



Shire of Trayning



**CORPORATE BUSINESS PLAN
2020 - 2025**



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INTRODUCTION

The Strategic Community Plan outlines community long term (10+ years) vision, values, aspirations and priorities, with reference to other Shire plans, information and resourcing capabilities. This plan, the **Corporate Business Plan**, provides the internal business-planning tool that translates Council priorities into operations within the resources available. It details the services, operations, projects, and the associated cost, the Shire intends to deliver over the next four years.

Background

The Shire of Trayning covers an area of 1,632km² consisting of agricultural land, nature reserves and national parks in the north eastern wheat belt region of Western Australia. There are three townships within the Shire, being Trayning, Kununoppin and Yelbeni.

General statistics:

Area (km ²)	1,632
Population	344 (2016 Census)
Median Age	50
Km roads – unsealed	594
Km roads – sealed	180
Town sites	3



Trayning lies 235 kilometres east of Perth on the Goomalling/Merredin Road. We have a population of approximately 350 people and are mostly a farming community devoted to wheat, coarse grains and various livestock.

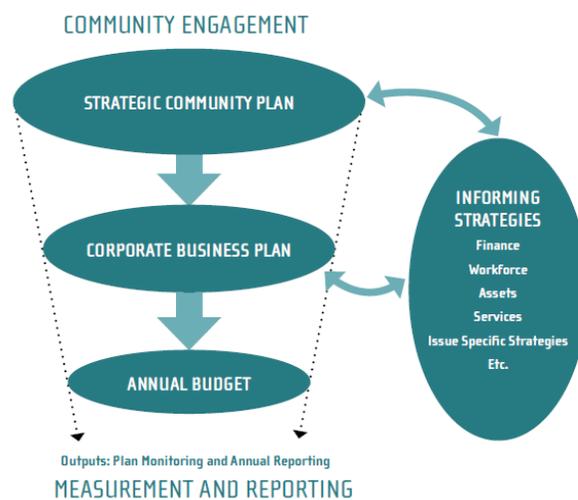
Business in the Shire of Trayning consists mainly of Mixed Farming (wheat and other cereals, wool, sheep, cattle and pigs) and Support Industries (light industrial, agricultural agencies, transport operations).

The name 'Trayning' was given to the district after the 'Trayning Well' and the name for the well was derived from two aboriginal names 'Durri-iring' or 'Duranning'. The words mean 'to crawl', and 'a camping place' and over time became known as 'snake crawling in the grass near campsite'.

INTEGRATED STRATEGIC PLANNING

This document is part of a series of strategic and forward planning documents used by the Shire. The overall planning process is shown below.

The Strategic Community Plan sets out the vision, aspirations and objectives for the community over the next 10 years. It is the principal strategy and planning document. The clear direction set by the Council ensures asset and service provision is focused to meet the requirements of the community, now and into the future.



The process has led to the development of priorities for community, economic, environmental and leadership/governance. Objectives are set for the short, medium and long terms.

Informing strategies are included in other planning documents such as the Asset Management Plan, Long Term Financial Plan and the Workforce Plan.

This plan, the Corporate Business Plan, provides the internal business planning tool that translates Council priorities into operations within the resources available. It details the services, operations, projects, and the associated cost, the Shire intends to deliver over the next five years.

To assist in the implementation and activation of this Plan the Shire has considered its current and future resource capacity. The Corporate Business Plan will assist in the realisation of our community's vision and aspirations in the medium term. It details the actions, services, operations and projects the Shire will deliver within a 5-year period, the resources available and associated costs.

The goals of the Strategic Community Plan have been incorporated into a Corporate Business Plan for a rolling 5-year period. The Corporate Business Plan will be subject to an annual review.

The Annual Budget will further break this down for each financial year, with the annual report detailing progress towards goals listed.

The above plans are subject to a regular review. A review of the Strategic Community Plan is to be undertaken every two years, with the next scheduled for 2021. A full review including a comprehensive community consultation process is to be undertaken in 2023.

VISION, VALUES, MISSION AND GOALS

Vision Statement

The Shire of Trayning is an active, safe and vibrant community that works together with honesty and is respectful of the values of all. We are committed to a progressive, diverse and profitable community that supports healthy lifestyles sustained by positive social values and engaged youth. Our natural assets are valued, protected and enhanced for future generations.

Our Values

A sense of community, a feeling of safety and low crime levels, good sporting facilities, good road networks, the natural environment, present medical services, and a spirit of volunteerism.

Mission Statement

To excel at providing fair, efficient and effective services and facilities which enhance the quality of life for all residents.

Leadership

We will advocate on behalf of our community to position our Shire with key stakeholders that will support our success and growth.

Accountable and Sustainable

We will be transparent, display good governance and manage our customer service commitments within our resources.

Advocating Improvement

We are determined to be solution focused, proactively seeking innovative partnerships, working collaboratively with stakeholders and industry to enable growth and ensure that our Shire is sustainable.

Goals

- ✓ *Our local economy continues to grow*
- ✓ *Our community is connected, safe and healthy*
- ✓ *We will provide leadership and good governance, whilst listening to our community*
- ✓ *Our natural environment is preserved*

OUR SERVICES

The Shire delivers a wide range of services and facilities to the community. Council has reviewed all services provided, assessed the current service level and agreed to actions required to implement the objectives of our Strategic Community Plan. Council has identified the following services:

Animal Control	Fire Prevention	Law, Order, Public Safety
Health	Medical Services	Care of Families & Children
Housing (Staff)	Housing (Other)	Sanitation (collection, sites, recycling)
Cemetery	Public Toilets	Public Halls
Aquatic Centre	Sport & Recreation	Library
Other Culture	Road Construction	Road Maintenance
Aerodrome (Kununoppin)	Transport Licensing	Tourism & Area Promotion
Economic Services	Civic Leadership	

The Services and Facilities Delivery Plan has been prepared to provide the following information on each service provided by the Shire:

Strategic Community Plan

The Goal, Outcome and Strategy for each Service/Facility as included in the Strategic Community Plan, to link the Corporate Business Plan to the Strategic Community Plan.

Schedule

Finance reporting "Schedule" is shown for each Service/Facility to link the Annual Budget and Annual Financial Report to the Corporate Business Plan.

Background

Seeks to answer two important questions:

- ✓ Why do we provide the Service (statutory obligation or community need)
- ✓ How is the Service funded (eg user pays, general income)

Service Level

Provides information on the current level of Service

Issues

Identifies current and future issues with the delivery of each Service

Statement of Future Service Levels

Determines whether the Council wishes to maintain, improve or decrease the current level of Service

Actions

Actions identified to be taken during the life of the Plan

SERVICES AND FACILITIES DELIVERY PLAN

Animal Control

Strategic Community Plan

Goal:

Outcome:

Strategy:

Schedule 5 Law, Order and Public Safety

Background:

Local governments have responsibility for the registration and control of Dogs (Dog Act 1976) and Cats (Cat Act 2011). Council has also adopted The Shire of Trayning Dogs Local Law which was reviewed and amended by Council in February 2015.

Dog and Cat registrations are administered by the Shire.

The Shire receives a modest income from Dog and Cat registrations however; the cost of providing Animal Control is funded by general revenue.

Service Level

The Shire has engaged a contract Ranger from outside of the district that visits for 2 hours per week. Rangers will respond to complaints regarding Dogs and Cats, collect roaming animals, manage the pound facilities, trap feral cats and undertake doorknocks within town sites to educate residents on their requirements regarding registration and micro chipping.

Rangers will also investigate complaints relating to the keeping of animals, other than dogs and cats and the keeping of poultry.

Issues:

- Time to respond to an emergency situation (Ranger based in Northam)

We will maintain this Service Level by continuing to:

- ✓ Engage WA Contract Ranger Services to provide Ranger service
- ✓ Maintain the pound facilities located at the Shire Depot
- ✓ Maintain the Dog & Cat registration system
- ✓ Include educational and awareness material in the local Ninghan News
- ✓ Respond to complaints

Actions

When	What	Who
2022/23	Review Dogs Local Law	CEO
	Review level of Ranger services	CEO
	Review need for other local laws (Cats) that may be required	CEO

Fire Prevention

Strategic Community Plan

Goal:

Outcome:

Strategy:

Schedule 5 Law Order and Public Safety

Background:

The Bushfires Act 1954 delegates the following responsibilities to Local Government:

- Varying the restrictive and prohibited burning times;
- Issuing permits to burn in restrictive burn periods;
- Enforcing fire break requirements; and
- Undertake enforcement action for breaches under the Act.

The Shire of Trayning is serviced by a Volunteer Fire and Emergency Services unit, which is a multi-functional unit operated by volunteers trained for a number of emergencies and natural disasters.

The Emergency Services Levy is collected by local governments on behalf of the Department Fire and Emergency Services and used to fund Fire Prevention activities. The Trayning Volunteer Fire and Emergency Services unit is administered and managed by the Department Fire Emergency Services.

The Shire of Trayning does not have any volunteer bushfire brigades.

Service Level

Council appoints a Chief Bushfire Control Officer, Deputy Chief Bushfire Control Officer and Fire Control and Weather Officers. The duties of the Chief Bush Fire Control Officer include liaising with the local government concerning fire prevention / suppression matters generally and directions to be issued by the local government to bush fire control officers (including those who issue permits to burn). The Chief Bush Fire Control Officer has delegated authority to impose harvest and vehicle movement bans.

Shire administration provides assistance to the CBFCO and Bush Fire Control Officers.

Issues:

- Difficulty in recruiting and retaining volunteers

We will maintain this Service Level by continuing to:

- ✓ Provide administrative support to our CBFCO, Deputy CBFCO's and Bush Fire Control Officers
- ✓ Liaising with DFES regarding provision of equipment & vehicles to meet the Shires needs
- ✓ Undertake townsite inspections for fuel loads and issue warnings and notices where required

Actions

When	What	Who
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Other Law, Order, Public Safety

Strategic Community Plan

- Goal: Our Community is connected, safe and healthy
- Outcome: Our community has access to local emergency, primary and allied health services
Emergency Services can respond in a timely and coordinated manner
- Strategies: Encourage participation in local emergency services
Support facilities used by emergency services
Conduct and participate in local and regional emergency services planning

Schedule 5 Law order and Public Safety

Background:

Emergency Management

The Emergency Management Act 2005 requires local government to have Local Emergency Management Arrangements in place including recovery provisions.

Emergency Management is funded by general revenue; however in the event of a “disaster” relief funding is available from the Lord Mayors Appeal Fund and the Western Australian Natural Disaster Relief Arrangements.

Crime Prevention

Crime Prevention is the responsibility of the Police Service (State government) however the Shire assists in regards to appropriate urban design and townscape and the provision of security cameras.

Service Level

Emergency Management

Trayning Local Emergency Management (LEM) meetings are held quarterly.

The LEM committee is chaired by the Trayning Shire President and attended by various organisations involved with emergency situations, including Police, DFES, CBFCO, St Johns, and the Department of Health (Hospital).

The Manager of Corporate Services is tasked with providing administrative support to the LEMC and ensuring the Management Plans are kept up to date. A copy of the Plans are available on the Shire website.

Issues:

- o LEM Committees based on local government area rather than identified need even though local government boundaries have no relevance to emergency management.

We will maintain this Service Level by continuing to:

- ✓ Provide administrative support to the Local Emergency Management Committee
- ✓ Participate in emergency management exercises
- ✓ Plan and implement recovery services as required

Actions

When	What	Who
2020/21	Review opportunity for combining LEMC with neighbouring Shire	CEO
	Acquire a generator for back up power at administration office	CEO

Health Administration & Inspection

Strategic Community Plan

- Goal: Our Community is connected, safe and healthy

Outcome: Our community has access to local emergency, primary and allied health services
Strategy: Work towards facilitating and achieving strategies identified in the NEWROC Plan

Schedule7 Health

Background:

The Public Health Act 2016 was introduced to replace the outdated Health Act 1911. The *Public Health Act 2016* will be **implemented in a staged manner** over 3 to 5 years. The old *Health Act 1911* (which will be known as the *Health (Miscellaneous Provisions) Act 1911*), and all regulations made under the *Health Act 1911*, will continue to be the main enforcement tool, until the new provisions of the *Public Health Act 2016* are proclaimed over the coming years.

The provision of Health Services is funded from general revenue for the most part, with a small amount of income derived from fees & charges.

The Shire of Trayning are a member of NEWHEALTH, a shared EHO Service between the Shires of Trayning; Koorda; Mount Marshall; Wyalkatchem; Mukinbudin and Nungarin. The six Shires share one full-time EHO.

Service Level

The *Public Health Act 2016* provides a flexible and proactive framework for the regulation of public health, with local governments being the recognised enforcement agency for public health matters. The Shire employs a qualified Environmental Health Officer in conjunction with the NEWHEALTH program, who works for the Shire one day per week and is responsible for the compliance of the Health legislation.

The Shire also administers the Food Act 2008 which states the requirements for the sale of food and the Hairdressing Establishment Regulations 1972 which governs hairdressing establishments.

Issues:

- Implementation of new Public Health Act 2016

We will maintain this Service Level by continuing to:

- ✓ Ensure access to a qualified Environmental Health Officer to service the communities needs
- ✓ Enforce and administer the provisions of the Health Act and other relevant health legislation
- ✓ Educate and inform the community through the provision of relevant information

Actions

When	What	Who
2020/21	Prepare Local Health Plan	EHO
2021/22	Review need for Health Local Laws to comply with Health Act 2016	CEO

Medical Services (Other Health)

Strategic Community Plan

Goal: Our community is connected, safe and healthy.

Outcome: Our community has access to local emergency, primary and allied health services.

Strategies: Advocate for the continued presence and improvement of Kununoppin Hospital and its associated allied health services.
Improve the diversity of the primary and allied health care services at Kununoppin Medical Centre.

Schedule7 Health

Background

The Shire of Trayning has no statutory requirement to subsidise Medical Services however due to the importance of GP services to our community, Council has agreed to subsidise the provision of a local GP service. The cost of supporting this service is shared with the Shires of Mt Marshall (30%), Mukinbudin (30%) and Nungarin (10%).

Medical services are funded from general revenue

Service Level

The Medical Service (Doctor) is provided free use of a house (Kununoppin) and car and is paid an annual cash subsidy of \$80,000. These costs are shared as detailed above. This arrangement is governed by an Agreement between the parties.

Issues:

- o General shortage of appropriately qualified GP's willing to practice in isolated one Doctor rural towns.
- o No apparent justification for the funding contribution from each participating Shire

We will maintain this Service Level by continuing to:

- ✓ Provide free use of a house and car and a cash subsidy, in conjunction with the Shires of Mt Marshall (30%), Mukinbudin (30%) and Nungarin (10%).

Actions

When	What	Who
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Care of Families & Children

Strategic Community Plan
 Goal:
 Outcome:
 Strategy

Schedule 8 Education and Welfare

Background:

The KTY Playgroup is a volunteer organisation for parents with young / pre-school aged children to meet and interact in a safe environment.

Service Level

The Shire has entered into an MOU with the KTY Playgroup for free use of the Playgroup Building located on Reserve 26019, Lot 2 Glass Street, Trayning.

The MOU stipulates that the Shire is responsible; to maintain the Centre in a condition that is safe and fit for purpose; to keep building and public liability insurance current; to meet the costs of water, electricity and gas; to maintain the gardens from the conclusion of Playgroup in December until the resumption in February each year.

The Shire has also entered into an MOU with the Trayning Seniors Group (August 2015) to allow them access to the Playgroup Building with the same terms and conditions as afforded the KTY Playgroup.

Issues:

- KTY Playgroup in recess due to lack of numbers and volunteers

We will maintain this Service Level by continuing to:

- ✓ Provide subsidised use of Shire owned facilities for use for KTY Playgroup

Actions

When	What	Who
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Staff Housing

Strategic Community Plan

Goal:

Outcome:

Strategy

Schedule 9 **Housing**

Background:

The Shire of Trayning owns the following staff houses:

44 Coronation Street, Trayning	CEO
Lot 60 Glass Street, Trayning	Manager Corporate Services
139B Felgate Pde, Trayning	Furnished residence used by consultants, auditors etc
Lot 90 Railway Street, Trayning	Manager Finance
Lot 112 Coronation Street, Trayning	Works Supervisor
Lot 37 Coronation Street, Trayning	Pool Manager
23 Adams Street, Trayning	Vacant (Council calling tenders to sell house only)
Lot 139A Felgate Street, Trayning	Parks & Gardens Leading Hand
Lot 11 Wilson Street, Kununoppin	Grader Operator

The cost of Staff Housing is funded from general revenue and rental income.

Service Level

The Shire of Trayning provides housing for staff to assist with the attraction and retention of staff positions that are recruited from outside of the Shire.

Issues:

- High groundwater table and impact on leach drains and foundations

We will maintain this Service Level by continuing to:

- ✓ Manage and maintain Shire owned housing for use by relevant staff and others

Actions

When	What	Who
2020/21	Prepare an Asset Management Plan for Staff Housing	CEO
	Purchase computer program to record data for all Shire Buildings	CEO
	Review hydrological data for the Trayning townsite	CEO

Other Housing

Strategic Community Plan

- Goal: Our community is connected, safe and healthy.
- Outcome: Ageing in place is encouraged and can occur.
- Strategy: Help facilitate the administration of the independent living units.
 Advocate for aged care support services in our community.
 Continue to work towards creating aged friendly communities for Trayning and Kununoppin.

Schedule 9 Housing

Background:

The Shire of Trayning owns and manages the following residences:

Community Housing

Two Units located in Trayning at 54A & 54B Glass Street

Aged Persons Housing

Six Aged Persons Units & Common Area located at Lot 500 Coronation Street Trayning

Independent Living Units

Five Independent Living Units located in Hughes Street, Kununoppin

Service Level

The units are for rent for a weekly fee of \$120. The Shire is responsible for all maintenance, renewal and property management. The rental income is used to fund the maintenance and operations with any shortfall being met by the Shire.

Issues:

- Lack of demand for Independent Living Units in Kununoppin (two empty)
- Lack of demand for CEACA Units in Kununoppin (both empty)

We will maintain this Service Level by continuing to:

- ✓ Manage and maintain the Community Housing, Aged Persons Housing and Independent Living Units
- ✓ Contribute \$20,000 per annum to CEACA

Actions

When	What	Who
2020/21	Prepare an Asset Management Plan for Staff Housing	CEO
	Purchase computer program to record data for all Shire Buildings	CEO

Sanitation - Refuse Collection, Refuse Sites & Recycling

Strategic Community Plan

Goal: Our natural environment is preserved.

Outcome: Our natural environment is enhanced.

Strategy: Work towards providing a high standard of waste management facilities and services.

Schedule 10 Community Amenities

Background:

The Shire has three registered refuse sites located at Trayning, Kununoppin and Yelbeni.

The Trayning Refuse Site has been closed to the public and no longer accepts general waste. The general waste areas at the Trayning site has been covered with 500mm of top soil and revegetated in accordance with the management plan. The Trayning site continues to be used for building rubble and asbestos only.

Council has a contract with Avon Waste to supply 240l bins for townsite properties for the collection of general waste (weekly) and recyclables (fortnightly)

Rubbish collection charges recovers the costs of the bin collection service and a portion of the costs of managing the refuse sites with any shortfall funded by general revenue.

NEWROC Councils have commissioned a Regional Landfill Strategy report, which will assist in determining the future strategic direction of Council in regards to landfill management.

Service Level

The Kununoppin and Yelbeni refuse sites are not manned and there are no tipping fees, providing residences with easy and free access to the sites.

Avon Waste undertake collection services, with a weekly general waste collection and recycling pick up every second week.

Issues:

- Dumping of waste from non residents who may access the sites to save paying tipping fees.
- Increase in regulation
- Limited life of current sites

We will maintain this Service Level by continuing to:

- ✓ Manage the Trayning, Kununoppin and Yelbeni Refuse Sites
- ✓ Provide a weekly 240L Bin collection and fortnightly 240L recycle bin collection service
- ✓ Continue to participate and promote Drum Muster
- ✓ Continue to provide waste oil collection service

Actions

When	What	Who
2020/21	Work with NEWROC to explore opportunities to improve waste management	CEO
	Review recycling service (yellow lid bins)	CEO
	Call Tenders for refuse collection services (contract expires 30 June 2021)	CEO
2021/22	Update management plans for refuse sites	CEO

Other Community Amenities

Strategic Community Plan

Goal:

Outcome:

Strategy

Outcome:

Strategy

Schedule 10 Community Amenities

Background:

Cemetery

The Shire of Trayning has three operating cemeteries located in Trayning, Kununoppin and Yelbeni which are managed in accordance with the Shires Cemeteries Local Law.

Costs of burials are funded by fees & charges and the ground & building maintenance is funded from general revenue.

A Local Law Relating to the Trayning, Kununoppin and Yelbini Cemeteries was gazetted on 28 September 2001. A Shire of Trayning Cemeteries Local Law 2013 was prepared by the Shire however there is no record of this local law being presented to Council or included in the Government Gazette.

Service Level

Cemetery

The cemeteries are managed by the Shire and comprise burial sites and niche walls. The grounds are maintained by Shire staff and burials are undertaken by the Shire. Burials are booked through licensed undertakers.

Issues:

- Difficult to justify infrastructure upgrades due to limited number of burials
- Inefficiencies in maintaining three cemeteries for a population of approximately 350

We will maintain this Service Level by continuing to:

- ✓ Maintain and operate the Trayning, Kununoppin and Yelbeni Cemeteries

Actions

When	What	Who
2020/21	Erect new fence at Kununoppin Cemetery	CEO
	Work with Uniting Church to plant 100 Pine Trees - Trayning entry road	CEO
	Review infrastructure at Cemeteries	CEO
2021/22	Erect new fence at Trayning Cemetery	CEO
	Review Cemeteries Local Law	CEO
2022/23	Erect new fence at Yelbeni Cemetery	CEO

Public Conveniences

Strategic Community Plan

Goal:

Outcome:

Strategy

Schedule 10 Community Amenities

Background:

The Shire provides access to public toilets for the convenience of residents and visitors.

All maintenance, cleaning, utilities, supplies and insurance cost are funded by the Shire of Trayning from general revenue.

Service Level

Public toilets are located adjacent to the main road in the Trayning, Kununoppin and Yelbeni townsites.

Issues:

We will maintain this Service Level by continuing to:

- Provide clean and accessible public toilets in Trayning, Kununoppin and Yelbeni

Actions

<u>When</u>	<u>What</u>	<u>Who</u>
2020/21	Solar powered light – Yelbeni public conveniences	CEO

Public Halls and Civic Centres

Strategic Community Plan

Goal: Our community is connected, safe and healthy.

Outcome: Asset maintenance and preservation is in line with community usage and Shire financial resources.

Strategy: Encourage greater usage of Shire owned facilities.

Encourage community events.

Support the improvement and maintenance of Shire owned assets in a strategic manner that is in line with usage.

Schedule 11 Recreation and Culture

Background:

The Shire provides infrastructure for community use for community meetings, public presentations, shows, plays, concerts and other functions that require a larger space for the community to get together.

All expenses (maintenance, cleaning, insurance, utilities) relating to the building are funded by the Shire from general revenue with the Shire charging a nominal hire fee.

Service Level

The Shire owns, maintains and manages the following public halls/civic centres:

- Trayning Town Hall
- Kununoppin Town Hall
- Don Mason Community Centre
- Kununoppin Community Centre (old School site)

Issues:

- All public Halls are under utilised
- Kununoppin Town Hall in very poor condition

We will maintain this Service Level by:

- Continuing to review the condition and usage of Public Halls

Actions

When	What	Who
2021/22	Review the condition and future use of Kununoppin Town Hall	CEO

Trayning Swimming Pool

Strategic Community Plan

Goal: Our community is connected, safe and healthy.

Outcome: Asset maintenance and preservation is in line with community usage and Shire financial resources.

Strategy: Encourage patronage and programs at the Trayning Swimming Pool.

Schedule 11 Recreation and Culture

Background:

Local governments provide public swimming pools for use by their residents for a number of reasons, including; providing a facility for children to learn to swim, provide people with an escape from the pressures and tensions of daily life, lead to improved levels of physical and mental health, and build up strong social networks and relationships. Swimming is a healthy, low-impact activity that has many physical and mental health benefits.

Service Level

The Shire has one public pool, being the Trayning Aquatic Centre located on the Bencubbin/Kellerberrin Road, which comprises a 25m unheated pool, 11m diving bowl and a children’s wading unheated pool.

The pool is open from 1 November until 31 March each year and staffed with a pool manager. Operating hours are 12.00pm – 6.00pm daily (except for Thursdays when the Pool is closed).

A new ablution block/kiosk/first aid room/store/undercover area was constructed in 2019/20 with funding assistance from the Building Better Regions Fund.

Issues:

- o Pool underutilised due to small population

We will maintain this Service Level by:

- Continuing to manage and operate the Trayning Aquatic Centre

Actions

When	What	Who
2020/21		
2021/22	Review Aquatic Centre Management Contract (expires April 2022)	CEO

Other Sport & Recreation

Strategic Community Plan

Goal: Our community is connected, safe and healthy.

Outcome: Asset maintenance and preservation is in line with community usage and Shire financial resources.

Strategy: Encourage greater use of Shire owned facilities.
Encourage community events.

Schedule 11 Recreation and Culture

Background:

The provision of sport & recreation infrastructure & services is a key responsibility of local government, especially in rural areas where there is no or little private investment. Sport and recreation is vital for our communities as it helps build stronger, healthier, happier, and safer communities. Communities that participate in sport and recreation develop strong social bonds, are safer places and the people who live in them are generally healthier and happier than places where physical activity isn't a priority.

Service Level

The Shire of Trayning owns the following sport and recreation facilities:

- ✓ Trayning Sports Pavilion & Recreation Grounds (old trotting track)
- ✓ Kununoppin Sports Pavilion and Oval
- ✓ Trayning Sporting Club and Bowling Green – owned by Shire & leased to Club
- ✓ Ninghan Fitness Centre
- ✓ Trayning Tennis Courts (4 grass courts)

- ✓ Trayning outdoor Basketball / Netball Courts x 2
- ✓ Trayning Skate Park/BMX Track

The Shire is also responsible for the maintenance of the Trayning School Oval, based on an Agreement between the Shire and Education Department in September 2001.

Issues:

- Reduction in people who participate in sport & recreation, including volunteers
- Reduced run off into Dam used to water Trayning Parks & Gardens

We will maintain this Service Level by continuing to:

- ✓ provide and maintain the current infrastructure
- ✓ support sporting clubs and volunteers
- ✓ Continuing to liaise with Clubs to ascertain future needs

Actions

When	What	Who
2020/21	Review the Agreement for the Trayning School Oval maintenance	CEO
	Reduce the size of the Trayning School Oval, in consultation with the School	CEO
	Reduce the number of turf tennis courts from four to two	CEO
	Prepare and implement Plan for office gardens and surrounds	CEO
2022/23	Review and rationalise the reserves/locations at Trayning recreation precinct	CEO

Library

Strategic Community Plan
 Goal:
 Outcome:
 Strategy

Schedule 11 Recreation and Culture

Background:

In July 2019 a new tiered model for public library services was introduced as part of the WA Public Libraries Strategy. This new model will be implemented over the 2019/20 financial year, with the service level provided to each Local Government based on which tier their library service is placed in.

The Trayning Public Library is tier 3 (local governments with populations less than 1,000) with the following criteria and key features:

Criteria

- Offers a lending service of physical and on-line materials and distributes resources for state-wide programs with SLWA support.
- Governance, community engagement and service practices that meet minimum standards for Tier 3.
- Library service is managed and overseen by paid staff but access during opening hours may be facilitated by volunteers

Key Features

- Receives a notional annual grant allocated by SLWA for the purchase of library materials.
- Materials provided via SLWA supplier selection process via a generic profile.
- Participates in system to rotate stock (currently the Exchange System).
- Is not eligible to apply for innovation or grant funding.
- Has access to additional SLWA facilitated services for regional and remote public library services

Service Level

There is one public Library within the Shire, being located at the Trayning Administration Centre.

Issues:

- Advances in Technology are changing the need for Libraries and the Shire must continue to diversify the services provided to ensure the Library does not become obsolete.

We will maintain this Service Level by continuing to:

- ✓ manage the Trayning public library

Actions

When	What	Who
2022/23	Review Library usage / services & future direction	CEO

Other Culture

Strategic Community Plan

Goal:

Outcome:

Strategy

Schedule 11 Recreation and Culture

Background:

Museum

The Yelbeni Museum was a Council initiative and was opened in September 2012 to commemorate 100 years of the gazetting of the Yelbeni Townsite in March 1912. The Yelbeni Museum comprises several Vintage Tractors as well as various early model seeding and harvesting equipment on loan and display from existing farming families. There is also a vast array of photographs and memorabilia associated with Early Settlers to the Town of Yelbeni.

Anglican Church - Trayning

The Shire purchased the Anglican Church building for \$10,000 in March 2010. In July 2010 Council resolved to develop the building as a museum for the district. Council has adopted a Policy to confirm the building be used as a Museum however has not allocated funds to achieve this outcome.

Service Level

Museum

The Yelbeni Museum is located within a secure building with an open (grill) front and is therefore not staffed. The Museum is available to the public for viewing at all times. Due to the design of the Museum the maintenance costs are minimal.

Anglican Church - Trayning

The Anglican Church has not been utilised or developed since it was purchased by the Shire.

Issues:

- o No funding to develop the Church as a Museum

We will maintain this Service Level by continuing to:

- ✓ maintain the Yelbeni Museum
- ✓ maintain the Anglican Church

Actions

When	What	Who
2023/24	Review the future development of the Anglican Church	

Construction of Streets, Roads, Bridges and Depots

Strategic Community Plan

- Goal: Our local economy continues to grow.
- Outcome: Shire owned infrastructure that forms part of our core service is maintained and improved upon.
- Strategy: Identification and completion of road maintenance and improvements annually
- Annual review by Council of the performance and structure of Shire owned roads
- Maintenance and improvement of footpaths and stormwater drainage across our communities
- Plant and equipment maintenance and replacement is planned for
- Forward planning road maintenance and improvements over a 10yr period.
- Engagement with neighbouring Shires and key stakeholders in the Secondary Freight Route Project.

Schedule 12 Transport

Background:

Local governments are responsible for the construction and maintenance of Roads under their control.

The Nungarin – Wyalkatchem Road is a State government road and under the control of MRWA, all other roads within the Shire are the responsibility of the Shire of Trayning. The Shires road network comprises of approximately 180km of sealed roads and 595km of unsealed roads.

The Shire of Trayning employs a Works Supervisor and a works crew of six who are responsible for construction and maintenance works. Contractors are employed as required to complement the Shires own staff.

The Shire receives funding from the Commonwealth Government (Roads to Recovery Program) and the State Government (State Road Funds to Local Government Agreement, administered through Regional Road Groups) for construction projects. The Shire also receives general purpose (untied) road grants through the Local Government Grants Commission.

The Kellerberrin-Bencubbin Rd, Kununoppin-Mukinbudin Road and Kununoppin-Bencubbin Rd are classified as Regional Roads and qualify for Regional Road Group Funding. RRG funding is provided based on 1/3Shire 2/3 grant funds.

Service Level

The Shire maintains a five year Capital Works Plan that includes all programmed road construction projects.

Issues:

- Gravel supplies

We will maintain this Service Level by continuing to:

- ✓ Implement the road construction program as per the Capital Works Plan

Actions

When	What	Who
2020/21	Review and update five year Roadworks Plan	WS
2021/22	Review and update five year Roadworks Plan	WS
2022/23	Review and update five year Roadworks Plan	WS
2023/24	Review and update five year Roadworks Plan	WS
2024/25	Review and update five year Roadworks Plan	WS

Maintenance of Streets, Roads, Bridges and Depots

Strategic Community Plan

Goal: Our local economy continues to grow.

Outcome: Shire owned infrastructure that forms part of our core service is maintained and improved upon.

Strategy: Identification and completion of road maintenance and improvements annually.

Annual review by Council of the performance and structure of Shire owned roads.

Maintenance and improvement of footpaths and stormwater drainage across our communities.

Plant and equipment maintenance and replacement is planned for.

Continue to improve townsites street scapes to support and encourage existing and new businesses as well as tourism.

Schedule 12 Transport

Background:

Local governments are responsible for the construction and maintenance of Roads under their control.

The Shires road network comprises of approximately 180km of sealed roads and 595km of unsealed roads.

The Shire of Trayning employs a Works Supervisor and a works crew of six who are responsible for construction and maintenance works. Contractors are employed as required to complement the Shires own staff.

The Shire owns the following Plant for the purposes of road maintenance and construction; one Grader; one Loader; One Backhoe; one Eight Wheel Tip Truck & Trailer; one Roller; one Skidsteere Loader, .

The provision of Street Lighting is included within the road maintenance function.

Service Level

The Shire will maintain and improve the level of service through the implementation of a Road Hierarchy with service levels set for each category of road.

Issues:

- Level of road funding dependent on Roads to Recovery and Regional Road Group funding
- Adverse seasonal conditions to carry out road maintenance

- Increasing use of heavy and larger vehicles

We will maintain this Service Level by continuing to:

- ✓ Employ our own road maintenance staff to maintain road network in accordance to agreed service levels

Actions

When	What	Who
2020/21	Adopt a Road Hierarchy with service levels for each category	CEO
2022/23	Review sealing Yelbeni Parking Bay and the Pool Carpark	

Aerodromes

Strategic Community Plan

Goal: Our community is connected, safe and healthy.

Outcome: Our community has access to local emergency, primary and allied health services. Emergency services can respond in a timely and coordinated manner.

Strategy: Support facilities used by emergency services.

Schedule 12 Transport

Background:

The Shire owns and manages the Kununoppin aerodrome in accordance with Civil Aviation Safety Authority requirements.

The airstrip is located at Longitude 31°06' South, Latitude 117°55' East, is sealed and is 1,284 metres x 23 metres.

The aerodrome is predominantly used by the Royal Flying Doctor Service.

The aerodrome maintenance is funded from general revenue

Service Level

The Kununoppin aerodrome consists of a transfer shed, toilets and runway.

Maintenance issues are dealt with as required.

Issues:

Kangaroos on airstrip

We will maintain this Service Level by continuing to:

- ✓ Ensure airstrip access for the Royal Flying Doctor Service

Actions

When	What	Who
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Transport Licencing

Strategic Community Plan

Goal:

Outcome:

Strategy

Schedule 12 Transport

Background:

The Shire of Trayning has an agreement with The Department of Transport for the provision of police licensing services. The Shire is not obliged to provide this services to the community however Council is of the view that there is a strong demand from the community to do so.

The Department of Transport pays a commission for the services provided however this does not meet the full costs, with the shortfall funded from general revenue.

Service Level

Police licensing is provided at the Shire customer service counter.

Issues:

- Over time these services will be more accessed on-line and an in person service will not be required.

We will maintain this Service Level by continuing to:

- ✓ Provide a police licensing service at the Shire customer service counter

Actions

When	What	Who
2024/25	Review the Police Licensing Service	CEO

Tourism and Area Promotion

Strategic Community Plan

Goal: Our local economy continues to grow.

Outcome: The visitors and tourist experience across the Shire continues to improve.
Visitors and tourists stay longer within our Shire.

Strategy: Be actively involved in coordinated tourism activities and groups including Pioneer Pathways and NEWTravel which promote our tourism experiences.
Develop core themes for the local visitor experience (historical elements, star gazing etc.).
Capital improvements to the Trayning Caravan Park.
Promote our caravan and camping facilities to the metropolitan markets.
Continue to develop our passive recreation sites.

Schedule 13 Economic Services

Background:

The provision of tourism and promotion services have been identified by Council as a key focus for the local economy – subsequently Tourism was identified in the Strategic Community Plan as a valuable and important industry for our region.

The Shire owns and operates the Trayning Caravan Park and Campers Kitchen.

Service Level

The Shire currently supports and promotes Tourism by:

- ✓ Operating a high quality caravan park and campers kitchen
- ✓ Use of signage
- ✓ Maintain and distribute brochures containing visitor & tourist destination information
- ✓ Supporting events and competitions such as the Trayning Tractor Pull
- ✓ Ensuring a high standard of parks and gardens are maintained
- ✓ Partnerships with neighbouring Shires via Pioneer Pathways and NEWROC
- ✓ Maintaining RV status including dump point
- ✓ Provision of high standard public toilets

Issues:

Expenditure incurred by the Shire far exceeds actual benefits to local businesses

The Shire subscribes to two bodies that duplicate the same information to the same target audience

We will maintain this Service Level by:

- ✓ Continuing to provide quality infrastructure for visitors to our region

Actions

When	What	Who
2020/21	Review participation in NEWTRAVEL & Pioneers Pathway	CEO

Other Economic Services (Standpipes, Fuel Facility)

Strategic Community Plan
Goal:
Outcome:
Strategy

Schedule 13 Other Economic Services

Background:

The Shire provides Standpipes to ensure water is available throughout the Shire for both fire fighting and private (domestic) water users.

The 24hr fuel service facility in Trayning is a partnership between Great Southern Fuels (GSF) and the Shire and became operational in March 2016. The Shire owns 50% of the capital improvements and is responsible for maintaining the land in a neat and tidy manner. GSF is responsible for maintaining all infrastructure, supplying fuel, bowser pricing and receives all proceeds from sales.

Service Level

Standpipes

The Shire provides access to the following standpipes throughout the Shire:

Laird Road North Kellerberrin
Yelbeni South Road
Lamond Road Kununoppin (townsite)
Railway Street Trayning (townsite)
King Street Yelbeni (townsite)

The Shire is responsible for the water charges (invoiced from Water Corp) and maintenance of standpipes. Some funds are recouped from user charges however water used for domestic purposes is provided free of charge.

Fuel Facility

The Shire will continue to maintain the grounds

Issues:

○

We will maintain this Service Level by continuing to:

- ✓ Ensure access to a potable water supply in reasonable distance to all properties

- ✓ Ensure access to swipe card fuel facility

Actions

Civic Leadership

Strategic Community Plan

- Goal:** We will provide leadership and good governance, whilst listening to the community.
- Outcome:** We have the internal capacity to deliver services to our community and comply with legislation.
We respond in a timely manner to feedback received Council actively plans for the future.
- Strategies:** Recruit, retain and develop suitably qualified, experienced and skilled staff.
Train staff in various roles to minimise service disruption.
Document issues and comments received and follow up in a timely manner.
Councillors are encouraged to attend training. Review and update our integrated planning systems, continue to review our service standards by reviewing community feedback.
- Outcome:** We have reserve funds for current and new capital projects.
- Strategies:** Prudently manage our financial resources.
Develop an investment strategy that plans for the future and provides cash backed reserves to meet operational needs.
Cash reserves are allocated annually.
- Outcome:** Our community understands the role of Council and the allocation of resources.
Our community is informed in a timely manner.
- Strategies:** Provide meaningful communications, that deliver information regularly and succinctly both online, in print and in person.
Improve the quality and coverage of news relevant to our community in the Ninghan News.
Provide reporting processes in a transparent, accountable and timely manner.
- Outcome:** Some of our strategic projects are achieved through regional groupings.
Our issues have an avenue to be amplified and responded to.
- Strategies:** Continue to be active participants in our regional groupings.
Continue to review the strategic direction of our regional groupings to ensure our strategic projects can be achieved.

Schedule 4 **Members of Council**

Background:

The Trayning Shire Council comprises seven Councillors, with the Shire President and Deputy Shire President being elected by the Council. Council elections are held in October every second year, with half of the seven Council positions being vacant.

Service Level

The Shire has a ratio of one councillor for every 32 residents.

Issues:

- Lack of candidates for local government elections
- Financial sustainability
- Integrated Planning & Reporting not implemented

We will maintain this Service Level by continuing to:

- ✓ Represent the community
- ✓ Ensuring a strategic and inclusive approach to decision making

Actions

<u>When</u>	<u>What</u>	<u>Who</u>
2020/21	Review number of councillors	CEO
	Finalise the implementation of an Integrated Planning & Reporting framework	CEO
2021/22	Review future sustainability of the Shire	CEO
	Review the benefits of a Resource Sharing Agreement	CEO

INFORMING STRATEGIES

Asset Management

The Shire has developed a strategic approach to asset management and prepared asset management plans based on the total life cycle of assets. The Asset Management Plans will assist the Council in predicting infrastructure consumption and asset renewal needs, and identify the cost required to renew or preserve the asset (renewal gap). This renewal gap is being addressed in the Long Term Financial Plan and will be the focus of future budgets.

Asset acquisitions and capital works projects are funded from rate revenue, specific cash reserves, sale of existing land assets, government grants or external borrowings.

Strategic Community Plan priorities

The Plan states vision, purpose, values and goals of the community to help the Shire plan for the future. The priorities for achieving the plan's objectives are defined as short, medium or long term. Strategies of an ongoing nature will also set priorities for the short and medium term. The Corporate Business Plan activates these strategies to achieve the realisation of our community's vision and aspirations.

Financial Strategies

The Long Term Financial Plan guides the Shire's financial management in a responsible and sustainable manner. The Shire's financial sustainability is fostered by maintaining adequate financial reserves to meet long term needs, seeking alternative funding sources and partnerships from the community and other levels of government. The Shire will continue to explore funding innovations as a means to improve services and infrastructure.

Environment and Economic Activity

Weather, land care and transport are issues that clearly have a significant impact on the agricultural industry, with an associated effect on the economic health of the community. The effects of drought, salinity and climate change are issues for the communities in the region generally. Technological advances and a massive increase in the size and capacity of agricultural machinery have seen demand for farm labourers severely reduced

Business Risk

The Shire has ensured that effective risk management practices across Council are aligned within a common framework. Councils Risk Management Strategy positions risk management as a critical driver of process and is supported by values that are practiced by all staff.

Risk is considered against the following factors –

- ❖ Financial
- ❖ Property
- ❖ Environmental
- ❖ Reputational
- ❖ Safety

The Strategy provides a holistic, strategic and comprehensive approach to risk management that integrates the risk management activities across the Council and further positions risk management as a critical driver of our internal processes.

1	Extreme Risk (Unacceptable)	Substantial financial cost, people; catastrophic consequences, loss/cessation of services, loss of community quality of life, severe loss of reputation, and/or substantial environmental damage.
2	High Risk (Priority)	Major financial cost, people; serious injuries, major impairment of services, major damage to reputation, reduced community quality of life, and/or major environmental damage
3	Moderate Risk	High financial cost, people; moderate injuries, minor impairment of services , minor damage to reputation, minor loss of community quality of life, environmental impact with costly remediation
4	Low Risk	Risk mitigated by current processes - Minor financial cost, minor injuries, little impairment of services, community news coverage, minor nuisance, minor environmental impact (immediately remediable
5	Insignificant or no Risk	Low financial cost, no safety implications, not newsworthy, no community or environmental impact

The Shire’s activities are exposed to a variety of risks and for some projects the ability to undertake the project is hampered by uncertainties surrounding the availability of funding such as grants.

The Shire’s identified risks have been considered in preparing the Long Term Financial Plan. The Asset Management Plan also identifies assets that are critical to the Shire’s operations and outline specific risk management strategies for these assets.

Workforce Plan

The plan identifies the workforce requirements and strategies for current and future operations, ensuring the needs and limitations to support the delivery of the Corporate Business Plan are met.

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