



Shire of
Bruce Rock
Where friends become family

Corporate Business Plan 2024/25 – 2027/28

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OUR VISION

“The Shire of Bruce Rock Leads the Way”

We will achieve our vision by maintaining and enhancing the Bruce Rock lifestyle, increasing business and employment opportunities and achieving population growth in an environmentally sustainable way.

OUR VALUES

We will conduct our business with:

Respect

- Value people and places and the contribution they make to the Shire
- Develop an environment of respect for different cultures
- Be appreciative of the aspirations of the community and what it does for itself

Inclusiveness

- Be receptive, proactive and responsive as an organisation
- Foster the community that has the ability to capacity build
- Demonstrate leadership by promoting Council and community teamwork

Fairness and equity

- Maintain a ‘whole of Shire’ outlook, but recognise that each community is unique and likely to have variations on their needs
- Provide services for a variety of ages and needs
- Respond to the community in a fair and equal way depending on need

Communication

- Create opportunities for consultation with the broad community
- Ensure appropriate, accessible information will be made available to the community

INTRODUCTION

This Corporate Business Plan is an internal business planning tool that seeks to activate the Shire of Bruce Rock's (Shire) Strategic Community Plan 2022 - 2032 by identifying the projects and services that the Shire plans to deliver in the next four years. The delivery of these projects and services adhere to the Shire's values and will contribute to the Shire's achievement of its vision.

The development of the Corporate Business Plan has been informed by the Shire's Strategic Resource Plan (Long Term Financial Plan, Asset Management Plan) and Workforce Plan.

The financial resources required to deliver the Corporate Business Plan will be reflected in the Shire's Annual Budgets.

The assumptions and challenges informing the development of the Corporate Business Plan are outlined in the following table:

ASSUMPTIONS	CHALLENGES
3.5% inflation rate	National policies and actions having an impact at a local level
Stable population	Changes in demographics and associated demand for services
Stable levels of service	Council having a clear understanding of capacity and capability to meet service expectations Attraction and retention of skilled staff Housing availability
Balanced Annual Budget	Maintaining resources and assets within budget
5% annual rate increase	Maintaining and renewing existing and new infrastructure
3.5% employee cost increase	Difficulty in competing with the private sector on remuneration Lack of career progression or opportunity in small local governments
No additional borrowings	Attracting external funding in a competitive environment

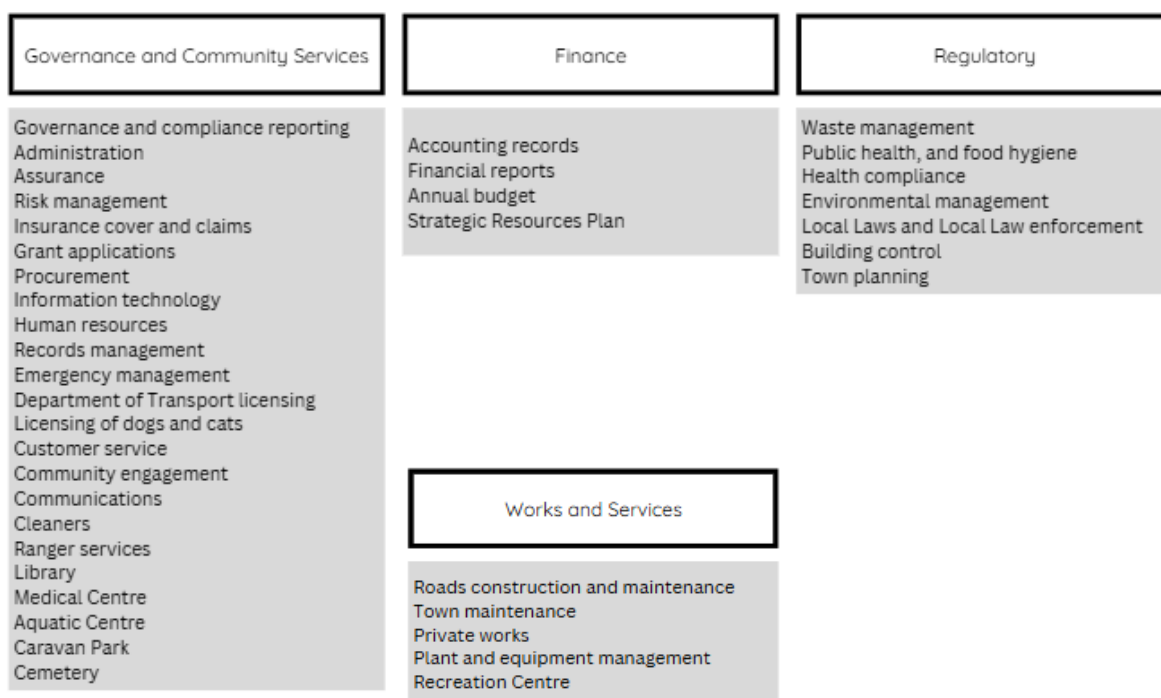
OUR ORGANISATION

Councillors

	Expiry	Committees, Sub-Committees and other representation
Cr Ram Rajagopalan (President)	2025	<ul style="list-style-type: none"> - Audit and Risk Committee - Health and Aged Care Committee - Sports and Recreation Sub-Committee - Economic Development Sub-Committee - WALGA Great Eastern Zone - WEROC - Local Health Advisory Group - District Health Advisory Group - Local Emergency Management Committee - Reconciliation Action Plan Working Group
Cr Anthony (Tony) Crooks (Deputy Shire President)	2025	<ul style="list-style-type: none"> - Audit and Risk Committee - Works and Services Committee - WEROC - Natural Resource Management - Master of Ceremonies - Chief Bush Fire Control Officer
Cr Kevin Foss	2027	<ul style="list-style-type: none"> - Works and Services Committee - Sport and Recreation Sub-Committee - Regional Road Group
Cr Perry Hodgkiss	2027	<ul style="list-style-type: none"> - Works and Services Committee - Economic Development Sub-Committee - Natural Resource Management
Cr Stephen Strange	2027	<ul style="list-style-type: none"> - Audit and Risk Committee - Works and Services Committee - WALGA Great Eastern Zone - CEACA
Cr Jennifer Verhoogt	2025	<ul style="list-style-type: none"> - Health and Aged Care Committee - Economic Development Sub-Committee - Retirement Units - Local Health Advisory Group - Reconciliation Action Plan Working Group - Tourism

Cr Brendan Waight	2025	- Works and Services Committee
		- Sport and Recreation Sub-Committee
		- Proxy Master of Ceremonies
		- Retirement Units (Proxy)
		- Regional Road Group

Business Units



Future workforce adjustments over the life of this plan:

Business Unit	2024/25	2025/26	2026/27	2027/28
Governance and Community Services	0.6	0	0	0
Finance	-0.6	0	0	0
Regulatory Services	0	0	0	0
Works and Services	1	0	0	0

The Shire of Bruce Rock Long-Term Financial Plan 2023-2033 forecasts the following employee costs (with an annual 3.5% increase).

Expense	2024/25	2025/26	2026/27	2027/28
Employee Costs	\$2,806,292	\$2,904,504	\$3,006,157	3,111,360
































FOUR YEAR PROJECT AND SERVICES DELIVERY PLAN







































The following tables outline the projects and services that the Shire plans to deliver between 2024-25 and 2027-28. All actions are aimed at achieving Council's strategic priorities, as outlined in the Strategic Community Plan 2022-32.

This project and services delivery plan will be reviewed annually to reflect any changing circumstances and resource availability. This will ensure that Council's long-term planning takes into account the current and future needs of the community.














































Specific operational plans will be prepared to deliver each of the actions listed in the tables below.

Community Priorities




























STRATEGIC PRIORITY	#	ACTION	24/25	25/26	26/27	27/28
1.1 Our community are engaged and have a healthy lifestyle	1.1.1	Complete the Main Street playground				
	1.1.2	Implement and update the Disability Access Inclusion Plan				
	1.1.3	Undertake programs, strategies and initiatives from the Aged Friendly Community Plan				
	1.1.4	Implement and update the Community Wellbeing Plan				
	1.1.5	Support Bruce Rock clubs in working towards one day Winter sport				
	1.1.6	Maintain General Practitioner services at the Medical Centre four days a week				
	1.1.7	Attract allied health services to be delivered at the Medical Centre				
	1.1.8	Advocate for the retention of the Bruce Rock Hospital				
	1.1.9	Support the delivery of aged care and health services in our community				
	1.1.10	Undertake programs, strategies and initiatives from the Public Health Plan				

1.2 Inclusive community activities, events, and initiatives	1.2.1	Promote and support local events with emphases on events that deliver increased visitation				
	1.2.2	Adopt and undertake programs, strategies and initiatives from the Reconciliation Action Plan				
	1.2.3	Work with the Community Resource Centre and other local organisations to deliver events and initiatives				
	1.2.4	Continue to deliver the Community Grant Scheme				
1.3 Shire facilities are maintained in a strategic manner to meet community need	1.3.1	Develop a Sport and Recreation Facilities Plan				
	1.3.2	Review and update the Municipal Heritage Inventory and Conservation Plans				
	1.3.3	Support the Bruce Rock Retirement Village management body				
1.4 Support and emergency services planning, response, and recovery	1.4.1	Review the Local Emergency Management Arrangements				
	1.4.2	Undertake emergency management exercises and training				
	1.4.3	Maintain RFDS access to the Airfield				
	1.4.4	Jointly plan with stakeholders at a local and sub regional level for disaster preparedness and emergency response				

Economic Priorities

STRATEGIC PRIORITY	#	ACTION	24/25	25/26	26/27	27/28
2.1 Assist the local economy to grow	2.1.1	Complete the Main Street Revitalisation project				
	2.1.2	Promote the sale or lease of industrial land				
	2.1.3	Advocate for improved communications infrastructure within the district by lobbying stakeholders to meet the needs of the district, both residential and commercial, now and into the future				
2.2 Roads are a key economic driver across the Shire	2.2.1	Participate in the Wheatbelt Secondary Freight Network				
	2.2.2	Deliver the plant replacement plan				
	2.2.3	Update, review and achievement of the Road Asset Management Plan including network hierarchy and service levels				
	2.2.4	Progress the Footpath Management Plan				
2.3 Workers and their families can work and reside in the Shire	2.3.1	Renewal and maintenance of Shire owned housing				
	2.3.2	Advocate for the retention and use of the day care centre				
	2.3.3	Include trainees and apprentices in the Shire workforce				
2.4 Tourism helps diversify our local economy	2.4.1	Develop a Tourism Plan				
	2.4.2	Participate and contribute to Roe Tourism initiatives to achieve local and regional tourism strategies				
	2.4.4	Update and improve visitor information infrastructure as well as online, face to face and print communication channels				

Environmental Priorities

STRATEGIC PRIORITY	#	ACTION	24/25	25/26	26/27	27/28
3.1 Maintain a high standard of environmental health and waste services	3.1.1	Deliver statutory requirements in Environmental Health				
	3.1.2	Maintain an effective and efficient waste service and landfill that allows for expansion and rehabilitation				
	3.1.3	Recycling and waste education				
3.2 Conservation of our natural environment and resources	3.2.1	Continue to deliver a Ranger service				
	3.2.2	Manage and maintain the Council's parks, gardens and open space at appropriate service levels and standards.				
	3.2.3	Work in collaboration with groups and organisations to deliver projects and programs that promote and protect the district's natural resources as well as agricultural industry				
	3.2.4	Water capture, reuse, storage and drought preparedness				

Governance Priorities

STRATEGIC PRIORITY	#	ACTION	24/25	25/26	26/27	27/28
4.1 Our organisation is well positioned and has capacity for the future	4.1.1	Quarterly reports to Council, staff and the community on achievement against the Strategic Community Plan and Corporate Business Plan outcomes (internal and external)	✓	✓	✓	✓
	4.1.2	Regular reviews of Council's Long Term Financial Plan to ensure the long term financial stability of the Shire	✓	✓	✓	✓
	4.1.3	Reserves allocation	✓	✓	✓	✓
	4.1.4	Provide Council adequate and appropriate financial information on a timely basis	✓	✓	✓	✓
	4.1.5	Review, update and work towards the achievement of the Workforce Plan	✓	✓	✓	✓
	4.1.6	Continue representation on relevant Boards, Committees and Working groups to influence positive local and regional outcomes	✓	✓	✓	✓
4.2 Shire communication is regular, clear and transparent	4.2.1	Update the Communication Strategy	✓			
	4.2.2	Shire communication is aligned to policy and best practice engagement standards	✓	✓	✓	✓
	4.2.3	Review Council's Customer Service Charter	✓		✓	
	4.2.4	Undertake bi-annual customer survey		✓		✓
4.3 Proactive and well governed Shire	4.3.1	Councillor training is provided and completed	✓	✓	✓	✓
	4.3.2	Continual improvement in governance and operational policies, processes and implementation	✓	✓	✓	✓
	4.3.3	Maintain the operational and strategic risk registers	✓	✓	✓	✓
	4.3.6	Develop and implement a Disaster Recovery IT Plan	✓	✓		