framework to support organisational strategies.	2.4.2.1 Develop an asset management audit process.	●			
2.4.3 Develop and deliver a fit-for-purpose asset maintenance management strategy and systems solution.	2.4.3.1 Review capability of existing asset maintenance management systems.		●		
2.4.4 Develop effective and attainable long-term asset management programs.	2.4.4.1 Actively seek external funding to support future demand and identified renewal gaps.	●	●	●	●
2.4.5 Implementation of effective financial forecasting methodology to achieve Council's vision for the benefit of the community.	2.4.5.1 Develop asset inspection program and condition audit.	●			
	2.4.5.2 Conduct valuations in accordance with the Strategic Asset Management Plan.	●	●	●	●
	2.4.5.3 Develop a process to review asset types, useful life and unit rates used in predicting future renewal requirements.		●		
	2.4.5.4 Conduct regular reviews of the Long-Term Financial Plan.	●	●	●	●



Outcome 2.5 Enhanced community opportunities for sustainable waste management

Strategies		Actions		2023/ 24	2024/ 25	2025/ 26	2026/ 27
2.5.1	Provide and facilitate community education and engagement programs to increase awareness of, and encourage the adoption of, specific, positive waste behaviours and attitudes.	2.5.1.1	Provide and facilitate regular waste management community education and engagement programs.	●	●	●	●
2.5.2	Facilitate service reviews to assess alignment with better practice standards.	2.5.2.1	Conduct a biennial waste management service review.		●		●
2.5.3	Develop processes for better management and control of waste within the community and local businesses.	2.5.3.1	Investigate opportunities for better management and control of waste within the community and local businesses.	●			
2.5.4	Provide strategies and act to strengthen regional collaboration and cooperation in the delivery of waste management practices across the region.	2.5.4.1	Investigate opportunities to strengthen regional collaboration and cooperation in the delivery of waste management practices across the region.		●		
2.5.5	Work with the community to develop an understanding of why waste avoidance, reuse and recycling are important in relation to environmental impact.	2.5.5.1	Provide and facilitate regular waste reuse and recycling community education and engagement programs.	●	●	●	●



Outcome 2.6 Land use opportunities to benefit current and future communities

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
2.6.1 Plan for diverse land, housing, and development opportunities.	2.6.1.1 Work with relevant stakeholders to ensure diversity in land, housing and development opportunities.	●	●	●	●
2.6.2 Incorporate appropriate planning controls for land use planning and development.	2.6.2.1 Incorporate appropriate planning controls for land use planning and development in the new Local Planning Scheme.	●			
2.6.3 Review and implement planning frameworks and strategies to ensure appropriate development outcomes.	2.6.3.1 Review the Local Planning Strategy.	●			
	2.6.3.2 Develop a new Local Planning Scheme.	●			
	2.6.3.3 Review Local Planning Policies.		●		

Outcome 2.7 Quality, well maintained, and purposeful community facilities

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
2.7.1 Provide high-standard sport and recreation facilities across the Shire.	2.7.1.1 Deliver the Strategic Asset Management Plan for recreation facilities.	●	●	●	●
2.7.2 Maintain facilities in a strategic manner, ensuring community needs are met.	2.7.2.1 Deliver the Strategic Asset Management Plan for community facilities.	●	●	●	●
2.7.3 Look beyond the facility itself ensuring spaces link with other land uses, both on-site and surrounding areas.	2.7.3.1 Develop the Onslow Town Centre Revitalisation Masterplan.	●			
	2.7.3.2 Continue to source funding for the implementation of the Onslow Foreshore Promenade Masterplan.	●	●	●	●
	2.7.3.3 Develop a Community Lifestyle and Infrastructure Plan.	●			
2.7.4 Ensure, where possible, the access and inclusion of people with a disability is considered in facility and recreation design, ensuring everybody can participate.	2.7.4.1 Deliver the Community Access and Inclusion Plan.	●	●	●	●

Outcome 2.8 Safe and interconnected transport networks for the community

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
<p>2.8.1 Improve road safety and connectivity to provide a safe and efficient road network.</p>	<p>2.8.1.1 Implement adopted road maintenance grading plans and continue to source external funding to meet the expectations of the community.</p>	●	●	●	●
	<p>2.8.1.2 Participate and engage with external agencies to maintain contemporary road safety practices.</p>	●	●	●	●
	<p>2.8.1.3 Review urban and rural roads for inclusion in the Roads 2040 Strategy.</p>	●	●	●	●
<p>2.8.2 Manage roads, pathways, and other transport infrastructure according to need and use.</p>	<p>2.8.2.1 Maintain roads, pathways and other infrastructure in accordance with Strategic Asset Management Plan.</p>	●	●	●	●
<p>2.8.3 Advocate for improvements to the region’s State road network.</p>	<p>2.8.3.1 Advocate to the State government for improvements to the region’s State road network.</p>	●	●	●	●
<p>2.8.4 Advocate for increased funding and equitable cost sharing arrangements for Strategic Regional Roads.</p>	<p>2.8.4.1 Advocate to, and partner with, State government and industry to improve Strategic Regional Roads.</p>	●	●	●	●
<p>2.8.5 Advocate for increased funding and equitable cost sharing arrangements for Strategic Regional Roads.</p>	<p>2.8.5.1 Advocate for increased funding and equitable cost sharing arrangements for Strategic Regional Roads.</p>	●	●	●	●



3. Prosperity

We will advocate and drive opportunities for the community to be economically desirable, resilient, and prosperous.

Outcome 3.1 Coordinated delivery of economic services and projects for the community

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
3.1.1 Develop and maintain key economic services partnerships, both internally and externally, to support Council's vision.	3.1.1.1 Collaborate with key stakeholders.	●	●	●	●
3.1.2 Lead and empower employees to seek and attain performance excellence.	3.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	●	●	●	●
3.1.3 Provide professional leadership and advice to assist Council.	3.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	●	●	●	●

Outcome 3.2 Aviation transport opportunities for the community

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
3.2.1 Improve the regional economic impact of the Onslow airport through building collaborative partnerships.	3.2.1.1 Collaborate with relevant stakeholders.	●	●	●	●
3.2.2 Focus on, and deliver, safe and enhanced services and facilities.	3.2.2.1 Develop the runway to a length of 2200 metres to manage new aircraft types into the airport.			●	
	3.2.2.2 Develop a long term parking facility for airport users.			●	
3.2.3 Deliver a business model of self-sufficiency using effective marketing, smart growth and revenue generating initiatives.	3.2.3.1 Finalise construction of taxiway echo and new general aviation apron to allow access to the General Aviation Hangars.	●			
3.2.4 Promote opportunities for air services, aviation facilities, associated businesses, and future expansion.	3.2.4.1 Seek external funding to develop headworks for the Airport Business Precinct.	●	●	●	●



Outcome 3.3 Clean, safe, and accessible communities

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
3.3.1 Develop and maintain Public Health Plan.	3.3.1.1 Deliver the Mosquito Management Plan.	●	●	●	●
	3.3.1.2 Develop the Shire of Ashburton Public Health Plan in accordance with the <i>Public Health Act 2016</i> and Department of Health guidelines.		●		
3.3.2 Review and maintain Local Emergency Management Arrangements for the community.	3.3.2.1 Develop a Bush Fire Risk Management Plan.	●			
	3.3.2.2 Review the Shire of Ashburton Local Emergency Management Arrangements annually.	●	●	●	●
	3.3.2.3 Identify and develop appropriate emergency management plans that support community safety.	●	●	●	●
3.3.3 Lead, and partner with, other agencies on community safety and programs for the community wellbeing.	3.3.3.1 Collaborate with stakeholders to establish a Mosquito Management Control forum.	●			
	3.3.3.2 Liaise with identified stakeholders on public health issues impacting the community.	●	●	●	●
	3.3.3.3 Upgrade and consolidate the Shire's CCTV cameras and systems.		●		

Outcome 3.3 Clean, safe, and accessible communities *(continued)*

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
3.3.4 Work with the community in maintaining safety and amenity in the district.	3.3.4.1 Develop a community engagement program promoting community safety on local issues that contributes to community resilience in relation to bush fire risk, wildlife encounters, environmental health and crime prevention.	●			
	3.3.4.2 Complete the refurbishment of the historic Wittenoom Bedford Fire Truck and develop a management plan for the use of the truck in support of community engagement and safety.	●			
	3.3.4.3 Maintain and report on the Disaster Dashboard platform for community safety communications.	●	●	●	●
3.3.5 Work with key agencies, and the community, to promote positive crime prevention and safety initiatives.	3.3.5.1 Develop a forum involving the WA Police and other key stakeholders to facilitate discussion on community safety issues.	●			
	3.3.5.2 Develop a communication plan for informing the community on safety and compliance issues.	●			



Outcome 3.4 Sustainable commerce and tourism opportunities

Strategies		Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
3.4.1	Support initiatives to add value to, and improve marketing of, local business.	3.4.1.1 Review the Economic and Tourism Development Strategy.	●			
		3.4.1.2 Collaborate with the Onslow Chamber of Commerce and Industry and Pilbara Inland Chamber of Commerce and Industry.	●	●	●	●
3.4.2	Ensure Shire processes support the development of strong and sustainable local business opportunities.	3.4.2.1 Become a Small Business Friendly local government.		●		
3.4.3	Work collaboratively with tourism sector providers, Australia's North-West Tourism and Tourism WA to increase visitor spend, and length of stay, in the Shire.	3.4.3.1 Leverage the Visit Ashburton Reef to Range tourism brand to deliver actions identified in the Shire of Ashburton Economic and Tourism Development Strategy.	●	●	●	●
3.4.4	Partner with the Pilbara Development Commission, key resource industry partners and State Government to target investment opportunities designed at stimulating more diversified business and economic development to benefit the community.	3.4.4.1 Develop strategic documents and project investment prospectuses.	●	●	●	●



4. Performance

We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community

Outcome 4.1 Coordinated delivery of organisational leadership and performance excellence for the benefit of the community

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
4.1.1 Develop and maintain key economic services partnerships, both internally and externally, to support Council's vision.	4.1.1.1 Collaborate with key stakeholders.	○	○	○	○
4.1.2 Lead and empower employees to seek and attain performance excellence.	4.1.2.1 Provide appropriate tools and development opportunities to employees to be successful in their role.	○	○	○	○
4.1.3 Provide professional leadership and advice to assist Council.	4.1.3.1 Engage with, and provide, regular updates to Council on projects, initiatives and events.	○	○	○	○
4.1.4 Advocate for the community at Regional, State and Federal levels.	4.1.4.1 Advocate to Federal and State government agencies for improved services and facilities for the community.	○	○	○	○



Outcome 4.2 Appropriate, sustainable, and transparent management of community funds

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
4.2.1 Provide cost-effective financial management and value for money.	4.2.1.1 Actively seek external funding for Shire projects.	●	●	●	●
	4.2.1.2 Develop a grant application and management process.	●			
	4.2.1.3 Develop a business case template for major projects.	●			
	4.2.1.4 Develop a directive for the consideration of major works/projects that includes quantified justification on whole of life costings and how it links to the Strategic Community Plan and other informing strategies.	●			
4.2.2 Ensure a financially sustainable, aware, and supportive organisation.	4.2.2.1 Undertake a comprehensive review of rating revenue streams to generate fair rating revenue.	●			
	4.2.2.2 Review the Rating Strategy.	●			
4.2.3 Plan effectively for financial sustainability.	4.2.3.1 Develop and implement an Investment Strategy.	●			
	4.2.3.2 Review the Long-Term Financial Plan.	●	●	●	●
4.2.4 Ensure financial transactions are accurate and timely.	4.2.4.1 Investigate innovative solutions to improve efficiencies in financial management.	●			
	4.2.4.2 Undertake a Financial Management Review.	●			●

Outcome 4.3 A range of effective opportunities for the community to receive information in a timely manner

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
4.3.1 Grow awareness, understanding and engagement in Shire activities and Council decisions.	4.3.1.1 Promote and encourage public participation in Council meeting processes and decisions.	●	●	●	●
	4.3.1.2 Review the Marketing and Communications Strategy.	●			
4.3.2 Regulate and provide information and community communication in accordance with statutory requirements, messaging, and branding standards.	4.3.2.1 Ensure heightened visibility and improved accessibility for community communications.	●	●	●	●
	4.3.2.2 Undertake statutory community engagement through various media channels.	●	●	●	●
4.3.3 Provide the community with relevant and timely information through a range of media.	4.3.3.1 Share community information through various media channels.	●	●	●	●
4.3.4 Promote the Shire to the community.	4.3.4.1 Promote the Shire's services to the community.	●	●	●	●

Outcome 4.4 Information systems to aid delivery of services to the community are robust, reliable, and secure

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
4.4.1 Provide continuous implementation of improvements in Information and Communication Technology solutions, to best support the needs of Councillors, employees and, where appropriate the community.	4.4.1.1 Develop an ICT Strategy.	●			
	4.4.1.2 Develop a Cybersecurity Framework.	●			
	4.4.1.3 Develop an Information and Communication Technology Disaster Recovery Plan.	●			
	4.4.1.4 Implement an improved Customer Service System.	●	●		

Outcome 4.5 Safe, inclusive and productive workforce culture

Strategies	Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27
4.5.1 Enable a learning culture, and high performing and engaged teams, by building organisation capability through education, development, empowerment of our workforce.	4.5.1.1 Develop and promote a 12-month training calendar aligned with the organisation-wide skills matrix and individual development goals.	●	●	●	●
	4.5.1.2 Continue with Executive Leadership Team and Middle Management Group coaching panels and Organisational Development 1:1 coaching.	●	●	●	●
	4.5.1.3 Implement Work Health and Safety on-site support, assessment, education, implementation, action and reporting.	●	●	●	●
4.5.2 Implement and drive people programs to enhance attraction, engagement, and retention of the workforce.	4.5.2.1 Review the Recruitment and Retention Strategy.		●		
4.5.3 Provide a high standard of workplace health and safety, including education, coaching and workplace support.	4.5.3.1 Develop and promote a 12-month health and safety calendar, including psychosocial hazard and other related education and awareness training.	●	●	●	●
	4.5.3.2 Review Workplace Health and Safety related directives and procedures.	●			
	4.5.3.3 Obtain International Standard for Occupational Health and Safety (ISO45001) accreditation.	●			
	4.5.3.4 Obtain WorkSafe accreditation.	●			
	4.5.3.5 Conduct regular safety audits.	●	●	●	●
4.5.4 Ensure recruitment processes support the alignment of Shire values and is inclusive of diversity and people with disabilities.	4.5.4.1 Deliver the Community Access and Inclusion Plan.	●	●	●	●
4.5.5 Provide organisational and strategic workforce development opportunities.	4.5.5.1 Develop a strategic Workforce Plan.	●			
	4.5.5.2 Continue to meet legislative requirements and make program enhancements to ensure an engaged workforce.	●	●	●	●
	4.5.5.3 Review recruitment and other related directives and procedures.	●			

Outcome 4.6 Visionary community leadership with sound, diligent and accountable governance

Strategies		Actions	2023/ 24	2024/ 25	2025/ 26	2026/ 27	
4.6.1	Regulate and provide support to ensure Councillors and Shire officers deliver integrity and transparency in their behaviour, decision-making, and in compliance with codes of conduct.	4.6.1.1	Deliver integrity-based training to elected members and employees.	●	●	●	●
		4.6.1.2	Review the Code of Conduct for Council Members, Committee Members and Candidates, and the Code of Conduct for Employees.	●			
4.6.2	Provide, and lead in the development of, meaningful policies and processes to ensure sound and compliant delivery of services to the community.	4.6.2.1	Review the Customer Service Charter.	●			
		4.6.2.2	Develop a review schedule for all Council policies, directives, procedures and forms.	●			
4.6.3	Deliver best practice governance and risk management.	4.6.3.1	Review the Fraud and Corruption Control Plan.	●			
		4.6.3.2	Develop an annual Internal Audit Plan.	●	●	●	●
		4.6.3.3	Review the Risk Management Framework.	●			



Measuring Success

The intended outcome of this Plan is to align the community's visions and aspirations for the future of the Shire of Ashburton 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.

1. People

Performance Indicator	Desired Trend
Community participation levels in activities and events	Increase in number of participants/attendees
Recreation facilities usage rates	Increase facility usage rates
Media activity	Maintain level of communication
Community survey	Increase in satisfaction with service provision

2. Place

Performance Indicator	Desired Trend
Building/infrastructure maintenance/renewal	In line with budget and Strategic Asset Management Plan
Road condition	Roads maintained in accordance with the Strategic Asset Management Plan
Statutory asset management ratios	Maintain healthy ratios
Compliance with waste management regulations	Maintain compliance



3. Prosperity

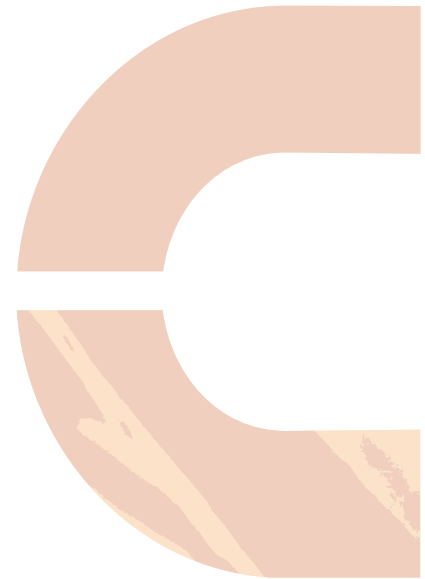
Performance Indicator	Desired Trend
Economic and Tourism Development Strategy	Implement strategy
Visitor numbers	Increase in visitors to the Shire

4. Performance

Performance Indicator	Desired Trend
Elected member representation	Maintain participation on external boards and committees
Statutory financial ratios	Maintain healthy ratios
Currency of strategies and plans	Maintain currency
Employee retention rates	Increase employee retention rates

Risk Management

It is important to consider the external and internal context in which the Shire of Ashburton 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 Plan are set out below.

External Factors	Internal Factors
Increasing community expectations in relation to service levels and service delivery	Timing and actions contained in other strategic documentation
Rapid changes in information technology changing the service delivery environment	Organisational size, structure, activities and location
Increased compliance requirements due to changes in State Government policy and legislation	Human resourcing levels and staff retention
Cost shifting by Federal and State Governments	Organisational strategy and culture
Reducing external funding for infrastructure and operations	Financial capacity and consistency of funding
Changes in population and economic trends resulting in differing pressure on resources	Allocation of resources to achieve strategic outcomes
Changes in pastoral practices and any associated impacts	Maintenance of corporate records
Increasing community expectations and regulations in relation to waste management	Organisational systems and processes
Climate change and the subsequent impact	



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