

Shire of Kellerberrin

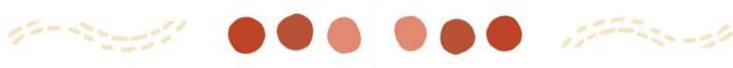
**Corporate Business Plan
2025 — 2029**





Acknowledgment of Country

The Shire of Kellerberrin acknowledge the Ballardong Noongar people as traditional custodians of the land and skies on which we gather, and we pay our respects to their elders, past, present and emerging.



Council’s Vision

To welcome diversity, culture and industry; promote a safe and prosperous community with a rich, vibrant and sustainable lifestyle for all to enjoy.

Core Drivers

Core Drivers identify what the Council will be concentrating on as it works towards achieving Council’s vision. The core drivers developed by Council are:

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*



20th March 2025



20th March 2025

Revision History

Original adoption	19 April 2016	Resolution #	MIN 040/16
Last Reviewed	20 March 2025	Resolution #	MIN 024/25
Amended		Resolution #	



1. Contents

2.	Planning Framework.....	4
3.	Purpose of the Corporate Business Plan	4
4.	Strategic Community Plan 2022 - 2032	5
5.	Informing Strategies	5
6.	Risks and Challenges	6
7.	Our Council Structure	7
8.	Council Services, Responsibility and Enabling Assets .Error! Bookmark not defined.	
9.	Delivery Actions aligned to Community Priorities – Four Years	9





2. Planning Framework

All local governments are required, by legislation, to develop a Strategic Community Plan and Corporate Business Plan to fulfil the statutory obligations of *section 5.56 of the Local Government Act 1995*, which is to effectively “plan for the future”.

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

- set out, consistently with any relevant priorities set out 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
- 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
- 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 local government is to have regard to the contents of the Plan for the Future to comply with *Section 6.2(2) of the Local Government Act 1995*. Development of the Plan has also been influenced by the Department of Local Government, Sport and Cultural Industries



3. Purpose of the Corporate Business Plan

The Corporate Business Plan is the Shire’s four-year planning document and is an integral part of the Integrated Planning and Reporting Framework. This plan implements the objectives of the Strategic Community Plan and informs the annual budget process to ensure the priorities of the community are strategically aligned and affordable.

The Corporate Business Plan has been developed using the outputs of the Strategic Community Plan 2022 - 2032, adopted by Council on the 20th September 2022 (MIN 156/22), outlines the actions Council will take over the next four years to deliver our community’s vision and strategic themes.



4. Strategic Community Plan 2022 - 2032

In recognition of our community's aspirations, we have identified four (4) key strategic priorities. These strategic priorities represent our community aspirations. With Council's assistance, we aim to build a Shire that displays strength, unity, leadership and diversity.

Each of these Strategic Priorities contains a number of strategies and goals which outline what the community and Council will do to realise our community's vision. Our strategies and goals have been grouped into the following four themes:

LIFESTYLE	SUSTAINABILITY	LEADERSHIP	PROSPERITY
<i>To create a comfortable, inviting and welcoming lifestyle that is in keeping with the natural environment and cultural and historical heritage of the Shire</i>	<i>To live in a region that promotes sustainable economic, social and environmental development and growth</i>	<i>To be led by an open, honest and transparent government</i>	<i>To develop a community that fosters and encourages long term prosperity and growth and presents a diverse range of opportunities</i>

5. Informing Strategies

The actions identified in this plan are guided by the Strategic Community Plan and informed by a number of sources including the following plans:

Long Term Financial Plan

Council uses financial modelling to assess the long term impact of its decisions on capital works, debt and services. The modelling provides a high-level budget framework to guide Council when preparing the budget detail and ensure we understand the impact of decisions made today, on our future. Council's current Long Term Financial Plan has been prepared using a number of assumptions which reflect an assessment of the economic climate and predictions on variables that will impact on Council operations. The process is ongoing with assumptions reviewed annually based on forecasts and updated information.

Asset Management Plan

Council has developed a strategic approach to asset management and developed an Asset Management Plan based on the total lifecycle of assets. These plans identify the activities and funding to ensure sustainability of the assets over the longer term. The Asset Management Plan identifies critical assets for Council's operations and outlines management strategies.

Workforce Plan

Our Workforce Plan focuses on the workforce needs for the Council to continue to deliver current services. Any new services or projects delivered by Council must be supported by a Project Plan and a Workforce Plan review.



Shire of Kellerberrin Townscape, Road Verge and Public Open Space Management Plan

The Shire of Kellerberrin Townscape, Road Verge, and Public Open Space Management Plan (TVPMP) outlines the strategies and actions required to meet the Community of Kellerberrin's aspirations outlined in the Shire of Kellerberrin 'Strategic Community Plan 2022 -2032' (SCP). This strategy outlines the current context and issues for the Shire. It identifies objectives and actions that establish the foundations for the Shire to promote a safe, attractive district with appropriate amenity for the whole community.

6. Risks and Challenges

Risk Management

Council's risk management involved coordinated activities to address potential risks from identified hazards and uncertainties. Through the application of Australian accounting standards requirements, Council aims to mitigate its risk exposure. Council acts in accordance with the Western Australian Accounting Manual and as such adheres to the International Risk Management Standard AS/NZS ISO 31000 Risk Management- Principles and Guidelines.

Council assesses risks according to ISO 31000:2009. Risks are assessed on a regular basis and documented in the risk register along with suggested mitigation strategies. Each of Council's asset management plans identify risks associated with Council's assets and the measures Council will take to mitigate the risks.

What are the risks and challenges

The Shire of Kellerberrin considers the following risks and challenges in developing this plan:

Internal Risk	External Risk
<ul style="list-style-type: none">• Considered forward planning for ratepayers• Alignment of rates to the renewal and maintenance assets• Attraction and recruitment of staff	<ul style="list-style-type: none">• Increasing compliance• Changes in future population affecting revenue• Population changes do not align with Infrastructure plans and capital works program• Changes in government policy and legislation• Lack of funding to maintain programs and initiatives• Introduction of government initiatives that require local government involvement• Audit processes and increasing costs
Challenges <ul style="list-style-type: none">• Enhancing data to enable effective long-term planning• Ageing demographics• Impact of increasing haulage on Shire-owned roads• Introduction of government initiatives that require local government involvement• Competition for grants• Decrease in external funding• Procurement processes• Centralisation of government services in the region• Lack of quality housing• Volunteer exhaustion and increasing compliance• Private infrastructure developments	
Moving forward Council will manage these internal and external risks by: <ul style="list-style-type: none">• Adhering to our risk management policy	



- Robust and constructive discussion at Council level
- Review of our strategic plan including our strengths, weaknesses, opportunities and threats
- Developing an annual budget and long term financial plan
- Thorough cost benefit analysis prior to undertaking significant projects
- Forward planning with CPI projection
- Using the asset management plan as a guide for Council
- Annual audit and implementing recommendations following discussion with Council
- Workforce forward planning
- Working with stakeholders and partners to achieve strategic outcomes

7. Our Council Structure

Council is led by elected representatives that represent the Council's governing body. Our Shire has seven (7) elected representatives whose role and objectives are to:

- Represent the community members and encourage and facilitate open communication between community members and the Council;
- Inform and guide the community;
- Be a leader for the community;
- Participate in informed discussions and decision making on items affecting the community, ensuring the views of the community are well represented; and
- Act in a transparent, open, ethical and honest manner, whilst fulfilling its obligations as outlined in the Local Government Act.

The Council appoints a Chief Executive Officer, whose role is to manage the day-to-day operations of the Council and provide advice to the elected representatives on the performance of the Council in meeting its statutory obligations, its performance in delivering the objectives:

- Delivering integrated planning, risks, compliance and strategic goals of Council;
- Management of assets, infrastructure and resources.

The Chief Executive Officer is supported by senior managers who oversee the following departments:

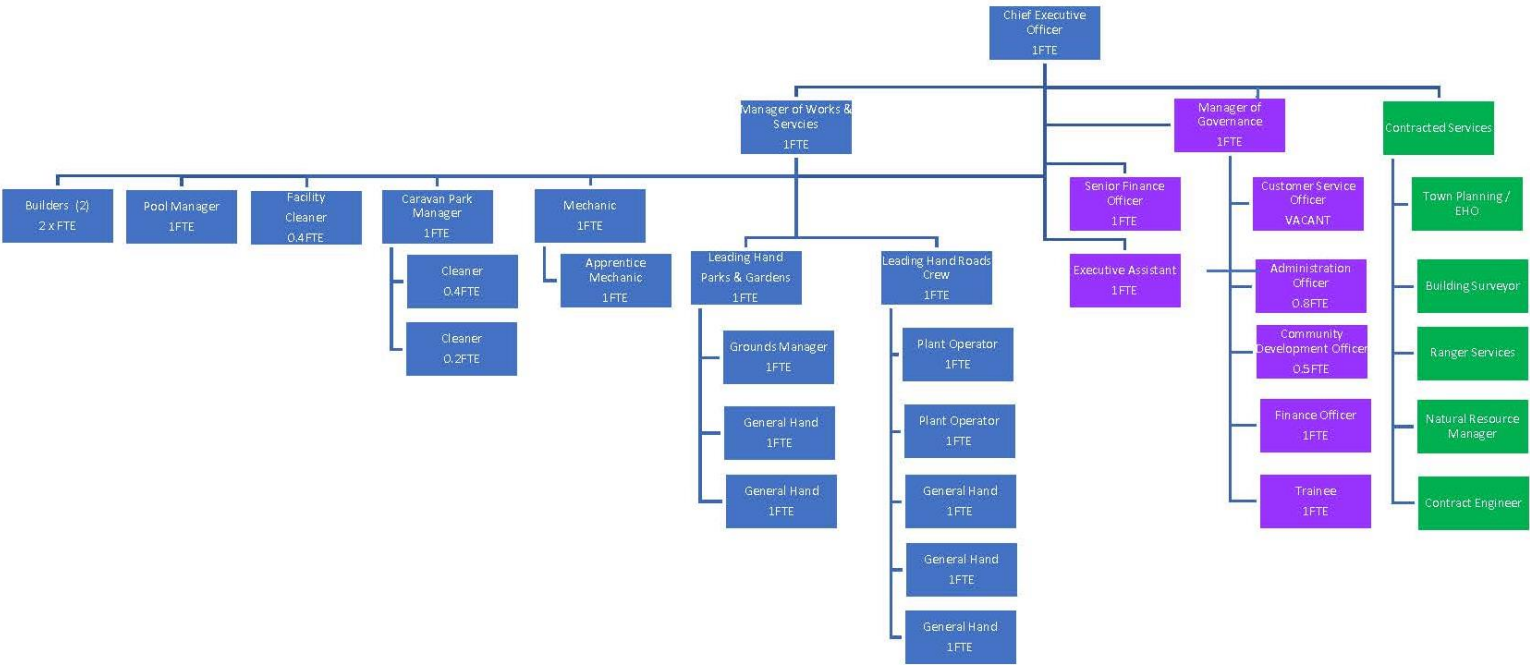
➤ **Corporate Services**

- Internal—Responsible for finances, budgets, customer support, administration, IT, human resources, records management, rates, economic development, tourism, emergency management and occupational health and safety
- External— Recreation Leisure Centre and Bushfire Services.
- Consultant—Town Planner, Building Surveyor and Environmental Health Officer.

➤ **Works and Services.**

- Responsible for road construction, road maintenance, drainage, footpaths, gardens, town maintenance, animal control, cemetery, private works, swimming pool, building maintenance, caravan park and waste management.

The Council currently employs thirty (30) staff in various professional and technical positions to support the delivery of these services.



8. Delivery Actions aligned to Community Priorities – Four Years

LIFESTYLE

<i>To create a comfortable, inviting and welcoming lifestyle that is in keeping with the natural environment and cultural and historical heritage of the Shire.</i>				25/26	26/27	27/28	28/29
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS				
1.1 We are a vibrant and viable, culturally diverse and engaging and unified community with strong links to history, culture and the creative arts.	To promote Doodlakine and Kellerberrin's history and encourage sharing of cultures and knowledge. To foster an environment that celebrates the diversity of the community.	SERVICE DELIVERY	Installation of Information Bay at Doodlakine. Installation of bins with graphics representing Doodlakine. Completion of artwork on Kellerberrin Street bins.	X			
	To foster an environment that celebrates the diversity of the community.	SERVICE DELIVERY	Council will collaborate with external parties to identify opportunities to promote local culture and history across the region.	X	X	X	X
		PARTNER	Council provides appropriate support to community events that enrich the community.	X	X	X	X
	Work with the local, regional, state and federal government bodies to encourage the growth of local, regional and indigenous arts, culture and history.	SERVICE DELIVERY	Council will form partnerships, identify, advocate and lobby for recognition of key areas of significance within the community, and for grant funding.	X	X	X	X
1.2 Present the Shire with high visual and aesthetics, appealing	To create visually appealing and inviting public and recreational places that complies with good	SERVICE DELIVERY	Implement the Shire of Kellerberrin Townscape, Road Verge and Public Open Space Management Plan. Facilitate and work with the Kellerberrin Town Teams	X	X	X	X

to neighbouring Shire Councils and visitors.	planning and design principles.		Implement Asset Management Plans.	X	X	X	X
	To actively participate in local and regional tourism groups as well as ensuring we push our Shire as a destination point.	SERVICE DELIVERY	Participate in WEROC tourism projects. Collaborate with Kellerberrin CRC to deliver a high standard of visitor servicing and tourism opportunities. Maintain membership with the Wheatbelt Visitors Centre and surrounding tourism publications.	X	X	X	X
		PARTNER	Support promotion of the Live at the Hay Shed Partner to bring additional external events to town.	X	X	X	X
	To advocate for state and federal funding to enhance community facilities and services for the residents and visitors.	ADVOCACY	Continue membership with WEROC and Great Eastern Country Zone (GECZ).	X	X	X	X
		SERVICE DELIVERY / PARTNER	Increase usage and activation of Council owned assets and facilities.	X	X	X	X
			Notre Dame University Wheatbelt Medical Student Immersion program.	X	X	X	X
1.3 Establishing/maintaining and enhancing the aesthetics and the natural environment within our Shire	Compilation of Townscape Beautification plan and public space strategy that will activate streetscapes and provide an environment for all to enjoy in the town sites of Kellerberrin and Doodlakine.	SERVICE DELIVERY	Implement the Shire of Kellerberrin Townscape, Road Verge and Public Open Space Management Plan.	X	X	X	X
		SERVICE DELIVERY	Deliver the footpath plan.	X	X	X	X
		SERVICE DELIVERY	Landscaping to include native flora and artificial grass where possible in alignment with Townscape Plan.	X	X	X	X
		SERVICE DELIVERY	Town ovals and gardens reticulated by storm water runoff. Continue to maintain stormwater infrastructure and identify new catchment flows.	X	X	X	X
	Research the environmental	SERVICE	Incorporate low energy alternatives in Shire buildings.	X	X	X	X

	risks and factors that could potentially affect the local environment and develop strategies and programs to mitigate.	DELIVERY	Seek grant opportunities to enable projects.	X	X	X	X
		SERVICE DELIVERY	Develop a Council Waste Management Strategy.	X			
		SERVICE DELIVERY	Promote community pest management initiatives.	X	X	X	X
		SERVICE DELIVERY	Review Emergency Management Plans (LEMC).			X	
		SERVICE DELIVERY	Implement identified actions from the Shire's Bushfire Risk Management Program.	X	X	X	X
	Lobbying and working with State, Federal and external parties to maintain/enhance the natural environment to ensure the sustainability of the natural environment.	SERVICE DELIVERY	Continue to contract WA Ranger Service.	X	X	X	X
		PARTNER	Partner with CBH to undertake Corella Management.	X	X	X	X

SUSTAINABILITY

To live in a region that promotes sustainable economic, social and environmental development and growth.							
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	24/25	25/26	26/27	27/28
2.1 Strengthen the economy through business development therefore increasing the opportunity of employment	Support local businesses to drive business development in partnership with the Shire and other stakeholders.	SERVICE DELIVERY PARTNER	Key infrastructure supports the agricultural industry. Support local business development initiatives where possible, via our policy position.	X	X	X	X
	Be a business-friendly Shire that aligns itself with businesses that have the potential to locate in Doodlakine and/or Kellerberrin.	FACILITATE	Promote the availability of industrial land in the Shire. Retain membership with Wheatbelt Business Network (WBN).	X	X	X	X
	The Shire to advocate for business development through promoting 'shop local', attracting tourism and giving local business a presence.	PARTNER	Continue to collaborate with the Kellerberrin CRC with initiatives that support and promote local business.	X	X	X	X
		SERVICE DELIVERY	Promote and implement the use of the Shire of Kellerberrin's Preferred Supplier Policy and Local Price Preference Policy, where possible.	X	X	X	X
2.2 We are a Shire that respects and aims to preserve the quality of the natural environment and rural landscape and promote environmentally	To raise awareness and interest of the natural environment and key factors affecting the environment.	SERVICE DELIVERY	Continue to contract NRM services. Utilise Rodd Munns consulting to assist to ensure compliance with environmental factors during delivery of works programs.	X	X	X	X
	To work with organisations to promote actions to enhance the environment.	PARTNER	Work with Wheatbelt NRM to engage the Rangers Program to assist in maintenance of identified reserves and bushland.	X	X		

sustainable practices.	To promote opportunities to encourage sustainable environmental practices across the Shire.	SERVICE DELIVERY PARTNER	Implement the Shire of Kellerberrin's Waste Management Strategy. Continue to promote recycling practices, including Containers for Change.	X	X	X	X
2.3 Maintain transport services and foster relationships for infrastructure improvements with key stakeholders.	Fostering a relationship with Main Roads WA for the continued upkeep/maintenance of the highway through the township.	ADVOCATE	Continue to advocate for upkeep and maintenance of the Great Eastern Highway through - Wheatbelt North SRRG, Main Roads WA and Politicians.	X	X	X	X
	Continue to maintain and improve current transport service provisions within the Shire.	ADVOCATE	Continue to advocate to retain access to the Prospector train.	X	X	X	X
		SERVICE DELIVERY	Implement 10-year Road Management Plan. Ensure Gravel policy is reviewed to remain relevant.	X	X	X	X
		FACILITATE	Work towards delivering a sustainable RAV Heavy Vehicle freight Network.	X	X	X	X
	Maintaining good working communications with Wheatbelt Secondary Freight Network (WSFN) for maintenance/upgrade of approved freight routes.	PARTNER	Work with WSFN to plan, design and deliver the Beacon to Shackleton freight route upgrade.	X	X	X	

LEADERSHIP

To be led by an open, honest and transparent government.							
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	24/25	25/26	26/27	27/28
3.1 Effective mechanisms for community representation in key decision-making	Design and establish engagement mechanisms for residents, businesses, groups (as applicable) in major decisions over the period of each Corporate Business Plan.	SERVICE DELIVERY	Review Community Engagement Framework. Review Community Engagement Policy.	X		X	
		FACILITATE / SERVICE DELIVERY	Provide improved connection with community through enabling positions within specific Committees, being <ul style="list-style-type: none"> 2 x Independent Audit, Risk & Governance Committee Members Sport and Recreation Committee Other Sporting and Community Groups. 	X	X	X	X
	To collaborate with community members, groups, and external parties to create an inviting space for the enjoyment of all community members.	PARTNER	Support Kellerberrin Town Teams initiatives when they align with Council's plans, strategic direction and policies.	X	X	X	X
	The promotion of Councils Corporate Documents for community input and feedback through proactive advertising	SERVICE DELIVERY	Advertise Council Public documents seeking community feedback, including strategic planning and informing strategies.	X	X	X	X
3.2 Our Elected Representatives and Council employees to provide effective,	To lead and govern in a fair, transparent, ethical and responsive manner.	SERVICE DELIVERY	Councillor training is provided and timely completion by all Councillors. Continue representation on relevant boards, committee and working groups to influence positive local and	X	X	X	X

respected and progressive leadership.			regional outcomes.				
	To actively engage and consult with the community to ensure they have the opportunity to have a say and be heard.	SERVICE DELIVERY	Implement Council Customer Service Charter. Ensure professional development and training of staff is completed. Actively promote opportunities for the public to raise questions to Council through the Annual Electors Meeting and at each Council Meeting during Public Question Time.	X	X	X	X
	To actively pursue a positive community spirit and support.	PARTNER	Partner and support initiatives that are in line with Council plans, policies and strategic direction.	X	X	X	X
3.3 Provide informed and transparent decision making that, meets our legal obligations, and the needs of our community	Mark the performance against our targets in the Strategic Community Plan and Corporate Business Plan.	SERVICE DELIVERY	Regular reporting against the Strategic Community Plan and Corporate Business Plan presented to Council quarterly.	X	X	X	X
	To inform community members and external parties on how we are meeting our targets.	SERVICE DELIVERY	Quarterly reports to Council, staff and the community on achievement of the SCP and CBP outcomes. Publish updates in the Council Matters and Pipeline.	X	X	X	X

	To actively promote Council decisions to ensure transparency is provided to the community.	SERVICE DELIVERY	<p>Quarterly reports to Council, staff and the community on achievement of the SCP and CBP outcomes.</p> <p>Publish outcomes and updates on Council activities and decisions to the community in the Shire Council Matters and the local newsletter (pipeline).</p> <p>Utilise social media, website and community noticeboard where relevant to assist in ensuring public awareness of important changes or information.</p>	X	X	X	X
--	--	------------------	---	---	---	---	---

PROSPERITY

To develop a community that fosters and encourages long term prosperity and growth and presents a diverse range of opportunities.							
10YR OUTCOMES	GOALS	COUNCIL ROLE	4YR PRIORITY ACTIONS	24/25	25/26	26/27	27/28
4.1 Encouragement of establishing Housing within the Shire	To identify economic trends and create employment and business opportunities for the local community.	PARTNER	Retain membership with the Wheatbelt Business Network. Active membership of WEROC.	X	X	X	X
	Build partnerships with State, Federal and external agencies to secure funding for housing, land and services.	PARTNER	Retain membership and actively participate with CEACA, including opportunities to deliver additional housing or ILUs to Kellerberrin and the region.	X	X	X	X
		PARTNER	Undertake workforce housing needs and business case in partnership with WEROC and Wheatbelt Development Commission.	X			
		SERVICE DELIVERY	Construction of short term accommodation units at the Kellerberrin Caravan Park.	X			
	Maintain and renew Council Housing for attracting/ retaining staff.	SERVICE DELIVERY	Maintain Council housing stock and management of assets for staff housing.	X	X	X	X
		PARTNER	Undertake workforce housing needs and business case in partnership with WEROC and Wheatbelt Development Commission.	X			
4.2 Encouragement of additional services for	To foster a positive relationship between the Shire and health	FACILITATE	Provision of building and lease for Moore Street Medical Practice.	X	X	X	X

the community	providers including public, private and community based.	ADVOCATE	Advocate for continued presence and investment into the Kellerberrin Hospital and other allied health services.	X	X	X	X
	Construction of a new allied health facility.	PARTNER	Partner with Dryandra for the development of a multipurpose facility that provides value adding capacity to the Kellerberrin Hospital.	X	X	X	X
	Research additional services for the provision of early childhood operations.	ADVOCATE	Continue to advocate and support childcare service opportunities within the Shire.	X	X	X	X
4.3 Foster relationships with community/business and external agencies for increase growth.	Assist the business community for business growth and enhancement for the provision of new/additional employees.	FACILITATE / ADVOCATE	Undertake workforce housing needs and business case in partnership with WEROC and Wheatbelt Development Commission. Advocate for reliable and improved telecommunications and Internet access.	X	X	X	X
	Facilitate discussions with community members to identify priority community infrastructure upgrades.	PARTNER	Constant communication with the Sport and Recreation Community. With the result in sporting groups contributing to replacement reserves.	X	X	X	X
	Foster relationships with external parties for funding of community infrastructure upgrades.	PARTNER	Support the Doodlakine Bowling Club for new lighting on their bowling green, through CSRFF grant opportunity. Work towards upgrading/replacing lighting at the football oval to LED. Continue Grant Guru subscription to ensure Council is up to date and informed on all funding opportunities.	X	X	X	X

9. Capital Projects – Four Years 2025/26 to 2029/30

SCP#	Capital Projects	25/26	26/27	27/28	28/29	29/30	Status	Quarterly Update
Land and Buildings								
	CEACA – Additional Ten units	510,000						
	Staff Housing	300,000						
	Medical Centre	\$1,500,000	\$1,500,000					
	Public Ablutions			\$100,000				
Property, Plant & Equipment – Net Cost to Council.								
	Toyota Landcruiser (KE1)	\$7,000	\$7,000	\$8,000	\$8,000	\$8,000		
	Ford Everest (KE002)	\$6,000	\$6,000	\$8,000	\$8,000	\$8,000		
	Ford Wildtrak (KE2)	\$7,000	\$7,000	\$9,000	\$9,000	\$9,000		
	Isuzu MUX (KE05)	\$20,000						
	Ford Utility (Builder) (KE546)	\$40,000						
	Loader	\$200,000						
	Isuzu Water Truck (KE09)					\$185,000		
	Skidsteer				\$90,000			
	Roller				\$90,000			
	Western Star (KE395)		\$220,000					
	Isuzu Dual Cab Town (KE147)		\$45,000					
	John Deere Grader - Old	\$300,000						
	General Mowers/Whippersnappers	\$20,000				\$20,000		
	Trailers		\$20,000					
	Attachments				\$20,000			
	Generators		\$20,000					
	Furniture & Equipment	\$25,000	\$25,000	\$50,000	\$50,000	\$50,000		
	Gym Equipment	\$50,000						

SCP#	Capital Projects	25/26		26/27	27/28	28/29	29/30	Status	Quarterly Update
Infrastructure – Other									
	Recreation Centre								
	Cemetery	\$50,000							
	Centenary Park	\$150,000		\$150,000					
	Oval Lighting	\$50,000		\$50,000	\$50,000				
	Oval Renovation					\$300,000			
	Swimming Pool	\$50,000		\$50,000	\$50,000	\$50,000	\$50,000		
	Other			\$50,000	\$200,000		\$250,000		
	Footpaths			\$50,000		\$50,000			
	Drainage	\$75,000			\$75,000		\$75,000		
	Depot – Bunkers					\$150,000			
Infrastructure – Roads									
	Roads – Regional Road Group	\$726,000		\$726,000	\$772,500	\$772,500	\$772,500		
	Roads – Roads to Recovery	\$375,000		\$375,000	\$375,000	\$375,000	\$400,000		
	Roads – Own Resources	\$400,000		\$400,000	\$400,000	\$400,000	\$400,000		

Shire of Kellerberrin

110 Massingham Street
(PO Box 145)
Kellerberrin WA 6410

(08) 9045 4006

shire@kellerberrin.wa.gov.au

www.kellerberrin.wa.gov.au

