

# CORPORATE BUSINESS PLAN



**2024-2028**

**2025 Edition**

Council Publications are available on the Shire website [www.wagin.wa.gov.au](http://www.wagin.wa.gov.au)  
Alternative formats are also available upon request.

## Community Strategic Vision

Wagin is a community where individuals, families and businesses can invest and prosper, preserving the safe, affordable and inclusive country lifestyle and ensuring that Wagin is a place people like to live in and visit.

## Council's Mission and Philosophy

The Shire of Wagin is a focussed Local Government providing progressive and innovative leadership that builds a sustainable future while supporting a vibrant, healthy and caring community.

## Council's Guiding Values

- Governance and Leadership
- Honesty and Integrity
- Innovation and Creativity
- Community Focused
- Environmentally Aware

*Shire of Wagin Strategic Community Plan 2020 - 2030*

### Amendment Record

Review No.	Date	Amendment Details
1	30 July 2024	Creation of Document adopted by Council
2	31 July 2025	As shown following annual review

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## Introduction

The Shire of Wagin Corporate Business Plan 2024-25 – 2027-28 represents the Shire's statement of priorities to deliver the vision of the Strategic Community Plan 2020-2030.

The Corporate Business Plan has been prepared with the Shire's resource constraints and the potential of the organisation in mind. The Corporate Business Plan draws on past informing strategies and identifies the further work required in long-term financial planning, asset management and workforce planning.

## Strategic Context

The Shire's Strategic Community Plan 2020-2030 articulates the aspirations and vision for the community. The Strategic Community Plan is the primary guiding document for the Shire and sets out the priorities and focus areas that this Corporate Business Plan will address.



## Community Strategic Vision

Wagin is a community where individuals, families and businesses can invest and prosper, preserving the safe, affordable and inclusive country lifestyle and ensuring that Wagin is a place people like to live in and visit.

## Key Focus Areas

- Economic Development
- Buildings and Infrastructure
- Community Services and Social Environment
- Town and Natural Environment

## Guiding Values

- Governance and Leadership
- Honesty and Integrity
- Innovation and Creativity
- Community Focused
- Environmentally Aware

## Risk Management

The Shire is committed to managing risk appropriately. In planning and undertaking activities the Shire considers options that reduce the seek to reduce the likelihood of harm to the community and the Shire.

## Review and monitoring

The Corporate Business Plan is regularly revised and refined to ensure its currency. Annually the Corporate Business Plan is reviewed as part of the Shire's budget preparation. This review ensures that the activities identified to deliver on Council's priorities are relevant and responsive to community needs, remain aligned to strategic intent and are cognisant of changes in the community and organisation including the risk profile.

These annual reviews provide an opportunity to further integrate asset management, workforce planning and long-term financial planning into the Corporate Business Plan as organisational capacity increases.

## 2025 Review

The 2025 edition of the Corporate Business Plan incorporates a series of revisions that reflect the changing operating circumstances of the Shire and the needs to the community. As the first revision of the Corporate Business Plan, the 2025 edition benefits from a year of insights and exposure.

The 2025 edition reprioritises actions identified in 2024 either bringing them earlier or delaying them to future years. The rationale for this is a combination of changing

priorities or organisational capacity. For example, planning for future waste management has been identified as more urgent concern while planning for the showgrounds redevelopment has been identified as a longer term initiative. In other cases, such as investigating the boardwalk to link bird hide at Wagin Lake, where an action has not been completed in 2024-25, the year for completion has been shifted.

Where actions have changed years an → or ← has been used to signify that an action has been moved year.

New actions are shown in *italic*.

### **2025-26 Strategic Community Plan review**

The next review of the Shire's Strategic Community Plan is scheduled for 2025-26. The adoption of a new Strategic Community Plan or 'Council Plan' as it will be called in the revised *Local Government Act 1995*, will likely see revisions to the Key Focus Areas, Guiding Values, Goals and Strategies of the Shire.

This process will require the preparation of a new Corporate Business Plan realigned to the amended priorities. The 2025 edition of the Corporate Business Plan will inform development of a new Corporate Business Plan.

Economic Development

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
Increase tourism and promotion of town heritage	Promote and enhance the Wagin caravan and camping experience	Examine opportunities for an electric vehicle charging facility				X	X
		Review and upgrade of the Caravan Park, RV Area and surrounds			X	X	
	Continued support for tourism and related infrastructure development	Showcase town heritage through experiences, trails and art	X	X	X	X	X
		Promote the historical village	X	X	X	X	X
		Support Woolorama	X	X	X	X	X
		Plan and deliver an outcome for the Old Roads Board building	X	X			
		Leverage, utilise and celebrate ‘Bart’ including 40 <sup>th</sup> anniversary of construction	X				
Increase in the number and diversity of businesses in the town and district	Support and promote Wagin as a business opportunity	Create opportunities for economic development through strategic use of Shire land holdings		X	X	X	X
		Further development of facilities at the Aerodrome, <i>to enable refilling of aerial firefighting aircraft</i>		X		X	X
	Support the attraction and retention of small businesses and housing of key workers in the region	Exploration and advocacy for long-term accommodation initiatives	X	X	X	X	X
		Promote Wagin as a business friendly town and support the Chamber of Commerce	X	X	X	X	X
	Facilitate broadband and other associated electronic media infrastructure	Advocate for the needs of the community in respect to digital technology access					X
	Progression of economic strategies and initiatives	Prepare and implement a Local Planning Strategy that supports economic development	X				
		<i>Implement revisions to the Shire’s Local Planning Scheme following adoption of the Local Planning Strategy</i>			X	X	
	Support and provide incentives for more businesses and retail opportunities	Review Shire’s policies relating to support for business growth and related infrastructure through consultation, grants and incentives		X			

Building and Infrastructure

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
Improve road conditions on all Shire and State roads	Collaboration with CBH and neighbouring Shires for restricted access vehicle upgrades	Monitor heavy vehicle movements through the townsite	X	X	X	X	X
		Investigate options for alternative heavy vehicle route		X	X	X	X
Maintain and improve the freight network in the Shire	Road maintenance and improvement program	Continue lobbying and advocacy for road infrastructure and freight networks and other strategic infrastructure for the benefit of the Shire	X	X	X	X	X
		Beaufort Road – seal widen	X	X	X	X	
		Bullock Hills Road – seal widen	X	X			
		Collanilling Road – reconstruct seal	X				
		Rowells Road – gravel sheet	X				
		Behn-Ord Road – reconstruct seal	X	X	X	X	
		Piesseville Tarwonga – reconstruct seal and gravel sheet shoulders	X	X		X	
		Wagin-Wickepin Road – Gravel sheeting	X				
		Toolibin South Road – gravel sheeting	X	X	X	X	
		Jaloran Rd – reseal	X	X	X	X	
Maintain and improve the freight network in the Shire continued..	Road maintenance and improvement program continued...	Vernon St – reseal	→	X			
		Hunt St – Reseal	→	X			
		Dongolocking Rd – seal widen and culvert replacement	X	X	X	X	
		Bullock Hills Rd – seal widen	X				
		Warwick Street – construct and seal		X			
		Ware St – construct and seal		X	X		
		Cambell St – construct and seal		X			
		Fisher lane – construct and seal			X		
		Una St – construct and seal			X		
		Stewart St – construct and seal			X		
		Norring-Dellyanine – reconstruct seal widen				X	
		Nobles Rd – resheet				X	
		Rowells Rd – resheet				X	
		Hyde Rd- resheet				X	
		Unicorn St – reseal				X	
		Wendell St – reseal				X	
		Vernal St – reseal				X	



Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
A vibrant, safe and welcoming Townsite that embraces the Shire’s history and heritage	Improvement in condition and appearance of the main streets of the Town and improved signage	Caravan park footpath (Caravan Park to Bridge)	X				
		Trenton Street footpath (Tarbet to Theta)	X				
		Khedive Street footpath (Ware/Warwick)	X				
		Thornton St kerbing	X				
		Lukin St kerbing	X				
		Trenton St kerbing	X				
		Khedive St footpath (Ware/Omdurman)		X			
		Rifle St South footpath (Stubbs to Upland)		X			
		Ventor St footpath (Ware to Warwick)		X			
		Khedive St footpath		X		X	
		Ventor St (Tudhoe to Warwick)			X		
		Lukin St footpath (Tudhoe to Trenton)			X		
		Trenton St footpath (Tarbet to Lukin)			X		
		Trenton St footpath (Theta to Tudhoe)				X	
		Omdurman St footpath				X	
Encourage greater care and restoration or preservation of heritage buildings	Refine infrastructure to support arts, culture, entertainment and library services	Renew buildings and facilities including remediation and consolidation of disused facilities	X	X	X	X	
		Development of CBD		X	X		
		Introduce measures to encourage people to utilise the CBD	X	X	X		
		Support programs to improve appearance of town centre such as painting	X	X	X		
		Upgrade CCTV coverage and reliability			X	X	
		Complete heritage survey	→	X			
Well maintained Shire facilities that meet the needs of users	Building maintenance programs	Refurbishment of the Shire’s Administration Centre Building					X
		Upgrade of staff housing as a recruitment and retention strategy	X	X	X	X	X
		Investigate and upgrade facilities at the Depot			X	X	X
		Investigate and upgrade facilities at the pound	X	X			
		Investigate improvements to the cemetery				X	X
	Support sporting clubs and recreational pursuits with appropriate facilities.	Investigate planning and development of sporting facilities	X	X	X		
		Develop a plan for renewal and utilisation of the showground complex		→	X	X	X
	Emergency management is supported by appropriate facilities	Review and upgrade Bushfire facilities and equipment		X	X	X	X

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
	Maintain and upgrade emergency management facilities based on need and resources	<del>Explore and implement a co-located SES and Bushfire Brigade facility</del>	X		X		
		Prepare Bushfire Risk Management Plan	→	X			
		<del>Investigate a Community Emergency Services Manager (CESM)</del>		X			

Community Services and Social Environment

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+	
Keep the family-friendly country lifestyle, community spirit, safe community with low crime rate	Support community activities with resources and facilities as required	Prepare and implement an events calendar	X					
		Upgrade Christmas lights	X					
		Deliver ranger services to improve safety	X	X	X	X	X	
	Promote and encourage the growth of arts, entertainment and community events, including youth activities with community involvement and Woolorama	Investigate partnering to create a regular showcase arts/cultural or music event		X	X			
Aid retention and encourage more government services in Wagin	Retain the school and hospital and grow health, Doctor services, allied health and aged care services	Identify and initiate opportunities for communication and joint ventures with government services	X	X	X			
	Housing, job and training especially for young people	Support the availability of financial services to the community	X	X	X	X	X	
		Provide licencing and registration services on behalf of the Department of Transport	X	X	X	X	X	
	Support aged services for Wagin and the wider area in collaboration with neighbouring Shires	Ongoing delivery of Homecare services	X	X	X	X	X	
		Implement sustainable and supportive Homecare services			X	X	X	
		Plan and implement the transition from Commonwealth Home Support Programme to Homecare Packages	X	X	X			
		Monitor medical, health, aged care services	X	X	X	X	X	
	Support more job/training opportunities, and entities, especially for young people	Train and recruit additional staff to ensure access to the Shire pool	X					
	Support our community through services and facilities	Provision of services and facilities commensurate with demand	Maximise availability and useability of the Shire pool	X	X	X	X	X
			Construct the Cricket and Hockey Club pavilion	X				
			Progress the Wagin Community Recreational Hub			X		
			Ensure that library services are commensurate to community demand		X			
		Maximise revenue of electronic advertising sign	X	X	X	X	X	
Youth focus on services and recreation development including coordination of effort across the Shire/region		Maximise availability and useability of the Shire Community Recreation Centre	X	X	X	X	X	
		Investigate concept plan for pump track	X					
	Identify grant opportunities for pump track		X					

Town and Environment

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
A functional natural environment within the townsite that aids liveability and vibrancy	Upgrade the main street appearance for the amenity of residents and encourage travellers and tourists to stop	Improve town approach and entry statements		X			
		Continue to increase the number of suitable trees within the townsite to enhance the tree canopy in particular the CBD			X	X	X
		Investigate boardwalk to link bird hide at Wagin Lake →		X			
	Continue improvements to town CBD amenity	Maintain and upgrade parks and gardens to achieve accessibility and amenity	X	X	X	X	X
A well managed natural environment outside the townsite	Maintain and improve natural environment and recreation areas	Develop and implement a slashing program			X	X	X
		Explore avenues to protect and better utilise the Shire's natural highlights such as Puntapin Dam and salt lakes			X	X	X
	Continued monitoring and response to environmental issues facing the Shire	Support Landcare	X	X	X	X	X
		Undertake mosquito fogging program	X	X	X	X	X
Improved waste management in town and Shire	Identify waste requirements for future needs	Prepare a waste management strategy		X	←		
		Determine further waste management options			X	X	←
Achieve water security by reducing reliance on scheme water	Increase water capture and minimise water waste	Continue the town site de-watering program	X	X	X	X	X
		Optimise water harvesting and storage	X	X	X	X	X
		Security and potential expansion and storage of the Shire's Water Harvesting and Storage Program	X	X	X	X	X
		Investigate new sites for water harvesting and storage through a water security strategy	X				X

Council Leadership

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
Be responsive to community aspirations and requirements within the capacity of Council	Foster communication with the community	Review of Integrated Planning and Reporting Process and Plans		X		X	X
		Major review of the Shire’s Strategic Community Plan		X			
		Communicate regularly through the channels used by the Shire’s community	X	X	X	X	X
	Improvement of communication with the community – digital media presence	Ensure currency of the Shire’s website	X	X	X	X	X
	Plan services and activities based on sustainability, affordability and resources	Ensure that annual business planning is aligned to budget development and long term financial plan	X				
		Major review the long term financial plan to ensure alignment to new Strategic Community Plan			X		
	Council to have a sound strategy to the sustainability of the Shire	Identify opportunities to maximise grant funding	X	X	X	X	X
		Ensure that rating categories and land use aligns to rating practices	X				
A well managed and professional organisation	Encourage and promote integrity, governance and ethical decision making	Ensure the currency of policies and practices					
		Implement the governance improvements in line with the findings of the Regulation 17 Review	X	X	X		
		Implement the financial management improvements in line with the findings of the Regulation 5 Review	X	X	X		
		Develop ‘Executive Procedures’ to ensure that internal approaches and procedures are documented and repeatable	X	X	X	X	
	Attraction and retention of key staff	Investigate trainee and cadetships		X			
		Embrace and support training and professional development	X	X	X	X	X
		Prepare a long term workforce plan	X				
	Drive continuous improvement in business management	Implement and maintain risk management systems and processes across the organisation	X	X	X	X	X
		Investigate rebranding of the Shire					X
A well managed and professional organisation continued...	Ensure that the Shire provides a safe workplace for staff, volunteers and visitors	Ensure a high level of occupational health and safety	X	X	X	X	X
		Implement responses to findings of occupational health and safety review	X	X	X		
		Prepare a Business Continuity Plan				X	
	Ensure that technology is utilised to enhance Shire services	Prepare an ICT Strategic Plan			X	X	X
		Implement Information Management solutions that support the Shire’s activities	X	X	X	X	X
		Upgrade audio visual in Chambers to comply with legislation to record and publish Council meeting proceedings	X				

Goal	Strategy	Action	2024-25	2025-26	2026-27	2027-28	2028-29+
		Investigate improvements to AV equipment to better facilitate online meetings		→	X		
		Upgrade server to ensure continuity of ICT	X				